Republic of Ghana

NATIONAL ANNUAL PROGRESS REPORT 2025

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

National Development Planning Commission

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Preface

The 2025 National Annual Progress Report (APR) marks a significant milestone in Ghana's implementation of the Agenda for Jobs II: Creating Prosperity and Equal Opportunity for All (2022–2025). As the final progress report under this medium-term national development policy framework, the report provides a comprehensive assessment of progress made in implementing policy interventions across the six development dimensions: Economic Development; Social Development; Environment, Infrastructure and Human Settlements; Governance, Corruption and Public Accountability; Emergency Planning and COVID-19 Response; and Implementation, Coordination, Monitoring and Evaluation.

Despite global economic uncertainties, Ghana recorded notable progress in several areas, including improvements in real Gross Domestic Product (GDP) growth, expanded access to social services, infrastructure development and institutional reforms. Nevertheless, challenges such as fiscal imbalances, inflationary pressures, food insecurity and institutional coordination gaps persisted, underscoring the need for sustained reforms, strengthened implementation and targeted investments. Accordingly, the report provides a balanced assessment of both achievements and constraints while presenting policy recommendations to inform future decision-making, strengthen resource allocation and accelerate transformational development.

The preparation of this report reflects the National Development Planning Commission's (NDPC) commitment to participatory, inclusive and evidence-based planning. It draws on contributions from Ministries, Departments and Agencies (MDAs), Regional Coordinating Councils (RCCs), Metropolitan, Municipal and District Assemblies (MMDAs), academia, Civil Society Organisations (CSOs), Development Partners (DPs), and the private sector. We particularly acknowledge the invaluable contributions of the Cross-Sectoral Planning Groups (CSPGs), whose technical expertise has strengthened the quality and robustness of the analysis presented.

As Ghana transitions to the Resetting Ghana Agenda: Creating Jobs, Ensuring Accountability and Promoting Shared Prosperity (2026–2029), the 2025 APR provides an important evidence base for assessing performance, strengthening transparency and accountability, and informing the next phase of national development planning. We encourage all stakeholders to engage with the report's findings and recommendations and to continue working collaboratively towards the achievement of inclusive, resilient and sustainable development for all Ghanaians.

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Dr Nii Moi Thompson
Chairman

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Dr Audrey Smock Amoah
Director-General

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AAPs	Annual Action Plans
ABFA	Annual Budget Funding Amount
ACE	Accelerating Circular Economy
ADR	Alternative Dispute Resolution
AfCFTA	African Continental Free Trade Area
AHIES	Annual Household Income and Expenditure Survey
AIDS	Acquired Immunodeficiency Syndrome
ANC	Antenatal Care
APR	Annual Progress Report
ARC	Architects Registration Council
ART	Antiretroviral Therapy
ASRHR	Adolescent Sexual and Reproductive Health and Rights
AU	African Union
BECE	Basic Education Certificate Examination
BoG	Bank of Ghana
BOST	Bulk Oil Storage and Transportation Company
BRT	Bus Rapid Transit
B&DR	Births and Deaths Registry
CAGD	Controller and Accountant General's Department
CAIDI	Customer Average Interruption Duration Index
CAPEX	Capital Expenditure
CDC	Africa Centre for Disease Control
CEs	Cybersecurity Establishments
CHPS	Community-based Health Planning and Services
CHRAJ	Commission on Human Rights and Administrative Justice
CIDA	Construction Industry Development Authority
COCOBOD	Ghana Cocoa Board
COVID-19	Coronavirus Disease 2019

CPESDP	Coordinated Programme of Economic and Social Development Policies
CPI	Corruption Perception Index
CRC	Constitution Review Committee
CSIR	Council for Scientific and Industrial Research
CSOs	Civil Society Organisations
CSPs	Cybersecurity Service Providers
CTVET	Commission for Technical and Vocational Education and Training
CWM	Cash Waterfall Mechanism
CWSA	Community Water and Sanitation Agency
DACF	District Assemblies Common Fund
DACF-RFG	District Assemblies Common Fund — Responsiveness Factor Grant
DDEP	Domestic Debt Exchange Programme
DFR	Department of Feeder Roads
DIPACs	District Inter-Party Advisory Committees
DLT	District League Table
DPCU	District Planning and Coordinating Unit
DPs	Development Partners
DRR	Disaster Risk Reduction
DUR	Department of Urban Roads
DVGs	Disaster Volunteer Groups
DVLA	Driver and Vehicle Licensing Authority
EC	Electoral Commission
ECG	Electricity Company of Ghana
ECGh	Engineering Council of Ghana
ECOWAS	Economic Community of West African States
EMP	Environmental Management Plans
EOC	Emergency Operations Centre
EOCO	Economic and Organised Crime Office
EOCs	Emergency Operational Centres
EPA	Environmental Protection Authority
ERP	Enterprise Resource Planning
EV	Electric Vehicle
FBOs	Farmer-Based Organisations
FDI	Foreign Direct Investment

FLEGT	Forest Law Enforcement, Governance and Trade
FSCs	Farmer Service Centres
GAC	Ghana AIDS Commission
GACL	Ghana Airports Company Limited
GAEC	Ghana Atomic Energy Commission
GAF	Ghana Armed Forces
GAMA	Greater Accra Metropolitan Area
GARID	Greater Accra Resilient and Integrated Development Project
GCAA	Ghana Civil Aviation Authority
GDNR	Ghana Domain Name Registry
GDP	Gross Domestic Product
GEA	Ghana Enterprises Agency
GEPA	Ghana Export Promotion Authority
GES	Ghana Education Service
GETFund	Ghana Education Trust Fund
GFSF	Ghana Financial Stability Fund
GFZA	Ghana Free Zones Authority
GGEI	Global Green Economy Index
GGI	Good Governance Index
GGSA	Ghana Geological Survey Authority
GHA	Ghana Highway Authority
GHS	Ghana Health Service
GIDA	Ghana Irrigation Development Authority
GIFEC	Ghana Investment Fund for Electronic Communications
GIFMIS	Ghana Integrated Financial Management Information System
GIIF	Ghana Infrastructure Investment Fund
GIPC	Ghana Investment Promotion Centre
GIS	Ghana Immigration Service
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GMA	Ghana Maritime Authority
GMeT	Ghana Meteorological Agency
GMRA	Global Master Repurchase Agreement
GNADP	Ghana National Aquaculture Development Plan
GNFS	Ghana National Fire Service

GNGC	Ghana National Gas Company
GNPC	Ghana National Petroleum Corporation
GoG	Government of Ghana
GoldBod	Ghana Gold Board
GPHA	Ghana Ports and Harbours Authority
GPI	Gender Parity Index
GRA	Ghana Revenue Authority
GRB	Ghana Refugee Board
GREDA	Ghana Real Estate Developers Association
GRIDCo	Ghana Grid Company Limited
GSA	Ghana Standards Authority
GSCSP	Ghana Secondary Cities Support Programme
GSFP	Ghana School Feeding Programme
GSS	Ghana Statistical Service
HIV	Human Immunodeficiency Virus
HRMIS	Human Resource Management Information System
HYDRO	Ghana Hydrological Authority
ICME	Implementation, Coordination, Monitoring and Evaluation
ICT	Information and Communication Technology
IGF	Internally Generated Fund
IGIs	Independent Governance Institutions
IIAG	Mo Ibrahim Index of African Governance
IMF	International Monetary Fund
IMMR	Institutional Maternal Mortality Ratio
IOM	International Organisation for Migration
IPAC	Inter-Party Advisory Committee
IPCs	Interim Payment Certificates
IPEP	Infrastructure for Poverty Eradication Programme
IPM	Integrated Pest Management
ISSOP	Inter-Sectoral Standard Operating Procedures
JHS	Junior High School
KACE	Kofi Annan Centre of Excellence
KG	Kindergarten
KTC	Koforidua Training Centre

LEAP	Livelihood Empowerment Against Poverty
LGS	Local Government Service
LI	Legislative Instrument
LUPMIS	Land Use Planning and Management Information System
LUSPA	Land Use and Spatial Planning Authority
MASLOC	Microfinance and Small Loans Centre
MDAs	Ministries, Departments and Agencies
MEST	Ministry of Environment, Science and Technology
MFA	Ministry of Foreign Affairs
MIS	Management Information System
MLGCRA	Ministry of Local Government, Chieftaincy and Religious Affairs
MLJER	Ministry of Labour, Jobs and Employment Relations
MLNR	Ministry of Lands and Natural Resources
MMDAs	Metropolitan, Municipal and District Assemblies
MMI	Mobile Money Interoperability
MMTL	Metro Mass Transit Limited
MoCDTI	Ministry of Communications, Digital Technology and Innovations
MoD	Ministry of Defence
MoE	Ministry of Education
MoEn	Ministry of Energy and Green Transition
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
MoT	Ministry of Transport
MoTAI	Ministry of Trade, Agribusiness and Industry
MoTCCA	Ministry of Tourism, Culture and Creative Arts
MPR	Monetary Policy Rate
MRH	Ministry of Roads and Highways
MSME	Micro, Small and Medium Enterprise
MTBF	Medium-Term Budget Framework
MTDPs	Medium-Term Development Plans
MTEF	Medium-Term Expenditure Framework

MTNDPF	Medium-Term National Development Policy Framework
MW	Megawatt
MWHWR	Ministry of Works, Housing and Water Resources
NACAP	National Anti-Corruption Action Plan
NACOC	Narcotics Control Commission
NACSA	National Commission on Small Arms and Light Weapons
NADMO	National Disaster Management Organisation
NAFCO	National Food Buffer Stock Company
NCA	National Communications Authority
NCCE	National Commission for Civic Education
NCPD	National Council on Persons with Disability
NDPC	National Development Planning Commission
NEDCo	Northern Electricity Distribution Company
NEDS	National Export Development Strategy
NEET	Not in Employment, Education or Training
NEIP	National Entrepreneurship and Innovation Programme
NER	Net Enrolment Rate
NFIDS	National Financial Inclusion and Development Strategy
NGOs	Non-Governmental Organisations
NGP	National Gender Policy
NHF	National Homeownership Fund
NHIL	National Health Insurance Levy
NHIS	National Health Insurance Scheme
NIA	National Identification Authority
NITA	National Information Technology Agency
NMC	National Media Commission
NPA	National Petroleum Authority
NRSA	National Road Safety Authority
NTE	Non-Traditional Exports
NVTI	National Vocational Training Institute
NYA	National Youth Authority
OAG	Office of the Attorney-General
OAGMOJ	Office of the Attorney-General and Ministry of Justice
OHCS	Office of the Head of the Civil Service

OHLGS	Office of the Head of the Local Government Service
OoP	Office of the President
OPD	Out-Patient Department
PAC	Public Accounts Committee
PCSRC	Postal and Courier Services Regulatory Commission
PFM	Public Financial Management
PHC	Population and Housing Census
PIAD	Public Investment and Assets Division
PLA	Policy and Legislative Almanac
PLAM	Participatory Land Access Model
PLHIV	Persons Living with Human Immunodeficiency Virus
PNC	Postnatal Care
PURC	Public Utilities Regulatory Commission
PWDs	Persons With Disabilities
QLFS	Quarterly Labour Force Survey
RCCs	Regional Coordinating Councils
REDE	Rural Enterprises Development
RIAPs	Revenue Improvement Action Plans
RSF	Reporters Without Borders
RTI	Right to Information
R&D	Research and Development
SADEP	Savannah Agriculture Value Chain Development Project
SDFs	Spatial Development Frameworks
SDG	Sustainable Development Goal
SGBV	Sexual and Gender-Based Violence
SGN	Sankofa-Gye Nyame
SHS	Senior High School
SLTF	Students Loan Trust Fund
SMEs	Small and Medium Enterprises
SOCO	Gulf of Guinea Northern Regions Social Cohesion Project
SREP	Scaling up Renewable Energy Programme
SSI	Self-Sufficiency Index
SSNIT	Social Security and National Insurance Trust
STEP	Skills Towards Employment and Productivity

STRIDE	Strategic Transitioning from Renting to Infrastructure Development
SWIMS	Social Welfare Information Management System
TAs	Traditional Authorities
TAT	Turn Around Time
TDC	Tema Development Corporation
TOE	Tonnes of Oil Equivalent
TSCs	Technical Sub Committees
TSIP	Transport Sector Improvement Project
TVET	Technical and Vocational Education and Training
UHC	Universal Health Coverage
UN	United Nations
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNODC	United Nations Office on Drugs and Crime
VAT	Value Added Tax
VLTA	Volta Lake Transport Authority
VRA	Volta River Authority
WACA	West Africa Coastal Areas
WASH	Water, Sanitation and Hygiene
WFP	World Food Programme
WHO	World Health Organisation
WIPO	World Intellectual Property Organisation
WRC	Water Resources Commission
YEA	Youth Employment Agency
ZDF	Zongo Development Fund
ZICDS	Zongo and Inner-City Development Secretariat
1D1F	One District One Factory

Executive Summary

This report is the 24th Annual Progress Report (APR) overall since 2003 and the fourth assessing progress under the Agenda for Jobs II: Creating Prosperity and Equal Opportunity for All (2022–2025) Policy Framework. The 2025 APR draws on the evaluation of indicators and targets adopted to monitor key policy and programme interventions implemented during the year. The Agenda for Jobs II sought to build a prosperous and inclusive Ghana by expanding opportunities for all citizens, safeguarding the natural and built environment, ensuring stability and security, and strengthening resilience against shocks such as COVID-19. It also aimed to enhance development outcomes and ensure value for money. These objectives were pursued through targeted interventions across six dimensions: Economic Development; Social Development; Environment, Infrastructure, and Human Settlements; Governance, Corruption, and Public Accountability; Emergency Planning and COVID-19 Response; and Implementation, Coordination, Monitoring, and Evaluation. Highlights of key performance for the various sections are presented.

Economic Development

The overall goal for the economic dimension was to build a prosperous society. This was to be achieved through broad objectives across six focus areas. The 2025 economic performance demonstrated substantial recovery and stabilisation after the challenging years of 2023-2024. The economy rebounded with improved growth, significantly lower inflation, declining public debt, and strengthened external reserves. However, this macroeconomic improvement masks underlying structural vulnerabilities and sectoral imbalances that require sustained policy attention.

Overall real GDP growth reached 6.0 percent in 2025, up from 5.8 percent in 2024, whilst non-oil GDP growth accelerated to 7.6 percent from 6.1 percent recorded in 2024. This acceleration in non-oil activity reduced reliance on oil as the growth engine, a significant shift toward economic diversification. End-year inflation declined significantly to 5.4 percent from 23.8 percent in 2024, representing one of the year's major policy achievements. The monetary policy rate fell to 18.0 percent, bringing relief to borrowing costs, although lending rates remained elevated at around 20 percent.

Government revenue increased by 20.5 percent to GH¢ 224.9 billion, driven primarily by non-oil taxes. The overall fiscal deficit narrowed from 7.9 percent of GDP in 2024 to just 1.0 percent in 2025, whilst the primary balance moved into surplus at 2.5 percent of GDP. This represented substantial fiscal adjustment and improved budgetary discipline. Total public debt fell sharply from 61.6 percent of GDP to 44.7 percent, supported by fiscal consolidation, exchange rate appreciation, and nominal GDP growth.

The trade surplus widened to US$13.66 billion from US$3.77 billion, driven largely by historic high gold prices and record gold export earnings. Gross international reserves increased to US$13.83 billion, providing 5.7 months of import cover compared to 4.1 months in 2024. The current account moved into substantial surplus at US$9.08 billion. These external improvements provided a strong buffer for exchange rate stability and debt management, though they relied heavily on commodity prices.

Industrial sector growth moderated from 7.2 percent in 2024 to 2.3 percent in 2025. Oil production contracted by 23.2 percent, and mining and quarrying declined by 0.9 percent despite gold strength. Manufacturing grew modestly at 5.7 percent, and construction recorded only 3.1 percent growth. Services performed best at 8.1 percent, but this sector growth pattern suggests that Ghana's economy was becoming less industry-intensive and more service-dependent. Agricultural growth rebounded to 6.8 percent after 2024's weak performance of 2.7 percent, but the recovery was uneven. Whilst cocoa, crops, and fishing improved, forestry continued contracting.

Mobile money transactions expanded substantially, with registered accounts reaching 80.5 million and active accounts at about 26.7 million. Transaction value surged to GH¢ 518.4 billion from GH¢ 334.8 billion, reflecting deeper financial service penetration across the economy. This digital infrastructure supports financial inclusion and reduces cash-based transaction costs.

In the year under review, gold, cocoa, and oil together accounted for 88.3 percent of merchandise exports, up from 84 percent in 2024. Gold alone represented 67.4 percent of total exports. This concentration exposes Ghana to severe commodity price volatility and supply shocks beyond government control. Whilst Non-Traditional Exports (NTEs) increased to US$5.0 billion, their share of total exports declined to 16.1 percent. This pattern reveals that, whilst domestic production has improved, economic growth remains hostage to global commodity swings.

The Bank of Ghana Business Confidence Index rose to 107.7 in 2025 from 96.6 in 2024, indicating improved business sentiment. However, this confidence has not translated into proportional investment expansion. Private sector credit increased nominally but declined as a share of GDP from 8.7 percent to 7.6 percent. Port clearance time remained at 7.5 days, and commercial dispute resolution stayed at 60 days. These operational constraints, combined with high borrowing costs, continue to limit private investment despite improved sentiment.

Enterprise support programmes reached nearly 400,000 entrepreneurs through business development services, whilst 92,511 MSMEs received information support and 31,333 received counselling. However, direct financing was limited with only 4,218 MSMEs receiving GH¢ 56.7 million for business expansion. The gap between advisory support and financial access remained the critical constraint on MSME growth and job creation.

Social Development

The social development dimension of Ghana's Agenda for Jobs II policy framework (2022-2025) aimed to improve quality of life through 14 focus areas namely: education, health, food security, population management, poverty reduction, water and sanitation, child protection, gender equality, youth development, social protection and disability inclusion. In 2025, social development showed mixed progress across fourteen focus areas. Education infrastructure improved significantly, but inequalities persisted, and performance varied across health, jobs, and social protection.

Kindergarten enrolment reached 85.3 percent in 2025, showing strong progress in early childhood education. However, senior high school enrolment fell to 34.5 percent from 42.4 percent in 2023/24, highlighting serious challenges in secondary education. Transition rates from Junior High School to Senior High School improved, rising to 91.2 percent in 2024/25 after a drop to 72 percent in 2023/24. TVET enrolment grew significantly, from 71,126 in 2022/23 to 123,836 students in 2024/25, reflecting government efforts to expand skills training. Gender parity was generally positive across most levels, though women remained underrepresented in tertiary education (Index 0.95).

Community-based Health Planning and Services (CHPS) coverage rose to 79.3 percent with 6,024 zones, though still below the 90 percent target. National Health Insurance membership grew to 66.2 percent (about 22.3 million people), but 32.8 percent remain uninsured, requiring stronger enrolment efforts. The outstanding one percent were privately insured. Maternal mortality worsened, reaching 122.1 deaths per 100,000 live births (961 deaths), showing urgent need for better emergency obstetric care. Child survival improved slightly, with under-five mortality dropping to 9.6 per 1,000 live births.

Ghana's labour force expanded beyond 15 million persons, with aggregate employment reaching 13 million-plus individuals. Unemployment maintained elevated levels at 13 percent nationally, with pronounced youth unemployment among persons aged 15–24 years at 34.4 percent and 23.3 percent for ages 15–35 years. Vulnerable employment classification rose to 72.2 percent of the employed population, with heightened concentration among female workers (79.1 percent) and rural labour cohorts (83 percent),therebyreflectingpredominance of informal, non-contractual employment relationships. Youth skills development initiatives demonstrated substantial expansion, with 93,983 young people benefiting through the National Youth Authority Programmes, whilst 955 persons accessed training through the National Entrepreneurship and Innovation Programme.

The Livelihood Empowerment Against Poverty (LEAP) Programme maintained strategic focus, reaching 325,528 vulnerable households through inflation-indexed cash transfer mechanisms. The Ghana School Feeding Programme delivered nutritional support to 4,271,355 pupils with feeding grant adjustment to GH¢ 2.00 per child daily. Multidimensional poverty remained pronounced within specific geographic clusters, with North East, Northern, and Oti Regions manifesting elevated incidence. Food insecurity persistence demonstrated concerning patterns, with Upper West Region recording 55.9 percent prevalence and disproportionate rural female-headed household impact.

Women's Ministerial representation achieved 22.7 percent (exceeding 20 percent target), whilst Judiciary representation attained 42.4 percent. Conversely, female representation remained constrained within Deputy Minister roles (15.4 percent), Metropolitan, Municipal and District Chief Executive positions (9.6 percent), and Parliamentary seats (14.5 percent).

Environment, Infrastructure and Human Settlements

The goal of the Environment, Infrastructure, and Human Settlements dimension was to safeguard the natural and built environment by ensuring sustainable management, climate resilience, and equitable access to essential services. Ghana's environment, infrastructure, and human settlements achieved substantive progress in 2025 across critical development domains, whilst simultaneously confronting persistent structural constraints demanding intensified policy interventions and enhanced resource deployment.

Gold's performance constituted a principal policy achievement, with production increasing by 19.4 percent to 6.04 million ounces, thereby consolidating Ghana's position as Africa's leading gold producer whilst generating approximately US$20.9 billion in mineral output value. Government enforcement mechanisms against illegal mining operations strengthened through revocation of 300 mining licences and strategic reclamation of nine forest reserves from illicit occupation, thereby advancing resource governance frameworks. The Tree for Life Reforestation Initiative achieved planting of 26.3 million seedlings (representing 87.7 percent of the 30 million-seedling target), constituting one of Africa's most substantive landscape restoration undertakings. Ghana attained historic policy significance through issuance of Forest Law Enforcement, Governance and Trade (FLEGT) licences in August 2025, positioning the country as Africa's premier and globally second-ranking implementer of this mechanism, thereby facilitating market access for legally verified forest products. Industrial environmental compliance demonstrated marked improvement, with 19,580 undertakings meeting permitting requirements that was the highest medium-term achievement. However, water resource sustainability manifested concerning trends, with water stress declining below the 1,700 m³/person threshold to 1,611.75 m³/person in 2025, whilst ambient water quality remained suboptimal at 56.2 percent relative to SDG benchmarks of 80 percent.

The Big Push Infrastructure Programme represented a transformative initiative, with GH¢50 billion in contract awards distributed across 50 projects encompassing 1,144 kilometres, advancing Government's infrastructure modernisation agenda. The maritime sector performance demonstrated substantial recovery, with container traffic increasing 67 percent and cargo throughput expanding by 68 percent, reinforcing Ghana's strategic positioning as a regional logistics hub. International passenger aviation expanded to record 2.54 million annual passengers, reflecting enhancedinvestorconfidenceandtourism sector dynamism. Telecommunications infrastructure advancement achieved 85.6 percent national internet penetration coupled with broadband capacity expansion to 9,606 Gbps, contributing to operationalizing Government's digital transformation policy objectives. Electricity access improvement reached 89.1 percent nationally, though significant regional performance differences persisted.

Spatial planning demonstrated measurable progress, with the proportion of Metropolitan, Municipal, and District Assemblies (MMDAs) possessing Spatial Development Frameworks increasing from 13.4 percent to 19.9 percent. Regulatory framework modernization encompassed revision and dissemination of Zoning Guidelines and Planning Standards, accompanied by Land Use Planning and Management Information System redevelopment. Digital transformation initiatives advanced through manual records scanning, geo-referencing implementation, and electronic retrieval system development within selected regions. Urban flood resilience enhancement proceeded through desilting of 40 kilometres of drainage infrastructure benefiting approximately 2.5 million flood-prone residents.

Road infrastructure maintenance coverage achieved 56 percent of the classified network, however, remaining substantially below the 75 percent target. Road safety indicators manifested deteriorating trends, with traffic crashes increasing 9.3 percent to 14,743 cases annually whilst fatalities rose by 18.2 percent to 2,949 deaths. Railway freight operations ceased following closure of the Western Region line, constraining inland freight transport capacity. Renewable energy generation expansion remained constrained at 3 percent of the national energy mix. Housing sector affordability challenges persisted with an estimated housing deficit of 1.8 million units. Escalating construction costs, constrained long-term financing mechanisms, and elevated urban land values affected homeownership beyond accessibility thresholds for low- and middle-income households.

Governance, Corruption and Public Accountability

Ghana made progress in strengthening its governance institutions and fighting corruption. However, the report also highlights important challenges that need to be addressed. Since returning to democratic rule in 1992, Ghana has worked to improve how government operates, but there is still much to be done. The report covers thirteen key areas of governance performance, showing that Ghana is moving forward in some areas whilst facing difficulties in others.

Ghana completed a comprehensive review of its 1992 Constitution in 2025. The Constitutional Review Committee presented important reform proposals to the President in December 2025, including extending the presidential term from four to five years, allowing younger candidates to run for president (lowering the age requirement from 40 to 30), and creating an Independent Devolution Commission to oversee district creation. These changes aim to modernize Ghana's governance system and reduce the cost of politics. Budget funding to key government institutions like Parliament and the Courts increased significantly between 2021 and 2025, showing government's commitment to strengthening these institutions.

Ghana made substantial progress in recovering stolen public assets. The Economic and Organised Crime Office (EOCO) recovered GH¢617.5 million in 2025, which exceeded its target by over 200 percent. EOCO also worked with international partners like the FBI and Canadian authorities to tackle transnational crime, seizing twenty-nine vehicles linked to criminal activities. Ghana's Corruption Perception Index score improved to 43 in 2025 from 42 in 2024, and the country moved up to 76th place globally out of 182 countries.

Notable reductions were recorded in major crimes, including murder (down 8 percent), rape (down 6 percent), armed robbery (down 17 percent), and drug trafficking (down 7 percent). The government strengthened border security through the Northern Border Security Programme, which includes twelve forward operating bases and surveillance drones. The digital transformation of public sector human resources also advanced, with 193 out of 250 public organizations (77.2 percent) successfully moving their employee records onto a modern digital system, affecting approximately 97 percent of public sector workers.

The National Commission for Civic Education reached approximately 5.39 million citizens with civic education activities in 2025. These programmes helped citizens understand their constitutional rights and responsibilities and encouraged participation in national development. The number of chieftaincy disputes resolved improved significantly, increasing from 45 cases in 2024 to 103 in 2025. The Attorney-General's Office maintained a strong prosecution rate of 94.2 percent, successfully prosecuting 2,450 out of 2,600 criminal cases.

Ghana's ranking in the World Press Freedom Index declined from 50th place in 2024 to 52nd in 2025. Whilst Ghana remains 8th in Africa, the decline reflects concerns about journalist safety and economic pressures facing media organisations. Between January and July 2025, eighteen cases of attacks on journalists were reported. Economic hardship affecting media organisations threatens editorial independence.

Ghana secured seventeen high-level positions in international organisations, exceeding its target of ten. President Mahama was endorsed as the official candidate for African Union Chairmanship. The Ministry of Foreign Affairs secured US$93 million in foreign grants for Ghana, expanded trade opportunities through forty-five new foreign markets, and supported fifty-one foreign direct investment initiatives. The government also introduced improvements to passport services, including chip-embedded passports and same-day delivery in some locations.

Emergency Planning and COVID-19 Response

Ghana's emergency management planning demonstrated substantive institutional capacity expansion in 2025, coupled with emerging evidence of structural constraints in achieving comprehensive disaster response coverage. The National Disaster Management Organisation (NADMO) recorded 2,154 disaster occurrences and responded to 1,086,901 persons with relief assistasnce.

Disasters by type indicates that rainstorms and windstorms constituted the predominant disaster typology at 45 percent of total occurrences, followed by domestic fires (24%), drought (13%), and floods (11%). Geographic distribution reveals concentrated disaster incidence in Ashanti Region (474 occurrences), whilst North East Region experienced the most extensive community impact (23.70%), indicating pronounced spatial vulnerability differentiation necessitating targeted policy interventions.

NADMO executed 1,319 emergency response and rescue operations representing an 11.9 percent increase from 2024 whilst conducting comprehensive staff capacity development encompassing 2,534 personnel training engagements across disaster management competencies. Community-level preparedness mechanisms expanded substantially through 7,700 community engagements and 10,360 public education campaigns nationwide, complemented by strategic reactivation of 11,040 Disaster Volunteer Groups across all 261 Districts, thereby strengthening decentralized response capacity.

Critical drainage infrastructure improvements encompassed dredging 836 major waterway channels and drainage systems (representing 19.4 percent annual increase), thereby benefiting approximately 2.5 million residents within flood-prone urban communities. Regional institutional strengthening advanced through development and validation of Flood Contingency Plans for Volta and Eastern Regions, enhancing multi-sectoral coordination frameworks.

Road safety indicators demonstrated concerning deterioration, with road traffic crashes increasing by 31.6 percent from 2021 baseline (11,207 to 14,743 cases in 2025), whilst fatalities increased by 22 percent over the same period. Fire incident data revealed complex outcome patterns, with 6,515 total outbreaks (modest decline from 6,860 in 2024) with an elevation in fatalities (42 deaths in 2025 as against 25 in 2024), indicating intensified incident severity requiring infrastructure investment prioritization.

Cybersecurity Authority operations demonstrated substantive institutional advancement through community-level capacity building (150,000 persons trained across 15 MMDAs) and professional credentialing frameworks (50 Cybersecurity Service Providers licensed; 10 Cybersecurity Establishments accredited; 100 Cybersecurity Professionals accredited). Conversely, 462 organised crime incidents recorded in 2025 underscore persistent security threats demanding enhanced inter-agency collaboration.

Critical policy limitations emerged regarding relief assistance reach, with NADMO provision extending to 682,464 persons (62.7 percent of affected populations), leaving 404,437 individuals unreached due to resource constraints and access impediments. Insufficient integration of early recovery mechanisms into response architectures has constrained psychosocial support provision and alternative livelihood assistance, thereby limiting household-level resilience consolidation.

Implementation, Coordination, Monitoring and Evaluation.

Implementation, Coordination, Monitoring and Evaluation (ICME) assesses how well government institutions at all levels including Ministries, Departments and Agencies, Regional Coordinating Councils, and Metropolitan, Municipal and District Assemblies (MMDAs) carried out their development plans and managed public resources. The report shows that whilst Ghana has made progress in implementing planned programs, significant challenges remain in financing, staffing, and equipment that threaten sustained development progress. MMDAs, RCCs, and MDAs continued implementing the Agenda for Jobs II through their Annual Action Plans (AAPs). Overall plan implementation remained high, though completion rates were lower.

At the MMDA level, on average, MMDAs completed 69.8 percent of activities in their AAPs. Most districts completed at least half of their planned activities, though weak budget linkages, late fund releases, low IGF mobilisation, slow contractor performance, and weak sub-structures contributed to delays. RCCs, average implementation stood at 91.5 percent, but only 59.7 percent of activities were fully completed. Volta RCC achieved one of the highest implementation rates (97%), whilst Oti RCC had the lowest completion rate (20.7%).

Among MDAs, implementation was generally high, but completion varied widely. Strong performers included the Electoral Commission (98% completion), Ministry of Labour, Jobs and Employment (92.6%), and Ministry of Gender, Children and Social Protection (90.1%). Others, like the Attorney-General and Ministry of Justice (88.6%) and Ministry of Energy and Green Transition (85%), also recorded solid completion.

In 2025, financial resources remained central to plan implementation, but actual receipts often fell short of estimates, especially at the subnational level. MMDAs mobilised GH¢ 5.69 billion in total revenue, though performance varied, with 36 assemblies recording declines due to weak IGF and leakages. IGF rose to GH¢ 887.9 million but was concentrated in a few urban assemblies, leaving many rural districts dependent on central transfers. RCCs also relied mainly on government and donor inflows, spending GH¢ 550.3 million, with capital expenditure at just 11.7 percent. MDAs reported stronger coverage, with total expenditure of GH¢ 68.91 billion, but capital expenditure was only 10.2 percent.

Human resources were another major constraint on implementation. Against OHLGS staffing norms, MMDAs required a minimum of 105,682 staff but had only 42,829 at post (40.5%). Seven assemblies met minimum requirements, 58 had more than half, whilst 19 had less than 20 percent. Declined postings were often linked to poor housing and amenities. RCCs faced even greater shortages, requiring 10,368 minimum staff but having only 2,432 (23.5%). MDAs showed mixed results, with some agencies meeting or exceeding staffing needs, whilst others had less than half of the required complement. These gaps in personnel limited programme delivery, coordination, and monitoring, highlighting the urgency of addressing housing, amenities, and recruitment challenges to strengthen institutional capacity.

In 2025, NDPC coordinated plan implementation through its planning, budgeting, monitoring, and reporting instruments. Working with the Ministry of Finance, it aligned Annual Action Plans of 38 MDAs, 16 RCCs, and 261 MMDAs with the national development agenda during Budget Hearings. The Commission also reviewed project portfolios through the Public Investment Programme Working Committee, recommending projects for the "Seal of Quality" to guide capital expenditure allocations. Cross-Sectoral Planning Groups were convened to support policy formulation and the Policy Matrix for the 2026–2029 Medium-Term National Development Policy Framework, whilst 52 coordination meetings advanced the 2030 Agenda for Sustainable Development and AU Agenda 2063. At the sub-national level, NDPC provided technical support for Annual Progress Reports, and certified 47 out of 261 MMDA MTDPs, 4 out of 16 RCC MTDPs and conducted risk-based monitoring in 35 MMDAs. Capacity-building was strengthened through regional orientations, training on the District Development Data Platform, and issuance of Community Action Plan Guidelines, alongside budget monitoring of all MMDAs.

On monitoring and evaluation, NDPC produced the 2024 National Annual Progress Report on the Agenda for Jobs II policy framework and shared findings with Parliament, Cabinet, MDAs, RCCs, MMDAs, and partners. It reviewed all sector and district APRs, provided structured feedback, and conducted risk-based monitoring visits across all 16 regions to collect primary data on priority projects. These findings informed the 2026–2029 Medium-Term Development Policy Framework.

The Ghana Statistical Service (GSS) published key outputs including trade reports, labour statistics, multidimensional poverty data, population projections, maternal mortality reports, and district-level poverty profiles. In collaboration with UNDP and partners, GSS released the National Human Development Report and Poverty Mapping Brief. It also trained 101 MMDAs in administrative data compilation to build local capacity. Persistent challenges such as poor quality control, inadequate technology, limited skills, and high staff attrition highlight the need for sustained investment in statistical systems.

Capital Budget Allocation and Implementation

This Chapter of the report assesses the allocation and implementation of government capital budgets on development projects in the 261 MMDAs and 43 MDAs in 2025. Capital expenditure contracted in 2025, with government spending falling to GH¢20.24 billion, an 18.8 percent drop from 2024 allocations and 10.2 percent below the GH¢26.6 billion target. This reduction reflects a strategic shift toward debt sustainability, whilst sustaining infrastructure momentum through prioritised highimpact projects.

Government capital investments across the medium-term (2022-2025) remained strategically aligned with the national development policy framework through coordinated sector planning mechanisms. The NDPC facilitated comprehensive budgetary alignment processes whereby all MDAs' capital proposals were assessed against sectoral strategies, district development plans, and medium-term development objectives. Administration sector MDAs coordinated 4,311 capital projects, whilst infrastructure sector entities managed 3,814 interventions, with the Ministry of Roads and Highways implementing the highest portfolio at 2,998 projects, reflecting government's road infrastructure prioritisation.

MMDAs reported 4,959 active projects in 2025, representing 16 percent decline from 2024 levels, predominantly concentrated within social development dimensions (2,584 projects, 52%) and environmental/infrastructure sectors (1,161 projects, 23.4%). Ashanti Region showed the highest project concentration (704 projects), whilst newly-created regions recorded proportionately lower implementation capacity.

A fundamental structural constraint emerged regarding capital project financing sustainability. Outstanding capital project commitments and arrears aggregated to GH¢163.6 billion at the national level, significantly exceeding the medium-term budgetary envelope of GH¢72.2 billion (2026-2029), creating a financing deficit of GH¢91.4 billion. This deficit necessitated strategic prioritisation of legacy project completion over new capital investments initiation.

The Ministry of Roads and Highways confronted the most pronounced fiscal constraint, with validated payment obligations of GH¢23.9 billion against cumulative ceiling allocations of GH¢ 21.0 billion for the 2026-2029 period, generating an arrears burden of GH¢ 2.9 billion. Similarly, the Ministry of Transport confronted GH¢6.1 billion validated payments versus GH¢555.5 million allocated ceilings, creating a GH¢5.5 billion financing gap.

Capital project implementation performance revealed systemic delays and extended execution timelines significantly exceeding planned project durations. MDAs planned average project completion periods of two years; however, actual implementation timelines averaged seven years and five months, indicating substantial implementation capacity constraints and resource management inefficiencies. Projects aged 20-24 years averaged 60 percent completion rates, whilst projects 11-18 years old recorded 57.7 percent completion, suggesting fundamental challenges in contract management, financial disbursement predictability, and supervision mechanisms.

MMDAs demonstrated mixed performance patterns, with 418 of 1,212 assessed active projects achieving 100 percent completion rates, whilst projects exceeding five-year implementation periods recorded completion rates below 60 percent. Project completion rates dropped sharply as projects aged, with 8–10 year-old projects averaging 30–35 percent completion. This shows that long delays created major inefficiencies and lost opportunities.

The proportion of MMDAs capital envelopes allocated to active projects demonstrated pronounced underperformance relative to strategic targets. Collectively, MMDA performance achieved 27.49 percent execution on active projects against the 75 percent World Bank Programme for Results benchmark target. Regional disparities evidenced extreme variation, with

Northern Region achieving 75.82 percent compliance, whilst Western North Region recorded only 3.59 percent. Nine MMDAs achieved 100 percent active project execution, whilst multiple urban assemblies recorded performance levels below five percent.

Comprehensive audit review of outstanding arrears (GH¢68.8 billion) revealed material financial management vulnerabilities. Of total payables submitted for validation, GH¢47.8 billion was confirmed as legitimate, whilst GH¢ 10.4 billion was rejected due to inadequate documentation, duplicated invoices, inflated claims, and falsified receipts. Additionally, GH¢8.6 billion remained under review pending supplementary documentation provision. The project database was overhauled, cutting reported interventions from 18,000 in 2024 to 8,629 in 2025 through validation and risk-reduction measures.

Status of Flagship Projects and Programmes

The Chapter on flagship projects examines the financial and physical status of government priority projects in 2025 and determines the achievements and constraints. The 2025 Annual Progress Report demonstrates that Government's flagship programmes achieved substantial progress in advancing priority policy objectives, albeit with variable implementation outcomes across the portfolio. The government allocated GH¢12.6 billion for eleven strategic interventions, with actual disbursements reaching GH¢9.3 billion, representing 73.8 percent execution and reflecting a deliberate fiscal policy stance emphasising prudent resource stewardship and risk mitigation.

Performance analysis reveals differentiated outcomes across programme categories. The Ghana School Feeding Programme demonstrated exceptional delivery capacity, disbursing GH¢1.95 billion (108.95 percent of allocation) to support 4,271,355 beneficiary pupils whilst maintaining engagement of 36,354 caterers and cooks, predominantly female-headed enterprises. The Capitation Grant achieved 120.05 percent execution through supplementary resource releases addressing historical arrears, reinforcing Government's commitment to basic education financing. The Nursing Trainee Allowance Programme surpassed allocations at 112.43 percent execution, totalling GH¢ 539.67 million, strengthening the human resource base for healthcare service delivery.

The Ghana Gold Board constituted an exemplary performer, executing 104.96 percent of its GH¢4.33 billion allocation and generating over US$10 billion in foreign exchange earnings from small-scale gold export operations, thereby significantly contributing to macroeconomic stabilization and external reserve accumulation.

The LEAP Programme maintained strategic focus as Government's principal social protection instrument, achieving 89.07 percent budget execution whilst reaching 325,528 vulnerable households through cash transfer mechanisms. The No Fee Stress Policy attained near-comprehensive implementation at 99.99 percent execution, facilitating tertiary education access for 101,905 first-year students through targeted fee support.

Notwithstanding these achievements, several programmes experienced substantive implementation constraints. The Free SHS Programme realized only 13.01 percent of its GH¢2.34 billion allocation, raising material concerns regarding equity of access and programme sustainability. The National Apprenticeship Programme achieved 55.05 percent execution with GH¢ 165.15 million supporting 10,000 apprentices, indicating systemic capacity limitations in programme implementation machinery. Insufficient data on National Health Insurance Scheme, Youth Employment Agency, and Big Push Infrastructure Programme constituted significant analytical impediments to comprehensive policy assessment.

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Chapter 1: Introduction

1.1 Background

The year 2025 witnessed a major shift in policy direction within the Budget Statement and Economic Policy presented by the Minister of Finance in March 2025, with redirected emphasis towards stabilisation and consolidation, marking an important transition in the government's economic management approach during this terminal year of the Agenda for Jobs II Policy Framework.

The Agenda for Jobs II: Creating Prosperity and Equal Opportunity for All (2022-2025), sixth in the series of medium-term national development policy frameworks prepared and implemented since 2000, established the baseline commitments and targets, whilst the new government's 2025 policy direction builds on those foundations, however, shifts emphasis towards:

- Strengthening fiscal sustainability and debt management.
- Accelerating structural transformation in agriculture, industry, and exports.
- Enhancing institutional capacity at subnational levels.
- Deepening governance reforms to improve accountability and service delivery.

Therefore, the 2025 national APR under the Agenda for Jobs II policy framework has been prepared within this context. The policy framework outlines policies and strategies to achieve the objectives outlined in the framework. It builds on the successes as well as the lessons learnt from the implementation of the predecessor Medium-Term National Development Policy Framework, Agenda for Jobs I (2018-2021). It informs the sector, region and district medium-term development plans prepared by MDAs, RCCs and MMDAs, which forms the basis for the annual national budget. It has six development dimensions four of which are aligned to the priority areas of the government agenda for change summarised in Table 1.1. The other two are Emergency Planning and COVID-19 Response and Implementation, Coordination, Monitoring and Evaluation.

Table 1.1: Government's Agenda for Change Aligned to National Development Dimensions

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

The report presents a comprehensive and evidence-based account of Ghana's development performance during the period January to December 2025. Prepared by the NDPC, in accordance with the provisions of the Planning System Act, 1994 (Act 480) and the Local Governance Act, 2016 (Act 936), this report forms part of NDPC's statutory obligation to monitor and evaluate the implementation of national development policy frameworks at both national and sub-national levels.

This 2025 edition serves as a critical performance review that enables Government, stakeholders, and citizens to assess performance outcomes, policy effectiveness, and emerging development trends. The findings presented are derived from data collected across sectors, regions and districts and supplemented by administrative, statistical, and survey data from institutions including the Ghana Statistical Service (GSS), Ministry of Finance (MoF), Bank of Ghana (BoG), and other sector-specific regulatory bodies.

1.2 Objectives

The core objective of the 2025 APR is to track implementation progress, identify gaps and bottlenecks, and provide recommendations to inform the upcoming 2027 Budget Statement and Economic Policy, MDA, RCC and MMDA Annual Action Plans (AAPs), and national priority-setting processes. The primary objectives of the 2025 APR are to:

i. Provide an objective, evidence-based evaluation of policy implementation and outcomes;

ii. Assess the alignment of policy and programme results with national development goals and international targets;

iii. Identify implementation gaps and systemic constraints requiring policy intervention;

iv. Supply empirical insights to inform the 2027 Budget Statement and the Medium-Term Expenditure Frameworks (MTEFs);

v. Facilitate public accountability, citizen engagement, and institutional learning;

vi. Track Ghana's progress on global commitments, including the SDGs and AU Agenda 2063.

1.3 Preparation Process

The 2025 APR adopts a mixed-methods approach, combining quantitative and qualitative analyses of indicator-based performance. It draws on a number of national development indicators, aligned with the SDGs and AU Agenda 2063. The process involved:

i. Data Collection and Compilation from MDAs, Regional Coordinating Councils (RCC's) and MMDA's;

ii. Desk review and analysis of administrative data, performance reports, and financial statements;

iii. Input from results-based monitoring systems such as the District Performance Assessment Tool (DPAT), District Development Data Platform (DDDP), and the District League Table (DLT);

iv. Nationwide stakeholder consultations and validation workshops at the regional and national levels, engaging civil society, academia, private sector actors, DPs, and government agencies.

As part of the data collection process, templates were developed to ensure that data collected covered all relevant areas. This was followed by actual data collection from the relevant stakeholders through the sector, region and district APRs. Based on the data received from stakeholders, a draft report was prepared and shared with stakeholders in a validation meeting. Comments from the stakeholder meeting were incorporated into the report, and a revised draft was produced and shared with the Governing Body of NDPC for review and approval.

1.4 Data Availability, Quality and Reliability

Data used in the preparation of this report were collected primarily from MDAs, RCCs and MMDAs. The challenges encountered in the preparation of the 2025 APR were similar to those in the previous years. Availability of up-to-date and accurate data continued to pose a challenge. Other challenges identified during the collection of data included:

i. Inadequate data on a number of indicators;

ii. Inconsistencies in data collected from MDAs for the same variables for the same period;

iii. Delays by MDAs in providing requisite data due to ineffective coordination;

iv. Inadequate technical and financial resources to conduct monitoring and evaluation activities at all levels and/or to undertake regular and systematic studies; and

v. Different reporting formats and cycles, particularly among MDAs, which make harmonisation of data and alignment to other government processes difficult.

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

i. Supplementary data sources were consulted and cross-referenced for accuracy and consistency;

ii. Additional agencies were engaged to fill data gaps;

iii. Relevant agencies participated in data validation sessions;

iv. Thematic area submissions were peer-reviewed by technical experts.

Despite these efforts, timely access to credible and reliable data from MDAs, RCCs and MMDAs remained a challenge for the preparation of the 2025 APR. A total of 36 out of 38 MDAs submitted APRs as input for the preparation of the national APR. Two hundred and sixty (260) out of 261 MMDAs also submitted their APRs and 13 out of 16 RCCs submitted their APRs.

To bridge the data gaps, the Commission complemented MDAs and MMDAs data with information from other relevant sources for preparing the report. These sources included the national budget statements, budget implementation and performance reports, Auditor-General's report, GSS reports, reports received from DPs, especially the International Monetary Fund (IMF), and the United Nations Children Fund (UNICEF).

1.5 Arrangement of the Chapters

The 2025 National APR comprises five chapters. Chapter one presents a summary and outlines the process for preparing the report.

Chapter Two provides an assessment of performance across six development dimensions namely: Economic Development; Social Development; Environment, Infrastructure and Human Settlement; Governance, Corruption and Public Accountability; Emergency Planning and COVID-19 Response; and Implementation, coordination, monitoring and evaluation.

Chapter three highlights an analysis of capital expenditure (CAPEX) budget allocations and implementation. Whilst Chapter four focuses on the status of flagship projects and programmes with Chapter five providing a conclusion of the report. Each broad area described the specific policy objectives and assessed how well interventions under the policies were implemented using a set of indicators.

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

This Chapter assesses progress in the six development dimensions of the Agenda for Jobs II: Creating Prosperity and Equal Opportunity for All (2022–2025).

2.1 Economic Development

2.1.1 Introduction

The overall medium-term goal (2022-2025) of the Economic Development dimension under the Agenda for Jobs II was to establish a prosperous nation through improved fiscal performance, effective monetary policy, expanded trade and a stronger private sector. The framework envisaged that macroeconomic stability would support production, investment, job creation and higher incomes through prudent fiscal management, stable prices, improved credit conditions and a relatively stable exchange rate.

The year under review is the terminal year for the medium-term and also coincides with the change of government. This situates the reporting within the context that the year witnessed a change in policy direction for the most part of it. To this end, the targets hitherto reported on were revised in the 2025 Budget Statement and replaced with new targets and programmes.

In 2025, economic performance showed signs of recovery, though these were not uniform across all sectors. Following the Domestic Debt Exchange Programme (DDEP) and the third and fourth reviews under the IMF Extended Credit Facility (ECF) Programme, improvements were recorded in some selected areas, including fiscal consolidation measures, expenditure rationalisation, monetary policy tightening, debt restructuring efforts, and reforms aimed at restoring confidence in the foreign exchange market and strengthening reserve accumulation. This provided a stronger base for policy implementation in 2025, with emphasis on consolidating macroeconomic stability, sustaining fiscal adjustment, supporting exchange rate stability and creating a more favourable environment for production and private sector activity.

2.1.2 Key Performance Indices

The key highlights in 2025 under economic development were:

i. Overall real GDP growth reached 6.0 percent as against 5.8 percent in 2024.

ii. Non-oil real GDP growth increased to 7.6 percent against 6.0 percent in 2024.

iii. End year inflation declined to 5.4 percent as against 23.8 percent in 2024.

iv. Monetary policy rate declined to 18.0 percent.

v. Total public debt declined to 44.7 percent of GDP as against 61.6 percent of GDP.

vi. Gross International Reserves increased to 5.7 months of import cover as against 4.0 months of import cover in 2024.

vii. Ghana achieved self-sufficiency in 5 out of 7 tracked commodities in 2025, which marked significant improvement from 2024.

viii. A total of 2.9 million birds, comprising day-old chicks, four-week-old *Nkoko Nkitinkiti* birds, and guinea keets were distributed to farmers across the country as part of ongoing poultry development interventions.

ix. Marine fish production rose from 442,361 MT in 2024 to 449,469.62 MT in 2025, surpassing the target of 421,121 MT and continuing the post-2022 recovery trajectory.

x. Inland fisheries also recorded a sharp increase, rising from 131,551.83 MT in 2024 to 155,992.28 MT in 2025.

xi. Aquaculture output increased from 121,809 MT in 2024 to 124,427.67 MT in 2025.

xii. Number of Tourist Arrivals increased to 1,306,962 in 2025 from 1,288,804 in 2024.

2.1.3 Progress of Implementation

Economic management in 2025 focused on consolidating the recovery that started in 2024, when growth improved and some macroeconomic pressures began to ease after the DDEP and related stabilisation measures. Implementation in 2025 therefore sought to strengthen macroeconomic stability, sustain fiscal consolidation, ease price pressures, improve reserve buffers and support stronger production and private sector activity. The improved policy environment, stronger foreign exchange inflows, higher reserve accumulation and restored market confidence supported the recovery of the Ghana Cedi. This helped reduce inflation, supported the easing of interest rates and improved the general macroeconomic outlook. The recovery was also reflected in stronger real sector performance, a lower public debt ratio and a stronger external sector position.

2.1.3.1 Build a Strong and Resilient Macroeconomy

Macroeconomic performance in 2025 points to a stronger recovery path, supported by higher real output growth, lower inflation, easing interest rates, exchange rate gains, improved fiscal balances and stronger reserve cover.

Real Sector Performance

Real sector performance expanded in 2025 compared with 2024. Overall GDP growth increased from 5.8 percent to 6.0 percent, whilst non-oil GDP growth rose from 6.1 percent to 7.6 percent. The growth was driven mainly by Services and Agriculture, which grew by 8.1 percent and 6.8 percent, respectively, whilst growth in Industry moderated from 7.2 percent to 2.3 percent, indicating a weaker Industry contribution to overall output growth as shown in Table 2.1.1.

Table 2.1.1: Real Sector Growth Rates, 2020 to 2025

Indicators	2020	2021	2022	2023	2024	2025
Agriculture	7.3	8.5	4.2	5.9	2.7	6.8
Industry	-2.5	-0.5	0.6	-1.7	7.2	2.3
Services	0.7	9.4	6.3	5.7	6.2	8.1
Overall GDP (incl. Oil).	0.5	5.1	3.8	3.1	5.8	6.0
Non-Oil GDP	1.0	6.6	4.7	3.3	6.1	7.6

Source: Ghana Statistical Service, 2026.

The medium-term growth outlook gives a clearer reading of the recovery across the broad sectors. Services recorded the strongest four-year average growth at 6.6 percent, followed by Agriculture at 4.9 percent, whilst Industry recorded the lowest average at 2.1 percent. At the aggregate level, non-oil GDP recorded a four-year average growth of 5.4 percent, higher than the overall average real GDP growth of 4.7 percent, confirming the stronger role of non-oil activity in the recovery as shown in Table 2.1.2.

Table 2.1.2: Four-Year Average Growth by Sectors

Indicator	2022	2023	2024	2025	Change 2025 less 2024	Four-year average 2022 to 2025
Agriculture	4.2	5.9	2.7	6.8	4.1	4.9
Industry	0.6	-1.7	7.2	2.3	-4.9	2.1
Services	6.3	5.7	6.2	8.1	1.9	6.6
Overall GDP (incl. Oil).	3.8	3.1	5.8	6.0	0.2	4.7
Non-Oil GDP	4.7	3.3	6.1	7.6	1.5	5.4

Source: Ghana Statistical Service, 2026.

Agriculture Sector

Agriculture recovered from 2.7 percent in 2024 to 6.8 percent in 2025, supported mainly by rebounds in cocoa, crops and fishing. Cocoa recorded the strongest turnaround, improving by 35.8 percentage points from a contraction of 21.5 percent to growth of 14.3 percent. Fishing also accelerated from 2.5 percent to 9.5 percent, whilst crops increased from 3.1 percent to 7.3 percent. Livestock grew by 5.6 percent, compared with 3.5 percent in 2024, but forestry and logging remained in contraction at 2.4 percent as shown in Table 2.1.3.

Table 2.1.3: Agriculture Sector Growth, 2020 to 2025

Sector/Subsectors	2020	2021	2022	2023	2024	2025
AGRICULTURE	7.3	8.5	4.2	5.9	2.7	6.8
Crops	8.6	8.9	3.8	6.7	3.1	7.3
o.w. Cocoa	1.4	10.4	0.9	-0.3	-21.5	14.3
Livestock	5.4	5.5	5.5	6.5	3.5	5.6
Forestry and Logging	-9.4	4.4	1.7	-6.2	-5.8	-2.4
Fishing	14.1	14.2	8.8	4.1	2.5	9.5

Source: Ghana Statistical Service, 2026.

Industry Sector

Industrial growth moderated from 7.2 percent in 2024 to 2.3 percent in 2025, mainly on account of weaker performance in oil and mining and quarrying. Oil recorded the largest decline of 24.3 percentage points, from 1.1 percent growth in 2024 to a contraction of

23.2 percent in 2025. Mining and quarrying also declined by 10.3 percentage points, from 9.4 percent growth to a contraction of 0.9 percent. Gold, however, maintained strong growth at 19.6 percent, whilst manufacturing improved from 4.2 percent to 5.7 percent, partly easing the slowdown in overall industrial activity as shown in Table 2.1.4.

Table 2.1.4: Industry Sector Growth Rates, 2020 to 2025

Sector/Subsectors	2020	2021	2022	2023	2024	2025
INDUSTRY	-2.5	-0.5	0.6	-1.7	7.2	2.3
Mining and Quarrying	-9.2	-12.2	8.9	1.7	9.4	-0.9
o.w. Oil and Gas	-4.6	-12.6	-8.5	-3.5	1.1	-23.2
o.w. Gold	-12.2	-31.2	32.3	6.7	19.1	19.6
Manufacturing	1.9	8.1	-2.5	0.9	4.2	5.7
Electricity	9.9	7.9	-3.5	-10.8	2	3.6
Water and Sewerage	2.2	26	-4.8	2.5	-0.9	-0.3
Construction	3.1	6	-6.8	-11.2	9.6	3.1

Source: Ghana Statistical Service, 2026.

Services Sector

Services remained the strongest broad sector in 2025, with growth increasing from 6.2 percent in 2024 to 8.1 percent in 2025. The improvement was led by information and communication, which rose from 15.8 percent to 20.2 percent, education, which increased by 8.9 percentage points from 2.7 percent to 11.6 percent, and transport and storage, which grew from 7.4 percent to 8.6 percent. The gains were not broad based, as accommodation and food services slowed from 5.0 percent to 1.8 percent, real estate declined from 1.5 percent growth to a contraction of 0.5 percent, and other service activities remained in contraction at 2.8 percent as shown in Table 2.1.5.

Table 2.1.5: Services Sector Growth Rates, 2020 to 2025

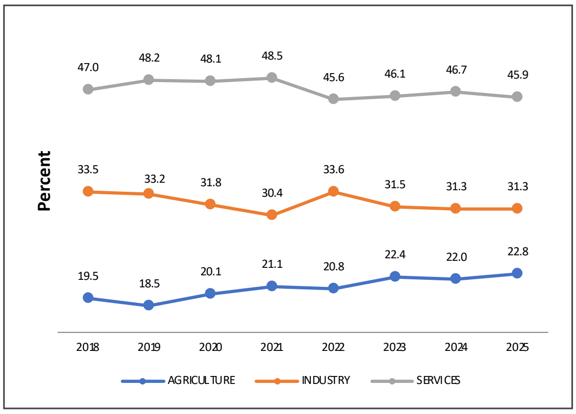
Sector/Subsectors	2020	2021	2022	2023	2024	2025
SERVICES	0.7	9.4	6.3	5.7	6.2	8.1
Wholesale and Retail Trade; Repair of Vehicles, Household Goods	-2.9	6.3	1.3	0.3	4.1	3.8
Accommodation & Food Service Activities	-37	4.7	0	4	5	1.8
Transport and Storage	4.1	7.2	4	3.9	7.4	8.6
Information and Communication	21.5	31.7	21.2	19.5	15.8	20.2
Financial and Insurance Activities	9.3	2.4	9.8	5.4	7.8	6.8
Real Estate	11.7	8.9	-3.9	4.1	1.5	-0.5
Professional, Administrative & Support Service activities	-6.2	10.8	-7.8	4.2	1.1	3.1

Sector/Subsectors	2020	2021	2022	2023	2024	2025
Public Administration & Defence; Social Security	10	25.5	6.1	4.5	2.7	6.6
Education	7.8	-3.9	10.2	4.4	2.7	11.6
Health and Social Work	5.9	7.6	9.2	8.3	4.4	3.6
Other Personal Service Activities	-17.2	11.1	-1.3	2	-2.1	-2.8

Source: Ghana Statistical Service, 2026.

Structure of the Economy

Figure 2.1.1: Agriculture, Industry and Services Composition, 2018 to 2025



Source: Ghana Statistical Service, 2026

Services continued to account for the largest share of nominal GDP in 2025, although its share declined from 46.7 percent in 2024 to 45.9 percent. Agriculture increased from 22.0 percent to 22.8 percent, whilst industry remained unchanged at 31.3 percent, pointing to a largely stable broad economic structure. The more visible shifts occurred within agriculture and industry. Crops gained 1.1 percentage points, from 19.6 percent to 20.7 percent, whilst mining and quarrying increased from 13.8 percent to 14.8 percent, supported by gold, whose share rose from 8.0 percent to 10.0 percent. In contrast, oil declined from 4.3 percent to 2.2 percent, and manufacturing fell slightly from 11.3 percent to 10.8 percent as shown in Figure 2.1.1 and Table 2.1.6.

Table 2.1.6: Sectoral Distribution of Nominal GDP, 2020 to 2025

Sector/ Subsectors	2020	2021	2022	2023	2024	2025
AGRICULTURE	20.1	21.1	20.8	22.4	22	22.8
Crops	16.2	17.2	17.5	19.5	19.6	20.7
o.w. Cocoa	1.8	2.2	1.8	1.8	1.4	1.3
Livestock	1.7	1.6	1.3	1.2	1	0.9
Forestry and Logging	1.2	1.1	1	0.8	0.7	0.6
Fishing	1	1.1	0.9	0.8	0.7	0.7
INDUSTRY	**31.8**	**30.4**	**33.6**	**31.5**	**31.3**	**31.3**
Mining and Quarrying	11.3	9.6	13.4	12.8	13.8	14.8
o.w. Oil	3.7	4.9	5.7	4.5	4.3	2.2

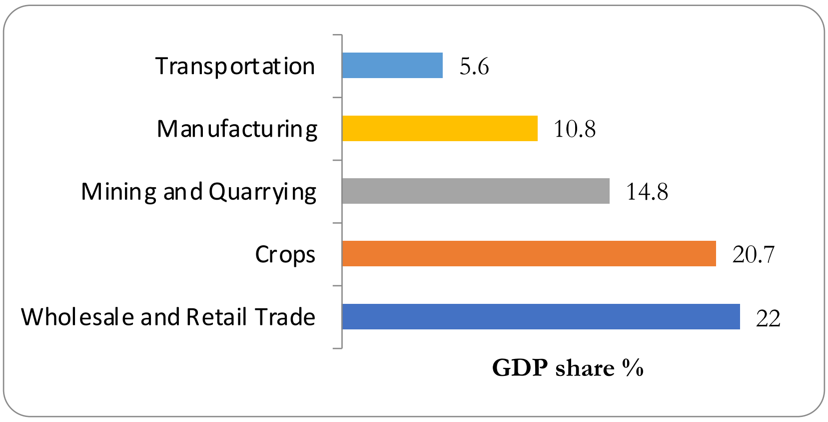
Sector/ Subsectors	2020	2021	2022	2023	2024	2025
o.w Gold	7.4	4.3	7.4	7.9	8	10
Manufacturing	11.7	11.7	12.2	11.9	11.3	10.8
Electricity	1.3	1.3	0.9	0.8	0.6	0.5
Water and Sewerage	0.7	0.9	0.8	0.8	0.6	0.5
Construction	6.8	6.9	6.2	5.2	4.9	4.7
SERVICES	**48.1**	**48.5**	**45.6**	**46.1**	**46.7**	**45.9**
Wholesale and Retail Trade; Repair of Vehicles, Household Goods	16.9	17.1	17.3	19.7	22.2	22
Accommodation & Food Service Activities	2.4	2.3	2.1	1.9	1.7	1.6
Transport and Storage	7.2	7.6	6.4	5.9	6	5.6
Information and communication	3.8	4.1	3.8	3.3	2.9	3
Financial and Insurance Activities	3.9	3.7	3.8	3.8	3.5	3.7
Real Estate	2.7	2.6	2.1	2	1.9	1.7
Professional, Administrative & Support Service activities	1.4	1.4	1.2	1.3	1.1	1.1
Public Administration & Defence; Social Security	3.9	4.3	3.8	3.5	3.2	3.2
Education	3.1	2.5	2.3	2	1.8	1.8
Health And Social Work	2.1	2.1	2	1.9	1.7	1.6
Other Service Activities	0.8	0.8	0.8	0.7	0.6	0.6

Source: Ghana Statistical Service, 2026.

Top five subsectors by Nominal GDP share, 2025

The 2025 nominal GDP structure was led by wholesale and retail trade, which accounted for 22.0 percent, followed by crops at 20.7 percent. Mining and quarrying including gold, contributed 14.8 percent, with gold alone accounting for 10.0 percent, while manufacturing contributed 10.8 percent. Compared with 2024, crops gained from 19.6 percent to 20.7 percent, mining and quarrying excluding gold, increased from 13.8 percent to 14.8 percent. Manufacturing, however, declined slightly from 11.3 percent to 10.8 percent, while wholesale and retail trade remained the largest subsector despite edging down from 22.2 percent to 22.0 percent as shown in Figure 2.1.2.

Figure 2.1.2: Top Five Subsectors by GDP Share (%), 2025

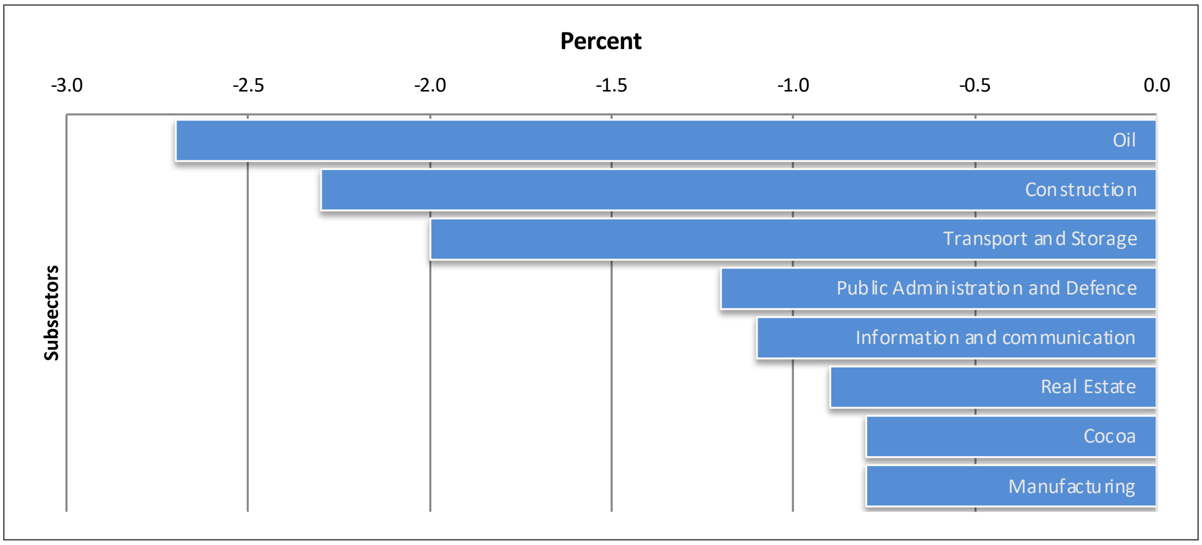


Source: NDPC computation based on Ghana Statistical Service, 2026

Declining subsectors by Nominal GDP share

The decline in average subsector shares between 2021 and 2025 was concentrated mainly in oil, construction, and transport and storage. Oil recorded the largest fall, declining by 2.7 percentage points, from 4.9 percent to 2.2 percent, followed by construction, which fell by 2.3 percentage points, from 6.9 percent to 4.7 percent. Transport and storage declined by 2.0 percentage points, from 7.6 percent to 5.6 percent. Smaller reductions were recorded in public administration and defence, information and communication, real estate, cocoa and manufacturing as shown in Figure 2.1.3.

Figure 2.1.3: Decline in GDP Share by Subsector, 2021 to 2025

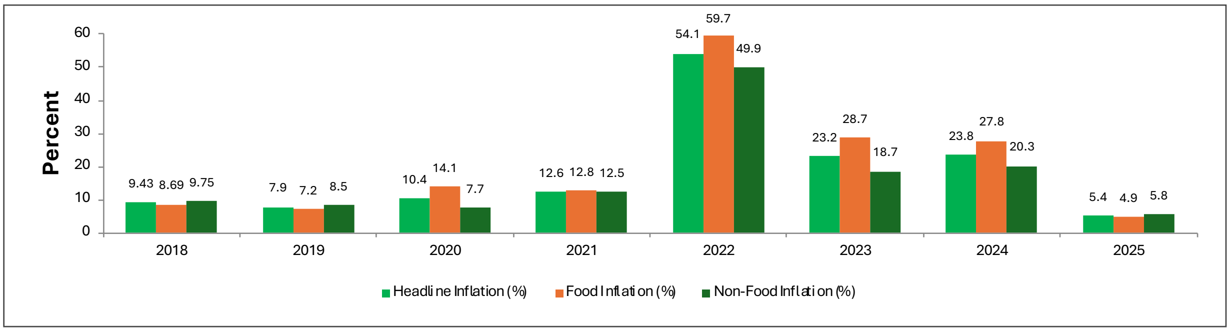


Source: NDPC computation based on Ghana Statistical Service, 2026

Price Developments and Inflation

Inflation pressures eased markedly in 2025. End-period headline inflation declined from 23.8 percent in 2024 to 5.4 percent in 2025, with food inflation falling from 27.8 percent to 4.9 percent and non-food inflation from 20.3 percent to 5.8 percent as shown in Figure 2.1.4. The sharper easing in food inflation helped pull headline inflation down. The decline was driven by improved food supply, lower transport costs, tighter monetary policy, and a more stable exchange rate. The Domestic Debt Exchange Programme (DDEP) also contributed indirectly. By restructuring domestic debt, it reduced pressure on the government to finance its deficit through money creation, which had been a major source of inflation in previous years. This, combined with restored creditor confidence and a more stable Cedi, helped bring prices down across the economy.

Figure 2.1.4: Headline, Food and Non-Food Inflation, 2018 to 2025



Source: Ghana Statistical Service, 2026.

Regional Annual Average Headline Inflation

Regional inflation remained uneven despite the national disinflation trend. In 2025, national headline inflation (end of December) was 5.4 percent and a national average of 14.6 percent; most regions recorded a rate above that figure. Regional rates ranged from 10.9 percent in Bono East to 24.9 percent in Upper West, with notable spread across the country reflecting very different local price conditions. Regions furthest above the national average were Upper West (24.9%), Upper East (18.2%), and North East (18.6%). Regions closest to the national average were Volta (14.1%) and Oti (14.2%) as shown in Table 2.1.7. The differences across regions are largely explained by food inflation, which was far more uneven than non-food inflation. These gaps reflect differences in food supply chains, market access, and infrastructure. Importantly, these differences were driven more by local conditions.

Table 2.1.7: Regional Annual Average Inflation, 2022 to 2025

Region / National	Average YoY inflation 2022 (%)	Average YoY inflation 2023 (%)	Average YoY inflation 2024 (%)	Average YoY inflation 2025 (%)
Ahafo	29.40	35.21	16.65	12.60
Ashanti	28.62	32.89	22.40	15.30
Bono	30.76	46.25	24.85	14.80
Bono East	26.30	40.68	22.45	10.90
Central	36.53	40.98	22.75	13.80
Eastern	37.67	48.89	36.60	15.30
Greater Accra	39.25	36.70	14.45	13.10
North East	28.13	49.02	26.25	18.60
Northern	24.08	42.58	30.35	16.10
Oti	29.77	38.34	14.35	14.20

Region / National	Average YoY inflation 2022 (%)	Average YoY inflation 2023 (%)	Average YoY inflation 2024 (%)	Average YoY inflation 2025 (%)
Savannah	35.85	40.52	21.80	17.50
Upper East	24.13	41.37	35.40	18.20
Upper West	19.44	38.51	25.60	24.90
Volta	22.58	35.69	34.85	14.10
Western	27.12	44.98	35.20	15.50

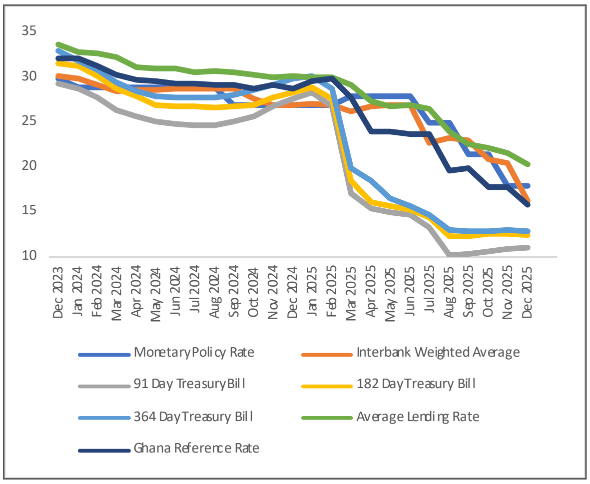
Source: NDPC computation based on Ghana Statistical Service, 2026.

Interest Rates

Interest rates eased in 2025, with end-year rates and annual averages pointing to lower financing costs. Between December 2024 and December 2025, the monetary policy rate declined from 27.0 percent in to 18.0 percent, whilst the 91-day Treasury bill rate fell from 27.7 percent to 11.1 percent. The average lending rate also moderated from 30.2 percent to 20.4 percent, and the Ghana Reference Rate declined from 28.8 percent to 15.9 percent as shown in Figure 2.1.5.

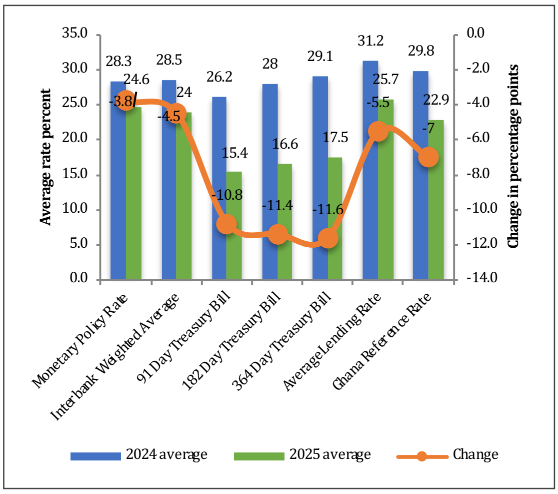
On an annual average basis, Treasury bill rates recorded the largest reductions, with the 364 day, 182-day and 91-day bills falling by 11.6, 11.4 and 10.8 percentage points, respectively. The average lending rate declined by 5.5 percentage points as shown in Figure 2.1.6, indicating that borrowing costs eased in 2025, although the adjustment did not keep pace with market rates and pass-through to firms and households remained limited.

Figure 2.1.5: Monthly Interest Rates Performance, 2023 to 2025



Source: NDPC computation based on Bank of Ghana, 2026

Figure 2.1.6: Monthly Average Rates, 2024 and 2025

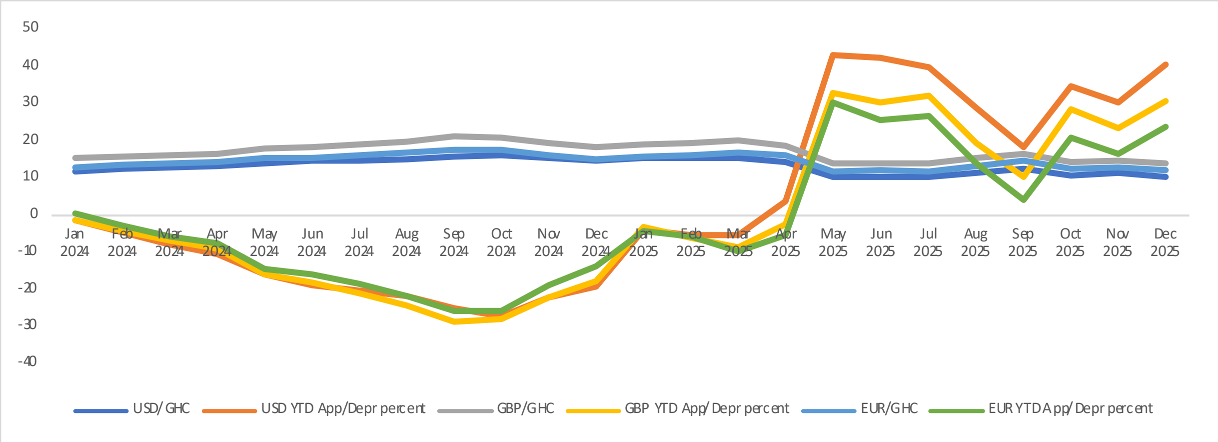


Source: NDPC computation based on Bank of Ghana, 2026.

Exchange Rates

Exchange rate conditions improved in 2025 after the pressures recorded in 2024. The Ghanaian Cedi moved from end-year depreciation of 19.2 percent against the United States dollar, 17.8 percent against the pound sterling and 13.7 percent against the euro in 2024 to appreciation of 40.7 percent, 30.9 percent and 24.0 percent, respectively, in 2025 as shown in Figure 2.1.7. The US$/GH¢ rate closed lower at GH¢10.4 in December 2025, compared with GH¢14.7 in December 2024. The recovery helped ease imported price pressures and improve market confidence.

Figure 2.1.7: Exchange Rate Performance, 2024 to 2025



Source: NDPC computation based on Bank of Ghana, 2026.

Mobile Money Transactions

Mobile money transactions expanded further in 2025, with gains in accounts, volumes and values. Registered accounts increased from 73.0 million in 2024 to 80.5 million in 2025 as shown in Table 2.1.8, whilst active accounts rose from 23.5 million to 26.7 million. Transaction volume increased from 745 million to 982 million, and transaction value rose from GH¢334.8 billion to GH¢518.4 billion, indicating stronger use of digital payments.

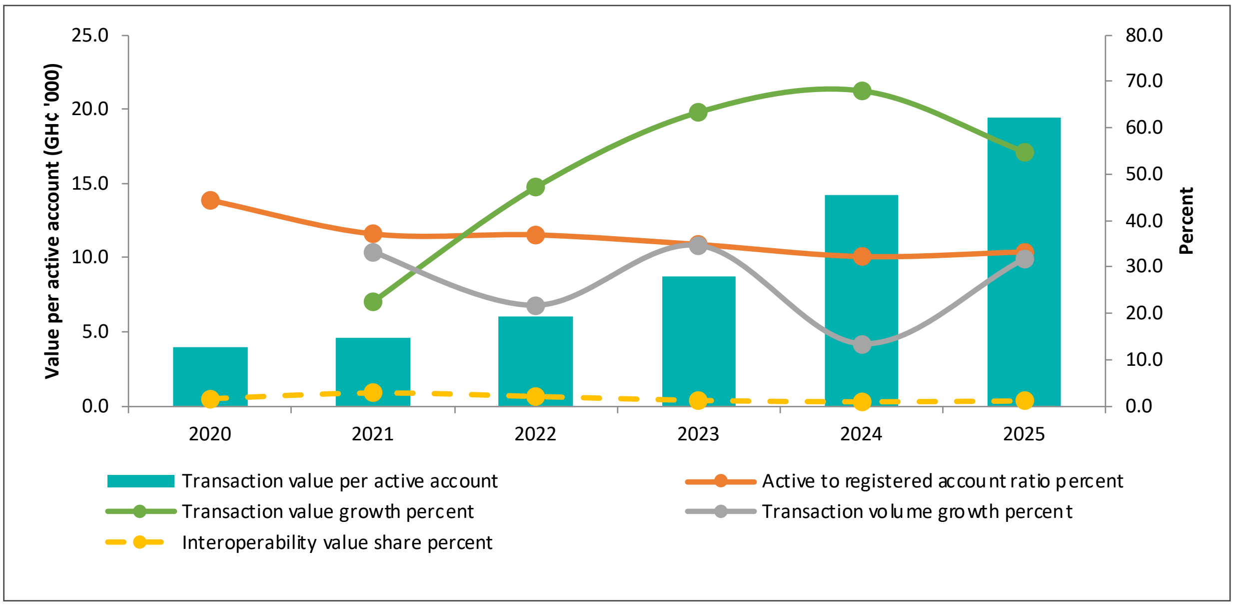
Table 2.1.8: Growth Trends in Mobile Money Transactions, 2020 to 2025

Indicators	2020	2021	2022	2023	2024	2025
Registered mobile money accounts (million)	38.5	48.3	55.3	65.6	73	80.5
Active mobile money accounts (million)	17.1	17.9	20.4	22.8	23.5	26.7
Total number of transactions (million)	301	401	488	657	745	982
Total value of transactions (GH¢ billion)	67.7	82.9	122	199.3	334.8	518.4
Mobile Money Interoperability - Total number of transactions (million)	6.3	12.2	12	16.7	19.9	28.7
Mobile Money Interoperability - Total transaction value (GH¢ billion)	1.1	2.4	2.6	2.3	3.1	5.8

Source: Bank of Ghana, 2026.

The utilisation profile, however, remained uneven. The active-to-registered account ratio stood at 33.2 percent in 2025, compared with 44.4 percent in 2020, suggesting that account ownership continued to expand faster than regular use. At the same time, transaction value per active account increased from GH¢14,257 in 2024 to GH¢19,447 in 2025, pointing to deeper transaction intensity among active users as shown in Figure 2.1.8. The development could be attributed to a confluence of supply and demand-side factors. On the supply side, telecom-led agent network expansion, Bank of Ghana's tiered Know Your Customer (KYC) framework, and government digital financial inclusion initiatives lowered onboarding barriers, driving registered accounts to 80.5 million. On the demand side, wider merchant acceptance, integration of bill payments, salary disbursements, and the normalisation of mobile money for everyday peer-to-peer transfers pushed both transaction volumes and values sharply upward.

Figure 2.1.8: Mobile Money Usage Intensity and Transaction Growth, 2020 to 2025



Source: NDPC computation based on Bank of Ghana, 2026

Revenue Performance

Revenue performance improved in 2025, with total revenue and grants increasing by GH¢38.3 billion, from GH¢186.6 billion in 2024 to GH¢224.9 billion, representing a growth of 20.5 percent. Domestic revenue rose by 20.7 percent, whilst tax revenue increased from GH¢151.2 billion to GH¢184.0 billion as shown in Table 2.1.9. The main gains came from income and property taxes, domestic goods and services taxes, and international trade taxes, with company taxes, VAT, NHIL, GETFund Levy and import duties contributing strongly to the outturn. However, company taxes on oil declined by 46.8 percent, whilst the E-Transaction Levy fell by 59.8 percent, indicating that the revenue improvement was driven mainly by the non-oil tax base

The strengthening of tax revenue performance also translated into an improvement in tax effort. The tax-to-GDP ratio increased from 12.9 percent in 2024 to 13.1 percent in 2025, signalling progress in broadening the domestic tax base and strengthening revenue administration.

Table 2.1.9: Summary of Central Government Revenue and Grants (GH¢ billion), 2024 and 2025

Indicator	2024 Revised Budget	2024 Provisional Outturn	2025 Revised Budget	2025 Provisional Outturn	Outturn change 2025 less 2024	Outturn change (%)
Total Revenue and Grants	177.2	186.6	229.9	224.9	38.3	20.5
Domestic Revenue	174.1	184.9	227.3	223.1	38.2	20.7
Tax Revenue	143.2	151.2	190.0	184.0	32.8	21.7
Taxes on Income and Property	67.2	78.7	97.8	95.2	16.5	21.0
Personal	22.7	23.6	29.1	26.9	3.3	13.9
Company Taxes	30.0	33.9	45.9	46.5	12.5	37.0
Company Taxes on Oil	4.3	7.4	5.2	3.9	-3.4	-46.8
Other Direct Taxes	10.3	13.9	17.6	18.0	4.1	29.7
Taxes on Domestic Goods and Services	67.1	60.5	73.8	74.2	13.7	22.6
Excises	9.3	6.8	8.1	5.7	-1.1	-16.8
VAT	35.5	33.7	43.0	42.9	9.2	27.4
National Health Insurance Levy (NHIL)	7.6	7.2	8.6	9.9	2.7	38.2
GETFund Levy	7.6	7.2	8.6	9.8	2.7	37.4
Communication Service Tax	1.6	0.9	1.1	2.0	1.1	113.1
E-Transaction Levy	2.1	2.0	0.5	0.8	-1.2	-59.8
Covid 19 Health Levy	3.4	2.7	3.9	3.1	0.4	13.5
International Trade Taxes	18.9	19.9	26.0	23.3	3.4	17.0
Import Duties	18.9	19.9	26.0	23.3	3.4	17.0
Tax Refunds	-10.1	-8.0	-7.6	-8.8	-0.8	-9.4
Social Contributions	0.9	1.1	1.2	0.9	-0.2	-18.3
Non Tax Revenue	23.4	27.7	26.6	27.9	0.1	0.5
Other Revenue	6.6	4.9	9.6	10.3	5.4	109.7
Grants	3.1	1.7	2.7	1.8	0.1	6.3
Project Grants	2.4	1.7	2.7	1.8	0.1	6.3
Programme Grants	0.7	0.0	0.0	0.0	0.0	

Source: Ministry of Finance, 2026.

Oil and Non-Oil Revenue

Non-oil revenue remained the main fiscal anchor in 2025 as petroleum receipts weakened. Oil revenue declined from GH¢19.8 billion in 2024 to GH¢8.7 billion in 2025, with its share of GDP falling from 1.7 percent to 0.6 percent as shown in Table 2.1.10. Non-oil revenue and grants increased from GH¢166.8 billion to GH¢216.2 billion and rose from 14.2 percent to 15.4 percent of GDP. Benchmark oil revenue and Annual Budget Funding Amount (ABFA) also declined, showing the sensitivity of petroleum receipts to production and price conditions.

Table 2.1.10: Summary of Oil and Non-Oil Revenue (GH¢ billion), 2024 and 2025

Indicator	2024 Budget	2024 Revised Budget	2024 Provisional Outturn	2025 Budget	2025 Revised Budget	2025 Provisional Outturn
Oil Revenue	15	15	19.8	16.5	16.5	8.7
(percent of GDP)	1.4	1.5	1.7	1.2	1.2	0.6
Non-Oil Revenue and Grants	161.4	162.2	166.8	210.6	213.4	216.2
(percent of GDP)	15.4	15.9	14.2	15	15.2	15.4
Benchmark Oil Revenue	11.5	11.5	15.5	13.4	13.4	7.7
(percent of GDP)	1.1	1.1	1.3	0.9	0.9	0.6
Annual Budget Funding Amount (ABFA)	8	8	10.8	9.4	9.4	5.4
(percent of GDP)	0.8	0.8	0.9	0.7	0.7	0.4
Nominal GDP	1,051.0	1,020.2	1,176.2	1,400.0	1,400.0	1,400.0
Non-Oil Nominal GDP	979.4	904.5	1,128.2	1,350.6	1,350.6	1,350.6

Source: Ministry of Finance, 2026.

Expenditure Performance

Expenditure growth was contained in 2025, with total expenditure on a commitment basis increasing by GH¢7.5 billion, from GH¢226.2 billion in 2024 to GH¢233.8 billion, representing growth of 3.3 percent. The main increases were in compensation of employees, which rose by 17.5 percent to GH¢79.0 billion, grants to other government units, which increased by 24.3 percent to GH¢57.7 billion, and interest payments, which rose by 6.6 percent to GH¢49.9 billion as shown in Table 2.1.11. However, goods and services declined by 47.1 percent, whilst capital expenditure fell by 31.1 percent, largely due to lower foreign-financed capital spending. The expenditure outturn supported fiscal consolidation, however, lower spending on goods and services and capital spending may constrain service delivery and long-term growth.

Table 2.1.11: Summary of Central Government Expenditure (GH¢ billion), 2024 and 2025

Indicator	2024 Revised Budget	2024 Provisional Outturn	2025 Revised Budget	2025 Provisional Outturn	Outturn change 2025 less 2024	Outturn change (%)
Total Expenditure (Commitment)	219.8	226.2	269.5	233.8	7.5	3.3
*(percent of GDP)***	*21.5*	*19.2*	*19.2*	*16.7*	*-2.5*	-
Compensation of Employees	63.7	67.2	76.2	79.0	11.8	17.5
Wages and Salaries	57.0	60.4	68.2	71.0	10.6	17.6
*(percent of GDP)***	*5.6*	*5.1*	*4.9*	*5.1*	*-0.1*	-
Social Contributions	6.7	6.8	8.0	8.0	1.1	16.7
Use of Goods and Services	12.1	11.5	6.7	6.1	-5.4	-47.1
Interest Payment	48.0	46.8	59.9	49.9	3.1	6.6
Domestic	41.5	40.1	51.1	41.3	1.3	3.1
External	6.5	6.7	8.7	8.6	1.8	27.3
Subsidies	0.3	0.2	0.3	0.1	-0.1	-56.3
Grants to Other Government Units	40.9	46.4	54.6	57.7	11.3	24.3
Social Benefits	0.9	0.7	3.2	2.9	2.2	294.7
Other Expenditure	25.4	24.0	36.0	17.9	-6.1	-25.5
Capital Expenditure	28.5	29.4	32.7	20.2	-9.2	-31.1
Domestic Financed	18.0	14.7	21.0	14.8	0.1	0.6
Foreign Financed	10.5	14.7	11.7	5.4	-9.2	-63.1
Outstanding Current Year Expenditure Claims	0.0	49.2	NA	-	-	-
Arrears clearance (net change)	-11.6	31.2	-13.1	-29.5	-60.8	-194.6
of which: Clearance of Arrears	-11.6	-36.3	-13.1	-18.1	18.2	50.2
of which: Payables build up	0.0	67.5	0.0	-11.5	-79.0	-117.0

Indicator	2024 Revised Budget	2024 Provisional Outturn	2025 Revised Budget	2025 Provisional Outturn	Outturn change 2025 less 2024	Outturn change (%)
of which: Change in payables build up reported in GIFMIS		18.3	0.0	0.0	-18.3	-100.0
of which: Unreleased Claims		49.2				
Overall Balance (Cash)	-54.1	-57.6	-52.6	-38.4	19.2	33.3
*(percent of GDP)***	*-5.3*	*-4.9*	*-3.8*	*-2.8*	*2.2*	
Discrepancy	0.0	-3.8	0.0	-5.0	-1.2	-32.0
Overall balance including Divestiture and Discrepancy	-54.1	-61.4	-52.6	-43.4	18.0	29.3
Nominal GDP	1,020.2	1,176.2	1,400.0	1,400.0	223.8	19.0
Non-Oil Nominal GDP	904.5	1,128.2	1,350.6	1,350.6	222.4	19.7

Source: NDPC computation based on Ministry of Finance, 2026.

Note: *NA - data not available as at the time of reporting*

***For rows expressed as percent of GDP, the outturn change is reported in percentage points. The outturn change percentage is not computed because the base measure is already a percentage ratio.*

Fiscal Balance and Public Debt

Fiscal operations recorded a stronger consolidation position in 2025. The overall balance on commitment basis narrowed from a deficit of 7.9 percent of GDP in 2024 to 1.0 percent in 2025, whilst the primary balance moved from a deficit of 3.9 percent of GDP to a surplus of 2.5 percent. The cash deficit also declined from GH¢57.7 billion to GH¢38.4 billion as shown in Table 2.1.12, although arrears and payables remained important budget execution issue as the government had to validate arrears in 2025 prior to payment.

Table 2.1.12: Fiscal Operations Indicators (GH¢ billion), 2021 to 2025

Indicator	2020	2021	2022	2023	2024	2025
Total Revenue & Grants	55.1	70.1	96.7	136	186.6	224.9
Total Revenue & Grants (% of GDP)	14.4	15.3	15.8	16.2	15.9	16.1
Total Expenditure (Commitment incl. Discrepancy)	98.6	109	150.2	167.5	230	238.7
Total Expenditure (Commitment incl. Discrepancy) (% of GDP)	25.7	23.7	24.6	19.9	19.6	17.1

Indicator	2020	2021	2022	2023	2024	2025
Overall Balance (Commitment)	-41.3	-39.2	-72.2	-31.5	-92.6	-13.9
Overall Balance (Commitment) (% of GDP)	-10.8	-8.5	-11.8	-3.7	-7.9	-1
Primary Balance (Commitment)	-16.7	-5.7	-26.5	-2.2	-45.9	36
Primary Balance (Commitment) (% of GDP)	-4.3	-1.2	-4.3	-0.3	-3.9	2.5
Arrears Clearance (Net)	-1.4	-3.5	7	3.5	31.2	-29.5
o/w Clearance of Arrears & Outstanding Payables			-11.6	-10.4	-36.3	-18.1
o/w Payables Build Up			18.7	14	67.5	0
Overall Balance (Cash)	-42.7	-42.7	-61.4	-15.1	-57.7	-38.4
Primary Balance (Cash)	-20.3	-8.8	-19.5	1.4	-14.6	6.5
Primary Balance (Cash) (% of GDP)	-5.3	-1.9	-3.2	0.2	-1.2	0.5
Total Expenditure (Cash) incl. Discrepancy	100	112.5	161.8	164	248	268.3
o/w Discrepancy	-2.2	0.3	-3.8	-12.9	-3.8	-5

Source: Ministry of Finance, 2026.

Public debt also declined in 2025, helped by fiscal consolidation, a larger nominal GDP base and the appreciation of the Ghanaian cedi. Total public debt fell from GH¢728.6 billion in 2024 to GH¢641.1 billion in 2025, whilst the debt to GDP ratio declined from 61.6 percent to 44.7 percent. External debt reduced from GH¢418.8 billion to GH¢307.4 billion, whilst domestic debt increased from GH¢309.8 billion to GH¢333.8 billion as shown in Table 2.1.13. This changed the debt composition, with domestic debt rising to 52.1 percent of total debt and external debt declining to 47.9 percent. The lower external share reduced immediate exchange rate exposure, but the recent experience also shows why exchange rate stability, export earnings, reserve accumulation and prudent borrowing remain important for debt management.

Table 2.1.13: Public Debt Trend, 2018 to 2025

Year	Total public debt (GH¢ bn)	Total debt to GDP (%)	External debt (GH¢ bn)	External share of total debt (%)	Domestic debt (GH¢ bn)	Domestic share of total debt (%)
2021	363.4	78.7	169.8	46.7	193.6	53.3
2022	449.0	73.1	242.9	54.1	206.2	45.9
2023	611.8	68.9	354.5	57.9	257.3	42.1
2024	728.6	61.6	418.8	57.5	309.8	42.5
2025	641.1	44	307.4	47.9	333.8	52.1

Source: NDPC computation based on Bank of Ghana, 2026

Revenue and Expenditure Pressures

After a sharp deterioration in 2022, when the revenue-expenditure gap widened to GH¢49.7 billion, some recovery was recorded in 2023 as stronger revenue growth narrowed the deficit to GH¢18.6 billion. This was, however, reversed in 2024, with the gap widening again to GH¢39.6 billion as expenditure growth of 46.3 percent outpaced revenue growth of 37.2 percent, partly reflecting rising compensation costs which. Fiscal consolidation gained stronger traction in 2025, as revenue growth of 20.5 percent outpaced a markedly restrained expenditure growth of 3.3 percent, narrowing the revenue-expenditure gap to GH¢8.9 billion as shown in Table 2.1.14. The expenditure profile remained constrained, with recurrent obligations continuing to limit fiscal space for development spending. Compensation rose to GH¢79.0 billion in 2025 and absorbed 33.8 percent of total expenditure, compared with 29.7 percent in 2024, limiting the fiscal space for development spending.

Table 2.1.14: Ghana Revenue and Expenditure Outturn, 2020 to 2025

Year	Revenue and grants (GH¢ bn)	Expenditure (GH¢ bn)	Compensation (GH¢ bn)	Wages and salaries (GH¢ bn)	Revenue less expenditure (GH¢ bn)	Compensation share of expenditure (%)	Wages share of compensation (%)	Revenue growth (%)	Expenditure growth (%)
2020	55.1	96.4	28.3	25.1	-41.3	29.3	88.6	3.3	42.1
2021	70.1	109.3	31.7	29.3	-39.2	29	92.6	27.1	13.3
2022	96.7	146.4	39.4	35.4	-49.7	26.9	89.8	37.9	33.9
2023	136	154.6	50.8	45.4	-18.6	32.9	89.3	40.7	5.6
2024	186.6	226.2	67.2	60.4	-39.6	29.7	89.8	37.2	46.3
2025	224.9	233.8	79	71	-8.9	33.8	89.9	20.5	3.3

Source: NDPC computation based on Ghana Statistical Service, 2026.

Debt and Revenue Affordability

Debt and revenue affordability improved in 2025 as the debt burden eased relative to public revenue. The debt-to-revenue ratio declined from 395.1 percent in 2024 to 289.3 percent in 2025, indicating a 105.8 percentage points change. Revenue also covered a larger share of the debt stock, with the revenue-to-debt ratio increasing from 25.3 percent to 34.6 percent as shown in Table 2.1.15. External debt pressure eased more sharply, as the external debt-to-revenue ratio fell from 224.3 percent to 137.5 percent, supported partly by the appreciation of the cedi. However, revenue to GDP remained unchanged at 15.9 percent, indicating that the improved affordability position would need to be sustained through stronger non-oil revenue mobilisation, disciplined borrowing, higher export earnings and continued reserve accumulation.

Table 2.1.15: Public Debt, Revenue and Debt Affordability Ratios, 2018 to 2025

Year	Debt to GDP ratio (%)	Debt to revenue ratio (%)	Revenue to debt ratio (%)	Domestic share of total debt (%)	External debt to revenue ratio (%)	Domestic debt to revenue ratio (%)	Revenue to GDP ratio (%)
2018	56.1	363.7	27.5	50.2	181.1	182.6	15.4
2019	65.7	439.0	22.8	47.7	229.6	209.4	15.0
2020	80.4	571.9	17.5	50.6	282.2	289.7	14.1
2021	78.5	517.1	19.3	53.4	240.9	276.2	15.2
2022	73.1	463.3	21.6	46.0	250.1	213.2	15.7
2023	68.9	456.8	21.9	42.9	261.0	195.9	15.3
2024	61.6	395.1	25.3	43.2	224.3	170.7	15.9
2025	44.7	289.3	34.6	52.5	137.5	151.8	15.9

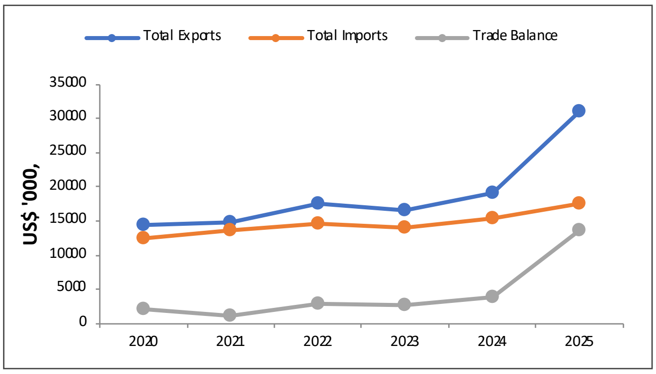
Source: NDPC computation based on Bank of Ghana, 2026.

External Sector Performance

External sector performance strengthened in 2025, supported by higher export earnings, a wider trade surplus, a stronger current account position and improved reserve cover. Total exports increased from US$19.16 billion in 2024 to US$31.11 billion in 2025, due to two mutually reinforcing factors: historic high gold prices on the international market, which nearly doubled gold export earnings, and the GoldBod intervention of mopping up gold from artisanal and small-scale mining for export, which channelled over US$10 billion in foreign exchange directly to the Bank of Ghana to support the exchange rate stability.

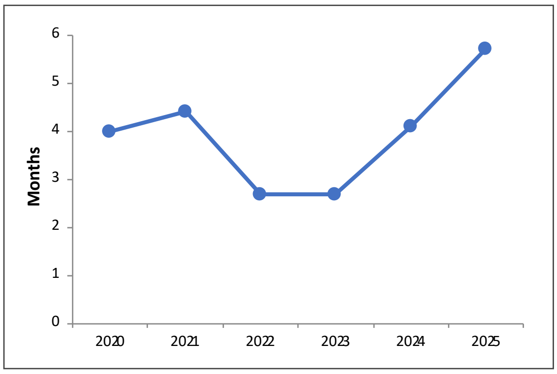
Imports rose more moderately from US$15.39 billion to US$17.45 billion and trade surplus consequently widened from US$3.77 billion to US$13.66 billion. Gross international reserves also increased from US$9.11 billion to US$13.83 billion, raising import cover from 4.1 months to 5.7 months and strengthening the external buffer position as shown in Figure 2.1.10 and 2.1.11. However, gold, oil, and cocoa together accounted for about 88.2 percent of total exports, a concentration that deepened rather than narrowed in recent years.

Figure 2.1.9 External Trade Indicators, 2020 to 2025



Source: Bank of Ghana, 2026.

Figure 2.1.10 Gross International Reserves Import Cover, 2020 to 2025 (in months)



Source: Bank of Ghana, 2026

The broader balance of payments position also improved. Between 2020 and 2025, exports increased by 115.0 percent, compared with import growth of 40.4 percent. The current account moved from a deficit of US$2.14 billion in 2020 to a surplus of US$9.08 billion in 2025, whilst the overall balance of payments increased to US$3.98 billion. Private transfers rose to US$7.79 billion, and net international reserves increased to US$11.71 billion. The development exposes the economy to two distinct categories of risk: exogenous shocks, particularly a reversal in gold or cocoa prices, softer global demand, and climate-driven production disruptions, all of which lie beyond Ghana's control; and endogenous risks, including the governance sustainability of GoldBod, the ongoing investment gap in the oil sector, protection of cocoa farms from unsustainable mining threats, and the structural failure to diversify the export base, all of which are amenable to domestic policy action and represent the key areas where reform efforts need to be sustained.

Table 2.1.16: External Sector Developments (US$ billion), 2020 to 2025

Indicator	2020	2021	2022	2023	2024	2025	Absolute change 2020 to 2025	% change 2020 to 2025
Trade Account								
Total Exports	14.47	14.74	17.49	16.64	19.16	31.11	16.64	115.0
Gold Exports	6.8	5.08	6.61	7.6	10.31	20.98	14.18	208.5
Cocoa Exports	2.33	2.85	2.3	2.11	1.94	3.86	1.53	65.9
Oil Exports	2.91	3.95	5.43	3.84	3.87	2.62	-0.29	-10.0
Other Exports	2.43	2.85	3.16	3.1	3.04	3.65	1.22	50.0
Total Imports	12.43	13.63	14.62	14.01	15.39	17.45	5.02	40.4
Oil Imports	1.89	2.72	4.63	4.48	4.63	5.13	3.24	171.2
Non-Oil Imports	10.54	10.91	9.99	9.54	10.76	12.33	1.79	17.0
Trade Balance	2.04	1.11	2.87	2.63	3.77	13.66	11.61	568.4
Trade Balance (% of GDP)	3	1.5	3.9	3.4	4.5	12.1	9.1	303.3
Balance of Payments								
Current Account Balance	-2.14	-2.5	-1.52	1.05	1.47	9.08	11.21	525.1
Current Account Balance (% of GDP)	-3.1	-3.3	-2.1	1.4	1.8	8.1	11.2	361.3
Private Transfers Inward	4.29	4.17	4.34	3.97	7.1	7.79	3.5	81.6
Financial Account excluding Reserve Assets	2.89	3.27	-2.14	-1.47	0.32	5.09	2.2	76.1
Financial Account excluding Reserve Assets (% of GDP)	4.2	4.3	-2.9	-1.9	0.4	4.5	0.3	7.1
Direct Investment Liabilities or FDI Net	1.33	2.41	1.47	0.93	1.77	1.92	0.59	44.2

Indicator	2020	2021	2022	2023	2024	2025	Absolute change 2020 to 2025	% change 2020 to 2025
Portfolio Investment Liabilities or Portfolio Net	-	-	-2.06	-0.19	-0.03	-0.94	-	-
Reserves								
Change in Reserves or Overall BOP	0.38	0.51	-3.41	-0.62	1.48	3.98	3.6	953.9
Change in Reserves or Overall BOP (% of GDP)	0.6	0.7	-4.6	-0.8	1.8	3.5	2.9	483.3
Gross International Reserves	8.62	9.7	6.25	5.91	9.11	13.83	5.2	60.3
Heritage and Stabilisation Fund	0.84	0.97	1.06	1.24	1.46	1.55	0.71	83.7
GIR Import Cover	4	4.4	2.7	2.7	4.1	5.7	1.7	42.5
GIR excluding Encumbered Assets and Petroleum Fund	-	-	1.45	3.66	6.52	11.91	-	-
Import Cover			0.6	1.1	2.9	4.9		
Net International Reserves	5.57	6.08	2.67	3.13	6.45	11.71	6.15	110.3
Value of Gold Holdings	-	-			2.62	2.68	-	-
Gold Holdings	-	-			30.5	18.6	-	-

Source: NDPC Computation based on Bank of Ghana, 2026.

Export and Import Composition

Export earnings expanded strongly in 2025, but the export base remained concentrated. Gold exports increased from US$10.31 billion in 2024 to US$20.98 billion in 2025, accounting for 67.4 percent of total exports as shown in Table 2.1.17. Cocoa exports also rose to US$3.86 billion, whilst oil exports declined to US$2.62 billion. Together, gold, cocoa and oil accounted for 88.3 percent of exports, leaving other exports at 11.7 percent. On the import side, total imports rose to US$17.45 billion, with non-oil imports accounting for 70.6 percent.

Table 2.1.17: Export and Import Composition (US$ billion), 2020 to 2025

Trade component	2020	2021	2022	2023	2024	2025	2025 share within group
Total Exports	14.47	14.74	17.49	16.64	19.16	31.11	100.0
Gold Exports	6.80	5.08	6.61	7.60	10.31	20.98	67.4
Cocoa Exports	2.33	2.85	2.30	2.11	1.94	3.86	12.4
Oil Exports	2.91	3.95	5.43	3.84	3.87	2.62	8.4

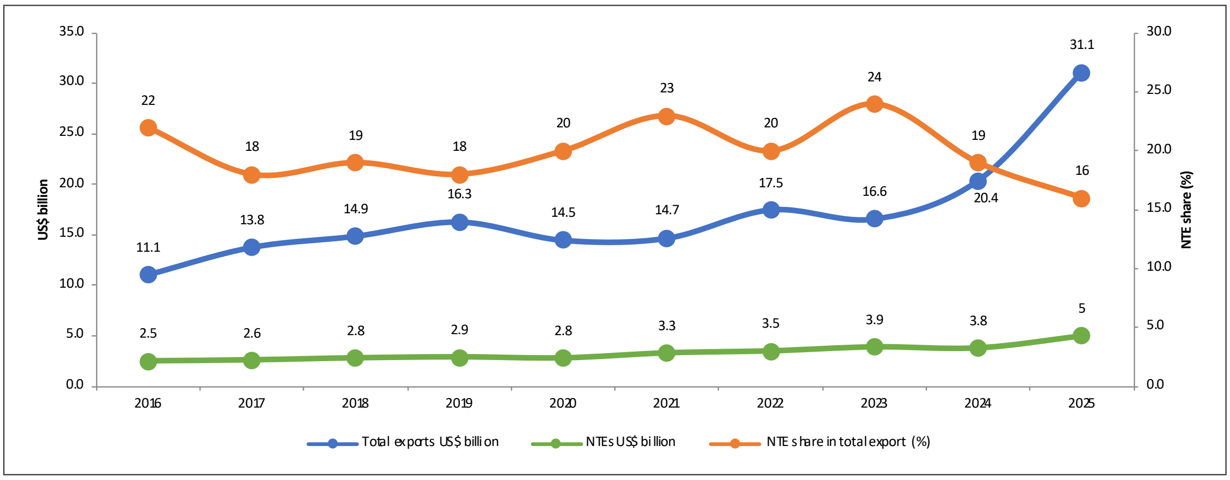
Trade component	2020	2021	2022	2023	2024	2025	2025 share within group
Gold, Cocoa and Oil Exports	12.04	11.88	14.34	13.55	16.12	27.46	88.2
Other Exports	2.43	2.85	3.16	3.10	3.04	3.65	11.8
Total Imports	12.43	13.63	14.62	14.01	15.39	17.45	100.0
Oil Imports	1.89	2.72	4.63	4.48	4.63	5.13	29.4
Non-Oil Imports	10.54	10.91	9.99	9.54	10.76	12.33	70.6

Source: Bank of Ghana, 2026

Non-Traditional Exports and Industrial Export Performance

Non-Traditional Exports (NTEs) increased from US$3.8 billion in 2024 to US$5.0 billion in 2025, exceeding the 2022 to 2025 average of about US$4.1 billion. Total exports, however, expanded to US$31.1 billion, reducing the NTE share of total exports to about 16.1 percent, below the 2022 to 2025 average of about 20.0 percent as shown in Figure 2.1.11. This presents a positive industrial export outcome. NTE earnings improved in value terms, but their relative weight in total exports declined as commodity exports expanded more rapidly.

Figure 2.1.11: Total export and NTE Share in Total Exports, 2016 to 2025



Source: NDPC Computation based on GEPA NTE Statistics, 2026

NTE Subsector Performance, 2024 and 2025

NTE earnings remained concentrated in processed and semi processed products in 2025. Earnings from this category increased from US$3.20 billion in 2024 to US$4.29 billion in 2025 and accounted for 85.8 percent of total NTE earnings. Agricultural products also increased from US$515.4 million to US$710.3 million, contributing 14.2 percent, whilst handicrafts declined from US$117.7 million to US$2.5 million as shown in Table 2.1.18. However, it is important to note that ceramics, which was originally classified as part of Handicrafts was reclassified under Manufacturing.

Table 2.1.18: NTE Subsector Performance, 2024 and 2025

Category	2024 value US$ million	2025 value US$ million	Growth percent	2025 share percent
Agriculture	515.4	710.3	37.8	14.2
Handicrafts	117.7	2.5	-97.9	0.1
Processed and semi processed	3197.6	4294.1	34.3	85.8

Source: NDPC Computation based on GEPA NTE Statistics, 2026

Top Ten Non-Traditional Export Products, 2025

The 2025 NTE product basket was concentrated in a few processed and agricultural products. Cocoa paste and cocoa butter generated US$1.43 billion combined, accounting for 28.5 percent of total NTE earnings as shown in Table 2.1.19. Cashew nuts, plastics, cocoa powder, canned tuna, shea products and aluminium also made notable contributions, showing export capacity in agro-processing and manufacturing. The concentration among the leading products provides a base to consolidate existing export strengths, whilst expanding into higher value products and new market segments.

Table 2.1.19: Top Ten NTE Products, 2025

Category	Value US$ million	Share of NTEs percent
Cocoa paste	789.3	15.8
Cocoa butter	635.7	12.7
Iron and steel	316.5	6.3
Cashew	297.6	5.9
Plastics	275.4	5.5
Cocoa powder	233.8	4.7
Canned tuna	213.5	4.3
Shea nuts	177.8	3.5
Shea oil	174.3	3.5
Aluminium	164.8	3.3

Source: GEPA NTE Statistics, 2026

Top Ten Manufactured and Semi Processed NTE Products, 2024 and 2025

Manufactured and semi processed NTEs were led by cocoa-based products in 2025. Cocoa paste increased to US$789.3 million, cocoa butter rose to US$635.7 million, and cocoa powder reached US$233.8 million as shown in Table 2.1.20. Plastics, canned tuna, aluminium products and cocoa cake also recorded gains, whilst iron and steel products declined slightly. The performance points to progress in value addition, but the strong weight of cocoa products also suggests the need to broaden manufactured exports into other higher value product lines.

Table 2.1.20: Top Ten Manufactured and Semi Processed NTE Products, 2024 and 2025

Category	2024 value US$ million	2025 value US$ million	Growth percent
Cocoa paste	461.7	789.3	71
Cocoa butter	288.7	635.7	120.2
Iron and steel	321.6	316.5	-1.6
Plastics	199.8	275.4	37.9
Cocoa powder	109.8	233.8	113
Canned tuna	155.5	213.5	37.3
Shea oil	151	174.3	15.4
Aluminium	109.5	164.8	50.5
Rubber sheets	132.7	142	7
Cocoa cake	91.7	143	56

Source: GEPA NTE Statistics, 2026

Market Access, AfCFTA and Export Promotion

The market performance of NTEs remained concentrated in Europe and Africa in 2025. Europe absorbed US$2.29 billion, representing 45.7 percent of NTE earnings, whilst Africa accounted for US$1.52 billion, or 30.4 percent. North America recorded the fastest growth at 82.4 percent, although its share remained lower at 9.0 percent as shown in Table 2.1.21.

Table 2.1.21: NTE Market Performance by Continent, 2024 and 2025

Category	2024 value US$ million	2025 value US$ million	Growth percent	Share percent
Europe	1472	2286.7	55.3	45.7
Africa	1448	1520.2	5	30.4
Asia	606.9	691.9	14	13.8
North America	247.9	452.2	82.4	9
South America	45	48.9	8.6	1
Oceania	10.9	7	-36.2	0.1

Source: GEPA NTE Statistics, 2026

Ghana's NTE sales within Africa were concentrated in ECOWAS and AES markets in 2025. ECOWAS accounted for US$767.8 million, representing 51.1 percent of Africa NTE earnings, whilst Alliance of Sahel States (AES) accounted for US$674.8 million, or 44.9 percent as shown in Table 2.1.22. Other regional blocs together accounted for less than 5.0 percent, indicating established demand in West African markets but limited reach across the wider Africa Continental Free Trade Agreement (AfCFTA) space.

Table 2.1.22: Ghana NTEs to AfCFTA Market by Regional Bloc, 2025

Regional bloc	2025 value US$ million	Share of Africa NTEs (%)
ECOWAS	767.8	51.1
AES	674.8	44.9
AMU	14.8	1
COMESA	14.2	0.9
EAC	11.9	0.8
CEMAC	11.3	0.8
SADC	8	0.5
ECCAS	0.4	0

Source: GEPA NTE Statistics, 2026

Export Promotion and Support Interventions

Export promotion in 2025 combined market access, exporter capacity and supply base expansion. Ghana Exports Promotion Authority (GEPA) supported 91 horticulture and 150 handicraft and manufacturing SMEs to participate in global fairs, whilst AfCFTA-related fairs supported another 89 SMEs. The interventions also registered 601 exporters, provided technical advisory services to 2,153 potential and existing exporters, and trained 119 SMEs through the Ghana Export School. These activities supported export performance by strengthening buyer connections, supply consistency, standards compliance and market intelligence, all of which are needed to convert production capacity into sustained export earnings.

Investment Attraction, Domestic Investment and Spatial Distribution

Registered investment increased to US$1.28 billion between January and September 2025, higher than the 2024 outturn but still below earlier peak years. The structure remained heavily dependent on foreign capital, with Foreign Direct Investment (FDI) accounting for 97.2 percent of registered investment and the local component contributing only 2.8 percent as shown in Table 2.1.23.

Table 2.1.23: Registered Investment and FDI Share, 2020 to September 2025

Year	Total investment US$ million	FDI component US$ million	Local component US$ million	FDI share percent	Local share percent
2020	2796.5	2651	145.5	94.8	5.2
2021	1491.3	1298.7	192.7	87.1	12.9
2022	1589	1353.4	235.6	85.2	14.8
2023	663.2	649.6	13.6	97.9	2.1
2024	651.7	617.6	34.1	94.8	5.2
2025	1276.1	1240.6	35.5	97.2	2.8

Source: NDPC computation based on GIPC, 2020 to 2025

FDI was also spatially concentrated between January and September 2025. Greater Accra accounted for 105 projects (US$440.8 million), representing 81.4 percent of all projects, whilst Western recorded the largest FDI value at US$549.7 million, or 44.3 percent of total FDI as shown in Table 2.1.24. Eastern also accounted for 19.3 percent of FDI value from only two projects. This indicates that project count and investment value did not move together, as fewer but larger projects shaped the regional value distribution. A wider regional spread of investment will require stronger infrastructure, industrial land, investment facilitation and local enterprise systems outside the main investment centres.

Table 2.1.24: Regional Distribution of FDI Projects and FDI Value, January to September 2025

Region	Projects	FDI value US$ million	Project share percent	FDI share percent
Greater Accra	105	440.8	81.4	35.5
Western	7	549.7	5.4	44.3
Ashanti	10	8.2	7.8	0.7
Eastern	2	239.9	1.6	19.3
Central	1	0.2	0.8	0.0
Bono	0	0	0.0	0.0
Bono East	2	0.4	1.6	0.0
Ahafo	0	0	0.0	0.0
Northern	0	0	0.0	0.0
Western North	0	0	0.0	0.0
Upper East	0	0	0.0	0.0
Upper West	1	0.3	0.8	0.0
Volta	0	0	0.0	0.0
Savannah	1	1.1	0.8	0.1

Source: NDPC computation based on GIPC, 2020 to 2025

The cumulative sector distribution of FDI from 2020 to September 2025 was led by services and manufacturing. Services attracted US$2.72 billion, accounting for 34.9 percent of total FDI, whilst manufacturing attracted US$2.54 billion, representing 32.5 percent. Together, the two sectors accounted for 67.4 percent of cumulative FDI. General trade followed with US$0.99 billion, or 12.7 percent as shown in Table 2.1.25. Agriculture and tourism remained marginal, attracting US$0.057 billion and US$0.002 billion, respectively. Future investment promotion should sustain interest in services and manufacturing whilst directing more capital into agriculture, agro-processing, tourism and export focused production.

Table 2.1.25: Cumulative sector contribution of FDI Projects and Value, 2020 to September 2025

Sector	Total projects	Total FDI US$ bn	Share of cumulative FDI (%)	Average FDI per project US$ bn	Peak FDI year	Peak FDI value US$ bn
Services	521	2.723	34.9	0.005	2021	0.690
Manufacturing	349	2.537	32.5	0.007	2020	1.271
General Trade	111	0.990	12.7	0.009	2025	0.626
Oil and Gas or Petroleum	28	0.665	8.5	0.024	2021	0.266
Mining	3	0.424	5.4	0.141	2020	0.424
Export Trade	74	0.177	2.3	0.002	2021	0.068
Building and Construction	39	0.157	2.0	0.004	2021	0.055
Liaison	4	0.079	1.0	0.020	2024	0.076
Agriculture	17	0.057	0.7	0.003	2025	0.019
Tourism	6	0.002	0.0	0.000	2024	0.001
Total	1152	7.811	100	0.007		

Source: NDPC computation based on GIPC, 2020 to 2026.

2.1.3.2 Industrial Transformation

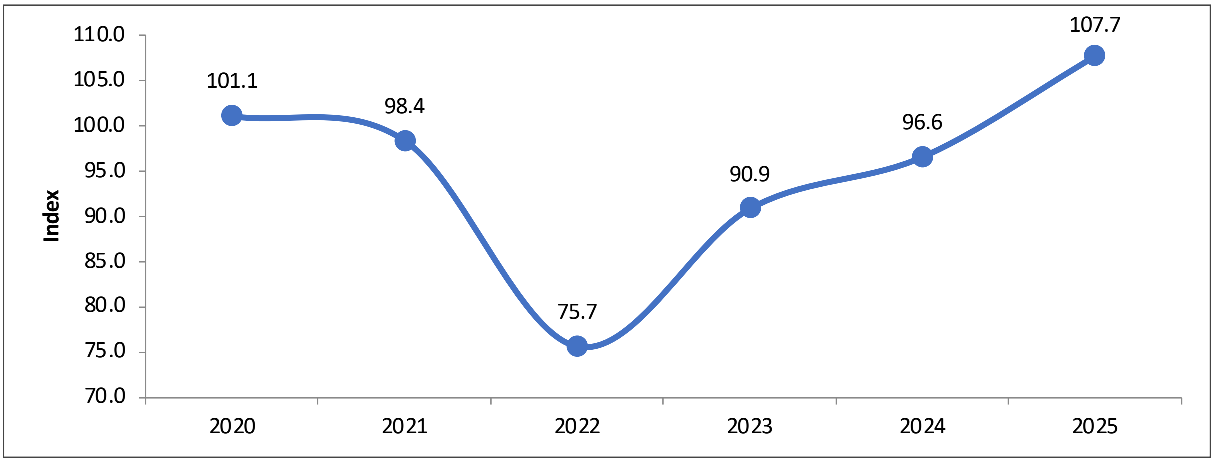
Industrial policy implementation in 2025 focused on productive capacity, value addition and export readiness. Six initiatives were commenced, namely the 24-Hour Economy, Accelerated Export Development Programme, Feed the Industry Programme, Rapid Industrialisation for Jobs, Women-in-Trade and Free Apprenticeship Programme. The Feed-the-Industry Programme framework was also developed, whilst revival plans for Komenda Sugar Factory and Volta Star Textiles sought to strengthen linkages between industrial development, raw material supply, agro-processing and employment creation. Free Zones activities added an export and investment dimension, with 57 enterprises licensed, total Free Zone enterprises increasing to 304, capital investment of US$362.8 million, export earnings of US$1.89 billion and 38,506 jobs. Standards development, product certification, testing, and export inspections, in addition, enhanced industrial competitiveness. However, industrial transformation continues to face challenges, including limited raw materials due to environmental degradation from illegal mining (*galamsey*) and the high cost of capital. Stronger local supplier linkages, regional industrial spread and manufacturing value addition remain important for deepening the gains.

2.1.3.3 Private Sector Development

Business Enabling Environment and Trade Facilitation

Business confidence improved in 2025, with the Bank of Ghana Business Confidence Index rising from 96.6 in 2024 to 107.7 in 2025, continuing the recovery from 75.7 in 2022. This stronger business sentiment provided a better setting for investment and enterprise expansion, but it needs to be matched with lower transaction costs and improved public services. Port clearance time remained at 7.5 days, whilst commercial dispute resolution stayed at 60 days. Business Ready indicators moved unevenly, as public services improved from 33.9 percent to 50.0 percent, whilst operational efficiency declined from 54.4 percent to 52.0 percent and the regulatory framework score fell from 87.6 percent to 69.0 percent as shown in Figure 2.1.12. The policy focus should therefore be on converting stronger confidence into investment through faster public services, predictable regulation, efficient trade facilitation and reduced business costs.

Figure 2.1.12: Business Confidence Index, 2020 to 2025

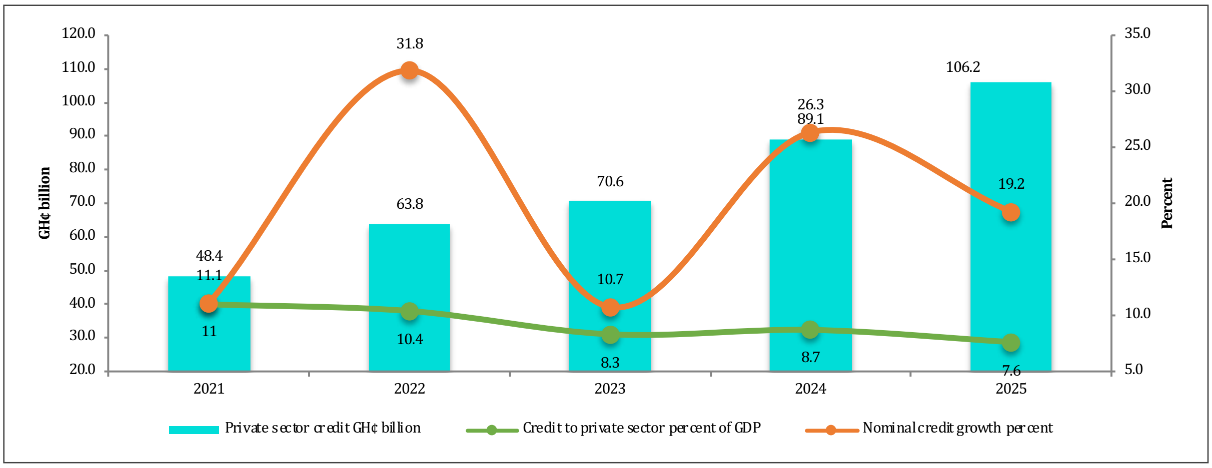


Source: Bank of Ghana, 2026

Cost of Credit and Private Sector Financing

Credit conditions eased in 2025 as the policy rate, Treasury bill rates and lending rates declined, creating a more supportive financing environment for firms. Private sector credit increased from GH¢89.1 billion in 2024 to GH¢106.2 billion in 2025, above the 2022 to 2025 average of GH¢78.7 billion as shown in Figure 2.1.13. However, credit depth declined from 8.7 percent of GDP to 7.6 percent, indicating that nominal credit expanded, but private sector credit did not increase relative to the size of the economy. This points to the need for stronger monetary transmission, lower credit risk, improved collateral systems and longer-term financing for productive private investment.

Figure 2.1.13: Private Sector Credit Growth and Depth, 2021 to 2025



Source: NDPC computation based on Bank of Ghana, 2026.

MSME Development, Enterprise Support and Market Access

Enterprise support reached a large beneficiary base in 2025, mainly through business development services, training, counselling and information services. Business Development Service programmes reached 398,895 practising and potential entrepreneurs, whilst 92,511 Micro, Small and Medium Enterprises (MSMEs) received information on MSME development issues and 31,333 benefited from counselling and extension services. Direct financing was more limited, with Rural Enterprises Development (REDE) and Private Financial Institutions (PFIs) supporting 1,430 beneficiaries, whilst 4,218 MSMEs received GH¢56.7 million for business expansion as shown in Table 2.1.20. Trade promotion also supported market access, with 85 exporters participating in international trade fairs and export orders of US$100.0 million reported from international trade fairs. The evidence points to broad advisory and capacity support, but access to enterprise capital remains a constraint for MSME growth and scale up.

Table 2.1.26: MSME, Enterprise Support and Trade Promotion Achievements, 2025

Theme	Indicator or achievement	2025	Institution or programme
MSME and entrepreneurship	Technical and entrepreneurial training provided to practising and potential entrepreneurs	79,000.0	MoTAI agencies
MSME and entrepreneurship	Practising and potential entrepreneurs benefiting from Business Development Service programmes	398,895.0	GEA
MSME and entrepreneurship	Beneficiaries coached and mentored under Ghana Jobs and Skills Project	3,694.0	GEA and Ghana Jobs and Skills Project
MSME and entrepreneurship	Cumulative beneficiaries coached under Ghana Jobs and Skills Project	6,638.0	GEA and Ghana Jobs and Skills Project
MSME and entrepreneurship	MSMEs supported with counselling and extension services	31,333.0	GEA

Theme	Indicator or achievement	2025	Institution or programme
MSME and entrepreneurship	MSMEs provided with information on MSME development issues	92,511.0	GEA
MSME and entrepreneurship	MSMEs maintaining good customer relations in their operations	19,395.0	GEA
MSME finance	Finance facilitated under Rural Enterprises Development Fund and Private Financial Institutions	GH¢10.7m	REDE and PFIs
MSME finance	Beneficiaries receiving finance under REDE and PFIs	1,430.0	REDE and PFIs
MSME finance	Amount disbursed to MSME beneficiaries for business expansion	GH¢56.7m	MoTAI agencies
MSME finance	MSME beneficiaries supported with business expansion financing	4,218.0	MoTAI agencies
MSME support	MSMEs supported with startup kits	10,906.0	GEA
MSME creation	Clients establishing new businesses	18,418.0	GEA
Employment	MSMEs creating new jobs	28,700.0	GEA
Rural enterprise finance	Amount disbursed under Rural Enterprises Programme	444,000.0	Rural Enterprises Programme
Rural enterprise finance	MSMEs supported under Rural Enterprises Programme	1,246.0	Rural Enterprises Programme
Trade promotion	Exporters supported to participate in international trade fairs	85	GEPA
Trade promotion	Export orders secured from international trade fairs	US$ 100.0m	GEPA
Trade promotion	SMEs supported to participate in local trade fairs	500	GEPA
Trade promotion	Export orders secured from international exhibitions	US$102.7m	GEPA
Trade promotion	Sales generated from Horticulture Expo 2025	US$ 5m	GEPA
Regulatory reforms and digitisation	Ghana Business Regulatory Reform portal registered users	1,135.0	MoTAI
Regulatory reforms and digitisation	Digital systems deployed: Fire Permit Certification System and Land Transaction Portal	2	MoTAI and partner agencies

Source: MoTAI, 2026

2.1.3.4 Agriculture and Rural Development

Agriculture and rural development performance in 2025 showed a clear recovery from the 2024 slowdown, but the recovery was uneven across commodities, regions and delivery systems. Agricultural GDP growth rose to 6.8 percent in 2025 after the weak 2.7 percent performance in 2024, whilst agriculture's share of GDP increased to 22.8 percent. The gains were driven mainly by crops, the rebound in cocoa and fishing, but the sector still faced structural constraints, including cereal deficits, large yield gaps, static formal irrigation, weakening extension intensity, low agricultural credit share, feed import dependence, export concentration and climate-related risks.

Sector Performance and Structure

Agriculture's 2025 growth rebound was broad but not uniform. Crops recovered to 7.3 percent and remained the main driver of sector growth, whilst cocoa moved from a deep contraction of 21.5 percent in 2024 to 14.3 percent growth in 2025 as shown in Table 2.1.27. Fishing also recovered strongly, and livestock growth improved, but forestry and logging remained in contraction. The pattern shows that the recovery was real, but it depended on a few subsectors and did not remove underlying production and natural-resource pressures.

Table 2.1.27: Agricultural Growth by Subsector, 2020 to 2025 (%)

Subsector	2020	2021	2022	2023	2024	2025
Agriculture total	7.3	8.5	4.2	5.9	2.7	6.8
Crops	8.6	8.9	3.8	6.7	3.1	7.3
o.w. Cocoa	1.4	10.4	0.9	-0.3	-21.5	14.3
Livestock	5.4	5.5	5.5	6.5	3.5	5.6
Forestry and logging	-9.4	4.4	1.7	-6.2	-5.8	-2.4
Fishing	14.1	14.2	8.8	4.1	2.5	9.5

Source: Ghana Statistical Service, 2026; MoFA, 2026

The structure of GDP confirms the centrality of crops to agricultural transformation. Agriculture's share of GDP increased to 22.8 percent in 2025, exceeding the Agenda for Jobs II Policy Framework target of 21.2 percent, whilst crops alone accounted for 20.7 percent of GDP as shown in Table 2.1.28. Livestock, forestry and fishing remain important for livelihoods and food systems, but their GDP shares were small and generally declining, and cocoa's share remained below its 2021 level despite the growth rebound.

Table 2.1.28: Agriculture's Share of GDP by Subsector, 2020 to 2025 (%)

Subsector	2020	2021	2022	2023	2024	2025
Agriculture total	20.1	21.1	20.8	22.4	22.0	22.8
Crops	16.2	17.2	17.5	19.5	19.6	20.7
o.w. Cocoa	1.8	2.2	1.8	1.8	1.4	1.3
Livestock	1.7	1.6	1.3	1.2	1.0	0.9
Forestry and logging	1.2	1.1	1.0	0.8	0.7	0.6
Fishing	1.0	1.1	0.9	0.8	0.7	0.7

Source: Ghana Statistical Service, 2026; MoFA, 2026.

Food security, rainfall and food-price conditions

Food and nutrition indicators pointed to long-term improvement but incomplete progress. Rainfall recovered by 12.7 percent in 2025 after the 2024 drought year, but it remained below the decade average and continued to vary by region as shown in Table 2.1.29. Ghana's Global Hunger Index score of 13.1 remained in the moderate category; child stunting was lower than the 2016 comparator, but undernourishment and wasting were still higher. Agricultural price pressure also remained above the economy-wide deflator, showing that food security risks were still linked to both climate variability and affordability.

Table 2.1.29: Food Security, Rainfall and Agricultural Price Conditions

Indicator	2020	2021	2022	2023	2024	2025
Average rainfall (mm)	1,899	1,242	1,265	1,338	1,059	1,193
Rainfall annual change (%)	+38.6	-34.6	+1.9	+5.8	-20.9	+12.7
Global Hunger Index score	*NA*	*NA*	*NA*	*NA*	*NA*	13.1
Undernourishment (%)	*NA*	*NA*	*NA*	*NA*	*NA*	7.0
Child stunting, under-5 (%)	*NA*	*NA*	*NA*	*NA*	*NA*	13.6
Child wasting, under-5 (%)	*NA*	*NA*	*NA*	*NA*	*NA*	6.8
Agriculture GDP deflator (%)	*NA*	13.2	26.8	46.5	27.4	17.4
Overall GDP deflator (%)	*NA*	12.1	28.2	40.1	25.9	14.4

Source: MoFA, 2026; Ghana Statistical Service, 2026; Global Hunger Index, 2025.

Note: *NA - data not available as at the time of reporting*

Retail food prices remained under pressure even as production conditions improved. The simple average price of tracked commodities increased from GH¢11.30 per kilogramme in 2024 to GH¢13.69 in 2025, representing a 21.2 percent annual increase and a 43.6 percent cumulative increase since 2023 as shown in Table 2.1.30. The largest cumulative increases were recorded for yam, plantain and cassava, whilst rice and maize also became more expensive. This means that production recovery did not fully translate into consumer affordability.

Table 2.1.30: Annual Average Retail Food Prices by Commodity, 2023 to 2025

Commodity	2023 avg (GH¢/kg)	2024 avg (GH¢/kg)	2025 avg (GH¢/kg)	2023-24 change	2024-25 change	2023-25 cumulative
Imported rice	16.47	18.08	19.91	+9.8%	+10.1%	+20.9%
Local rice	13.54	14.00	15.63	+3.4%	+11.7%	+15.4%
Soyabean	9.95	12.73	14.76	+27.9%	+16.0%	+48.3%
Sorghum	9.20	10.41	12.35	+13.2%	+18.6%	+34.2%
Yam	7.36	10.49	14.47	+42.6%	+37.9%	+96.7%
Cassava	4.67	6.41	7.19	+37.4%	+12.1%	+54.0%
Maize	6.46	7.23	8.47	+12.0%	+17.1%	+31.2%
Plantain	8.61	11.04	16.75	+28.2%	+51.8%	+94.6%
Simple average	9.53	11.30	13.69	+18.5%	+21.2%	+43.6%

Source: MoFA, 2026.

Crop Production, Self-Sufficiency and Productivity

Ghana's 2025 crop season recorded broad-based output growth across all monitored commodities, driven by improved rainfall distribution during both the major and minor seasons and enhanced smallholder access to subsidised certified seeds and fertilisers. Five of nine monitored crops achieved domestic self-sufficiency, whilst four (maize, rice, sorghum, and tomato) recorded demand deficits of varying severity as shown in Table 2.1.31. Most crops fell short of their 2025 production targets, reflecting the ambition of planning benchmarks relative to current agronomic capacity.

Table 2.1.31: Crop Production, Demand and Self-Sufficiency, 2024 and 2025

Commodity	2024 Production (MT)	2025 Production (MT)	Target, 2025 (MT)	% Achieved	2025 Demand (MT)	Net Surplus / Deficit (MT)	SSI 2025
Maize	2,305,778	2,774,118	4,166,000	67%	2,955,335	-181,217	94%
Rice	618,354	961,011	1,767,463	54%	2,011,222	-1,050,211	48%
Sorghum	375,326	419,692	620,151	68%	419,717	-25	100%
Cassava	19,972,825	21,212,793	33,269,019.50	64%	21,211,394	1,399	100%
Yam	9,130,128	10,878,503	14,437,014.35	75%	10,828,535	49,968	100%
Plantain	6,136,202	6,739,795	7,959,014.95	85%	6,570,081	169,714	103%
Soyabean	304,000	311,246	420,402	74%	306,268	4,978	102%
Tomato	423,869	515,831	827,873	74%	1,338,236	-822,405	62.3%
Pepper	484,857	533,343	270,791.13	62%	368,007	165,336	197%
Onion	NA	NA	NA	NA	NA	NA	NA

Source: MoFA, 2026.

Note: *NA - data not available as at the time of reporting*

Surplus Crops

Cassava, yam, plantain, soyabean, and pepper all met or exceeded domestic demand requirements. Plantain was the standout performer, achieving 85 percent of its production target and generating a surplus of 169,714 MT (SSI: 103%). Cassava and yam both reached 100 percent self-sufficiency, underpinned by adequate soil moisture during tuber bulking which is a direct benefit of well-distributed rainfall and continued adoption of disease-tolerant planting materials supported through input access programmes. Pepper recorded the highest SSI at 197 percent, yielding a surplus of 165,336 MT.

Deficit Crops

Rice recorded the most acute shortfall, with output of 961,011 MT covering only 48 percent of the 2.01 million MT national demand despite a 55 percent year-on-year production increase attributed to improved rainfall on lowland and irrigated schemes and expanded input access. Maize production grew by 20 percent to 2.77 million MT, yet there was a 181,217 MT demand deficit (SSI: 94 percent). This highlights the crop's continued vulnerability as the primary food security staple. Tomato's structural supply gap persists, even a 22 percent output increase leaves production at just 39 percent of demand, reflecting constraints beyond rainfall and inputs, including disease pressure, seasonality, and limited cold-chain infrastructure.

Crop Productivity Trends and Gap Analysis for Major Crops

Crop yields have trended upward since 2017, reflecting gradual adoption of improved varieties, fertiliser use, and extension. However, yield gaps remain large: maize at 51 percent of potential; rice 60 percent; cassava 56 percent; yam 38 percent; Tomato and pepper 22 percent and 26 percent, respectively. Closing half of these gaps would substantially exceed national self-sufficiency requirements for all crops. This can largely be attributed to low input usage (improved seed adoption rate 35 percent and fertilizer usage 26kg/ha).

Table 2.1.32: Crop Productivity Trends and Gap Analysis (MT/Ha), 2022–2025 Crop Productivity Trends and Gap Analysis (MT/Ha), 2022–2025

Crop	2022	2023	2024	2025*	Potential (MT/Ha)	2024→25 Change (%)	% of Potential
Maize	2.6	2.67	2.6	2.78	5.5	7	51
Rice	3.36	3.33	2.6	3.58	6	38	60
Millet	1.63	1.77	1.77	1.75	2	-1	88
Sorghum	1.74	1.91	1.8	2.14	2	19	107
Cassava	24.17	24.27	24.48	25.07	45	2	56
Yam	18.86	18.81	18.91	19.78	52	5	38
Cocoyam	7.72	7.77	8.06	7.32	20	-9	37
Plantain	14.82	14.54	14.51	15.23	38	5	40
Groundnut	1.81	2.01	1.93	2.06	3.5	7	59
Cowpea	1.73	1.81	1.88	1.9	2.5	1	76
Soyabean	1.78	1.85	1.62	1.85	3	14	62
Tomato	8.3	NA	8.94	9.83	45	10	22
Pepper	NA	NA	5.69	6.54	25	15	26
Onion	NA	NA	18.54	22.25	45	20	49

Source: MoFA, 2026; 2022-2025 Economic Development Results Framework.
Note: *NA - data not available as at the time of reporting*

Food Self-Sufficiency Rate Analysis

Ghana achieved self-sufficiency in 5 out of 7 tracked commodities in 2025, which marked significant improvement from 2024. However, the two commodities in deficit (rice and maize) are the country's most strategically important staple cereals, making their shortfalls a significant food security and foreign exchange concern.

Cereal Performance: Maize recorded production of 2.77 million metric tonnes against demand of 2.96 million metric tonnes, leaving a deficit of 181,217 MT and a self-sufficiency rate of 94 percent. Whilst this represents a substantial improvement from 2024 production of 2.31 million metric tonnes, a 20.3 percent year-on-year increase, Ghana still fell short of full sufficiency. The gap is relatively modest and closeable with targeted irrigation and input support. Rice is the most critical vulnerability in the food system. Production grew impressively from 618,354 MT in 2024 to 961,011 MT in 2025 representing a 55.4 percent increase, yet this still covers only 48 percent of the 2.01 million metric tonnes national demand, leaving a deficit of over 1.05 million metric tonnes. This shortfall must be met through imports at significant foreign exchange cost. Rice remains Ghana's single largest food security gap. Sorghum is effectively at 100 percent self-sufficiency with a near-zero deficit of just 25 MT against demand of 419,717 MT which indicate a negligible gap that represents statistical balance. Sorghum production grew 11.8 percent year-on-year from 375,326 MT to 419,692 MT.

Roots, Tubers & Plantain: All four commodities in this group achieved or exceeded self-sufficiency, confirming the structural resilience of Ghana's traditional food crops. Cassava achieved 100 percent self-sufficiency with production of 21.21 million metric tonnes which was a 6.2 percent increase from 2024 generating a surplus of 1,399 MT over demand. At over 21 million metric tonnes, cassava remains by far Ghana's largest food crop in volume terms. Yam achieved 100 percent self-sufficiency with production of 10.88 million metric tonnes, a strong 19.1 percent increase from 9.13 million MT in 2024, generating a surplus of nearly 50,000 MT. Yam's strong growth trajectory makes it a candidate for expanded non-traditional export promotion.

Plantain exceeded self-sufficiency at 103 percent, with production of 6.74 million MT against demand of 6.57 million MT generating a surplus of 169,714 MT. Production grew 9.8 percent year-on-year. The surplus provides scope for processing and export development. Soyabean achieved 102 percent self-sufficiency with production of 311,246 MT against demand of 306,268 MT which represent a surplus of 4,978 MT. This is a particularly positive development given that soyabean fell 15.6 percent in 2024. The recovery in 2025 is directly relevant to the domestic livestock feed formulation agenda, potentially reducing reliance on imported animal feed.

Table 2.1.33: Food Self-Sufficiency Rate (%)

Commodity	2024 Production (MT)	2025 Production (MT)	2025 Demand (MT)	Net Surplus / Deficit (MT)	% Self-Sufficiency 2025
Maize	2,305,778	2,774,118	2,955,335	-181,217	94
Rice	618,354	961,011	2,011,222	-1,050,211	48
Sorghum	375,326	419,692	419,717	-25	100
Cassava	19,972,825	21,212,793	21,211,394	1,399	100
Yam	9,130,128	10,878,503	10,828,535	49,968	100
Plantain	6,136,202	6,739,795	6,570,081	169,714	103
Soyabean	304,000	311,246	306,268	4,978	102
Tomato	684,192	NA	NA	NA	NA
Pepper	214,064	NA	NA	NA	NA
Onion	239,948	NA	NA	NA	NA

Source: SRID, 2025.

Note: *NA - data not available as at the time of reporting*

Input Distribution, Tree Crops and Farmers Service Centres

Input distribution evidence in the 2025 draft shows two different implementation speeds. Some vegetable-related interventions were still at procurement or early works stage, including specialised fertiliser, boreholes and irrigation land, which means the expected production effects were not yet fully realised. By contrast, mango and oil palm seedling distribution reached the reported targets, and 10 of 14 cashew scion gardens were established as shown in Table 2.1.34. Farmers Service Centre equipment expanded processing, irrigation and mechanisation support, but the reported female access shares were low, pointing to the need for stronger inclusion targets in mechanisation delivery.

Table 2.1.34: Input Distribution, Tree Crops and Farmers Service Centre Machinery Support, 2025

Area	Target / item	Achievement / status
Vegetable seeds	Tomato 19.63 MT; pepper 5.23 MT; onion 27.72 MT	Tomato: 133 kg distributed and 0.18 MT procured; pepper: 0.42 MT procured; onion: 1.96 MT procured
Specialised fertiliser	140,997 kg	Procurement underway
Solar-powered boreholes	232 boreholes	20% works completed in Ahafo, Eastern, Upper West and Bono East
Vegetable irrigation land	125 ha	Procurement process completed; awaiting contract award
Mango seedlings	800,000 seedlings	800,000 procured and distributed
Oil palm seedlings	1,000,000 seedlings	1,000,000 procured and distributed
Shea seedlings	750,000 grafted seedlings	Procurement in progress
Cashew scion gardens	14 gardens	10 gardens established in 10 districts
Farmers Service Centre equipment, tranche 1	Processing and field equipment	91 items; female share 14% among recorded recipients
Farmers Service Centre equipment, tranche 2	Irrigation kits, threshers, harvesters, sprayers and silos	484 items; female share 1% among recorded recipients
Farmers Service Centre equipment, tranche 3	Tractors, vari mini systems and orchard sprayers	87 items; female share 10% among recorded recipients

Source: MoFA, 2026

Inputs Distribution - Cereals

Under the Feed Ghana Programme, the Ministry distributed certified seeds and fertilisers to registered farmers in 2025. The Ministry distributed a total of 4,154 MT of seeds to targeted farmers and institutions across the country. This comprised 2,000 MT of hybrid maize seeds and 2,154 MT of rice seeds, reaching not only smallholder farmers but also key institutional partners including the National Service Authority, Ghana Prisons Service, Ghana Fire Service, and public universities (the University of Ghana, the University of Cape Coast, and the Kwame Nkrumah University of Science and Technology (KNUST)). Complementing the seed distribution, 74,000 MT of fertilizer was procured and distributed to farmers and institutions nationwide, supporting soil fertility management and boosting input access across all production zones.

Vegetable Development Project (VDP)

Under the Feed Ghana Programme, targeted interventions were implemented to boost domestic vegetable production. Under the Vegetable Development Project, the Ministry procured and distributed 2.56 MT of vegetable seeds, comprising 0.42 MT of pepper seeds, 0.18 MT of tomato seeds, and 1.96 MT of onion seeds. An additional 133 kilograms of tomato seeds were drawn from existing stock and distributed to farmers to bridge supply gaps during the planting season.

On infrastructure, progress was made on expanding irrigation access for vegetable production. Twenty percent of the targeted 232 solar-powered boreholes have been completed, with installations spanning the Ahafo, Eastern, Upper West, and Bono East regions.

Tree Crops Development

Tree crop investments under Feed Ghana Programme in 2025 focused on high-value export and domestic crops, with procurement and field establishment activities progressing across multiple regions.

Table 2.1.35: Tree Crops Development — Targets and Achievements, 2025

Crop	Target (Seedlings)	Achievement
Mango	800,000	800,000 seedlings procured and distributed
Oil Palm	1,000,000	1,000,000 seedlings procured and distributed
Shea	750,000	Procurement of 750,000 grafted seedlings in progress
Cashew Scion Gardens	14 gardens	10 gardens established in 10 districts (Upper West, Savannah, North East)

Livestock, Poultry and Feed Systems

Livestock and poultry development was mixed. Livestock GDP growth improved, but the breed improvement data show a fall in total actual births from 1,032 in 2024 to 934 in 2025, with 2025 achievement reaching 65.3 percent of target as shown in Table 2.1.36. Goats and pigs under the livestock window improved, but cattle, rabbits and Ashanti Black Pigs (ABPs) declined sharply. Breeding stock supply also fell slightly overall, with the steepest reductions in cattle and ABPs. The evidence suggests that genetic improvement and breeding-stock delivery need tighter targeting and continuity if livestock growth is to translate into a stronger livestock production base.

Table 2.1.36: Livestock Breed Improvement and Breeding Stock Supply, 2024 and 2025

Species	Birth target 2025	Birth actual 2025	% achieved 2025	Birth YoY change	Stock supplied 2024	Stock supplied 2025	Stock change (No.)	Stock change (%)
Pigs (LW)	162	90	55.6	+73.1	22	35	+13	+59.1
Sheep	538	336	62.4	-12.3	209	309	+100	+47.8
Goats	478	322	67.3	+122.1	67	133	+66	+98.5
Cattle	67	47	70.1	-62.4	128	19	-109	-85.2
Rabbits	137	112	81.8	-50.4	121	85	-36	-29.8
Pigs (ABP)	49	27	55.1	-73.3	71	16	-55	-77.5
Total	1,431	934	65.3	-9.4	618	597	−21	−3.4

Source: MoFA, 2026.

Total breeding stock supplied declined marginally by 3.4 percent, from 618 to 597 animals. The most significant structural change is the near-complete withdrawal from cattle supply (−85.2%), with only 19 head distributed in 2025 compared to 128 in 2024. This reflects the deliberate reorientation toward small ruminants: goat supply nearly doubled (+98.5%) and sheep increased by 47.8 percent, aligning with the birth data in Table 2.1.30. Rabbit supply fell by 29.8 percent and ABPs declined by 77.5 percent, consistent with reduced programme emphasis.

Poultry Industry Revitalisation (*Nkoko Nkitinkiti*)

Significant strides were made in 2025 in revitalising Ghana's domestic poultry industry under the *Nkoko Nkitinkiti* initiative. A total of 2.9 million birds, comprising day-old chicks, four-week-old *Nkoko Nkitinkiti* birds, and guinea keets were distributed to farmers across the country as part of ongoing poultry development interventions. To sustain production momentum, the procurement of day-old chicks, feed, and vaccines was successfully completed in nine regions, ensuring that farmers had timely access to the essential inputs needed to raise birds to market weight.

On the infrastructure front, construction of one meat processing factory in Bechem is ongoing, a development that will strengthen the post-production value chain by providing local processing capacity, reducing post-harvest losses, and adding value to domestically raised poultry before it reaches consumers. Data in Table 2.1.37 shows that at the same time, livestock and poultry feed ingredient imports increased from 169,252 MT in 2024 to 240,840 MT in 2025, led by strong increases in premix and soya bean meal. This shows that poultry scale-up must be matched with domestic feed production, aggregation and processing capacity.

Table 2.1.37: Poultry Revitalisation and Feed Ingredient Imports, 2024 and 2025

Indicator / input	2024	2025	Change / status
Anchor farmers supported	NA	50 targeted; selection ongoing; procurement of DOCs/feed/vaccines completed in 9 regions	Implementation ongoing
Day-old chicks / birds distributed	NA	2.9 million birds distributed against 3.5 million DOC target	Target partly met
Broilers / layers	NA	2 million broilers targeted; 1 million layers also targeted	Scale-up planned
Processing facilities	NA	1 meat processing factory ongoing in Bechem under 2-facility target	Partly implemented
Fishmeal	2,182.34 MT	2,725.20 MT	+24.90%
Premix	14,333.55 MT	31,720.39 MT	+121.30%
Concentrate	84,339.94 MT	94,282.80 MT	+11.80%
Soya bean meal	68,395.71 MT	112,112.00 MT	+63.90%
Total Feed ingredients	169,252 MT	240,840 MT	+42.30%

Source: MoFA, 2026. ***Note:*** *NA - data not available as at the time of reporting*

Irrigation, Infrastructure and Production Enclaves

Irrigation remains one of the binding constraints on agricultural transformation. Formal developed area was unchanged at 18,772.85 hectares in 2024 and 2025, whilst formal cropped area also remained unchanged at 13,143.66 hectares as shown in Table 2.1.38. This implies that about 30 percent of developed formal irrigation area was not cropped. Major projects recorded partial progress, but conflict, funding and implementation delays continued to affect completion. The priority is therefore not only to develop new hectares, but also to complete delayed projects and raise utilisation of existing schemes.

Table 2.1.38: Major Irrigation Projects and Formal/Informal Irrigation Indicators, 2024 and 2025

Indicator / project	Location / scope	2024	2025
Formal area developed	National	18,772.85 ha	18,772.85 ha
Formal area cropped	National	13,143.66 ha	13,143.66 ha
National intensification ratio	National	0.70	0.70
Public irrigation schemes	National	189	189
Informal area estimated total	National	189,000 ha	about 189,000 ha
Informal area actually cropped	National	53,180.72 ha	Not disaggregated

Indicator / project	Location / scope	2024	2025
Tamne Irrigation Project Phase III	Northern Region; 700 ha	N/A	70% complete; stalled by conflict
Vea scheme rehabilitation	Upper East; 322.76 ha	N/A	50% complete; delayed
Afram Plains Economic Enclave Irrigation Project	Eastern and Ashanti; 3,220 ha	N/A	20-78% by site
Small earth dams and land development	Northern Savannah	N/A	Several sites near completion

Source: MoFA, 2026. ***Note:*** *NA - data not available as at the time of reporting*

Regional utilisation differed sharply across formal irrigation schemes. National utilisation was 70 percent, but Ashanti, Ahafo and Volta recorded intensification ratios above 1.0, reflecting multi-season use, whilst Eastern, Bono East and Bono recorded no activity and North East recorded near-zero use as shown in Table 2.1.39.

Table 2.1.39: Regional Formal Irrigation Developed and Cropped Area, 2025

Region	Developed area (ha)	Cropped area (ha)	Intensification ratio	% utilised
Upper East	5,855.35	3,897.83	0.67	67.00
Volta	3,434.00	3,946.83	1.15	115.00
Greater Accra	3,619.00	2,447.20	0.68	68.00
Savannah	810.00	363.30	0.45	45.00
Northern	1,435.00	1,009.16	0.70	70.00
Ashanti	267.00	743.11	2.78	278.00
Ahafo	60.00	118.74	1.98	198.00
Central	207.00	175.20	0.85	85.00
Upper West	811.50	439.50	0.54	54.00
North East	500.00	2.79	0.01	1.00
Eastern	151.00	0.00	0.00	0,00
Bono East	551.00	0.00	0.00	0.00
Bono	125.00	0.00	0.00	0.00
National total	18,772.85	13,143.66	0.70	70.00

Source: MoFA, 2026.

In collaboration with the Ministry of Lands and Natural Resources (MLNR), water pumps confiscated from illegal small-scale mining ('galamsey') operations were repurposed for agricultural use. A total of 900 pumps were handed to nine Regional Coordinating

Councils for redistribution to farmers, and 116 additional pumps allocated to District Assemblies, KNUST, and other institutions bringing total redistribution to 1,016 pumps. The initiative supports dry-season farming and reduces dependence on rainfall.

Extension Service Delivery and Technology Adoption

Extension service delivery weakened in several important areas in 2025. Farmers reached with improved technologies declined by 6.8 percent, farm and home visits fell by 7.2 percent, household visits by Agriculture Extension Agents (AEAs) fell by 10.4 percent, and radio broadcasts declined by 20.5 percent as shown in Table 2.1.34. There were gains in FBO training, aquaculture demonstrations and the share of female farmers reached, but the farmer-to-AEA ratio worsened to 1:1,608, more than three times the 1:500 benchmark. The results point to an extension system reaching many farmers, but with reduced intensity and staffing pressure.

Table 2.1.40: Extension Service Delivery, Demonstrations, Staffing and Gender Inclusion, 2024 and 2025

Indicator	2024	2025	Change
Farmers reached with improved technologies	3,986,091	3,714,856	-6.8%
Female farmers reached	1,767,217; 44.3%	1,921,755; 51.7%	+154,538; +7.4 pp share
Farm and home visits	747,521	693,980	-7.2%
Farm households visited by AEAs	1,470,555	1,318,365	-10.4%
Total AEA beneficiary visits	5,309,216	4,773,497	-10.1%
Extension demonstrations	6,315 demos; 491,768 participants	5,992 demos; 429,890 participants	-5.1% demos; -12.6% participants
Crops outreach	2,821,792	2,336,928	-17.2%
Livestock outreach	737,081	872,966	+18.4%
Aquaculture demonstrations	219 demos	1,672 demos	+663.9%
FBOs trained on technologies	6,789	14,485	+113.3%
Radio broadcasts	3,559	2,829	-20.5%
AEAs at post	2,038	1,986	-52
Farmer-to-AEA ratio	1:1,567	1:1,608	Worsened
Female AEAs	336; 16.5%	355; 17.9%	+19; +1.4 pp share

Source: MoFA, 2026.

Regional farmer-reach data show that the national decline in extension coverage concealed sharp differences across regions. Ashanti and Eastern recorded the largest 2025 reach, whilst Bono East and Upper East recorded the steepest declines. Western, Volta and North East showed strong percentage gains, although the Volta comparison is affected by the 2024 baseline caveat as shown in Table 2.1.41. Female farmers accounted for 51.7 percent of farmers reached nationally, with particularly strong female reach in Eastern Region, but uneven regional coverage remains a risk for technology adoption.

Table 2.1.41: Regional Farmers Reached with Improved Technologies, 2024 and 2025

Region	2024 total	2025 total	Female 2025	Male 2025	Change (%)
Ahafo	115,829	85,203	32,393	52,810	-26.4
Ashanti	743,414	759,509	347,191	412,318	+2.2
Bono	129,948	118,521	58,655	59,866	-8.8
Bono East	367,474	83,298	31,719	51,579	-77.3
Central	457,082	481,593	231,070	250,523	+5.4
Eastern	700,939	731,021	527,734	203,287	+4.3
Greater Accra	69,285	83,586	20,399	63,187	+20.6
North East	38,660	60,227	22,942	37,285	+55.8
Northern	324,836	336,945	171,432	165,513	+3.7
Oti	30,150	32,470	13,903	18,567	+7.7
Savannah	68,286	84,060	38,824	45,236	+23.1
Upper East	596,614	318,206	177,144	141,062	-46.7
Upper West	39,870	52,586	26,696	25,890	+31.9
Volta	175,953	282,950	131,917	151,033	+60.8*
Western	43,106	95,405	41,054	54,351	+121.3
Western North	84,645	109,276	48,682	60,594	+29.1
National total	3,986,091	3,714,856	1,921,755	1,793,101	-6.8

Source: MoFA, 2026. ***Note:*** *Volta Region data were not included in the comparable 2024 baseline.*

Establishment of Farmer Service Centres (FSCs)

The initiative seeks to construct 50 Farmer Services Centres (FSCs) across selected districts to improve farmers' access to mechanisation services and enhance agricultural productivity. Implementation is progressing steadily, with procurement processes for works, machinery, and equipment underway and notable progress made toward the establishment of 70 FSCs.

In addition, MoFA recorded significant progress in expanding access to mechanisation support. Against a target of assisting 200 individuals, 120 beneficiaries, representing 60 percent of the target, have been supported through the distribution of a wide range of machinery and equipment tailored to different farming systems and crop value chains. The equipment distributed addresses key stages of agricultural production. For land preparation, beneficiaries received 100 Cabrio compact tractors and 12 power tillers to support both medium scale and smallholder farmers. Harvesting capacity was strengthened with 8 combine harvesters for cereal production, whilst post-harvest handling was improved through the provision of 20 threshers and shellers.

Crop protection and field management were enhanced with 3 boom sprayers, 150 motorised sprayers, and 2 orchard sprayers for tree crop management. Precision planting was supported through the distribution of 3 seed drills and 3 pneumatic planters, whilst seed quality management was improved with 2 seed cleaners. Efforts to reduce post-harvest losses and promote value addition were further strengthened through the provision of 8 rice mills, 4 silo dryers, and 4 cassava processors, thereby improving product quality and market readiness.

In total, 319 pieces of equipment were distributed across these categories, significantly enhancing farmers' access to mechanised services. This intervention is expected to reduce reliance on manual labour, lower production costs, and improve the timeliness and efficiency of farming operations across the entire production cycle, from land preparation and planting to harvesting and post-harvest processing.

Feed The Industry, Agricultural Credit and Lending Rates

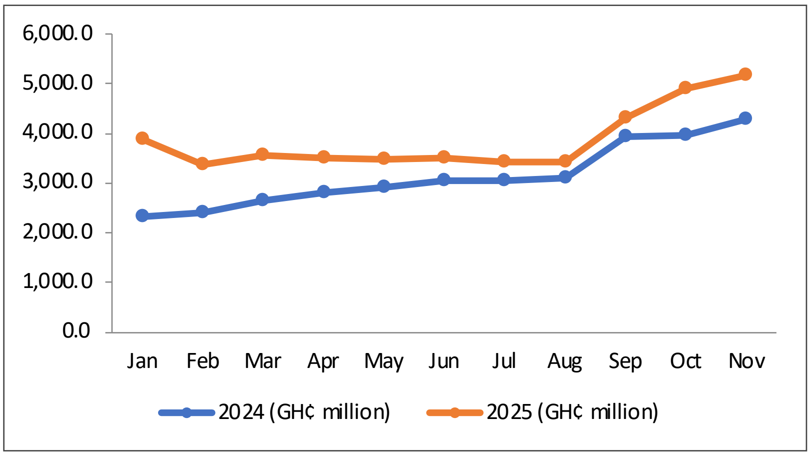
Feed the Industry programme performance shows the link between primary agriculture and industrial transformation. Soyabean recorded a self-sufficiency index of 102 percent, oil palm and mango seedling targets were achieved, and 10 of 14 cashew scion gardens were established, strengthening the raw-material base for processing and exports. However, feed ingredient imports increased by 42.3 percent, and agriculture's share of bank credit remained far below its GDP contribution as shown in Table 2.1.36. The evidence therefore points to progress in raw-material supply, but continued weaknesses in feed substitution, aggregation, processing finance and long-term credit.

Table 2.1.42: Feed the Industry Raw Materials and Agricultural Credit Headline Indicators, 2025

Indicator	2025 status
Soyabean for food and feed processing	SSI 102%; 311,246 MT produced
Oil palm pipeline	1,000,000 seedlings distributed; target achieved
Mango pipeline	800,000 seedlings distributed; target achieved
Cashew propagation	10 of 14 scion gardens established
Feed ingredient imports	240,840 MT in 2025, up 42.3% from 2024
Agricultural credit outstanding	Annual average GH¢3,780.09 million in 2025, up 16.3% from 2024
Agric share of bank credit	Average 3.91% in 2025; monthly range 3.61%-4.27% for available months
Industry average lending rate	End-year rate fell from 30.3% in 2024 to 20.5% in 2025
ADB lending rate	End-year rate fell from 32.4% to 22.68%

Source: MoFA, 2026; Bank of Ghana, 2026.

Figure 2.1.14 Agricultural Credit Outstanding, 2024 and 2025



Source: NDPC computation based on BoG and MoFA, 2026.

Agricultural credit outstanding increased in 2025, especially from September to November, but the trend should be read as a recovery in nominal credit volume rather than a full easing of agricultural finance constraints.. Monthly credit data confirm that agricultural credit improved in nominal terms but remained structurally low. Agricultural credit in 2025 was above the corresponding 2024 level in every comparable month, and the annual average rose by 16.3 percent. However, agriculture's share of bank credit averaged only 3.91 percent in 2025 and remained far below the sector's 22.8 percent share of GDP as shown in Table 2.1.43. The mismatch constrains irrigation, mechanisation, storage, processing and other long-gestation investments.

Table 2.1.43: Monthly Agricultural Credit and Credit Share, 2024 and 2025

Month	Agric credit 2024 (GH¢ Million)	Agric credit 2025 (GH¢ Million)	YoY change (%)	Agric share 2024 (%)	Agric share 2025 (%)	Grand total credit 2025 (GH¢ Million)
January	2,328.87	3,876.25	+66.4	3.16	4.14	93,594.88
February	2,403.96	3,384.98	+40.8	3.21	3.61	93,670.27
March	2,645.76	3,567.51	+34.8	3.43	3.78	94,386.64
April	2,811.66	3,501.21	+24.5	3.61	3.83	91,533.92
May	2,921.35	3,487.93	+19.4	3.59	4.01	86,920.28
June	3,050.75	3,505.61	+14.9	3.61	3.93	89,164.00
July	3,045.51	3,434.87	+12.8	3.59	3.84	89,365.25
August	3,114.28	3,434.87	+10.3	3.59	3.84	89,365.25
September	3,931.07	4,316.13	+9.8	4.29	4.27	101,163.27
October	3,968.14	4,890.33	+23.2	4.20	NA	NA
November	4,283.79	5,178.76	+20.9	4.48	NA	NA
December	4,495.79	NA	NA	4.71	NA	NA
Annual average	3,249.41	3,780.09	+16.3	3.78	3.91	NA

Source: Bank of Ghana, 2026; MoFA, 2026

Note: *NA - data not available as at the time of reporting*

Agricultural lending rates declined across most banks in 2025, easing part of the financing burden on farmers and agribusinesses. The industry average end-year lending rate fell from 30.3 percent in 2024 to 20.5 percent in 2025, and several banks recorded double-digit percentage-point reductions as shown in Table 2.1.44. However, lending costs remained high for long-gestation agriculture investments, and the Agricultural Development Bank's end-year rate of 22.68 percent was still above the industry average. Lower rates therefore improved conditions but did not fully resolve affordability and tenor constraints.

Table 2.1.44: Bank Lending Rates for Agriculture by Bank, 2024 and 2025

Bank	2024 avg (%)	2024 end-year (%)	2025 avg (%)	2025 end-year (%)	Change in end-year (pp)
ABSA Bank Ghana Ltd	24.6	22.1	19.65	18.35	-3.8
Access Bank (Ghana) PLC	32.7	31.4	26.31	18.6	-12.8
Agricultural Development Bank	34.1	32.4	27.31	22.68	-9.7
Bank of Africa Ghana Ltd	26.0	22.1	21.76	17.68	-4.4
CalBank PLC	34.6	34.1	26.40	19.28	-14.8
Consolidated Bank Ghana Ltd	29.7	27.1	24.56	22.9	-4.2
Ecobank Ghana PLC	30.0	28.8	23.39	18.2	-10.6
FBN Bank (Ghana) Ltd	33.2	34.7	27.70	22.26	-12.4
Fidelity Bank Ghana Ltd	28.1	27.6	23.43	17.06	-10.5
First Atlantic Bank Ltd	34.1	32.0	28.39	20.03	-12.0
First National Bank (Ghana) Ltd	35.6	34.5	27.70	18.68	-15.8
GCB Bank PLC	25.7	23.1	24.18	24.92	+1.8
Guaranty Trust Bank (Ghana) Ltd	29.2	31.7	27.75	23.0	-8.7
National Investment Bank Ltd	29.2	40.5	29.83	22.47	-18.0
OmniBSIC Bank Ghana Ltd	28.7	25.1	24.79	18.57	-6.5
Prudential Bank Ltd	35.6	34.9	28.98	19.01	-15.9
Republic Bank (Ghana) PLC	27.1	25.0	21.25	15.53	-9.5
Societe Generale Ghana PLC	26.8	26.9	23.35	21.29	-5.6
Stanbic Bank Ghana Ltd	33.5	33.3	27.89	20.57	-12.7
Standard Chartered Bank PLC	26.0	24.7	21.64	17.91	-6.8
United Bank for Africa (Ghana)	36.9	36.6	30.18	22.9	-13.7
Universal Merchant Bank Ltd	33.8	36.4	27.81	25.9	-10.5
Zenith Bank (Ghana) Ltd	31.2	31.0	27.02	22.62	-8.4
Industry average	31.2	30.3	25.7	20.5	-9.8

Source: Bank of Ghana, 2026; MoFA, 2026

Agribusiness, Trade and Institutional Food Demand

Agricultural trade expanded on both sides of the ledger in 2025. Exports rose more strongly than imports, which narrowed the deficit, but imports remained high and the sector did not move into surplus. The chart therefore shows an improvement in trade performance, but also the persistence of structural import dependence as shown in Table 2.1.45. Agricultural trade performance improved in 2025, but the sector remained in deficit. Exports increased sharply to US$684.8 million, whilst imports also rose to US$825.3 million. The trade deficit narrowed from about US$171.4 million in 2024 to US$140.5 million in 2025,but remained negative. Cashew nuts accounted for about 75 percent of export earnings, making the export recovery highly concentrated and vulnerable to commodity-specific shocks.

Table 2.1.45: Agricultural Export and Import Performance, 2023 to 2025

Metric	2023	2024	2025
Total agricultural exports	US$398.2m	US$397.9m	US$684.8m
Total agricultural imports	US$569.7m	US$569.3m	US$825.3m
Agricultural trade balance	-US$171.5m	-US$171.4m	-US$140.5m
Cashew share of exports	NA	48%	75%

Source: MoFA, 2026; Bank of Ghana, 2026.

Note: *NA - data not available as at the time of reporting*

Commodity-level trade data show where the main opportunities and vulnerabilities lie. Cashew nuts generated a large positive balance of about US$508.3 million, whilst banana and yam also recorded surpluses. In contrast, rice, chicken, dairy products and maize recorded major deficits, with rice alone accounting for a net deficit of about US$338.7 million as shown in Table 2.1.46.

Table 2.1.46: Agricultural Commodity- Trade Levels, 2025

Commodity	Exports 2025	Imports 2025	Net balance
Cashew nuts	US$516.5m	US$8.2m	+US$508.3m
Rice	US$2.8m	US$341.5m	-US$338.7m
Chicken	US$0.0m	US$236.5m	-US$236.5m
Dairy products	US$6.0m	US$104.1m	-US$98.1m
Banana	US$75.0m	US$0.2m	+US$74.8m
Mango	US$62.1m	US$70.5m	-US$8.4m
Maize	US$1.8m	US$40.5m	-US$38.7m
Yam	US$9.6m	US$0.1m	+US$9.5m
Onion	US$2.5m	US$2.4m	+US$0.1m

Source: MoFA, 2026.

The year-on-year supply data show a major expansion in The National Food Buffer Stock Company's (NAFCO) institutional supply volumes. Total supply increased from 6,104.6 MT in 2024 to 14,234.7 MT in 2025, a rise of 133.2 percent as shown in Table 2.1.47. White maize recorded the fastest growth, whilst rice remained the largest item and still accounted for over half of the portfolio.

Table 2.1.47: NAFCO Year-on-Year Supply Volume and Commodity Portfolio, 2024 and 2025

Commodity	2025 volume (MT)	2025 share (%)	2024 volume (MT)	2024 share (%)	Change (MT)	Change (%)
White maize	5,714.9	40.1	1,687.8	27.6	+4,027.1	+238.6
Rice	7,223.2	50.7	3,462.4	56.7	+3,760.8	+108.6
Gari	1,296.6	9.1	954.4	15.6	+342.2	+35.9
Total	14,234.7	100	6,104.6	100	+8,130.1	+133.2

Source: MoFA, 2026; NAFCO, 2026.

Land, Environment, Climate Resilience and External Factors

Climate and environmental resilience activities expanded, but the risk profile remained high. Conservation agriculture covered 245,050.45 hectares across the tracked crops, representing 16.8 percent of the tracked cropped area as shown in Table 2.1.48. Adoption was uneven: cocoyam, garden eggs, okro and oil palm recorded high shares under conservation agriculture, whilst sorghum, cowpea, rice and soyabean recorded low shares. The results suggest that climate-smart practices are taking root in some commodities but are not yet scaled across the crops most exposed to food-security risks.

Table 2.1.48: Conservation Agriculture Cropped Area by Crop, 2025

Crop	Total cropped area (ha)	Area under CA (ha)	Percentage under CA
Maize	414,676.56	93,840.53	22.6
Rice	184,468.35	12,192.00	6.6
Sorghum	46,833.00	56.00	0.1
Soybean	68,692.00	8,618.70	12.5
Groundnut	123,503.00	26,262.90	21.3
Cowpea	58,815.70	1,791.80	3.0
Garden eggs	681.93	537.73	78.9
Okro	548.66	380.32	69.3
Yam	331,715.00	55,545.40	16.8
Cassava	181,132.66	25,243.57	13.9
Cocoyam	4,277.11	4,153.80	97.1
Plantain	23,689.31	7,165.70	30.3
Oil palm	13,700.00	8,662.00	63.2
Mango	3,430.00	600.00	17.5

Source: MoFA, 2026.

Conservation agriculture demonstrations and farmer-practice data point to growing uptake of several practices. Crop rotation recorded the largest number of farmers practising in 2025, whilst mulching, zero/minimum tillage and intercropping also reached sizeable farmer numbers as shown in Table 2.1.43. Composting and organic manure use grew from a very low base, and agroforestry remained small but increasing.

Table 2.1.49: Conservation Agriculture Demonstrations and Farmers Practising CA, 2024 and 2025

Practice / system	Actual demo area 2025 (ha)	Actual demos 2025	Demo beneficiaries 2025	Farmers practising 2024	Farmers practising 2025
Mulching	356.5	400	18,677	22,362	36,359
Crop rotation	271.5	198	12,282	10,405	72,828
Zero/minimum tillage	380.5	339	18,734	11,690	31,743
Cover cropping	168.0	135	5,979	6,586	17,507
Intercropping	207.5	132	11,942	16,989	33,198
Composting/organic manure	NA	NA	NA	15	1,645
Agroforestry	NA	NA	NA	500	819
Other CA practices	NA	NA	NA	NA	1,611

Source: MoFA, 2026. ***Note:*** *NA - data not available as at the time of reporting*

Environmental management awareness reached 202,329 beneficiaries, whilst climate-change awareness reached 393,262 beneficiaries across sessions on catchment protection, bushfire, water use, cropping management, Integrated Pest Management (IPM), tree planting, no-till and post-harvest management as shown in Table 2.1.50.

Table 2.1.50: Environmental Management and Climate Change Awareness, 2025

Area	Selected activities / sessions	Male beneficiaries	Female beneficiaries	Total beneficiaries
Environmental management awareness	1,650 trainings across agro-chemicals, water pollution, bushfire, afforestation, waste disposal, mulching, composting, logging, IPM and related topics	119,511	82,818	202,329
Largest environmental activity	Safe use and handling of agro-chemicals: 281 trainings	37,323	28,759	66,082
Bushfire awareness	197 trainings	18,634	10,581	29,215

Area	Selected activities / sessions	Male beneficiaries	Female beneficiaries	Total beneficiaries
Climate change awareness	4,598 sessions across catchment protection, bushfire, overgrazing, cropping management, water use, IPM, tree planting, no-till and post-harvest management	238,532	159,029	393,262
Largest climate activity	Cropping management: 1,182 sessions	55,132	32,713	87,845
Post-harvest management	123 sessions	37,127	31,910	69,037

Source: MoFA, 2026.

2.1.3.5. Fisheries and Aquaculture Development

Fish remained a vital source of animal protein for the Ghanaian population in 2025, contributing an estimated 60 percent to the country's total animal protein intake. Per capita fish consumption held steady at between 20 and 25 kilograms per annum, a figure that not only exceeds the global average of 20 kilograms but is also significantly higher than the Food and Agriculture Organization's estimate of 9 to 10 kilograms for sub-Saharan Africa. This underscores the central importance of fish to Ghana's food and nutrition security and explains why the country ranks highly in terms of nutritional, macro-economic, and employment dependency on the fisheries and aquaculture sector.

Marine, Inland, Aquaculture Production and Fish Imports

Marine fish production rose from 442,361 MT in 2024 to 449,469.62 MT in 2025, surpassing the target of 421,121 MT and continuing the post-2022 recovery trajectory. This improvement was partly attributed to enhanced surveillance activities and the deployment of better port sampling systems, which strengthened monitoring and compliance across the sector.

Inland fisheries also recorded a sharp increase, rising from 131,551.83 MT in 2024 to 155,992.28 MT in 2025. Whilst this represented a notable year-on-year improvement, production still fell short of the ambitious target of 166,513 MT. Aquaculture followed a similar pattern, with output increasing from 121,809 MT in 2024 to 124,427.67 MT in 2025 yet remaining below the target of 154,891 MT. The continued growth of aquaculture is essential for meeting rising domestic demand for fish and for easing pressure on wild fish stocks, which remain vulnerable to overexploitation.

Fish imports reversed their medium-term decline and rose sharply in 2025 to 168,693.06 MT, a substantial increase from 78,550 MT in 2024. Although this figure remains below the peak import level of 273,000 MT recorded in 2021, the rebound reflects growing consumption demand that continues to outpace gains in domestic supply, particularly from the marine and aquaculture sub-sectors. Table 2.1.51 provides a comprehensive overview of total fish supply from all sources between 2021 and 2025.

Table 2.1.51: Marine, Inland, Aquaculture Production and Fish Imports (Mt), 2021–2025

Total Fish Supply (Mt)	Baseline (2021)	Actual (2022)	Actual (2023)	Actual (2024)	Target (2025)	Actual (2025)
Marine	393,970.01	378,196.51	425,361.01	442,360.86	421,121.00	449,469.62
Inland Capture Fisheries	145,272.04	146,623.41	147,583.13	131,551.83	166,513	155,992.28
Harvesting of ponds/ cages/ dams/ dugouts	89,375.48	132,652.39	116,107.83	121,809.43	154,891	124,427.67
Import	273,382.32	273,382.32	84,827.50	78,550.28	204,554.21	168,693.06

Source: MoFAD, 2026

Over the medium term, significant investments were made to upgrade national fish health systems. In partnership with the Veterinary Services Directorate, the Fisheries Commission equipped three regional laboratories in Kumasi, Ho, and Koforidua, and established a new Aquatic Animal Histopathology Laboratory to strengthen diagnostic capacity. In addition, the West African Centre for Cell Biology of Infectious Pathogens (WACCBIP) at the University of Ghana was enhanced to support molecular diagnostics for early disease detection, thereby reinforcing the national biosecurity framework and safeguarding aquatic animal health. On the environmental front, the Fisheries Commission conducted marine litter studies at Sakumono Beach during the first, second, and third quarters of the year. Biological studies were also undertaken to monitor the effectiveness of the 2024 closed fishing season, and data cleaning and quality control checks are currently ongoing for biological data collected from Keta, Tema, Bortianor, Apam, Shama, Elmina, Sekondi, and Axim. Furthermore, under the Resilient Aquatic Foods System Programme, the Fisheries Commission carried out the inspection, mounting, and stocking of tilapia fingerlings in cages at Nalerigu and Langbinsi, whilst outboard motors were distributed to seven regions (Bono, Bono East, Eastern, Northern, Oti, Savannah, and Volta) to support artisanal fishers and improve their operational capacity.

2.1.3.6 Tourism, Culture and Creative Industries

The broad policy objective for the tourism sector under Agenda for Jobs II was to realise the potential of the sector by making Ghana a competitive and quality tourism destination, whilst preserving the country's cultural, historical, and environmental heritage. Some of the key policy interventions expected to be implemented include:

i. diversifying and expanding the tourism industry for economic development;

ii. promoting domestic tourism to foster national cohesion and income re-distribution;

iii. promoting sustainable and responsible tourism in a manner that preserves historical, cultural, and natural heritage; and

iv. developing a competitive creative industry.

Tourist Arrivals

The years from 2021 to 2025 have marked a significant period of recovery and sustained growth for Ghana's tourism sector, reinforcing its role as a catalyst for economic development. International tourist arrivals increased from 623,523 in 2021 to 1,306,962 in 2025, reflecting the sector's resilience and continued attractiveness as a preferred destination in Africa. Although the rate of growth moderated in 2025, the sector maintained its upward trajectory, recording a 1.4 percent increase over the 1,288,804 arrivals registered in 2024. This performance underscores the sector's ability to sustain growth amidst evolving global and domestic economic conditions.

Tourism Receipts

International tourism receipts remained a major contributor to foreign exchange earnings and economic activity. The sector generated an estimated US$4.34 billion in international tourism receipts in 2025. However, this represented a 10.14 percent decline compared with the US$4.83 billion recorded in 2024. Despite the decline in receipts, the increase in visitor arrivals demonstrates Ghana's continued appeal as a tourism destination and highlights the need to focus on high-value tourism offerings that enhance visitor spending and overall economic returns.

Domestic Tourism and Tourism Site Development

Domestic tourism continued to be a key pillar of the industry in 2025, with more than 1.79 million visits recorded across 55 tourist sites nationwide. This reflects growing participation in local tourism activities and the increasing appreciation of Ghana's cultural, historical, and natural attractions by residents.

2.1.4 Key Challenges and Policy Recommendations

Table 2.1.52 summarizes policy measures, challenges and recommendations for economic development.

Table 2.1.52: Key Challenges and Policy Recommendations for economic development

S/N	Focus Area	Challenges	Recommendations
1.	Build a Strong and Resilient Macroeconomy	• High disparities in regional inflation rates • High public debt and fiscal sustainability concerns • High lending rates and limited access to credit • High input costs and climate variability • Inconsistent and fragile economic growth path • Weak agriculture-industry linkages	BoG, MoF, MoFA, COCOBOD, Buffer Stock Company, MoTI, NBSSI/GEA and NDPC should: • improve logistics for moving food to market in the highest-inflation regions, alongside continued national attention to food supply and transport costs • develop a deliberate policy to build economic buffers through external reserve accumulation to cushion the Ghana Cedi • sustain exchange rate stability by enforcing forex compliance, promoting export retention and supporting export diversification • scale up investment in irrigation infrastructure to reduce rain-fed agriculture dependency • subsidise agricultural inputs and replant ageing cocoa farms • expand warehousing and buffer stock systems to stabilise food supply • undertake structural reforms to support inclusive economic growth, fiscal debt sustainability and sound public financial management • implement innovative policies and strategic investments to modernise agriculture and enhance its attractiveness to youth

S/N	Focus Area	Challenges	Recommendations
2.	Industrial Transformation	• Unstable growth in industry's contribution to GDP • Limited domestic supply of raw materials for local industries • High operational costs of doing business • Poor forward and backward linkages between agriculture and industry • Limited industrialisation and value addition to raw materials, especially in agriculture and mining • Inadequate production capacity to meet internal and external demand • Inadequate protection of areas of national interest and assets including state owned enterprises such as destruction of strategic areas to provide raw materials to the Komenda Sugar Factory destroyed by galamsey	MoTI, GFZA, GIPC, GRA, GSA, MoE, MoF, NDPC should: • sustain industrial rebound by improving access to affordable credit for manufacturers • reduce energy costs through targeted subsidies and energy efficiency investments • boost value addition in minerals, construction and agro-processing • deepen digital transformation through e-governance and fintech expansion • prioritise concessional financing and restructure expensive short-term debt • develop and implement an accelerated plan to promote value addition for domestic consumption and exports • accelerate agro-processing cluster development and support firms under NEDS to scale up and meet global certification standards • diversify Free Zones product lines and improve port logistics and customs turnaround time • protect areas of national interest and assets of state owned businesses

S/N	Focus Area	Challenges	Recommendations
3.	Private Sector Development	• Cumbersome and centralised business registration processes • Low level of financial and digital literacy among entrepreneurs • Limited investment capacity of MSMEs • Limited access to credit and working capital for MSMEs • Low entrepreneurial skills and business development capacity among the youth	MoTI, NBSSI/GEA, Ghana Venture Capital Trust Fund, GRA, BoG, GIPC, NDPC should: • enhance entrepreneurial culture, especially among the youth, through training, mentoring and incubation programmes • expand the Ghana Venture Capital Trust Fund to cover start-up businesses and MSMEs • provide opportunities for MSMEs to participate in all public-private partnerships (PPPs) and local content arrangements • simplify and decentralise business registration and licensing procedures through digitalisation • promote financial and digital literacy through targeted outreach and business development services • expand scope of stimulus support to include access to working capital, energy subsidies and productivity-enhancing technologies
4.	Agriculture and Rural Development	• High cost of production inputs • Over-reliance on rain-fed agriculture • Low application of technology and poor adoption of research findings among smallholder farmers • Inadequate extension services coverage • Low preparedness for climate-induced agricultural disasters • Conversion of agricultural lands into urban estates • High level of post-harvest losses • Poor storage techniques	MoFA, COCOBOD, GIPC, MoTI, Buffer Stock Company, MoWR, SRID, NDPC should: • expand farmer input subsidies and improve post-harvest storage infrastructure • promote irrigation schemes and strengthen mechanisation centres to stabilise yields during dry seasons • promote domestic production and supply of inputs to reduce import dependency • develop market support services for horticulture, food grains and industrial crops • promote application of science, technology and innovation in the agricultural value chain • strengthen surveillance and early warning systems to inform timely response to climate shocks • scale up veterinary extension services, local feed production and modern animal husbandry techniques • expand warehouse receipt systems, subsidise drying and storage equipment and promote maize silos in feed-intensive zones

S/N	Focus Area	Challenges	Recommendations
5.	Fisheries and Aquaculture	• High capital requirements in aquaculture investment • Low level of overall fisheries sector investment • Impact of Akosombo dam spillage on fishing communities • Overfishing and depletion of fish stocks	Ministry of Fisheries and Aquaculture (MoFAD), MMDAs, Fisheries Commission, NAFAG, MoF, should: • improve sectoral contribution to GDP by integrating fisheries into national food security and job creation plans • track employment and livelihoods through a real-time fisher registry system • attract concessional investment into aquaculture to reduce high capital barriers • strengthen surveillance and monitoring of fish stocks to prevent overexploitation • support fishing communities affected by dam spillage through targeted compensation and livelihood diversification programmes

S/N	Focus Area	Challenges	Recommendations
	Tourism Industry for Economic Development	• Declining International Tourism Receipts despite growth in arrivals • Slow Growth in International Tourist Arrivals • In-adequate Tourism Infrastructure in Some Destinations • Limited Development of Tourism Sites • Low Value Capture from Domestic Tourism • In-sufficient Digitisation of Tourism Services • Skills Gaps within the Tourism and Hospitality Industry • Environmental Degradation and Climate-Related Risks • Limited Access to Finance for Tourism Enterprises • Weak Linkages between Tourism, Culture, and the Creative Industries	Ministry of Tourism, Culture and Creative Arts (MoTCCA), Ghana Tourism Authority (GTA), GIPC, MoF, MoTI, should; • develop and promote high-value tourism products, including luxury tourism, Meetings, Incentives, Conferences and Exhibitions (MICE), cultural heritage tourism, eco-tourism, and wellness tourism to increase visitor expenditure and length of stay. • intensify destination marketing campaigns in priority source markets and leverage digital marketing, strategic partnerships with airlines, and participation in international tourism fairs to attract more visitors • increase investment in tourism infrastructure through Public-Private Partnerships (PPPs) and targeted government interventions to improve accessibility and visitor services at key tourism destinations. • prioritise the rehabilitation, development, and diversification of tourism sites across all regions to create new tourism products and spread the benefits of tourism nationwide. • introduce innovative domestic tourism packages, discounted travel programmes, and public awareness campaigns to encourage increased spending and longer visits by domestic tourists. • accelerate the digital transformation of the tourism sector through online booking platforms, destination management systems, digital marketing training, and the adoption of emerging technologies. • strengthen capacity-building programmes for tourism practitioners in customer service, digital marketing, destination management, foreign languages, and hospitality standards. • mainstream sustainable tourism practices, strengthen environmental protection measures, and promote climate-resilient tourism development across destinations. • between tourism, culture, and creative industries through festivals, cultural events, heritage tourism products, creative hubs, and destination branding initiatives.

2.2 Social Development

2.2.1 Introduction

The social development section of the 2025 national APR measures progress made using selected indicators under the Agenda for Jobs II (2022-2025) policy framework. It assesses the performance of the indicators in 14 focus areas. The focus areas are education and training; health and health services; food systems transformation and nutrition security; population management and migration for development; and reducing poverty and inequality. Others include water and environmental sanitation; child protection and development; support for the aged; gender equality; sports and recreation; youth development; social protection; disability-inclusive development; and employment and decent work.

2.2.2 Key Performance Indices

The notable highlights in the Social Development Dimension in 2025 are outlined below:

Education and Training

i. The net enrolment rate (NER) improved at Kindergarten (KG) level, from 78 percent in 2023/24 to 85.3 percent in 2024/25, whilst NER at Primary and Junior High School (JHS) declined marginally from 83.2 and 59.3 percent, to 80.1 and 58.8 percent respectively. Net enrolment at senior high school (SHS) fell sharply to 34.5 percent, from 42.4 percent in 2023/24.

ii. Although transition from Primary 6 to JHS 1 remained strong at 92.3 percent in 2024/25, this was a decline from 99.1 in 2023/24, whilst JHS 3 to SHS 1 transition recovered significantly from 72.0 percent in 2023/24 to 91.2 percent in 2024/25.

iii. Completion rates were strongest at Primary level, reaching 102.4 percent in 2024/25, whilst JHS completion remained high at 94.2 percent. SHS completion improved to 69.6 percent but remained comparatively low.

iv. Gender parity was broadly maintained across all levels of the educational system, with Gender Parity Index (GPI) of 0.99 at KG, 1.10 at Primary, 1.03 at JHS and 1.03 at SHS in 2024/25.

v. TVET enrolment increased strongly from 71,126 in 2022/23 to 123,836 in 2024/25, whilst tertiary enrolment rose from 634,999 to 693,463.

vi. Notably, the “No Academic Fee” policy for first-year students in public tertiary institutions supported 152,698 students and achieved an average fee coverage of 68 percent of total fees.

vii. The Free Tertiary Education Policy for Persons with Disabilities further strengthened inclusivity, with fees disbursed to eligible first-year students and persons with disabilities.

Health and Health Services

i. Functional Community-Based Health Planning and Services (CHPS) coverage improved from 72.4 percent in 2024 to 79.3 percent in 2025, supported by an increase in demarcated CHPS zones from 5,494 to 6,024. However, this remained below the 90 percent target.

ii. NHIS active membership increased to 66.2 percent in 2025, covering about 22.3 million people, one million people were privately insured, and about 32.8 percent of the population remained uninsured. Regional disparities remain wide, with very high reported coverage in Eastern and Western North, but low coverage in Greater Accra, Western and Upper East.

iii. Out-Patient Department (OPD) visits increased to 39.4 million in 2025, with OPD visits per capita rising to 1.23.

iv. The doctor-to-population ratio improved overall from 1:5,705 in 2021 to 1:4,559 in 2025.

v. The nurse-to-population ratio improved to 1:524 in 2025.

vi. Institutional maternal mortality worsened to 122.1 deaths per 100,000 live births in 2025, with total maternal deaths rising to 961.

vii. Child survival indicators improved, with stillbirths falling to 8.8, neonatal mortality stabilising at 5.1, and under-five mortality declining to 9.6.

viii. AIDS-related mortality also declined to 36.2 per 100,000 but remained above the target of 15.4.

Food Systems Transformation and Nutrition Security

i. Food insecurity declined from 12.6 million people in the third quarter of 2022 to 12.5 million in the corresponding period in 2025.

ii. Spatial disparities remained pronounced. Upper West recorded the highest food insecurity prevalence in the third quarter of 2025 at 55.9 percent, compared with 18.4 percent in Oti.

iii. Female-headed, rural, high-dependency and nutritionally vulnerable households face higher risk. Food insecurity among female-headed households was 41.9 percent in the third quarter of 2025 compared with 35.7 percent among male-headed households.

Poverty and Inequality

i. Multidimensional poverty remains unevenly distributed across districts, with higher poverty incidence concentrated in parts of the North East, Northern, and Oti regions.

ii. In 2025, the districts with the highest poverty headcount rates were in Yunyoo-Nasuan (51.6 %), Chereponi (48.5%) and East Mamprusi (44.5%).

iii. The lowest poverty headcount rates were recorded in Ayawaso North and Ablekuma Central (5.5 %) each, and La Dade-Kotopon (5.6%).

Water and Environmental Sanitation

i. Access to basic drinking water improved modestly from 87.7 percent in 2022 to 88 percent in 2025.

ii. Access to safely managed drinking water declined from 48.6 percent in 2022 to 44 percent in 2025.

Child Protection and Development

i. District implementation of Integrated Social Services through Intersectoral Standard Operating Procedures (ISSOP) improved from 68.9 percent in 2024 to 80.5 percent in 2025.

Gender Equality

i. Women's representation among Ministers increased from 20 percent in 2024 to 22.7 percent in 2025, whilst representation in the Judiciary rose to 42.4 percent in 2025, an increase from 38.2 percent in 2024.

ii. The proportion of women Deputy Ministers fell from 23.10 percent in 2024 to 15.4 percent in 2025, whilst women MMDCEs declined from 15.0 percent to 9.6 percent over the same period. Women's representation among District Assembly Appointees increased from 3.8 percent in 2024 to 4.1 percent in 2025.

Sports and Recreation

i. Over 400 coaches and sports officials benefitted from training. 165 sports experts were trained through seminars and workshops, and 40 students trained in structured academy-level programmes.

ii. The National Sports Policy was finalized

iii. The Ghana Sports Fund Act, 2025 (Act 1159) was approved for sustainable financing,

iv. The National Sports College Bill was submitted to the Cabinet.

v. The men's national football team (Black Stars) qualified for the 2026 FIFA World Cup, and the women's national team (Black Queens) won a bronze medal at the 2025 Women's Africa Cup of Nations

Youth Development

i. Youth skills development expanded significantly, with beneficiaries under the National Youth Authority increasing from 8,739 in 2024 to 93,983 in 2025.

ii. An additional 955 youth received employable skills under the National Entrepreneurship and Innovation Programme.

Social Protection

i. Cash grants provided through the Livelihood Empowerment Against Poverty (LEAP) programme, Ghana's flagship social protection programme, saw a reduction from 350,580 beneficiary households in 2024, to 325,528 beneficiary households in 2025.

ii. The programme piloted Mobile Money payments in 50 districts, completed five payment cycles, and indexed cash grants to inflation to protect the real value of transfers.

iii. The Ghana School Feeding Programme (GSFP) provided one hot, nutritious meal each school day to 4,271,355 pupils nationwide, compared to 4,029,580 in 2024, whilst the feeding grant increased from GH¢ 1.50 to GH¢ 2.00 per child per day.

Disability-Inclusive Development

i. Progress was made toward the passage of the Persons with Disabilities Bill, 2025, including finalisation of the Cabinet Memorandum and consultations on a Disability Inclusion Fund.

ii. Approximately 1,160 beneficiaries accessed the DACF for Persons with Disabilities in 2025.

Employment and Decent Work

i. The unemployment rate increased from 13.7 percent in the third quarter of 2022 to 14.7 percent in the third quarter of 2023, before declining to 13.0 percent in the third quarter of 2025.

ii. Unemployment affects youths disproportionately, with over one-third of youth aged 15-24 years (34.4%) and nearly one-quarter (23.3%) for youth aged 15-34 years in the third quarter of 2025, an increase from 29.7 percent and 21.7 percent respectively.

iii. Vulnerable employment remained high at 72.2 percent in the third quarter of 2025, with higher incidence among rural workers, females and workers in agriculture.

iv. Youth unemployment also remained a major concern, averaging 34.4 percent among persons aged 15–24 years.

2.2.3 Progress of Implementation

This section presents a summary of performance across selected national development priorities, focusing on progress, persistent gaps and emerging concerns based on the latest available data. The indices highlight key trends across social development, human capital, inclusion, employment and service delivery.

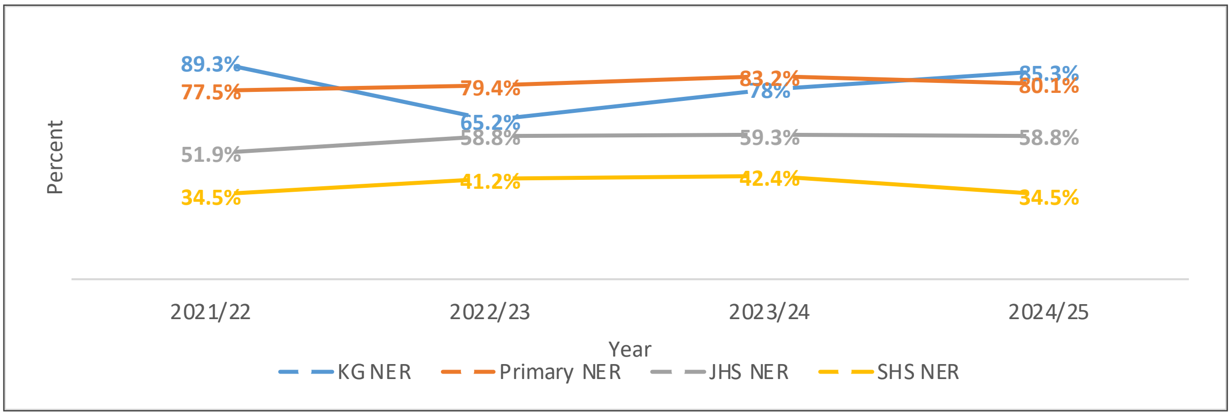
2.2.3.1 Education and Training

Education remains a critical pillar in Ghana's social development agenda, serving as the foundation for building human capital and driving inclusive economic transformation. Over the medium-term (2022-2025), Government's focus has been to enhance equitable access to, and participation in, inclusive and quality education at all levels, improve learning outcomes, and strengthen education sector management and accountability.

Net Enrolment Rate

Net Enrolment Rate (NER) reflects the extent to which children are enrolled in the appropriate level of education for their age. Over the review period, enrolment outcomes varied across the education cycle. While access at the KG and Primary levels showed signs of recovery and remained relatively strong, progress at the JHS and SHS levels was less consistent as shown in Figure 2.2.1. This suggests that gains in early-grade participation are not being sustained through higher levels of education. The relatively weak performance at JHS and SHS points to persistent challenges in age-appropriate progression, retention and transition through the education system.

Figure 2.2.1: Net Enrolment Rate by Level of Education, 2020/21-2024/25

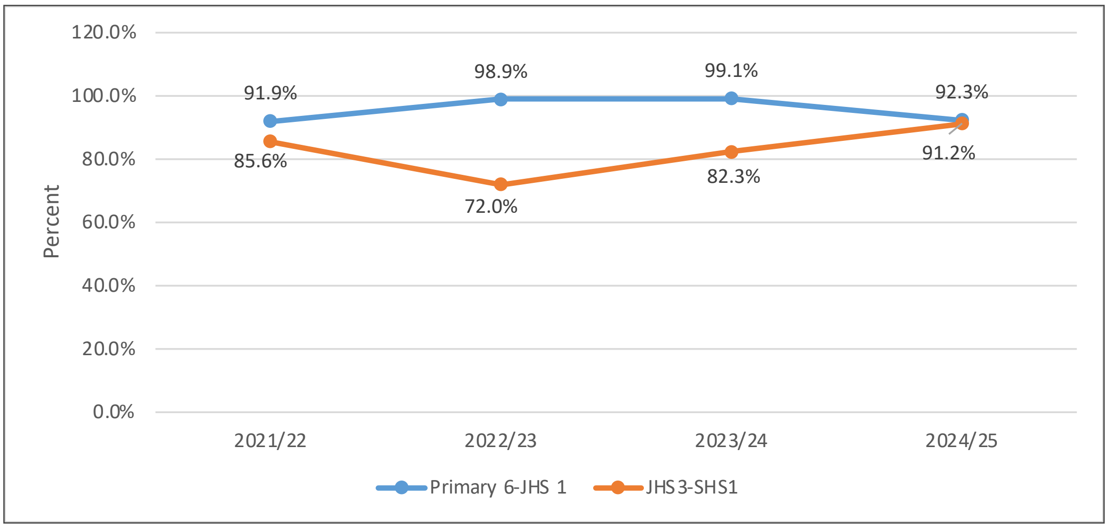


Source Ministry of Education Annual Progress Report, 2025

Transition Rate

Transition from Primary to JHS remained consistently strong throughout the period, indicating that most learners successfully progressed to the next level of schooling. In contrast, transition from JHS to SHS was more volatile as shown in Figure 2.2.2, reflecting vulnerabilities at this critical stage of the education pathway. Although the substantial recovery recorded in 2024/25 is encouraging, sustained efforts are required to maintain and strengthen progression into secondary education.

Figure 2.2.2: Transition Rate, 2021/22-2024/25



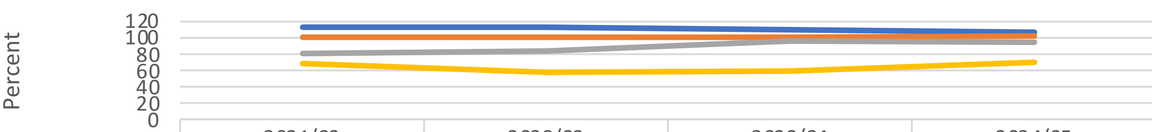
Source: Ministry of Education APR 2025

Completion Rate

Completion rates present a mixed picture across the education levels. Primary education maintained consistently high completion outcomes, while JHS recorded notable improvements, suggesting stronger learner retention and progression. SHS completion also improved in 2024/25 after earlier fluctuations, indicating some recovery in learner persistence at the secondary level as shown in Figure 2.2.3.

Despite these gains, completion outcomes at the secondary level remain comparatively weaker than at the lower levels of education. This underscores the need for targeted interventions to improve retention and completion, particularly at SHS, where learner attrition continues to pose a challenge.

Figure 2.2.3: Completion Rate at KG, Primary, JHS, and SHS, 2021/22-2024/25



	2021/22	2022/23	2023/24	2024/25
KG (%)	113.1	112.7	109.4	107.2
Primary (%)	100.1	101.5	101.2	102.4
JHS (%)	80.5	84.3	96.0	94.2
SHS (%)	68.7	58.6	59.4	69.6

Source: Ministry of Education Annual Progress Report, 2025

Gender Parity

The Gender Parity Index (GPI) across the education levels showed generally positive performance between 2021 and 2025, with most levels either maintaining or moving close to the accepted parity benchmark of 0.97 to 1.03. A GPI of 1.00 indicates exact parity between females and males, whilst values below 0.97 suggest a disadvantage for girls or females, and values above 1.03 indicate a female advantage or relative disadvantage for boys or males.

At the basic education level, Kindergarten recorded a GPI of 0.99 in 2025, indicating that gender parity was achieved, with near-equal participation of girls and boys. Primary education also remained within the parity range between 2022 and 2024, before increasing to 1.10 in 2025. This suggests a shift beyond the accepted parity threshold, reflecting a relative female advantage or possible disadvantage for boys at that level. At the Junior High School level, GPI remained stable and within the parity benchmark throughout the period, recording 1.00 in both 2024 and 2025.

At the SHS level, GPI improved from 0.96 in 2021, to 1.05 in 2022 and 1.11 in 2023, suggesting a shift towards female advantage. However, the index returned to 1.00 in both 2024 and 2025, reflecting exact gender parity at the SHS level. At the tertiary level, gender parity remains a concern. Although GPI improved significantly from 0.73 in 2021 to 0.96 in 2024, it declined slightly to 0.95 in 2025. This remains below the parity benchmark and indicates that females continue to be underrepresented relative to males in tertiary education.

Technical, Vocational Education and Training (TVET)

Technical, Vocational Education and Training (TVET) continued to play a critical role in skills development and job-market readiness. Enrolment in TVET institutions increased significantly from 71,126 in 2022 to 123,836 in 2025. This growth reflects the government's emphasis on competency-based training and expansion of access to technical education.

Inclusive and Special Education

Even though inclusive education remains a priority, progress has been slow over the review period. The proportion of children with special needs enrolled in mainstream education increased marginally from 0.34 percent in 2024 to 0.35 percent in 2025, remaining significantly below the sector target of 1 percent. This suggests that despite policy commitments, inclusion efforts have yet to translate into substantial gains in access for children with special needs, pointing to persistent barriers in identification, infrastructure, and support services.

Pass Rates

Final examination pass rates provide an important indication of education quality and learning outcomes. At the JHS level, performance remained consistently high, with the pass rate increasing marginally from 98.4 percent in 2021 to 98.6 percent in 2025, suggesting sustained achievement but limited room for further improvement. At the SHS level, the pass rate improved more substantially over the period, rising from 23 percent in 2021 to 57 percent in 2025. This indicates that, although learning outcomes at the SHS level have improved overall, continued attention is required to strengthen teaching quality, learner support, assessment readiness and transition outcomes.

Tertiary Education

Participation in tertiary education increased substantially, with total enrolment rising from 634,999 in 2022, to 693,463 in 2025. Female enrolment also increased from 329,822 to 360,185 over the period, reflecting sustained progress in gender inclusion at the tertiary level. This improvement was supported by key policy interventions aimed at reducing financial barriers and promoting inclusive access. Notably, the "No Academic Fee" policy for first-year students in public tertiary institutions supported 152,698 students and achieved an average fee coverage of 68 percent of total fees. In addition, the

Free Tertiary Education Policy for Persons with Disabilities further strengthened inclusivity, with fees disbursed to eligible first-year students and persons with disabilities. Further improvements were also made to the Student Loan Trust Fund portal to enhance the processing and disbursement of student loans, thereby improving access to financial support for tertiary students.

Education Expenditure

Education expenditure as a percentage of GDP was 4.1 percent in 2025, slightly below international standards of 5 percent of GDP. This reflects sustained government commitment to financing education, although further investment may be required to address existing gaps in access, quality, and infrastructure.

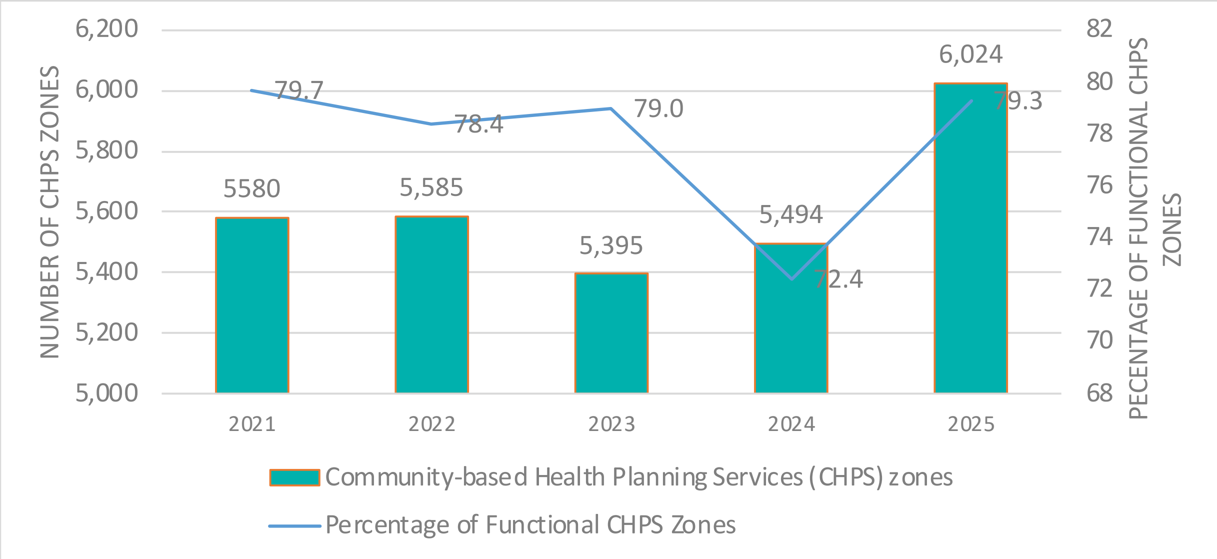
2.2.3.2 Health and Health Services

The health sector for the medium term (2022-2025) seeks to ensure accessible and quality Universal Health Coverage (UHC) for all; improve mental health administration and service delivery; strengthen the healthcare delivery management system; reduce disability, morbidity, and mortality; reduce noncommunicable diseases; and reduce the incidence of new STIs, HIV and AIDS and other infections, especially among vulnerable groups. This focus area assesses the progress that was made to some key indicators such as proportion of functional CHPS zones, Emergency Medical Technicians (EMTs) trained and deployed, population with valid NHIS card, number of Out-Patient Department (OPD) visits per capita, doctor- and nurse-to-population ratio, Proportion of births attended by skilled health personnel, under-five mortality ratio, infant mortality ratio, stillbirth rate, proportion of children immunised, HIV prevalence, percentage of persons living with HIV who received ART and malaria incidence rate.

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

There has been a surge in the number of demarcated zones, increasing from 5,494 in 2024, to 6,024 in 2025, a 9.7 percent increase in the year under review. This resulted in the proportion of functional CHPS zones also increasing to 79.3 in 2025 from 72.4 percent in 2024, thus improving accessibility of health facilities and access to primary healthcare as shown in Figure 2.2.4. This was, however, lower than the 79.7 percent recorded in 2021, failing to meet the 2025 target of 90 percent.

Figure 2.2.4: Proportion of Functional CHPS, 2021-2025



Source: MoH, Annual Progress Report, 2025

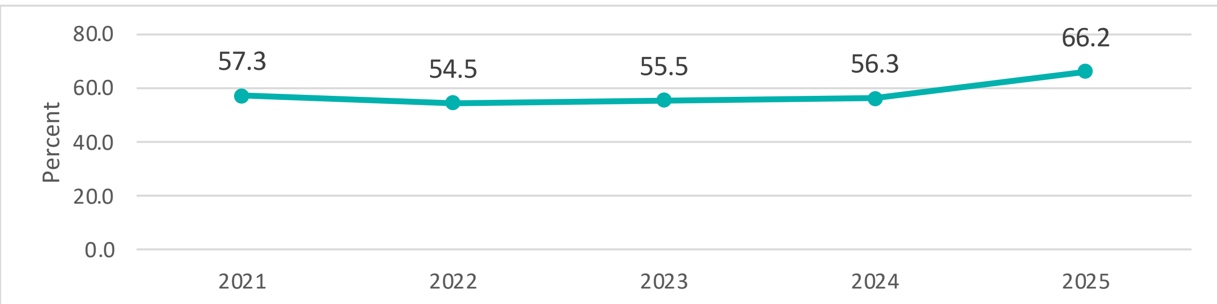
Community First Aid Respondents Trained/Deployed

In order to provide immediate lifesaving assistance during emergencies before professional ambulance personnel arrive, the National Ambulance Service and the Youth Employment Agency trained and deployed 5,601 Community First Aid Respondents in 2025. This was an increase from the 3,055 trained and deployed in 2021.

National Health Insurance Scheme (NHIS) Coverage

The National Health Insurance Scheme (NHIS) continues to expand its coverage, with active membership increasing from 57.3 percent in 2021 to 66.2 percent in 2025 as shown in Figure 2.2. 5. In the year under review, an estimated 22.3 million people were actively enrolled in the Scheme, whilst approximately 32.8 percent of the population remained uninsured and continued to rely on out-of-pocket payments for health services. The remaining one percent were privately insured. Membership renewal has been made easier through *USSD*, the *MyNHIS* app, and auto-renewal options, reducing enrolment and retention barriers and enabling millions of Ghanaians to maintain their NHIS membership with greater ease and convenience. The uncapping of the National Health Insurance Fund under the Earmarked Funds Capping and Realignment Act has allowed the NHIS to clear arrears to providers, fund essential vaccines.

Figure 2.2. 5: NHIS Population Coverage (%), 2021-2025



Source: MoH, Annual Progress Report, 2025

Table 2.2.1 highlights the regional distribution of NHIS active membership coverage between 2021 and 2025, revealing considerable disparities across the country, with some regions recording substantial gains whilst others experienced stagnation or declines. In 2025, the highest coverage rates were recorded in Eastern (140.6%), Western North (136.5%), Upper West (108.8%) and Volta (103.2%) Regions, indicating enrolment levels that exceeded projected population estimates, likely due to cross-regional registration, where members enrol in regions other than those in which they reside, possibly because of better access to registration services and health facilities. Significant improvements were also observed in Ahafo, where coverage increased from 72.7 percent in 2021 to 87.9 percent in 2025, and Savannah, which rose from 50.4 percent to 87.1 percent over the same period. Conversely, some regions experienced declining coverage, notably Bono (80.5% to 71.9%), Upper East (73.4% to 49.4%), and Ashanti (54.1% to 51.3%). The persistently low coverage levels in highly urbanised regions such as Greater Accra and Ashanti suggest continuing challenges with enrolment and renewal despite relatively better access to health facilities.

Table 2.2 1: NHIS Regional Coverage, 2021-2025

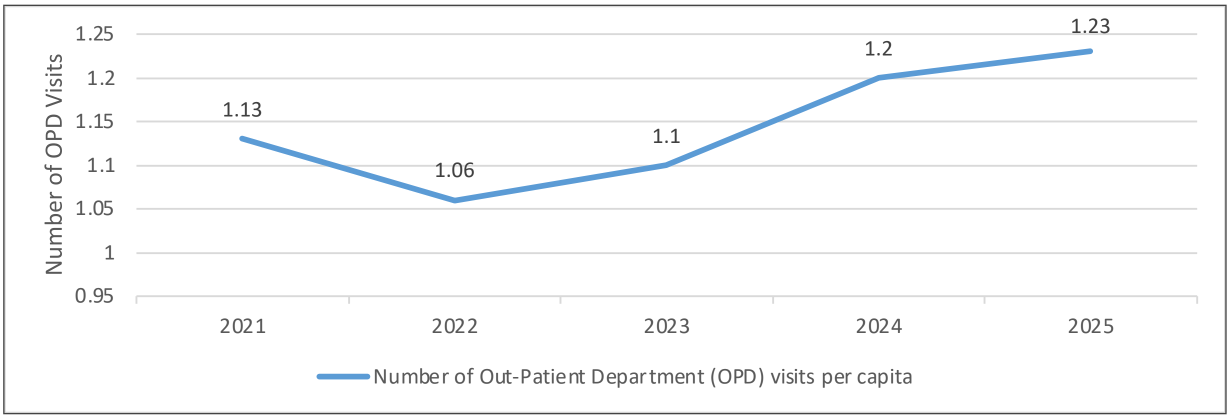
Region	2021	2022	2023	2024	2025
Ahafo	72.7	66.97	75.3	77.3	87.9
Ashanti	54.1	44.89	54.8	55.4	51.3
Bono	80.5	82.61	80.0	78.0	71.9
Bono East	68.5	73.83	70.2	70.0	67.1
Central	44.2	42.47	45.7	47.3	47.3
Eastern	63.2	54.03	62.1	67.5	140.6
Greater Accra	42.7	39.43	45.9	48.2	41.6
North East	54.0	57.34	54.4	54.8	66.3
Northern	40.7	47.37	46.4	42.2	46.4
Oti	38.8	39.02	41.7	40.0	56.7
Savannah	50.4	54.91	48.6	53.6	87.1
Upper East	73.4	77.42	63.9	66.7	49.4
Upper West	79.7	84.67	82.1	79.7	108.8
Volta	64.1	51.74	68.8	63.1	103.2
Western	48.5	49.56	49.1	48.8	39.9
Western North	57.4	58.66	56.2	60.9	136.5

Source: MoH, Annual Progress Report, 2025

Out-Patient Department (OPD) Visits

Nearly 39.4 million visits were made to various health care facilities in 2025, representing an increase from 37.9 million visits in 2024. The OPD visits per person per year increased from 1.06 in 2022 to 1.23 in 2025, well below the national target of two visits per person per year and the World Health Organization's (WHO) benchmark of at least three visits per person per year. The trend suggests some recovery and improvement in service utilisation, but overall contact with health facilities remains low relative to recommended levels, with implications for early diagnosis, continuity of care, preventive health services, and effective management of communicable and non-communicable diseases.

Figure 2.2.6: OPD Per Capita

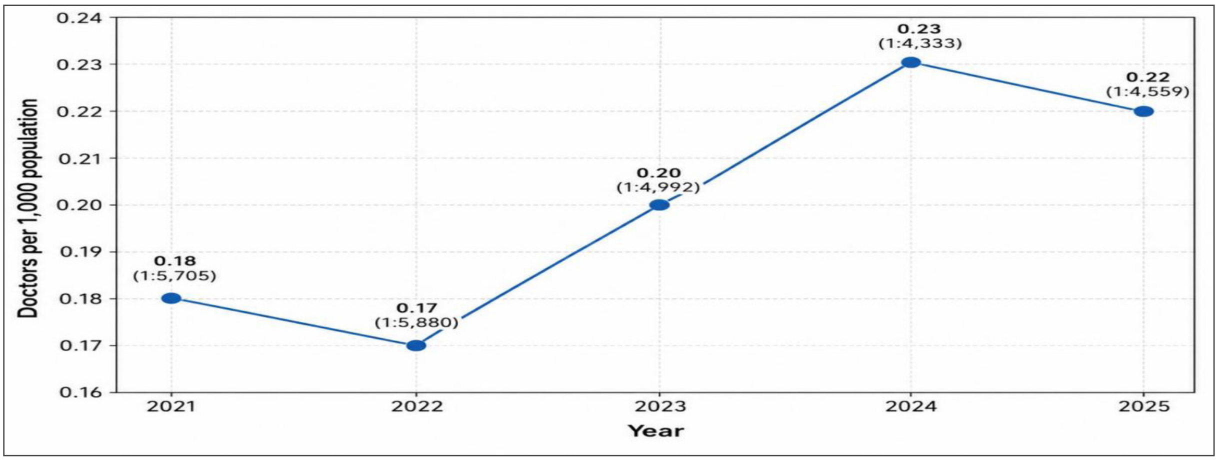


Source: MoH, Annual Progress Report, 2025

Doctor-to-Population Ratio

There has been an overall improvement in the doctor-to-population ratio between 2021 and 2025, although progress has not been consistent. As Figure 2.2.7 shows shows, the ratio improved from 1 doctor to 5,705 people in 2021 to 1 doctor to 4,559 people, equivalent to about 0.22 doctors per 1,000 population. Furthermore, the target of 1 doctor to 3,000 was not achieved, also remaining significantly below the WHO benchmark of 1 doctor per 1,000 population, underscoring the need to continue expanding the medical workforce, improving retention, and ensuring more equitable distribution of doctors across the country.

Figure 2.2.7: Doctor-to-Population Ratio

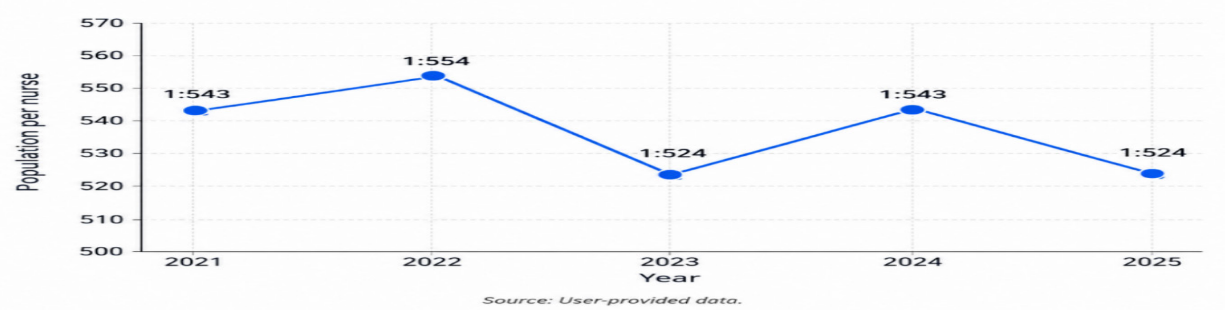


Source:MoH, Annual Progress Report, 2025

Nurse-to-Population Ratio

The nurse-to-population ratio fluctuated over the period 2021 to 2025. In 2025, the nurse-to-population ratio improved to 1:524 from 1:543 in 2024 as shown in Figure 2.2.8. This was a continuation of the general improvement in nursing numbers from 2021, where the ratio was 1:543. Overall, whilst nurse availability improved in 2025 compared with 2021 and 2022, the trend suggests the need for sustained investment in recruitment, deployment and retention of nurses to maintain consistent gains.

Figure 2.2. 8: Nurse-to-Population Ratio, 2021-2025



Source:MoH, Annual Progress Report, 2025

In 2025, the national availability of midwives relative to women in the fertility-age (WIFA) group reduced marginally from 3.20 midwives per 1,000 WIFA in 2024 to 3.19 in 2025. Regional disparities indicate that regions such as Bono, Upper West and Ahafo recorded high ratios of 5.18, 4.67, and 4.55, whilst North East, Savannah and Northern, recorded ratios of 1.87, 2.31 and 2.73, and Central at 2.77. The greatest improvements between 2021 and 2025 were recorded in Ashanti, Volta, Ahafo, and Upper East, while Bono, North East, and Central recorded weaker ratios over the period as shown in Table 2.2.2.

Table 2.2.2: Midwives per 1000 WIFA Population by Region, 2021-2025

Region	2021	2022	2023	2024	2025
Ahafo	4.16	3.96	4.32	4.5	4.55
Ashanti	3.72	3.57	3.75	4.3	4.33
Bono	4.53	4.16	4.44	5.2	5.18
Bono East	3.17	3.19	3.36	3.3	3.35
Central	2.61	2.52	2.51	2.8	2.77
Eastern	3.12	3.05	3.22	3.5	3.47
Greater Accra	2.70	2.64	2.87	3.1	3.05
North East	1.77	1.77	1.97	1.9	1.87
Northern	2.48	2.37	2.52	2.7	2.73
Oti	2.45	2.36	2.60	2.9	2.87
Savannah	2.24	2.07	2.36	2.3	2.31
Upper East	3.16	3.14	3.48	3.4	3.43
Upper West	4.28	4.18	4.82	4.7	4.67
Volta	3.18	3.18	3.26	3.7	3.72
Western	2.94	2.85	3.11	3.3	3.30
Western North	2.93	2.67	2.91	3.3	3.33

Source:MoH, Annual Progress Report, 2025

Antenatal Care

The Ghana Health Service (GHS) encourages at least four Antenatal Care (ANC4+) visits to significantly reduce maternal and neonatal mortality by facilitating early detection of complications, tracking foetal growth, and providing life-saving medical interventions such as malaria prevention, tetanus toxoid vaccines, and nutritional supplements. Antenatal Care 4+ coverage showed a generally positive but uneven trend over the period. Coverage increased steadily from 65.3 percent in 2021 to 67.8 percent in 2025. Similar improvements were observed women who attended ANC at least once (ANC1+), with 88.4 percent of pregnant women attending ANC in 2025, an increase from 80.0 percent in 2021 as shown in Figure 2.2.9.

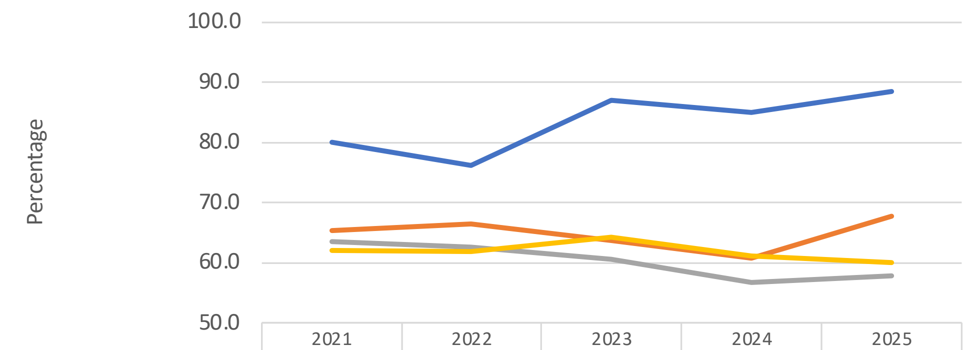
Skilled Delivery

As Figure 2.2.9.shows, skilled delivery coverage increased by 1.1 percentage points between 2024 and 2025 but declined over the medium-term from 63.5 percent in 2021 to 57.9 percent in 2025, well below levels required to reduce preventable maternal and newborn deaths.

Postnatal Care

Postnatal Care within 48 hours also declined over the medium-term, dropping from 62.1 percent in 2021 to 60.0 percent in 2025, putting child and maternal survival at risk.

Figure 2.2.9: Trends in ANC, Skilled Delivery, and PNC Coverage, 2021-2025



	2021	2022	2023	2024	2025
ANC 1+	80.0	76.1	87.0	85.0	88.4
ANC 4+	65.3	66.4	63.7	60.7	67.8
Skilled Delivery	63.5	62.6	60.6	56.8	57.9
PNC (within 48hours)	62.1	61.8	64.3	61.1	60.0

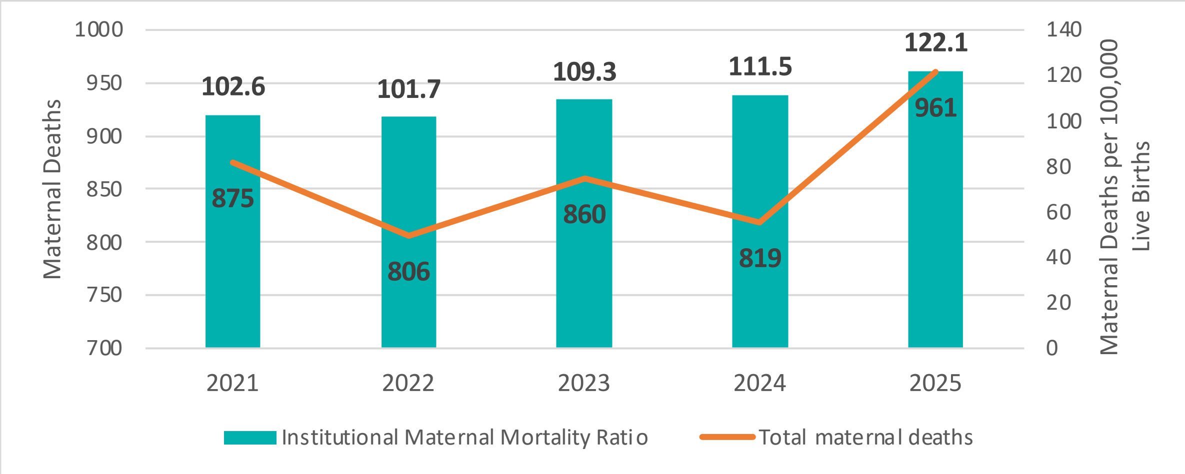
ANC 1+ ANC 4+ Skilled Delivery PNC (within 48hours)

Source: MOH, Annual Progress Report, 2025

Institutional Maternal Mortality

Institutional maternal mortality worsened over the period, despite a temporary improvement in 2022. The Institutional Maternal Mortality Ratio worsened from 102.6 in 2021 to 122.1 in 2025 as shown in Figure 2.2.10. Total maternal deaths followed a similar pattern, falling from 875 in 2021 to 961 in 2025. The 2025 figures suggest a concerning deterioration in maternal survival outcomes within health facilities, falling well short of the 2025 target of 70 maternal deaths per 100,000 live births.

Figure 2.2.10: Trend in Institutional Maternal Mortality Ratio, 2021-2025



Source: MoH, Annual Progress Report, 2025

The regional data shows wide and persistent disparities in performance between 2021 and 2025, with some regions recording consistently high ratios whilst others experienced sharp year-to-year fluctuations. As Table 2.2.3 shows, Greater Accra and Ashanti remained among the highest-burden Regions throughout the period. In contrast, Oti, Savannah, North East and Ahafo recorded comparatively lower ratios in 2025, although their trends were unstable across the period.

Table 2.2.3: Institutional Maternal Mortality Ratio per 100,000 Live Births by Region

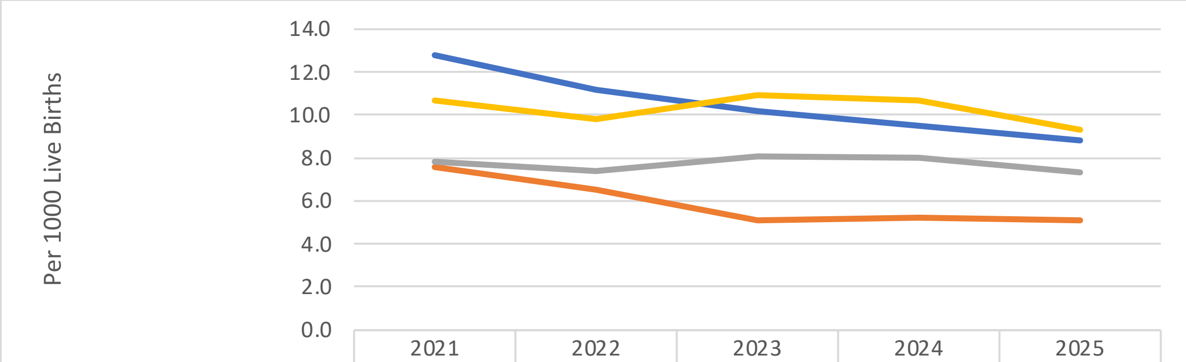
Region	2021	2022	2023	2024	2025
Ahafo	83.50	52.28	90	68.29	64.51
Ashanti	127.50	95.11	167.49	164.79	178.19
Bono	87.49	75.59	60.1	60.35	125.3
Bono East	71.71	81.89	97.09	74.26	86.62
Central	104.40	92.03	71.33	81.68	97.88
Eastern	112.09	119.98	102.33	113.39	113.56
Greater Accra	163.71	154.53	154.19	167.2	175.74
North East	84.46	20.35	51.01	48.21	60.26
Northern	98.60	49.81	136.68	112.11	128.67
Oti	61.08	5.19	30.75	70.33	41.41
Savannah	37.45	78.74	62.06	82.45	54.18
Upper East	97.99	65.41	78.98	97.33	132.46
Upper West	100.46	58.91	69.51	75.37	92.69
Volta	102.52	78.96	96.91	103.66	93.03
Western	118.62	85.60	83.78	91.94	88.54
Western North	75.58	57.35	73.99	59.29	84.34

Source: MoH, Annual Progress Report, 2025

Stillbirth, Neonatal, Infant, and Under-Five Mortality

Child survival indicators generally showed improvement between 2021 and 2025, although the pace of progress varied across the different measures. The stillbirth rate recorded the clearest and most consistent improvement, declining from 12.8 in 2021 to 8.8 in 2025. This suggests sustained gains in pregnancy management, facility care and services around childbirth. Neonatal mortality rate witnessed some improvement from 7.6 in 2021 to 5.1 in 2025. Infant and under-five mortality rate both witnessed improvements as shown in Figure 2.2.11.

Figure 2.2. 11: Trends in Stillbirth, Neonatal, Infant, Under-Five Mortality Rates, 2021-2025



	2021	2022	2023	2024	2025
Stillbirth Rate	12.8	11.2	10.2	9.5	8.8
Neonatal Mortality Rate	7.6	6.5	5.1	5.2	5.1
Infant Mortality Rate	7.8	7.4	8.1	8.0	7.3
Under-5 Mortality Rate	10.7	9.8	10.9	10.7	9.3

Source: MoH, Annual Progress Report, 2025

Child Immunisation

The proportion of children aged 12–23 months immunised with Penta 3[1] remained very high between 2021 and 2025, although the trend shows a gradual decline. Coverage decreased from 99.4 percent in 2021 to 99.0 percent in both 2022 and 2023, before declining further to 98.0 percent in 2024 and 96.9 percent in 2025. Whilst coverage remained above 95 percent throughout the period, the 2025 target of 98 percent was missed.

Under-5 Malaria Case Fatality

The Under-5 Malaria Case Fatality Rate remained generally low over the period, although with some year-to-year fluctuations. At the national level, the rate decreased from 0.09 in 2021 to 0.03 in 2025. Regionally, performance varied considerably. Several regions, including Ahafo, Ashanti, Bono, Oti, Savannah, Western and Western North, recorded zero under-five malaria case fatalities in 2025, suggesting improvements in case management and access to timely treatment. However, Volta recorded a sharp increase from 0.20 in 2024 to 0.40 in 2025, making it the highest-burden Region as shown in Table 2.2.4.

1 Provides protection against five life-threatening diseases: Diphtheria, Pertussis, Tetanus, Hepatitis B and Hib meningitis

Table 2.2.4: Regional Distribution of Under 5 Malaria Case Fatality Rate, 2021 -2025

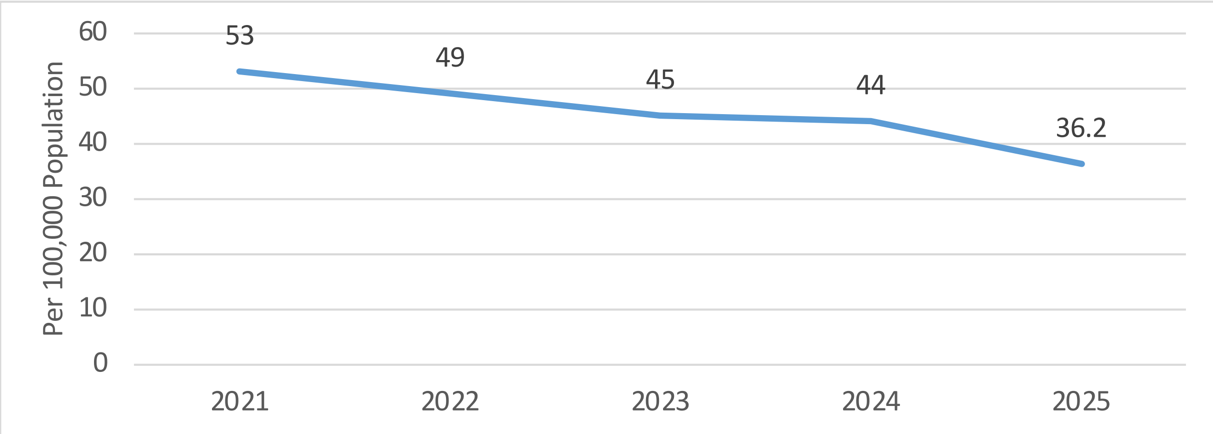
Region	2021	2022	2023	2024	2025
Ahafo	0.06	0.00	0.03	0.00	0.00
Ashanti	0.02	0.02	0.00	0.01	0.00
Bono	0.14	0.05	0.03	0.03	0.00
Bono East	0.23	0.12	0.15	0.07	0.09
Central	0.05	0.02	0.04	0.05	0.02
Eastern	0.08	0.07	0.08	0.04	0.02
Greater Accra	0.08	0.14	0.10	0.13	0.13
North East	0.14	0.00	0.34	0.02	0.00
Northern	0.12	0.03	0.03	0.02	0.01
Oti	0.23	0.18	0.00	0.00	0.00
Savannah	0.07	0.11	0.10	0.00	0.00
Upper East	0.02	0.03	0.00	0.00	0.03
Upper West	0.14	0.16	0.06	0.07	0.03
Volta	0.25	0.10	0.12	0.20	0.40
Western	0.07	0.05	0.04	0.00	0.00
Western North	0.06	0.09	0.05	0.02	0.00

Source: MoH, Annual Progress Report, 2025

HIV, AIDS and STIs

The AIDS-related mortality rate per 100,000 population declined steadily between 2021 and 2025, indicating progress in reducing deaths associated with HIV and AIDS. The rate decreased from 53 per 100,000 population in 2021 to 36.2 in 2025 as shown in Figure 2.2.12. Although this represents a significant improvement over the five-year period, the 2025 rate remained above the target of 15.4 per 100,000 population. This suggests that whilst gains have been made in HIV prevention, treatment access, antiretroviral therapy coverage and care continuity, further effort is required to accelerate progress.

Figure 2.2.12: AIDS-Related Mortality Rate per 100,000 population

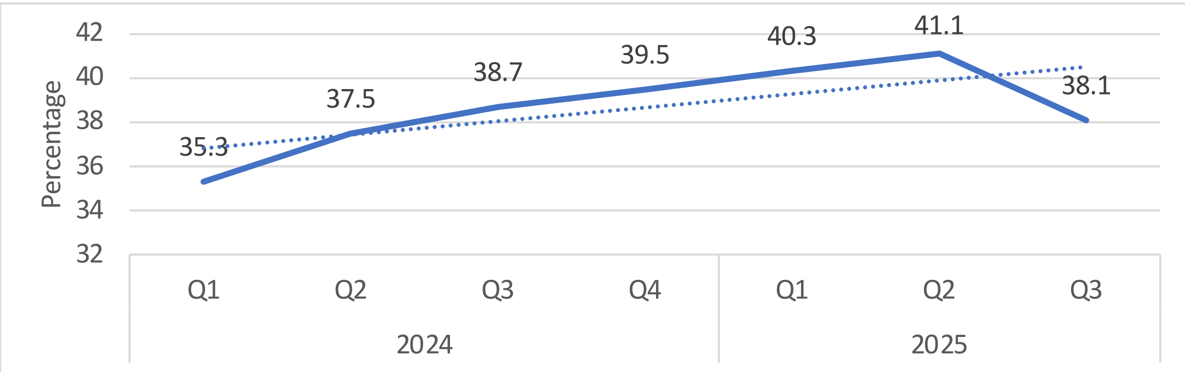


Source: MoH, Annual Progress Report, 2025

2.2.3.3 Food Systems Transformation and Nutrition Security (FSTNS)

Food insecurity declined from 12.6 million people in the third quarter of 2022 to 12.5 million in the corresponding period in 2025. The third quarter of recent trends show renewed pressure, with 35.3 percent of the population experiencing food insecurity in the first quarter of 2024, rising steadily to 41.1 percent in the second quarter of 2025 before easing to 38.1 percent in the third quarter of 2025 as shown in Figure 2.2.13. This suggests that gains are vulnerable to seasonal, price and income shocks.

Figure 2.2.13: Prevalence of Food Insecurity



Source: GSS, Food Insecurity Report: 2024 Q1 – 2025 the third quarter of, 2025

There are wide regional inequalities when it comes to food insecurity. In the third quarter of 2025, Upper West recorded the highest food insecurity prevalence at 55.9 percent, compared with 18.4 percent in Oti, a gap of 37.5 percentage points. Upper West, North East, Savannah and Volta consistently recorded the highest rates, whilst Oti and Greater Accra remained among the least affected.

Rural households were more exposed across all Food Insecurity Experience Scale domains. Anxiety about not having enough food affected about 60 percent of rural households compared with 47.9 percent of urban households in the third quarter of 2025. Gender disparities are also persistent. Food insecurity among female-headed households was 41.9 percent, compared with 35.7 percent among male-headed households.

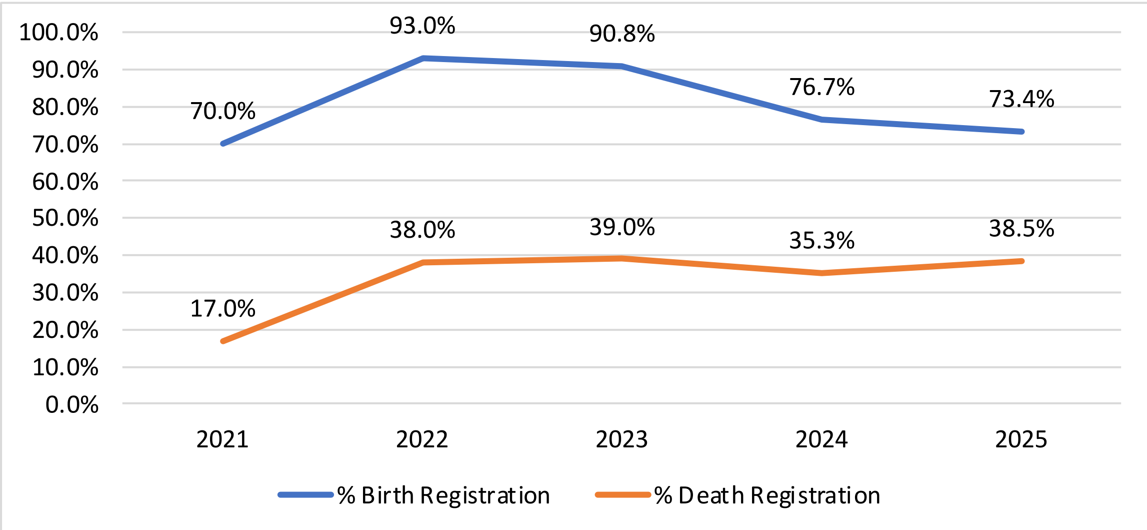
Severe food insecurity declined nationally from 6.3 percent in the third quarter of 2024 to 4.6 percent in the third quarter of 2025. Food insecurity is closely associated with dependency and child nutrition. Households with both children and elderly members recorded the highest average prevalence at about 44 percent, compared with 40 percent for child-only households and 32 percent for elderly-only households. Households with underweight, wasted or stunted children recorded food insecurity rates above 44 percent nationally, rising to over 80 percent among rural female-headed households with underweight children in the third quarter of 2025.

Education provides a strong buffer. In the third quarter of 2025, fifty percent female-headed households with no education were food insecure, compared to 45.4 percent among comparable male-headed households, but only 12.7 percent and 14.1 percent respectively among those with tertiary education. The overlap with poverty and unemployment is also significant: persons who were simultaneously food insecure, multidimensionally poor and unemployed increased from 208,064 in the second quarter of 2025 to 227,519 in the third quarter of 2025.

2.2.3.4 Population Management and Migration For Development

Ghana's projected total population in 2025 was 33,742,380; 1.09 times that of 2021 (30,832,019), with an annual growth rate of 2.1 percent. During the medium-term period, the female population increased to about 17.1 million from 15.6 million in 2021, whilst the male population increased to about 16.6 million from 15.2 million in 2021. Currently, 19,209,043 people live in urban areas, constituting 58.2 percent of the population. The total number of registered births from Jan-Dec 2025 increased to 588,972 (73.4 percent) from 560,169 (76.70 percent) in 2024. This was however still significantly lower than 93.0 percent recorded in 2022. The number of deaths registered increased to 55,219 (38.5 percent) from the 2024 figure of 49,589 (35.3 percent).

Figure 2.2.14: Births and Deaths Registration, 2021-2025



Source: GSS, Food Insecurity Report: 2024 Q1 – 2025 the third quarter of, 2025

2.2.3.5 Poverty and Inequality

Multidimensional poverty[2] remains unevenly distributed across districts, reflecting persistent disparities in access to education, health, living conditions and employment opportunities. Whilst several urban districts recorded relatively low levels of multidimensional poverty, higher poverty incidence remained concentrated in parts of the Northern, North East and Oti Regions. In 2025, the districts with the highest multidimensional poverty headcount were Yunyoo-Nasuan (51.6%), Chereponi (48.5%) and East Mamprusi (44.5%), whilst the lowest levels were recorded in Ayawaso North (5.5%), Ablekuma Central (5.5%) and La Dade-Kotopon (5.6%).

In the districts with the highest incidence of multidimensional poverty, poverty is driven largely by overlapping deprivations in health and living conditions, with the most affected households facing persistent deficits in basic services, household infrastructure, and social protection coverage. Across the high-burden districts, the most common deprivations among poor households are limited access to improved toilet facilities and inadequate housing conditions, reflecting deficits in household sanitation, safe and durable building materials, and the broader quality of the living environment. These living-condition deprivations are compounded by gaps in health insurance coverage, which emerges consistently as one of the most significant contributors to multidimensional poverty. The key indicators driving high multidimensional poverty in these districts are therefore concentrated around unimproved toilet facilities, inadequate housing, and lack of health insurance coverage, with living conditions and health constituting the dominant domains. This pattern suggests that poverty in these districts is not only a matter of low income, but also of weak access to basic household infrastructure, sanitation, and protective health financing.

2.2.3.6 Water and Environmental Sanitation

Access to safe water and improved environmental sanitation remains critical to public health, human development, and sustainable urban and rural transformation. During the review period, efforts continued to expand access to drinking water, improve sanitation services, promote hygiene, and strengthen waste management systems across the country. The proportion of the population with access to basic drinking water sources improved modestly over the review period, increasing from 87.7 percent in 2022 to 88.0 percent in 2025. However, the proportion of the population with access to safely managed drinking water services declined from 48.6 percent in 2022 to 44.0 percent in 2025. The trend suggests that whilst more people may be accessing basic drinking water sources, fewer people are benefiting from water services that meet the higher standard of being safely managed, reliable, accessible, and free from contamination. Urban distribution losses declined from 52.2 percent in 2024 to 51.6 percent in 2025, but remained above the 2025 target of 45.0 percent, whilst rural losses increased from 35.0 percent in 2024 to 38.4 percent in 2025, above the target of 30.0 percent.

2.2.3.7 Child Protection and Development

Efforts to prevent and protect children from all forms of violence, abuse, neglect, and exploitation showed mixed progress in 2025. Progress was made in strengthening child and family welfare services, as the percentage of districts implementing Integrated Social Services (ISS) through the use of the Inter-Sectoral Standard Operating Procedures (ISSOP) increased from 68.9 percent in 2024 to 80.5 percent in 2025, improving coordination and delivery of child protection interventions at the district level.

The proportion of children aged 5–14 years engaged in child labour declined

2 2025 District-Level Multidimensional Poverty Rankings

from 28 percent in 2024 to 23 percent in 2025. Similarly, the share of children engaged in hazardous work fell from 21 percent to 14 percent over the same period, suggesting improvement in child protection outcomes, although the levels remain high and require sustained enforcement, social protection and community-level interventions.

2.2.3.8 Support For the Aged

Support for vulnerable elderly populations remained a priority in 2025, primarily through the LEAP Programme and other social interventions. The proportion of elderly persons benefiting from social protection programmes remained unchanged at 26.3 percent. Efforts to strengthen the policy framework for ageing continued, including ongoing work on the Aged Persons Bill and advocacy for the ratification of relevant regional protocols. However, progress remains slow due to institutional and resource constraints. The absence of a comprehensive governance framework for elderly care continues to limit the effectiveness and coordination of interventions targeting older persons.

2.2.3.9 Gender Equality

In 2025, significant progress was made towards promoting gender equality and women's empowerment through the operationalisation of the Affirmative Action (Gender Equity) Act, 2024 (Act 1121). A Gender Equity Committee was established to oversee the implementation of the Act, whilst nationwide sensitisation programmes and advocacy campaigns, including the National Men's Conference on Positive Masculinity, were undertaken to promote awareness, compliance, and positive social norms. Efforts to mainstream gender were further strengthened through the continued implementation of the National Gender Policy and targeted interventions engaging men and boys, traditional leaders, faith-based organisations, and other stakeholders to address Sexual and Gender-Based Violence (SGBV), Adolescent Sexual and Reproductive Health and Rights (ASRHR), and harmful cultural practices.

Women's participation in public life recorded mixed performance over the review period. Women representation in Ministerial appointments remained stable at 20 percent between 2021 and 2024 before increasing to 22.7 percent in 2025. Similarly, the Judiciary recorded relatively strong performance, increasing from 26.8 percent in 2021 to 42.4 percent in 2025 as shown in Table 2.2.5.

Table 2.2.5: Percentage of women in public life, 2021-2025

	2021	2022	2023	2024	2025
Ministers	20.00	20.00	20.00	20.00	22.70
- Dep. Ministers	27.00	25.60	23.10	23.10	15.40
- MPs	15.00	14.50	14.40	14.50	14.50
- MMDCEs	15.00	14.60	14.60	14.60	9.60
- Judiciary	26.80	-	42.10	38.20	42.40
- District Assembly Appointees	30.00	-	3.80	3.80	4.10

Source: MoGCSP APR, 2025

The proportion of women Deputy Ministers fell from 27.0 percent in 2021 to 15.4 percent in 2025, whilst women MMDCEs declined from 15.0 percent to 9.6 percent over the same period. Women's representation among District Assembly Appointees dropped sharply from 30.0 percent in 2021 to 4.1 percent in 2025. Representation in Parliament remained largely stagnant at about 14.5 percent.

2.2.3.10 Sports and Recreation

The Sports and Recreation sector recorded mixed performance in 2025, reflecting progress in human resource development and event delivery, but persistent constraints in infrastructure financing. Overall, implementation was affected by the absence of CAPEX allocation, limiting new construction and refurbishment of sports facilities across the country. This constrained progress on infrastructure development, including stadia rehabilitation and community-level facilities. Despite these challenges, notable gains were achieved in sports administration, participation, and human resource development. Over 400 coaches and sports officials were trained nationwide, strengthening technical capacity for both local and international competitiveness. In addition, 165 sports experts were trained through seminars and workshops, whilst academy-level development continued with 40 students trained in structured sports programmes.

No new stadia were rehabilitated or constructed in 2025 due to funding limitations. However, several ongoing projects progressed, including steps towards the rehabilitation of major stadia such as Baba Yara, Essipong, and Accra Sports Stadium, with varying levels of completion ranging from 61 percent to full completion. A number of auxiliary facilities, including astroturf pitches (Kunkwa Blag and Goaso) and selected community facilities, were completed or substantially advanced, contributing to improved access to recreational spaces. Significant progress was made in strengthening the policy and institutional framework for sports development. The National Sports Policy was finalised, the Ghana Sports Fund Act, 2025 (Act 1159) was approved to provide sustainable financing for sports development, and the National Sports College Bill was submitted to Cabinet for consideration. Ghana's national football teams also recorded major successes, with the Black Stars qualifying for the 2026 FIFA World Cup and the Black Queens securing a bronze medal at the 2025 Women's Africa Cup of Nations, their best performance since 2016. In addition, Ghana Athletics successfully organised its maiden Open Championship at the Baba Yara Sports Stadium.

Overall, the sector continues to face structural challenges, particularly inadequate financing, limited CAPEX investment, and over-concentration of resources in football relative to other disciplines. Consequently, participation in international competitions declined from 50 in 2024 to 47 in 2025, whilst support to sports associations and facility development targets fell below expectations. Persistent infrastructure deficits, inadequate grassroots facilities, and limited investment in non-football disciplines continue to constrain talent development, female participation, disability sports and the transition of athletes to elite levels. These constraints continue to affect equitable development across sports categories and regions.

2.2.3.11 Youth Development

The number of youths provided with employable skills under the National Youth Authority increased significantly from 8,739 in 2024 to 93,983 in 2025. This indicates a major scale-up in youth skills development interventions during the year. In addition, 955 youth were provided with employable skills under the National Entrepreneurship and Innovation Programme in 2025. Together, these interventions expanded opportunities for young people to acquire practical and market-relevant skills for employment, entrepreneurship and self-reliance.

2.2.3.12 Social Protection

In 2025, significant reforms were introduced to strengthen the effectiveness and efficiency of LEAP. The programme piloted Mobile Money payments across 50 districts to expand payment options and improve accessibility for beneficiaries. The LEAP Programme remained the flagship cash transfer intervention, reaching 325,528 beneficiary households across all districts in 2025, a reduction from 350,580 households in 2024. This was due to ongoing data validation and reassessment processes, which included single member deceased beneficiaries being quarantined as well as beneficiaries that have not accessed their grants for at least three consecutive payment cycles. Five payment cycles were completed, and cash grants were indexed to inflation to preserve their real value, providing critical income support to vulnerable populations, including the elderly, persons with disabilities, and extremely poor households.

A nationwide reassessment process was advanced through the Ghana National Household Registry (GNHR) to improve targeting, resulting in data collection covering all regions and ongoing validation for programme refinement. A major milestone was the passage of the Social Protection Act, 2025 (Act 1148), which provides a strengthened legal framework for coordinating social protection interventions in Ghana. The Ghana School Feeding Programme (GSFP) provided one hot, nutritious meal each school day to 4,271,355 pupils in 12,045 public basic schools nationwide, reflecting an increase from 2024 coverage of 4,029,580. The programme continued to support livelihoods by engaging 36,354 caterers and cooks, the majority of whom are women, thereby contributing to local economic empowerment. To improve meal quality, the feeding grant was increased from GH₵ 1.50 to GH₵ 2.00 per child per day in 2025.

2.2.3.13 Disability-Inclusive Development

In 2025, as part of enhancing disability inclusion, the Cabinet Memorandum for the Persons with Disabilities Bill, 2025, was finalised. In addition, there were stakeholder consultations on funding mechanisms for establishing a Disability Inclusion Fund.

The National Council on Persons with Disability (NCPD) continued to track the management and disbursement of the District Assemblies Common Fund (DACF) for Persons with Disabilities across MMDAs, with approximately 1,160 beneficiaries accessing the fund in 2025, representing a slight increase from 1,080 beneficiaries in 2024. The Council also expanded its disability database to support evidence-based targeting and service delivery. However, challenges persist, including limited funding, weak monitoring systems, and low participation of persons with disabilities in political and decision-making processes.

2.2.3.14 Employment and Decent Work

Ghana's labour market continued to expand between 2022 and 2025, but the pace and quality of employment creation remained uneven. The working-age population[3], increased from about 19.1 million in the third quarter of 2022 to 20.6 million in the third quarter of 2025. Over the same period, the labour force grew from 12.85 million persons in the third quarter of 2022 to more than 15 million persons in the third quarter of 2025, indicating a growing supply of labour and rising pressure on the economy to generate sufficient and decent employment opportunities.

The number of employed persons rose from 11.09 million in the third quarter of 2022 to 13.42 million in the third quarter of 2025. The employment-to-population ratio, or absorption rate, stood at 65.3 percent in the third quarter of 2025. This

3 Defined as persons aged 15 years and older

was higher than the 58.2 percent recorded in the third quarter of 2022, suggesting that a larger share of the working-age population was being absorbed into employment.

The absorption rate varied considerably by region. In the third quarter of 2025, Oti recorded the highest employment-to-population ratio at 78.2 percent, followed by Bono East at 77.8 percent and Savannah at 72.1 percent. By contrast, Greater Accra recorded the lowest absorption rate at 57.6 percent, followed by Central at 60.9 percent and North East at 63.0 percent. These regional differences suggest that employment participation is not necessarily strongest in the most urbanised regions. Rather, regions with higher agricultural and informal employment tend to record higher absorption, whilst urban regions face stronger pressure from jobseekers, school-to-work transitions and migration.

Female employment consistently exceeded male employment across the period. In the third quarter of 2025, about 7.4 million females were employed compared with about 6.0 million males. However, the higher number of employed females did not necessarily translate into better labour market outcomes. Women remained more concentrated in vulnerable employment, own-account work and less secure forms of employment.

In the third quarter of 2025, urban employment exceeded rural employment, with Greater Accra alone accounting for about 2.22 million employed persons. However, rural employment remained dominant in 11 regions, with the Eastern Region recording the highest rural employment level of about 700,000 persons.

Services remained the largest employer in the third quarter of 2025, accounting for 44.5 percent of total employment, followed by Agriculture at 37.2 percent and Industry at 18.2 percent. Compared with the third quarter of 2022, when Agriculture accounted for nearly 40 percent and Services for 43.8 percent of employment. Agriculture remained the dominant source of employment in many regions, particularly in the five northern regions, whilst Greater Accra was overwhelmingly service-based, with about three-quarters of its employed population working in Services.

Unemployment remained elevated despite the increase in employment. The number of unemployed persons increased from about 1.76 million in the third quarter of 2022 to 2.0 million in the third quarter of 2025. The unemployment rate declined slightly from 12.8 percent in the first quarter to 12.6 percent in the second quarter before rising to 13.0 percent in the third quarter of 2025.

Unemployment was consistently higher among females than males across the first three quarters of 2025. Urban unemployment also remained higher than rural unemployment, averaging 15.1 percent compared with 9.6 percent in rural areas. The urban-rural gap reflects the concentration of jobseekers in cities and the limited availability of formal wage employment, especially for young people. Regionally, Greater Accra recorded the highest unemployment rate in the third quarter of 2025 at 19.6 percent, followed by Central at 17.3 percent, Ashanti at 15.4 percent and Western at 15.1 percent. The lowest unemployment rates were recorded in Oti at 6.0 percent, Upper West at 6.1 percent and Bono East at 6.3 percent.

Youth unemployment remained one of the most pressing labour market challenges. In the third quarter of 2023, unemployment among persons aged 15–24 stood at 29.7 percent, compared with 21.7 percent among persons aged 15–35. By the third quarter of 2025, youth unemployment among persons aged 15–24 and 15-35 were 34.4 percent, and 23.3 percent respectively, substantially above the national unemployment rate of 13.0 percent.

The highest unemployment rate was recorded among persons aged 15–19, increasing from 33.2 percent in the second quarter to 40.3 percent in the third quarter of 2025, followed by the 20–24 age group, which increased from 28.4 percent to 29.4 percent. These figures point to persistent difficulties in the transition from school to work and the limited capacity of the economy to absorb young labour market entrants.

Regional disparities in youth unemployment were particularly sharp. Greater Accra recorded the highest youth unemployment rates for both age groups, rising from 45.4 percent to 49.3 percent among persons aged 15–24 and from 30.7 percent to 33.1 percent among persons aged 15–35 between the second and third quarters of 2025. Bono East recorded the lowest rates, ranging from 7.6 percent to 15.1 percent among persons aged 15–24 and from 6.6 percent to 10.1 percent among persons aged 15–35.

The proportion of young people Not in Employment, Education Or Training (NEET) also remained high. In the third quarter of 2025, about 1.34 million persons aged 15–24, representing 21.5 percent of that age group, were classified as NEET. Among persons aged 15–35, about 1.95 million persons, representing 19.5 percent, were not in employment, education or training. The NEET rate among persons aged 15–35 ranged from 25.3 percent in the Central Region to 9.5 percent in the Oti Region.

Vulnerable employment remained the clearest indicator of decent work deficits. In the third quarter of 2022, 63.6 percent of employed persons were in vulnerable employment, representing about 7.05 million workers. By the third quarter of 2023, the share had increased to 68.5 percent, and by the third quarter of 2025 it had risen further to 72.2 percent. This means that although more people were working, a growing share were engaged as own-account workers or contributing family workers, who were less likely to have formal contracts, predictable earnings, social security coverage or effective representation.

The incidence of vulnerable employment was much higher among females and rural workers. In the third quarter of 2025, 79.1 percent of employed females were in vulnerable employment compared with 63.7 percent of males. Rural vulnerable employment stood at 83.0 percent, compared with 63.6 percent in urban areas. Agriculture recorded the highest incidence, with 95.2 percent of employed persons in the sector classified as vulnerable. Vulnerable employment was also high among female workers in Services and Industry, at 71.5 percent and 68.9 percent respectively.

Government continued to implement interventions to promote employment, labour administration and workplace welfare. During the year under review, the Department of Co-operatives registered 1,964 new co-operatives, an increase from the 914 registered in 2024. The Labour Department conducted 1,085 workplace inspections, registered 528 compensation cases and facilitated employment placements for 9,553 job seekers. The Department of Factories Inspectorate undertook 2,455 inspections, registered 193 new factories and organised 684 occupational safety talks.

The Fair Wages and Salaries Commission concluded negotiations with 60 unions, completed job evaluations for eight public institutions and commenced the 2026 Base Pay and Pay Point Relativity exercises. In addition, 71.0 percent of industrial labour disputes were settled, whilst all 21 reported worker strikes and employer lockouts were successfully resolved during the year.

2.2.4 Key Challenges and Policy Recommendations

Table 2.2.6 summarizes policy measures designed to strengthen social development.

Table 2.2.6: Key Challenges and Policy Recommendations for Social Development

S/N	Focus Area	Challenges	Recommendations
1.	Education and Training	• Low and uneven age-appropriate enrolment at JHS and SHS • Low SHS completion compared with basic education • Slow progress in inclusive and special education	The Ministry of Education in collaboration with Ghana Education Service and Ministry of Gender, Children and Social Protection should: • target districts and schools with low JHS/SHS NER with re-entry support, remedial classes, community follow-up and transport/boarding support where distance is a barrier. • expand counselling and retention programmes in SHS; • prioritise support for learners at risk of dropout; • improve identification and assessment of children with special needs; • provide assistive devices, accessible infrastructure and resource teachers
2.	Health and Health Services	• Limited functionality of some CHPS zones • Significant proportion of the population not insured • Inadequate and unevenly distributed health workforce • Low-skilled delivery coverage • Rising institutional maternal mortality • Insufficient and unpredictable health financing	Ministry of Health, in collaboration with Ghana Health Service, National Health Insurance • operationalise non-functional CHPS zones by providing basic equipment, medicines, staff accommodation and transport; • intensify enrolment and renewal campaigns in low-coverage regions; • expand recruitment and retention of doctors, and other health workers by implementing incentives for underserved areas; • strengthen emergency obstetric and newborn care; • improve blood availability, referral systems and timely management of complications; • ensure maternal death audits lead to corrective action; • increase predictable financing for primary healthcare, maternal health, immunisation and emergency care

S/N	Focus Area	Challenges	Recommendations
3.	Food Systems Transformation and Nutrition Security	• Significant prevalence of household food insecurity	Ministry of Food and Agriculture, in collaboration with NADMO, RCCs and MMDAs: • Scale up timely food security surveillance and early-warning response; • strengthen market stabilisation and livelihood support during the lean season; • Target food and nutrition interventions to high-burden regions and vulnerable households
4.	Population Management and Migration for Development	• Declining birth registration coverage • Persistently low death registration	Births and Deaths Registry in collaboration with MOH, GHS and MMDas should: • Strengthen community-based and facility-based birth registration; • integrate registration with child welfare clinics, immunisation and NHIS enrolment; • expand death registration points through health facilities, MMDAs and traditional authorities; • strengthen awareness campaigns to improve public understanding of the legal and planning importance of death registration.
5.	Reducing Poverty and Inequality	• Significant deprivations in living conditions and health deprivations remain major drivers	Ministry of Gender, Children and Social Protection, in collaboration with MLGCRA, MWHWR, and NHIA, should: • prioritise sanitation, housing, health insurance and livelihood investments in the highest-poverty districts
6.	Water and Environmental Sanitation	• High urban and rural water distribution losses	Ministry of Works and Housing and Water Resources, in collaboration with the MLGCRA and MMDAs should: • Implement district and utility-level non-revenue water reduction plans, including leak detection, metering, preventive maintenance and performance contracts tied to annual loss-reduction targets.

S/N	Focus Area	Challenges	Recommendations
7.	Child Protection and Development	• Child labour and hazardous work remain high despite improvement	The Ministry of Gender, Children and Social Protection should: • strengthen enforcement and community surveillance in child labour hotspots; • link at-risk households to LEAP, school feeding and livelihood support; and intensify school retention and child protection messaging.
8.	Support for the Aged	• Coverage of elderly persons under social protection has stagnated • Weak governance framework for elderly care	The Ministry of Gender, Children and Social Protection, in collaboration with NHIA and Parliament, should: • review eligibility and outreach systems for older persons; • accelerate passage and implementation planning for the Aged Persons Bill; • clarify institutional roles; • harmonise age at which aged benefit from services
9.	Gender Equality	• Women remain underrepresented in political and local governance positions	The Ministry of Gender, Children and Social Protection should: • Operationalise the Affirmative Action Act with clear annual targets for appointments, party nominations and local governance representation; • support leadership pipelines for women.
10.	Sports and Recreation	• Over-concentration of financial support in football and limited support for other disciplines	The Ministry of Sports and Recreation should • adopt transparent funding criteria for sports associations; • reserve funding windows for women's sports, disability sports and non-football disciplines;
11.	Youth Development	• Youth unemployment and NEET levels remain high	Ministry of Youth Development and Empowerment, in collaboration with MJLE, CTVET and GES, should: • encourage reintegration of school dropouts, • strengthen TVET, apprenticeship and job matching in regions with high youth unemployment; • strengthen partnerships with private employers and MMDAs to create local placement pipelines.

S/N	Focus Area	Challenges	Recommendations
12.	Social Protection	• School feeding grant remains low relative to meal quality expectations	The Ministry of Gender, Children and Social Protection should: • improve menu monitoring and caterer payments; • strengthen local procurement arrangements to improve meal quality and support local food systems.
13.	Disability-Inclusive Development	• Disability legislation and financing reforms remain incomplete	The Ministry of Gender, Children and Social Protection, in collaboration with Parliament, should: • Finalise passage of the Persons with Disabilities Bill and operationalise the Disability Inclusion Fund with clear eligibility rules, financing sources, reporting requirements and accountability mechanisms.
14.	Employment and Decent Work	• Unemployment remains elevated, especially among youth, women and urban workers • Vulnerable employment remains very high	Ministry of Jobs, Labour and Employment should: • target urban youth employment hotspots with apprenticeship, job placement, digital skills, enterprise support and wage-employment partnerships; • align skills programmes with sector-specific labour demand.

2.3 Environment, Infrastructure and Human Settlements

2.3.1 Introduction

The Environment, Infrastructure, and Human Settlements Dimension tracks progress across 18 focus areas, each with clearly defined objectives covering environmental sustainability, infrastructure development, and human settlements. Its overarching goal is to safeguard the natural and built environment. The 2025 Report evaluates performance against key indicators, highlighting notable achievements, identifying persistent challenges, and providing policy recommendations to guide decision-making and improve development outcomes.

2.3.2 Key Performance Indices

The notable highlights in the Environment, Infrastructure, and Human Settlements Dimension in 2025 are outlined below:

Protected Areas

i. Government repealed Environment Protection (Mining in Forest Reserves) Regulations, 2022 (L.I. 2462) which granted power to the President to authorise mining in forest reserves in the country.

Minerals Extraction

i. Gold production increased by 19.4 percent to 6.04 million ounces in 2025, consolidating Ghana's position as Africa's leading gold producer and almost doubling the value of mineral output to US$20.9 billion.

ii. Government significantly escalated the fight against illegal mining by revoking over 300 mining licences, deploying anti-galamsey task forces, and reclaiming control of nine forest reserves previously under illegal occupation.

Water Resource Management

i. Water quality showed slight improvement from 56 percent in 2024 to 56.2 percent in 2025, indicating early gains from intensified anti-illegal mining interventions, although water stress worsened and remains a major national concern.

Environmental Pollution

i. Environmental compliance improved substantially, with industries complying with environmental permitting requirements increasing to 19,580, the highest level recorded over the medium term.

Deforestation, Desertification and Minerals Extraction

i. About 26.3 million tree seedlings were planted under the Tree for Life Initiative, demonstrating one of the largest national landscape restoration efforts in recent years.

ii. Ghana became the first country in Africa and the second globally to issue Forest Law Enforcement, Governance and Trade (FLEGT) licences, strengthening international confidence in the country's sustainable timber trade.

Climate Change and Variability

ii. Climate action accelerated through the onboarding of 68 carbon market projects, positioning Ghana as a leader in emerging climate finance opportunities.

Transportation

i. The Big Push Infrastructure Programme was rolled out with contracts worth approximately GH¢50 billion awarded for 50 projects covering 1,144 km.

ii. Maritime trade rebounded strongly, with container traffic increasing by 67 percent and cargo throughput by 68 percent, reinforcing Ghana's position as a regional logistics and trade hub.

iii. International passenger traffic reached a record 2.54 million passengers, reflecting growing investor confidence, tourism recovery, and stronger international connectivity.

Information and Communication Technology Development

i. Internet penetration increased to 85.6 percent in 2025, whilst broadband capacity expanded significantly, accelerating Ghana's digital transformation agenda.

Energy and Petroleum

i. National electricity access increased to 89.1 percent in 2025, bringing Ghana closer to universal access and improving opportunities for economic inclusion.

ii. Renewable energy capacity expanded with additional solar investments and major policy reforms supporting the energy transition.

Human Settlements

i. Spatial planning coverage expanded significantly, with the proportion of MMDAs having Spatial Development Frameworks increasing from 13.4 percent in 2024 to 19.9 percent in 2025, strengthening the foundation for more orderly urban development.

ii. Major reforms were introduced through the launch of revised Zoning Guidelines and Planning Standards, improving the regulatory framework for land use planning nationwide.

iii. Digital transformation of spatial planning and land administration advanced through the redevelopment of the Land Use Planning and Management Information System (LUPMIS) and continued digitisation of land records.

Land Administration and Management

i. Land administration reforms improved service delivery, with land title registrations meeting statutory timelines and thousands of new land certificates issued.

2.3.3 Progress of Implementation

This section reviews progress of implementation in the focus areas including: protected areas; minerals extraction; water resource management; coastal and marine management; environmental pollution; deforestation, desertification and soil erosion; drainage and flood control; transport; energy; ICT; and land administration.

2.3.3.1 Protected Areas

The coverage of protected areas remained unchanged in 2025 at 15.06 percent, the same level recorded in 2023 and 2024. Similarly, the proportion of degraded forest reserves also remained constant at 33.73 percent over the same period. Whilst this stability suggests continuity in conservation designation, the ecological integrity of these areas continued to face significant pressure from illegal activities, particularly illegal mining "galamsey", illegal logging, and charcoal production within forest reserves and wildlife protected areas.

These human-induced pressures, compounded by environmental stresses such as recurrent wildfires and increasingly erratic rainfall patterns, have made it difficult to sustain reforestation efforts and establish new forest plantations at scale. In response, the Forestry Commission intensified its monitoring and oversight activities, undertaking extensive field inspections across both on-reserve and off-reserve planting sites to assess seedling survival and growth performance. Enforcement actions were also strengthened through coordinated operations with national security agencies, leading to the successful regain of control of nine forest reserves in the Red Zone, including Jimira & Jimira Extension, Asenanyo River, Afao Hills, Offin Shelter, Desiri, Anhwiaso East, Anhwiaso South, Subri River and Tano Anwia.

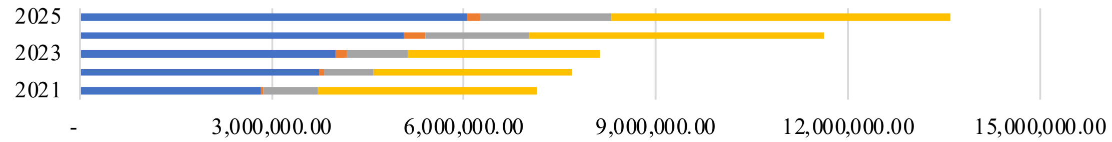
Alongside conservation and enforcement measures, Ghana's ecotourism sector recorded strong growth, attracting 530,270 visitors by the end of 2025. This performance, supported by infrastructure upgrades at key sites such as Shai Hills Resource Reserve and Mole National Park, contributed to the sector surpassing its annual target of 500,000 visitors, whilst reinforcing its role in linking conservation with economic opportunity.

Reforestation remains a central pillar of national restoration efforts under the Tree for Life Reforestation Initiative. By the end of 2025, 26.3 million out of 30 million targeted tree seedlings had been planted. This progress signals a sustained national commitment to restoring degraded landscapes and strengthening long-term ecological resilience.

2.3.3.2 Minerals Extraction

Ghana consolidated its position as Africa's leading gold producer in 2025, supported by a strong production growth and improved regulatory oversight. As shown in Figure 2.3.1, gold output increased by 19.4 percent to 6,041,922 ounces whilst its total value of production nearly doubled from US$ 11.2 billion in 2024 to about US$ 20.9 billion in 2025, driven by higher production volumes and strong global gold prices averaging over US$ 3,000 per ounce. Despite mixed performance from other minerals, the sector continued to play a major role in the economy. It directly supported over 1.14 million jobs, with small-scale gold mining alone accounting for about 1.1 million livelihoods and further sustained indirectly an estimated 3 million jobs through the wider economic linkages.

Figure 2.3.1: Minerals Sector Performance, 2021-2025



	2021	2022	2023	2024	2025
Gold	2,822,190.00	3,731,535.00	3,989,792.00	5,059,239.00	6,041,922.00
Diamond	54,175.00	82,252.00	180,141.00	332,298.00	197,234.00
Bauxite	839,465.00	773,213.00	959,601.00	1,618,162.00	2,065,197.00
Manganese	3,418,218.00	3,103,388.00	2,990,650.00	4,615,619.00	5,287,896.00

Gold Diamond Bauxite Manganese

Source: Ministry of Lands and Natural Resources, 2025

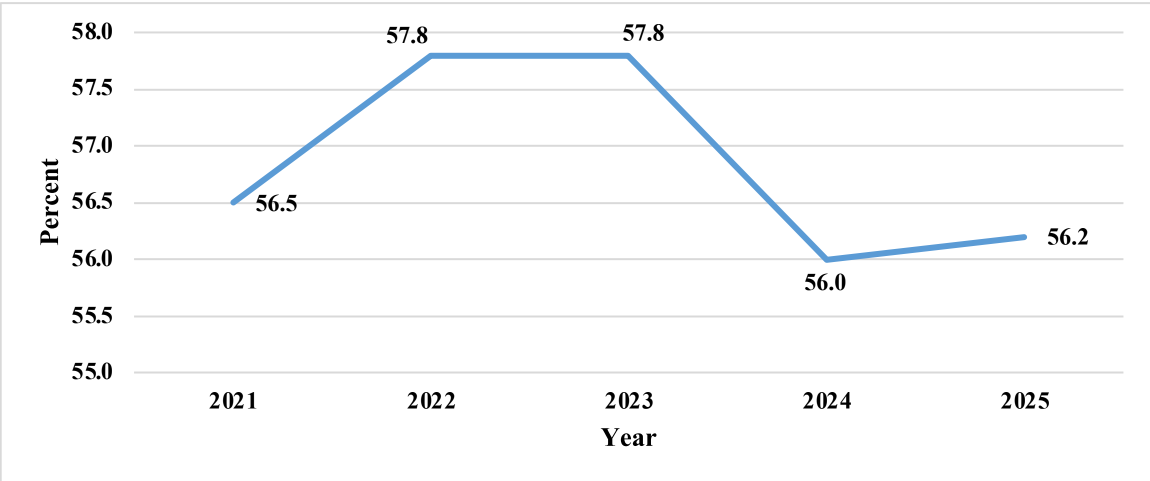
However, the sector continues to face serious challenges from illegal mining, which threatens environmental sustainability and resource governance. In response, Government repealed Environment Protection (Mining in Forest Reserves) Regulations, 2022 (L.I. 2462) which granted power to the President to authorise mining in forest reserves in the country. Government also strengthened enforcement through a comprehensive review of mining licences, leading to the revocation of 300 licenses over compliance issues. Critical water bodies and forest reserves were also designated as high-security zones, whilst stricter controls were introduced on mining equipment, including the enforcement of mandatory import approvals and GPS tracking of excavators and other earth-moving equipment used for mining operations.

Coordination was further enhanced through the establishment of the National Anti-Illegal Mining Operations Secretariat (NAIMOS), which deployed 1,000 officers nationwide, alongside the Blue Water Guard Initiative also deploying 983 personnel to protect rivers and wetlands. These efforts were complemented by the launch of the Responsible Cooperative Mining and Skills Development Programme (rCOMSDEP) to formalise small-scale mining and provide alternative livelihoods, with pilots underway in Obuasi, Bibiani, and Anwia-Teleku Bokazo.

2.3.3.3 Water Resource Management

Pollution and degradation of the nation's raw water sources remain a growing concern. The proportion of water bodies with good ambient water quality declined from 57.8 percent in 2023 to 56.0 percent in 2024, before improving marginally to 56.2 percent in 2025 as shown in Figure 2.3.2. This slight recovery suggests that Government's efforts to curb illegal mining are beginning to yield positive results. In addition, Government has sustained rigorous monitoring of turbidity levels, an increasingly critical intervention as high pollution levels raise water treatment costs and threaten the affordability of safe water supply services for the growing population.

Figure 2.3.2: Proportion of water bodies with good ambient water



Source: Ministry of Work, Housing and Water Resources 2025 APR

Ghana's declining water availability remains a concern. Between 2021 and 2025, renewable water resources per capita fell from 1,725m³/person in 2021 to 1,611.75m³/person in 2025. This places Ghana below the United Nations water scarcity threshold of 1,700m³/person, indicating increasing pressure on the country's water resources.

2.3.3.4 Coastal and Marine Management

Ghana's coastline, stretching approximately 550 km, continues to face significant climate-induced risks. Current assessments show that about 377 km (68.5%) of the shoreline is highly vulnerable to climate change impacts. Over the medium term, the length of coastline protected moved from 3.2 km recorded in 2022 to 1.67 km in 2023, and then 2.59 km in 2024, and finally stood at 1.78 km at the end of the medium term in 2025. Several communities are already experiencing severe effects, including near-total coastal destruction in Fuveme in the Volta Region, erosion and tidal impacts in the historic town of Keta and the Ada Foah estuary, and increasing vulnerability in low-lying areas such as Gleefe and Dansoman in Greater Accra. Shama and parts of Cape Coast in the Western and Central Regions respectively are also experiencing ongoing shoreline retreat. These conditions are driven by intensified flooding, coastal erosion, and erratic rainfall, posing serious risks to public infrastructure, ecosystems, and livelihoods.

In response, Government has strengthened coastal resilience and marine conservation efforts. A key milestone was the Cabinet approval of Ghana's first Marine Protected Area at Greater Cape Three Points in the Western Region in 2025, aimed at safeguarding marine biodiversity and supporting sustainable fisheries livelihoods. In addition, Coastal Protection Works continued to advance across the coastal belt, with major interventions underway in areas such as Aboadze–Shama, Dansoman, Ningo-Prampram, Anomabu, Komenda, Elmina, Cape Coast, Dixcove and Blekusu. With a current average completion rate of 67 percent, these interventions are helping to reduce erosion risks and protect vulnerable coastal communities whilst strengthening long-term climate resilience.

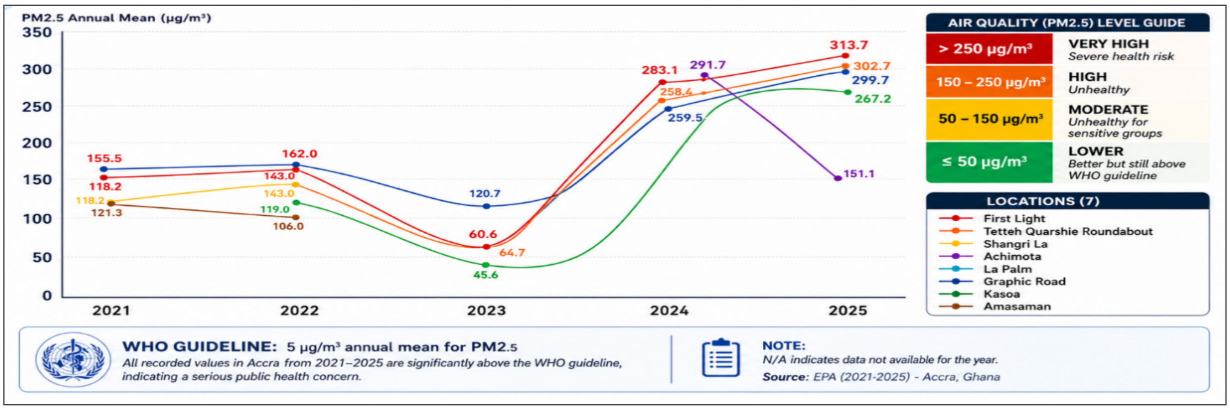
2.3.3.5 Environmental Pollution

Ghana recorded significant improvements in environmental governance and industrial compliance within the medium-term (2022-2025). The number of industries complying with Environmental Assessment (EA) and permitting requirements increased from 14,521 in 2023 to 15,433 in 2024 and further to 19,580 in 2025. This progress was largely driven by the expanded presence of the Environmental Protection Authority (EPA), which now operates in 30 districts and 18 area offices. During the period, the EPA conducted 69 nationwide compliance exercises across key sectors, including energy, mining, hospitality, and chemicals in accordance with the Environmental Assessment Regulations, 1999 (LI 1652). Additional oversight included the auditing of 41 e-waste recycling facilities, monitoring of 164 industries for effluent discharges, and enforcement actions against non-compliant operators.

Air quality monitoring across selected sites showed that $PM_{2.5}$[4] concentrations remained high and above WHO standards as shown in Figure 2.3.3. The EPA is implementing the Ghana Online Continuous Emissions Monitoring System (GOCEMS), a real-time industrial emissions tracking platform to track ambient noise levels, effluent discharge and air pollutants. The system enhanced the response time of the Authority to address pollution issues from industry. The process when fully operational in 2026 will also enhance environmental governance in the country.

4 PM2.5 is measurement of microscopic airborne particles. PM2.5 refers to particles ≤ 2.5 micrometers in diameter (fine dust). Because these particles are smaller than a human hair, they can be inhaled deep into the lungs.

Figure 2.3.3: Air Quality Assessment at Selected Sites in Accra



Source: EPA

Environmental management was further strengthened through targeted climate and waste management actions. The oil and gas sector achieved full compliance with environmental regulations, whilst the agricultural sector reached 76 percent compliance coverage. Thirteen sectors also integrated climate change mitigation and adaptation measures into their operations, reflecting growing institutional responsiveness to climate risks. In addition, 927 tonnes of e-waste were collected, and 194 local government staff were trained in safe waste management practices. By the end of 2025, EPA monitored 19,079 undertakings, and restored nearly 3,813.23 hectares of degraded land, reinforcing national efforts to balance industrial growth with environmental sustainability.

2.3.3.6 Deforestation, Desertification and Soil Erosion

Ghana's forestry sector continued to face significant pressures in 2025, with a deforestation rate of 21.8 percent, reflecting persistent strain on forest resources. Natural forest timber harvesting also remained within sustainable limits across both on- and off-reserve areas, with total harvest volumes reaching 1,703,825.48 cubic metres, representing 85 percent achievement of the Annual Allowable Cut (AAC) threshold of 2,000,000 cubic metres. Also, plantation timber harvesting reached 278,570 cubic metres from both on and off reserve areas during the year under review.

The Government and stakeholders intensified restoration and plantation establishment efforts. Thus, a total of 20,111.7 hectares of degraded forest landscapes were established, with both public and private sectors contributing and supporting plantation establishment activities. Timber exports reached 216,937 cubic metres, valued at €98.3 million, achieving 72 percent and 66 percent in both volume and value as compared to the annual target of 300,000 cubic metres in volume and €150 million in value, respectively.

A major milestone was also achieved with the issuance of Ghana's Forest Law Enforcement, Governance and Trade (FLEGT) licences in August 2025, making the country the first in Africa and second globally, after Indonesia, to implement this system, thereby strengthening credibility in sustainable timber trade and improving market access for legally verified forest products. At the end of the year, the Forestry Commission successfully issued 342 FLEGT licenses to 22 European Union (EU) countries.

2.3.3.7 Climate Variability and Change

Ghana's transition to a green economy continues to face challenges, including low climate awareness, limited institutional capacity, difficulties in accessing clean technologies, and weak enforcement of environmental regulations. These constraints have slowed climate action, contributing to a 7.8 percent increase in greenhouse gas emissions from 51.2 $MtCO_{2e}$ in 2022 to 55.5 $MtCO_{2e}$ in 2025. The contributors to rise in greenhouse gas emissions were agriculture, land use change and forestry, energy, industry, transport and household activities.

Despite these challenges, progress has been made. Government strengthened climate action at the local level through capacity building for MMDAs and advanced the EPA's online services system, which is about 90 percent complete. Under Article 6 of the Paris Agreement, Ghana allocated 24 million tonnes of its mitigation quota and onboarded 68 climate projects in areas such as clean cooking, sustainable agriculture, waste management, and electric mobility. In addition, the Circular Economy Framework for Plastics provided US$331,000 in grants to 11 SMEs, supporting biodegradable material production and creating about 7,000 jobs.

2.3.3.8 Transportation: Road, Rail, Air, and Water

Road

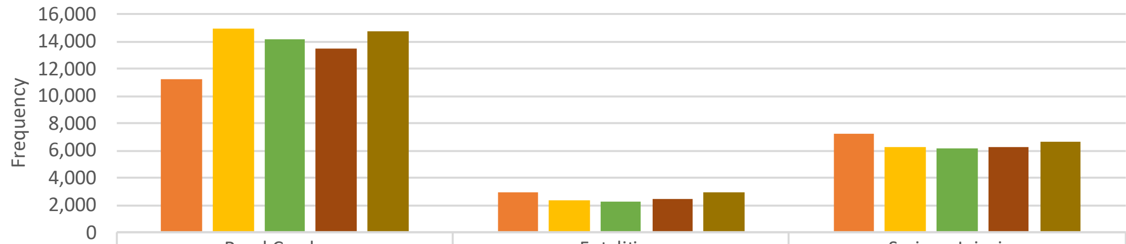
Ghana's road network remained unchanged at 94,203 km during the reporting period, comprising 15.9 percent trunk roads, 30.2 percent urban roads, and 53.9 percent feeder roads. The absence of a recent road inventory survey by the Ministry of Roads and Highways limits the ability to determine the current extent and condition of the national road network.

Road network performance remained below target over the 2022–2025 period. The proportion of roads in good condition never exceeded 50 percent, peaking at 48 percent in 2023, underscoring the need for sustained maintenance and rehabilitation. Similarly, road maintenance coverage fluctuated, declining from 34 percent in 2022 to 30 percent in 2023 before improving to 37 percent in 2024 and 56 percent in 2025. Despite this progress, maintenance coverage remained well below the 75 percent target, highlighting the need for more predictable and sustained investment in road infrastructure.

To address infrastructure gaps and improve connectivity, government continued to invest in road infrastructure. Key projects include the Tema–Aflao Phase I Road (52% complete), Sekondi-Takoradi roads rehabilitation (91%), Suame Interchange (74%), and the Ofankor–Nsawam Road dualisation (78%). These efforts were complemented by the Big Push Infrastructure Programme, under which contracts worth GH¢ 50 billion were awarded for 50 projects covering 1,144 km in 2025. Collectively, these investments demonstrate Government's commitment to enhancing transport infrastructure, facilitating trade, and promoting regional integration.

In 2025, road crashes increased by 9.3 percent, fatalities rose by 18.2 percent, and serious injuries increased by 7 percent as shown in Figure 2.3.4. The worsening trend is driven by road user indiscipline, weak enforcement of traffic regulations, and growing use of motorcycles for commercial transport with limited compliance with safety requirements.

Figure 2.3.4: Road accident statistics, 2021-2025



	Road Crashes	Fatalities	Serious Injuries
2021	11,207	2,890	7,237
2022	14,960	2,373	6,276
2023	14,135	2,276	6,164
2024	13,489	2,494	6,243
2025	14,743	2,949	6,686

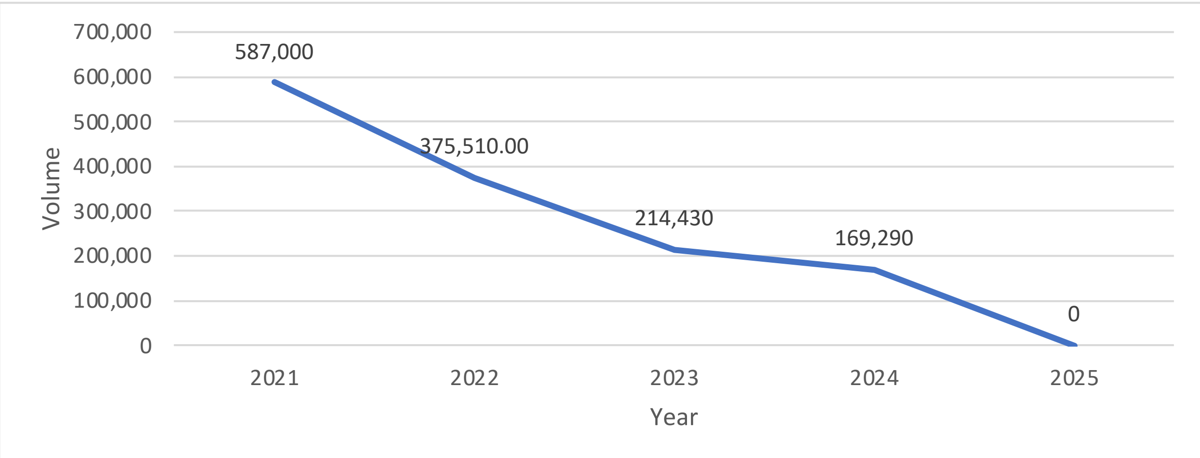
Source: Ministry of Transport 2025 APR

Rail

Ghana's railway sector recorded mixed results between 2022 and 2025. Passenger traffic surged from 87,950 in 2021 to 271,380 in 2022 but declined to 102,070 by 2024 before recovering slightly to 108,430 in 2025. The improvement in 2025 was supported by passenger services on the Accra–Tema section of the Eastern Railway Line and the introduction of passenger operations on the Tema–Afienya segment of the Tema–Mpakadan standard gauge railway.

Freight traffic on Ghana's railway network declined sharply over the medium term, falling from 375,510 tonnes in 2022 to 169,290 tonnes in 2024 before dropping to zero in 2025 as shown in Figure 2.3.5 following the closure of the Western Railway Line on 1 January 2025. The cessation of freight services reflects the deteriorating condition of the narrow-gauge network and rolling stock, which had limited operations primarily to the haulage of manganese ore.

Figure 2.3.5: Freight (goods) traffic by rail ,2021-2025



Source: Ministry of Transport 2025 APR

Air

Ghana's aviation sector recorded strong growth between 2021 and 2025, reflecting increased passenger demand, improved connectivity, and continued investments in airport infrastructure. International passenger traffic doubled from 1.27 million passengers in 2021 to 2.54 million in 2025, whilst international aircraft movements increased by 27.2 percent from 21,274 to 27,062 over the same period as shown in Table 2.3.1.

Domestic aviation performance also improved in 2025, with domestic passenger traffic increasing by 25.0 percent, whilst domestic aircraft movements grew by 21.8 percent. The growth was supported by increased airline operations and improved services on key domestic routes.

Air freight volumes recovered steadily from 38,998 tonnes in 2022 to 44,826 tonnes in 2025. However, freight throughput remained below the 2021 baseline of 50,446 tonnes, indicating the need for further improvements in cargo handling and logistics services.

Table 2.3.1: Air Transport Sector Statistics, 2021-2025

Indicators	2021 (Baseline)	2022	2023	2024	2025
Domestic aircraft movement	16,596	19,343	17,786	19,243	20,208
International aircraft movement	21,274	24,627	26,072	27,019	27,062
Domestic passengers (No.)	722,721	852,101	775,662	862,727	903,227
International passengers (No.)	1,269,898	1,800,341	2,138,999	2,349,024	2,540,725
Freight movement (tonnes)	50,446	38,998	40,774	42,767	44,826

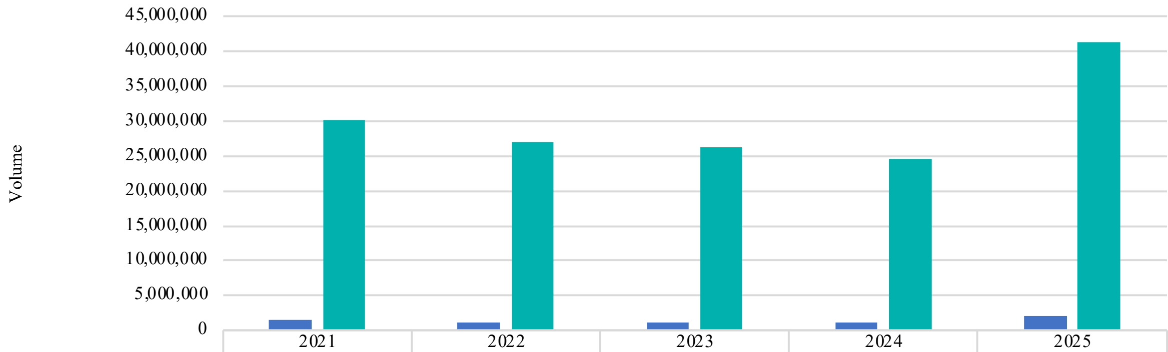
Source: Ministry of Transport 2025 APR

Water

Ghana's maritime sector recorded a strong rebound in 2025, with container traffic increasing by 67 percent whilst total cargo throughput rose by 68 percent as shown in Figure 2.3.6. This rebound highlights the growing role of Ghana's ports in facilitating regional and international trade. Transit cargo through Ghana's seaports also recorded steady growth, increasing from 1.66 million tonnes in 2022 to 2.30 million tonnes in 2025, a cumulative rise of 34.8 percent.

Port performance, however, was mixed. Vessel turnaround time at Takoradi Port improved from 132.2 hours in 2024 to 111 hours in 2025, whilst turnaround time at Tema Port increased from 107.6 hours to 130 hours due to rising cargo volumes and operational pressures. These trends underscore the need for continued investments in port infrastructure and operational efficiency, particularly at Tema, to enhance Ghana's competitiveness as a regional maritime hub.

Figure 2.3.6: Maritime Traffic, 2021-2025



	2021	2022	2023	2024	2025
Container Traffic (TEU)	1,562,000	1,244,245	1,226,635	1,231,040	2,057,771
Cargo Traffic (Tonnes)	30,088,625	27,033,223	26,229,381	24,516,797	41,218,492

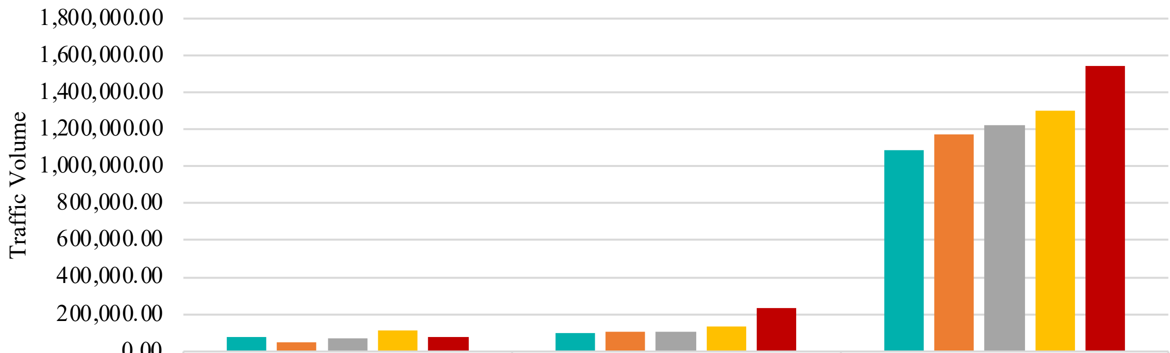
Container Traffic (TEU) Cargo Traffic (Tonnes)

Source: Ministry of Transport 2025 APR

Ghana's inland water transport sector recorded generally positive growth in 2025, driven by increased passenger and vehicle traffic on the Volta Lake. As shown in Figure 2.3.7, passenger volumes rose steadily from 1.17 million in 2022 to 1.41 million in 2025, whilst vehicle transport increased by 45 percent over the period to a record 154,368 vehicles, reflecting growing demand for inland water transport services.

In contrast, freight traffic declined by 28.2 percent after peaking in 2024. To enhance safety and service delivery, the Ghana Maritime Authority intensified vessel inspections, certifying 2,490 vessels and rescuing 64 distressed boats. The restoration of ferry services along the Eastern and Western corridors also improved accessibility, safety, and reliability within the inland water transport system.

Figure 2.3.7: Inland Water Traffic, 2021-2025



	Freight(Tonnes)	No. of Vehicles	Passenger
2021	79,751.95	100,932	1,090,607
2022	45228.81	101,815	1,173,233
2023	67,495.33	105,083	1,223,536
2024	111,128.08	132,380	1,304,937
2025	79,814.22	233,739	1,540,683

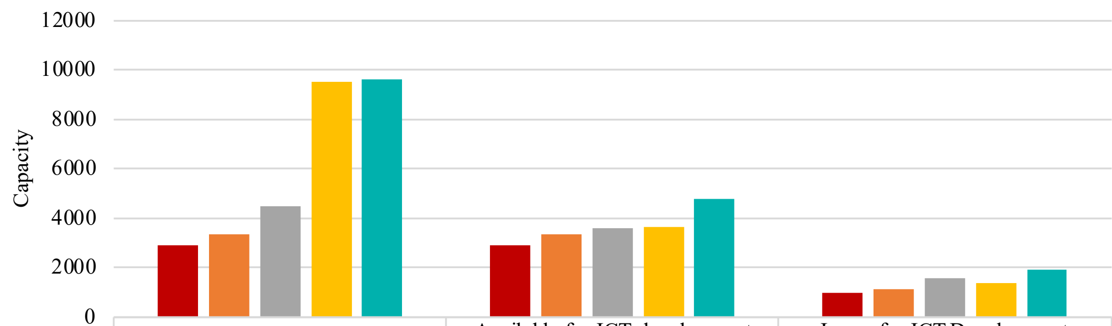
Source: Ministry of Transport 2025 APR

2.3.3.9. Information and Communication Technology Development

Ghana's ICT sector recorded strong growth over the medium term, driven by expanding digital infrastructure and increased connectivity. Internet penetration rose from 77.8 percent in 2022 to 85.6 percent in 2025, whilst the subscriber base grew by 27.1 percent to 28.9 million users. The gains recorded were supported by infrastructure maintenance and upgrades undertaken across key ICT institutions, including the National Information Technology Agency and Ghana Dot Com Limited. However, the number of Internet Service Providers decreased from 11 to 10 over the period.

Broadband capacity expanded significantly, with total national capacity increasing from 2,905 Gbps in 2021 to 9,606 Gbps in 2025. Capacity available for ICT development reached 4,803 Gbps, exceeding the 2025 target of 4,010 Gbps, whilst capacity in use increased to 1,921 Gbps, also surpassing its target of 1,526 Gbps as shown in Figure 2.3.8. In addition, local backbone capacity grew substantially from 915 Gbps in 2021 to 75,254 Gbps in 2025, reflecting sustained investments in fibre infrastructure and digital connectivity. Overall, these trends pointtoastrengtheningdigitalecosystem, although significant broadband capacity remains underutilised.

Figure 2.3.8: National Broadband Capacity 2025



	Total Broadband capacity (Gbps)	Available for ICT development (Gbps)	In use for ICT Development (Gbps)
2021	2905	2,905	981.2
2022	3,340.79	3,340.70	1,128.38
2023	4,500	3,600	1,544
2024	9,530	3,646	1,388
2025	9,606	4,803	1,921

Source: Ministry of Communication Digital Technology and Innovation 2025 APR.

2.3.3.10. Science, Technology and Innovation

Ghana made notable progress in strengthening science, technology and innovation in 2025. Research findings adopted by industry increased from 200 in 2024 to 252 in 2025, whilst businesses integrating research and development into production processes rose from 38 to 50, reflecting stronger linkages between research institutions and industry. However, Gross Domestic Research and Development (R&D) Expenditure declined from 1.0 percent of GDP in 2021 to 0.39 percent in 2025.

Further gains were achieved through applied research and technology development initiatives led by Council for Scientific and Industrial Research (CSIR). These included the preservation of 5,774 plant species to promote biodiversity conservation, development of two post-harvest and eight food-processing technologies, and the distribution of agro-processing equipment to support value addition. Progress was also made in research infrastructure, with the Foundry and Machine Tooling Centre reaching 95 percent completion of foundry works and 76 percent completion of machine tooling works, strengthening Ghana's industrial research and manufacturing capacity.

2.3.3.11. Energy and Petroleum

Electricity Access Rate

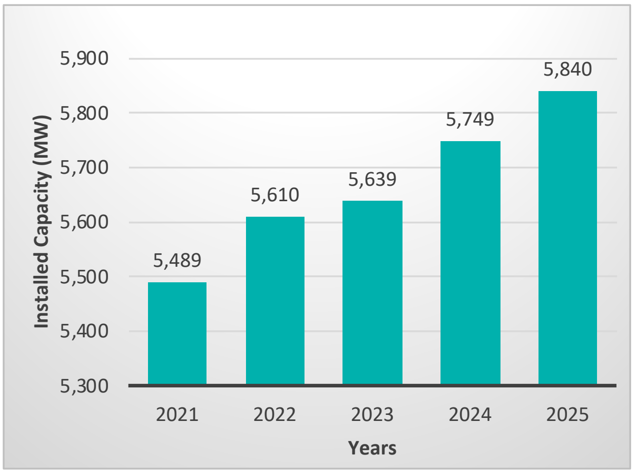
Ghana's electricity access improved from 87.0 percent in 2022 to 89.13 percent in 2025, largely supported by the National Electrification Programme. However, significant regional disparities persist, with near-universal access in Greater Accra (99.4%) contrasting sharply with Savannah Region (68.91%) in 2025, highlighting over a 30-percentage point gap in access. At the household level, access averaged 87.9 percent over the period, despite a slight dip to 86.8 percent in 2022.

Installed and Available Capacity

Ghana's installed electricity generation capacity increased from 5,489 MW in 2021 to 5,840 MW in 2025, reflecting modest annual growth of about 1.6 percent. The energy mix remains heavily thermal-based (70%), followed by hydro (27%) and a limited renewable share (3%), indicating slow diversification of the generation portfolio.

Of the total capacity, 4,968 MW is dependable, leaving a capacity gap of 872 MW and an availability rate of about 85 percent. This structure exposes the power system to fuel supply risks and price volatility, underscoring the need to accelerate investment in renewable energy and strengthen diversification to enhance long-term energy security and fiscal stability.

Figure 2.3.9: Installed Capacity (MW), 2021-2025



Source: 2026 National Energy Statistical Bulletin, Energy Commission

Customer Average Interruption Duration Index (CAIDI)

The Customer Average Interruption Duration Index (CAIDI)[5] remained stable across 2024 and 2025 for both ECG and NEDCo distribution areas. For ECG, customers experienced an average of 1.8 hours of outages per year in metropolitan areas, 2.1 hours in urban areas, and 2.22 hours in rural areas. NEDCo recorded lower interruption durations, with metropolitan areas averaging 1.4 hours and both urban and rural areas averaging 0.8 hours per year.

Transmission and Distribution Loses

Transmission losses in Ghana's electricity system increased from 3.87 percent in 2024 to 4.02 percent in 2025, remaining just below the PURC benchmark of 4.1 percent. On the distribution side, losses declined modestly, with ECG reducing losses from 27.1 percent to 26.9 percent and NEDCo from 31.3 percent to 27.8 percent over the same period. Despite these gains, distribution loss levels remain significantly high for both utilities.

5 Customer Average Interruption Duration Index (CAIDI) refers to the average number of hours of outages customers experience in a year.

Renewable Energy

Ghana's renewable energy sector made modest progress in 2025, with the addition of 50 MW of solar generation capacity, increasing total installed renewable energy capacity to 183 MW as shown in Table 2.3.2. Consequently, the share of renewables in the national energy mix rose from 2 percent in 2021 to 3 percent in 2025. Despite this improvement, the current share remains significantly below the national target of 10 percent by 2030, highlighting the need to accelerate renewable energy deployment.

Government advanced several initiatives to support the energy transition, including approvals for the 200 MW Sunon Asogli Solar Project, the 50 MW Yendi Solar Project, and a 9 MW wind power project by Antvoskov–Mikeal Wind. The Scaling Up Renewable Energy Project (SREP) was also launched, whilst the Renewable Energy Master Plan (REMP) was reviewed to strengthen long-term sector planning.

Table 2.3.2: Generation Capacities for Other Renewables in Ghana as at 2025 (MW).

On-grid	Installed Capacity	Dependable Capacity[6]
Navrongo Solar Plant	2.5	NA
Lawra Solar Plant	6.5	NA
Kaleo Solar Plant	28.0	NA
BXC Solar	20.0	NA
Meinergy	20.0	NA
Bui Solar	105.0	NA
Safisana Biogas	0.1	0.1
Total	**183**	**0.1**

Source: 2026 National Energy Statistical Bulletin, Energy Commission.
***Note:** NA - data not available as at the time of reporting*

Oil and Gas Production

Ghana's oil and gas sector remained a major contributor to the energy mix in 2025, with crude oil production reaching 24.8 million barrels between January and September and gas output remaining strong at 179,542 MMSCF. Operational upgrades at the Offshore Cape Three Points (OCTP), Jubilee and TEN fields increased gas production capacity, whilst domestic petroleum product production nearly doubled from 450 kt in 2024 to 880 kt in 2025 following the commissioning of the Sentuo Oil Refinery.

Despite these gains, the sector faces energy security challenges. Crude oil production has declined by nearly 50 percent since 2019, whilst strategic petroleum reserves improved from one week in 2021 to three weeks in 2025 but remained below the six-week national target. To enhance sector resilience, Government amended the National Petroleum Authority Act in 2025 to support local content legislation in the downstream sector, aimed at strengthening domestic participation and improving sector resilience.

6 Dependable capacity refers to the maximum power output that a power plant can reliably and consistently deliver at nominal ambient conditions, as demonstrated in a performance test report

Financial Capacity and Sustainability

The financial sustainability of the energy sector improved significantly in 2025 following reforms to the Cash Waterfall Mechanism (CWM), which enhanced revenue collection and reduced leakages. As a result, ECG's average monthly revenue increased from GH¢900 million in 2024 to GH¢1.7 billion in 2025. This improvement was supported by full compliance with the CWM and the operationalisation of a Single Holding Account, strengthening financial management and the utility's capacity to meet its obligations. Additionally, the renegotiation of Power Purchase Agreements with Independent Power Producers (IPPs) generated savings of approximately US$250 million and reprofiled US$1.1 billion in obligations, further enhancing the financial sustainability of the energy sector.

2.3.3.12. Human Settlements Development and Housing

Human Settlements

Government strengthened efforts to promote orderly and sustainable human settlements in 2025 through improved spatial planning frameworks and development management systems. Key milestones included the revision and launch of the Zoning Guidelines and Planning Standards and the Manual for the Preparation of Spatial Plans, as well as the redevelopment of the LUPMIS, which reached 30 percent completion.

Spatial planning coverage also improved, with the proportion of MMDAs possessing Spatial Development Frameworks increasing from 13.4 percent in 2024 to 19.9 percent in 2025, whilst 18.8 percent had Structure Plans in place. Additional planning efforts were also initiated across multiple regions, including Western North, Bono, Volta, Bono East, Ahafo, Eastern, Savannah, and Northern Regions under the Ghana Secondary Cities Support Programme. Further support from the Ghana Landscape Restoration and Small-Scale Mining Project resulted in the preparation and approval of 11 district-level Spatial Development Frameworks such as the approved SDF for the Sene West District as shown in Figure 2.3.10, initiation of planning in coastal districts under the West Africa Coastal Areas Resilience Investment Project (WACA ResIP 2), and the development of a draft Local Plan covering about 2,200 acres in selected communities in Yilo Krobo Municipality as shown in Figure 2.3.11. Collectively, these interventions are strengthening spatial coordination and laying the foundation for more orderly urban and rural development.

Figure 2.3.10 Sene West Spatial Development Framework

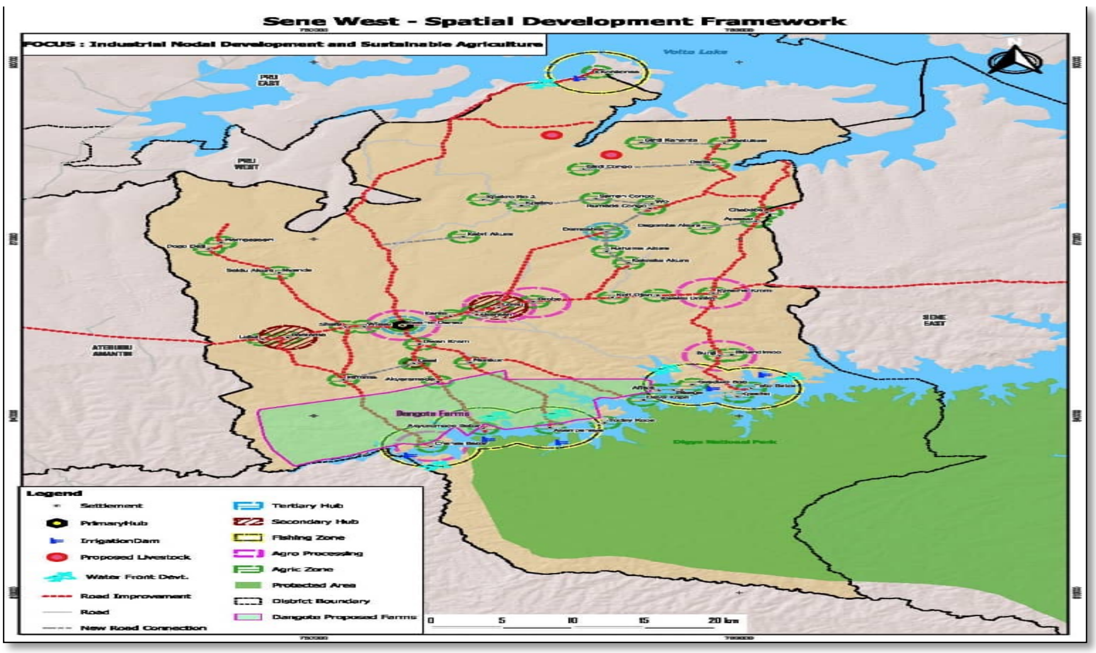
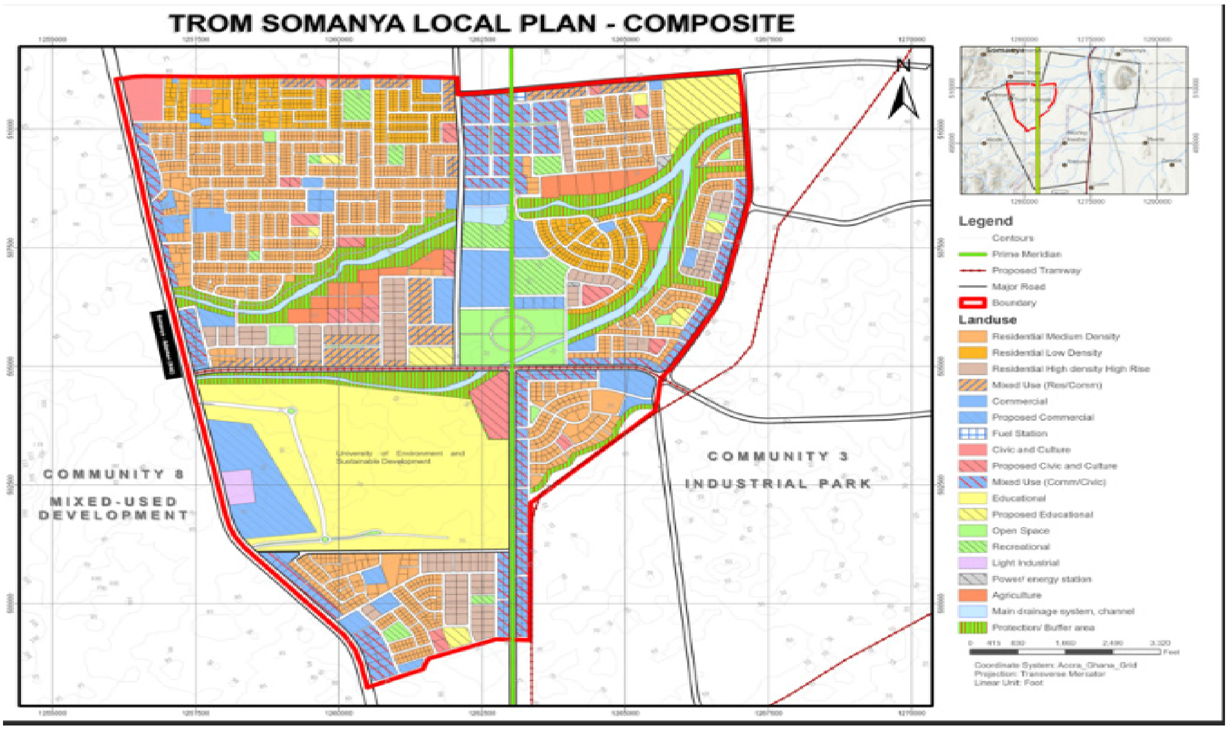


Figure 2.3.11 Somanya Local Plan



Housing

Government continued implementing the National Housing Policy in 2025 through a combination of public housing delivery, redevelopment initiatives and housing finance interventions aimed at improving access to decent housing. Efforts focused on advancing affordable housing projects, including the ongoing housing developments at Kpone and Tema, the continuation of the Rental Assistance Scheme, and measures to revive the stalled Saglemi Affordable Housing Project through a public-private partnership arrangement. State-led housing delivery also continued through institutions such as the State Housing Company (SHC), Tema Development Corporation (TDC) and Social Security and National Insurance Trust (SSNIT), which remained key actors in the provision of residential housing, particularly in urban centres.

Despite these efforts, housing affordability remained a major challenge. Although Ghana's housing deficit is estimated at about 1.8 million units, the challenge extends beyond housing supply to the ability of households to access and finance available housing. Rising construction costs, high mortgage interest rates, limited access to long-term housing finance, and increasing urban land and infrastructure costs continue to place home ownership beyond the reach of many low and middle-income households. Furthermore, several public affordable housing projects have experienced delays and low completion rates, limiting their contribution to reducing the deficit. Whilst institutions such as TDC, SHC and SSNIT continue to expand housing delivery, overall supply remains insufficient relative to growing urban demand.

2.3.3.13. Rural and Urban Development Management

Government continued to address the challenges of rapid urbanisation in 2025 through investments in urban governance, spatial planning, and resilient infrastructure. Under the Ghana Secondary Cities Support Programme, 33

Municipal Assemblies and over 660 officers were trained on revised physical planning procedures to strengthen development control and urban management. In addition, the Greater Accra Resilient and Integrated Development (GARID) Project supported updated flood hotspot mapping and baseline assessments for 17 Metropolitan and Municipal Assemblies within the Odaw Basin to enhance urban resilience and flood risk management.

Government invested in urban roads, drainage systems, and basic services. In the rural areas, government through the initiatives such as the Gulf of Guinea Northern Regions Social Cohesion (SOCO) Project provided support to improve livelihoods and create jobs in targeted districts. Despite these efforts, weak enforcement of planning regulations, inadequate capacity at the MMDA level, and low public awareness continue to contribute to unplanned urban growth, informal settlements, and increasing environmental vulnerabilities.

2.3.3.14. Construction Industry Development

The construction industry remained a key driver of infrastructure development in 2025, supported by investments in road construction and maintenance, drainage improvement, housing delivery, and major projects under the Big Push Infrastructure Programme. These interventions contributed to improved connectivity, urban development, and access to basic services across the country.

Despite this progress, the sector continues to face significant structural constraints, including rising construction material costs, financing challenges, project delays, and inefficiencies in project execution. A major institutional gap also remains the absence of a comprehensive regulatory framework, as the Construction Industry Development Authority (CIDA) Bill is yet to be enacted to provide stronger oversight and standardisation. In response, key regulatory institutions such as the Architects Registration Council (ARC), Engineering Council, Ghana (ECGh) and the Real Estate Agency Council have intensified their operations in regulating the various aspects of the construction industry relevant to their mandates. Additionally, Government and industry stakeholders are promoting the use of sustainable and locally sourced building materials, alongside climate-resilient and low-carbon construction practices, to improve sector efficiency, reduce import dependence, and support long-term sustainability.

2.3.3.15. Drainage and Flood Control

Flooding remained a major developmental challenge in 2025, causing loss of lives, property and livelihoods, whilst increasing the risk of water-borne diseases in vulnerable communities. In response, Government intensified implementation of the National Flood Control Programme and related drainage interventions to improve stormwater management and reduce flood risks.

In 2025, Government continued with its flood control interventions across the country including the completion of major storm water projects at Weija SCC Barrier (Accra), London Bridge (Cape Coast) and Okere (Mampong). Under the GARID Project, the dredging of the Odaw river continued with related drainage upgrading and repair works at Achimota, Kaneshie, Alogboshie, Akweteyman and Nima. These interventions improved drainage capacity, reduced flood risk, and enhanced environmental sanitation, directly benefiting an estimated 2.5 million residents. Despite these achievements, only 0.52 km (10.4%) of drainage infrastructure was constructed against an annual target of 5 km, highlighting implementation challenges. Nevertheless, the interventions contributed to improved drainage capacity and strengthened urban resilience in vulnerable communities.

2.3.3.16 Infrastructure Maintenance

Although the maintenance sector covers roads, housing, and other public infrastructure, available data for 2025 primarily related to road maintenance activities. During the year, Government intensified routine, periodic, and rehabilitation works on trunk, feeder, and urban roads to preserve road assets, improve mobility, and enhance climate resilience. Maintenance interventions included grading, pothole patching, re-gravelling, resealing, and improvements to drainage and culvert systems, helping to extend road lifespan, improve safety, and reduce infrastructure deterioration.

Progress was also recorded under the Transport Sector Improvement Project (TSIP), implemented with support from the World Bank and the European Union, covering approximately 1,052 kilometres of trunk and feeder roads. Road improvement works in the Upper West Region were completed, substantial progress was achieved in the Bono East Region, and both lots of the Tamale–Tatale Road were completed. These interventions improved connectivity, facilitated access to markets and social services, reduced travel constraints, and supported economic activities, particularly in agricultural and underserved areas.

2.3.3.17. Land Administration

Land administration reforms in 2025 focused on improving the efficiency, transparency, and accessibility of land services through digitalisation and institutional strengthening. Performance in land registration remained stable, on average land title registration was completed in 120-days and deed registration in 30 days. Government also advanced the digital transformation of land administration through the scanning of manual records, geo-referencing, and the development of electronic retrieval systems in selected regions, including Greater Accra, Central, Eastern, and Western. These reforms were complemented by the issuance of 6,436 land title certificates, publication of 5,216 land registration notices, and approval of over 7,000 cadastral and parcel plans, contributing to improved land records management and stronger support for spatial planning.

Government's commitment to modernising land governance was further demonstrated through efforts to operationalise the Land Act, 2020 (Act 1036), aimed at harmonising land administration processes and improving consistency in implementation. Despite this progress, key challenges remain, including delays in registration processes, incomplete digitisation of records, limited decentralisation of land services, and inadequate funding, logistics, and human resource capacity.

2.3.3.18. Zongo and Inner Cities Development

In 2025, the Zongo Development Fund (ZDF) and the Zongo and Inner-City Development Secretariat (ZICDS) implemented interventions aimed at improving education, social inclusion, community infrastructure, and livelihoods in Zongo and Inner-City communities.

The ZICDS recruited, trained, and deployed 5,000 Arabic Instructors nationwide and provided tertiary scholarships to 218 brilliant but needy students, significantly exceeding the annual target of 50 beneficiaries. Additionally, food relief and other forms of support were provided to 500 vulnerable households to strengthen social protection and improve the welfare of disadvantaged groups.

As part of slum upgrading and community development interventions, the ZDF upgraded and completed the Ansarudeen Islamic Basic School Complex at New Fadama, constructed and handed over three mechanised community water systems at Oyibi, Amanfrom and Adjin-Kotoku, and completed a community sports and recreational astro-turf facility at Dunkwa-On-Offin. Community engagement initiatives, including the 2025 Inter-Tribal Soccer Competition, football gala competitions involving

26 Zongo communities, and cultural promotion activities, contributed to social cohesion and youth development. Despite these achievements, implementation was constrained by inadequate budget releases and the absence of capital expenditure funding, which delayed several planned infrastructure and skills development projects.

2.3.4 Key Challenges and Policy Recommendations

Table 2.3.3 summarises key challenges and recommendations for Environment, Human Settlements and Infrastructure

Table 2.3.3: Key Challenges and Recommendations for Environment, Infrastructure and Human Settlements

S/N	FOCUS AREAS	CHALLENGES	RECOMMENDATIONS
1.	Protected Areas	• Illegal activities such as galamsey, illegal logging by armed thugs, and charcoal production in forest reserves and wildlife protected areas • Attacks on the staff of the Forestry Commission by poachers • Encroachment of protected areas, for example, Ramsar sites • Recurrent wildfires • Increasingly erratic rainfall patterns • Inadequate funds for the reclamation and restoration of mined-out sites in Forest Reserves	The Forestry Commission, in collaboration with MLNR, Ghana Army, NDPC, MMDAs, and Traditional Councils should: • review the Forestry Commission Act (Act 571) to transform Forestry Commission into an Authority • establish Forest Reserve Protection Camps in illegal mining and illegal logging hotspots • resource Rapid Response Teams and Forest District field teams to deal with forest offences • explore new sources of forest and wildlife revenues • strengthen the involvement of local communities, CSOs and faith-based organisations in the management of forests and wetlands through mechanisms such as co-management systems

S/N	FOCUS AREAS	CHALLENGES	RECOMMENDATIONS
2.	Minerals Extraction	• Illegal mining • Weak enforcement of environmental and mining laws and regulations • Environmental degradation • Limited value addition to primary products • Inadequate mineral revenue	MLNR, in collaboration with MINCOM, OoP, Parliament, Office of Attorney General, and Minister of Justice, and Traditional Councils should: • ensure mining activities are undertaken in an environmentally sustainable manner • ensure land reclamation after mining operations • protect sensitive areas from pollution and contamination, e.g., groundwater sources and intake of public water supplies • promote mining value-addition by processing minerals • decentralise the mining permitting process
3.	Water Resource Management	• Pollution of water bodies from Illegal mining • Dumping of refuse and sewage in water bodies • Negative impact of climate variability and change	MWHWR, in collaboration with CWSA, WRC, WRI, MEST and its agencies should: • intensify the protection of all major water bodies, tributaries, and major treatment plants • formulate a comprehensive policy for the development of the blue economy • promote community ownership of water resources
4.	Coastal and Marine Management	• increased incidences in tidal surges and major oceanic currents • Coastal erosion • Erratic rainfall • Unauthorized development along the coast • Dumping of raw sewage in the ocean	MWHWR, in collaboration with MEST, WRI, Ghana Hydrological Authority, and its agencies should: • create awareness and capacity of communities to combat coastal erosion • support the development of comprehensive coastal development, planning, and regulatory frameworks • facilitate effective inter-agency coordination of coastal management programmes • integrate nature-based solutions in coastal works such as mangroves and wetlands

S/N	FOCUS AREAS	CHALLENGES	RECOMMENDATIONS
5.	Environmental Pollution	• Non-automation of the Agency's business processes leading to a delay in the issuance of the Environmental Permit. • Low public appreciation of the value of the environment and the need to protect and conserve it. • Industries not fully complying with L.I. 2405 • Weak prosecution of environmental crimes due to the low level of appreciation of environmental crimes by the Security Agencies and the Judiciary • Weak collaboration among institutions regulating the environment • Insufficient Internally Generated Funds (IGF) for compliance monitoring and environmental education.	MEST in collaboration with EPA, MWHWR, MLGCRD, CWSA, WRC, WRI and its agencies should: • finalise the automation process for permit issuance and address database issues among others. • enhance compliance monitoring activities to improve compliance levels • enhance awareness creation for the public and undertakings on environmental issues. • enhance collaboration among environment regulatory Agencies and stakeholders. • promote the use of electric vehicles and improve the mass transportation system to help reduce air pollution caused by the use of fossil fuels. • mandate closure of open dumps and landfill sites whilst investing in engineered landfill sites
6.	Climate Change and Variability	• Degraded landscapes • Increasing Greenhouse gas emissions • Low public awareness of climate issues • Limited technical and institutional capacity to manage climate finance • Difficulties in accessing and transferring clean technologies • Inconsistent compliance with environmental regulations	MEST, in collaboration with EPA and its other agencies should: • intensify awareness creation on climate change • accelerate the implementation of Ghana's Nationally Determined Contributions • develop capacity to manage Global Climate Funds • promote co-financing arrangements for climate change interventions at the local level • enforce strict punitive measures for non-compliant entities

S/N	FOCUS AREAS	CHALLENGES	RECOMMENDATIONS
7.	Deforestation, Desertification, and Soil Erosion	• Annual wildfires affecting plantation establishment. • Grazing by cattle of herdsmen on plantations leading to the destruction of planted seedlings. • Inadequate funding for forest plantation development • Increased incidence of illegal timber operations (illegal chainsawing/illegal logging)	Forestry Commission in collaboration with MLNR, NDPC, MMDAs, and Traditional Councils should: • promote the enforcement of the National Wildfire Management Policy and local bylaws on wildfires • intensify forest plantation establishment and reclamation of degraded landscape • promote the enforcement of local bye-laws on grazing and illegal logging • collaborate with international partners to have more access to the Green Climate Fund for climate change purposes. • ensure progress tracking of planted trees to ensure they survive
8..	Transportation (Road, Rail, Air, Water)	• Poor road conditions and network • Poor maintenance culture • Traffic congestion in major cities • Inadequate funding for road safety activities • Low commitment and sense of responsibility for road safety • Inadequate inter-modal facilities • Underdeveloped water transport systems • Poor railway network	MRH and MoT, in collaboration with MoF, its agencies, MMDAs, Traditional Councils, and Security agencies should: • expand and maintain the national road network • strengthen the road-based mass transportation system, including extending Bus Rapid Transit (BRT) corridors • rollout an automated traffic enforcement systems under the TraffiTech-GH initiative • establish a road safety fund for promotion of road safety interventions • promote and execute the National Transport Policy • ensure systematic development of all modes of transport for efficient and effective modal choice • improve all transport infrastructure and connectivity to port facilities and supporting infrastructure • intensify the collaboration between, EPA, DVLA and NSRA in the issuance of roadworthy certificates for vehicles with large emissions • strengthen oversight and regulation of driver licensing, driving schools, and private vehicle testing stations to enhance service quality, transparency, and road safety outcomes.

S/N	FOCUS AREAS	CHALLENGES	RECOMMENDATIONS
10.	Information and Communication Technology Development	• Poor access to broadband Services, Quality of Services (QoS) and Quality of experience (QoE) in ICT • High cost of broadband services • Inadequate funding for the sector • Infrastructural gaps in underserved communities • Limited access to technical equipment required for some digital operations	MoCDTI, NCA, in collaboration with, NDPC, and MEST should: • improve telecommunications service quality, affordability, and accessibility • Build an integrated national ICT digital infrastructure • Collaborate with the private sector to increase the broadband, bandwidth, and speed of connections nationwide • Multi-agency collaboration during construction • expand digital infrastructure, • promote increased investment in ICT and digital innovation initiatives
11.	Science, Technology, and Innovation	• Limited utilisation of relevant research outputs • Limited collaboration between public research institutions and industry • Inadequate funding for research and development	MEST, in collaboration with CSIR, MoCDTI, EPA, GAEC, and NDPC should: • strengthen the application of science, technology, and innovation in the implementation of policies, programmes, and projects • promote an enabling environment for strong partnerships with research institutions, academia, and industry • increase investments in research and development to find a local solution to challenges • increase awareness of available research output

S/N	FOCUS AREAS	CHALLENGES	RECOMMENDATIONS
12.	Energy and Petroleum	• Illegal connections • High Electricity generation cost • Inadequate generation of reactive power into the grid • Inadequate Fuel / Gas supply for power generation • Regional disparities in electricity access	MoEn&GT, in collaboration with ECG, NEDCO, TOR, PURC, GRIDCo, GNPC, PEF, NPA, PC, VRA, BPA, BOST, Energy Commission should: • strategise for the implementation of the Ministry's projects and programmes. • adopt high technology and innovation practices in maintenance, metering and billing, project management, research, information dissemination and development of new infrastructure. • establish monitoring system to enhance efficient service delivery • conduct stakeholder engagements on negotiations for gas offtake. • expedite the commencement process for the gas infrastructure project • approve the draft bill for the establishment of Nuclear Power Corporation • establish a formal framework for an ancillary services market that financially compensates generators for providing reactive power support to the grid. • prioritize public-private partnership (PPP) funding and national budgetary allocations toward under-served and remote regions. • accelerate the deployment of decentralized renewable energy systems (e.g., solar mini-grids) in regions where main-grid extension is financially or geographically unviable.

S/N	FOCUS AREAS	CHALLENGES	RECOMMENDATIONS
13.	Human Settlements Development and Housing	• Delays in Cabinet approval of the Land Use and Spatial Planning (Amendment) Bill • Absence of Regional Spatial Development Frameworks (RSDFs) in most regions • Inadequate professional and sub-professional spatial planning staff at the MMDAs • Low levels of public education and awareness on spatial planning issues • Limited incentives for an increased private sector participation in housing delivery, especially for housing targeted at low to middle income • High cost of mortgage	LUSPA and MWHWR in collaboration with MEST, MLGCRA, MLNR, Lands Commission, OHLGS, MMDAs, Academia, Built Environment Professionals/Bodies should: • expedite Cabinet approval of the Land Use and Spatial Planning (Amendment) Bill • leverage digital technologies to support spatial planning nationwide • prioritise the preparation and implementation of RSDFs across all regions • strengthen the capacity of MMDAs through regular training, technical support, and standardised development control procedures • expand the involvement of the state housing institutions in housing delivery in Ghana • expand the mortgage market, including refinancing institutions • explore the opportunity for blended financing for affordable housing provision • expand government investment in off-site and on-site infrastructure for housing development • enhance transparency and public participation in spatial planning by displaying approved spatial plans in strategic public locations • require estate developers, particularly in regional capitals, to incorporate water retention and stormwater management systems into housing developments to strengthen flood resilience and sustainable urban development.

S/N	FOCUS AREAS	CHALLENGES	RECOMMENDATIONS
14.	Urban and Rural Development	• Congestion and overcrowding in urban areas • Persistent rural-urban disparities in access to services • Inadequate coordination among key institutions • Rapid and largely unplanned urbanisation • Haphazard exploitation of rural natural resources	MLGCRA, in collaboration with NDPC, MMDAs, MWHWR, LUSPA and MoF should: • scale up rural development programmes and improve basic service provision in rural areas • strengthen inter-agency coordination frameworks at national and local levels • support implementation of the National Urban Policy and Action Plan and the United Nations New Urban Agenda • facilitate sustainable use and management of natural resources to support the development of rural communities and livelihoods
15.	Construction Industry Development	• Rising construction material costs • Financing challenges • Project delays, and inefficiencies in project execution • Weak regulatory regime of the construction industry • Absence of a Construction Industry Development Authority (CIDA) Bill	MWHWR, in collaboration with MRH, MLGCRA, MMDAs, LUSPA, Ghana Standards Authority, and MoF should: • fast-track enactment and operationalisation of the CIDA Bill • promote local building materials and incentivise domestic production • improve and standardise techniques and material use • promote research and apply modern technology in the construction industry • strengthen coordination among Sector Regulatory Agencies such as the Engineering Council of Ghana, Architects Registration Council, and Real Estate Agency Council to be more effective in regulating the various aspects of the construction industry.

S/N	FOCUS AREAS	CHALLENGES	RECOMMENDATIONS
16.	Drainage and Flood Control	• Perennial Flooding • Overlapping mandates and poor coordination among government agencies and local authorities. • Encroachment due to unauthorised settlements. • Absence of an LI to operationalise the Ghana Hydrological Authority (HYDRO) Act limits the Authority's legal backing to fully execute its mandate, enforce standards, and coordinate effectively with other agencies.	HYDRO, should collaborate with MWHWR and MMDAs to: • ensure the activation and operationalisation of Hydro Fund • fast-track the drafting and passage of a Legislative Instrument to operationalise the Ghana Hydrological Authority ACT,2021 (ACT,1085). • advocate for dedicated budget lines for drainage and flood control within the national budget and other complementary earmarked funds such as DACF. • establish an inter-agency coordination framework • enforce planning regulations and buffer zones along critical drainage channels and remove structures built in waterways.
17.	Infrastructure Maintenance	• Poor maintenance culture • High cost of maintenance	MRH, in collaboration with MLGCRA, NDPC, MMDAs, MWHWR, GREDA, LUSPA, Ghana Standards Authority, Built Environment Professionals, and MoF should: • institute a robust maintenance scheme for the transport system, public office buildings and other critical infrastructure • enforce relevant standards in various sectors to reduce rapid deterioration of public infrastructure • promote adherence to standards in construction

S/N	FOCUS AREAS	CHALLENGES	RECOMMENDATIONS
	Land Administration and Management	• Insecurity of land tenure • Encroachments on state and vested land • Outdated National Land Policy • Poor and Outdated Maps • Indeterminate Land Boundaries • Indiscipline in the Purchase and Sale of Land.	Land Commission, in collaboration with Traditional Authorities, House of Chiefs, MLNR, LUSPA, MWHWR should: • undertake a comprehensive land administration reform programme, leveraging private sector participation to improve efficiency, transparency, accessibility, and service delivery • decentralise Land Administration Services across the Country • enhance infrastructural development for Land Administration. • develop and implement an updated National Land Policy to address emerging land governance challenges • expand digitisation nationwide and integrate land information systems

2.4 Governance, Corruption and Public Accountability

2.4.1 Introduction

Since the return to constitutional rule in 1992, democratic governance in Ghana has shown progress though with inherent challenges. The country has made strides in enhancing political inclusivity and transparency but still faces obstacles such as corruption and institutional weaknesses. There are ongoing efforts to address these issues through various reforms to strengthen accountability and good governance practices. The policies and strategies under the development dimension, governance corruption and public accountability were tailored towards the attainment of the overall goal of maintaining a stable, united and safe country built on efficient institutions, rule of law, freedom, public trust and strong international relations by the year 2025.

2.4.2 Key Performance Indices

The notable highlights in Governance, Corruption and Public Accountability in 2025 are outlined below:

i. Ghana's governance institutions experienced **robust fiscal growth** between 2021 and 2025, underpinning strong continental leadership in governance.

ii. The implementation of Ghana's Constitution Review was revisited and clear proposals were made.

iii. Public safety improved through intensified operations, visible policing, and targeted community interventions, reducing major crimes including murder (8%), rape (6%), armed robbery (17%), and drug trafficking (7%).

iv. National security and border protection were strengthened through the Northern Border Security Programme, with 12 Forward Operating Bases, two Forward Logistics Bases, one Main Logistics Base, and surveillance drones enhancing border monitoring and rapid response.

v. Rehabilitation and reintegration services for inmates were strengthened, with 2,225 inmates benefiting from vocational training programmes and 303 inmates achieving a 100 percent pass rate in the Basic Education Certificate Examination (BECE).

vi. Public sector digital transformation was advanced through the Human Resource Management Information System (HRMIS), with 193 Public Service Organisations (77.2%) and 713,012 public sector employees (approximately 97%) successfully migrated onto the platform.

vii. The Economic and Organised Crime Office (EOCO) surpassed its asset recovery goal by 208.8 percent, securing GH¢617.5 million, well above the GH¢200 million target through direct and indirect recoveries returned to institutions such as Ghana Revenue Authority (GRA), Government of Ghana, and BOST.

viii. EOCO conducted eight joint investigations with the FBI and Canadian authorities, resulting in the seizure of 29 vehicles linked to transnational criminal activities.

ix. The Office of the Attorney-General maintained a high prosecution rate of 94.2 percent in 2025, prosecuting 2,450 out of 2,600 criminal cases recorded.

x. The nationwide rollout of 51,380 civic education activities engaged about 5.39 million citizens, boosting constitutional awareness, patriotism, responsible citizenship, and public participation in governance and development.

xi. Dispute resolution mechanisms improved significantly, with resolved chieftaincy cases rising from 45 in 2024 to 103 in 2025 with 64 through formal adjudication and 39 via Alternative Dispute Resolution (ADR).

xii. Cabinet approved US$300 million to build, acquire, and renovate Ghana's diplomatic missions abroad, reducing reliance on rented properties and strengthening diplomatic infrastructure.

xiii. Ghana exceeded its target by securing 17 high-level roles in international organisations (against a target of 10), boosting the nation's visibility and influence in global governance.

xiv. Ghana concluded visa waiver agreements with Morocco, Mozambique, São Tomé and Príncipe, Antigua and Barbuda, and the Commonwealth of Dominica.

2.4.3 Progress of Implementation

This section of the 2025 APR highlights both the achievements and the challenges encountered in implementing policies, programmes, and projects during the year under review. The analysis is structured around the overarching objective of maintaining a stable, united, and secure nation anchored on efficient institutions, the rule of law, freedom, public trust, and strong international relations, and is further organised into 13 focus areas. These include: Deepen Democratic Governance; Local Governance and Decentralisation; Public Accountability; Human Security and Public Safety; Corruption and Economic Crimes; Law and Order; Culture for National Development; and Strengthening Ghana's Role in International Affairs.

2.4.3.1 Democratic Governance

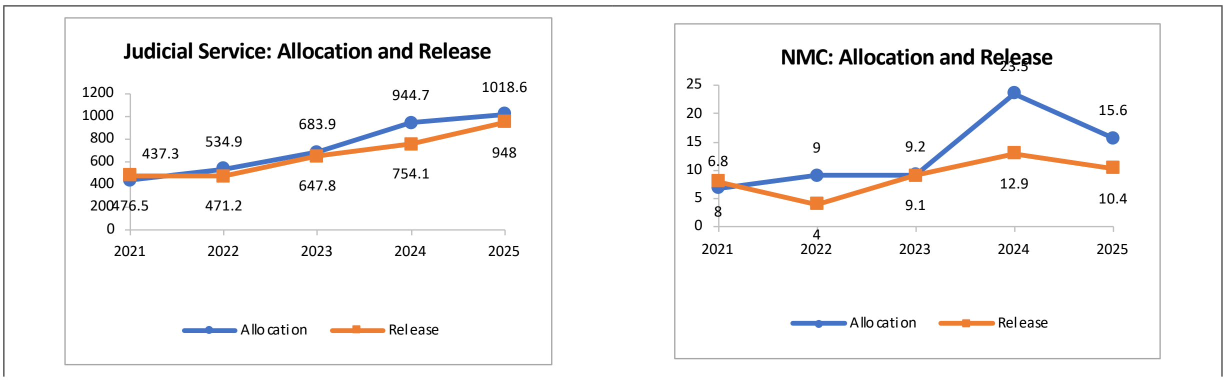
Ghana's democratic governance was strengthened through constitutional reforms and enhanced support for key government institutions. The Constitution Review Committee (CRC) completed the comprehensive review of the 1992 Constitution, drawing on previous reform initiatives, and stakeholder consultations. The final report of the Committee was submitted to President John Dramani Mahama in December 2025, proposing reforms aimed at among others, improving democratic accountability, political participation, decentralisation, and public sector governance.

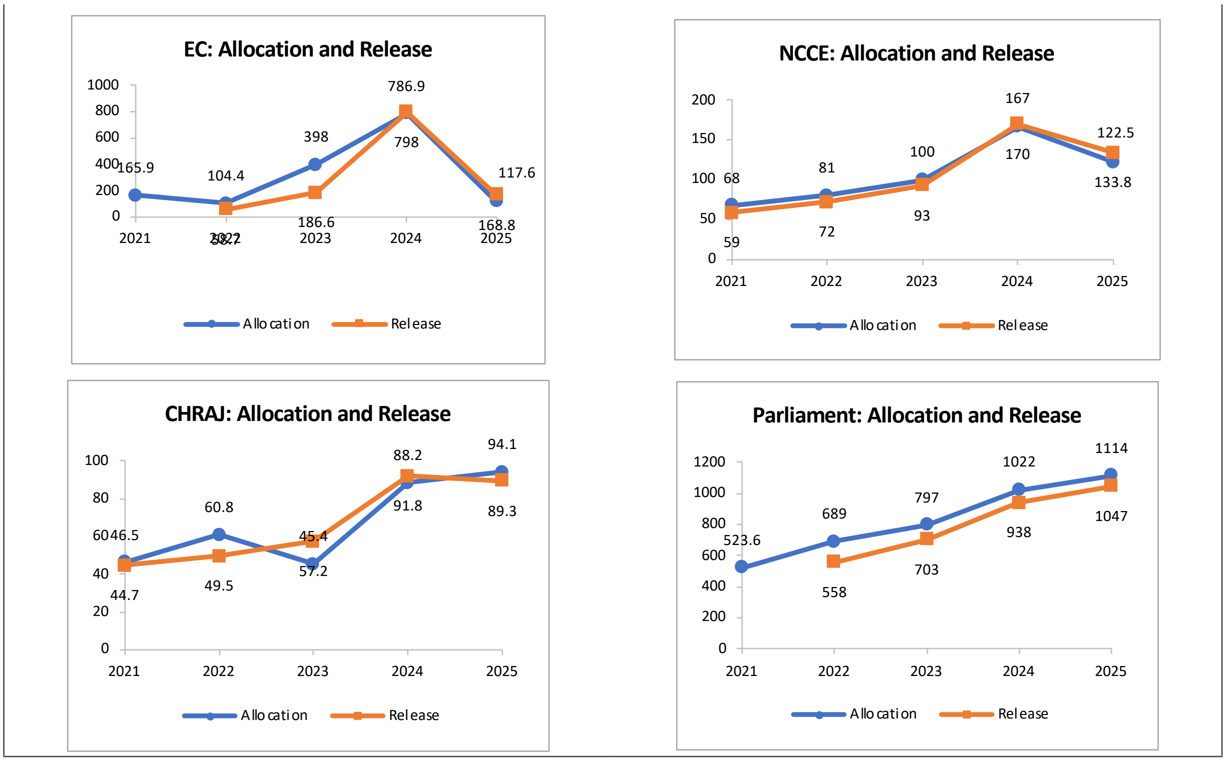
Government continued to strengthen democratic institutions through increased budget allocations and releases to Parliament, the Judicial Service, and other Independent Governance Institutions (IGIs). Budget allocations increased substantially between 2021 and 2025, indicating growing public investment in governance institutions. Releases generally followed the upward trend, although some institutions experienced gaps between approved allocations and actual releases. The Judicial Service recorded the largest and most consistent growth, rising from an allocation of 437.3 million in 2021 to around 1 billion in 2025. Releases remained relatively high, reaching 948 million in 2025 from 471.2 million in 2024. National Commission on Civic Education (NCCE) and Commission on Human Rights and Administrative Justice (CHRAJ) showed steady increases in both allocations and releases as shown in Figure 2.4.1, reflecting strengthening support for civic education and accountability institutions.

The Electoral Commission experienced significant fluctuations, with a sharp spike in allocation and releases during 2024, consistent with election-cycle expenditure patterns. Budget allocations for Parliament increased from approximately 523 million in 2021 to a little over 1 billion in 2024 and 2025. Releases also rose strongly, reaching about 938 million in 2024 and 1 billion in 2025. The trend demonstrates expanding fiscal support and improved release performance over the review period. Overall, a positive growth in budgetary support to key governance institutions was observed for the period under review. Whilst release rates improved over time, some discrepancies between allocations and releases remain. Continued monitoring is recommended to ensure timely and full disbursement of approved resources.

These institutional and constitutional advances to some extend were mirrored in Ghana's governance performance indices on the Mo Ibrahim Index of African Governance (IIAG), Ghana scored 62.2/100 in 2023, ranking 7th in Africa, with strengths in rule of law, participation, and human rights. Meanwhile, the Chandler Good Government Index (CGGI) placed Ghana in the midtier globally between 2021 and 2026, recognised leadership foresight and institutional robustness but also flagged weaknesses in fiscal discipline and corruption control.

Figure 2.4.1: Allocation and Release (GH₵ million) by IGIs





Source: NDPC construct, Data from JS, Parliament, NCCE, NMC, CHRAJ, EC 2025 APRs

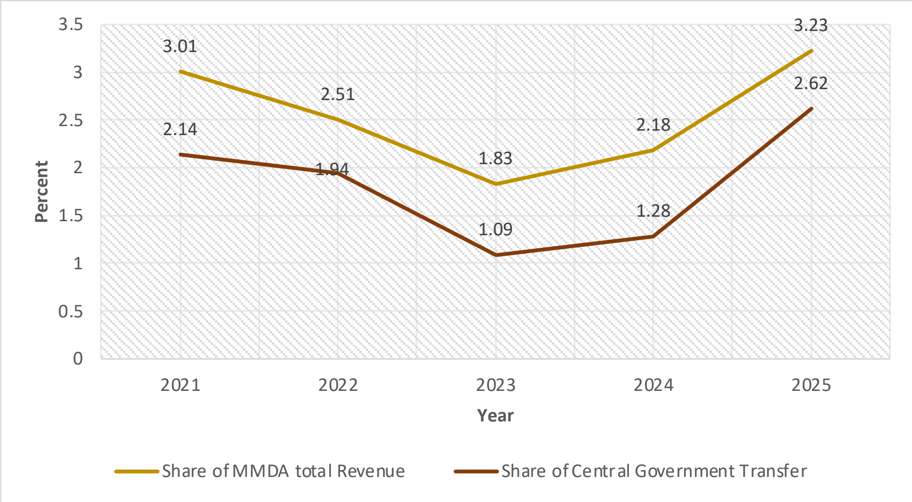
2.4.3.2 Local Governance and Decentralisation

Central government transfers declined sharply over the 2021 to 2023 period, narrowing fiscal space for MMDAs due to constrained national revenues and shifting priorities. This is reflected in the fall in their share of total national revenue from 2.14 percent to 1.09 percent. The trend reversed in 2024 and strengthened in 2025, with transfers rising from GH¢2.23 billion to GH¢4.56 billion. As a share of total national revenue, this increased from 1.28 percent in 2024 to 2.62 percent in 2025, supported by stronger statutory allocations including the DACF Results Based Financing Grant.

Total MMDA revenue, covering IGF, DACF, DACF RFG, central government transfers and donor funds, increased from GH¢3.86 billion to GH¢5.73 billion over the same period. In parallel, MMDAs' share of total national revenue rose from 2.18 percent to 3.23 percent, indicating improved fiscal decentralisation as shown in Figure 2.4.2.

The MMDA workforce remained relatively stable, although its composition and funding structure shifted slightly. The share of IGF funded staff stood at 20.49 percent in 2025, while GoG funded staff accounted for 79.51 percent. Overall, MMDAs represented 5.05 percent of total personnel on the Government payroll in 2025, based on 43,369 MMDA employees comprising 34,475 GoG funded staff and 8,894 IGF funded staff, out of a total national payroll of 705,952.

Figure 2.4.2: MMDA Share of Total Revenue and Central Government Transfers (%)



Source: OHLGS 2025

2.4.3.3 Public Accountability

Public accountability and oversight activities were strengthened through the conduct of public sittings for the Public Accounts Committee (PAC) and the Government Assurances Committee in 2025. Parliament also successfully examined and approved the annual budget estimates of MDAs. In 2025, the Right to Information Commission fulfilled its mandate of promoting transparency and accountability by reviewing 99 applications for access to information. Of these, 51 were settled, 7 decisions issued, and 41 remained under review, providing redress where access had been denied or delayed. The Commission also conducted compliance monitoring in selected institutions to enforce adherence to Act 989 and issued directives where necessary.

2.4.3.4 Public Institutional Reform

In 2024, 96 MDAs were added to HRMIS and 417 end-users were trained. By 2025, 193 out of 250 Public Service Organisations on Integrated Personnel and Payroll Database (IPPD2) had migrated onto HRMIS, representing 77.2 percent. In addition, 713,012 out of 735,137 active employees had been migrated onto the system, representing about 97 percent. This is a major improvement in the digitalisation of public sector HR management and provides a stronger basis for payroll control, establishment management, staff records management and more efficient processing of recruitment, promotions, resignations and retirements. Records management and administrative modernisation improved significantly. Archival sheets digitised increased from 36,851 in 2024 to 52,000 in 2025, whilst boxes of records disposed of at the National Records Centre increased from 2,884 to 6,400.

Civil Service staff trained in Scheme of Service and competency-based programmes increased from 6,219 in 2024 to 10,963 in 2025. Administrative responsiveness also improved under the Public Services Commission. Petitions, appeals, grievances and advice-related requests resolved increased from 68.2 percent in 2024 to 98.4 percent in 2025. Human Resource advice requests processed also improved from 85.2 percent to 100 percent. In addition, 10 Client Service Charter reports were produced. Despite these gains, service delivery performance remains a concern. The number of Ministries complying with 50 percent and above of service delivery standards declined slightly from 23 in 2024 to 22 in 2025.

2.4.3.5 Public Policy Development and Management

The President's Coordinated Programme of Economic and Social Development Policies, 2025–2029, was completed by NDPC, on behalf of the President of the Republic. In addition, the National Medium-Term Development Policy Framework, 2026–2029 was finalised and issued to MDAs, RCCs and MMDAs to guide the preparation of their MTDPs.

Policy advisory support by NDPC continued, although coverage declined from 10 MDAs in 2024 to two in 2025. Technical assistance was provided to the Ministry of Local Government, Chieftaincy and Religious Affairs on the Draft National Urban Policy and to the Ministry of Energy and Green Transition on the Draft National Clean Cooking Policy and Strategy. Major policy instruments presented, launched or published during the year included the 2025 Budget Statement and Economic Policy; the 2025 Mid-Year Fiscal Policy Review; the 24-Hour Economy and Accelerated Export Development Policy; the No Fees Stress Policy; the Ghana Infrastructure Plan (2018-2047); the Ghana Health Supply Chain Master Plan, 2025–2029; the 2025 Code of Conduct for Government Appointees; the '*Nkoko Nkitinkiti*' Poultry Revitalisation Programme; the Ministry of Gender, Children and Social Protection ICT Policy; the National Adaptation Plan; and the Ghana Medical Trust Fund, or MahamaCares. These interventions addressed fiscal management, production and exports, education financing, infrastructure, health, climate resilience, agriculture, public-sector ethics and digital governance. Legislative reforms enacted in 2025 included the Appropriation Act, 2025; the Electronic Transfer Levy repeal legislation; the Emissions Levy Repeal Act; the Revenue Administration Amendment Act; the Income Tax Amendment legislation; amendments to the Earmarked Funds Capping and Realignment Framework and the Growth and Sustainability Levy; the Ghana Gold Board Act; the Public Holidays and Commemorative Days Amendment Act; the Ghana Medical Trust Fund Act; the Value Added Tax Act; and the Appropriation (No. 2) Act. The March fiscal package also included amendments concerning the Special Import Levy, Ghana Infrastructure Investment Fund, Energy Sector Levies and Value Added Tax (VAT).

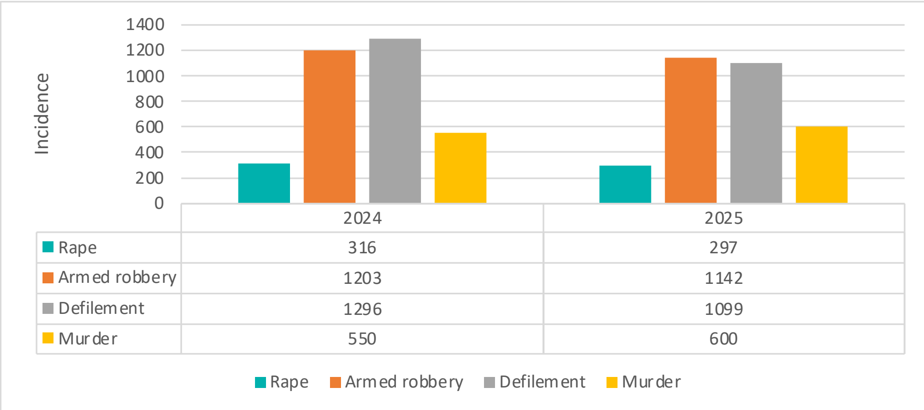
Several Bills also progressed through Parliament during the year, including the Bank of Ghana Amendment Bill, Road Traffic Amendment Bill, Security and Intelligence Agencies Bill, Social Protection Bill, Road Maintenance Trust Fund Bill, Fisheries and Aquaculture Bill, Ghana Scholarships Authority Bill, University for Development Studies Bill, National Health Insurance Amendment Bill, Ghana Education Trust Fund Amendment Bill, Covid-19 Health Recovery Levy Repeal Bill and Virtual Asset Service Providers Bill. Central government policy coordination remained broadly stable, with Executive Approvals increasing marginally from 52 in 2024 to 53 in 2025. NDPC also completed the development of the Policy and Legislative Almanac System, which is intended to standardise and automate public policy formulation, strengthen policy coordination among relevant institutions and improve the quality, transparency, implementation and analysis of public policies.

2.4.3.6 Human Security and Public Safety

Crime remained a major public safety concern in 2025. The Ghana Police Service recorded 166,721 reported crime cases, down from 184,100 cases in 2024, representing a reduction of 17,379 cases, or approximately 9.4 percent. The 2025 figure was also lower than the 177,010 cases recorded in 2021 and 172,688 cases in 2022 but remained higher than the 135,844 cases reported in 2023. Crime was concentrated in a few regions. Greater Accra recorded the highest number of reported cases, with 58,352, representing about 35.0 percent of the national total. This was followed by Ashanti with 29,314 cases, or 17.6 percent; Eastern with 17,651; Central with 14,835; and Volta with 11,734. Together, these five regions accounted for about 79.1 percent of all reported crime cases in 2025.

In 2025, a total of 3,138 cases were reported across four major crime categories: murder, rape, armed robbery and defilement. Armed robbery and defilement accounted for over 70 percent of major crimes recorded in 2025 as shown in Figure 2.4.3. Compared with 2024, reported cases of rape, armed robbery and defilement declined. However, murder increased by 9.1 percent in 2025.

Figure 2.4.3: Major Crimes Reported (2024 vs 2025)

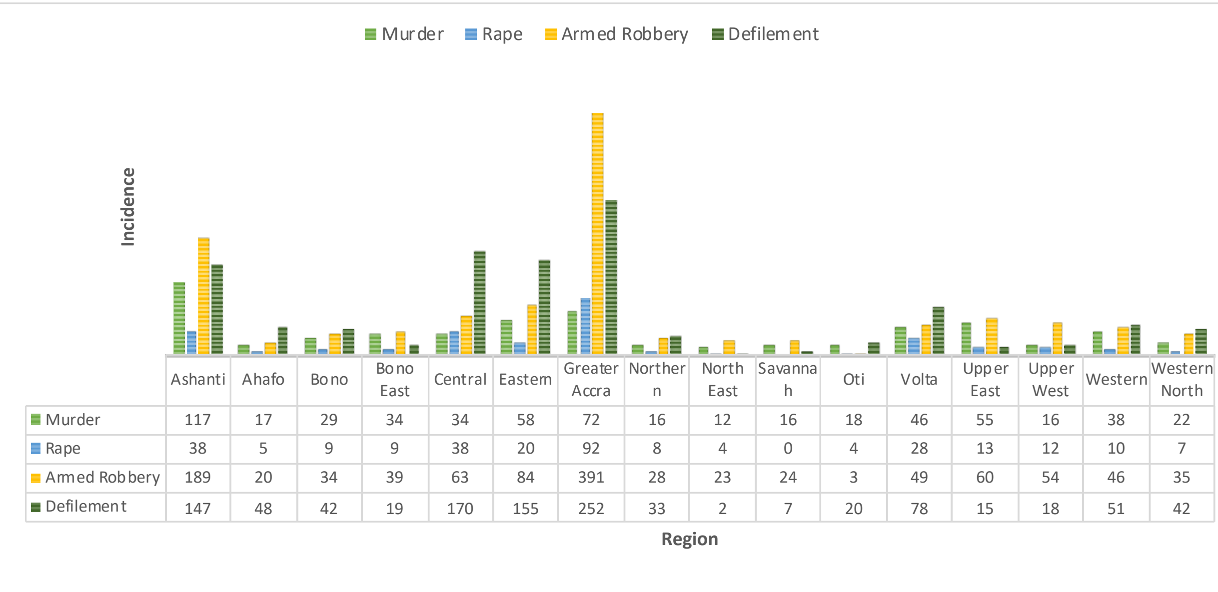


	2024	2025
Rape	316	297
Armed robbery	1203	1142
Defilement	1296	1099
Murder	550	600

Source: Ghana Police, 2025

The regional pattern of major crimes shows a similar concentration. Greater Accra alone recorded 807 major crime cases and had the highest number of armed robbery, rape and defilement cases. Ashanti recorded the highest number of murder cases as shown in Figure 2.4.4.

Figure 2.4.4: Major Crimes by Regional Disaggregation



	Ashanti	Ahafo	Bono	Bono East	Central	Eastern	Greater Accra	Northern	North East	Savannah	Oti	Volta	Upper East	Upper West	Western	Western North
Murder	117	17	29	34	34	58	72	16	12	16	18	46	55	16	38	22
Rape	38	5	9	9	38	20	92	8	4	0	4	28	13	12	10	7
Armed Robbery	189	20	34	39	63	84	391	28	23	24	3	49	60	54	46	35
Defilement	147	48	42	19	170	155	252	33	2	7	20	78	15	18	51	42

Source: Ghana Police, 2025

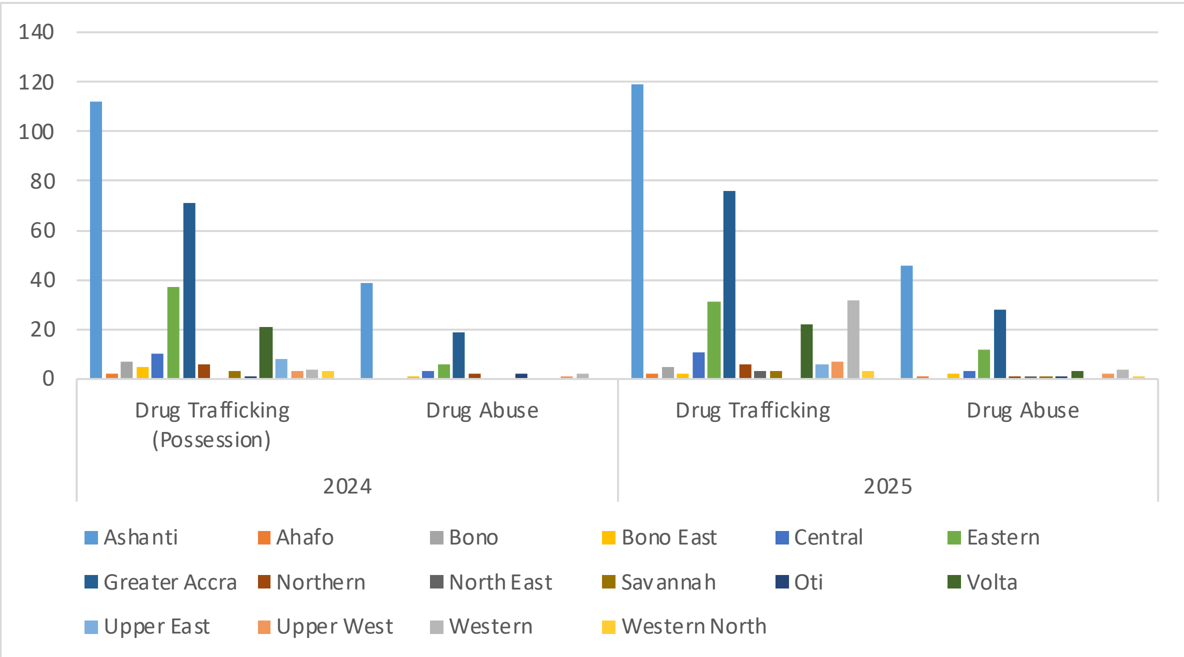
In 2025, the number of police officers declined marginally from 47,784 in 2024 to 47,533 in 2025, a reduction of 251 officers. Out of the 47,533 officers, 33,023 were male whilst 14,510 were females. Over the same period, the police officer-to-citizen ratio worsened from 1:690 in 2024 to 1:733 in 2025, below the recommended benchmark of 1:500.

The fight against illicit drug trafficking and substance abuse was intensified in 2025. Enforcement operations resulted in 165 drug seizure incidents and 217 arrests, whilst operational presence was expanded through the establishment of additional district-level structures. Public awareness and prevention campaigns reached more than 464,000 people nationwide.

Despite these interventions, reported drug trafficking increased by 11.9 percent from 293 in 2024 to 328 in 2025. Drug abuse cases increased by 41.3 percent from 75 in 2024 to 106 in 2025. The drug abuse rate therefore rose from about 0.23 cases per 100,000 people in 2024 to 0.31 cases in 2025.

Drug-related cases remained concentrated in a few regions as shown in Figure 2.4.5. Ashanti recorded the highest number of drug trafficking cases with 119, followed by Greater Accra with 76, Western with 32, Eastern with 31, and Volta with 22. Ashanti and Greater Accra together accounted for 195 out of 328 drug trafficking cases, representing about 59.5 percent of all reported trafficking cases in 2025. For drug abuse, Ashanti recorded 46 cases and Greater Accra recorded 28 cases. Together, the two regions accounted for 74 out of 106 reported drug abuse cases, representing about 69.8 percent. The Western Region recorded the most notable increase in drug trafficking, rising from 4 cases in 2024 to 32 cases in 2025.

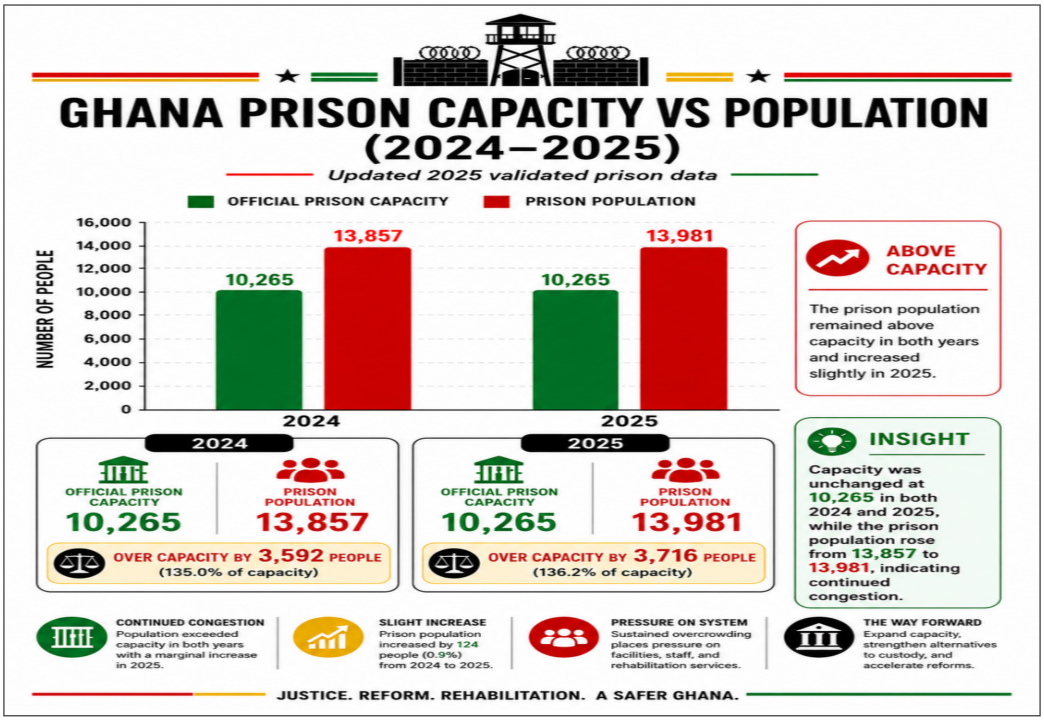
Figure 2.4.5: Drug Trafficking and Drug Abuse by Region, 2024–2025



Source: Ghana Police, 2025

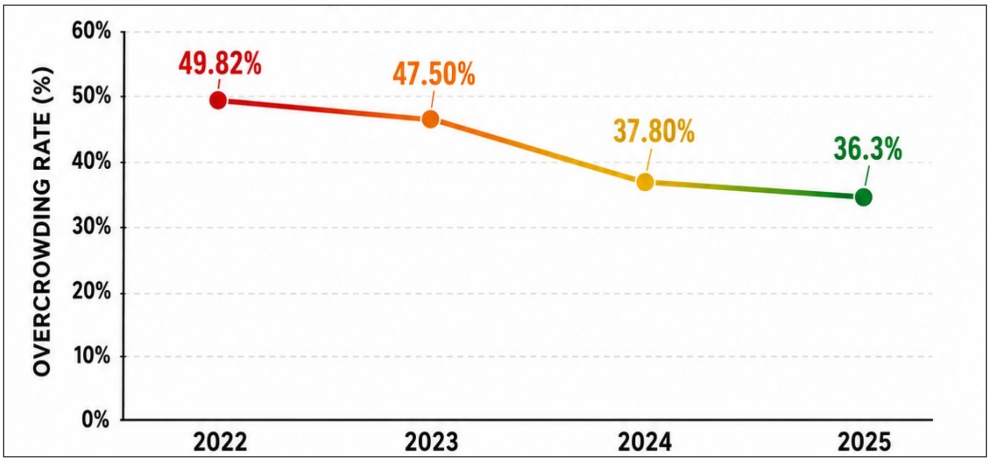
The prison situation remained a major concern in 2025, particularly in relation to overcrowding in male prison facilities. Ghana's total prison population stood at 13,981 against an official prison capacity of 10,265, resulting in an overall overcrowding rate of 36.3 percent as shown in Figure 2.4.6.. Although this represents a slight improvement from the 37.8 percent overcrowding rate recorded in 2024, the prison system continued to operate significantly above its authorised capacityThe prison population was heavily dominated by adult males. Out of the total prison population of 13,981, adult males accounted for 13,639, representing about 98 percent. Adult females numbered 222, representing 1.6 percent, whilst juveniles numbered 120. Foreign prisoners accounted for 7.08 percent of the total prison population. Male prisons had an authorised capacity of 9,589, compared with an actual male prison population of 13,639, resulting in an occupancy level of 142.2 percent. This means male prison facilities were operating at more than 40 percent above their authorised capacity. By contrast, female and juvenile facilities were underpopulated. Female prisons had a capacity of 356 against an actual population of 222, resulting in an under-population rate of 38 percent. Juvenile correctional facilities had a capacity of 340 against an actual population of 120, resulting in an under-population rate of 65 percent.

Figure 2.4.6: Authorised Prison Capacity vs Prison Population, 2024–2025



Source: Ghana Prison Service

Figure 2.4.7: Prison Overcrowding Rate, 2022–2025



Source: Ghana Prison Service, 2025

Pre-trial and remand prisoners also remained a notable share of the prison population. Male pre-trial/remand prisoners numbered 1,559**,** representing 11.15 percent of the total prison population, whilst female pre-trial/remand prisoners numbered 42**,** representing 0.3 percent. Together, pre-trial/remand prisoners accounted for 1,601 persons, or approximately 11.45 percent of the prison population. Convicted prisoners were mainly male, with 12,200 male convicts**,** representing 87.26 percent of the total prison population, and 180 female convicts, representing 1.29 percent**.** Efforts to strengthen rehabilitation and reintegration services within the correctional system also recorded positive results. A total of 2,225 inmates benefited from vocational training programmes, whilst 303 inmates sat for the BECE, achieving a 100 percent pass rate. These interventions contributed to skills development and improved opportunities for social reintegration upon release.

The Ghana National Fire Service recorded an improvement in the fire officer-citizen ratio from 1:2,436 in 2024 to 1:2,017 in 2025. Although this represented progress in personnel coverage, the performance remained below the 2025 target of 1:1,314. The Service had a workforce strength of 17,349 as at 2025. Total fire incidents increased from 6,436 in 2024 to 6,515 in 2025. Domestic fires remained the leading category of fire incidents throughout the medium term (2022–2025). In 2025, domestic fires accounted for 2,509 incidents, representing about 38.5 percent of total fire incidents. This was followed by commercial fires with 1,086 incidents, electrical fires with 840, bush fires with 824, and vehicular fires with 715.

Fire-related injuries also increased from 54 in 2024 to 161 in 2025. Similarly, fire outbreak deaths increased from 25 to 42 over the same period. The economic impact of fire incidents also increased sharply in 2025. The reported cost of fire damage rose from GH¢159.90 million in 2024 to GH¢3.95 billion in 2025, whilst the value of property salvaged increased from GH¢1.41 billion to GH¢154.67 billion.

The Ghana Immigration Service (GIS) undertook 7,204 immigration inspections in 2025, a decline from 7,668 inspections conducted in 2024. Despite this, there was a significant increase in illegal foreign immigrants arrested, from 807 in 2024 to 3,360 in 2025. This was attributed to a targeted swoop to remove foreign beggars from the streets of Accra. The number of cases processed and arraigned before court also increased from 24 in 2024 to 65 in 2025. Refugee protection and integration improved during the year through the issuance of permanent residency opportunities to over 500 former refugees and the construction of 266 semi-permanent shelters to improve living conditions and facilitate social integration.

The Ghana Armed Forces maintained relative stability in recruitment and international deployment. The net recruitment rate stood at 7.69 percent in 2025, slightly below the 2025 target of 8.05 percent and marginally lower than the 7.79 percent recorded in 2024, indicating that recruitment recovery was sustained after the sharp decline experienced in 2023.

Figure 2.4. 9: GAF Net recruitment rate (2022-2025)

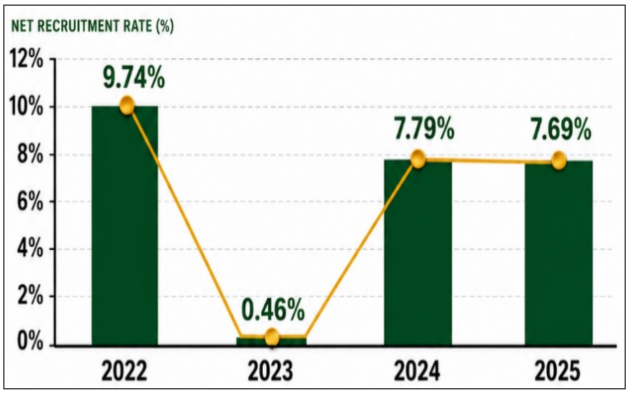
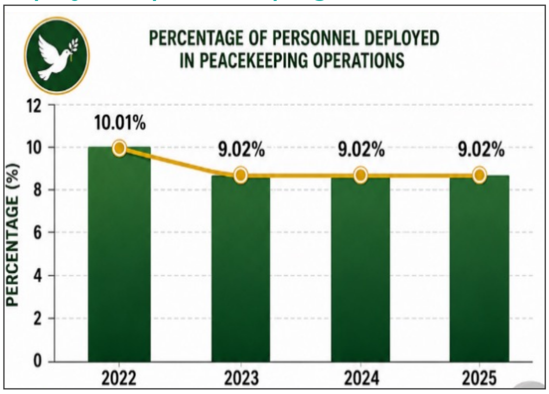


Figure 2.4.8: Ghana Armed Forces personnel deployed in peacekeeping



Source: Ghana Armed Forces

The proportion of personnel deployed in International Peace Support Operations also remained at 9.02 percent in 2025, unchanged from 2024 and below the target of 15 percent, indicating that Ghana continued to contribute to global peacekeeping, but deployment levels remained below the desired threshold.

National security and border protection were further strengthened through continued implementation of the Northern Border Security Programme, including the development of 12 Forward Operating Bases, two Forward Logistics Bases and one Main Logistics Base. The deployment of surveillance drones and procurement of 50 operational vehicles enhanced surveillance, mobility and rapid response capabilities. Efforts to modernise defence capabilities also progressed through the initiation of the procurement process for four helicopters and one jet, whilst Ghana continued to contribute to regional and international peace support operations. In addition, healthcare and welfare services for military personnel were strengthened through investments in military health infrastructure, including progress towards the completion of the 500-bed Military Hospital at Afari-Kumasi.

2.4.3.7 Anti-Corruption and Economic Crimes

Ghana's efforts to address corruption demonstrated mixed outcomes in 2025, as evidenced by a slight improvement in its Corruption Perception Index (CPI) score following a decline in 2024. The CPI score for Ghana increased to 43 in 2025, returning to the level observed from 2021 to 2023 as shown in Table 2.4.1. Globally, Ghana advanced to 76th place out of 182 countries, compared to 80th out of 180 countries in 2024.

Table 2.4.1: Corruption Perception Index and Ranking, 2021–2025

Indicators	2021	2022	2023	2024	2025
Corruption Perception Index (Score)	43	43	43	42	43
Corruption Perception Index (Rank)	73rd /180	72nd /180	70th /180	80th /180	76th /182

Source: Transparency International, Corruption Perception Index, 2021–2025

The Economic and Organised Crime Office (EOCO)

The Economic and Organised Crime Office (EOCO recorded improved performance in the fight against corruption and organized crime in 2025. During the year under review, the Office investigated 462 cases, compared to 341 cases in 2024 as shown in Table 2.4.2. In addition, 579 cases were carried over from 2024 and remained at various stages of completion. A total of 17 cases were under prosecution, with two new cases added during the year, whilst five cases were discharged. EOCO also secured one conviction in 2025 after two consecutive years without convictions.In 2025, EOCO recovered GH¢617.5 million, comprising GH¢196.3 million in direct recoveries and GH¢421.2 million in indirect recoveries paid into the sub-consolidated funds of beneficiary institutions, including GRA, GoG, and BOST. The Office also intensified public sensitisation and preventive interventions on cybercrime, human trafficking, and irregular migration. A total of 69 sensitisation programmes were organised, including 55 programmes conducted in schools, markets, and corporate institutions, as well as 14 adult education programmes aired on Ghana Television. In collaboration with NGOs, the Ghana Police Service, and National Security operatives, EOCO rescued over 150 illegal immigrants involved in illicit cyber activities and sexual exploitation and repatriated them to their countries of origin.

Furthermore, the Office conducted eight joint investigations with the FBI and Canadian authorities, leading to the seizure of twenty-nine (29) vehicles linked to transnational criminal activities. In addition, EOCO revamped its Technical Unit and conducted 96 forensic analyses on electronic devices retrieved from suspects.

Table 2.4.2: EOCO Corruption Cases — Summary (2021–2025)

Indicator	2021	2022	2023	2024	2025
EOCO Convictions Secured	1	1	0	0	1
EOCO Corruption Cases Prosecuted	18	16	14	15	17
New Cases added for prosecution	12	15	10	8	2
EOCO Corruption Cases Investigated	685	510	480	341	462
EOCO Corruption Cases Recorded	474	463	720	563	462
Cases Discharged	3	2	4	3	5

Source: Economic and Organised Crime Office (EOCO), Annual Reports, 2021–2025

Office of the Attorney-General (OAG)

From 2021 to 2025, the Office of the Attorney-General (OAG) documented a total of 11,314 criminal cases and prosecuted 9,586 cases, resulting in an overall prosecution rate of approximately 84.7 percent during this period. In 2025, the prosecution rate was 94.2 percent, a decline from 97.2 percent in 2024 as shown in Table 2.4.3.

Table 2.4.3: OAG Criminal Cases Recorded and Prosecuted, 2021–2025

Indicator	2021	2022	2023	2024	2025
Criminal Cases Recorded	2,130	1,922	2,151	2,511	2,600
Criminal Cases Prosecuted	1,811	1,220	1,665	2,440	2,450
Percentage Prosecuted	85.0%	63.5%	77.4%	97.2%	94.2%

Source: Office of the Attorney-General and Ministry of Justice, Annual Reports, 2021–2025

2.4.3.8 Law and Order

In 2025, Ghana demonstrated notable progress in Alternative Dispute Resolution (ADR), with the settlement rate increasing substantially to 57 percent from 35 percent in 2024 and 37 percent in 2023 as shown in Table 2.4.4. However, it remains below the target of 79 percent, indicating that structural and operational challenges continue to impede the optimisation of ADR mechanisms for alleviating congestion within the formal court system. The computerisation of courts also improved significantly, reaching 63 percent in 2025, compared to 51 percent in both 2021 and 2022, following a lack of recorded data in 2023 and 2024. Court automation was recorded at 49 percent in 2025, a slight decrease from 52 percent in 2024, yet an improvement on earlier rates (34% in 2022 and 31% in 2023).

Table 2.4.4: Law and Order Index, 2021–2025

Indicator	2021	2022	2023	2024	2025
ADR Settlement Rate	44%	36%	37%	35%	57%
Level of Automation of Courts	—	34%	31%	52%	49%
Level of Computerisation of Courts	51%	51%	—	—	63%

Source: Judicial Service of Ghana; Ghana Alternative Dispute Resolution Commission, 2021–2025

Legal Education and Training

Between 2022 and 2025, Ghana continued to advance its efforts in broadening access to legal education, contributing to improvements in justice delivery. The number of lawyers called to the Bar reached 961 in 2025, marking a slight increase from 959 in 2024 as shown in Table 2.4.5. Mini Call enrolment further decreased to 137 in 2025 from 182 in 2024. Main Call enrolment rose to 824 in 2025 compared to 777 in the previous year. The total number of individuals formally participating in the legal pipeline, defined as those called to the Bar combined with those enrolled, stood at 1,922 in 2025, closely aligning with the 2024 figure of 1,918.

Table 2.4.5: Legal Training — Lawyers Called and Enrolled, 2022–2025

Category	2022	2023	2024	2025
Lawyers Called to the Bar	938	1,289	959	961
Lawyers Enrolled – Mini Call	94	193	182	137
Lawyers Enrolled – Main Call	844	1,096	777	824

Source: General Legal Council; Ghana School of Law, 2022–2025

2.4.3.9 Civil Society and Civic Engagement

Voice and Accountability

In 2025, Ghana's performance in voice and accountability reflected both progress and ongoing challenges. Several efforts were made to promote civic participation and strengthen government accountability. Civil society organisations and the media played an active role in demanding transparency and responsiveness from public institutions. Public forums, advocacy campaigns, and community outreach activities were organised to empower citizens and ensure their voices were heard in governance processes.

Despite these positive developments, several challenges persisted. Incidents of harassment of journalists and constraints in access to public information continued to raise concern. Though the number of reported attacks on journalists declined from 28 cases in 2024 to about 18 cases between January and July 2025, it still reflects a continued pattern of assaults on media practitioners across political, security, sports and environmental reporting contexts.

Press Freedom Index

According to the World Press Freedom Index published by Reporters Without Borders, Ghana ranked 52nd out of 180 countries in 2025, down from 50th place in 2024. The country's overall press freedom score also declined from 71.97 in 2024 to 67.13 in 2025. In Africa, Ghana ranked 8th in 2025, placing it among the better-performing countries on the continent in terms of press freedom.

The decline in Ghana's 2025 ranking was influenced by several factors. The safety indicator worsened from 82.94 in 2024 to 78.93 in 2025 due to reported attacks on journalists and delays in investigations into crimes against media practitioners. Economic pressures on the media industry also contributed significantly to the decline, with the economic context score dropping sharply from 72.00 in 2024 to 44.93 in 2025. This reflected concerns over poor remuneration, unstable employment conditions for journalists, and financial vulnerabilities affecting media sustainability and editorial independence.

Ghana's Right to Information (RTI) Act remains an important legal framework for access to information, restrictive provisions and high administrative costs continued to limit effective access to public information.

Notwithstanding these challenges, Ghana recorded improvements in some key dimensions of press freedom. The political context score improved from 59.50 in 2024 to 64.44 in 2025, whilst the legislative framework score increased marginally from 74.79 to 75.40 over the same period, indicating strengthening of the legal and governance environment for media operations. The sociocultural context indicator also remained relatively stable at 71.97 in 2025.

Table 2.4. 6: Ghana Press Freedom Index — Overall Score and Sub-Indicators, 2023–2025

Indicator	2023	2024	2025
Global Rank (out of 180)	62nd	50th	52nd
Overall Score (0–100)	65.90	71.97	67.13
Political Context	51.00	59.50	64.44
Economic Context	47.92	72.00	44.93
Legislative Framework	38.00	74.79	75.40
Sociocultural Context	48.00	73.41	71.97
Safety	72.00	82.94	78.93

Source: Reporters Without Borders (RSF), World Press Freedom Index, 2023–2025

2.4.3.10 Attitudinal Change and Patriotism

Attitudinal change and patriotism remain critical for promoting responsible citizenship, democratic governance, social cohesion and sustainable national development. During the implementation period of the Agenda for Jobs II (2022–2025), NCCE implemented a total of 51,380 civic education activities under the Constitutional Awareness Creation, Deepening and Sustaining Civic Awareness, and Patriotism and Good Citizenship programmes. These activities reached approximately 5.39 million citizens through community engagements, public sensitisation campaigns, anti-corruption awareness programmes, environmental protection campaigns, child online protection initiatives and Civic Education Clubs. The Good Society Campaign continued to serve as a key platform for promoting national values, patriotism, discipline and responsible citizenship. Performance under the campaign exceeded annual targets in 2022, achieving 231.48 percent implementation. However, performance declined to 6.62 percent in 2023 before recovering modestly to 18 percent in both 2024 and 2025. Resource constraints affected the scale and frequency of campaign activities during the latter years. The NCCE further intensified public education on issues affecting national development, including corruption prevention, environmental sustainability, illegal mining, peaceful coexistence, child online protection and responsible use of digital platforms. These interventions contributed to strengthening civic awareness and citizen participation in national development processes. Community-level sensitisation activities were conducted in several regions, contributing to increased awareness and, in some cases, commitments by community members to report illegal practices.

Democratic participation remained an important component of responsible citizenship and patriotism during the year. The Electoral Commission undertook voter registration exercises, exhibition of the voters' registers, District Level Elections, parliamentary by-elections and stakeholder consultations. The Commission organised six Inter-Party Advisory Committee (IPAC) meetings to facilitate stakeholder dialogue, consensus building and transparency in electoral administration. These engagements contributed to strengthening public confidence in democratic governance and electoral processes.

Public education continued to support informed participation in electoral processes. The Electoral Commission utilised public education platforms, including the "Let the Citizen Know" initiative, to improve public understanding of electoral procedures and processes. Regular engagements with political parties, security agencies, the media and civil society organisations further promoted transparency and peaceful electoral participation.

Collaboration between the Electoral Commission and the National Election Security Task Force contributed to the peaceful conduct of electoral activities, protection of electoral materials and maintenance of law and order. Continuous stakeholder engagement through District Inter-Party Advisory Committees (DIPACs) promoted dialogue, reduced tensions and strengthened public trust in electoral management. The Electoral Commission also continued to leverage digital innovations to improve electoral administration. Online recruitment systems and digital nomination processes enhanced accessibility and improved data management. Election review exercises, media engagements and transparent operational processes further strengthened accountability and public confidence in electoral management.

2.4.3.11 Development Communication

During the review period, 505 information units were established across public institutions and 350 Right to Information Officers were recruited and deployed to facilitate implementation of the Right to Information Act, 2019 (Act 989). This represented a significant improvement over the 228 information units and 152 RTI Officers recorded in 2022.

The Ministry of Information organised 34 press briefings during the year to provide timely information on government policies, programmes and national issues. The Ministry also facilitated media coverage of Public Accounts Committee sittings and collaborated with the National Media Commission to strengthen media accountability mechanisms.

During the year, the RTI Commission conducted 102 compliance monitoring exercises across public institutions to assess adherence to statutory obligations under Act 989. Fifty-three institutions were found compliant whilst forty-nine institutions were non-compliant, resulting in an overall compliance rate of 52 per cent. The Commission also processed 99 review applications relating to requests for information, settled 51 cases and issued seven formal decisions. These interventions strengthened citizens' access to information and enhanced transparency and accountability in public administration. The RTI Commission further undertook sensitisation and capacity-building programmes to promote proactive disclosure of information and improve compliance among public institutions.

2.4.3.12 Culture For National Development

Culture continued to serve as an important instrument for promoting national identity, social cohesion and community participation. Traditional festivals and cultural events provided opportunities for preserving Ghana's cultural heritage, strengthening social bonds and promoting local economic development through tourism and cultural activities. In 2025, the Eluo Festival, which celebrates the abundance of yam harvests, was held under the theme, "Our Heritage, Our People, Our Development." The festival brought together traditional leaders, government officials, development partners, and thousands of indigenes to celebrate their cultural identity and reaffirm their commitment to community development.

Government continued to recognise the important role of traditional authorities in governance, peacebuilding and dispute resolution. Efforts were therefore made to strengthen traditional governance institutions and improve the management of chieftaincy disputes. The number of chieftaincy disputes increased from 492 cases in 2022 to 515 cases in 2023 before declining to 497 cases in 2024. In 2025, adjudication cases increased marginally to 500. Disposal of cases improved significantly during the review period. Whilst only 45 cases were disposed of in 2024, a total of 103 cases were resolved in 2025, comprising 64 cases through formal adjudication and 39 cases through ADR mechanisms.

Institutional reforms undertaken during the period included the development of a draft Legislative Instrument on membership of Regional Houses of Chiefs, review of seventeen lines of succession, inspections of traditional areas in preparation for inaugurations and capacity-building support for selected traditional councils. These interventions contributed to strengthening traditional governance institutions and enhancing their role in promoting peace, social stability and local development.

2.4.3.13 Strengthening Ghana's Role in International Affairs

In pursuit of the objective of enhancing Ghana's international image and influence, a number of strategic initiatives were implemented aimed at repositioning the country as a respected and influential actor within the international community. Central among these was the launch of the Strategic Transitioning from Renting to Infrastructure Development (STRIDE) initiative, which marked a major shift in Ghana's diplomatic infrastructure strategy. The initiative secured Cabinet approval for an allocation of US$300 million to support the construction, acquisition, and renovation of diplomatic missions abroad, thereby reducing dependence on rented properties and strengthening Ghana's diplomatic presence globally.

Ghana's visibility within international organisations also improved substantially during the year under review. Through sustained diplomatic lobbying and strategic engagement, the country secured seventeen (17) high-level positions in international organisations against a target of ten (10). Notable appointments included H.E President John Dramani Mahama's unanimous endorsement by the Economic Community of West African States (ECOWAS) as the official regional candidate for the Chairmanship of the African Union (AU), the appointment of Ambassador Amma Adomaa Twum-Amoah as Commissioner for Health, Humanitarian Affairs and Social Development of the African Union Commission; Hon. Hanna Serwaa Tetteh as Special Representative of the United Nations Secretary-General and Head of the UN Mission in Libya; Ambassador Matilda Aku Alomatu Osei-Agyeman as Chairperson of the International Atomic Energy Agency Board of Governors; and Mrs. Loretta Asiedu as Director of Africa at the World Intellectual Property Organisation (WIPO). These appointments reinforced Ghana's reputation as a trusted and credible partner in global governance.

There was intensified multilateral diplomacy through active participation in major international fora. His Excellency President John Dramani Mahama led Ghana's delegation to the 61st Munich Security Conference, where discussions focused on global fragmentation and its implications for Africa's peace and security. Ghana also participated actively in the 80th Session of the United Nations General Assembly under the theme "Better together: 80 years and more for peace, development and human rights." These engagements strengthened Ghana's voice on matters relating to peace, development, security, and human rights within the international system.

In advancing Ghana's political and economic interests abroad, bilateral and multilateral cooperation were deepened through strategic partnerships, trade diplomacy, and investment promotion. During the reporting period, the Ministry facilitated two high-level visits against a target of 20 and organised 195 bilateral and multilateral meetings against a target of 130. These engagements expanded Ghana's diplomatic outreach and strengthened cooperation with strategic partners.

The country further negotiated and concluded visa waiver agreements with several countries, including Morocco, Mozambique, Sao Tome and Principe, Antigua and Barbuda, and the Commonwealth of Dominica, among others. Labour mobility agreements were also signed with Jordan, Barbados, Qatar, the United Arab Emirates, and Grenada to create employment opportunities for Ghanaians abroad. Additionally, Ghana initiated discussions with countries such as Italy, Saudi Arabia, Kuwait, Egypt, and Trinidad and Tobago to expand labour migration opportunities.

Political consultations and Permanent Joint Commission for Cooperation (PJCC) meetings were held with several bilateral partners, including the European Union, Qatar, Kuwait, Switzerland, the Netherlands, Saudi Arabia, and Burkina Faso. These engagements focused on areas such as trade and investment, climate action, maritime cooperation, tourism, security cooperation, labour exchange, human rights, agriculture, and youth employment. Economic diplomacy remained a major pillar of Ghana's international engagement strategy in 2025. The Ministry of Foreign Affairs (MFA) implemented targeted initiatives to diversify exports, attract foreign direct investment, and create international market opportunities for Ghanaian products and businesses. Forty-five foreign markets for Ghanaian products were facilitated against a target of 30, whilst 51 foreign direct investment initiatives were supported against a target of 40. Ghana participated in major international trade and investment fora, including the Ghana-Europe Tourism and Investment Summit, the FOCUS Africa Trade and Investment Forum, the Africa CEO Forum, the U.S.-Africa Business Summit, and the TICAD-9 Business Expo in Japan.

Strategic bilateral engagements also yielded important economic outcomes. Ghana secured a US$33 million grant from Japan for electricity stabilisation and infrastructure improvement, as well as a US$60 million grant from China for the construction of the Aflao Market Complex and a new university in the Savannah Region. In addition, the Ministry facilitated European Union military and counterterrorism support worth €50 million. The Ministry also strengthened Ghana's humanitarian diplomacy and international solidarity efforts. Humanitarian donations were coordinated for Palestine, Sudan, Cuba, and Jamaica, whilst Ghana's 48 Engineers Regiment supported reconstruction activities in Jamaica. Furthermore, the Ministry facilitated the evacuation and voluntary return of stranded Ghanaians from conflict-affected areas, particularly Libya, Israel, and Iran. Approximately 2,295 Ghanaians were assisted to return safely, whilst over 300 distressed nationals were repatriated from Africa, Europe, and the Middle East.

Significant progress was also made in enhancing passport and consular service delivery. The Ministry introduced chip-embedded passports, implemented same-day passport delivery services, rolled out smart courier and e-tracking systems, and established twenty-four-hour passport operations. These reforms eliminated passport backlogs and improved service efficiency nationwide. Passport Application Centres were expanded across the regions, including the establishment of facilities in Bolgatanga, Techiman, Nalerigu, Dambai, Damongo, Sefwi Wiawso, and Goaso. The Ministry of Foreign Affairs (MFA) also introduced a five-day visa processing policy at Ghanaian missions abroad to improve service delivery and strengthen Ghana's international competitiveness.

In the area of diaspora engagement, the country continued implementing the Diaspora Engagement Policy and organised the 2025 Diaspora Summit under the theme "Resetting Ghana: Diaspora as the 17th Region." The Summit brought together diaspora leaders, investors, policymakers, and cultural advocates to explore strategies for mobilising diaspora resources, investment, innovation, and skills for national development. These efforts reinforced Ghana's Pan-African identity and strengthened ties with communities of African descent globally.

Institutional reforms also contributed significantly to strengthening Ghana's foreign service. The Ministry of Foreign Affairs (MFA) inaugurated the Ministerial Advisory Board and the Governing Council of the Foreign Service Institute to provide strategic oversight and strengthen professional diplomacy. A Delivery Unit was established to monitor performance and implement the country's first-ever Key Performance Indicators (KPIs) for Ambassadors and High Commissioners.

The KPI framework introduced measurable performance standards in trade promotion, diaspora engagement, cultural diplomacy, and consular service delivery, thereby enhancing accountability and professionalism within Ghana's diplomatic service.

2.4.4 Key Challenges and Policy Recommendations

Table 2.4.7 summarises key challenges and preferred recommendations for Governance, Corruption and Public Accountability.

Table 2.4.7: Key challenges and recommendations for Governance, Corruption and Public Accountability

S/N	Focus Area	Challenges	Recommendations
1.	Public Policy Management	• Policies, plans, programmes, strategies and executive instruments are not always consistently classified, creating risks of duplication and inaccurate reporting. • Policy and legislative information remains fragmented across institutions, limiting access to a complete and authoritative whole-of-government record.	NDPC in collaboration with Parliament, MMDAs and MDAs should: • develop and enforce a standard classification framework that clearly distinguishes policies, strategies, plans, programmes, executive instruments and other policy interventions, including their approval and implementation status. • establish common policy-recording and information-sharing requirements and designate responsible officers within institutions to maintain accurate and up-to-date policy and legislative records.

S/N	Focus Area	Challenges	Recommendations
2.	Public Institutional Reform	• HRMIS migration and utilisation remain incomplete • Staff appraisal participation is incomplete, some senior-level performance assessments are delayed, and performance results are not consistently linked to rewards, promotion or corrective action. • Delays in reviewing organisational structures, schemes of service and manuals contribute to unclear mandates, overlapping functions and uneven compliance with public service standards. • Coverage and implementation of client service charters and ethics systems remain uneven, whilst some institutions do not meet minimum service-delivery standards. • Inadequate ICT infrastructure, weak digital skills and poor records-storage conditions constrain electronic systems, administrative efficiency and institutional memory.	PSC, OHCS, OHLGS, Public Sector Reforms Secretariat (PSRS) should: • complete HRMIS migration across eligible institutions. • strengthen interoperability with payroll and identity systems. • conduct regular HR audits and data-quality checks. • enforce appraisal timelines, complete evaluations within the reporting cycle and link results to training, promotion, succession planning, recognition and performance-improvement measures. • establish national registers for client service charters and ethics officers. • strengthen service-delivery audits, publish results and require time-bound improvement plans for underperforming institutions. • invest in secure and interoperable digital platforms particularly continuous user training, help-desk support, records digitisation and rehabilitation of records facilities.

S/N	Focus Area	Challenges	Recommendations
3.	Human Security and Public Safety	• High, concentrated crime rates (murder, robbery, rape, trafficking) with inadequate police coverage. • Weak community policing, forensics, and cybercrime capabilities. • High pressure from pre-trial/remand detention, coupled with poor inmate transport, tech, and healthcare. • Inefficient border security, • Housing deficits for security forces, • illicit circulation of small arms. • Limited institutional capacity and lack of sustainable financing for refugee protection. • Weak compliance with fire-safety requirements and infrastructure deficits..	MINTER, OAG&MOJ, and MoH should: • accelerate targeted recruitment and deploy personnel, logistics, and intelligence based on regional risk. • strengthen community policing, investigations, forensics, and cybercrime units. • fast-track non-custodial sentencing, parole, and bail reforms; prioritize new facilities, secure transport, and improved inmate healthcare/rehabilitation. • provide vehicles, surveillance tech, and digital management; strengthen arms tracing, border controls, and armory management. • establish a national refugee-financing framework and integrate refugee needs into district planning. • intensify inspections and sanctions; procure modern firefighting/rescue equipment and expand hydrants
4.	Anti-Corruption and Economic Crimes	• Inadequate funding • Inadequate logistics • Shortage of specialized personnel	EOCO, OAG&MOJ, MoF, OHCS, MWHR, PSC should: • ensure increased and timely disbursement of funds for anti-corruption and economic crime operation • provide state-of-the-art equipment to combat economic crimes • train and recruit specialized professionals including forensic investigators, and cybercrime experts.

S/N	Focus Area	Challenges	Recommendations
5.	Attitudinal Change, Patriotism and National Cohesion	• Incidents of election-related violence, voter intimidation and attacks on election officials • Posed risks to democratic governance and peaceful political participation. • Weak measurement of behavioural change outcomes makes it difficult to assess the long-term impact of civic education and patriotism campaigns. • Low public awareness of rights and obligations under the Right to Information Act, 2019 (Act 989) continues to affect utilisation of the law. • Persistent chieftaincy disputes in some traditional areas continued to affect social cohesion, local governance and community development. • Limited integration of digital platforms for civic education and public engagement reduces outreach, particularly among the youth. • Sustaining public confidence in democratic institutions requires continuous stakeholder engagement beyond election periods. • Inadequate and irregular funding for civic education programmes limited the scale and sustainability of public sensitisation campaigns and behavioural change interventions. • Misinformation and disinformation continued to undermine public trust in public institutions, democratic processes and electoral outcomes.	MoF, MoI, NCCE, GES, GFD, NCPD and CSOs should: • increase budgetary allocation and ensure timely release of funds to the National Commission for Civic Education (NCCE) and other governance institutions to support sustained civic education and public awareness programmes. • strengthen collaboration among the Electoral Commission, NCCE, Ministry of Information, National Media Commission and media organisations to intensify public education, media literacy and fact-checking initiatives. • strengthen electoral security arrangements, enforce electoral laws and intensify civic education on peaceful political participation and democratic tolerance. • develop and institutionalise measurable indicators for assessing behavioural change, civic responsibility, patriotism and citizen participation. • intensify nationwide public education and awareness campaigns on the Right to Information Act and citizens' rights to access public information. • strengthen alternative dispute resolution mechanisms, mediation efforts and capacity-building support for traditional authorities to facilitate the timely resolution of chieftaincy disputes. • expand the use of digital platforms and social media channels for civic education, voter education and citizen engagement programmes. • Institutionalise regular stakeholder dialogue platforms, including IPAC and community engagement mechanisms, to promote trust, transparency and citizen participation in governance processes.

S/N	Focus Area	Challenges	Recommendations
6.	Ghana's Role in International Affairs	• Financial constraints affecting the implementation of diplomatic programmes, infrastructure projects, and foreign missions. • Weak inter-agency coordination among institutions involved in trade promotion, investment attraction, and economic diplomacy. • Increasing demand for passport, visa, and consular services due to growing international mobility. • Rising global conflicts and geopolitical instability affecting the welfare of Ghanaians abroad. • Need to sustain and leverage Ghana's increasing influence in international organisations for national development. • Limited mechanisms for measuring the impact of diplomatic engagements and foreign policy interventions. Underutilisation of diaspora resources, skills, and investment potential. • Increasing global competition for foreign direct investment, trade opportunities, and international influence.	MFARI, NDPC, MoTAI, MELR, GEPA, GIPC and MoF should: • increase budgetary support to the Ministry of Foreign Affairs (MFA) including Foreign Service Institute, explore public-private partnerships, and mobilise alternative sources of financing, including diaspora investment initiatives. • enhance collaboration and coordination among MFA, GEPA, GIPC, the Ministry of Trade, Agribusiness and Industry, and other relevant stakeholders through integrated planning and implementation frameworks. • continue expanding digital service delivery platforms, strengthen ICT infrastructure, and establish additional Passport Application Centres to improve accessibility and efficiency. • develop a comprehensive crisis management and citizen protection framework, strengthen contingency planning, and establish emergency response mechanisms for evacuations and consular assistance. • develop a strategic framework to maximise the benefits of Ghana's representation in international organisations and align diplomatic achievements with national development priorities. • fully operationalise the Diaspora Engagement Policy through targeted investment, skills-transfer, and knowledge-sharing programmes. • strengthen economic diplomacy, improve Ghana's international competitiveness, and equip foreign missions with resources and targets to attract investment and promote exports.

2.5 Emergency Planning and COVID-19 Response

2.5.1 Introduction

The emergency and COVID-19 response dimension tracks progress across 5 focus areas, each with clearly defined objectives covering various potential threats, relief and humanitarian operations and response. Its overarching goal is to build resilience to withstand threats of different dimensions, including COVID-19. The 2025 report evaluates performance against key indicators, highlighting notable achievements, identifying persistent challenges, and providing policy recommendations to guide decision-making and improve development outcomes.

2.5.2 Key Performance Indices

The notable highlights under the emergency preparedness and response dimension in 2025 include:

i. A total of 2,154 disaster occurrences were recorded nationwide, representing an 80 percent increase from the 1,199 occurrences recorded in 2024.

ii. Ashanti, Central and Greater Accra Regions recorded the highest proportion of 31 percent, 19 percent and 11.8 percent respectively for affected persons.

iii. 55 percent of children were mostly affected by disasters compared to 45 percent of adults, highlighting heightened vulnerability of minors in crisis settings

iv. A total of 682,464 individuals received assistance in the form of emergency shelter, food, and non-food items, whilst 404,437 remained unreached due to resource and access constraints.

v. Two simulation exercises were undertaken in 2025 for stakeholders in the oil and gas sector to assess the Country's readiness to address emergencies in the oil and gas industry as part of the national oil spill contingency plan.

vi. The Cybersecurity Authority licensed and accredited 50 Cybersecurity Service Providers (CSPs), 10 Cybersecurity Establishments (CEs), and 100 Cybersecurity Professionals (CPs).

vii. A total of 10,360 public education campaigns on disaster prevention were conducted in 2025, up from the 8,206 recorded in 2024.

viii. The number of emergency response and rescue missions carried out rose from 1,179 in 2024 to 1,319 in 2025, representing an increase of 11.9 percent.

ix. Out of 316 suspected cases of COVID-19 localised outbreak at the University of Ghana, 107 were confirmed, with no hospitalisations or deaths reported.

x. The Africa Center for Disease Control (CDC) handed over a refurbished Emergency Operations Center (EOC) located at Pantang to the Ghana Government.

2.5.3 Progress of Implementation

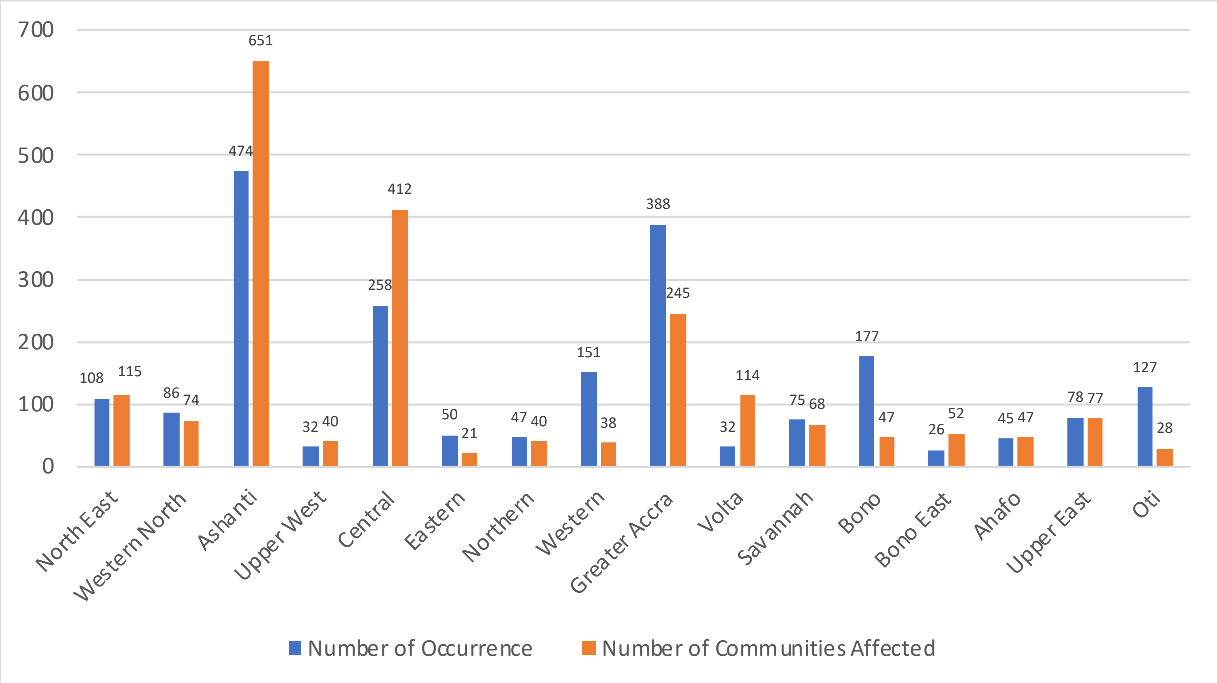
This section reviews progress made across seven key focus areas such as: Hydro-meteorological Threats; Geological Threats; Anthropogenic and Technology and Security Threats; Relief Operations and Humanitarian Assistance for Disaster Victims; and COVID-19 Response.

2.5.3.1 Hydro-meteorological Threats

In 2025, a total of 2,154 disaster occurrences were recorded nationwide, representing an 80 percent increase from the 1,199 occurrences recorded in 2024. Rainstorm/windstorm, domestic fire, drought and flood were the four main disasters that affected 984,407 persons in 2025.

In terms of community impact, Ashanti, Central and Greater Accra Regions recorded the highest proportions at 31 percent, 19 percent and 11.8 percent respectively as presented in Figure 2.5.1. The distribution pattern underscores the need for tailored emergency preparedness and strategic resource allocation across regions to ensure that both high-risk and low-impact areas are adequately supported in building resilience.

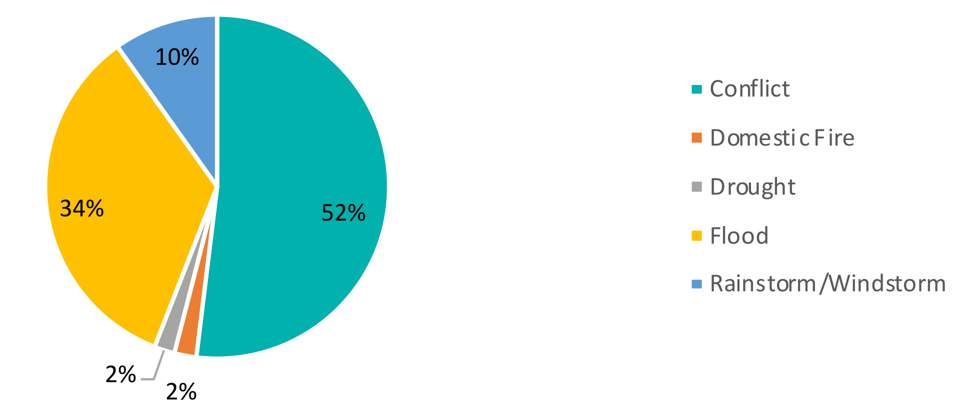
Figure 2.5.1: Regional Distribution of Disaster Occurrence,2025



Source: NADMO APR,2025

In terms of people affected by disasters, conflict was the most significant humanitarian burden, affecting 511,249 persons, underscoring the scale of displacement and vulnerability associated with insecurity. This was followed by floods, impacting 336,943 persons and rainstorms/windstorms affecting 96,913 persons, reflecting the growing frequency of extreme weather events and their disproportionate impact on vulnerable communities. Domestic fires and drought affected 20,358 and 18,944 persons respectively as shown in Figure 2.5.2.

Figure 2.5.2: Types of Disasters and People Affected

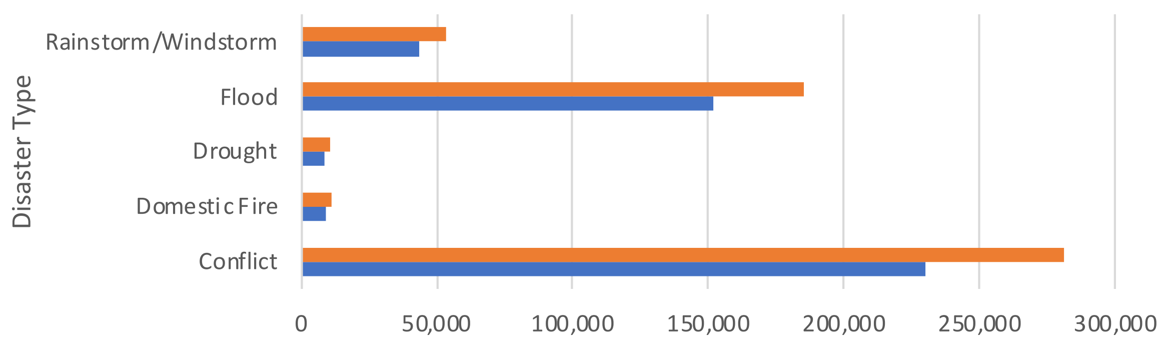


Source: NADMO APR,2025

Children and Adults Affected by Disaster

Out of the 984,407 people affected by disasters, 55 percent were children highlighting heightened vulnerability of minors in crisis conditions. Conflict situations accounted for 28.6 percent, followed by floods (18.8%), and rainstorms/windstorms (5.4%) as shown in Figure 2.5.3.

Figure 2.5.3: Children and Adults Affected by Type of Disaster



	Conflict	Domestic Fire	Drought	Flood	Rainstorm/Windstorm
Children Affected	281,187	11,197	10,419	185,319	53,302
Adult Affected	230,062	9,161	8,525	151,624	43,611

Children Affected Adult Affected

2.5.3.2 Geological Threats

Ghana Geological Survey Authority (GGSA) replaced obsolete equipment, rebuilt and re-equipped remote seismic stations, and upgraded communication systems from ageing satellite technology to modern cellular telemetry in 2025. The upgraded National Seismic Monitoring Network involved 20 out of the 21 seismic monitoring stations being fully upgraded and made operational. In addition, 13 strong-motion stations monitoring the Weija, Akuse and Akosombo dams have also been modernised with broadband stations now capable of recording both ground-motion velocity and acceleration with greater precision.

The upgraded network will enable faster earthquake detection, accurate location, magnitude determination, real-time alerts and enhance data collection to support improved seismic hazard maps, inform building regulations, land-use planning, and infrastructure development.

2.5.3.3 Biological Threats

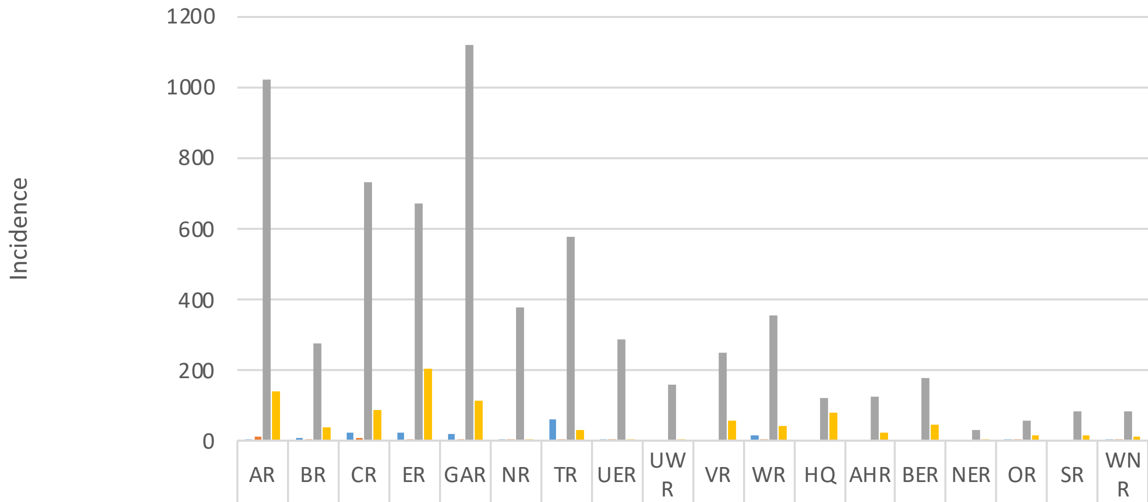
In 2025, the Africa Center for Disease Control (CDC) handed over a refurbished Emergency Operations Center (EOC), located at Pantang to the Ghana Government. As the country's first official high-level emergency operations environment, the upgraded facility would enhance national coordination and preparedness for public health threats by strengthening detection and response capacity.

The EOC would serve as a national coordination platform that integrates data, expertise, and timely decision-making to support rapid response during public health events. The center would continuously monitor threats, analyse information, and guide actions taken in emergencies, thereby reinforcing Ghana's ability to manage complex health crises effectively.

2.5.3.4 Anthropogenic Threats

Fire Outbreaks: In 2025, the Ghana National Fire Service reported that total fire outbreaks declined from 6,796 in 2022 to 6,515 in 2025. Regionally, Greater Accra (1,120 incidents) and Ashanti (1,023 incidents) maintained their consistent pattern as the two most fire-affected regions as shown in Figure 2.5.4. Rescue incidents from road traffic collisions fluctuated over the period, from 830 in 2022 to 747 in 2023 to 768 in 2024 and to a peak of 920 in 2025, highlighting the growing demand on emergency response services.

Figure 2.5.4: 2025 Regional Fire Statistics



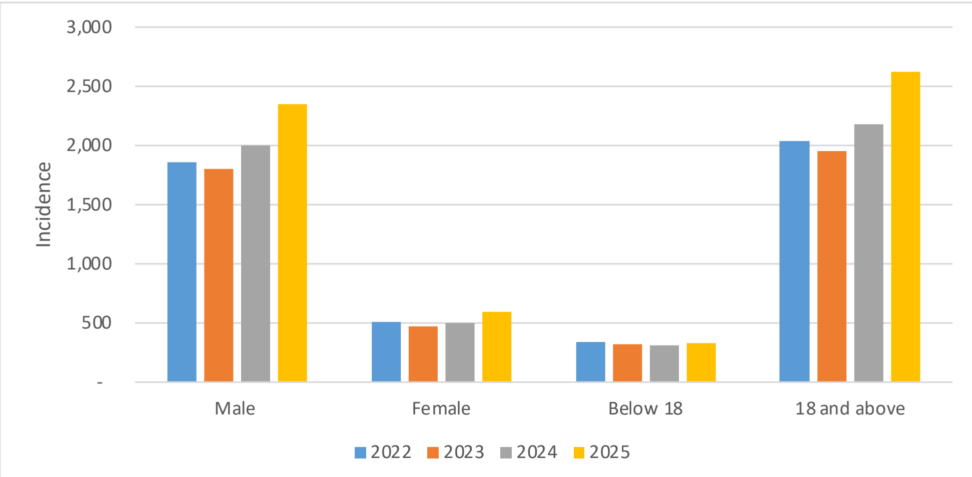
	AR	BR	CR	ER	GAR	NR	TR	UER	UWR	VR	WR	HQ	AHR	BER	NER	OR	SR	WNR
Fire Outbreak (Injury)	2	8	25	23	19	2	61	1	0	0	15	0	0	0	0	1	0	1
Fire Outbreak (Death)	12	4	9	2	2	1	1	4	0	0	5	0	0	0	0	2	0	1
Total Fire Outbreak	1023	277	734	671	1120	377	579	286	159	249	354	122	124	179	33	59	84	85
RESCUE/RTC NO.	139	38	89	203	114	5	33	1	1	56	42	79	23	46	4	18	15	14

Fire Outbreak (Injury) Fire Outbreak (Death) Total Fire Outbreak RESCUE/RTC NO.

Source: Ghana Fire Service APR,2025

Road Traffic Fatalities: Between 2022 and 2025, road traffic fatalities showed persistent disparities by age. Adults aged 18 years and above consistently dominated fatality counts, contributing 85.7–88.9 percent of total deaths, rising from 1,954 in 2023 to 2,621 in 2025. In contrast, fatalities among persons below 18 years remained stable at 328, with their share declining from 14.1 percent in 2022 to 11.1 percent in 2025. The overall surge in fatalities was therefore driven entirely by adult deaths, particularly among males.

Figure 2.5.5: Road Crash Fatalities



Source: National Road and Safety Authority, 2025

Oil Spillage Contingency Plan: Two simulation exercises were undertaken in 2025 for stakeholders in the oil and gas sector to assess the Country's readiness to address emergencies in the oil and gas industry. The exercise was successful and improved coordination and effective communication among stakeholders in the industry.

2.5.3.5 Technology and Security Threats

The Cybersecurity Authority in 2025, embarked on public awareness and resilience building campaigns. The Authority trained 150,000 community members across 15 MMDAs with the objective of improving cybersecurity knowledge at the community level and building a more cyber-resilient population. The Authority also advanced the licensing and accreditation regime, licensing 50 Cybersecurity Service Providers (CSPs), accrediting 10 Cybersecurity Establishments (CEs), and 100 Cybersecurity Professionals (CPs). These measures ensured that only qualified entities and professionals were authorised to deliver cybersecurity services.

2.5.3.6 Relief Operation and Humanitarian Assistance for Disaster Victims

In 2025, NADMO responded to 1,086,901 people across the country. Of those, 62.8 percent received assistance in the form of emergency shelter, food, and non-food items, whilst 37.2 percent remained unreached due to resource and access constraints. Whilst immediate needs were addressed, recovery support beyond the initial response remained limited. Psychosocial care and alternative livelihood assistance were insufficient, leaving many affected households vulnerable to prolonged hardship. As part of efforts to strengthen emergency preparedness, all sixteen regions have been provided with well-resourced emergency centres, with 10 out of 261 MMDAs having established operational centres.

A total of 10,360 public education campaigns on disaster prevention were conducted by NADMO in 2025, up from the 8,206 recorded in 2024. The community engagements focused on flood preparedness, rainstorm awareness, domestic fire prevention, cholera awareness, and building safety. The regions and districts offices collaborated with schools, traditional leaders, markets, and local assemblies to strengthen community-level resilience. Similarly, 7,035 field trips and assessment exercises were undertaken to assess the impacts of flood, collapsed structures, fire incidences at houses, commercial centres and farmlands.

The number of staff trained in Disaster Risk Reduction (DRR) increased from 2,142 in 2024 to 2,534 in 2025. These trainings were in the areas of using Global Positioning System (GPS) mapping in DRR, emergency response procedures, climate change awareness, mental health support, data management and risk mapping. The Organisation also collaborated with the UNICEF and other partners to enhance the capacity of staff on child protection in DRR.

In order to mitigate the impact of flooding and improve drainage systems, the organisation facilitated the dredging of 836 major drains and waterways in 2025, compared to 700 in 2024. The number of emergency response and rescue missions carried out rose from 1,179 in 2024 to 1,319 in 2025.

2.5.3.7 COVID-19 Response

In 2025, a localised outbreak was detected at the University of Ghana, traced to the Omicron subvariant. Out of 316 suspected cases, 107 were confirmed, with no hospitalisations or deaths reported. Detection was made possible through Ghana's Influenza Surveillance System, supported by the Noguchi Memorial Institute for Medical Research and a nationwide network of sentinel sites across all 16 regions. Unlike many countries that have scaled down testing, Ghana has integrated COVID19 monitoring into broader respiratory virus surveillance, demonstrating leadership in preparedness and rapid response.

Investigations linked the outbreak to large hall week celebrations with limited adherence to safety protocols. In response, authorities deployed a national team, suspended mass gatherings, launched campus-wide education campaigns, and strengthened contact tracing. Additional measures included resourcing the University Hospital and Student Clinic, preparing the Ghana Infectious Disease Centre, enhancing PPE supply and frontline training, and improving data tracking across health facilities. While vaccination is no longer part of routine immunisation, Ghana has initiated processes to secure doses for vulnerable populations in anticipation of potential surges. Treatment options, including Paxlovid, remain available for patients with comorbidities.

2.5.4 Key Challenges and Policy Recommendations

Table 2.5.1 summarizes policy measures designed to strengthen emergency preparedness and response.

Table 2.5.1: Key Challenges and Policy Recommendations for Emergency Planning and COVID-19 Response

S/N	FOCUS AREAS	CHALLENGES	RECOMMENDATIONS
1.	Hydro-meteorological Threats	• Increasing disaster occurrence particularly rainstorm/ windstorm and flooding. • Children disproportionately affected by disasters.	NADMO, GMeT, EPA, MWHWR and MMDAs, with MoF to: • enhance hydro-meteorological monitoring and early warning systems, consistent with Ghana's commitments under the Sendai Framework for Disaster Risk Reduction • develop child-centered disaster response protocols • prioritise drainage, flood-resilient infrastructure and community-level early warning for regions most affected by disasters

S/N	FOCUS AREAS	CHALLENGES	RECOMMENDATIONS
2.	Geological Threats	• Inadequate seismic monitoring stations across the country • Lack of real time alert generation and public communication of seismic risk information. • Inadequate community-level alert systems and public preparedness	Ghana Geological Survey Authority (GGSA), in collaboration with MEST, EPA, NADMO, LUSPA, MWHWR and MoF to: • complete the upgrade of the remaining seismic monitoring station and operationalise the full National Seismic Monitoring Network • publish updated seismic hazard maps and integrate them into the National Building Regulations and LUSPA's spatial planning frameworks • expand community-level alert systems, particularly in Greater Accra and around the Akosombo, Akuse and Weija dams • establish earthquake preparedness communication programme
3.	Biological Threats	• Inadequate and uneven emergency preparedness and surveillance centers across the country • Weak coordination of biological emergency response across health system	MOH, Ghana Health Service, NADMO and MoF to: • operationalise the Pantang EOC as the central national coordination platform for biological emergencies • secure recurrent funding to maintain the Noguchi sentinel-site network across all 16 regions and the Ghana Influenza Surveillance System
4.	Anthropogenic Threats — Fire, Road Safety and Oil & Gas	• High incidence of fire outbreaks across the country • Growing pressure of high rescue and road-traffic incidents on emergency response services.	Ghana National Fire Service (GNFS), National Road Safety Authority (NRSA) and EPA, with MoF to: • intensify targeted fire prevention measures across the country • ensure enforcement of the Road Traffic regulations with focus on adult male drivers and commercial vehicle operators • update the National Oil Spill Contingency Plan (last revised 2020) and increase the frequency and scope of joint-sector simulation exercises

S/N	FOCUS AREAS	CHALLENGES	RECOMMENDATIONS
5.	Technology and Security Threats	• Poor cybersecurity awareness campaigns across the country • Limited inter-agency coordination across the broader technology and security threat landscape.	Cyber Security Authority, Ghana Atomic Energy Commission (GAEC), EPA and National Security Coordinator, with MoF to: • expand cybersecurity awareness coverage to all regions and districts • report annual cyber-incident statistics, breach notifications and recovery outcomes under the Cybersecurity Act, 2020 (Act 1038), to provide a measurable basis for performance assessment • establish a Joint Coordination Mechanism for emerging technology and security threats
6.	Relief Operations and Humanitarian Assistance	• Inadequate humanitarian support to victims of disaster • Inadequate functional Emergency Operational Centres across the regions and districts • Recovery support beyond the initial response including psychosocial care and alternative livelihood assistance remains limited	MINTER, NADMO, MoF, MMDAs and Development Partners to: • accelerate the passage of the National Disaster Fund Bill to provide a sustainable financing mechanism • scale up Regional and District Emergency Operations Centres and make them functional • Integrate early recovery — psychosocial care, livelihoods restoration, shelter rehabilitation into the standard NADMO response architecture • establish a single authoritative disaster impact data set with a inter-agency verification protocol and regular public disclosure • sustain training, equipping and deployment of Disaster Volunteer Groups across the country

S/N	FOCUS AREAS	CHALLENGES	RECOMMENDATIONS
7.	COVID-19 and Respiratory Virus Preparedness	• Lack of financed vaccination policy for residual high risk populations. • Gaps in mass-event public health regulation and enforcement management.	MoH, Ghana Health Service, Noguchi Memorial Institute, and MoF: • secure procurement of COVID-19 vaccine doses for vulnerable populations in anticipation of seasonal surges • issue updated public health guidelines for large gatherings and mass events to universities, religious bodies and event organisers • maintain and resource the integrated respiratory virus surveillance system across all 16 regions

2.6 Implementation, Coordination, Monitoring and Evaluation of the Agenda For Jobs II Policy Framework In 2025.

2.6.1 Introduction

The Implementation, Coordination, Monitoring and Evaluation (ICME) dimension of the 2025 National APR assesses the results achieved and the constraints encountered in the implementation, coordination, monitoring and evaluation of the programmes and projects set out in the medium-term development plans of MMDAs, RCCs and MDAs. The aim is to enhance the delivery of development outcomes and ensure value for money at all levels of governance.

The dimension seeks to improve plan preparation, execution and coordination at all levels; strengthen monitoring and evaluation systems; enhance the production and utilisation of statistics; improve resource mobilisation and the management of its utilisation; and strengthen knowledge management and learning. These objectives are pursued through five focus areas: implementation and coordination; monitoring and evaluation; production and utilisation of statistics; development finance and cooperation; and knowledge management and learning.

2.6.2 Key Performance Indices

The notable highlights under the implementation, coordination, monitoring and evaluation dimension in 2025 include:

Implementation and Coordination

i. On average, MMDAs implemented 89.4 percent of their Annual Action Plans (AAPs) in 2025, marginally up from 88.4 percent in 2024. RCCs also implemented on average 90.3 percent of their AAPs in 2025.

ii. MDAs recorded high AAP implementation, though completion was lower owing to the multi-year, capital-intensive nature of national programmes; they mobilised GH¢ 80.6 billion (96.6% of estimate) and accounted for 92.8 percent of the national development-finance envelope.

iii. A total of GH¢ 888.1 million was collected by all MMDAs as internally generated funds (IGF) in 2025, compared with GH¢ 752.3 million in 2024.

iv. RCCs mobilised GH¢ 576.8 million from all sources, representing 56.7 percent of their estimate.

v. MDAs mobilised GH¢ 80.6 billion (96.6% of estimate) and accounted for 92.8 percent of the national development-finance envelope.

Monitoring and Evaluation

i. NDPC produced the 2024 National Annual Progress Report on the implementation of the medium-term national development policy framework.

ii. The Commission's 2024 APR was also prepared and published.

iii. Feedback on district and sector APRs was provided after the Commission reviewed the reports submitted by MMDAs and MDAs.

iv. Risk-based monitoring was conducted in selected MMDAs to identify key threats to national development outcomes.

Production and Utilisation of Statistics

i. GSS published the Annual Trade Report, Labour Statistics Report, and

261 district-level Multidimensional Poverty reports based on the 2021 Population and Housing Census (PHC) and 2023 Annual Household Income and Expenditure Survey (AHIES).

ii. GSS conducted Administrative Data compilation training for 101 MMDAs.

Development Finance and Cooperation

i. NDPC received support from UNICEF, UNDP, WFP, UNFPA, GIZ PAIReD, IOM and PFM Programme across key coordination and monitoring activities.

Knowledge Management and Learning

i. Knowledge management and learning requirements were explicitly incorporated in the 2026–2029 Planning Guidelines. Communities of practice were promoted across selected MDAs and MMDAs.

2.6.3 Progress of Implementation

This section provides an overview of progress made across the implementation, coordination, monitoring and evaluation of the Medium-Term National Development Policy Framework, Agenda for Jobs II, 2022-2025.

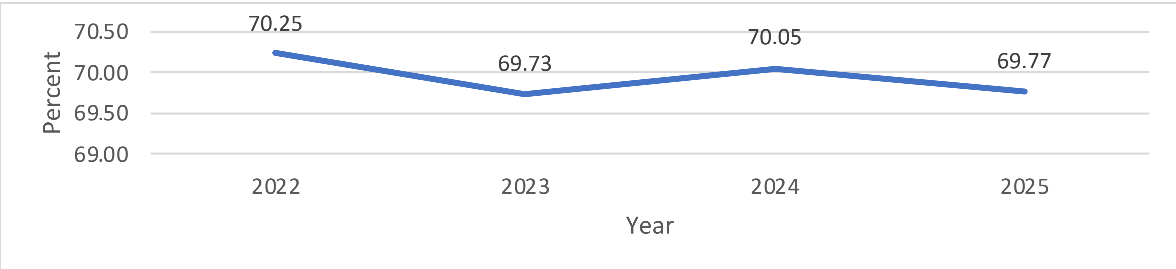
2.6.3.1 Implementation and Coordination

Metropolitan, Municipal and District Assemblies (MMDAs), Regional Coordinating Councils (RCCs) and Ministries, Departments and Agencies (MDAs) continued to implement the Agenda for Jobs II through their Annual Action Plans (AAPs). The proportion of the annual action plan implemented provides an important basis for assessing the level of implementation of the medium-term development plans. The AAP implemented refers to the percentage of planned interventions either completed or ongoing by the end of the year.

Proportion of annual action plans completed by MMDAs

Plan implementation remained high across regions in 2025. On average, MMDAs completed 69.8 percent of their AAPs. The completion rate from 2021 to 2025 is shown in Figure 2.6.1

Figure 2.6.1: Proportion of AAP Completed, 2022–2025



Source: MMDAs 2025 APRs / ICME data template.

The proportion of planned activities fully completed by the districts was much lower than the overall action plan implementation. MMDAs in the Bono Region completed the highest average share of 78.0 percent of their AAPs, making it the best-performing region in 2025, whilst those in the Ahafo Region completed the least at 61.3 percent. Table 2.6.1 shows the MMDA action plan implementation by region.

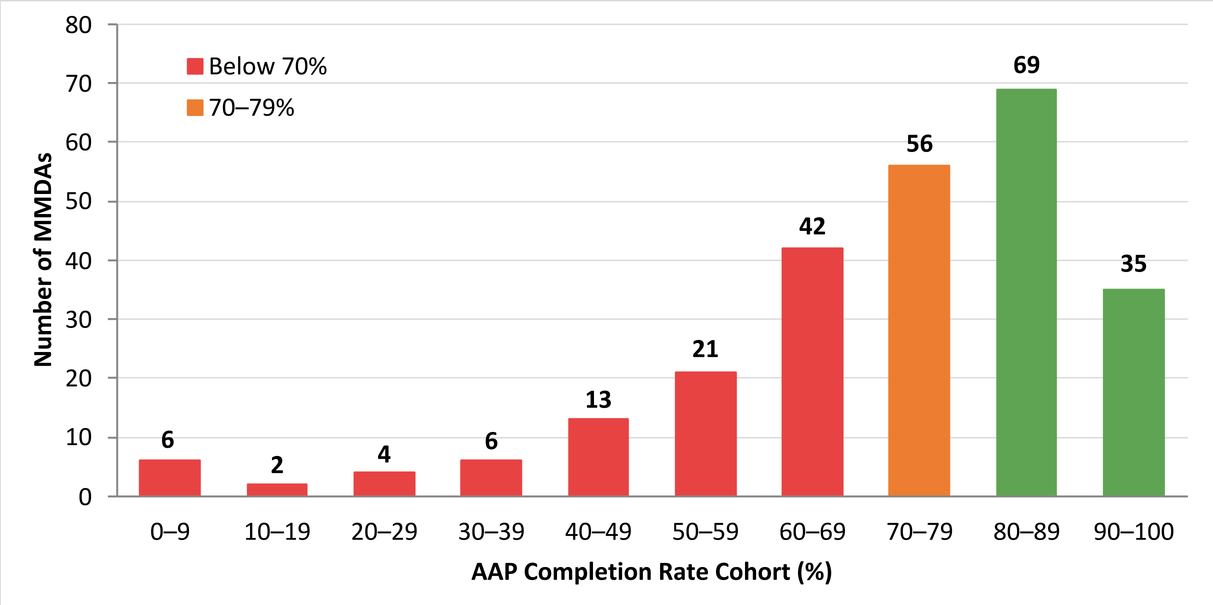
Table 2.6.1: Share of AAP Completion by region, 2022–2025

Regions	2022	2023	2024	2025
Bono	77.4	82.4	85.3	78
Savannah	84.9	81.8	69.6	76.1
Western	72.3	78	80.8	75.3
Greater Accra	73.6	75.8	71.1	74.5
Ashanti	70	71.4	75.6	73.7
Upper West	63.1	65.7	62.1	73.3
Eastern	71.4	73	75.6	72.7
Bono East	76.4	76.1	79.5	72.5
Central	65.2	70.3	71.2	69.6
Northern	71.8	65.5	70.3	67.8
Upper East	70.8	72.5	67.4	67.4
Oti	62.6	64.2	60	63.7
North East	53.3	48.6	46	63.6
Volta	70	72.4	66.4	63.5
Western North	74	66.6	77.9	63.3
Ahafo	67.2	51.4	62	61.3

Source: MMDAs 2025 APRs.

The AAP data further shows that most districts completed 50 percent or more of their planned activities in 2025. 69 MMDAs completed between 80 and 89 percent of their action plans, whilst 35 completed between 90 and 100 percent. Figure 2.6.2 shows the number of MMDAs by share of AAP completed.

Figure 2.6.2: MMDAs AAP completion by percentage cohort, 2025



Source: MMDAs 2025 APRs.

A total of 31 MMDAs completed less than 50 percent of their planned activities in 2025. Table 2.6. 2 provides details on these assemblies and their performance over the 2022–2025 period.

Table 2.6.2: MMDAs that completed less than 50 percent of their AAPs in 2025

MMDA	Region	2022	2023	2024	2025
Bia West District	Western North	20.00	0.00	20.00	0.00
Bawku Mun	Upper East	3.00	2.00	3.00	2.00
Ahafo Ano North Muni	Ashanti	2.00	4.10	5.20	6.50
Birim Central Muni	Eastern	56.00	44.90	53.60	7.00
Mamprugu Moagduri	North-East	6.00	10.00	5.00	7.00
Mion	Northern	15.00	8.10	11.00	9.00
Ahafo Ano South East	Ashanti	11.40	8.30	11.00	16.50
Ningo-Prampram	Greater Accra	45.00	20.00	37.00	17.00
Yilo Krobo Muni	Eastern	80.00	65.00	49.40	21.50
Sene East	Bono East	73.40	62.80	68.20	25.30
Hohoe Mun	Volta	62.70	42.30	23.70	25.80
Biakoye	Oti	65.40	73.00	43.00	29.80
Wa West	Upper West	60.00	59.00	20.80	30.20
Dormaa West	Bono	69.40	81.00	80.00	30.40

MMDA	Region	2022	2023	2024	2025
Asokore Mampong Mun	Ashanti	77.80	78.50	68.20	32.00
Kintampo Mun	Bono East	92.20	80.60	82.80	36.80
Sekyere Kumawu	Ashanti	60.00	53.00	81.00	38.30
Gomoa Central	Central	41.50	45.70	36.80	39.50
Tatale -Sanguli	Northern	90.00	80.00	70.00	40.00
Nkwanta South	Oti	55.00	42.90	41.40	40.00
Tema Metropolitan	Greater Accra	45.00	51.00	57.60	42.00
Afadzato South	Volta	45.10	40.00	42.00	43.00
Ketu South Mun	Volta	88.00	59.00	73.10	44.00
South Tongu Mun	Volta	51.20	90.70	69.10	46.30
Agona West	Central	66.90	85.50	64.50	47.40
Tempane	Upper East	64.70	62.00	67.90	48.00
Garu	Upper East	–	–	42.20	48.00
Twifu-Hemang Lower Denkyira	Central	58.40	68.90	85.00	48.30
Fanteakwa North	Eastern	24.00	9.80	33.00	49.10
Bodi	Western North	68.00	30.00	82.90	49.50
West Mamprusi Mun	North-East	60.50	62.00	48.20	49.90

Source: MMDAs 2025 APRs.

Proportion of Annual Action Plans Completed by RCCs

The Regional Coordinating Councils (RCCs) also implemented activities in line with the PFM regulations (L.I. 2378), which require all government agencies with cost centres to develop and implement MTDPs through AAPs. In 2025, reporting RCCs implemented an average of 91.5 percent of their AAPs and completed 59.7 percent. Western RCC had the highest completion rate of 80.9 percent whiles Oti RCC had the lowest completion rate of 20.7 percent. Table 2.6.3 provides details on the status of regional AAP completion from 2022 to 2025.

Table 2.6.3: Status of RCC AAP implementation, 2022–2025

Regional Coordinating Council	2022	2023	2024	2025
Volta	75.00	85.00	66.00	66.00
Greater Accra	31.40	27.20	47.30	42.50
Bono East	81.00	73.80	78.60	79.20
Western North	95.70	95.70	90.00	66.00
Western	48.00	51.50	76.30	80.90
Savannah	62.00	59.00	59.00	56.00
Ahafo	48.00	69.20	68.00	71.00
Eastern	58.00	67.60	65.70	64.40
Ashanti	78.10	93.90	53.80	75.80

Regional Coordinating Council	2022	2023	2024	2025
Central	54.80	50.60	64.00	34.40
Oti	87.50	59.30	83.50	20.70
Bono	54.50	30.90	38.40	NA
North East	82.00	80.00	85.00	NA
Northern	46.00	23.00	44.00	NA
Upper East	45.30	50.00	44.60	NA
Upper West	33.50	45.00	53.00	NA

Source: RCCs 2025 APRs. ***Note:*** *NA - data not available as at the time of reporting*

Proportion of Annual Action Plans Completed by MDAs

The implementation of AAPs by MDAs remained generally high in 2025, although the share of activities fully completed was significantly lower. Higher completion rates were recorded by Electoral Commission (98.0%), Ministry of Labour, Jobs and Employment (92.6%), Ministry of Gender, Children and Social Protection (90.1%) reflecting the multi-year, capital-intensive and phased nature of many infrastructure-related programmes. Similarly, the Office of the Head of Civil Service completed 48.0 percent of their AAP.

Some MDAs recorded relatively high completion rates, including the Attorney-General and Ministry of Justice, which completed 88.6 percent of planned activities, and the Ministry of Energy and Green Transition, which completed 85.0 percent. However, completion rates remained low for some MDAs, notably the Ministry of Transport at 11.4 percent, Ministry of Lands and Natural Resources at 0.0 percent and Ministry of Sports and Recreation also at 0.0 percent. Low appropriation and late release of funds were among the reasons for the inability of some MDAs to complete planned activities. Table 2.6.4 provides details on MDA AAP implementation levels from 2022 to 2025.

Table 2.6.4: Status of AAP Completion by MDAs (%), 2022–2025

MDAs	2022	2023	2024	2025
Ministry of Roads and Highways	66.00	58.00	58.00	58.00
Ministry of Health	NA	NA	NA	61.70
Ministry of Food and Agriculture	NA	NA	NA	70.00
Ministry of Youth Development and Empowerment	17.00	1.70	2.50	27.00
Ministry of Lands and Natural Resources	0.00	0.00	0.00	0.00
Office of the Head of Civil Service	47.00	71.10	46.90	48.00
Public Services Commission	15.00	27.00	32.30	53.10
AttorneyGeneral and Ministry of Justice	71.00	68.00	7.50	88.60
Ministry of Energy and Green Transition	60.00	70.00	62.00	85.00
Ministry of Education	NA	66.70	NA	45.80
Ministry of Environment, Science and Technology	59.30	60.10	64.00	27.00
Ministry of Defence	67.10	76.90	67.70	67.60

MDAs	2022	2023	2024	2025
Electoral Commission	NA	71.00	80.00	98.00
Legal Aid Commission	NA	NA	NA	66.00
Ministry of Transport	12.00	37.20	24.70	11.40
Ministry of Fisheries and Aquaculture	20.50	32.60	30.90	32.50
Ministry of Local Governance, Chieftaincy & Religious Affairs	61.60	62.00	55.00	55.00
Ministry of Finance	43.00	66.00	58.00	57.00
Ministry of Gender and Social Protection	NA	70.90	75.1	90.10
Ministry of Interior	70.60	78.00	59.00	66.60
Ministry of Foreign Affairs	82.00	86.00	59.00	NA
Ministry of Sports and Recreation	17.30	34.50	34.30	0.00
National Media Commission	70.00	75.00	70.00	70.00
Judicial Service	NA	NA	NA	NA
National Commission for Civic Education	NA	78.60	87.80	75.20
Ministry of Works, Housing and Water Resources	46.00	47.00	53.00	41.50
Ministry of Tourism, Culture and Creative Arts	NA	NA	NA	NA
Ministry of Communication	NA	NA	NA	NA
Ghana Audit Service	NA	NA	NA	NA
Right to Information Commission	NA	NA	NA	NA
Ministry of Labour, Jobs and Empoyment	NA	NA	79.30	92.60

Source: MDAs 2025 APRs. ***Note:*** *NA - data not available as at the time of reporting*

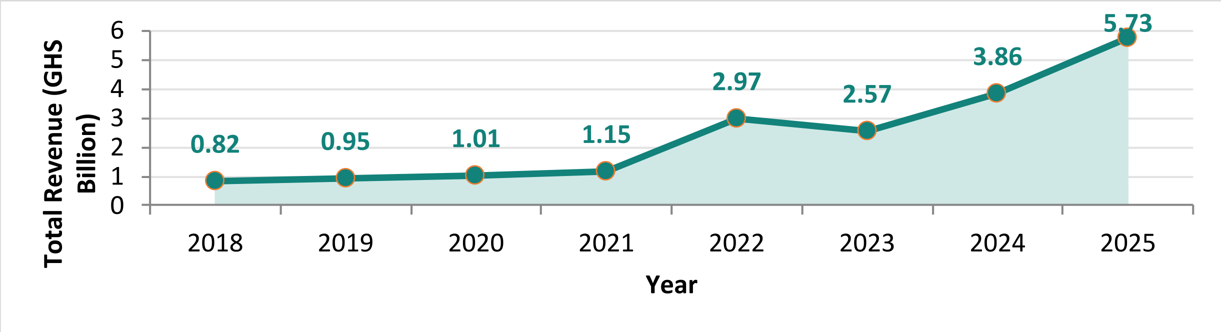
Drivers of Implementation

The key drivers of implementation are financial, human and material (logistics) resources. Development outcomes from implementation are likely to improve if these drivers are available in the right quantity and quality. This sub-section assesses the status of these drivers in 2025.

Financial Position of MMDAs

A review of the district financial statements shows that total revenue mobilised from all sources by MMDAs increased from GH¢ 3.99 billion in 2024 to GH¢ 5.7 billion in 2025, representing a growth of 42.5 percent. Against an estimate of GH¢ 9.78 billion, this actual collection represents a coverage of 58.2 percent. Total revenue for MMDAs is drawn from the DACF, mineral royalties, stool land revenue, donor-supported programmes and IGFs, among others.

Figure 2.6.3: Total revenue growth of MMDAs, 2018–2025 (GH¢ billion)



Source: MMDAs 2025 APRs

MMDAs in the North-East Region recorded the strongest total revenue growth of 75.1 percent in 2025, whilst the Bono East Region recorded the weakest at 19 percent. Table 2.6.5 provides details on the total revenue performance of MMDAs by region.

Table 2.6.5: Total revenue performance of MMDAs by region, 2022–2025 (GH¢)

Region	Performance (GH¢) in Millions			Estimate (GH¢)	Actual (GH¢)	Coverage[7] %	Growth %
	2022	2023	2024	2025	2025	2025	2025
North East	31.68	33.09	67.45	206.61	118.14	57.2	75.1
Greater Accra	438.14	407.75	655.41	1,522.50	1,073.66	70.5	63.8
Eastern	244.40	287.31	458.88	1,116.57	737.24	66.0	60.7
Upper East	67.17	119.92	190.24	456.80	294.66	64.5	54.9
Western North	52.46	60.64	94.44	266.28	144.73	54.4	53.3
Savannah	32.01	39.99	64.93	243.58	96.05	39.4	47.9
Volta	102.04	136.56	231.86	548.85	334.67	61.0	44.3
Ashanti	341.75	465.46	627.92	1,662.20	898.40	54.0	43.1
Oti	56.93	50.24	84.73	241.13	123.28	51.1	45.5
Northern	77.53	154.76	251.68	675.57	317.73	47.0	26.2
Western	186.57	247.03	342.80	675.80	427.44	63.2	24.7
Ahafo	56.77	66.20	104.43	273.45	130.13	47.6	24.6
Central	146.57	206.76	340.47	833.57	421.43	50.6	23.8
Bono	67.49	108.96	192.42	401.82	231.87	57.7	20.5
Upper West	58.90	51.36	123.09	231.16	148.12	64.1	20.3
Bono East	81.74	115.92	161.33	422.52	191.92	45.4	19.0
Total	**2,042.16**	**2,551.92**	**3,992.10**	**9,778.39**	**5,689.47**	**58.2**	**42.5**

Source: MMDAs 2025 APRs.

Table 2.6.6 shows 91 MMDAs who achieved more than 100 percent growth in total

7 Coverage = Actual 2025 / Estimate 2025; Growth = (Actual 2025 – 2024) / 2024.

revenue in 2025.

Table 2.6.6: MMDAs with more than 100 percent growth in total revenue, 2025 (GH¢)

MMDA	Performance (GH¢) in Millions			Estimate 2025	Actual 2025	% Coverage 2025	% Growth 2025
	2022	2023	2024				
Ablekuma West Municipal	13.53	12.91	2.98	58.67	30.58	52.10	926.60
Sawla-Tuna-Kalba District	4.88	4.92	3.91	76.57	26.10	34.10	568.30
West Akim Municipal	7.23	8.97	8.97	50.25	50.25	100.00	460.10
Sekyere South District	9.45	10.70	4.67	39.62	26.15	66.00	459.70
Kassena Nankana Municipal	4.08	2.64	5.44	54.78	25.11	45.80	361.90
Jasikan Disitrict	3.92	4.91	4.84	22.96	21.71	94.60	348.80
Zabzugu District	2.12	0.73	2.67	28.51	11.96	42.00	347.60
Afadzato South District	4.03	2.63	4.88	11.56	21.64	187.30	343.10
Sissala West District	0.22	1.88	3.91	5.38	15.58	289.60	298.00
Ayawaso North Municipal	9.48	5.85	8.84	67.19	33.68	50.10	281.10
Asene-Manso-Akroso District	4.03	2.90	5.50	20.97	20.97	100.00	281.00
Fanteakwa North District	4.87	3.75	5.51	32.70	20.38	62.30	270.00
Pusiga District	3.45	3.86	3.78	27.90	12.80	45.90	239.10
Sekyere East District	7.46	7.92	6.99	35.09	22.77	64.90	225.90
Asante Akim South District	4.70	3.06	6.84	34.83	22.26	63.90	225.70
Fanteakwa South District	7.21	2.86	4.75	28.83	15.44	53.50	225.30
Mamprugu Moagduri District	3.97	1.97	3.46	21.37	11.20	52.40	223.30
Obuasi East Municipal	10.10	10.74	7.57	40.86	24.42	59.80	222.60
Bodi District	2.65	2.88	5.55	33.10	17.79	53.70	220.30
Guan District	2.98	1.37	3.80	18.18	12.17	66.90	219.90
Akuapim South Municipal	5.45	4.43	7.74	37.68	24.35	64.60	214.60
North Dayi District	5.70	5.55	6.56	10.48	20.54	196.00	213.00

MMDA	Performance (GH¢) in Millions			Estimate 2025	Actual 2025	% Coverage	% Growth
	2022	2023	2024			2025	2025
Sekyere Central District	7.18	6.74	6.34	38.66	19.70	51.00	210.80
Tain District	4.40	3.48	3.88	25.32	12.03	47.50	210.20
Ablekuma Central Municipal	11.71	8.50	12.55	65.73	38.48	58.50	206.70
Adaklu District	2.65	3.31	5.66	26.93	17.24	64.00	204.40
Amansie Central District	1.68	2.55	4.44	25.13	13.37	53.20	201.40
Sene East District	6.00	3.88	5.76	27.73	17.13	61.80	197.30
Ashaiman Municipal	9.86	7.79	13.15	63.78	38.87	60.90	195.50
Asuogyaman District	7.48	6.44	11.99	35.32	35.32	100.00	194.50
Tatale -Sanguli District	2.61	4.12	4.12	30.34	12.05	39.70	192.20
Gomoa East District	6.55	5.64	10.15	53.47	29.17	54.60	187.50
Agona East District	6.55	5.64	10.15	53.47	29.17	54.60	187.50
Achiase District	4.16	2.45	4.72	20.58	13.26	64.40	180.70
Denkyembour District	5.69	4.24	6.98	31.59	19.53	61.80	179.90
Karaga District	0.81	1.87	4.57	35.61	12.27	34.50	168.70
Ejura-Sekyedumase District	1.90	4.01	5.40	31.54	14.32	45.40	165.10
Kintampo South Municipal	7.11	6.10	9.18	29.15	24.17	82.90	163.20
Ga North Municipal	17.28	17.35	20.10	84.37	52.34	62.00	160.40
Chereponi District	3.21	7.57	5.46	1.35	14.09	1047.20	157.90
Mion District	4.06	2.28	5.45	–	13.91	–	155.10
Ahafo Ano South West District	4.74	2.66	5.36	32.11	13.65	42.50	154.80
Kwahu South Mun District	4.81	3.07	4.99	24.91	12.65	50.80	153.60
Bolgatanga East District	–	9.66	3.26	21.96	8.18	37.30	151.00
Agortime-Ziope District	2.72	2.33	4.67	23.01	11.65	50.60	149.60
Gomoa Central District	4.88	3.29	6.19	31.95	15.44	48.30	149.50

MMDA	Performance (GH¢) in Millions			Estimate 2025	Actual 2025	% Coverage 2025	% Growth 2025
	2022	2023	2024				
Twifu-Hemang Lower Denkyira District	3.40	2.29	4.59	21.20	11.40	53.80	148.30
Asokore Mampong Municipal	6.70	4.70	7.93	35.87	19.61	54.70	147.20
North East Gonja District	2.44	1.75	7.96	88.91	19.66	22.10	147.10
Savelugu Municipal	2.47	1.71	4.93	5.94	12.04	202.80	144.10
Dormaa East District	4.76	3.75	6.15	33.82	14.99	44.30	143.70
Tamale Metro	8.89	7.41	11.02	34.48	26.70	77.40	142.30
Sefwi Akontombra District	3.96	2.29	6.74	28.99	16.31	56.30	141.90
Sene West District	3.93	2.49	4.87	25.49	11.73	46.00	141.00
Techiman Municipal	7.13	5.23	6.21	28.50	14.84	52.10	139.00
Saboba District	3.51	1.70	7.56	36.96	18.03	48.80	138.50
Shama District	10.66	13.13	18.66	21.31	44.18	207.30	136.70
Ketu South Municipal	8.91	9.09	12.67	51.14	29.81	58.30	135.20
Twifu Ati-Morkwa District	8.13	2.36	5.44	36.48	12.73	34.90	134.00
Kpando District	3.10	2.31	4.89	21.58	11.43	53.00	133.50
Assin South District	1.35	2.26	7.98	26.90	18.57	69.10	132.80
Wassa Amenfi Central District	6.56	6.02	9.20	36.84	21.41	58.10	132.50
Pru West District	4.48	2.95	5.47	42.18	12.71	30.10	132.50
Akatsi South District	0.82	0.61	5.74	24.93	13.26	53.20	130.90
North Tongu District	5.21	6.46	9.30	37.73	21.40	56.70	130.20
Central Tongu District	7.18	6.42	8.26	21.86	18.95	86.70	129.40
Biakoye District	3.95	2.00	4.78	23.26	10.96	47.10	129.30
Kpandai Municipal	3.75	4.86	5.52	6.29	12.59	200.20	127.80
Offinso Municipal	7.72	3.44	6.77	28.12	15.42	54.90	127.80
Anloga District	6.29	5.64	10.01	39.42	22.77	57.80	127.50

MMDA	Performance (GH¢) in Millions			Estimate 2025	Actual 2025	% Coverage 2025	% Growth 2025
	2022	2023	2024				
Jaman South District	4.85	2.45	5.61	30.10	12.72	42.20	126.70
Nzema East Municipal	6.76	6.78	9.09	31.90	20.56	64.40	126.10
Lambusie/Karni District	6.08	2.58	6.86	37.71	15.28	40.50	122.80
Sekyere Afram Plains District	4.60	2.96	5.25	27.92	11.52	41.20	119.30
Shai-Osudoku District	6.06	7.38	11.40	36.39	24.88	68.40	118.20
Assin North District	3.36	3.30	5.13	22.35	11.10	49.60	116.20
West Mamprusi Municipal	4.25	3.64	8.24	52.48	17.77	33.90	115.70
Nkoranza North District	4.41	4.97	5.12	20.35	11.01	54.10	114.90
Afigya Kwabre South	9.80	10.32	13.98	51.93	29.65	57.10	112.20
Upper Denkyira East	6.88	7.88	10.48	32.94	21.99	66.70	109.80
Bosome Freho	3.73	2.03	5.13	23.29	10.75	46.20	109.70
Komenda-Edina-Egu. -Abr.	5.75	2.66	6.25	25.00	13.00	52.00	108.00
Akatsi North	4.82	4.09	8.14	28.72	16.72	58.20	105.40
Juaboso District	1.73	2.55	6.12	23.97	12.53	52.30	104.70
Adansi North District	3.84	2.29	6.14	25.63	12.57	49.00	104.70
Yunyoo-Nasuan District	3.07	3.84	7.62	30.08	15.59	51.80	104.60
Ledzokuku Municipal	9.83	8.36	16.77	NA	34.14	NA	103.60
Oforikrom Municipal	12.22	14.57	19.82	67.77	40.17	59.30	102.70
Ejisu Municipal	8.47	5.83	7.96	31.54	16.10	51.00	102.10
Ayensuano District	5.70	7.76	10.35	33.64	20.87	62.00	101.70
Adansi Asokwa District	4.91	4.53	7.43	27.15	14.87	54.80	100.20

Source: MMDAs 2025 APRs. **Note:** *NA - data not available as at the time of reporting*

On the other hand, 36 MMDAs recorded negative growth in total revenue in 2025. The negative growth is largely explained by inadequate IGF arising from revenue leakages and, in some districts, chieftaincy-related conflicts. Table 2.6.7 shows the affected assemblies.

Table 2.6.7: MMDAs with negative growth in total revenue, 2025 (GH¢)

MMDA	Performance (GH¢) in Millions			Estimate (GH¢)M	Actual (GH¢) M	Coverage (%)	Growth %
	2022	2023	2024	2025	2025		
Pru East	6.20	3.30	5.87	NA	NA	NA	-100.00
Abura-Asebu-Kwaman	5.57	10.30	14.26	NA	NA	NA	-100.00
Kwahu Afram Plains North	7.94	7.36	11.72	NA	NA	NA	-100.00
Krachi East	4.72	14.79	21.79	NA	NA	NA	-100.00
West Gonja	3.75	12.09	11.09	NA	NA	NA	-100.00
Bole	3.35	1.84	2.84	NA	NA	NA	-100.00
Wa Mun	14.54	5.02	32.35	19.05	5.56	29.20	-82.80
Ho Mun	7.15	29.50	48.96	59.97	17.89	29.80	-63.50
Hohoe Mun	9.20	23.09	46.98	48.75	18.93	38.80	-59.70
Agona West	3.30	22.37	41.72	55.22	18.15	32.90	-56.50
Sunyani Mun	6.44	5.55	40.98	17.94	17.92	99.90	-56.30
Mfantseman	5.93	23.49	31.45	87.37	14.81	17.00	-52.90
Sagnerigu	11.81	59.11	83.37	184.63	44.68	24.20	-46.40
Nkwanta North	0.56	1.65	8.73	13.91	4.91	35.30	-43.70
Kwabre East	3.03	37.78	56.19	86.72	31.78	36.60	-43.40
Techiman Mun	18.64	47.70	69.37	128.59	41.27	32.10	-40.50
Suame Mun	9.06	34.48	42.70	42.70	27.10	63.50	-36.50
Asokwa Mun	12.28	42.57	51.93	105.70	32.99	31.20	-36.50
Awutu Senya East	11.57	51.23	73.40	103.98	46.87	45.10	-36.10
Asunafo North	5.49	14.76	22.19	57.15	14.91	26.10	-32.80
Lower Manya Krobo Mun	4.68	19.97	29.71	39.81	21.54	54.10	-27.50
Ahanta West	11.44	19.13	35.47	48.64	26.71	54.90	-24.70
Nandom	4.07	6.13	18.79	13.37	14.36	107.50	-23.60
Effia-Kwesimintsim	14.00	49.56	62.39	132.29	50.79	38.40	-18.60
Accra Metro	26.41	23.87	74.39	101.09	64.10	63.40	-13.80
Abuakwa South Muni	8.17	10.76	33.78	67.86	29.13	42.90	-13.70
Prestea – Huni Valley	22.48	16.95	28.50	57.85	24.81	42.90	-12.90
Yendi	8.50	19.59	32.15	70.53	28.78	40.80	-10.50

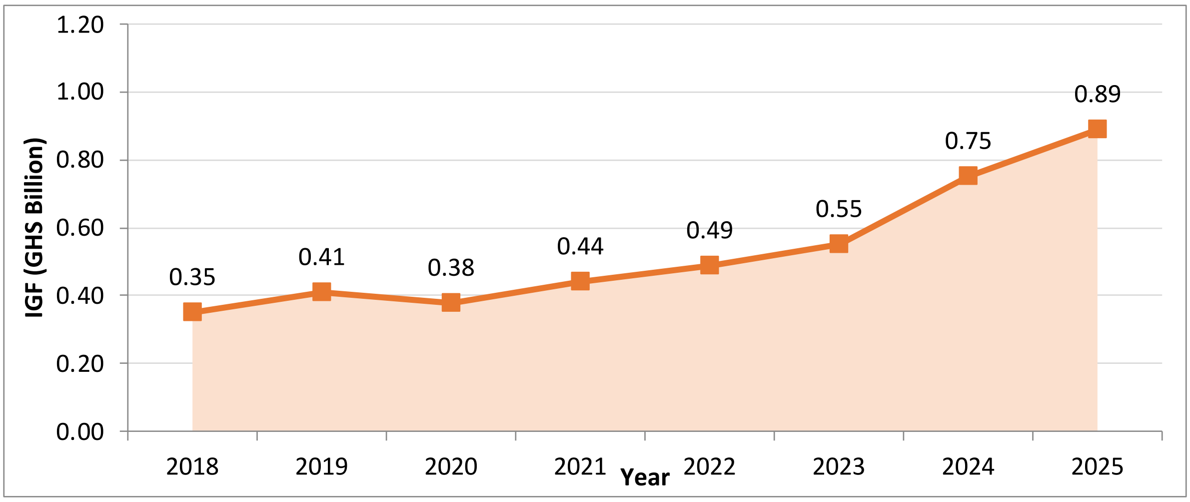
MMDA	Performance (GH¢) in Millions			Estimate (GH¢)M	Actual (GH¢) M	Coverage (%)	Growth %
	2022	2023	2024	2025	2025		
Bolgatanga Mun	9.53	27.17	39.63	34.65	35.65	102.90	-10.00
Atwima Nwabiagya Muni	3.85	21.27	18.26	35.20	16.43	46.70	-10.00
Birim North	14.60	15.94	26.53	14.71	24.28	165.00	-8.50
Wassa Amenfi West	8.06	7.66	12.04	32.67	11.11	34.00	-7.80
Sefwi Wiawso Mun	15.77	24.31	29.64	50.53	27.75	54.90	-6.40
Weija - Gbawe Mun	12.25	12.98	20.04	20.51	18.95	92.40	-5.50
Asutifi North	23.06	20.16	30.43	50.32	28.85	57.30	-5.20
Dormaa Central	5.64	14.31	25.45	58.57	24.66	42.10	-3.10

Source: MMDAs 2025 APRs. ***Note:*** *NA - data not available as at the time of reporting*

Internally Generated Funds (IGF) by MMDAs

A total of GH¢ 887.9 million was collected by all MMDAs as internally generated funds in 2025, compared with GH¢ 752.1 million in 2024, representing growth of 18.1 percent. Against an estimate of GH¢ 954.3 million, IGF collection achieved a coverage of 93.0 percent. Figure 2.6. 4 shows the trend in total IGF mobilised by MMDAs from 2018 to 2025, whilst Table 2.6.8 presents IGF performance by region.

Figure 2.6. 4: Growth in total IGF mobilised by MMDAs, 2018–2025



Source: MMDAs 2025 APRs.

Table 2.6.8: IGF performance of MMDAs by region, 2022–2025 (GH¢)

Region	Performance (GH¢) in Millions			Estimate (GH¢)M	Actual (GH¢) M	Coverage (%)	Growth %
	2022	2023	2024	2025	2025		
Ahafo	7.78	11.84	13.79	50.50	26.04	51.6	88.8
Oti	3.16	3.83	4.22	5.84	6.14	105.2	45.6
Volta	12.64	16.69	18.38	27.69	24.70	89.2	34.4
North-East	0.93	0.98	1.27	1.42	1.66	116.9	30.9
Western North	6.65	6.27	9.78	13.01	12.65	97.2	29.3
Eastern	40.40	47.00	67.25	99.05	85.71	86.5	27.4
Greater Accra	211.31	225.36	311.70	380.02	390.26	102.7	25.2
Upper West	3.93	4.74	5.61	4.47	6.68	149.6	19.1
Northern	7.60	7.50	9.67	12.13	11.30	93.1	16.8
Central	26.60	30.30	43.52	52.97	50.71	95.7	16.5
Bono	14.59	16.68	19.68	26.38	22.73	86.1	15.5
Western	48.52	55.02	77.26	103.01	88.94	86.3	15.1
Bono East	11.55	13.15	13.57	15.56	15.28	98.2	12.6
Upper East	6.04	6.95	9.20	12.19	9.52	78.1	3.4
Ashanti	83.76	104.80	143.47	145.90	132.92	91.1	-7.4
Savannah	3.01	3.36	3.91	4.39	2.84	64.6	-27.5
Total	**488.49**	**554.47**	**752.31**	**954.54**	**888.08**	**93.0**	**18.0**

Source: MMDAs 2025 APRs.

Beyond the regional picture, IGF mobilisation is highly concentrated in a few assemblies. The ten highest mobilisers together raised GH¢ 307.3 million in 2025, equivalent to 34.6 percent of the GH¢ 888.1 million collected by all MMDAs. Table 2.6.9 lists the ten best-performing assemblies by the amount of IGF mobilised, and Figure 2.6.4 illustrates their relative scale.

Table 2.6.9: Top ten MMDAs by IGF mobilised, 2025 (GH¢ in Millions[8]

MMDA	Performance (GH¢) in Millions	Estimate (GH¢)M			Actual (GH¢) M	Coverage (%)	Growth %	MMDA
	2022	2023			2023	2025	2025	
Kumasi	Ashanti	22.87	27.90	35.42	39.82	42.75	107.4	20.7
Korle-Klottey	Greater Accra	14.00	13.39	25.40	41.66	39.06	93.8	53.8

8 Performance, Estimate and Actual figures in GH¢ millions; ranked by actual IGF mobilised in 2025

MMDA	Performance (GH¢) in Millions	Estimate (GH¢)M			Actual (GH¢) M	Coverage (%)	Growth %	MMDA
	2022	2023			2023	2025	2025	
Tema Metro	Greater Accra	26.10	22.34	34.00	37.70	36.64	97.2	7.8
Ayawaso West	Greater Accra	13.69	15.64	20.92	26.75	26.50	99.1	26.7
La Dade-Kotopon	Greater Accra	11.94	12.07	19.21	21.82	25.87	118.6	34.7
Kpone Katamanso	Greater Accra	16.32	18.73	21.65	27.56	24.25	88.0	12.0
Tarkwa-Nsuaem	Western	10.80	13.75	17.54	26.47	23.61	89.2	34.6
Adentan	Greater Accra	14.61	13.18	19.08	23.84	20.42	85.7	7.0
Tema West	Greater Accra	11.71	14.08	18.81	21.76	19.04	87.5	1.2

Source: MMDAs 2025 APRs.

The ten lowest mobilisers continued to depend on central transfers and therefore there is the need for targeted local economic development and revenue administration support.

Table 2.6.10: Bottom ten MMDAs by IGF mobilised, 2025 (GH¢, in full)

MMDA		Performance (GH¢) in Millions					Coverage (%)	Growth %
		2022	2023	2024	2025	2025		
Komenda-Edina Eguafo-Abrem	Central	1.218	1.313	1.402	2.212	0.036	1.6	-97.5
Yunyoo-Nasuan	North East	0.047	0.047	0.084	0.060	0.072	119.1	-14.8
North East Gonja	Savannah	0.085	0.154	0.074	0.332	0.130	39.2	76.0
Binduri	Upper East	0.075	0.033	0.140	0.282	0.134	47.5	-4.4
Tempane	Upper East	0.096	0.091	0.136	0.425	0.135	31.8	-0.8
Wa West	Upper West	0.159	0.206	0.200	0.225	0.136	60.4	-32.2
Chereponi	North East	0.144	0.166	0.087	0.112	0.157	140.7	81.6
Bolgatanga East	Upper East	0.112	0.112	0.137	0.146	0.162	110.7	18.6
Bunkpurugu-Nakpanduri	North East	0.120	0.116	0.134	0.180	0.170	94.4	27.2
East Mamprusi	North East	0.191	0.158	0.190	0.270	0.180	66.7	-5.3

Source: MMDAs 2025 APRs.

The revenue data as shown in Table 2.6.11 indicates that 18 MMDAs achieved more than 100 percent growth in IGF in 2025.

Table 2.6.11: MMDAs with more than 100 percent IGF growth, 2025 (GH¢)

MMDA	Performance (GH¢) in Millions			Estimate (GH¢)M	Actual (GH¢) M	Coverage (%)	Growth %
	2022	2023	2024	2025	2025		
Nsawam Adoagyiri Municipal	1.44	0.95	1.67	22.72	11.40	50.2	581.1
Asunafo North Municipal	1.46	0.96	1.61	19.70	9.43	47.9	484.9
Abuakwa North Municipal	1.17	1.45	1.61	2.37	9.19	388.0	472.6
Aowin Municipal	0.48	0.52	0.55	1.92	1.93	100.4	252.0
Sissala West District	0.25	0.30	0.30	0.57	1.05	185.5	245.3
Saboba District	0.13	0.09	0.10	0.23	0.33	144.8	229.9
Jasikan Municipal	0.30	0.30	0.43	1.13	1.18	104.5	175.3
Akatsi North District	0.11	0.15	0.14	0.35	0.35	101.4	153.5
Atiwa West District	1.13	1.84	1.93	4.00	4.78	119.4	147.8
Nzema East Municipal	0.85	0.80	1.52	3.23	3.45	107.1	126.7
Accra Metro	15.52	18.14	22.27	49.02	49.16	100.3	120.7
Juaboso District	0.61	0.68	0.62	1.20	1.33	111.6	116.4
Kadjebi District	0.39	0.40	0.24	0.46	0.51	110.3	112.4
Sekyere Central District	0.56	0.58	0.44	0.90	0.92	102.5	111.0
Sissala East Municipal	0.55	0.59	0.64	0.67	1.34	198.4	108.9
Tatale District	0.09	0.14	0.17	0.24	0.36	151.5	106.2
Ekumfi District	0.19	0.27	0.31	0.40	0.65	161.4	105.2
Nandom Municipal	0.21	0.17	0.17	0.09	0.36	395.1	103.3

Source: MMDAs 2025 APRs.

Conversely, 59 MMDAs recorded negative IGF growth in 2025 as shown Table 2.6.12. The reasons include weak sub-district structures, low commitment to the implementation of revenue improvement action plans, the capping of IGF and central collection of property rates, the absence of organised market centres, improper valuation of properties, and insecurity due to chieftaincy disputes.

Table 2.6.12: MMDAs with negative IGF growth, 2025 (GH¢)

MMDA	Performance (GH¢) in Millions 2022	2023	2024	Estimate (GH¢)M 2025	Actual (GH¢) M 2025	Coverage(%)	Growth % 2022
Komenda-Edina Eguafo-Abrem	1.22	1.31	1.40	2.21	0.04	1.6	-97.5
Sekyere Kumawu DA	0.68	1.04	6.21	1.18	1.14	96.5	-81.6
Wa Municipal	1.39	1.46	1.95	–	0.63	–	-67.8
Wa West DA	0.16	0.21	0.20	0.23	0.14	–	-67.8
Bawku MA	0.68	0.54	1.63	0.91	0.52	57.7	-67.8
Nkwanta North DA	0.69	0.85	1.07	0.48	0.46	94.9	-57.6
Banda DA	1.23	1.23	1.23	0.62	0.60	95.7	-51.8
Suame MA	2.19	3.44	7.60	4.82	3.84	79.7	-49.5
Birim North DA	2.95	3.66	9.14	8.82	4.84	54.8	-47.1
Tempane DA	0.10	0.09	0.14	0.42	0.14	31.8	-41.3
Keta MA	0.57	1.63	2.24	2.16	1.33	61.8	-40.5
Kwabre East MA	0.57	2.20	6.80	4.77	4.55	95.5	-33.1
Dormaa West DA	0.81	0.93	1.60	1.94	1.09	56.3	-32.0
Upper Denkyira West DA	1.12	0.90	3.45	1.45	2.35	162.3	-31.9
Lower Manya Krobo MA	1.03	1.17	2.64	2.73	1.81	66.4	-31.5
Amansie South DA	4.12	3.28	3.62	5.66	2.66	47.1	-26.3
Ejisu MA	2.37	3.30	4.27	5.30	3.22	60.8	-24.6
Mpohor-Fiase DA	1.90	1.97	1.44	2.06	1.13	54.9	-21.5
Bia East DA	0.69	0.91	1.53	1.17	1.21	103.7	-20.6
Atwima Mponua MA	1.51	1.99	1.40	2.00	1.12	56.3	-19.7
Central Gonja DA	1.38	1.52	1.70	2.50	1.38	55.1	-19.2
North Dayi DA	0.25	0.25	0.28	0.35	0.23	64.0	-18.8
Akuapem North MA	1.21	2.17	4.19	4.20	3.42	81.3	-18.4
Kwahu South MA	1.01	1.03	1.01	1.03	0.83	80.9	-17.6
Kwahu Afram Plains South DA	0.68	0.62	0.87	0.80	0.72	89.6	-17.4
Birim Central MA	1.66	2.22	3.67	7.99	3.03	37.9	-17.4
Twifo Hemang Lower Denkyira	0.40	0.53	0.84	0.82	0.71	86.2	-15.5

MMDA	Performance (GH¢) in Millions 2022	2023	2024	Estimate (GH¢)M 2025	Actual (GH¢) M 2025	Coverage(%)	Growth % 2022
Afigya Kwabre North DA	0.90	0.81	1.25	1.32	1.06	80.6	-15.0
Yunyoo-Nasuan DA	0.05	0.05	0.08	0.06	0.07	119.1	-14.8
Amansie West DA	2.48	3.59	4.71	5.63	4.05	71.9	-14.1
Wassa Amenfi East MA	2.51	3.79	4.13	7.81	3.61	46.2	-12.5
Ayawaso East MA	3.84	2.19	3.56	3.25	3.13	96.3	-12.2
Asokwa MA	5.47	5.90	7.88	8.48	7.00	82.5	-11.1
Ga South MA	4.44	3.75	5.63	6.25	5.05	80.8	-10.4
New Juaben North MA	1.31	1.27	1.75	2.50	1.57	62.8	-10.2
Prestea–Huni Valley MA	2.60	2.72	7.39	8.50	6.69	78.8	-9.5
Tamale Metro	3.56	3.26	4.34	5.29	3.93	74.2	-9.4
Sekondi-Takoradi Metro	13.85	13.54	16.05	19.45	14.68	75.5	-8.5
Sefwi Wiawso MA	1.19	1.22	2.51	2.56	2.30	90.0	-8.2
Asikuma Odoben Brakwa DA	0.39	0.12	0.73	NA	0.67	NA	-8.0
Sunyani West MA	1.09	1.22	1.27	1.71	1.17	68.7	-7.8
Asutifi South DA	1.20	1.75	1.97	2.08	1.83	87.8	-7.2
Offinso North DA	0.58	0.78	0.93	0.95	0.87	91.5	-6.4
Gushegu MA	0.30	0.24	0.42	0.42	0.39	93.8	-6.2
Fanteakwa North DA	0.69	0.86	1.37	1.40	1.29	92.3	-5.5
Offinso MA	1.23	1.84	2.36	2.70	2.23	82.6	-5.4
East Mamprusi MA	0.19	0.16	0.19	0.27	0.18	66.7	-5.3
Wassa East DA	1.42	2.12	2.89	3.63	2.74	75.5	-4.9
Ablekuma West MA	3.49	4.05	4.09	4.57	3.89	85.1	-4.9
Weija-Gbawe MA	5.54	5.36	7.62	9.00	7.25	80.5	-4.9
Savelugu MA	0.33	0.32	0.48	0.51	0.46	90.6	-4.5
Binduri DA	0.08	0.03	0.14	0.28	0.13	47.5	-4.4
Bia West DA	0.79	0.58	0.89	0.94	0.85	90.8	-4.4
Ayensuano DA	0.77	0.71	1.66	1.70	1.59	93.4	-4.2
Upper West Akim DA	1.03	0.66	1.51	1.31	1.47	112.7	-2.5

MMDA	Performance (GH¢) in Millions			Estimate (GH¢)M	Actual (GH¢) M	Coverage(%)	Growth %
	2022	2023	2024	2025	2025		2022
Berekum East MA	1.29	1.73	1.95	2.09	1.91	91.7	-2.1
Afadzato South	0.30	0.23	0.24	0.34	0.23	69.0	-1.7
Adansi South DA	0.56	0.95	0.90	1.70	0.89	52.5	-1.6
La Nkwantanang-Madina M	7.44	11.24	14.10	14.99	14.07	93.9	-0.2

Source: MMDAs 2025 APRs. **Note:** *NA - data not available as at the time of reporting*

Revenue Performance of RCCs

The main sources of revenue of the RCCs include the DACF, the Ghana Secondary Cities Support Programme (GSCSP) and donor-supported programmes. Transfers for the payment of salaries of Government of Ghana staff constitute the greater share of inflows. Collectively, the RCCs budgeted GH¢ 1.02 billion for 2025 and received GH¢ 576.8 million as shown in Table 2.6.13.

Table 2.6.13: Financial positions of RCCs, 2022–2025 (GH¢)

RCC	Performance (GH¢) in Millions			Estimate (GH¢)M	Estimate (GH¢)M	Coverage (%)	Growth %
	2022	2023	2024	2025	2025		
Western North	3.82	7.41	2.73	6.12	8.15	133.1	198.5
Central	17.35	14.72	16.04	22.77	22.55	99.0	40.6
Bono East	3.09	6.34	6.52	9.93	9.04	91.0	38.6
Savannah	2.56	3.30	4.67	10.12	6.45	63.8	38.3
Western	3.50	13.60	208.84	574.38	284.43	49.5	36.2
Oti	2.43	3.61	5.30	NA	7.12	NA	34.4
Ahafo	2.93	80.63	131.25	305.77	159.57	52.2	21.6
Northern	11.46	9.06	25.32	26.79	25.93	96.8	2.4
Eastern	10.03	12.64	27.69	29.85	28.02	93.9	1.2
Volta	18.95	8.95	21.25	19.45	16.06	82.6	-24.4
Bono	10.43	13.51	16.40	NA	NA	NA	-100.0
Greater Accra	19.92	19.69	24.23	NA	NA	NA	-100.0
North East	4.99	5.78	7.51	NA	NA	NA	-100.0
Ashanti	12.15	NA	NA	12.35	9.47	76.7	NA
Upper East	NA	NA	NA	NA	NA	NA	NA
Upper West	10.68	NA	NA	NA	NA	NA	NA
Total	**134.30**	**199.24**	**497.74**	**1017.53**	**576.79**	**56.7**	**15.9**

Source: RCCs 2025 APRs. **Note:** *NA - data not available as at the time of reporting*

Revenue Performance of MDAs

Collectively, MDAs were estimated to mobilise GH¢ 120.22 billion in 2025 and realised GH¢ 111.03 billion as shown in Table 2.6.14. Much of the inflows came from government and donors.

Table 2.6.14: Financial position of MDAs, 2021–2025 (GH¢)

MDA	Performance (GH¢) in Billions			Estimate (GH¢)B	Actual (GH¢)B	Coverage (%)	Growth %
	2022	2023	2024	2025	2025		
Ministry of Sports and Recreation	0.00	0.00	0.00	0.00	0.00	0.01	122.5
Ministry of Health	–	–	–	–	17.80	20.44	114.8
Ministry of Environment, Science and Technology	0.48	0.55	0.70	1.15	0.99	1.09	110.7
Ministry of Works, Housing and Water Resources	0.98	0.52	0.29	1.06	1.11	1.10	98.6
National Commission for Civic Education	0.06	0.09	0.10	0.18	0.14	0.13	98.3
Ministry of Defence	1.79	3.17	3.69	5.82	7.78	7.58	97.4
Ministry of Education	–	–	–	33.62	32.21	30.30	94.1
Public Services Commission	0.01	0.02	0.01	0.01	0.02	0.02	91.1
Attorney-General and Ministry of Justice	0.18	0.19	0.36	0.39	0.46	0.42	90.5
Judicial Service	0.45	0.48	0.48	0.70	1.02	0.91	89.3
Ministry of Local Governance, Chieftaincy & Religious Affairs	0.93	1.43	2.98	2.97	4.04	3.54	87.5
Electoral Commission	0.05	0.06	0.19	0.80	0.18	0.15	83.4
Ministry of Food and Agriculture	1.13	0.71	1.46	4.63	3.36	2.63	78.1
Ministry of Interior	1.43	1.61	2.26	6.54	9.70	7.39	76.2
Legal Aid Commission	–	–	–	–	0.04	0.03	74.1
Ministry of Finance	1.59	0.68	1.96	1.16	2.55	1.85	72.7

MDA	Performance (GH¢) in Billions 2022	2023	2024	Estimate (GH¢)B 2025	Actual (GH¢)B 2025	Coverage (%)	Growth %
Ministry of Tourism, Culture and Creative Arts	–	0.09	0.18	0.15	0.20	0.15	71.3
Ministry of Youth Development and Empowerment	1.52	1.42	2.19	2.85	4.00	2.52	62.9
Office of the Head of Civil Service	0.03	0.04	0.00	0.01	0.01	0.01	62.3
Ministry of Fisheries and Aquaculture	0.05	0.07	0.16	0.21	0.31	0.19	61.8
Ministry of Lands and Natural Resources	1.02	1.02	1.31	1.49	1.37	0.76	55.6
Ministry of Energy and Green Transition	4.26	5.70	8.31	9.73	15.60	8.50	54.5
Ministry of Roads and Highways	3.48	3.68	5.80	9.14	7.63	3.93	51.5
National Media Commission	0.01	0.00	0.01	0.01	0.02	0.01	36.8
Right to Information Commission	–	–	–	–	0.01	0.00	3.5
Ministry of Transport	3.67	5.01	6.50	8.62	–	9.26	–
Ghana Audit Service	–	–	–	–	–	0.75	–
Ministry of Gender and Social Protection	0.21	0.70	1.12	1.47	–	–	–
Ministry of Foreign Affairs	0.06	0.10	0.17	0.24	–	–	–
Office of Government Machinery	1.66	0.68	0.85	1.11	–	–	–
Total	**26.48**	**29.62**	**43.32**	**100.59**	**120.22**	**111.03**	**92.3**

Source: MDAs 2025 APRs. ***Note:*** *NA - data not available as at the time of reporting*

Expenditure performance of MMDAs

This section examines MMDA expenditure using the three main economic classifications: compensation of employees, goods and services, and capital expenditure (CAPEX). Total MMDA expenditure in 2025 was GH¢ 6.05 billion. Of this, GH¢ 2.58 billion was spent on compensation, GH¢ 1.96 billion on goods and services, and GH¢ 1.51 billion on capital projects as shown in Table 2.6.15. Capital expenditure represented 24.9 percent of total expenditure.

Table 2.6.15: Aggregate MMDA expenditure by economic classification, 2022–2025 (in million GH¢)

Year	Compensation (GH¢)	Goods & Services (GH¢)	CAPEX (GH¢)	Total Expenditure (GH¢)	CAPEX % of total
2022	939.47	773.17	960.51	2,703.50	35.5
2023	1,546.04	1,177.27	895.54	3,618.86	24.7
2024	2,192.45	1,627.68	1,754.81	5,574.93	31.5
2025	2,582.85	1,962.66	1,506.31	6,051.83	24.9

Source: MMDAs 2025 APRs.

Table 2.6.16 shows the share of MMDA total expenditure devoted to capital projects by region from 2022 to 2025. MMDAs in the North-East Region devoted the highest share (45.4 percent) to capital projects in 2025.

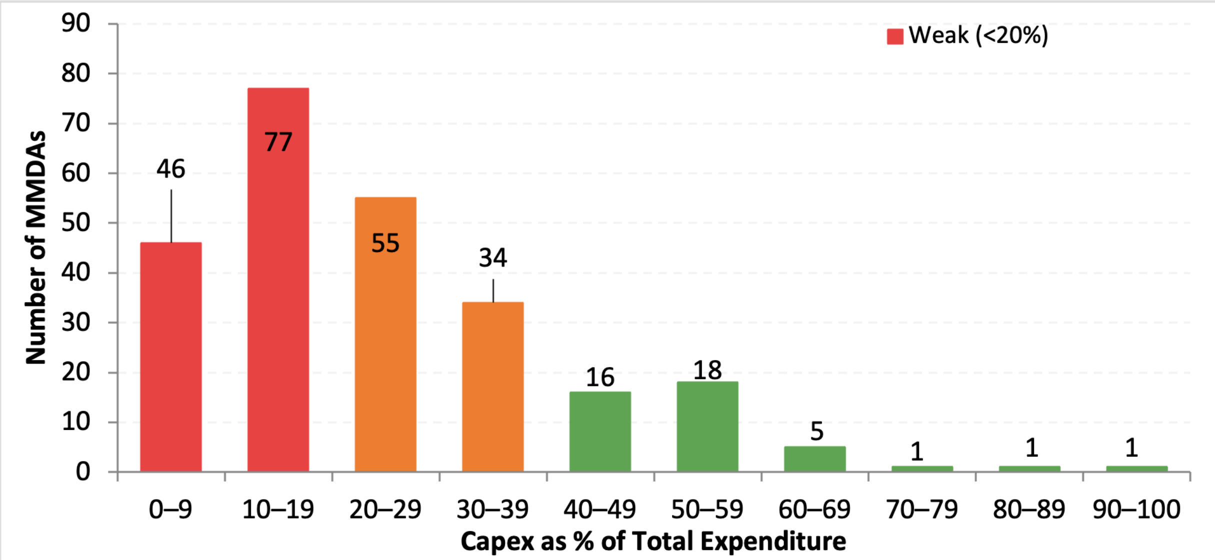
Table 2.6.16: CAPEX as a percentage of total expenditure by region, 2022–2025

Region	2022	2023	2024	2025
North East	29.6	19.5	42.5	45.4
Upper East	31.5	30.9	47.2	44.5
Upper West	32.4	26.3	39.6	38.1
Eastern	34.1	43.1	33.6	35.8
Savannah	34.3	26.4	44.0	34.7
Northern	27.0	24.2	43.2	31.5
Ahafo	27.2	14.2	29.9	26.8
Ashanti	37.9	23.8	31.3	23.7
Bono	25.4	30.6	46.3	23.6
Central	6.0	18.5	33.9	22.8
Western North	24.6	30.8	35.7	21.7
Bono East	25.7	18.2	45.5	21.6
Oti	25.6	10.7	32.1	20.0
Greater Accra	49.7	19.2	17.5	18.6
Western	19.5	22.0	35.8	15.6
Volta	36.4	14.9	39.8	7.7
Average	**29.2**	**23.3**	**37.4**	**27.0**

Source: MMDAs 2025 APRs.

A total of 77 MMDAs dedicated between 10 and 19 percent of their total expenditure to capital expenses in 2025 as shown in Figure 2.6. 5.

Figure 2.6. 5: MMDAs CAPEX as a percentage of total expenditure, 2025



Source: MMDAs 2025 APRs.

Expenditure performance of RCCs

In 2025, reporting RCCs spent GH¢ 550.3 million. Compensation accounted for GH¢ 310.4 million, goods and services GH¢ 175.4 million, and CAPEX of GH¢ 64.5 million. CAPEX represented 11.7 percent of total RCC expenditure, declining from 26.9 percent in 2024 as shown in Table 2.6.17.

Table 2.6.17: Aggregate RCC expenditure by economic classification, 2022–2025 (GH¢ million)

Year	Compensation (GH¢)	Goods & Services (GH¢)	CAPEX (GH¢)	Total Expenditure (GH¢)	CAPEX % of total
2022	146.00	104.76	56.90	307.66	18.5
2023	184.76	111.15	61.06	356.97	17.1
2024	259.25	152.18	151.68	563.11	26.9
2025	310.38	175.38	64.52	550.28	11.7

Source: RCCs 2025 APRs.

The share of expenditure devoted to capital projects varied widely across RCCs. In 2025, Western RCC recorded the highest CAPEX share (18.0%), followed by Ahafo RCC (8.5%). Several RCCs reported no capital expenditure in 2025 as shown in Table 2.6.18.

Table 2.6.18: CAPEX as a percentage of total RCC expenditure by region, 2022–2025

RCC	2022	2023	2024	2025
Western	18.1	22.9	35.1	18.0
Ahafo	27.4	17.5	29.1	8.5

RCC	2022	2023	2024	2025
Central	–	5.3	1.4	1.4
Ashanti	1.8	6.6	0.0	0.0
Bono East	0.9	0.0	3.8	0.0
Eastern	3.8	3.1	19.4	0.0
Greater Accra	2.1	4.6	5.4	0.0
Northern	–	–	0.2	0.0
Oti	25.9	14.1	0.0	0.0
Savannah	3.5	2.1	5.7	0.0
Volta	2.9	1.8	2.3	0.0
Western North	–	0.0	0.0	0.0
Aggregate	**18.5**	**17.1**	**26.9**	**11.7**

Source: RCCs 2025 APRs / ICME data template.

Expenditure performance of MDAs

Total expenditure by reporting MDAs amounted to GH¢ 68.91 billion in 2025. Compensation of employees accounted for GH¢ 52.77 billion, goods and services GH¢ 9.14 billion, and capital expenditure GH¢ 7.01 billion. CAPEX represented 10.2 percent of total MDA expenditure, down from 20.8 percent in 2024 as shown in Table 2.6.19.

Table 2.6.19: Aggregate MDA expenditure by economic classification, 2022–2025 (GH¢ billion)

Year	Compensation (GH¢)	Goods & Services (GH¢)	CAPEX (GH¢)	Total Expenditure (GH¢)	CAPEX % of total
2022	12.43	4.75	2.29	19.47	11.8
2023	16.88	6.20	9.44	32.51	29.0
2024	46.22	12.85	15.52	74.60	20.8
2025	52.77	9.14	7.01	68.91	10.2

Source: MDAs 2025 APRs / ICME data template.

At the institutional level, the Ministry of Roads and Highways recorded the highest CAPEX share in 2025 (91.7%), followed by the Ministry of Works, Housing and Water Resources (65.8%) and the Ministry of Fisheries and Aquaculture (40.4%). However, a number of MDAs recorded low or no capital expenditure, indicating that overall sector spending remained heavily weighted towards recurrent expenditure.

Table 2.6.20: CAPEX as a percentage of total MDA expenditure by institution, 2022–2025

MDA	2022	2023	2024	2025
Ministry of Roads and Highways	–	95.6	97.9	91.7
Ministry of Works, Housing and Water Resources	90.6	90.0	71.2	65.8

MDA	2022	2023	2024	2025
Ministry of Fisheries and Aquaculture	18.1	37.3	30.8	40.4
Ministry of Transport	19.3	27.3	42.7	31.0
National Media Commission	26.2	14.1	20.8	15.7
Ministry of Defence	7.5	14.9	20.4	13.9
Ministry of Energy and Green Transition	–	–	14.9	10.9
Ministry of Tourism, Culture and Creative Arts	21.4	20.7	9.3	10.4
Attorney-General and Ministry of Justice	7.4	30.1	16.2	8.2
Ministry of Lands and Natural Resources	10.7	6.3	12.8	5.9
Ministry of Health	–	–	–	4.7
Office of the Head of Civil Service	–	13.3	7.1	4.4
Judicial Service	6.6	9.4	14.1	4.3
Ministry of Education	–	–	3.4	2.4
Ministry of Local Governance, Chieftaincy & Religious Affairs	20.8	0.6	5.2	2.4
Ministry of Environment, Science and Technology	13.8	3.1	6.3	2.1
Ministry of Finance	1.2	41.1	2.7	2.0
National Commission for Civic Education	4.0	4.5	28.3	1.3
Ministry of Interior	0.4	0.6	2.5	0.0
Public Services Commission	–	–	13.8	0.0
Ministry of Sports and Recreation	75.5	82.8	24.1	0.0
Ministry of Youth Development and Empowerment	8.8	0.8	0.7	0.0
Electoral Commission	0.0	7.0	12.4	0.0
Legal Aid Commission	–	–	2.8	0.0
Aggregate	**11.8**	**29.0**	**20.8**	**10.2**

Source: MDAs 2025 APRs

Human Resource Position of MMDAs and RCCs in 2025

Another key driver of implementation is human resources. The availability or otherwise of personnel contributes to the extent to which development programmes and projects can be implemented, coordinated, monitored and reported.

Staff Strength of MMDAs

Against OHLGS staffing norms, a total of 105,682 minimum and 156,162 maximum personnel were required across reporting MMDAs in 2025. However, 42,829 personnel were at post as at December 2025, representing 40.5 percent of the minimum staff requirement as shown in Table 2.6.21.

Table 2.6.21: Human resource position of MMDAs by region, 2025

Region	Requirements		Actual	% of Min.
Ahafo	2,463	3,627	1,591	64.6
Western	6,218	9,241	3,238	52.1
Volta	6,989	10,282	3,486	49.9
Bono	4,817	7,083	2,385	49.5
Eastern	13,383	20,449	5,773	43.1
Bono East	4,308	6,318	1,748	40.6
Northern	6,463	9,557	2,593	40.1
Ashanti	17,027	24,673	6,604	38.8
Greater Accra	13,555	20,198	5,186	38.3
Central	8,848	13,051	3,328	37.6
Upper East	5,879	8,633	2,183	37.1
North East	2,245	3,285	825	36.7
Upper West	4,042	5,935	1,400	34.6
Western North	3,422	5,013	1,084	31.7
Savannah	2,710	3,975	713	26.3
Oti	3,313	4,842	692	20.9
Total	**105,682**	**156,162**	**42,829**	**40.5**

Source: MMDAs 2025 APRs. % of minimum covered = actual 2025 / minimum requirement.

A total of 7 MMDAs had at least their minimum staff strength, whilst 58 MMDAs had more than 50 percent of the minimum threshold as at December 2025 as shown in Table 2.6.22.

Table 2.6.22: MMDAs with more than 50 percent of the minimum staff strength, 2025

MMDAs	Requirements		Actual	% of Min.
Birim South	356	519	907	254.8
Central Tongu	356	519	719	202.0
Kwabre East	465	690	907	195.1
Talensi	356	519	504	141.6
Anloga	356	519	417	117.1
Dormaa Central	465	690	523	112.5
Kwahu East	356	519	394	110.7
Tolon	356	519	331	93.0
Ejisu Mun	465	690	422	90.8
Asutifi North	356	519	304	85.4

MMDAs	Requirements		Actual	% of Min.
Tano North Mun	465	690	387	83.2
Bolgatanga Mun	465	690	386	83.0
Tano South	465	690	358	77.0
Offinso Mun	107	159	82	76.6
Tema Metropolitan	718	1,126	541	75.3
Techiman Municipal	465	690	340	73.1
West Akim Mun	465	690	337	72.5
Accra Metro	718	1,126	511	71.2
Nzema East Mun	465	690	326	70.1
Agona West	465	690	309	66.5
STMA	718	1,126	477	66.4
South Tongu Mun	356	519	235	66.0
West Mamprusi Mun	356	519	233	65.4
Tarkwa-Nsuaem Mun	465	690	304	65.4
South Dayi	356	519	231	64.9
Jirapa	250	359	159	63.6
Berekum West	356	519	224	62.9
Bibiani –Anhwiaso –Bekwai	465	690	292	62.8
Kintampo Mun	421	615	263	62.5
Sunyani Mun	465	690	287	61.7
Wa Mun	261	392	161	61.7
Assin South	356	519	219	61.5
Shai-Osudoku	356	519	214	60.1
Sagnerigu	465	690	279	60.0
Atwima Kwanwoma	356	519	213	59.8
Wassa Amenfi East	465	690	277	59.6
Kumbungu	356	519	212	59.6
Central Gonja	356	519	212	59.6
Ablekuma Central Muni	465	690	275	59.1
Yendi	325	481	186	57.2
Wenchi	465	690	265	57.0
Kumasi Metro	718	1,126	408	56.8
Achiase	356	519	201	56.5
Effia-Kwesimintsim	465	690	262	56.3
Sefwi Wiawso Mun	465	690	261	56.1

MMDAs	Requirements		Actual	% of Min.
Afigya Kwabre North	356	519	199	55.9
Ningo-Prampram	356	519	199	55.9
Shama	356	519	199	55.9
Asunafo South	356	519	196	55.1
Ahanta West	465	690	250	53.8
Tamale	718	1,126	385	53.6
Bekwai Mun	465	465	247	53.1
Agortime-Ziope	356	519	188	52.8
Awutu Senya East	356	519	186	52.2
Binduri	350	512	180	51.4
Wassa East DA	356	519	183	51.4
Ho Mun	465	690	235	50.5
North Tongu	356	519	179	50.3

Source: MMDAs 2025 APRs.

A total of 19 MMDAs had less than 20 percent of the minimum staff requirement as shown in Table 2.6.23. In some cases, staff posted by the OHLGS declined postings, citing inadequate residential accommodation and other essential amenities.

Table 2.6.23: MMDAs with less than 20 percent of the minimum staff strength, 2025

MMDAs	Requirements		Actual	% of Min.
Wa East	356	519	37	10.4
Sene East	356	519	45	12.6
Ahafo Ano North Muni	465	690	60	12.9
Ashaiman Mun	465	690	66	14.2
Sekyere Kumawu	356	519	53	14.9
Suaman District	356	519	57	16.0
Krachi Nchumuru	356	519	58	16.3
Tempane	356	519	58	16.3
Sekyere Afram Plains	356	519	61	17.1
Kwahu Afram Plains South	356	519	62	17.4
Bosome Freho	356	519	64	18.0
Bia East District	356	519	64	18.0
Ayawaso East	465	690	88	18.9
Builsa North	465	690	88	18.9
Lower Manya Krobo Mun	465	690	90	19.4

MMDAs	Requirements		Actual	% of Min.
North Gonja	356	519	70	19.7
Ablekuma North Muni	465	690	92	19.8
Chereponi	356	519	71	19.9
Adaklu	356	519	71	19.9

Source: MMDAs 2025 APRs.

Staff Strength of RCCs

The OHLGS staffing norms expects a minimum of 648 and a maximum of 967 personnel in each RCC. Across 14 RCCs, only 23.5 percent of minimum personnel required were available as shown in Table 2.6.24.

Table 2.6.24: Human resource position of Regional Coordinating Councils, 2025

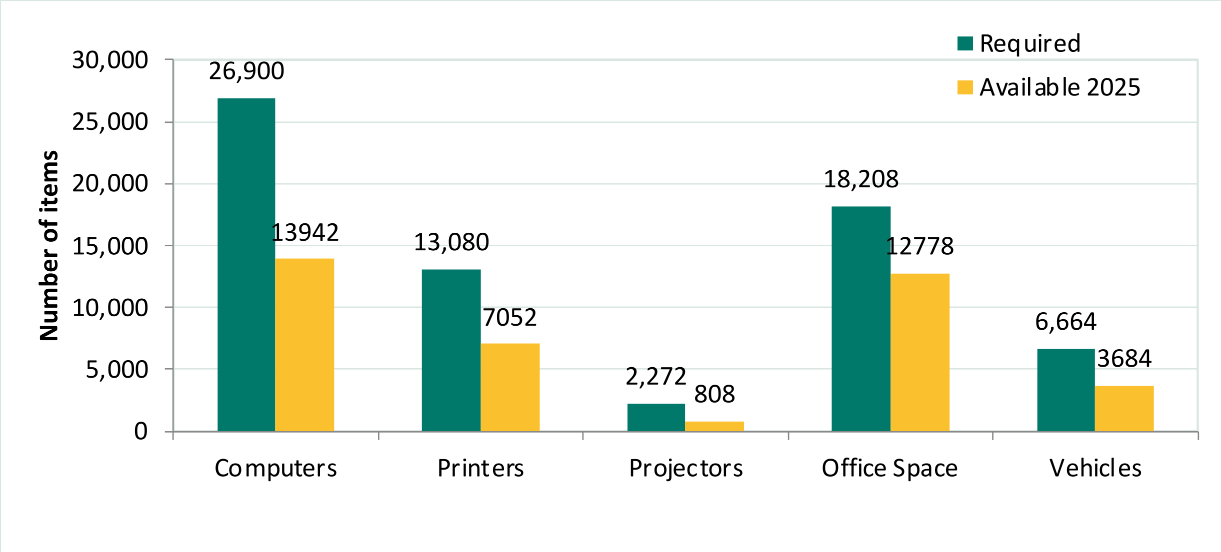
Regional Coordinating Council	Requirements		Actual	% Coverage
Western	648	967	368	56.8
Greater Accra	648	967	340	52.5
Ashanti	648	967	260	40.1
Eastern	648	967	233	36.0
Central	648	967	218	33.6
Volta	648	967	217	33.5
Ahafo	648	967	139	21.5
Northern	648	967	129	19.9
Bono East	648	967	122	18.8
North East	648	967	109	16.8
Oti	648	967	106	16.4
Western North	648	967	81	12.5
Savannah	648	967	72	11.1
Upper West	648	967	38	5.9
Bono	648	967	NA	NA
Upper East	648	967	NA	NA
Total	**10,368**	**15,472**	**2,432**	**23.5**

Source: RCCs 2025 APRs. ***Note:*** *NA - data not available as at the time of reporting*

Logistics Position of MMDAs, RCCs and MDAs

Office space, computers and accessories, printers, projectors and vehicles are key logistics needed for implementing MTDPs. The MMDA logistics data show that 13,450 computers were required, whilst 6,971 were available as at December 2025 (51.8%). MMDAs also required 3,332 vehicles but had 1,842, representing 55.3 percent as shown in Figure 2.6.6.

Figure 2.6.6: Logistics position of MMDAs (required vs actual), 2025



Source: MMDAs 2025 APRs.

Logistics status of RCCs

The Regional Coordinating Councils face logistical constraints similar to the MMDAs. The RCCs required 2,868 computers but had 1,517 (52.9%) and required 956 vehicles but had 607 (63.5%) as shown in Table 2.6.25.

Table 2.6.25: Logistics status of RCCs by region, 2025

RCC	Computer			Printer			Projector			Office Space			Vehicle		
Ahafo	42	28	66.7	30	15	50.0	4	0	0.0	56	45	80.4	17	9	52.9
Ashanti	60	46	76.7	60	40	66.7	3	1	33.3	60	46	76.7	30	15	50.0
Bono East	50	20	40.0	50	18	36.0	20	5	25.0	NA	NA	NA	15	9	60.0
Bono	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Central	308	95	30.8	155	62	40.0	47	10	21.3	203	161	79.3	118	110	93.2
Eastern	49	32	65.3	13	12	92.3	3	1	33.3	7	7	100.0	14	8	57.1
Greater Accra	1,870	931	49.8	875	530	60.6	157	78	49.7	1,162	751	64.6	618	356	57.6
North East	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Northern	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Oti	75	63	84.0	30	23	76.7	5	3	60.0	35	22	62.9	20	16	80.0
Savannah	5	45	900.0	5	27	540.0	8	1	12.5	4	20	500.0	4	11	275.0
Upper East	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Upper West	49	29	59.2	18	13	72.2	4	2	50.0	55	45	81.8	20	12	60.0
Volta	70	42	60.0	53	32	60.4	6	3	50.0	NA	NA	NA	15	10	66.7
Western North	64	63	98.4	34	34	100.0	2	2	100.0	36	36	100.0	12	12	100.0

RCC	Computer			Printer			Projector			Office Space			Vehicle		
Western	226	123	54.4	68	49	72.1	19	11	57.9	147	138	93.9	73	39	53.4
Total	**2,868**	**1,517**	**52.9**	**1,391**	**855**	**61.5**	**278**	**117**	**42.1**	**1,765**	**1,271**	**72.0**	**956**	**607**	**63.5**

Source: RCCs 2025 APRs. ***Note:*** *NA - data not available as at the time of reporting*

Logistics status of MDAs

The logistics position of MDAs shows similar gaps. Across reporting MDAs, 6,764 of 16,311 required computers were available (41.5%), whilst 2,481 of 6,012 required vehicles were available (41.3%) as shown in Table 2.6.26

Table 2.6.26: Logistics status of MDAs, 2025

MDA	Computer			Printer			Projector			Office Space			Vehicle		
Judicial Service	750	0	0.0	200	48	24.0	–	–	–	–	–	–	–	–	–
Ministry of Finance	727	618	85.0	255	250	98.0	31	14	45.2	390	287	73.6	576	394	68.4
Office of the Government Machinery	666	404	60.7	351	225	64.1	165	87	52.7	398	336	84.4	140	73	52.1
Ministry of Lands and Natural Resources	653	545	83.5	25	40	160.0	17	1	5.9	22	3	13.6	67	28	41.8
Ministry of Fisheries and Aquaculture	595	206	34.6	244	140	57.4	53	14	26.4	83	18	21.7	233	128	54.9
Electoral Commission	500	500	100.0	400	400	100.0	332	332	100.0	–	–	–	–	–	–
National Commission for Civic Education	450	240	53.3	440	228	51.8	33	15	45.5	303	286	94.4	383	162	42.3
Ministry of Works, Housing and Water Resources	362	301	83.1	246	166	67.5	16	6	37.5	15	8	53.3	268	134	50.0
Ministry of Local Governance, Chieftaincy & Religious Affairs	35	94	268.6	15	66	440.0	2	2	100.0	–	72	–	10	87	870.0
Legal Aid	250	120	48.0	100	40	40.0	12	1	8.3	277	56	20.2	340	23	6.8
Ministry of Interior	2,760	690	25.0	1,559	272	17.4	293	11	3.8	1,189	277	23.3	1,943	653	33.6
Attorney-General and Ministry of Justice	2,340	365	15.6	715	185	25.9	89	24	27.0	890	331	37.2	560	148	26.4
Ministry of Tourism, Culture and Creative Arts	2,229	380	17.0	2,050	121	5.9	64	19	29.7	2,358	312	13.2	317	64	20.2
National Media Commission	15	6	40.0	10	4	40.0	3	1	33.3	15	8	53.3	6	2	33.3
Ministry of Energy and Green Transition	134	93	69.4	57	49	86.0	5	2	40.0	130	90	69.2	29	–	–
Ministry of Defence	125	115	92.0	35	23	65.7	5	3	60.0	57	57	100.0	47	29	61.7
Ministry of Sports and Recreation	120	0	0.0	120	0	0.0	10	0	0.0	50	0	0.0	40	0	0.0
Ministry of Gender, Children and Social Protection	117	–	–	61	–	–	–	–	–	–	–	–	–	–	–
Ministry of Roads and Highways	115	80	69.6	70	30	42.9	3	1	33.3	0	0	–	188	121	64.4

MDA	Computer			Printer			Projector			Office Space			Vehicle		
Ministry of Transport	1,985	1,348	67.9	377	318	84.4	109	47	43.1	199	142	71.4	460	309	67.2
Ministry of Youth Development and Empowerment	1,278	584	45.7	703	293	41.7	521	23	4.4	383	282	73.6	405	126	31.1
Total	**16,311**	**6,764**	**41.5**	**8,073**	**2,916**	**36.1**	**1,765**	**604**	**34.2**	**6,799**	**2,593**	**38.1**	**6,012**	**2,481**	**41.3**

Source: MDAs 2025 APRs. ***Note:*** *NA - data not available as at the time of reporting*

Coordination of Plan Implementation

NDPC coordinated plan implementation through its planning, monitoring and reporting instruments. Working with the Ministry of Finance, the Commission participated in Budget Hearings with all 38 MDAs, 16 RCCs and 261 MMDAs to align Annual Action Plans with the national development agenda and to create synergies across sectors. The Commission served on the Public Investment Programme Working Committee, reviewed project portfolios and recommended projects for the "Seal of Quality" to inform capital expenditure allocations in the national budget.

At the sub-national level, the Commission provided technical backstopping to RCCs and MMDAs in preparing their MTDPs and reviewed and certified 47 out of 261 MMDAs and 4 out of 16 RCCs plans. Risk-Based Monitoring of capital projects was conducted in 35 MMDAs across all 16 regions in collaboration with District Planning and Co-ordinating Units (DPCUs). To strengthen local capacity, NDPC organised regional orientations on the 2026–2029 Planning Guidelines, trained all 261 MMDAs and 16 RCCs on the District Development Data Platform, and issued the Community Action Plan (CAP) Guidelines. In collaboration with the Ministry of Finance, Budget Monitoring of all MMDAs was also undertaken to assess resource alignment and project implementation.

2.6.3.2 Monitoring and Evaluation of Plan Implementation

NDPC produced the 2024 National Annual Progress Report on the implementation of the 2022-2025 Medium-Term National Development Policy Framework: Agenda for Jobs II (Creating Prosperity and Equal Opportunity for all: Agenda for Jobs 2022–2025) and shared findings with Parliament, Cabinet, MDAs, RCCs, MMDAs and DPs. The Commission reviewed all sector and district APRs and provided structured feedback. NDPC conducted risk-based monitoring visits to selected districts across all 16 regions in 2025, collecting primary data on the status of priority projects and programmes. Findings from these exercises will directly inform the 2026–2029 Medium-Term Development Policy Framework.

2.6.3.3 Production and Utilisation of Statistics

The Ghana Statistical Service (GSS) produced and disseminated a wide range of statistical products in 2025 to support evidence-based policymaking and development planning. Key outputs included quarterly Gross Domestic Product (GDP) estimates, monthly Consumer Price Index (CPI) and Producer Price Index (PPI) bulletins, Quarterly Labour Statistics reports, Quarterly Food Insecurity Statistics reports, and Quarterly Multidimensional Poverty Statistics reports.

In addition, GSS released census reports on Slums and Informal Settlements in Ghana and the Slum Factsheet. Survey reports produced during the year included the Annual Inflation Report 2025, Food Insecurity Main Report 2025 Q3, Labour Force Survey reports for Quarters 1 to 3, Governance Wave 2 Factsheets on Responsiveness and Inclusiveness of Governance and on Bribery and Corruption, The Governance Series Wave 1 and 2, Public Service Satisfaction Survey, Business Establishment Report Fact Sheet, Business Establishment Report Volumes 1, 2 and 3, Ghana National Human Development Report, and the Productivity Statistics Report.

The Service further produced a series of small area estimation thematic briefs, including: Breast and Cervical Cancer Screening among Women in Ghana; Exclusive Breastfeeding; Childhood Immunisation; Sexual Violence against Girls and Women; Gender-Based Violence in Ghana; Women's Empowerment; Handwashing and Water Treatment Practices in Ghanaian homes; Safe Disposal of Children's Stool; Unmet Need for Family Planning among Women in Union; Double Burden of Malnutrition in Ghanaian Households; Excessive Alcohol Intake among Men; Birth Registration in Ghana; and Facility Assessment of Reproductive Health Commodities and Services in Ghana. In addition, Access to Quality of Basic and Secondary Education in Ghana, 2000–2023, and Population Mobility and Distributions in Ghana, 2024 administrative data reports were released in 2025.

2.6.3.4 Development Finance and Cooperation

Development finance in 2025 is best assessed across MDAs, RCCs and MMDAs. MDAs accounted for the largest share of the national development-finance envelope, whilst MMDAs and RCCs continued to rely significantly on statutory transfers and donor-supported programmes. Table 2.6.27 summarises the national development-finance envelope for 2025.

Table 2.6.27: National development-finance envelope by tier of government, 2025 (GH¢)

Tier of government	Estimate 2025 (GH¢)	Actual 2025 (GH¢)	Coverage %	Share of national total %
MDAs	120,224,338,634.35	111,025,367,787.84	92.3	94.7
MMDAs	9,778,388,637.90	5,689,467,393.94	58.2	4.9
RCCs	1,017,526,977.00	576,793,976.70	56.7	0.5
Total	**131,020,254,249.25**	**117,291,629,158.48**	**89.5**	**100.0**

Source: MDAs, RCCs and MMDAs 2025 APRs (total revenue from all sources).

2.6.4 Key Challenges and Policy Recommendations

This section discusses the key challenges within the ICME dimension and the corresponding policy recommendations.

Table 2.6.28: Key challenges and recommendations for Implementation, Coordination, Monitoring and Evaluation

S/N	Focus Area	Challenges	Recommendations
1.	Implementation and coordination	• Limited systematic mechanisms for revenue estimation at MMDAs; low IGF mobilisation; over-reliance on DACF, DACF-RFG and other central transfers; management infractions.	MLGCRA, NDPC, LVD of Land Commission, RCCs, MMDAs and development partners should collaborate to: • conduct valuation and re-valuation of residential and commercial properties. • deploy revenue databases. • digitise collection to reduce leakages; establish additional sub-district collection points. • implement RIAPs; and invest in Local Economic Development.
2.	Implementation and coordination	• Weak linkage between approved plans and budget allocations • Late release of statutory funds.	MoF, MLGCRA, NDPC, Parliament, RCCs and MMDAs should: • ensure timely submission and review of certified AAPs. • link AAPs to budget allocations • implement the Inter-Governmental Fiscal Framework and Transfers. and • ensure timely release of the DACF.

S/N	Focus Area	Challenges	Recommendations
3.	Implementation and coordination	• Staffing remains below the minimum establishment in many MMDAs and RCCs	OHLGS should collaborate with MoF, MMDAs and MDAs to: • review the OHLGS staffing norms to reflect Act 936; • undertake a staff audit to develop realistic establishments • prioritise recruitment to the most under-staffed assemblies.
4.	Implementation and coordination	• Inadequate and obsolete computers, printers, projectors, vehicles and office space.	NDPC, MoF and MLGCRA should: • develop a plan to progressively close logistics gaps and prescribe minimum and maximum logistics thresholds for MMDAs, RCCs and MDAs.
5.	Monitoring and evaluation	• Limited government-led evaluations and inadequate resources for evaluations.	NDPC should collaborate with MoF, MMDAs and MDAs to: • regularly evaluate projects and programmes, allocate 2–5 percent of MDA, RCC and MMDA budgets for evaluations.

S/N	Focus Area	Challenges	Recommendations
6.	Production and Utilisation of Statistics	• Administrative data quality • Limited technological infrastructure • Inadequate technical capacity for statistical production and analysis at decentralised levels • Staff attrition	GSS, OHCS, OHLGS, NDPC, MoF, MLGCRA, should: • develop and implement a legally backed National Administrative Data Governance Framework that standardises data definitions, collection methodologies, quality assurance protocols, metadata standards and reporting requirements across all MDAs, RCCs and MMDAs. • invest in an integrated national statistical and administrative data platform that enables real-time data capture, validation, storage, analysis and dissemination across government institutions. • establish a sustainable financing mechanism for the National Statistical System and strengthen coordination among data-producing institutions to ensure the regular production, dissemination and utilisation of high-quality statistics for development planning and monitoring. • establish a specialised statistical and data management cadre within the public service with structured career progression, professional certification opportunities, retention incentives and competitive remuneration to attract and retain qualified statisticians and data professionals.

S/N	Focus Area	Challenges	Recommendations
7.	Development finance and cooperation	• Absence of a comprehensive development financing strategy • delays in the release of development partner support funds.	NDPC should collaborate with MoF, development partners, MMDAs and MDAs to: • develop a financing strategy and ensure timely release of funds.

Chapter 3: Capital Expenditure Budget Allocation and Implementation

3.1 Introduction

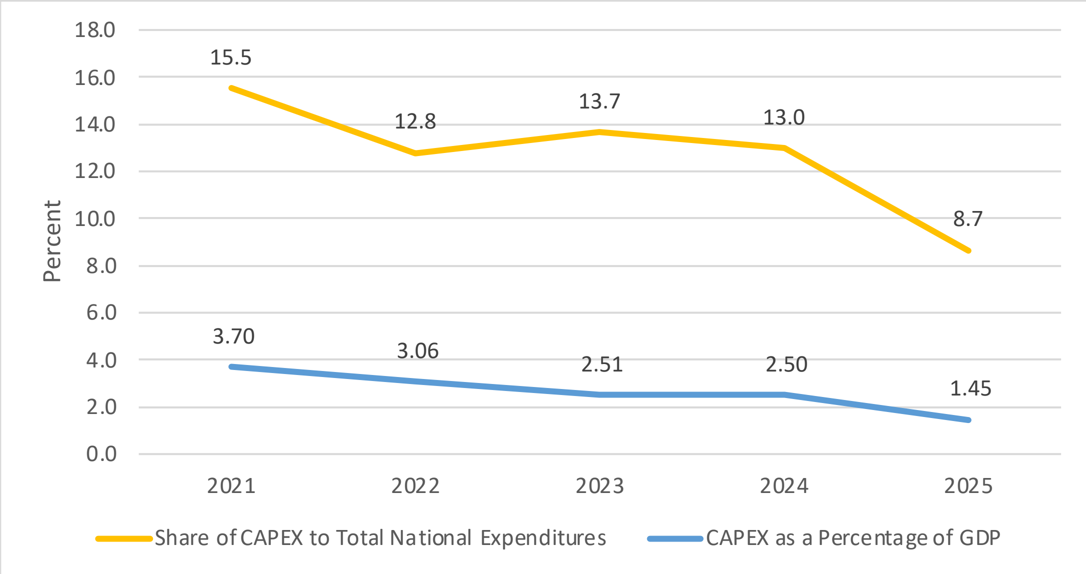
Capital expenditure (CAPEX) remains a critical driver of economic transformation, productivity enhancement, infrastructure development and service delivery. In 2025, Government continued to implement capital investment programmes under challenging fiscal conditions arising from debt restructuring and broader macroeconomic adjustment measures. While significant progress was made in restoring debt sustainability, fiscal constraints affected the pace of implementation of several public investment projects across sectors.

This chapter assesses the performance of CAPEX allocation and expenditure in 2025, examines the alignment of investments with national development priorities, analyses outstanding commitments relative to future fiscal space, identifies key public investment management challenges, and proposes measures to improve the effectiveness and sustainability of public investment.

3.2 Overview of CAPEX Performance

The 2025 expenditure pattern points to a marked compression in public investment. Capital expenditure declined by 31.1 percent to GH¢20.24 billion in 2025. The share of CAPEX as a proportion of total national expenditure fell sharply from 13.0 percent in 2024 to 8.7 percent in 2025, while CAPEX as a share of GDP declined from 2.5 percent to 1.5 percent over the same period. As Figure 3.1 shows, there has been a general decline in CAPEX expenditures as a proportion of total national expenditures and GDP.

Figure 3.1: Share of CAPEX provision of total national expenditure, 2021-2025



Source, National Budget, 2021-2026

The reduction in CAPEX over the planned period has affected the implementation of several capital investment projects. Table 3.1 provides details on road projects halted due to the debt restructuring programme. In spite of the number of suspended projects, remarkable progress has been made in restoring debt sustainability to ensure that the suspended projects are reactivated and completed under the Big Push Infrastructure Programme.

Table 3.1: Suspended Road Projects due to debt restructuring initiatives

No.	Project Name	Status at Dec, 2025
1	Construction of Kwame Nkrumah Interchange PTC, Takoradi, Lot 4 – Sinohydro	80%
2	La Beach Road Completion Project, Lot 1 (16.00km) Tema Road: Independence Arch to Nungua Barrier - 16.00km	79%
3	La Beach Road Completion Project, Lot 2 (Coastal & Meridian Roads- Nungua Barrier to Tema- 10.60km)	89%
4	Construction of Sunyani and Berekum Inner City Roads (39km)	81%
5	Construction of Bolgatanga - Bawku – Pulmakom (116.1km)	56%
6	Construction of Kumasi Inner City Roads (100km)	20%
7	Design and Construction of Tamale - Walewale Phase 1 Savelugu to Walewale (Km 30 - 113) (83km)	10%
8	Upgrading of Eastern Corridor Road LOT1 - Construction of Ashiaman Roundabout – Akosombo (64km)	16%

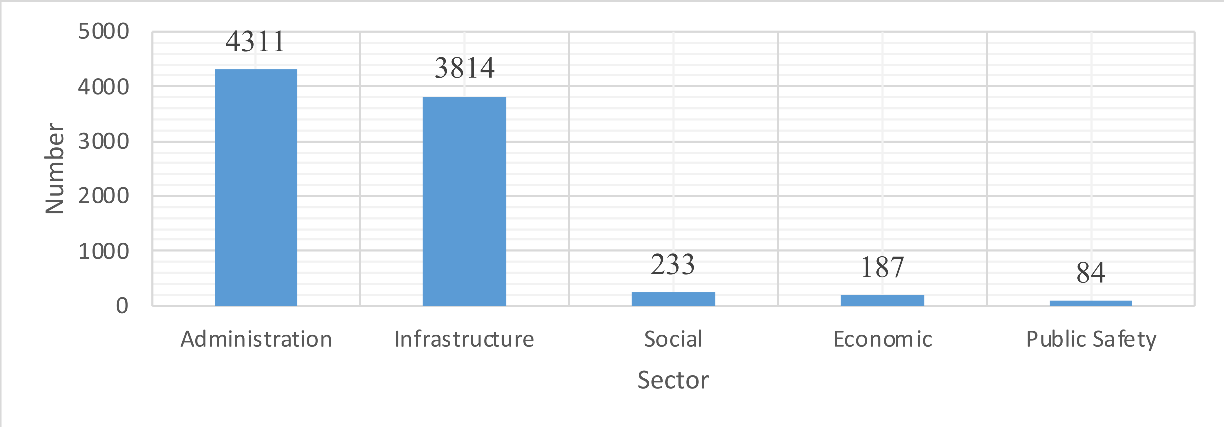
Source: 2025 APR, MRH

3.3 CAPEX alignment with Medium-Term National Development Policy Framework, Sector Strategies, and Sector Medium-Term Development Plans

Ensuring alignment between public investment and national development priorities remains essential for achieving development outcomes and maximising returns on public expenditure. The 2025 Budget Implementation Guidelines required all MDAs, RCCs and MMDAs to align capital investment programmes with approved MTDPs and sector strategies.

At the national level, the largest concentration of capital projects was recorded in the Administrative and Infrastructure sectors as provided in Figure 3.2, reflecting Government's continued focus on public service delivery and infrastructure development.

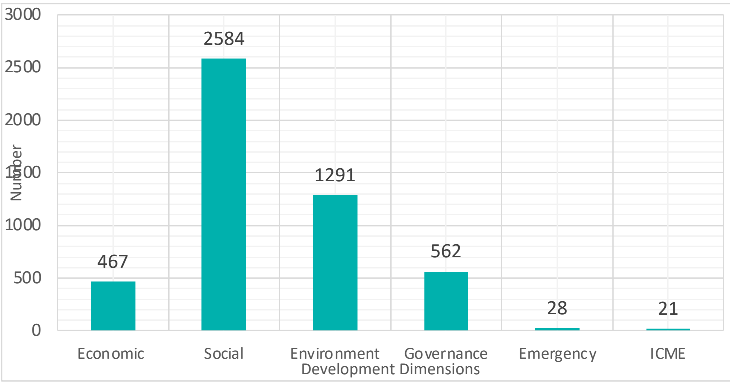
Figure 3.2: Distribution of Capital Investment Projects by sector, 2025.



Source: MDAs 2025 APRs

At the MMDA level, 4,959 active capital projects were reported in 2025. Of these, 52.1 percent were aligned with Social Development, 23.4 percent with Environment, Infrastructure and Human Settlements, 9.4 percent with Economic Development, and 11.4 percent with Governance, Corruption and Public Accountability as shown in Figure 3.3.

Figure 3.3: Alignment of capital investment projects with national development policies and strategies



Source: MMDAs 2025 APRs

At the regional level, the concentration of capital investment was in the social development and environment, infrastructure and human settlements dimensions as provided in Table 3.2.

Table 3.2: Project profile of MMDAs, 2025

MMDAs	Economic	Social	Environment	Governance	Emergency	ICME	Total
Ahafo Region	5	104	48	12	0	0	169
Ashanti Region	60	381	184	72	6	1	704
Bono East Region	17	132	57	21	0	0	227
Bono Region	24	152	67	15	2	0	260
Central Region	58	248	166	79	0	6	557
Eastern Region	37	256	161	133	7	5	599
Greater Accra Region	22	145	121	41	0	2	331
North East District	30	83	13	6	1	1	134
Northern Region	30	158	123	30	2	0	343
Oti	20	133	51	26	0	0	230
Savannah Region	16	42	30	4	0	0	92
Upper East Region	54	170	68	23	0	0	315
Upper West Region	15	66	19	12	1	0	113
Volta Region	47	174	70	40	3	6	340
Western	20	248	73	33	6	0	386
Western North	12	92	40	15	0	0	159
Total	467	2584	1291	562	28	21	4959

Source: MMDAs 2025 APRs

3.4 Estimated Multi-Year CAPEX Throw Forward Compared to MTEF Envelope

The audited outstanding commitments[9] of capital projects at the national level amounted to GH¢163.6 billion in 2025. In contrast, projected capital expenditure ceilings for the period 2026-2029 amount to approximately GH¢ 72.2 billion, creating a financing gap of GH¢91.4 billion.

Throw forwards and MTEF Envelope of MDAs

Roads and Highways sector accounts for the largest share of outstanding commitments. Similar fiscal pressures were observed in the Transport, Works and Housing, Food and Agriculture, Local Government and Education ministries. In contrast, several ministries, including Energy, Defence, Interior, Health, Lands and Natural Resources, and Sports and Recreation, have comparatively greater fiscal space relative to their outstanding commitments as provided in Table 3.3.

9 Outstanding commitments are explicit or implicit agreements to make payments to another party in exchange for supplying goods, services or works or fulfilling other conditions, even before actual payments are made.

Table 3.3: CAPEX commitments and ceiling at the sector level for some selected MDAs, 2026-2029

No	MDAs	Number of projects	Outstanding Commitments	Amount validated for payment	Amount to be justified before payment	Cumulative Ceilings (2026-2029	Commulative Ceilings and Outstanding Commitments	Commulative Ceilings and amount validated for payment	Recommendation
1.	Ministry of Roads and Highways	2998	124,106,530,146.05	23,914,532,003.30	43,817,485,288.77	21,047,056,894.97	-103,059,473,251.08	-2,867,475,108.33	Prioritise ongoing projects
2.	Office of Government Machinery	4181	341,338,022.24	86,329,045.30	250,583,875.33	342,543,267.50	1,205,245.26	256,214,222.20	May start new projects
3.	Ministry of Transport	13	6,095,163,020.69	6,095,163,021.01	0.00	555,477,088.45	-5,539,685,932.24	-5,539,685,932.56	Prioritise ongoing projects
4.	Ministry of Works, Housing and Water Resources	793	6,035,672,178.62	5,616,089,994.32	92,135,106.26	4,215,728,927.88	-1,819,943,250.74	-1,400,361,066.44	Prioritise ongoing projects
5.	Ministry of Communication, Digital Technology and Innovations	10	452,761,800.14	129,170,061.54	315,316,277.74	734,021,287.50	281,259,487.36	604,851,225.96	May start new projects
6.	Ministry of Energy and Green Transition	45	6,327,556,506.28	1,469,938,137.26	0.00	9,884,820,005.00	3,557,263,498.72	8,414,881,867.74	May start new projects
7.	Ministry of Environment, Science and Technology	3	314,616,268.32	134,027,854.56	0.00	293,608,515.00	-21,007,753.32	159,580,660.44	May start new projects
8.	Ministry of Fisheries and Aquaculture	16	626,344,124.83	611,693,043.30	0.00	1,195,965,351.10	569,621,226.27	584,272,307.80	May start new projects
9.	Ministry of Lands and Natural Resources	14	7,704,049.85	817,013.38	0.00	74,087,508.88	66,383,459.03	73,270,495.50	May start new projects
10.	Ministry of Local Government, Chieftaincy and Religious Affairs	111	6,796,605,653.69	6,593,639,957.76	17,261,981.13	717,383,471.65	-6,079,222,182.04	-5,876,256,486.11	Prioritise ongoing projects
11.	Ministry of Health	93	262,045,298.61	239,319,369.81	0.00	501,364,761.42	239,319,462.81	262,045,391.61	May start new projects
12.	Ministry of Education	127	2,251,256,597.89	1,432,349,020.24	600,363,641.27	97,869,505.00	-2,153,387,092.89	-1,334,479,515.24	Prioritise ongoing projects
13.	Ministry of Food and Agriculture	101	9,132,454,499.51	9,080,201,727.52	0.00	4,624,334,111.25	-4,508,120,388.26	-4,455,867,616.27	Prioritise ongoing projects
14.	Ministry of Finance	16	1,919,878,515.94	1,897,775,208.93	0.00	183,360,534.17	-1,736,517,981.77	-1,714,414,674.76	Prioritise ongoing projects
15.	Ministry of Interior	25	262,379,060.67	262,379,060.67	218,895,506.45	1,033,135,794.00	770,756,733.33	770,756,733.33	May start new projects
16.	Ministry of Trade, Agribusiness and Industry	1	2,174,375.40	2,174,375.40	0.00	1,003,162,426.25	1,000,988,050.85	1,000,988,050.85	May start new projects

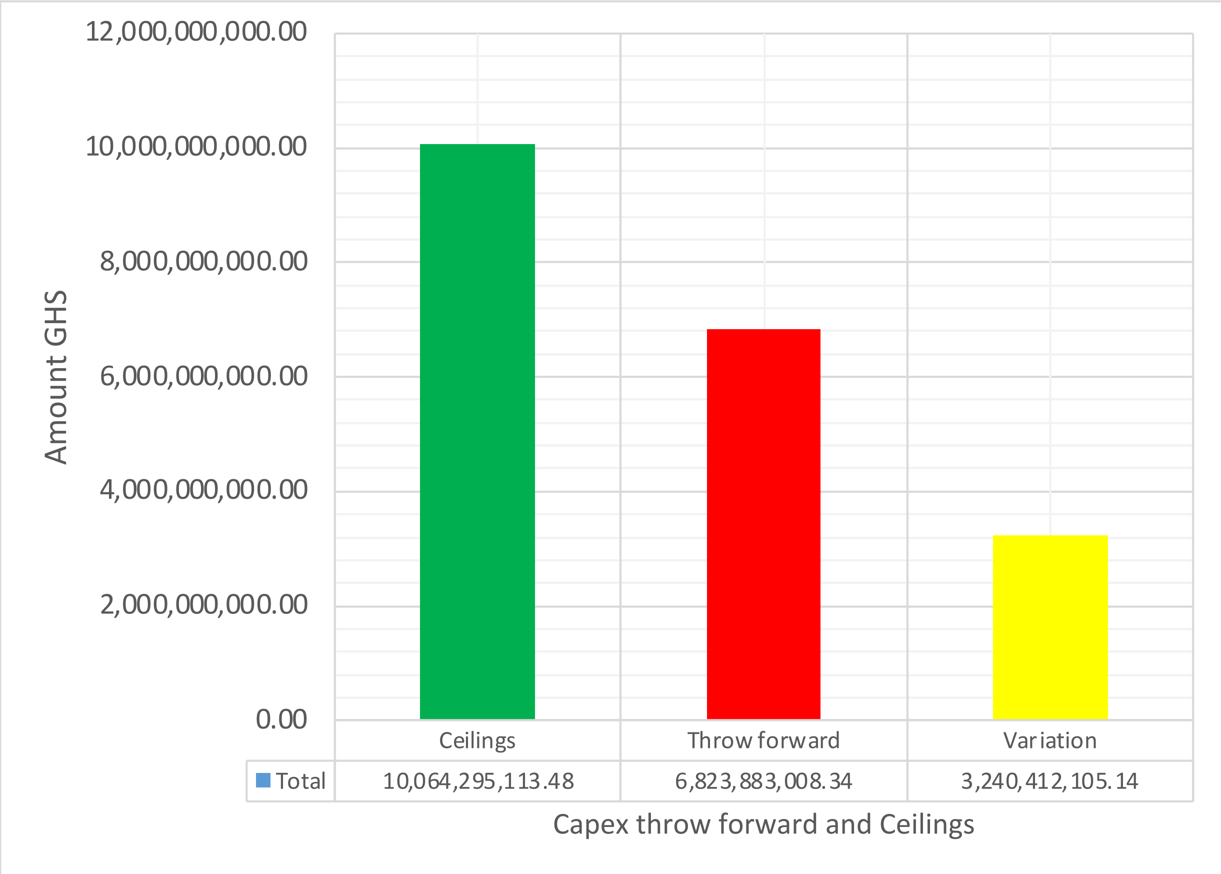
No	MDAs	Number of projects	Outstanding Commitments	Amount validated for payment	Amount to be justified before payment	Cumulative Ceilings (2026-2029	Commulative Ceilings and Outstanding Commitments	Commulative Ceilings and amount validated for payment	Recommendation
17.	Ministry of Tourism, Culture and Creative Arts	7	164,957,759.68	132,381,966.99	0.00	118,195,343.15	-46,762,416.53	-14,186,623.84	Prioritise ongoing projects
18.	Ministry of Sports and Recreation	10	175,417,537.58	175,070,807.83	0.00	1,321,238,317.50	1,145,820,779.92	1,146,167,509.67	May start new projects
19.	Ministry of Foreign Affairs	3	38,612,369.88	38,234,462.09	0.00	123,971,928.19	85,359,558.31	85,737,466.10	May start new projects
20.	Ministry of Defence	56	3,411,728,888.29	3,339,646,524.92	0.00	16,305,059,533.00	12,893,330,644.71	12,965,413,008.08	May start new projects
21.	Commission on Human Rights and Administrative Justice	1	35,241,485.00	35,241,485.00	0.00	78,232,459.00	42,990,974.00	42,990,974.00	May start new projects
22.	Judicial Service	3	456,443,335.99	452,720,791.99	0.00	587,217,030.00	130,773,694.01	134,496,238.01	May start new projects

Source: MDAs 2025 APRs

Throw Forwards and MTEF Envelope of MMDAs

The aggregate fiscal position of MMDAs appears relatively favourable. Total projected expenditure ceilings for MMDAs from 2026–2029 amounts to approximately GH¢10.1 billion compared with outstanding commitments of GH¢6.8 billion as shown in Figure 3.4. This indicates that, collectively, MMDAs possess sufficient fiscal space to settle existing commitments and undertake selected new investments.

Figure 3.4: MMDAs Throw Forwards and MTEF Ceilings, 2026-2029



Source: MMDAs 2025

Disparities however exist in the CAPEX throw forward and MTEF ceilings performance among districts. Collectively, MMDAs in the Western Region, Upper West Region and Ahafo Region have negative outlook as shown in Table 3. 4. However, MMDAs in the remaining regiotns collectively have positive outlook to start new projects in 2026.

Table 3. 4: MMDAs throw forward and CAPEX Ceilings by Region, 2026-2029

No	MMDAs	Ceilings	Throw forward	Variation
1.	Ahafo Region	166,187,494.18	191,490,190.29	-25,302,696.11
2.	Ashanti Region	873,039,121.77	572,504,428.98	300,534,692.79
3.	Bono East Region	501,496,294.66	344,069,476.13	57,426,818.53
4.	Bono Region	519,673,678.14	484,155,371.39	35,518,306.75
5.	Central Region	979,117,354.74	558,099,479.27	421,017,875.47
6.	Eastern Region	954,306,874.65	527,344,082.30	426,962,792.35
7.	Greater Accra Region	2,417,173,197.65	863,485,653.38	1,553,687,544.27
8.	North East Region	289,490,515.16	208,157,648.75	81,332,866.41
9.	Northern Region	497,289,425.27	252,540,262.99	244,749,162.28
10.	Oti Region	163,952,638.13	70,463,785.61	93,488,852.52
11.	Savannah Region	230,244,705.67	223,338,106.42	6,906,599.25
12.	Upper East Region	405,595,001.94	273,885,643.32	131,709,358.62
13.	Upper West Region	241,329,607.99	283,580,110.51	-42,250,502.52
14.	Volta Region	698,679,042.42	385,963,648.19	312,715,394.23
15.	Western North Region	137,357,874.70	97,076,162.31	40,281,712.39
16.	Western Region	989,362,286.41	1,487,728,958.50	-498,366,672.09
17.	Total	10,064,295,113.48	6,823,883,008.34	3,240,412,105.14

Source: MMDAs 2025 APRs

The data in Table 3. 5 shows one hundred and forty-three (143) MMDAs had positive outlook and enough fiscal space as of December 2025 and may be allowed to start new projects in 2026 and beyond. These MMDAs could pay all outstanding commitments and commence new capital investments in 2026. Table 6 provides details on MMDAs that have the ability to start new capital investments in the next medium-term.

Table 3. 5: MMDAs and their fiscal positions for project implementation, 2026-2029

MMDAs	Ceilings	Throw forward	Variation	Recommendation
Ablekuma Central Municipal	63,554,197.36	14,344,702.80	49,209,494.56	May start new projects
Ablekuma North Municipal	129,904,290.39	4,290,576.62	125,613,713.77	May start new projects
Abuakwa North Municipal	22,006,930.96	1,298,404.68	20,708,526.28	May start new projects
Abuakwa South Municipal	42,413,702.63	30,729,358.44	11,684,344.19	May start new projects
Accra Metropolitan	126,293,547.39	84,195,698.26	42,097,849.13	May start new projects
Achiase District	42,214,050.34	10,896,252.89	31,317,797.45	May start new projects

MMDAs	Ceilings	Throw forward	Variation	Recommendation
Ada East District	51,989,259.00	14,360,123.00	37,629,136.00	May start new projects
Ada West District	10,144,394.70	4,215,684.20	5,928,710.50	May start new projects
Adaklu District	50,296,225.00	54,296,225.18	-4,000,000.18	Prioritise ongoing projects
Adansi North District	35,130,775.35	19,991,668.98	15,139,106.37	May start new projects
Adansi South District	69,067,824.22	67,135,595.67	1,932,228.55	May start new projects
Adentan Municipal	239,470,839.83	69,068,686.88	170,402,152.95	May start new projects
Afadzato South District	12,933,754.57	33,991,031.80	-21,057,277.23	Prioritise ongoing projects
Afigya Kwabre North District	8,018,904.04	1,689,752.84	6,329,151.20	May start new projects
Afigya Kwabre South District	32,619,562.20	37,512,496.50	-4,892,934.30	Prioritise ongoing projects
Agona East District	0	11,793,542.48	-11,793,542.48	Prioritise ongoing projects
Agona West Municipal	247,632,907.74	167,936,791.01	79,696,116.73	May start new projects
Agortime Ziope District	18,000,000.00	15,353,206.83	2,646,793.17	May start new projects
Ahafo Ano South East District	33,717,040.57	8,047,543.48	25,669,497.09	May start new projects
Ahanta West Municipal	122,270,852.39	106,850,993.44	15,419,858.95	May start new projects
Ajumako-Enyan-Essiam District	852,996.00	3,858,183.86	-3,005,187.86	Prioritise ongoing projects
Akatsi North District	1,731,234.38	12,459,691.48	-10,728,457.10	Prioritise ongoing projects
Akatsi South Municipal	23,508,943.00	15,142,866.01	8,366,076.99	May start new projects
Akuapem North Municipal	18,260,715.09	4,384,502.56	13,876,212.53	May start new projects
Akuapim South Municipal	15,779,295.90	23,847,562.00	-8,068,266.10	Prioritise ongoing projects
Akyemansa District	16,843,372.59	7,416,572.09	9,426,800.50	May start new projects
Amansie South District	5,905,527.32	3,954,728.29	1,950,799.03	May start new projects
Amansie West District	6,506,790.47	5,698,127.74	808,662.73	May start new projects
Anloga District	42,933,668.00	25,934,298.73	16,999,369.27	May start new projects
Aowin Municipal	2,111,546.00	4,821,588.00	-2,710,042.00	Prioritise ongoing projects
Asante Akim Central Municipal	28,352,150.00	4,615,413.60	23,736,736.40	May start new projects
Asene Manso Akroso District	43,499,471.63	8,087,430.64	35,412,040.99	May start new projects
Ashaiman Municipal	209,181,795.80	52,295,448.95	156,886,346.85	May start new projects
Asikuma-Odoben-Brakwa District	0	5,234,507.78	-5,234,507.78	Prioritise ongoing projects
Asokore Mampong Municipal	111,399,951.17	145,666,300.00	-34,266,348.83	Prioritise ongoing projects
Assin Foso Municipal	27,113,605.56	5,178,081.41	21,935,524.15	May start new projects
Assin North District	0	10,905,259.20	-10,905,259.20	Prioritise ongoing projects
Assin South District	84,455,071.40	11,455,732.05	72,999,339.35	May start new projects
Asunafo North Municipal	49,139,791.00	36,327,266.67	12,812,524.33	May start new projects
Asunafo South District	19,161,679.42	31,276,423.00	-12,114,743.58	Prioritise ongoing projects
Asutifi North District	97,886,023.76	97,886,023.76	0	Prioritise ongoing projects
Asutifi South District	14,300,189.78	5,084,778.84	9,215,410.94	May start new projects

MMDAs	Ceilings	Throw forward	Variation	Recommendation
Atebubu-Amantin Municipal	25990473.64	9984870.69	16005602.95	May start new projects
Atiwa East District	150,691,553.51	105,157,181.73	45,534,371.78	May start new projects
Atiwa West District	31,011,422.00	2,961,222.34	28,050,199.66	May start new projects
Atwima Kwanwoma District	124,261,452.04	28,830,127.21	95,431,324.83	May start new projects
Awutu Senya District	5,727,399.58	6,857,147.55	-1,129,747.97	Prioritise ongoing projects
Awutu Senya East Municipal	75,200,941.00	18,711,980.94	56,488,960.06	May start new projects
Ayawaso Central Municipal	7,446,351.65	7,446,351.65	0	May start new projects
Ayawaso East Municipal	6,513,956.11	1,431,758.25	5,082,197.86	May start new projects
Ayawaso North Municipal	265,932,058.00	393,432.00	265,538,626.00	May start new projects
Ayawaso West Municipal	32,592,063.36	46,219,531.59	-13,627,468.23	Prioritise ongoing projects
Ayensuano District	32,822,721.64	1,525,618.87	31,297,102.77	May start new projects
Banda District	12,265,257.06	6,123,390.06	6,141,867.00	May start new projects
Bawku Municipal	41,019,290.00	35,341,251.36	5,678,038.64	May start new projects
Bawku West District	80,546,483.46	10,527,708.33	70,018,775.13	May start new projects
Bekwai Municipal	25,799,162.46	3,582,861.93	22,216,300.53	May start new projects
Berekum East Municipal	36,806,543.79	48,580,000.00	-11,773,456.21	Prioritise ongoing projects
Berekum West District	86,965,581.99	91,322,941.34	-4,357,359.35	Prioritise ongoing projects
Bia East District	10,816,895.38	9,065,990.36	1,750,905.02	May start new projects
Biakoye District	13,232,702.68	3,576,685.08	9,656,017.60	May start new projects
Binduri District	14,731,855.87	4,722,122.38	10,009,733.49	May start new projects
Birim Central Municipal	31,586,480.52	3,855,546.02	27,730,934.50	May start new projects
Birim North District	11,618,996.00	1,362,975.98	10,256,020.02	May start new projects
Birim South District	29,005,334.39	312,527.98	28,692,806.41	May start new projects
Bodi District	45,107,731.48	35,921,718.88	9,186,012.60	May start new projects
Bole District	132,209,228.50	166,689,870.00	-34,480,641.50	Prioritise ongoing projects
Bolgatanga Municipal	93,763,990.75	61,252,446.86	32,511,543.89	May start new projects
Bosome Freho District	59,608,360.06	29,063,480.83	30,544,879.23	May start new projects
Bosomtwe District	646,610.30	1,032,994.03	-386,383.73	Prioritise ongoing projects
Builsa North Municipal	67,356,378.67	88,383,752.67	-21,027,374.00	Prioritise ongoing projects
Builsa South District	19,312,093.65	23,205,309.22	-3,893,215.57	Prioritise ongoing projects
Central Gonja District	6,633,912	1,322,780.36	5,311,131.64	Prioritise ongoing projects
Central Tongu District	16,502,234.39	17,467,942.52	-965,708.13	Prioritise ongoing projects
Chereponi District	171,199,667.47	128,788,153.21	42,411,514.26	May start new projects
Daffiama-Bussie-Issa District,	56,980,303.39	47,786,502.95	9,193,800.44	May start new projects
Denkyembour District	2,558,387.03	958,901.29	1,599,485.74	May start new projects
Dormaa Central Municipal	109,142,000.00	244,617,352.00	-135,475,352.00	Prioritise ongoing projects
Dormaa West District	15,818,110.55	2,233,715.76	13,584,394.79	May start new projects
East Gonja Municipal	23,968,864.13	12,887,974	11,080,890.13	May start new projects

MMDAs	Ceilings	Throw forward	Variation	Recommendation
East Mamprusi Municipal	79,860,671.62	26,403,368.68	53,457,302.94	May start new projects
Effia-Kwesimintsim Municipal	196,568,832.09	200,918,832.09	-4,350,000.00	Prioritise ongoing projects
Effutu Municipal	28,311,528.25	31,567,428.30	-3,255,900.05	Prioritise ongoing projects
Ejisu Municipal	20,653,659.09	10,644,431.22	10,009,227.87	May start new projects
Ekumfi District	2,098,978.32	4,565,955.25	-2,466,976.93	Prioritise ongoing projects
Ellembelle District	18,421,034.45	24,210,987.68	-5,789,953.23	Prioritise ongoing projects
Fanteakwa North District	26,054,916.85	23,593,880.00	2,461,036.85	May start new projects
Fanteakwa South District,	95,300,000.00	82,028,579.20	13,271,420.80	May start new projects
Ga Central Municipal	5,929,295.03	2,110,000.00	3,819,295.03	May start new projects
Ga North Municipal	69,913,475.66	51,788,607.93	18,124,867.73	May start new projects
Ga South Municipal	49,102,658.16	4,555,983.33	44,546,674.83	May start new projects
Gomoa Central District	100,786,528.77	4,348,664.95	96,437,863.82	May start new projects
Gomoa East District	12,926,819.09	28,024,410.10	-15,097,591.01	Prioritise ongoing projects
Gomoa West District	51,751,813.50	49,911,973.50	1,839,840.00	May start new projects
Hemang Lower Denkyira District	11,651,420.30	2,915,721.77	8,735,698.53	May start new projects
Ho Municipal	61,996,277.00	51,700,613.18	10,295,663.82	May start new projects
Hohoe Municipal	55,779,647.51	55,779,647.51	0	Prioritise ongoing projects
Jaman South Municipal	45,990,593.29	33,457,330.82	12,533,262.47	May start new projects
Jasikan Municipal	41,258,901.80	9,946,494.00	31,312,407.80	May start new projects
Jomoro Municipal	76,995,184.00	15,399,036.96	61,596,147.04	May start new projects
Juaben Municipal	6,667,464.13	626,242.66	6,041,221.47	May start new projects
Juaboso District	28,641,078.18	4,527,296.33	24,113,781.85	May start new projects
Kassena Nankana Municipal	15,413,221.95	15,413,221.95	0	
Kassena Nankana West District	61,995,665.69	7,039,830.55	54,955,835.14	May start new projects
Keta Municipal	14,887,062.00	7,632,011.14	7,255,050.86	May start new projects
Ketu North Municipal	17,615,386.12	18,657,942.61	-1,042,556.49	Prioritise ongoing projects
Ketu South Municipal	31,447,081.39	5,104,301.57	26,342,779.82	May start new projects
Kintampo Municipal	11169523	3766263.04	7403259.96	May start new projects
Kintampo South District	49904800	45368000	4536800	May start new projects
Komenda- Edina- Eguafo-Abrem Municipal	18,065,256.90	4,171,873.55	13,893,383.35	May start new projects
Korle-Klottey Municipal	38,250,360.00	7,127,965.20	31,122,394.80	May start new projects
Kpandai District	71,352,000.00	7,549,493.15	63,802,506.85	May start new projects
Kpando Municipal	18,616,669.89	15,824,169.41	2,792,500.48	May start new projects
Kpone Katamanso Municipal	61,661,757.00	4,678,416.16	56,983,340.84	May start new projects
Krachi West Municipal	25,726,278.85	22,566,313.13	3,159,965.72	May start new projects
Krowor Municipal	40,658,466.38	35,225,982.94	5,432,483.44	May start new projects
Kumasi Metropolitan	54,438,429.85	8,790,659.07	45,647,770.78	May start new projects

MMDAs	Ceilings	Throw forward	Variation	Recommendation
Kumbungu District	31,593,914.34	22,857,627.81	8,736,286.53	May start new projects
Kwadaso Municipal	7,175,320.24	6,508,846.70	666,473.54	May start new projects
Kwaebibirem Municipal	92,069,677.01	82,205,068.76	9,864,608.25	May start new projects
Kwahu East District	29,753,701.42	751,072.61	29,002,628.81	May start new projects
Kwahu South Municipal	2,699,427.00	6,159,513.36	-3,460,086.36	Prioritise ongoing projects
Kwahu West Municipal	21,022,208.69	15,693,485.18	5,328,723.51	May start new projects
La Dade-Kotopon Municipal	222,528,609.89	156,594,438.51	65,934,171.38	May start new projects
Lambussie District	28,998,987.44	10,449,061.38	18,549,926.06	May start new projects
Lower Manya Krobo Municipal	16,257,147.50	2,701,281.06	13,555,866.44	May start new projects
La Nkwantanang-Madina Municipal	5,500,000.00	5,316,297.63	183,702.37	May start new projects
Mamprugu Moagduri District	2,469,448.10	4,196,401.86	-1,726,953.76	Prioritise ongoing projects
Mfantseman Municipal	80,000,000.00	11,855,318.75	68,144,681.25	May start new projects
Mpohor-Fiase district	10,472,144.62	18,412,000.00	-7,939,855.38	Prioritise ongoing projects
Nabdam District	11,456,021.90	28,000,000.00	-16,543,978.10	Prioritise ongoing projects
Nandom Municipal	53,900,455.10	89,092,694.67	-35,192,239.57	Prioritise ongoing projects
Nanton District	6,789,485.86	1,445,403.46	5,344,082.40	May start new projects
Nanumba South District	0	3,497,960.25	-3,497,960.25	Prioritise ongoing projects
New Juaben North Municipal	20,979,675.69	20,060,854.36	918,821.33	May start new projects
New Juaben South Municipal	19,367,705.30	13,190,904.80	6,176,800.50	May start new projects
Ningo-Prampram District	73,023,680.00	63,934,325.00	9,089,355.00	May start new projects
Nkoranza North District	15963929.7	1971360.58	13992569.12	May start new projects
Nkoranza South Municipal	80121171.96	64127580	15993591.96	May Start New Projects
Nkwanta North District	16,819,663.00	1,910,941.82	14,908,721.18	May start new projects
Nkwanta South Municipal	41,188,812.95	9,897,038.45	31,291,774.50	May start new projects
North Dayi District	216,941,895.85	4,716,000.00	212,225,895.85	May start new projects
North East Gonja District	11,428,428.53	3,636,483.42	7,791,945.11	Prioritise ongoing projects
North Gonja District	31,843,416.16	12,995,770.52	12,995,770.52	May start new projects
North Tongu District	19,106,377.00	1,585,896.92	17,520,480.08	May start new projects
Nsawam Adoagyiri Municipal	4,931,878.00	3,956,647.00	975,231.00	May start new projects
Nzema East Municipal	67,591,834.08	14,612,277.85	52,979,556.23	May start new projects
Obuasi East Municipal	7,022,843.86	16,591,106.50	-9,568,262.64	Prioritise ongoing projects
Offinso Municipal	4,137,610.93	5,335,797.93	-1,198,187.00	Prioritise ongoing projects
Oforikrom Municipal	43,909,336.92	43,909,336.92	0	Prioritise ongoing projects
Okaikwei North Municipal	139,123,644.76	34,571,816.00	104,551,828.76	May start new projects
Okere District	8,807,235.79	7,750,946.99	1,056,288.80	May start new projects
Old Tafo Municipal	74,877,796.18	25,540,185.26	49,337,610.92	May start new projects

MMDAs	Ceilings	Throw forward	Variation	Recommendation
Prestea-Huni Valley Municipal	58,567,290.38	37,469,982.20	21,097,308.18	May start new projects
Pru East District	3867749.94	2404110.12	1463639.82	May start new projects
Pru West District	17277537.62	30670673.71	-13393136.09	Prioritise ongoing projects
Sagnarigu Municipal	184,627,070.29	57,681,651.23	126,945,419.06	May start new projects
Savelugu Municipal	92,058,333.86	85,434,492.00	6,623,841.86	May start new projects
Sawla-Tuna-Kalba District	1,100,856.35	1,299,810.53	-198,954.18	Prioritise ongoing projects
Sefwi Akontombra District	5,978,164.83	14,869,677.40	-8,891,512.57	Prioritise ongoing projects
Sefwi Wiawso Municipal	32,281,000.00	7,579,920.94	24,701,079.06	May start new projects
Sekondi-Takoradi Metropolitan	172,670,663.40	959,610,324.70	-786,939,661.30	May start new projects
Sekyere Afram Plains District	24,965,365.01	1,074,451.44	23,890,913.57	May start new projects
Sekyere Central District	2,646,854.99	2,807,844.60	-160,989.61	Prioritise ongoing projects
Sekyere Kumawu District	2,327,974.43	10,672,079.64	-8,344,105.21	May start new projects
Sene East District	17723131.07	36073447	-18350315.93	Prioritise ongoing projects
Sene West District	4855000	5000650	145650	May start new projects
Shai-Osudoku District	60,018,585.63	19,627,751.00	40,390,834.63	May start new projects
Shama District	25,732,089.00	8,721,546.30	17,010,542.70	May start new projects
Sissala East Municipal	31,695,001.30	78,203,631.93	-46,508,630.63	Prioritise ongoing projects
Sissala West	21,455,112.00	19,445,526.00	2,009,586.00	May start new projects
South Dayi District	77,719,668.25	44,214,405.66	33,505,262.59	May start new projects
South Tongu District	18,662,918.07	6,103,397.64	12,559,520.43	May start new projects
Suaman District	6,443,294.00	5,420,293.00	1,023,001.00	May start new projects
Suame Municipal	83,182,355.94	83,182,355.94	0	Prioritise ongoing projects
Suhum Municipal	22,714,822.15	14,832,219.57	7,882,602.58	May start new projects
Sunyani Municipal	27,528,424.00	39,325,229.57	-11,796,805.57	Prioritise ongoing projects
Tain District	178,777,255.06	8,124,410.60	170,652,844.46	May start new projects
Tano North Municipal	72,468,251.19	16,044,143.26	56,424,107.93	May start new projects
Tano South Municipal	104,423,549.71	4,871,554.76	99,551,994.95	May start new projects
Tarkwa-Nsuaem Municipal	69,870,432.00	76,385,630.00	-6,515,198.00	Prioritise ongoing projects
Tatale Sanguli District	17,021,589.00	12,536,919.00	4,484,670.00	May start new projects
Techiman Municipal	253849356.8	121694352.6	132155004.2	May start new projects
Techiman North District	20773620.97	23008168.39	-2234547.42	Prioritise ongoing projects
Tema Metropolitan	329,789,369.63	152,892,204.43	176,897,165.20	May start new projects
Tema West Municipal	5,761,728.29	6,426,060.38	-664,332.09	Prioritise ongoing projects
Twifo/Ati-Morkwa District	54,020,000.00	61,456,000.00	-7,436,000.00	Prioritise ongoing projects
Upper Denkyira East Municipal	89,264,756.50	96,348,853.55	-7,084,097.05	Prioritise ongoing projects
Upper Denkyira West District	4,802,260.43	9,546,321.22	-4,744,060.79	Prioritise ongoing projects
Upper West Akim	56,326,900.43	8,323,519.19	48,003,381.24	May start new projects

MMDAs	Ceilings	Throw forward	Variation	Recommendation
Wa East District	26,844,636.76	19,157,167.58	7,687,469.18	May start new projects
Wa Municipal	21,455,112.00	19,445,526.00	2,009,586.00	May start new projects
Wassa Amenfi Central District	19,626,071.00	5,262,924.33	14,363,146.67	May start new projects
Wassa Amenfi East Municipal	22,604,033.44	5,348,072.51	17,255,960.93	May start new projects
Wassa Amenfi West District	20,745,935.56	5,561,978.61	15,183,956.95	May start new projects
Wassa East District	107,225,890.00	8,964,371.83	98,261,518.17	May start new projects
Weija - Gbawe Municipal	112,870,228.00	746,059.67	112,124,168.33	May start new projects
Wenchi Municipal	6,379,912.40	10,371,001.24	-3,991,088.84	Prioritise ongoing projects
West Akim Municipal	38,559,039.59	41,305,460.34	-2,746,420.75	Prioritise ongoing projects
West Gonja Municipal	23,060,000.00	24,505,417.59	-1,445,417.59	Prioritise ongoing projects
Yendi Municipal	93,847,031.92	61,536,716.09	32,310,315.83	May start new projects
Yilo Krobo Municipal	9,150,105.00	1,996,592.37	7,153,512.63	May start new projects
Yunyoo-Nasuan District	35,960,727.97	48,769,725.00	-12,808,997.03	Prioritise ongoing projects

Source: MMDAs 2025 APRs

The data in Table 3.6 shows one hundred and forty-three (143) MMDAs had positive outlook and enough fiscal space as at December 2025 and may be allowed to start new projects in 2026 and beyond. These MMDAs include Ayawaso North Municipal, North Dayi District, Tema Metropolitan, Tain District, Adentan Municipal, Ashaiman Municipal, Techiman Municipal, Sagnarigu Municipal, Ablekuma North Municipal and Weija - Gbawe Municipal. These MMDAs have the ability to pay all outstanding commitments and commence new capital investments in 2026.

Table 3.6: MMDAs with fiscal space to start new projects in 2026 and beyond

MMDAs	Ceilings	Throw forward	Variation	Recommendation
Ablekuma Central Municipal	63,554,197.36	14,344,702.80	49,209,494.56	May start new projects
Ablekuma North Municipal	129,904,290.39	4,290,576.62	125,613,713.77	May start new projects
Abuakwa North Municipal	22,006,930.96	1,298,404.68	20,708,526.28	May start new projects
Abuakwa South Municipal	42,413,702.63	30,729,358.44	11,684,344.19	May start new projects
Accra Metropolitan	126,293,547.39	84,195,698.26	42,097,849.13	May start new projects
Achiase District	42,214,050.34	10,896,252.89	31,317,797.45	May start new projects

MMDAs	Ceilings	Throw forward	Variation	Recommendation
Ada East District	51,989,259.00	14,360,123.00	37,629,136.00	May start new projects
Ada West District	10,144,394.70	4,215,684.20	5,928,710.50	May start new projects
Adansi North District	35,130,775.35	19,991,668.98	15,139,106.37	May start new projects
Adansi South District	69,067,824.22	67,135,595.67	1,932,228.55	May start new projects
Adentan Municipal	239,470,839.83	69,068,686.88	170,402,152.95	May start new projects
Afigya Kwabre North District	8,018,904.04	1,689,752.84	6,329,151.20	May start new projects
Agona West Municipal	247,632,907.74	167,936,791.01	79,696,116.73	May start new projects
Agortime Ziope District	18,000,000.00	15,353,206.83	2,646,793.17	May start new projects
Ahafo Ano South East District	33,717,040.57	8,047,543.48	25,669,497.09	May start new projects
Ahanta West Municipal	122,270,852.39	106,850,993.44	15,419,858.95	May start new projects
Akatsi South Municipal	23,508,943.00	15,142,866.01	8,366,076.99	May start new projects
Akuapem North Municipal	18,260,715.09	4,384,502.56	13,876,212.53	May start new projects
Akyemansa District	16,843,372.59	7,416,572.09	9,426,800.50	May start new projects
Amansie South District	5,905,527.32	3,954,728.29	1,950,799.03	May start new projects
Amansie West District	6,506,790.47	5,698,127.74	808,662.73	May start new projects
Anloga District	42,933,668.00	25,934,298.73	16,999,369.27	May start new projects
Asante Akim Central Municipal	28,352,150.00	4,615,413.60	23,736,736.40	May start new projects
Asene Manso Akroso District	43,499,471.63	8,087,430.64	35,412,040.99	May start new projects
Ashaiman Municipal	209,181,795.80	52,295,448.95	156,886,346.85	May start new projects
Assin Foso Municipal	27,113,605.56	5,178,081.41	21,935,524.15	May start new projects
Assin South District	84,455,071.40	11,455,732.05	72,999,339.35	May start new projects

MMDAs	Ceilings	Throw forward	Variation	Recommendation
Assin South District	84,455,071.40	11,455,732.05	72,999,339.35	Prioritise ongoing projects
Asunafo North Municipal	49,139,791.00	36,327,266.67	12,812,524.33	May start new projects
Asutifi South District	14,300,189.78	5,084,778.84	9,215,410.94	May start new projects
Atebubu-Amantin Municipal	25990473.64	9984870.69	16005602.95	May start new projects
Atiwa East District	150,691,553.51	105,157,181.73	45,534,371.78	May start new projects
Atiwa West District	31,011,422.00	2,961,222.34	28,050,199.66	May start new projects
Atwima Kwanwoma District	124,261,452.04	28,830,127.21	95,431,324.83	May start new projects
Awutu Senya East Municipal	75,200,941.00	18,711,980.94	56,488,960.06	May start new projects
Ayawaso East Municipal	6,513,956.11	1,431,758.25	5,082,197.86	May start new projects
Ayawaso North Municipal	265,932,058.00	393,432.00	265,538,626.00	May start new projects
Ayensuano District	32,822,721.64	1,525,618.87	31,297,102.77	May start new projects
Banda District	12,265,257.06	6,123,390.06	6,141,867.00	May start new projects
Bawku Municipal	41,019,290.00	35,341,251.36	5,678,038.64	May start new projects
Bawku West District	80,546,483.46	10,527,708.33	70,018,775.13	May start new projects
Bekwai Municipal	25,799,162.46	3,582,861.93	22,216,300.53	May start new projects
Bia East District	10,816,895.38	9,065,990.36	1,750,905.02	May start new projects
Biakoye District	13,232,702.68	3,576,685.08	9,656,017.60	May start new projects
Binduri District	14,731,855.87	4,722,122.38	10,009,733.49	May start new projects
Birim Central Municipal	31,586,480.52	3,855,546.02	27,730,934.50	May start new projects
Birim North District	11,618,996.00	1,362,975.98	10,256,020.02	May start new projects
Birim South District	29,005,334.39	312,527.98	28,692,806.41	May start new projects

MMDAs	Ceilings	Throw forward	Variation	Recommendation
Bodi District	45,107,731.48	35,921,718.88	9,186,012.60	May start new projects
Bolgatanga Municipal	93,763,990.75	61,252,446.86	32,511,543.89	May start new projects
Bosome Freho District	59,608,360.06	29,063,480.83	30,544,879.23	May start new projects
Central Gonja District	6,633,912	1,322,780.36	5,311,131.64	Prioritise ongoing projects
Chereponi District	171,199,667.47	128,788,153.21	42,411,514.26	May start new projects
Daffiama-Bussie-Issa District,	56,980,303.39	47,786,502.95	9,193,800.44	May start new projects
Denkyembour District	2,558,387.03	958,901.29	1,599,485.74	May start new projects
Dormaa West District	15,818,110.55	2,233,715.76	13,584,394.79	May start new projects
East Gonja Municipal	23,968,864.13	12,887,974	11,080,890.13	May start new projects
East Mamprusi Municipal	79,860,671.62	26,403,368.68	53,457,302.94	May start new projects
Ejisu Municipal	20,653,659.09	10,644,431.22	10,009,227.87	May start new projects
Fanteakwa North District	26,054,916.85	23,593,880.00	2,461,036.85	May start new projects
Fanteakwa South District,	95,300,000.00	82,028,579.20	13,271,420.80	May start new projects
Ga Central Municipal	5,929,295.03	2,110,000.00	3,819,295.03	May start new projects
Ga North Municipal	69,913,475.66	51,788,607.93	18,124,867.73	May start new projects
Ga South Municipal	49,102,658.16	4,555,983.33	44,546,674.83	May start new projects
Gomoa Central District	100,786,528.77	4,348,664.95	96,437,863.82	May start new projects
Gomoa West District	51,751,813.50	49,911,973.50	1,839,840.00	May start new projects
Hemang Lower Denkyira District	11,651,420.30	2,915,721.77	8,735,698.53	May start new projects
Ho Municipal	61,996,277.00	51,700,613.18	10,295,663.82	May start new projects
Jaman South Municipal	45,990,593.29	33,457,330.82	12,533,262.47	May start new projects

MMDAs	Ceilings	Throw forward	Variation	Recommendation
Jasikan Municipal	41,258,901.80	9,946,494.00	31,312,407.80	May start new projects
Jomoro Municipal	76,995,184.00	15,399,036.96	61,596,147.04	May start new projects
Juaben Municipal	6,667,464.13	626,242.66	6,041,221.47	May start new projects
Juaboso District	28,641,078.18	4,527,296.33	24,113,781.85	May start new projects
Kassena Nankana West District	61,995,665.69	7,039,830.55	54,955,835.14	May start new projects
Keta Municipal	14,887,062.00	7,632,011.14	7,255,050.86	May start new projects
Ketu South Municipal	31,447,081.39	5,104,301.57	26,342,779.82	May start new projects
Kintampo Municipal	11169523	3766263.04	7403259.96	May start new projects
Kintampo South District	49904800	45368000	4536800	May start new projects
Komenda-Edina- Eguafo-Abrem Municipal	18,065,256.90	4,171,873.55	13,893,383.35	May start new projects
Korle-Klottey Municipal	38,250,360.00	7,127,965.20	31,122,394.80	May start new projects
Kpandai District	71,352,000.00	7,549,493.15	63,802,506.85	May start new projects
Kpando Municipal	18,616,669.89	15,824,169.41	2,792,500.48	May start new projects
Kpone Katamanso Municipal	61,661,757.00	4,678,416.16	56,983,340.84	May start new projects
Krachi West Municipal	25,726,278.85	22,566,313.13	3,159,965.72	May start new projects
Krowor Municipal	40,658,466.38	35,225,982.94	5,432,483.44	May start new projects
Kumasi Metropolitan	54,438,429.85	8,790,659.07	45,647,770.78	May start new projects
Kumbungu District	31,593,914.34	22,857,627.81	8,736,286.53	May start new projects
Kwadaso Municipal	7,175,320.24	6,508,846.70	666,473.54	May start new projects
Kwaebibirem Municipal	92,069,677.01	82,205,068.76	9,864,608.25	May start new projects

MMDAs	Ceilings	Throw forward	Variation	Recommendation
Kwahu East District	29,753,701.42	751,072.61	29,002,628.81	May start new projects
Kwahu West Municipal	21,022,208.69	15,693,485.18	5,328,723.51	May start new projects
La Dade-Kotopon Municipal	222,528,609.89	156,594,438.51	65,934,171.38	May start new projects
La Nkwantanang-Madina Municipal	5,500,000.00	5,316,297.63	183,702.37	May start new projects
Lambussie District	28,998,987.44	10,449,061.38	18,549,926.06	May start new projects
Lower Manya Krobo Municipal	16,257,147.50	2,701,281.06	13,555,866.44	May start new projects
Mfantseman Municipal	80,000,000.00	11,855,318.75	68,144,681.25	May start new projects
Nanton District	6,789,485.86	1,445,403.46	5,344,082.40	May start new projects
New Juaben North Municipal	20,979,675.69	20,060,854.36	918,821.33	May start new projects
New Juaben South Municipal	19,367,705.30	13,190,904.80	6,176,800.50	May start new projects
Ningo-Prampram District	73,023,680.00	63,934,325.00	9,089,355.00	May start new projects
Nkoranza North District	15963929.7	1971360.58	13992569.12	May start new projects
Nkoranza South Municipal	80121171.96	64127580	15993591.96	May Start New Projects
Nkwanta North District	16,819,663.00	1,910,941.82	14,908,721.18	May start new projects
Nkwanta South Municipal	41,188,812.95	9,897,038.45	31,291,774.50	May start new projects
North Dayi District	216,941,895.85	4,716,000.00	212,225,895.85	May start new projects
North East Gonja District	11,428,428.53	3,636,483.42	7,791,945.11	Prioritise ongoing projects
North Gonja District	31,843,416.16	12,995,770.52	12,995,770.52	May start new projects

MMDAs	Ceilings	Throw forward	Variation	Recommendation
North Tongu District	19,106,377.00	1,585,896.92	17,520,480.08	May start new projects
Nsawam Adoagyiri Municipal	4,931,878.00	3,956,647.00	975,231.00	May start new projects
Nzema East Municipal	67,591,834.08	14,612,277.85	52,979,556.23	May start new projects
Okaikwei North Municipal	139,123,644.76	34,571,816.00	104,551,828.76	May start new projects
Okere District	8,807,235.79	7,750,946.99	1,056,288.80	May start new projects
Old Tafo Municipal	74,877,796.18	25,540,185.26	49,337,610.92	May start new projects
Prestea-Huni Valley Municipal	58,567,290.38	37,469,982.20	21,097,308.18	May start new projects
Pru East District	3867749.94	2404110.12	1463639.82	May start new projects
Sagnarigu Municipal	184,627,070.29	57,681,651.23	126,945,419.06	May start new projects
Savelugu Municipal	92,058,333.86	85,434,492.00	6,623,841.86	May start new projects
Sefwi Wiawso Municipal	32,281,000.00	7,579,920.94	24,701,079.06	May start new projects
Sekyere Afram Plains District	24,965,365.01	1,074,451.44	23,890,913.57	May start new projects
Sene West District	4855000	5000650	145650	May start new projects
Shai-Osudoku District	60,018,585.63	19,627,751.00	40,390,834.63	May start new projects
Shama District	25,732,089.00	8,721,546.30	17,010,542.70	May start new projects
Sissala West	21,455,112.00	19,445,526.00	2,009,586.00	May start new projects
South Dayi District	77,719,668.25	44,214,405.66	33,505,262.59	May start new projects
South Tongu District	18,662,918.07	6,103,397.64	12,559,520.43	May start new projects
Suaman District	6,443,294.00	5,420,293.00	1,023,001.00	May start new projects
Suhum Municipal	22,714,822.15	14,832,219.57	7,882,602.58	May start new projects
Tain District	178,777,255.06	8,124,410.60	170,652,844.46	May start new projects

MMDAs	Ceilings	Throw forward	Variation	Recommendation
Tano North Municipal	72,468,251.19	16,044,143.26	56,424,107.93	May start new projects
Tano South Municipal	104,423,549.71	4,871,554.76	99,551,994.95	May start new projects
Tatale Sanguli District	17,021,589.00	12,536,919.00	4,484,670.00	May start new projects
Techiman Municipal	253849356.8	121694352.6	132155004.2	May start new projects
Tema Metropolitan	329,789,369.63	152,892,204.43	176,897,165.20	May start new projects
Upper West Akim	56,326,900.43	8,323,519.19	48,003,381.24	May start new projects
Wa East District	26,844,636.76	19,157,167.58	7,687,469.18	May start new projects
Wa Municipal	21,455,112.00	19,445,526.00	2,009,586.00	May start new projects
Wassa Amenfi Central District	19,626,071.00	5,262,924.33	14,363,146.67	May start new projects
Wassa Amenfi East Municipal	22,604,033.44	5,348,072.51	17,255,960.93	May start new projects
Wassa Amenfi West District	20,745,935.56	5,561,978.61	15,183,956.95	May start new projects
Wassa East District	107,225,890.00	8,964,371.83	98,261,518.17	May start new projects
Weija - Gbawe Municipal	112,870,228.00	746,059.67	112,124,168.33	May start new projects
Yendi Municipal	93,847,031.92	61,536,716.09	32,310,315.83	May start new projects
Yilo Krobo Municipal	9,150,105.00	1,996,592.37	7,153,512.63	May start new projects

Source: MMDAs 2025 APRs

On the other hand, 56 MMDAs lacked the capacity to start new projects in 2026 due to the high throw forward and low approved ceilings. Contractors executing capital projects within these districts currently face significant unpaid arrears, delaying the completion of these legacy projects. These districts include Ayawaso West Municipal, Gomoa East District, Nabdam District, Sene East District, Builsa North Municipal, Afadzato South District, Asokore Mampong Municipal, Bole District, Nandom Municipal, Sissala East Municipal, Dormaa Central Municipal and Sekondi-Takoradi Metropolitan. Table 3.7 provides more details on MMDAs that do not have the ability to start new projects.

Table 3.7: MMDAs that do not have the ability to start new projects in 2026

MMDAs	Ceilings	Throw forward	Variation	Recommendation
Adaklu District	50,296,225.00	54,296,225.18	-4,000,000.18	Prioritise ongoing projects
Afadzato South District	12,933,754.57	33,991,031.80	-21,057,277.23	Prioritise ongoing projects
Afigya Kwabre South District	32,619,562.20	37,512,496.50	-4,892,934.30	Prioritise ongoing projects
Agona East District	0	11,793,542.48	-11,793,542.48	Prioritise ongoing projects
Ajumako-Enyan-Essiam District	852,996.00	3,858,183.86	-3,005,187.86	Prioritise ongoing projects
Akatsi North District	1,731,234.38	12,459,691.48	-10,728,457.10	Prioritise ongoing projects
Akuapim South Municipal	15,779,295.90	23,847,562.00	-8,068,266.10	Prioritise ongoing projects
Aowin Municipal	2,111,546.00	4,821,588.00	-2,710,042.00	Prioritise ongoing projects
Asikuma-Odoben-Brakwa District	0	5,234,507.78	-5,234,507.78	Prioritise ongoing projects
Asokore Mampong Municipal	111,399,951.17	145,666,300.00	-34,266,348.83	Prioritise ongoing projects
Assin North District	0	10,905,259.20	-10,905,259.20	Prioritise ongoing projects
Asunafo South District	19,161,679.42	31,276,423.00	-12,114,743.58	Prioritise ongoing projects
Asutifi North District	97,886,023.76	97,886,023.76	0	Prioritise ongoing projects
Awutu Senya District	5,727,399.58	6,857,147.55	-1,129,747.97	Prioritise ongoing projects
Ayawaso Central Municipal	7,446,351.65	7,446,351.65	0	Prioritise ongoing projects
Ayawaso West Municipal	32,592,063.36	46,219,531.59	-13,627,468.23	Prioritise ongoing projects
Berekum East Municipal	36,806,543.79	48,580,000.00	-11,773,456.21	Prioritise ongoing projects
Berekum West District	86,965,581.99	91,322,941.34	-4,357,359.35	Prioritise ongoing projects

MMDAs	Ceilings	Throw forward	Variation	Recommendation
Bole District	132,209,228.50	166,689,870.00	-34,480,641.50	Prioritise ongoing projects
Bosomtwe District	646,610.30	1,032,994.03	-386,383.73	Prioritise ongoing projects
Builsa North Municipal	67,356,378.67	88,383,752.67	-21,027,374.00	Prioritise ongoing projects
Builsa South District	19,312,093.65	23,205,309.22	-3,893,215.57	Prioritise ongoing projects
Central Tongu District	16,502,234.39	17,467,942.52	-965,708.13	Prioritise ongoing projects
Dormaa Central Municipal	109,142,000.00	244,617,352.00	-135,475,352.00	Prioritise ongoing projects
Effia-Kwesimintsim Municipal	196,568,832.09	200,918,832.09	-4,350,000.00	Prioritise ongoing projects
Effutu Municipal	28,311,528.25	31,567,428.30	-3,255,900.05	Prioritise ongoing projects
Ekumfi District	2,098,978.32	4,565,955.25	-2,466,976.93	Prioritise ongoing projects
Ellembelle District	18,421,034.45	24,210,987.68	-5,789,953.23	Prioritise ongoing projects
Gomoa East District	12,926,819.09	28,024,410.10	-15,097,591.01	Prioritise ongoing projects
Hohoe Municipal	55,779,647.51	55,779,647.51	0	Prioritise ongoing projects
Kassena Nankana Municipal	15,413,221.95	15,413,221.95	0	Prioritise ongoing projects
Ketu North Municipal	17,615,386.12	18,657,942.61	-1,042,556.49	Prioritise ongoing projects
Kwahu South Municipal	2,699,427.00	6,159,513.36	-3,460,086.36	Prioritise ongoing projects
Mamprugu Moagduri District	2,469,448.10	4,196,401.86	-1,726,953.76	Prioritise ongoing projects
Mpohor-Fiase district	10,472,144.62	18,412,000.00	-7,939,855.38	Prioritise ongoing projects
Nabdam District	11,456,021.90	28,000,000.00	-16,543,978.10	Prioritise ongoing projects
Nandom Municipal	53,900,455.10	89,092,694.67	-35,192,239.57	Prioritise ongoing projects
Nanumba South District	0	3,497,960.25	-3,497,960.25	Prioritise ongoing projects

MMDAs	Ceilings	Throw forward	Variation	Recommendation
Obuasi East Municipal	7,022,843.86	16,591,106.50	-9,568,262.64	Prioritise ongoing projects
Offinso Municipal	4,137,610.93	5,335,797.93	-1,198,187.00	Prioritise ongoing projects
Oforikrom Municipal	43,909,336.92	43,909,336.92	0	Prioritise ongoing projects
Pru West District	17277537.62	30670673.71	-13393136.09	Prioritise ongoing projects
Sawla-Tuna-Kalba District	1,100,856.35	1,299,810.53	-198,954.18	Prioritise ongoing projects
Sefwi Akontombra District	5,978,164.83	14,869,677.40	-8,891,512.57	Prioritise ongoing projects
Sefwi Akontombra District	5,978,164.83	14,869,677.40	-8,891,512.57	Prioritise ongoing projects
Sekondi-Takoradi Metropolitan	172,670,663.40	959,610,324.70	-786,939,661.30	Prioritise ongoing projects
Sekyere Central District	2,646,854.99	2,807,844.60	-160,989.61	Prioritise ongoing projects
Sekyere Kumawu District	2,327,974.43	10,672,079.64	-8,344,105.21	May start new projects
Sene East District	17723131.07	36073447	-18350315.93	Prioritise ongoing projects
Sissala East Municipal	31,695,001.30	78,203,631.93	-46,508,630.63	Prioritise ongoing projects
Suame Municipal	83,182,355.94	83,182,355.94	0	Prioritise ongoing projects
Sunyani Municipal	27,528,424.00	39,325,229.57	-11,796,805.57	Prioritise ongoing projects
Tarkwa-Nsuaem Municipal	69,870,432.00	76,385,630.00	-6,515,198.00	Prioritise ongoing projects
Techiman North District	20773620.97	23008168.39	-2234547.42	Prioritise ongoing projects
Tema West Municipal	5,761,728.29	6,426,060.38	-664,332.09	Prioritise ongoing projects
Twifo/Ati-Morkwa District	54,020,000.00	61,456,000.00	-7,436,000.00	Prioritise ongoing projects
Upper Denkyira East Municipal	89,264,756.50	96,348,853.55	-7,084,097.05	Prioritise ongoing projects

MMDAs	Ceilings	Throw forward	Variation	Recommendation
Upper Denkyira West District	4,802,260.43	9,546,321.22	-4,744,060.79	Prioritise ongoing projects
Wenchi Municipal	6,379,912.40	10,371,001.24	-3,991,088.84	Prioritise ongoing projects
West Akim Municipal	38,559,039.59	41,305,460.34	-2,746,420.75	Prioritise ongoing projects
West Gonja Municipal	23,060,000.00	24,505,417.59	-1,445,417.59	Prioritise ongoing projects
Yunyoo-Nasuan District	35,960,727.97	48,769,725.00	-12,808,997.03	Prioritise ongoing projects

Source: MMDAs 2025 APRs

3.5 MDA CAPEX Implementation

Total number of projects

The total number of public investment projects coordinated by MDAs declined by 52.0 percent in 2025 as shown in Table 3.8. MDAs in the administration sector coordinated the implementation of the highest number of capital investment projects in 2025. The Office of Government Machinery coordinated 4,181 public investment projects during the year. MDAs in the Infrastructure sector coordinated the implementation of 3,814 projects with the Ministry of Roads and Highways in charge of 2,998 projects as shown in Table 3.8.

Table 3. 8: Project Profile of MDAs, December 2025

MDAs	Capital Projects in the portfolio of projects		Change
	2024	2025	2025
Commission on Human Rights and Administrative Justice	1	1	0
Judicial Service	1	3	2
Ministry of Communication, Digital Technology and Innovations	22	10	-12
Ministry of Defence	64	56	-8
Ministry of Education	3,013	128	-2,885
Ministry of Energy and Green Transition	201	45	-156
Ministry of Environment, Science, Technology	143	3	-140
Ministry of Finance	4	16	12
Ministry of Fisheries and Aquaculture	16	16	0
Ministry of Food and Agriculture	32	101	69

MDAs	Capital Projects in the portfolio of projects		Change
	2024	2025	2025
Ministry of Foreign Affairs	7	3	-4
Ministry of Health	116	93	-23
Ministry of Labour, Jobs and Employment	23	1	-22
Ministry of Lands and Natural Resources	53	14	-39
Ministry of Local Government, Chieftaincy and Religious Affairs	89	111	22
Ministry of Roads and Highways	9,616	2,998	-6,618
Ministry of Sports and Recreation	10	10	0
Ministry of The Interior	77	25	-52
Ministry of Tourism, Culture and Creative Arts	10	7	-3
Ministry of Trade, Agribusiness, And Industry	1	1	0
Ministry of Transport	14	13	-1
Ministry of Works, Housing and Water Resources	120	793	673
Office of Government Machinery	4,328	4,181	-147
Total	17,961	8,629	-9,332

Source: Public Investment and Assets Division (PIAD) of MoF, 2025

Project completion status (Physical and Financial) of MDAs

The average completion status of projects implemented by MDAs was 60.4 percent as at December 2025. Projects that were eight years, but less than nine years had the highest average completion rate of 90 percent whilst projects that were below five years had low completion status as shown in Table 3. 9.

Table 3. 9: Project age analysis by MDAs, 2025

Project Age	No. of Projects	Time Over runs (in years and months)	Completion status		
			Average Completion Rate (%)	Highest (%)	Least (%)
Projects that are 20yrs but less than 24 years	8	22.3	60.0	85.0	30.0
Projects that are 11 years but less than 18 years	30	13.5	57.7	100.0	0.0
Projects that are 10 years but less than 11 years	6	10.0	63.0	83.0	40.0
Projects that are 9 years but less than 10 years	5	9.6	77.0	100.0	35.0
Projects that are 8 years but less than 9 years	2	8.5	90.0	100.0	79.0

Project Age	No. of Projects	Time Over runs (in years and months)	Completion status		
			Average Completion Rate (%)	Highest (%)	Least (%)
Projects that 7years but less than 8years	9	7.5	76.0	100.0	35.0
Projects that 6 years but less than 7 years	3	6.4	79.0	97.0	65.0
Projects that are 5 years but less than 6 years	64	5.2	55.0	100.0	0.0
Projects that are 4 years but less than 5 years	568	4.2	30.0	100.0	0.0
Projects that are 3 years but less than 4 years	1294	3.3	34.0	98.0	0.0
Projects that are 2 years but less 3 years	433	2.8	40.0	100.0	0.0
Projects that are 1 year but less than 2 years	296	1.52	60.0	100.0	0.0
Projects that are 0 years but less than 1yr	1361	0.3	63.0	100.0	0.0
Total projects	4989	7.3	60.4		

Source: MDAs 2025 APR

Estimated Cost and Cost overruns of MDAs

Public investment projects continued to experience significant cost overruns in 2025. Several projects exceeded their original contract sums, while large outstanding payment obligations remained across the public investment portfolio. For example, at MWHWR, several projects exceeded their original implementation periods, resulting in substantial increases in project costs above the initial contract sums. In addition, projects implemented by the Ghana Hydrological Authority and Tema Development Corporation (TDC) Ghana Limited recorded cost overruns of GH¢276.4 million and GH¢30.6 million, respectively as shown in Table 3.10.

Table 3.10: Estimated Cost and Cost overruns of Active Projects

Departments	Total Contract Sum	Revised Contract Sum	Cost overruns	Actual Payment	Outstanding Balance	% Work Done
MWHWR Headquarters	4,598,212,036	-	-	2,646,116,157	1,952,095,879	43%
Rent Control Department	4,333,015	-	-	1,411,175	2,898,840	47%
Architects Registration Council	3,000,000	-		470,000	2,530,000	20%
State Housing Company Limited	1,103,429,485	-	-	147,981,080	955,448,404	33%
TDC Ghana Limited	674,819,846	705,409,497	30,589,651	259,724,700	443,463,851	66%
Public Works Department	9,582,414	-	-	-	9,582,414	100%

Departments	Total Contract Sum	Revised Contract Sum	Cost overruns	Actual Payment	Outstanding Balance	% Work Done
Ghana Hydrological Authority	6,622,036,373	6,898,391,763	276,355,390	3,230,023,265	3,668,368,498	52%
Architectural and Engineering Services Limited	946,240,910	-	-	301,543,292	644,697,618	87%
Water Resources Commission	3,521,825	-	-	-	3,521,825	100%
Community Water and Sanitation Agency	359,290,831	-	-	198,770,490	160,520,342	81%
Ghana Water Limited	4,719,066,788	-	-	2,737,058,737	1,982,008,051	62%

Source: Ministry of Works, Housing and Water Resources 2025 APR

3.6 MMDAs CAPEX implementation

Capital investment implementation MMDAs remained mixed in 2025. Of the 1,212 active projects assessed, 418 had been completed, while the remainder were at varying stages of implementation as provided in Table 3.11. The projects had an average age of six months, although some had remained under implementation for as long as eight years, reflecting delays in completing several investments. The findings indicate continued implementation challenges across MMDAs, with variations in project completion rates and project age.

Table 3.11: Active Projects Age and Completion Rate for MMDAs

Project Age	No. of Projects	Completion status		
		Average Rate (%)	Highest (%)	Least (%)
Projects that were 8 Years but less than 9 years	4	68.0	100.0	15.0
Projects that were 7 but less than 8 Years	4	75.0	100.0	45.0
Projects that were 6 Years but less than 7 years	1	100.0		
Projects that were 5 Years but less than 6 years	4	95.0	100.0	70.0
Projects that were 4 Years but less than 5 five years	5	76.0	90.0	50.0
Projects that were 3 Years but less than 4 years	7	64.0	100.0	30.0
Projects that were 2 Years but less than 3 years	23	78.0	100.0	20.0
Projects that were 1 Year but less than 2 Year	137	75.0	100.0	0.0
Projects that were Less than 1 Year	1027	51.0	0.0	100.0

Source: MMDAs Public Investment Plan, 2025-2028.

The budgetary allocation and releases by central government to these districts are inadequate and hardly addresses the pressing issues in their plans. A number of districts also have small IGF base and may not be able raise to internally generated funds to fill in the short fall of central government financing

3.7 Capital Envelope Spent on Active Projects

The proportion of the national capital envelope spent on ongoing or active project is a key indicator for assessing the performance of the Public Financial Management for Service Delivery project under the World Bank Programme for Result intervention. By 2028, Government and the World Bank expect the country to spend 75 percent or more of the capital budget on active projects. NDPC assessed the status of this target by monitoring progress towards its realisation with special focus on the performance of MMDAs. Table 3.12 and Table 3.13 show the performance of this indicator at the regional and district levels in 2025.

Table 3.12: Regional level analysis of proportion of MMDAs capital envelopes spent on active projects

Region	Capital Envelope (GH¢)	Amount spent on Active Projects (GH¢)	Amount Spent on New Projects	Budget Target	Performance (%)
Northern Region	146,490,689.83	111,064,002.40	59,692,097.50	75	75.82
North East	50,078,602.73	30,119,030.03	13,683,057.60	75	60.14
Central Region	337,906,191.70	159,292,342.34	108,084,306.14	75	47.14
Upper East Region	116,590,873.99	51,033,382.35	7,725,987.95	75	43.77
Ahafo Region	118,073,883.84	49,617,533.95	36,432,273.97	75	42.02
Western Region	157,389,542.96	61,910,790.69	47,272,461.69	75	39.34
Upper West Region	234,098,060.20	73,641,524.00	80,434,953.63	75	31.46
Bono Region	98,271,866.17	27,092,073.66	24,283,117.33	75	27.57
Ashanti Region	276,950,045.03	76,009,922.57	62,194,135.14	75	27.45
Oti Region	48,365,911.69	13,182,150.06	13,966,675.74	75	27.26
Volta Region	227,936,939.82	55,432,044.80	20,337,697.76	75	24.32
Eastern Region	504,464,304.20	118,268,142.72	102,318,687.34	75	23.44
Savannah Region	45,061,810.47	9,569,807.30	8,070,243.15	75	21.24
Greater Accra Region	743,234,624.42	73,678,944.10	84,786,992.39	75	9.91
Bono East	150,668,475.20	8,456,272.75	26,287,518.59	75	5.61

Region	Capital Envelope (GH¢)	Amount spent on Active Projects (GH¢)	Amount Spent on New Projects	Budget Target	Performance (%)
Western North	97,908,678.12	3,511,783.02	7,052,105.13	75	3.59
Total	3,353,490,500.37	921,879,746.74	702,622,311.05	75	27.49

Source: MMDAs 2025 APRs

Specifically, MMDAs utilisation of capital envelopes[10] for active projects reveals significant disparities in capital expenditure performance. While a small group of Assemblies fully complied with the national policy of prioritising ongoing projects, a considerable number allocated only a marginal proportion of their capital resources to active projects, indicating weaknesses in public investment management.

Nine MMDAs achieved the maximum performance of 100 percent as provided in Table 3.17, demonstrating full utilisation of their capital envelopes on active projects. This reflects strong adherence to government policy on completing ongoing investments before initiating additional projects.

Table 3.13: District level analysis of proportion of MMDAs capital envelopes spent on active projects in 2025

MMDAs	Capital Envelope (GH¢)	Amount spent on Active Projects (GH¢)	Amount Spent on New Projects	Target (%)	Performance (%)
Asutifi North DA	23,269,276.08	23,269,276.08	23,269,276.08	75	100
Mpohor-Fiase DA	5,671,525.00	5,671,525.00	5,671,525.00	75	100
Keta MA	1,405,051.35	1,405,051.35	0	75	100
Daffiama	29,355,795.65	29,355,795.65	29,355,795.65	75	100
Nanumba South DA	9,238,446.45	9,238,446.45	9,238,446.45	75	100
Kumbungu DA	12,765,143.38	12,765,143.38	12,765,143.38	75	100
Mfantseman MA	38,221,225.77	38,221,225.77	-	75	100
Juaben MA	2,687,159.48	2,687,159.48	2,687,159.48	75	100
Ejisu MA	12,027,864.02	12,027,864.02	12,027,864.02	75	100
Suame MA	24,325,557.87	23,246,270.34	1,079,287.50	75	95.56
Lambussie DA	11,024,315.00	10,449,061.38	4,751,754.05	75	94.78
Assin North	39,534,592.43	35,713,478.82	3,821,113.61	75	90.33
Fanteakwa North DA	2,471,158.37	2,195,057.51	0	75	88.83

10 The information reflects 180 MMDAs that submitted data.

MMDAs	Capital Envelope (GH¢)	Amount spent on Active Projects (GH¢)	Amount Spent on New Projects	Target (%)	Performance (%)
Lower Manya Krobo	33,030,776.00	28,630,393.70	375,117.39	75	86.68
Assin Foso MA	14,930,245.82	12,781,978.10	14,930,245.82	75	85.61
Kwabre east	4,820,527.31	4,121,038.93		75	85.49
Ayawaso East MA	2,978,075.04	2,539,974.44	2,711,263.63	75	85.29
Sannarigu MA	106,610,047.54	85,835,498.26	20,774,549.28	75	80.51
BEMA	23,963,298.60	17,470,151.70	1,185,975.00	75	72.9
YNDA	15,466,690.68	11,199,180.58	4,267,510.10	75	72.41
Tatale Sanguli DA	4,291,115.24	3,060,787.49	10,663,804.80	75	71.33
Akrofuom DA	4,350,178.64	3,073,332.04	1,271,846.60	75	70.65
La Dade-Kotopon MA	3,748,985.71	2,639,599.42	1,109,386.26	75	70.41
Bosomtwe District	3,250,920.83	2,271,945.63	163,350.00	75	69.89
Mamprogo Moagduri	21,545,640.04	14,939,378.96	6,606,261.08	75	69.34
Agona West MA	21,327,364.46	14,740,571.04	932,699.72	75	69.12
Kwahu South MA	8,196,311.21	5,622,121.28	1,339,204.88	75	68.59
Akyemansa DA	3,673,048.42	2,455,048.42	1,218,000.00	75	66.84
Nkwanta South MA	6,690,044.85	4,304,960.34	2,385,084.54	75	64.35
Nkwanta North DA	4,839,491.76	3,064,972.84	1,774,518.92	75	63.33
Bolga MA	64,414,160.81	40,578,580.82	0	75	63
Agona East	4,376,895.56	2,621,547.15	602,126.60	75	59.9
Hohoe MA	55,779,647.51	33,275,866.40	1,578,449.58	75	59.66
Ayawaso Central	6,921,914.87	3,980,371.76	2,941,543.11	75	57.5
South Tongu MA	3,528,288.56	1,967,843.90	0	75	55.77

MMDAs	Capital Envelope (GH¢)	Amount spent on Active Projects (GH¢)	Amount Spent on New Projects	Target (%)	Performance (%)
Ga North MA	51,788,607.93	28,186,000.76	17,587,243.28	75	54.43
Wa East DA	12,993,954.73	6,988,553.45	5,905,401.28	75	53.78
Ada East DA	2,567,625.07	1,370,972.43	0	75	53.39
Ahanta West MA	43,584,569.32	23,041,627.43	0	75	52.87
Ahafo Ano North MA	6,912,463.92	3,646,473.62	189,906.00	75	52.75
Jomoro DA	5,126,529.20	2,637,487.10	2,489,039.20	75	51.45
Akatsi North	1,639,638.61	835,992.07	803,646.54	75	50.99
Ga South MA	10,235,535.72	5,150,591.03	589,961.25	75	50.32
Binduri DA	6,971,345.03	3,489,665.19	3,481,679.84	75	50.06
North Tongu DA	6,716,916.55	3,266,474.50	2,050,124.30	75	48.63
Tarkwa - Nsuaem MA	59,854,701.10	28,947,902.00	30,906,799.10	75	48.36
Ayawaso West MA	7,462,797.27	3,542,862.63	2,796,876.81	75	47.47
Awutu Senya East MA	98,549,910.18	45,405,339.38	53,144,570.80	75	46.07
Sissala West DA	14,740,905.95	6,735,442.90	11,962,408.60	75	45.69
Birim North DA	27,909,226.98	12,747,249.42	2,116,453.13	75	45.67
Sawla Tuna Kalba DA	22798168.64	9414146	6154193.85	75	41.29
New Juaben South MA	52,527,334.04	21,354,014.39	17,982,414.85	75	40.65
Amansie Central DA	6,469,047.06	2,471,024.85	1,058,914.60	75	38.2
Korle-Klottey MA	1,130,408	430,408.00	0	75	38.08
Ekumfi DA	3,522,424.53	1,317,292.18	568,239.23	75	37.4

MMDAs	Capital Envelope (GH¢)	Amount spent on Active Projects (GH¢)	Amount Spent on New Projects	Target (%)	Performance (%)
Asunafo North MA	58,356,972.64	20,196,781.73	958,603.38	75	34.61
LEKMA	8,215,476.42	2,831,972.36	638,360.58	75	34.47
Sunyani MA	16,622,074.23	5,540,691.51	11,081,382.81	75	33.33
Wenchi MA	2,993,517.10	978712.8	861,788.00	75	32.69
Bekwai MA	3,026,033.93	948,859.60	885,865.43	75	31.36
Accra Metropolitan	4,163,496.38	1,274,299.07	1,774,083.33	75	30.61
Chereponi DA	13,066,272.01	3,980,470.49	2,809,286.42	75	30.46
Upper West Akim DA	16,040,374.28	4,848,614.21	2,525,604.55	75	30.23
Builsa South DA	23,205,309.22	6,965,136.34	1,235,000.00	75	30.02
Awutu Senya DA	16,081,070.91	4,815,313.38	1,292,671.70	75	29.94
Sekyere Afram Plains DA	3,233,463.00	924,828.40	944,528.60	75	28.6
Krachi West MA	16,651,174.70	4,692,348.65	2,087,815.71	75	28.18
Bosome Freho DA	17,468,175.07	4,891,313.78	449,473.03	75	28
Atebubu-Amantin MA	12723708.68	3546978.69	58419	75	27.88
Ada West DA	13,619,382.46	3,681,393.86	7,275,851.60	75	27.03
La Nkwantanang-Madina MA	6,031,657.34	1,522,489.98	4,509,167.36	75	25.24
Kintampo MA	6,554,904.54	1,605,999.66	1,786,373.73	75	24.5
Sene East DA	557,347.64	133,861.09	423,486.55	75	24.02
Agortime Ziope DA	455003.07	109000	567893.56	75	23.96
Suhum MA	12,060,660.98	2,726,155.92	3,525,070.44	75	22.6

MMDAs	Capital Envelope (GH¢)	Amount spent on Active Projects (GH¢)	Amount Spent on New Projects	Target (%)	Performance (%)
Bawku MA	31,864,850.85	7,159,648.43	18,710,202.42	75	22.47
Lawra	3,765,050.92	622,892.19	1,726,635.45	75	22.47
Adaklu MA	10,985,911.98	2,438,142.92	0	75	22.19
Sefwi Akontombra DA	10,586,502.27	2,283,668.88	1,158,329.14	75	21.57
Abuakwa South MA	37,804,682.86	7,898,773.87	3,783,703.20	75	20.89
Shai-Osudoku DA	8,476,066.04	1,612,163.36	283,996.50	75	19.02
Old Tafo MA	15,939,922.75	2,998,111.80	12,941,810.95	75	18.81
Okaikwei North MA	7,808,116.00	1,418,073.93	0	75	18.16
Asene Manso Akroso DA	13,099,368.93	2,353,736.65	10,626,757.43	75	17.97
Kwadaso MA	9376500.67	1,617,909.08	1,414,117.68	75	17.25
Kpone-Katamanso MA	19,104,629.22	3,239,429.41	253,764.00	75	16.96
Asutifi South DA	9,969,871.07	1,597,297.69	1,801,227.14	75	16.02
Afigya Kwabre North DA	2,705,524.14	404,354.49	2,301,169.65	75	14.95
Sekyere Central	7,441,931.20	1,109,913.72	285,183.12	75	14.91
Juaboso DA	3,972,918.02	591,481.27	0	75	14.89
Asuogyaman DA	6,723,705	988,335.04	1,317,246.14	75	14.7
Kintampo South DA	13,115,564	1,923,854	1,495,135	75	14.67
Ketu South	7,301,626.64	1,067,198.90	7,301,626.64	75	14.62
Sissala East MA	10779730.68	1520369	7773963.61	75	14.1
Atiwa East DA	12,042,696.42	1,672,426.26	862,132.50	75	13.89

MMDAs	Capital Envelope (GH¢)	Amount spent on Active Projects (GH¢)	Amount Spent on New Projects	Target (%)	Performance (%)
Jaman South MA	13,580,578.28	1,854,050.58	1,757,548.07	75	13.65
Ho MA	51,700,613.18	5,978,217.95	780,188.25	75	11.56
Adenta MA	18,180,902.44	2,102,348.85	0	75	11.56
Asante Akim North MA	5,765,050.92	622,892.19	1,726,635.45	75	10.8
Asante Akim Central MA	5,765,050.92	622,892.19	1,726,635.45	75	10.8
Wassa Amenfi Central DA	8,362,824.21	902,571.25	2,197,328.63	75	10.79
Assin South DA	6492274.39	642754.97	1895681.15	75	9.9
Upper Manya Krobo	23,773,990.91	2,314,444.70	1,959,493.05	75	9.74
Akuapim South MA	15,779,295.90	1,520,345.61	851,040.53	75	9.64
Kadjebi DA	4,990,978.00	471,248.84	2,112,440.44	75	9.44
Krowor MA	6,354,575.00	568,897.00		75	8.95
Jasikan MA	4,126,962.24	347,995.01	824,083.80	75	8.43
Upper Denkyira West DA	4,077,084.60	342,548.62	2,201,657.70	75	8.4
Atiwa West DA	2,721,244.25	218,700	2,502,544.25	75	8.04
South Dayi DA	14,738,135.22	1,156,278.50	3,059,056.24	75	7.85
Sekyere Kumawu DA	9,443,993.53	736,739	1,181,466.85	75	7.8
Afigya Kwabre South DA	6,731,937.56	483,047.93	1,772,749.77	75	7.18
Atwima Kwanwoma DA	16,455,600.86	1,137,743.67	1,289,543.83	75	6.91

MMDAs	Capital Envelope (GH¢)	Amount spent on Active Projects (GH¢)	Amount Spent on New Projects	Target (%)	Performance (%)
Akatsi South MA	5,193,946.67	340,235.65	2,076,254.08	75	6.55
Tema West	28,464,953.51	1,829,455.94	10,246,829	75	6.43
Nsawam Adoagyiri MA	4,931,878.00	317,340.00	657,891.00	75	6.43
Yilo Krobo MA	10,242,739.83	642,101.25	0	75	6.27
Afadzato South DA	45,049,826.36	2,761,722.18	70,000.00	75	6.13
Gomoa Central DA	20,446,962.75	1,208,762.49	3,426,620.89	75	5.91
Dormaa Central MA	13,651,005.33	789,129.57	3,076,492.04	75	5.78
Ga East MA	37,533,267.27	2,130,195.82	2,384,156.69	75	5.68
Ga West MA	22,552,743.29	1,190,038.65	2,570,872.77	75	5.28
Offinso MA	18,889,373.24	956,237.49	1,590,589.70	75	5.06
Nkoranza North DA	4,169,576.35	207,324.91	2,964,596.94	75	4.97
Ashiaman MA	10,905,649.99	541,902.39	6,849,471.74	75	4.97
Asunafo South DA	19,161,679.43	909,598.04	475,000.00	75	4.75
Ketu North MA	18,077,448.12	743,168.38	896,753.59	75	4.11
Akuapem North MA	18,317,287.60	680,770.00	488,475.68	75	3.72
Denkyembour DA	9,097,753.86	333,300.35	3,908,634.39	75	3.66
Upper Denkyira East	31,749,978.75	1,070,920.00	1,075,185.00	75	3.37
Amansie South DA	6,250,000.00	3,954,728.29	2,364,301.45	75	3.37
Asokore Mampong MA	11,221,755.16	14,641.00	2,115,743.60	75	3.37
Ahafor Ano South	8,047,543.48	238,529.75	768,187.30	75	2.96

MMDAs	Capital Envelope (GH¢)	Amount spent on Active Projects (GH¢)	Amount Spent on New Projects	Target (%)	Performance (%)
Fanteakwa South DA	10,535,040.30	303,744.09	1,399,817.55	75	2.88
Biakoye DA	5,966,291.47	170,000.00	1,108,326.90	75	2.85
Adansi South DA	20,135,595.67	538,100.00	2,551,562.18	75	2.67
Kwahu West MA	21,022,208.69	559,551.79	2,116,912.52	75	2.66
Ningo Prampram	8,891,077.29	234,920.00	4,740,502.57	75	2.64
Krachi Nchumuru DA	5,100,968.67	130,624.38	3,674,405.43	75	2.56
Nanton DA	2,643,078.24	65,442.29	1,162,971.70	75	2.48
Abuakwa North MA	22,006,930.96	531,664.05	3353140.04	75	2.42
Dormaa West DA	19,560,752.43	459,337.50	1,936,515.00	75	2.35
Ablekuma Central MA	14,023,027.93	329,823.61	13,693,204.32	75	2.35
Ayensuano DA	32822721	740000		75	2.25
Wassa Amenfi East MA	22,604,033.44	468,580.72	0	75	2.07
Kwahu East DA	17920009	364255.04	402023.9	75	2.03
Aowin MA	20,828,003.33	418,970.10	4,854,417.79	75	2.01
Shama DA	12,185,360.69	241,097.19	6,007,769.76	75	1.98
Bia East DA	11,991,750.82	217,662.77	1,039,358.20	75	1.82
Weija Gbawe MA	24,634,472.53	423,961.60	130,000.00	75	1.72
Obuasi East MA	13,498,291.81	229,115.88	3,644,413.97	75	1.7
North Dayi	5,364,886.00	86,852.10	1,153,704.98	75	1.62
Nandom MA	96,775,287.78	1,395,615.00	0	75	1.44
Birim South DA	14,759,343.40	208,900.00	1,719,378.53	75	1.42

MMDAs	Capital Envelope (GH¢)	Amount spent on Active Projects (GH¢)	Amount Spent on New Projects	Target (%)	Performance (%)
Achiase DA	8,590,397.03	97,426.00	1,350,912.14	75	1.13
Techiman MA	86,188,531.35	969,247.30	2,235,685.72	75	1.12
Savelugu MA	10,942,858.98	98,684.53	5,087,181.89	75	0.9
East Gonja	22,263,641.83	155,661.30	1,916,049.30	75	0.7
Twifo Hemang Lower Denkyira DA	10,254,792.92	68,061.82	1,120,015.20	75	0.66
Kwaebibirem MA	6,720,876.16	34,513.89	1,182,151.71	75	0.51
TMA	30,945,073.30	121,713.62	1,700,457.59	75	0.39
Kumasi Metro	8,949,964	34,855.40	389,575.00	75	0.39
Sene West DA	10,201,751.64	33,971.70	1,435,931.68	75	0.33
Okere DA	8,807,235.79	23,910.00	1,032,378.80	75	0.27
Tano South MA	21,972,970.40	49,384.80	5,898,373.72	75	0.22
Nkoranza South MA	17,157,091.00	35,035.40	15,887,889.97	75	0.2
GA Central	386,102,676.40	785,084.18	1,001,964,18	75	0.2
Sefwi Wiawso MA	50,529,503.68	0	0	75	0
Berekum East MA	7,900,640.20	0	4,383,416.41	75	0
Kassena Nankana West DA	22,000,058.93	0	3,009,308.11	75	0
Ayawaso North MA	393,432.00	0	0	75	0
Ajumako-Enyan-Essiam DA	4,979,841.29	0	3,391,915.25	75	0
Abura Asebu Kwamankese DA	5,028,339.53	0	5,028,339.53	75	0

MMDAs	Capital Envelope (GH¢)	Amount spent on Active Projects (GH¢)	Amount Spent on New Projects	Target (%)	Performance (%)
Asikuma Odoben Brakwa DA	14,256,103.21	0	12,451,566.24	75	0
Oforikrom MA	18,170,863.19	0	1,629,414.91	75	0
Sekyere East	3589754.8	0	1742839.02	75	0
West Akim M	38,559,040.50		31,535,010.52	75	0
New Juaben North MA	12,276,967.53	0	0	75	0

Source: MMDAs 2025 APRs

In contrast, 78 MMDAs spent less than 10 percent of their capital envelopes on active projects, whilst 22 spent less than one percent of their capital envelopes on active projects despite having approved capital allocations as shown in Table 3.17. These included Sefwi Wiawso, Berekum East, Kassena Nankana West, Ayawaso North, Ajumako-Enyan-Essiam, Abura Asebu Kwamankese, Asikuma Odoben Brakwa, Oforikrom, Sekyere East and New Juaben North.

A number of the low-performing Assemblies continued to allocate significant resources to new projects while committing very limited expenditure to active projects. For instance, Ablekuma Central allocated approximately GH¢13.7 million to new projects whilst spending only about GH¢330,000 on active projects. Similarly, Tano South, Nkoranza South, Shama, Ashiaman and Aowin devoted substantial resources to new projects despite recording low expenditure on active projects.

3.8 Land Acquisition and Resettlement by Relevant Projects

The review of land acquisition and resettlement practices for public infrastructure projects in 2025 indicates that MMDAs, RCCs and MDAs relied predominantly on customary land acquisition mechanisms, with traditional authorities and local communities serving as the principal sources of land for development projects. This approach facilitated the implementation of projects across key sectors, including education, health, agriculture, works and administration, while minimising the need for compulsory acquisition, compensation and resettlement.

The analysis shows that land was acquired mainly through donations or releases by traditional authorities and chiefs, community-owned lands, government or Assembly lands, and existing institutional lands. Acquisition through Memoranda of Understanding (MoUs), lease arrangements and private landowner agreements occurred less frequently, whilst cases involving land litigation or disputed ownership were rare as shown in Table 3.14. This pattern demonstrates the continued importance of customary land governance in supporting local infrastructure development and reflects strong community participation in the implementation of public investment projects.

Table 3.14: Land acquisition and Resettlement Strategies of MMDAs in 2025

No	Land Acquisition Method	Frequency Pattern	Examples from Dataset
1.	Traditional authority/chief donation or release	Very High	"Land provided by chiefs", "Traditional authorities released land", "Chief donated land"
2.	Community donation/ community-owned land	Very High	"Community land", "Land donated by community", "Beneficiary community provided land"
3.	Government/ public/assembly land	High	"Assembly land", "Government land", "Public land"
4.	Existing institutional land	Moderate	Existing school land, existing project site, right-of-way
5.	MOU/agreement-based acquisition	Moderate	Signed MOUs, cadastral plans, plot allocation letters
6.	Lease arrangement	Low	Leased lands in a few districts
7.	Private landowner agreement	Low	Agreements with individual landowners
8.	Litigation/ disputed land	Very Low	Obuasi, New Juaben

Source: MDAs, RCCs and MMDAs 2025 APRs

Resettlement requirements remained generally low during the reporting period. Nevertheless, where displacement of land users was unavoidable, some MMDAs implemented appropriate safeguard measures, including compensation, relocation, and other mitigation measures. Land acquisitions were frequently supported by informal arrangements with limited legal documentation, whilst reporting on acquisition processes and resettlement measures varied considerably across institutions.

3.9 Key Challenges and Policy Recommendations

The following recommendation should be considered to improve effectiveness and sustainability of public investment are presented in Table 3.15:

Table 3.15: Key Challenges and Recommendations for CAPEX

S/N	FOCUS AREAS	CHALLENGES	RECOMMENDATIONS
1.	Project Preparation and Selection	• Weak project appraisal and prioritisation • Inconsistent application of the Seal of Quality across MDAs, RCCs and MMDAs. • Cash flow projections not aligned with realistic project timelines, contributing to payment delays.	MoF, MDAs, RCCs and MMDAs, with NDPC, to: • strengthen project appraisal, selection and prioritisation processes under the Public Investment Management framework • apply the Seal of Quality consistently for all projects entering the Public Investment Programme, in line with regulation 173 of L.I. 2411 • align cash flow projections with realistic project timelines before awarding new contracts.
2.	Portfolio Management (Legacy, Review and Suspended Projects)	• High-cost overruns due to delays in project implementation. • Non-performing and low-priority projects continued to accumulate in the portfolio without an exit mechanism.	MoF, NDPC, MRH, MoT and MWHWR to: • require MDAs, RCCs and MMDAs to prioritise completion of ongoing projects before initiating new capital investments • institutionalise annual public investment portfolio reviews to identify, restructure or exit non-performing and low-priority projects • adequately resource NDPC to undertake spot checks on the information provided by MDAs and MMDAs in their annual progress reports

S/N	FOCUS AREAS	CHALLENGES	RECOMMENDATIONS
3.	Spatial Equity in Investment Distribution	• Wide regional variation in capital execution • Heavy concentration of projects in older regions compared to newer regions	MoF, NDPC, LUSPA and the RCCs should: • incorporate spatial development considerations into project prioritisation and capital allocation decisions • provide targeted capacity-building support to underperforming MMDAs • cross-reference Regional Spatial Development Frameworks, where prepared, to inform CAPEX distribution.
4.	Commitment Control	• Commitments without confirmed budget cover particularly in the road infrastructure, transport and works sectors.	MoF, MDAs, RCCs and MMDAs to: • strengthen commitment control systems across MDAs, RCCs and MMDAs to prevent the accumulation of unsustainable liabilities • submit quarterly returns on new commitments to the Controller and Accountant-General's Department. • enforce sanctions on principal spending officers for documented breaches
6.	Ageing Analysis and Arrears Reporting	• Limited ageing analysis of arrears and commitments • Inconsistent ageing reporting between key stakeholders	MoF and CAGD should: • maintain a quarterly ageing analysis of arrears and commitments and make it a mandatory component of financial reports • configure GIFMIS to automatically generate ageing analysis based on invoice dates and payment status, eliminating manual errors and improving timelines

S/N	FOCUS AREAS	CHALLENGES	RECOMMENDATIONS
7.	Capital Expenditure Envelope	• Decline in CAPEX spending as a share of government expenditure	MoF, MDAs, RCCs and MMDAs should: • set an explicit CAPEX-as-share-of-GDP recovery path in 2026 and subsequent Budget Statements • enforce the requirement for MMDAs to dedicate 20 percent of IGF to capital projects

Chapter 4: Status of Flagship Programmes and Projects

4.1 Introduction

The status of government flagship programmes and projects is discussed in this chapter. It begins by examining the allocation, and actual payment for government priority interventions. It concludes by assessing the effects of the implementation on the beneficiaries. The Government streamlined its priority programmes and projects in the Budget Statement and Economic Policy for the 2025 Financial Year.

The initiatives include: Ghana School Feeding Programme; Capitation Grants; National Health Insurance Scheme; Livelihood Empowerment Against Poverty (LEAP) Programme; Free SHS Programme; National Entrepreneurship and Innovation Programme (NEIP); Teacher Trainee Allowances; Nursing Trainee Allowances; Road Infrastructure (Sino-hydro); National Apprenticeship Programme; Big Push; Monthly Allowance to Assembly Members; National Coders Programme; *Adwumawura* Programme; Accra Kumasi Expressway; No Fee Stress Policy; Subsidy for BECE/ WASSCE; Scholarships for Second Cycle Schools; 24-Hour Economy Policy; YEA/ Other Youth Dev. Programmes; Social Intervention Programme-Parliament; Recapitalisation of NIB Bank; Ghana Gold Board; and Free Sanitary Pads.

4.2 Key Performance Indices

The notable highlights under flagship programmes and projects implemented by the Government in 2025 include:

i. Government provided funding to critical interventions such as Ghana School Feeding Programme (GH¢1.95 billion), Livelihood Empowerment Against Poverty (GH¢849.24 million), Teacher Trainee Allowances (GH¢207.83 million), Nursing Trainee Allowances (GH¢539.67 million), and National Apprenticeship Programme (GH¢165.15 million)

ii. *Adwumawura* Programme achieved 80.00 percent budget execution, with GH¢80.00 million released from a GH¢100.00 million allocation to support 10,000 businesses.

iii. No Fee Stress Policy achieved 99.99 percent budget execution, with virtually the entire GH¢499.80 million allocation disbursed. The policy had benefited 101,905 first-year students, drawn from 170,425 students who successfully validated their records.

iv. Ghana Gold Board recorded 104.96 percent budget execution, with actual payments of GH¢4.55 billion against an allocation of GH¢4.33 billion. In addition, the Board surpassed its 2025 small-scale gold export target of 100 metric tons, generating over US$10 billion in foreign exchange earnings and providing a significant boost to Ghana's external reserves and overall macroeconomic stability.[11]

11 GoldBod Exceeds 2025 Small-Scale Gold Export Target, Rakes in Over US$10bn - Ghana Gold Board

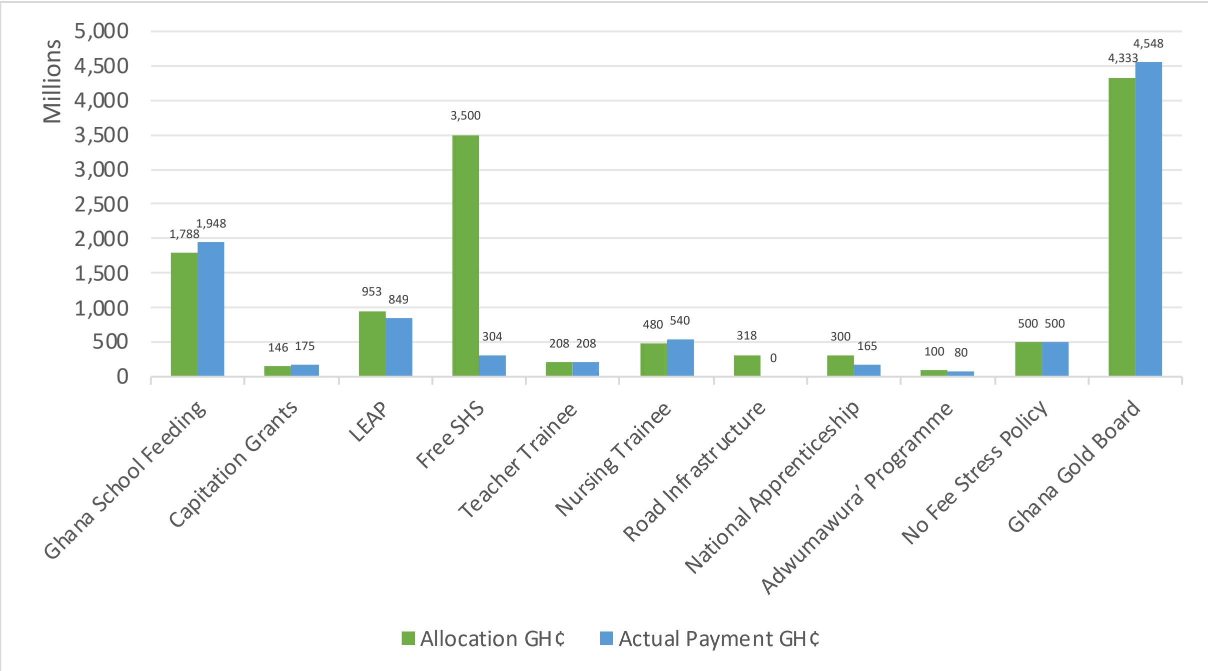
4.3 Financial Status of Flagship Projects and Programmes

This section presents the highlights of selected flagship programmes and projects implemented by the Government in 2025, with a focus on their budgetary allocations, and actual payments. This provides an objective basis for assessing the extent to which financial resources contributed to measuring progress towards the Government's development priorities. The analysis highlights the relationship between approved budget allocations and actual payments made during the year under review.

Expenditure on Flagship Interventions

The government allocated a total GH¢ 12.6 billion for the implementation of eleven of the 24 listed flagship programmes and projects in 2025. An amount of GH¢ 9.3 billion actual payment was made to the implementing agencies in 2025. Figure 4.1 illustrates the allocation and expenditure of flagship programmes and projects for the year under review.

Figure 4.1: Allocation and Actual Payment for Flagship Programmes/Projects, 2025



Source: MoF & CAGD, 2025

The data reveals a consistent pattern in budgetary execution, where the actual payments consistently fell below the initial budgetary allocations across most interventions.

Table 4.1: Allocation and Actual Payment for Flagship Programmes and Projects, 2025

S/N	Project/ Programme	2025 Budgetary Allocation GH¢	2025 Actual Payment GH¢	Percentage Coverage	No of Beneficiaries Targets	No of Beneficiaries Actuals
1.	Ghana School Feeding Programme	1,788,009,480	1,948,007,110	108.95	4,271,355	4,271,355
2.	Capitation Grants	145,511,700	174,680,000	120.05	6,154,953	
3.	Livelihood Empowerment Against Poverty (LEAP) programme	953,470,370	849,239,435	89.07	325,528	325,528
4.	Free SHS Programme	2,336,005,818	303,849,622	13.01	NA	NA
5.	Teacher Trainee Allowances	207,833,600	207,833,600	100.00	NA	NA
6.	Nursing Trainee Allowances	480,000,000	539,670,880	112.43	NA	NA
7.	National Apprenticeship Programme	300,000,000	165,154,277	55.05	10,000	10,000
8.	Adwumawura' Programme	100000000	80,000,000	80.00	10,000 businesses	NA
9.	Accra Kumasi Expressway	NA	10,916,912,468.56	NA	NA	NA
10.	No Fee Stress Policy	499,800,000	499,771,946	99.99	NA	NA
11.	Ghana Gold Board	4,332,870,000	4,547,700,000	104.96	NA	NA
12.	YEA/Other Youth Dev. Programmes	583,822,653	552,944,510	NA	NA	NA
13.	National Health Insurance Scheme	8,571,519,693	NA	NA	20,500,000	19,500,000
14.	National Entrepreneurship and Innovation Programme (NEIP)	100,000,000	NA	NA	10,000	10,000
15.	Road Infrastructure (Sino-hydro)	317,954,416	0	NA	NA	NA
16.	Big Push	13,850,000,000	NA	NA	NA	NA
17.	Monthly Allowance to Assembly Members	100,000,000	NA	NA	NA	NA
18.	National Coders Programme	100,000,000	NA	NA	NA	NA
19.	Subsidy for BECE/WASSCE	NA	122,822,250	NA	NA	NA
20.	Scholarships for Second Cycle Schools	NA	215,050,598	NA	NA	NA
21.	24-Hour Economy Policy	NA	10,000,000	NA	NA	NA

S/N	Project/ Programme	2025 Budgetary Allocation GH¢	2025 Actual Payment GH¢	Percentage Coverage	No of Beneficiaries Targets	No of Beneficiaries Actuals
22.	Social Intervention Programme-Parliament	NA	74,580,000	NA	NA	NA
23.	Recapitalization of NIB Bank	NA	650,000,000	NA	NA	NA
24.	Free Sanitary Pads	292,400,000	NA	NA	NA	NA

Source: MoF & CAGD, 2025. ***Note:*** *NA - data not available as at the time of reporting*

National Apprenticeship Programme

The National Apprenticeship Programme is a government initiative aimed at equipping unemployed youth with employable vocational and technical skills to enhance job creation, productivity, and entrepreneurship. The programme seeks to bridge the skills gap and improve the employability of young people through structured apprenticeship training. In 2025, the programme received a budgetary allocation of GH¢300 million, out of which GH¢165.15 million was disbursed, representing 55.05 percent of the allocated budget. The programme successfully supported 10,000 apprentices across various trades and vocational disciplines, contributing to youth skills development and employment.

Adwumawura Programme

The *Adwumawura* Programme is designed to promote entrepreneurship and support the establishment and growth of youth-led enterprises. The Programme provides business development support, mentorship, and financing opportunities to young entrepreneurs. During the year under review, the Programme received an allocation of GH¢100 million, of which GH¢80 million was released, representing 80 percent budget execution. The Programme was designed to facilitate the establishment and support of 10,000 businesses, thereby contributing to enterprise development, job creation, and economic empowerment of the youth.

No Fees Stress Policy

This seeks to improve access to tertiary education by eliminating financial barriers associated with admission and enrolment. Under the policy, eligible first year tertiary students receive support for selected academic related fees. The policy is implemented by the Students Loan Trust Fund (SLTF), which administers the No Fees Stress Portal, processes applications, and verifies students' eligibility and institutional records to facilitate the provision of financial support. The programme was allocated GH¢499.8 million in 2025, with actual payments amounting to GH¢499.77 million, representing 99.99 percent of the allocation. The near-full disbursement demonstrates government's commitment to enhancing equitable access to higher education and reducing financial burdens on students and their families. The policy benefited 101,905 first-year students, drawn from 170,425 students who successfully validated their records out of 187,733 records submitted by 163 public tertiary institutions nationwide, demonstrating the broad reach of the initiative. [12]

12 SLTF Announces Further reimbursement and Deadline Extension for No Academic Fees Policy – Students Loan Trust Fund

Ghana Gold Board

The Ghana Gold Board was established to strengthen the regulation, marketing, and management of Ghana's gold resources whilst maximising revenue generation and foreign exchange earnings from the gold sector. The Ghana Gold Board is the sole authority with exclusive rights to buy, sell, weigh, grade, assay, value and export gold and other precious minerals in Ghana.

The Board received a budgetary allocation of GH¢4.33 billion[13][14] and actual payments of GH¢4.55 billion, representing 104.96 percent of the approved allocation. The additional funding underscores the strategic importance of the institution in enhancing gold sector governance, increasing foreign exchange inflows, and supporting macroeconomic stability. The Board surpassed its 2025 small-scale gold export target of 100 metric tons, generating over US$10 billion in foreign exchange earnings and providing a significant boost to Ghana's external reserves and overall macroeconomic stability.

Capitation Grants

The Capitation Grant Scheme is a social intervention programme that supports basic education by providing financial resources directly to public basic schools. The programme aims to eliminate financial barriers to basic education and improve school management and learning outcomes. In 2025, the programme received an allocation of GH¢145.51 million and actual payments of GH¢174.68 million, representing 120.05 percent of the budgeted amount. The increased disbursement reflects the Government's commitment to strengthening basic education delivery and ensuring uninterrupted school operations nationwide, partly through the settlement of outstanding arrears carried over from the previous financial year.

Livelihood Empowerment Against Poverty (LEAP) Programme

Ghana's flagship social protection intervention, LEAP aims to reduce poverty and vulnerability among extremely poor households through regular cash transfers and complementary social services. The programme was allocated GH¢953.47 million, with actual payments amounting to GH¢849.24 million, representing 89.07 percent budget execution. Through these interventions, 325,528 vulnerable households benefited from cash transfers, contributing to improved household welfare, food security, and access to essential services. The number of LEAP payments made to beneficiary households as shown in Table 4. 2.

Table 4. 2: LEAP Payment, 2025

Cycle	Total Households on LEAP	Total Households Paid	Grants (With Charges)
93rd	325,528	325,326	103,644,359.59
94th & 95th	325,834	325,600	206,959,660.90
96th	325,947	314,294	125,109,754.37
97th	314,561	314,208	149,995,568.48

Source: 2025 APR, MoGCSP **Note:** *NA - data not available as at the time of reporting*

13 2025 Budget Statement and Economic Policy
14 https://www.bog.gov.gh/economic-data/exchange-rate/

Free SHS Programme

The Free SHS Programme seeks to ensure equitable access to quality secondary education by removing cost barriers associated with second cycle education. The programme remains one of the government's flagship human capital development interventions. In 2025, the programme received a budgetary allocation of GH¢2.34 billion, with actual payments of GH¢303.85 million, representing 13.01 percent of the approved budget. Despite the relatively low level of disbursement during the reporting period, the programme continued to support access to secondary education for thousands of students across the country.

Teacher Trainee Allowance

The Teacher Trainee Allowance Programme provides financial support to students enrolled in public Colleges of Education. The intervention aims to attract and retain qualified teacher trainees whilst reducing financial constraints during their training. The programme received a budgetary allocation of GH¢207.83 million and achieved full disbursement of the allocated amount, representing 100 percent budget execution. This ensured the timely payment of allowances to teacher trainees and supported the development of a competent teaching workforce for the education sector.

Nursing Trainee Allowance

The Nursing Trainee Allowance Programme provides financial assistance to students pursuing training in nursing and midwifery institutions. The programme is intended to strengthen the health workforce by supporting the training of future healthcare professionals. The programme received an allocation of GH¢480 million and actual payments of GH¢539.67 million, representing 112.43 percent of the budgeted allocation. The higher than budgeted expenditure demonstrates government's commitment to expanding and strengthening Ghana's healthcare workforce through sustained support to nursing and midwifery trainees.

Ghana School Feeding Programme

The Ghana School Feeding Programme (GSFP) aimed at enhancing school enrolment, attendance, and retention by providing one hot nutritious meal per day to pupils in public basic schools in all districts in the country. The programme also engaged 36,354 caterers and cooks, most of whom were women. In 2025, the programme received a budgetary allocation of GH¢1.79 billion, whilst actual payments amounted to GH¢1.95 billion, representing 108.95 percent of the approved budget. The higher expenditure was largely attributable to the settlement of outstanding obligations from the previous year and the need to sustain uninterrupted feeding services in beneficiary schools. Through the programme, a total of 4,271,355 pupils benefited from school meals, achieving the programme's target for the year. The feeding cost per child per day was revised upward from GH¢1.50 to GH¢2.00 to support the continued provision of adequate and nutritious meals to beneficiary pupils.

24-Hour Economy

The 24-Hour Economy and Accelerated Export Development Programme (24H+) recorded significant milestones in 2025, laying the foundation for long-term economic transformation and positioning Ghana for inclusive growth and industrial expansion. The 24H+ Programme was developed through extensive consultations with over 300 stakeholders, obtained Presidential approval in June 2025 and officially launched the Programme in July 2025. As part of Project Pipeline Development more than 50 priority projects, with detailed concept notes were prepared for the top 20 projects covering agroecological parks, industrial parks, transport corridors, and energy infrastructure. The 24H+ Secretariat in partnership with the Ghana

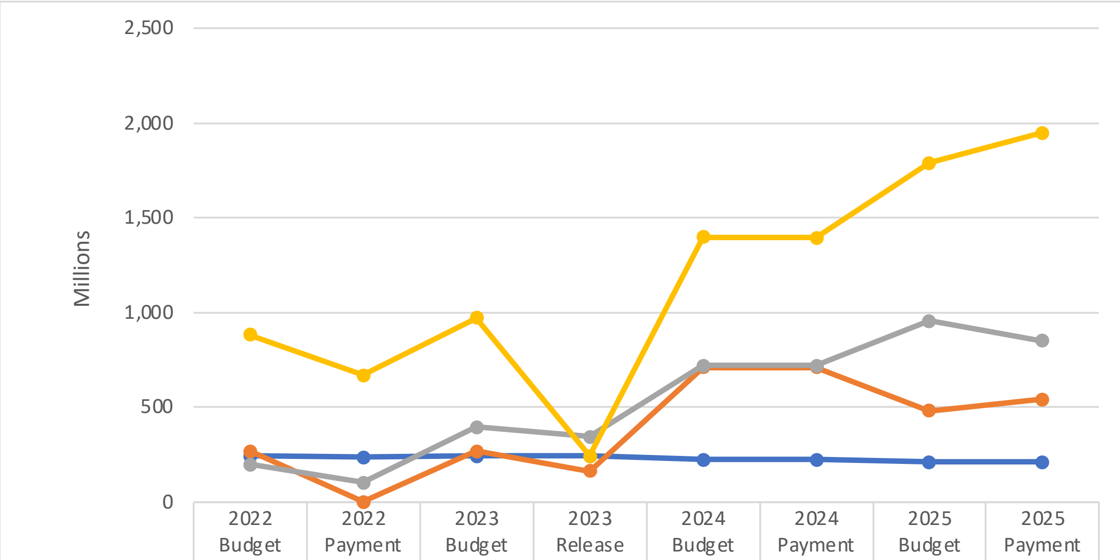
Infrastructure Investment Fund (GIIF) established a dedicated 24H+ sub-fund aimed at mobilising private investment for critical infrastructure through Special Purpose Vehicles (SPVs) and engineering, procurement, construction and investment arrangements.

Under the Participatory Land Access Model (PLAM), 24H+ Secretariat initiated community engagement activities covering over 400,000 hectares of land across the Northern, Oti, Savannah, and Volta Regions to facilitate responsible investment based on investor demand and community consent. These achievements represent important foundational steps toward operationalising the 24-Hour Economy agenda and creating an enabling environment for sustainable investment, job creation, export growth, and economic transformation in Ghana.

4.4 Trend Analysis for Status of Flagship Projects/ Programmes

The data demonstrates Government's continued commitment to financing key social protection and human capital development programmes, although the level of budget execution varies across interventions and years. Overall, the data indicates a strong commitment to financing these programmes, with notable improvements in budget allocations and expenditure over time to support education, health workforce development, poverty reduction, and school nutrition initiatives.

Figure 4. 2: Allocation and Actual Payment for Flagship Programmes/Projects, 2022-2025



	2022 Budget	2022 Payment	2023 Budget	2023 Release	2024 Budget	2024 Payment	2025 Budget	2025 Payment
Teacher Trainee	241,913,00	233,420,90	241,913,00	241,913,00	222,956,80	222,956,80	207,833,60	207,833,60
Nursing Trainee	265,200,00	0	265,200,00	162,400,00	708,780,00	708,780,00	480,000,00	539,670,88
LEAP	197,535,00	100,409,47	395,070,00	342,982,68	720,000,00	720,000,00	953,470,37	849,239,43
School Feeding Programme	881,000,00	666,079,27	969,000,00	241,913,00	1,395,659,	1,393,659,	1,788,009,	1,948,007,

Source: MoF & CAGD, 2022-2025

Teacher Trainee Allowance

The programme demonstrated strong budget execution consistently over the four-year period. In 2022, payments reached GH¢233.42 million, representing 96.5% of the approved budget. Full budget execution (100%) was achieved in both 2023 and 2024, with releases and payments matching the approved budgets of GH¢241.91 million and GH¢222.96 million, respectively. In 2025, the entire allocation of GH¢207.83 million was disbursed, indicating sustained government commitment despite a gradual decline in annual allocations.

Nursing Trainee Allowance

Funding for the Nursing Trainee Allowance has been more variable. In 2023, only GH¢162.40 million (about 61.2%) of the GH¢265.20 million budget was released. However, budget execution improved significantly in 2024, with the full GH¢708.78 million allocation paid. In 2025, actual payments reached GH¢539.67 million, exceeding the approved budget of GH¢480.00 million by about 12.4 percent, reflecting the settlement of outstanding obligations.

Livelihood Empowerment Against Poverty (LEAP)

LEAP funding increased substantially over the period, rising from GH¢197.54 million in 2022 to GH¢953.47 million in 2025. Budget execution improved from approximately 50.8 percent in 2022 to 86.8 percent in 2023, before reaching 100 percent in 2024. In 2025, payments amounted to GH¢849.24 million, representing about 89.1 percent of the approved budget. This trend demonstrates a significant expansion in social protection financing whilst maintaining relatively high implementation rates.

Ghana School Feeding Programme

The Ghana School Feeding Programme experienced substantial growth in funding over the review period. The budget increased from GH¢881.00 million in 2022 to GH¢1.79 billion in 2025. Budget execution fluctuated considerably, with payments amounting to 75.6 percent of budget in 2022 and only about 25.0 percent in 2023. Performance improved markedly in 2024, achieving almost 100 percent execution. In 2025, actual payments reached GH¢1.95 billion, exceeding the approved allocation by approximately 8.9 percent, which may be attributable to the clearance of arrears and adjustments in feeding costs to sustain programme implementation.

4.5 Key Challenges and Policy Recommendations

The key challenges and policy recommendations of the chapter are summarised in Table 4.3.

Table 4.3: Focus Area, Challenges and Recommendations for Status of Flagship Programmes and Projects

Focus Area	Challenges	Recommendations
Flagship Programmes and Projects	• Limited resources released for implementation of some government flagship programmes and projects • Limited sector budget allocations and releases to support the economy	MoF, CAGD, MoF-PIAD, OoP, DPs, and Parliament should: • ensure the timely release of funds to the flagship projects/programmes • implement relevant recommendations from the review of government flagship programmes under the Public Expenditure Review (PER) exercise • release commensurate budgetary allocations to all Sectors

Chapter 5: Conclusion

Introduction

The 2025 Annual Progress Report (APR) assesses Ghana's implementation of *Agenda for Jobs II: Creating Prosperity and Equal Opportunity for All (2022-2025)*, tracking achievements across six critical dimensions namely:

1. Economic Development
2. Social Development
3. Environment, Infrastructure, and Human Settlements
4. Governance, Corruption, and Public Accountability
5. Emergency Preparedness and Response
6. Implementation, Coordination, Monitoring, and Evaluation

In addition to sectoral progress, the report provides an in-depth analysis of Capital Expenditure (CAPEX) performance, budget allocation and execution, as well as the implementation status of key government flagship projects and programmes. This chapter presents the conclusions drawn from the comprehensive assessment presented throughout the report.

Implementing the Medium-term National Development Policy Framework

Economic Development

Ghana's 2025 economic performance presents a contrast. Strong macroeconomic indicators coexisted with persistent structural weaknesses. Inflation declined, debt levels fell, reserves grew, and growth accelerated. These were achievements that reflected improved macroeconomic policy management and favorable external conditions. Yet these gains masked deeper structural challenges. Export concentration intensified, industry's share of GDP declined, agricultural credit remained inadequate despite the sector's importance, manufacturing transformation was uneven, and spatial inequality persisted. The economy has stabilised, but stabilisation alone is insufficient for inclusive development. The urgent task is to translate macroeconomic stability into structural transformation.

Closing agricultural yield gaps will require targeted investment in seeds, fertilizer, extension services, and mechanisation, alongside efforts to achieve rice self-sufficiency through irrigation and aggregation support. Export diversification beyond gold, cocoa, and oil must be pursued through agro-processing, manufacturing value addition, and support for non-traditional exports. Industrial job creation should be spread across regions through targeted initiatives such as the 24Hr Economy. Expanding private sector credit depth, developing domestic feed production to reduce import dependence, and strengthening tourism's value capture will further broaden the economic base. Ghana's 2025 performance demonstrates that consistent policy management and international support can deliver macroeconomic stabilization. The challenge now is to convert this stabilisation into durable structural transformation that generates productive jobs, raises incomes, and builds resilience against future shocks. Achieving this requires sustained commitment to sectoral modernization, spatial equity, and productivity improvement, not merely the preservation of macroeconomic gains already achieved.

Social Development

Social development assessment highlights notable progress. Foundational education expanded, with TVET enrolment rising by 75 percent to 123,836 students. Social protection coverage also grew, with the LEAP programme reaching 325,528 vulnerable households. In health, service delivery improved, as CHPS functionality increased to 79.3 percent. These achievements underscore Ghana's commitment to building a more equitable and inclusive society.

Spatial and demographic inequality remained pronounced, with multidimensional poverty concentrated within specific geographic clusters (North East, Northern, and Oti Regions) and differential household vulnerability manifestation (female-headed households demonstrating 41.9 percent food insecurity prevalence versus 35.7 percent for male-headed households). These differentiated vulnerability patterns indicate necessity for spatially-targeted, household-typology-sensitive policy interventions transcending universal programme approaches.

Environment, Infrastructure and Human Settlements

Infrastructure development accelerated in 2025 through the Big Push Infrastructure Programme, with road contracts covering 1,144 kilometres of projects. Maritime trade rebounded spectacularly with container traffic increasing by 67 percent and cargo throughput rising by 68 percent, reinforcing Ghana's position as a regional trade hub. International passenger traffic reached a record 2.54 million, reflecting growing investor confidence and tourism recovery. Internet penetration expanded to 85.6 percent, with broadband capacity reaching 9,606 Gbps, exceeding targets and accelerating digital transformation.

Electricity access improved to 89.1 percent in 2025, yet regional disparities persist, with Greater Accra achieving 99.4 percent access whilst Savannah Region lagged at 68.91 percent, a troubling 30-point gap highlighting equity concerns. Renewable energy capacity grew modestly to 183 MW, representing only 3 percent of the national mix, far below the 10 percent target by 2030. Road maintenance coverage increased to 56 percent but remains substantially below the 75 percent target. Road safety deteriorated alarmingly, with crashes increasing 9.3 percent to 14,743 and fatalities rising 18.2 percent to 2,949, a trend demanding urgent intervention through enforcement, education, and trauma care improvements.

Ghana requires: urgent scaling of renewable energy investments to achieve climate targets; comprehensive road safety reforms addressing both user behaviour and emergency response systems; accelerated completion of stalled housing projects with innovative financing mechanisms; strengthened environmental enforcement against illegal mining and logging; and equitable infrastructure distribution reducing regional disparities in electricity access and service provision

Governance, Corruption and Public Accountability

In 2025, Ghana recorded notable governance gains. Constitutional reforms were advanced, appropriated assets were recovered, civic participation increased, and digital modernization strengthened the country's international standing. Yet these achievements were offset by challenges. Crime levels rose, police capacity weakened, prisons remained overcrowded, and press freedom declined. There would be the need to strengthen the judiciary to prosecute and convict corrupt officials.

Ghana's democratic foundations remain strong, but consolidating recent progress requires urgent action. These include strengthening the security agencies, judiciary and other independent governance institutions through adequate and predictable funding, with an improved coordination and clear, measurable performance targets. Ghana has shown the political will to improve governance; the next step is demonstrating the capacity and commitment to turn that will into tangible progress in public safety, justice delivery, and citizen trust.

Emergency Planning and COVID-19 Response

Ghana recorded 2,154 disaster occurrences in 2025—an 80 percent increase from 2024—affecting 1,086,901 people nationwide. Whilst NADMO responded to 1,319 emergency and rescue missions, reaching 682,464 disaster victims with relief assistance, approximately 404,437 affected persons remained unreached due to resource and access constraints. This significant gap underscores critical limitations in relief operations and early recovery support. Children, representing 55 percent of affected populations (541,424 victims), faced disproportionate vulnerability, highlighting urgent need for child-centered protection mechanisms integrated into disaster response protocols.

There would be the need for significant expansion in early warning systems beyond eight earthquake monitors, accelerated passage of pending disaster management legislation, and integration of early recovery programs into response phases. Enhanced inter-agency coordination, adequate operational logistics for field teams, and sustained community engagement through 11,040 reactivated Disaster Volunteer Groups provide foundation for improvement. Synchronized action among NADMO, regional level institutions, security agencies, and development partners would be required to bridge response-recovery gaps and build sustainable resilience against diverse and growing hazard landscape.

Implementation, Coordination, Monitoring and Evaluation

The Implementation, Coordination, Monitoring and Evaluation (ICME) report shows mixed progress. MMDAs implemented 89.4 percent of planned activities, and central government maintained strong fiscal management. However, a clear gap remains between activities planned and those actually completed, reflecting serious capacity challenges in local governance.

The pressing issues were severe understaffing in assemblies and regional councils, lack of equipment and vehicles, weak local revenue generation, and declining capital investment in infrastructure. These gaps directly affect citizens by reducing the quality and availability of basic services in communities.

Addressing these challenges requires sustained support from central government to strengthen local institutions through adequate staffing, equipment provision, and improved revenue mobilization. Local leaders must also step up tax collection, reduce leakages, and manage resources more efficiently. Development partners should continue focusing on building institutional capacity at the subnational level to ensure stronger and more sustainable governance outcomes.

Capital Expenditure Budget Allocation and Implementation

Capital expenditure management in 2025 faced significant governance and financial sustainability challenges, underscoring the need for institutional reform. Capital spending contracted sharply to GH¢

20.24 billion, whilst a financing deficit of GH¢ 91.4 billion within the medium-term budget highlighted misalignment between investment ambitions, fiscal realities, and implementation capacity. Project execution remained inefficient, with planned durations averaging two years but actual timelines stretching to over seven years. Completion rates deteriorated with project age, as 11–18 year-old projects averaged 57.7 percent completion, reflecting systemic delays, arrears, and weak development impact.

At the sub-national level, MMDAs underperformed, achieving just 27.49 percent active project execution against a 75percenttarget.Regionaldisparitieswere stark, with Northern Region recording 75.82 percent execution compared to only 3.59 percent in Western North. These gaps stemmed from unpredictable budget releases, limited institutional capacity, and competing programmatic demands. Audit findings further revealed arrears and commitments totaling GH¢ 19 billion, with GH¢ 10.4 billion rejected and GH¢ 8.6 billion pending validation, exposing weaknesses in financial management and internal controls.

Addressing these challenges requires comprehensive reforms. Key measures include enforcing pre-award financial sustainability assessments, and aligning cash flow projections with realistic timelines. Targeted capacity strengthening in underperforming jurisdictions, accelerated completion of legacy projects under the Big Push Infrastructure Programme, and a temporary moratorium on new awards in capacity-constrained entities are also critical. Strengthening contract management, ensuring payment predictability, and enhancing performance accountability will further improve outcomes.

Status of Flagship Programmes and Project

Government allocated GH¢ 12.6 billion for flagship interventions, with actual payments of GH¢ 9.3 billion, representing a conservative fiscal approach reflecting prudent resource management amid macroeconomic pressures. Whilst this deliberate pacing supports fiscal stability and allows continuous monitoring of performance metrics, it creates significant implementation gaps. Some programmes achieved exemplary budget execution—Teacher Trainee Allowances (100 percent), Nursing Trainee Allowances (112.43 percent), and the Ghana Gold Board (104.96 percent), demonstrating institutional capacity where adequate resources are available. However, critical programmes suffered substantial underfunding: the Free SHS Programme received only 13.01 percent of its allocation, and the National Apprenticeship Programme just 55.05 percent, severely limiting their developmental impact.

In order to improve on programme efficiency, systematic underfunding issues must be addressed with establish mechanisms guaranteeing predictable fund releases. Without these measures, flagship programmes risk diminished developmental impact despite their strategic importance to national development priorities.

Appendices

Appendix I- Economic Development Indicator Matrix

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE DATA	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
Build Strong and Resilient Macro Economy	Enhance monetary discipline and financial stability	Inflation rate (% change in CPI, annual-end period)	The rate at which the general level of prices rises over a 12-month period	10.4	54.1	23.2	23.8	11.90%	5.4
		Food inflation (%)	Annual rate of change in consumer prices for food items, end-year	12.5	59.7	28.7	27.8	11.9%	4.9
		Non-food inflation (%)	Annual rate of change in consumer prices for non-food items, end-year	12.5	49.9	18.7	20.3	11.9%	5.8

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE DATA	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
		Exchange Rate (%, annual) (US$-Cedi)	Change in the exchange rate of the Ghana cedi relative to the dollar, expressed as a percentage at the beginning of the period	n/a	-30.0	-26.0	-19.2		+40.7
		Exchange Rate (%, annual) (GBP-Cedi)	Annual % change in exchange rate of the Ghana cedi against the pound sterling	n/a	-23.7	-17.8	-17.8		+30.9
		Exchange Rate (%, annual) (EUR-Cedi)	Annual % change in exchange rate of the Ghana cedi against the Euro	n/a	-18.9	-13.7	-13.7		+24.0
		Interest rate – MPR (base rate)	Interest rate on government borrowing (Yield Curve)	14.5	28.0	30.0	27		18
		-91-day T-Bills		12.51%	35.36%	29.36%	27.7		11.1

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE DATA	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
		Lending rate	The bank rate that usually meets the short- and medium-term financing needs of the private sector.	21.1	35.1	33.13	30.2		20.4
		Mobile money penetration rate	Number of active mobile money accounts, expressed as a percentage of the total population	123.8	62.0%	66.9%	66.6%		73.0%
		Registered mobile money accounts (million)	Total number of mobile money accounts registered across all network providers	48.3	55.3	65.6	73		80.5
		Active mobile money accounts (million)	Number of mobile money accounts that recorded at least one transaction within 90 days	17.9	20.4	22.8	23.5		26.7

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE DATA	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
		Total number of mobile money transactions (million)	Total count of mobile money transactions in a given year	401	488	657	745		982
		Total value of mobile money transactions (GH billion)	Total monetary value of all mobile money transactions processed in a given year	82.9	122	199.3	334.8		518.4
		Mobile Money Interoperability – Total transactions (million)	Count of interoperable mobile money transactions	12.2	12	16.7	19.9		28.7
		Mobile Money Interoperability – Total value (GH billion)	Total monetary value of interoperable mobile money transactions in a given year	2.4	2.6	2.3	3.1		5.8
		Active-to-registered mobile money account ratio (%)	Active mobile money accounts expressed as a percentage of total registered accounts	44.4%	36.9%	34.8%	32.2%		33.2%

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE DATA	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
	Ensure improved fiscal performance and sustainability	1. Real growth in Gross Domestic Product (GDP) (%): -Agriculture	Real GDP is an inflation-adjusted value of all goods and services in a given year (expressed in base-year prices).	8.5	4.2	5.9	2.7	4.8	6.8
		- Industry		-0.5	0.6	-1.7	7.2	7.1	2.3
		o Manufacturing		8.1	-2.5	0.9	4.2	6.3	5.7
		o Electricity		7.9	-3.5	-10.8	2	8.6	3.6
		- Services		9.4	6.3	5.7	6.2	5.5	8.1
		- Oil Inclusive GDP		5.1	3.8	3.1	5.8	6	6
		- Non-oil GDP		6.6	4.7	3.3	6.1	6.2	7.6

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE DATA	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
		2. Sectoral share of GDP (%) -Agriculture	Sectoral contribution divided by the total value of all goods and services produced in the economy in a given year, expressed as a percentage.	21.1	20.8	22.4	22	21.2	22.8
		- Industry		30.4	33.6	31.5	31.3	31.5	31.3
		o Manufacturing		11.7	12.2	11.9	11.3	-	10.8
		o Electricity		1.3	0.9	0.8	0.6	-	2
		- Services		48.5	45.6	46.1	46.7	47.4	45.9
		Gross Domestic Product (GDP) – Nominal (GH¢ Billions)	Total value of all goods and services produced in the economy in a given year without adjusting for inflation.	458.2	612	839.5	186.6	1400	224.9

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE DATA	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
		i. Revenue and Expenditure Management							
		1. Budget deficit (Overall balance commitment basis, % of GDP)	The difference between revenue and expenditure as a percentage of GDP in a given year.	-8.5	-11.8	-3.7	-7.9	-1.80%	-1
		2. Government Revenue – Total (% of GDP)	Total government revenue as a share of GDP.	15.3	15.8	16.2	15.9	16.2%	16.1
		3. Government Expenditure – Total (% of GDP)	Total government expenditure as a share of GDP.	23.7	24.6	19.9	19.6	20.3%	17.1
		Fiscal Balance – Overall (commitment basis, % of GDP)	Difference between a government's revenues and its expenditures expressed as a percentage of GDP.	-8.5	-11.8	-3.7	-5.5	-3.80%	-1

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE DATA	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
		- Primary (commitment basis, % of GDP)		-1.2	-4.3	-0.3	-3.9	1.5%	2.5
		Overall balance – cash basis (% of GDP)	Difference between government cash receipts and payments, as % of GDP.	-9.3%	-3.2	0.2	-4.9	-4.10%	-2.8
		Compensation of employees as % of total expenditure	Total wages, salaries and social contributions as % of total government expenditure.	29	26.9	32.9	29.7	4.9	33.8
		ii. Measure of Budget Rigidity							
		Wage bill as a percentage of tax revenue	The total amount of budgetary resources spent on paying the wages of government employees as a percentage of total tax revenue.	47.5%	41.1%	39.3%	39.9		38.6

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE DATA	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
		iii. Public Debt Management							
		Total public debt as a percentage of GDP	Total debt stock expressed as a percentage of GDP.	78.5	73.2	68.9	61.6	73.7	44.7%
		Debt-to-revenue ratio (%)	Total public debt stock expressed as a percentage of total government revenue.	517.1	463.3	456.8	395.1		289.3
		Revenue-to-debt ratio (%)		19.3	21.6	21.9	25.3		34.6
		Debt sevice-to-revenue ratio (%)	Total debt service expressed as a percentage of total domestic revenue	19.3	21.6	21.9	25-Jan	45.4	34.6

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE DATA	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
	Promote international trade and investment	Current Account Balance (% of GDP)	The sum of the balance of trade (goods and services exports less imports), net income from abroad and net current transfers.	-3.3	-2.1	1.4	1.8	3.1	8.1
		Trade Balance (US$ billion)	The difference between the total value of merchandise imports and merchandise exports.	1.11	2.87	2.63	3.77		13.66
		- Total Exports (US$ billion)		14.74	17.49	16.64	19.16		31.11
		- Total Imports (US$ billion)		13.63	14.62	14.01	15.39		17.45
		Gross international reserves cover (months)	The number of months that can be covered by the foreign exchange reserves and assets held by the Bank of Ghana in reserve currencies.	4.4	2.7	2.7	4.1	≥3 months	5.7

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE DATA	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
		Gold exports (US$ billion)		5.08	6.61	7.6	10.31		20.98
		Cocoa exports (US$ billion)		2.85	2.3	2.11	1.94		3.86
		Oil exports (US$ billion)		3.95	5.43	3.84	3.87		2.62
		Non-oil imports (US$ billion)		10.91	9.99	9.54	10.76		12.33
		Current account balance (US$ billion)		-2.5	-1.52	1.05	1.47		9.08
		Net international reserves (US$ billion)		6.08	2.67	3.13	6.45		11.71
		Heritage and Stabilisation Fund balance (US$ billion)		0.97	1.06	1.24	1.46		1.55
		Non-Traditional Exports – total value (US$ billion)	Total export earnings from non-traditional export products (excl. gold, cocoa and oil).	2.85	3.16	3.10	3.8		5
		NTE share of total exports (%)		19.3%	18.1%	18.6%	19.8%		16.1%

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE DATA	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
		FDI net inflows (US$ billion)	Net inflow of foreign direct investment equity and debt instruments in the balance of payments.	2.41	1.47	0.93	1.77		1.92
Industrial Transformation	Pursue strategic national industrial initiatives	Percentage change in anchor industries: -1D1F	Change in anchored industries established within the following sectors expressed as a percentage.						
		Number of 1D1F new industries established	Count of new industries established under the One District One Factory initiative.					169	169
		Jobs created under 1D1F initiatives	Count of direct employment created by 1D1F enterprises in a given year.						169,870

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE DATA	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
		Free Zone enterprises licensed (annual count)	Count of new enterprises granted Free Zone status to operate within special economic zones.						57
		Total Free Zone enterprises (cumulative)	Cumulative count of all enterprises currently licensed to operate in Ghana Free Zones.						304
		Capital investment by Free Zone enterprises (US$ million)	Total capital invested by licensed Free Zone companies in a given year.						362.8
		Export earnings by Free Zone enterprises (US$ billion)	Total value of exports generated by Free Zone enterprises in a given year.						1.9
		Jobs created by Free Zone enterprises	Count of direct employment created by licensed Free Zone enterprises in a given year.						38,506

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE DATA	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
	Ensure standards and quality	New Ghana standards developed (count)							93
		International standards adopted (count)							196
		Locally manufactured products certified (count)							592
		Product samples tested (count)							16,000

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE DATA	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
Private Sector Development	Enhance business enabling environment	Bank of Ghana Business Confidence Index	Index measuring level of business confidence (100 = neutral); based on surveys of business operators.	n/a	75.7	n/a	96.6		107.7
		Commercial dispute resolution time (days)	Average number of days taken to resolve a commercial dispute through the court system.						60 days
		Business Ready – Public services score (%)					33.9%		50.0%
		Business Ready – Operational efficiency score (%)					54.4%		52.0%
		Business Ready – Regulatory framework score (%)					87.6%		69.0%

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE DATA	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
	Improve business financing	Domestic credit to private sector as a percentage of GDP	The volume of credit to the private sector expressed as a percentage of total loans and advances made by Deposit Money Banks.	~16.4%	~9.8%	~7.1%	8.7%		7.6%
		Private sector credit (GH billion)		~75.3	~59.75	~59.75	89.1		106.2
	Enhance domestic trade	Time taken to clear goods from the ports (days)	The average number of days it takes importers to clear goods from the nation's ports.					≤3 days	7.5 days
Agriculture and Rural Development	Create an enabling agribusiness environment	Agricultural exports total value (US$ million)				398.2	397.9		684.8
		Agricultural imports total value (US$ million)				569.7	569.3		825.3
		Agricultural trade balance (US$ million)				-171.5	-171.4		-140.5

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE DATA	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
		Total volume and value of agric commodities exported (000' Kg, US$'000): -Cocoa	The total value and volume of selected agricultural commodities exported. NB: Data for value indicated in parenthesis.	251,615,152 (217,766,334)					
		-Cashew		258,687,982 (251,377,478)					
		-Yam		38,566,100 (13,429,328)					
		-Banana		92,974,244 (40,771,305)					
		-Rice (milled)		-					
	Modernize and enhance agricultural production systems	Average productivity of selected crop (Mt/Ha): -Maize	Output per hectare of selected crops (Mt/Ha).	2.53	2.6	2.67	2.6	3.14	2.78
		- Rice (milled)		3.2	3.36	3.33	2.6	3.46	3.58
		- Millet		1.5	1.63	1.77	1.77	3.23	1.75
		- Sorghum		1.69	1.74	1.91	1.8	2.83	2.14

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE DATA	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
		- Cassava		23.77	24.17	24.27	24.48	25.04	25.07
		- Yam		19.15	18.86	18.81	18.91	17.49	19.78
		- Cocoyam		7.54	7.72	7.77	8.06	12.74	7.32
		- Plantain		13.79	14.82	14.54	14.51	15.72	15.23
		- Groundnut		1.84	1.81	2.01	1.93	2.34	2.06
		- Cowpea		1.67	1.73	1.81	1.88	1.67	1.9
		- Soybean		1.73	1.78	1.85	1.62	1.74	1.85
		Formal irrigation area cropped (hectares)	Total area actually cropped under formal irrigation schemes in a given year.				13,143.66	n/a	13,143.66
		National irrigation intensification ratio					0.7	n/a	0.7

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE DATA	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
		Number of public irrigation schemes (cumulative)					189	n/a	189
		Crop self-sufficiency index – Maize (%)					78%	n/a	94%
		Crop self-sufficiency index – Rice (%)					31%	n/a	48%
	Promote crops, livestock and poultry development	Total livestock births from breeding stations (count)	Count of livestock bred and born at government breeding stations in a given year.				1,032	1,431	934
		Poultry (day-old chicks) distributed under revitalisation programme						3,500,000	2,900,000
		Total livestock and poultry feed ingredients imported (metric tonnes)	Total metric tonnes of feed ingredients (fishmeal, premix, concentrate, soyabean meal) imported.				169,252		240,840

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE DATA	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
Fisheries and Aquaculture Development	Ensure sustainable development and management of fisheries and aquaculture	Marine fisheries production (metric tonnes)	Total annual fish catch from marine (ocean) capture fisheries.	393,970	n/a	425,361	442,361	509.6	449,470
		Inland capture fisheries production (metric tonnes)	Total annual fish catch from inland water bodies (rivers, lakes, reservoirs).	145,272	n/a	147,583	131,552	120	155,992
		Aquaculture production – ponds/cages/ dams/dugouts (metric tonnes)	Total fish produced annually through aquaculture systems.	89,375	n/a	116,108	121,809	199	124,428
		Fish imports (metric tonnes)	Total quantity of fish imported in a given year to supplement domestic production.	273,382	n/a	84,828	110,890	100.6	168,693
Tourism and Creative Industry Development	Diversify and expand the tourism industry for economic development	1. Number of tourist arrivals	Count of tourists arriving in the country.	692,531	969,543	1,206,261	1,288,804	1,745,178	1,306,962
		2. Percent change in tourist arrivals	Year on year percentage change in tourist arrivals.		+40.0%	31.85%	12%	20.00%	1.4
		3. Percent change in tourist receipts – International	Annual change in revenue for the tourism sector.		+95.6%	67.97%	27%		-10.14
	Develop a competitive creative industry	Number of tourist sites developed	Count of total tourist sites developed.			3	4	42	3

Appendix II- Social Development Indicator Matrix

FOCUS AREAS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
Education and Training	Enhance equitable access to, and participation in quality education at all levels (SDG GOAL 4, Target 4.1, 4.3, 4.5,4.6	Net enrolment ratio Kindergarten	Ratio of appropriately aged pupils enrolled at a given level expressed as a percentage of the total population in that age group	70.0%	-		78.00%	98%	85.3
		Primary		78.9%	-		83.20%	93.5%	80.1
		JHS		44.9%	-		59.30%	60%	58.8
		SHS		33.3%	-		-	45%	34.5
		Transition Rate Prim 6 - JHS1	New entrants to the first grade of JHS3 or SHS1 education in a given year expressed as a percentage of the number of people enrolled in the final grade of P6 or JHS education respectively in the previous year	101.9%	91.9%		99.1%	100%	92.3
		JHS3 - SHS1		92.5%		72.0%		93%	91.2

FOCUS AREAS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
		Completion rate KG	Ratio of the total number of pupils/students enrolled in the last grade of a given level of education (KG, Primary 6, JHS 3, SHS 3), regardless of age, expressed as a percentage of the total population of the theoretical entrance age to the last grade of that level of education	99.2%	113.1		-		107.2
		Primary 6		107.5%	107		-	100	102.4
		JHS3		77.5%	84.3			100	94.2
		SHS3		64.1%	68.3		-	100	69.6
		Gender parity index Kindergarten	Ratio of male to female enrolment	1.03	0.99	0.98	0.99	1	0.99
		Primary		1.02	0.99	1.00	1.00	1	1.1
		JHS		1.02	1.02	1.03	1.00	1	1.0
		SHS		0.96	1.05	1.11	1.00	0.99	1.0
		Tertiary		0.73	0.94	0.95	0.96	1	0.95
		Proficiency rate: English P4	Proportion of pupils including those with special needs displaying proficiency in English and Mathematics in standardised tests at the Primary 4 and Primary 6 levels.	25%	37		-	53%	
		Maths P4		19%	22		-	38%	
		English P6		25%	-		-	52%	
		Maths P6		22%	-		-	40%	

FOCUS AREAS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
		Final exam pass rate JHS	Count of final exams takers who passed a particular exam over a total count of final exam takers in that same exams expressed as a percentage	-	-	-	-		98.6
		SHS		-	23.0	45	46.30	42%	57.0
		Total enrolment in Tertiary institutions (Disaggregation by sex, programme type)	Count of all enrolment in Tertiary institutions (Private and Public) Disaggregated by sex, programme type (Science and Art)		634,999 (19.6)	673,579 (20.73)		40%	693,463
		Female		211,336	329, 822				360,185
		Male		268,498	305,177		-		333,278
		Males in Sciences		79,580	131,179		-		150,999
		Females in Sciences		46,976	115,406		-		151,594
		Males in Arts		121,022	198,643		-		194,167
		Females in Arts		99,799	189,771		-		196,703

FOCUS AREAS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
		Percentage of students in public tertiary institutions by type of education (Disaggregation by -Universities,	Count of students in public tertiary institutions expressed as a percentage of students of all tertiary institutions	85.2%	-		-		
		Technical Universities,		-	-		-		
		Colleges of Education,		-	-		-		
		Specialised Institutions,		-	-		-		
		Nursing Training institutions,		-	-		-		
		Colleges of Agriculture		-	-		-		
	Strengthen competency-based skill development in technical and vocational education	Total enrolment in TVET institutions	Count of all enrolment in TVET institutions (Private and Public) Disaggregated by sex, programme type		71,126			100,000	123,836

FOCUS AREAS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
	Promote Inclusive Education	Share of children with special needs in mainstream education	Proportion of children with special needs in mainstream education expressed as a percentage of children with special need	-	0.34%		-	Basic =1.3 SHS=1.5	0.35%
		Dropout rate		-	2%		-		
		Male							
		Female		-	3%				
	Promote equitable access to e-learning	Proportion of schools with access to digital e-learning and teaching platforms	Count of schools that have access to digital e learning devices and infrastructure expressed as a percentage of total number of schools	-	-		-	50	
		- Primary			82				82.3
		- JHS		-	82		-	70	82.3
		- SHS		-	100		-	65	100
		- Tertiary		-	100		-	100	100
	Ensure sustainable financing of education	Education expenditure as a percentage of GDP	Total expenditure on education at all levels expressed as a percentage of GDP	24.4	4.1		-		4.1

FOCUS AREAS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
Health and Health Services	Ensure accessible and quality Universal Health Coverage (UHC) for all	Percentage of functional Community-based Health Planning Services (CHPS) zones	Count of functional CHPS zones expressed as a percentage of total no. of demarcated CHPS zones	79	78.4	79	72.40	90	79.3
		Number of Emergency Medical Technicians (EMTs) trained /deployed	Count of EMTs trained and deployed	900	813	3,460	-	1,200	5,601
		Percentage of the population with active NHIS card	Share of the population with active NHIS card, expressed as a percentage	52.6	54.5	55.50	56.30	70	66.2
		Number of Out-Patient Department (OPD) visits per capita	The number of out-patient department (OPD) visits per person per year	0,96	1.0	1.1	1.2	2.0	1.19
	Improve mental health administration and service delivery	Proportion of public hospitals (district and regional) that have functional mental health units	Count of hospitals (district and regional) that have functional mental health units expressed as a percentage of the total number of hospitals (district and regional).	100%	100%	-	-	100%	100%

FOCUS AREAS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
	Strengthen healthcare delivery management system	Doctor-to- population ratio	Count of doctors expressed as a ratio of the total population	1:6,355	1:7,101	1:4992	1:4,333	1:2000	1:4,559 (0.26)
		Nurse-to-population ratio	Count of nurses expressed as a ratio of the total population	1:701	1:554	1:524	1:543	1:300	1:524 (2.43)
			Proportion of midwives to women in fertility ratio						
		Health expenditure as a percentage of GDP	Total public expenditure on the health sector expressed as a percentage of GDP	9	7.4	7	6	15	
		Government health expenditure as percent of general government expenditure		6.6	7.4	26	-		
	Reduce disability, morbidity, and mortality	Under-five mortality ratio	Count of deaths occurring in children under-5 years per 1,000 live births	60	9.8	10.90	10.70	40	9.3/1000
		Proportion of births attended by skilled health personnel	Number of child births attended by skilled health personnel expressed as a percentage of all births	58.67	62.6	60.60	56.80	66	60.8
		Infant mortality ratio	Count of deaths occurring in the first year of life per 1,000 live births	41	7.4	8.10	8.00	28	7.4
		Institutional maternal mortality ratio	Maternal deaths recorded per 100,000 live births	109	102.1	109.3	112.50	70	123.4 (964)

FOCUS AREAS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
		Stillbirth rate	Proportion of children declared death at birth or after 28 weeks of gestation per 1000 live births	12.68/1000LB	10.9	10.2	9.50	11.80	8.9
		Proportion of children immunised (Penta 3)	Number of children 12-23 months fully immunised (Penta 3) as a percentage of total number of children within the age bracket	94.2%	99%	99%	98	98	96.9
		Malaria Incidence per 1000	The number of new cases of malaria in a year per 1000 population at risk	186	176	-	-	155	
		Under-5 Malaria Case Fatality Rate	Total malaria deaths in children under 5 years in health facilities expressed as a percentage of total malaria admissions in children under 5 years in health facilities	0.12	0.05	0.1	0.03	0.05	0.03
	Reduce noncommunicable diseases	Mortality rate attributed to cardiovascular diseases or cancer, diabetes and chronic respiratory diseases	Probability of dying between the ages of 30 to 70 years from cardiovascular diseases, cancer, diabetes and chronic respiratory diseases	43.5%	6.53%	1.53	1.49	30	

FOCUS AREAS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
	Reduce the incidence of new STIs, HIV and AIDS and other infections, especially among vulnerable groups	HIV prevalence	Count of people in the population living with HIV expressed as a percentage of the total population	1.68%	1.45%	1.53%	1.49%	1.46%	
		Percentage of PLHIV who received ART	Total number of PLHIV who received ART combination per year as a percentage of PLHIV	60.3%	68.1%	89%	90%	90.2	
		AIDS-related mortality rate per 100,000 population	Estimated number of adults and children who have died due to AIDS-related causes in a specific year, expressed per 100,000 population	41.2 (12,758)	49	45	44	15.4	36.2
Food Systems Transformation and Nutrition Security	Promote food transformation (processing and value addition)	Number of Food borne outbreak incidents - National outbreak - Institutional (DHIMS) - Aflatoxin incidence	Count of foodborne outbreak incidents reported in the media or to the FDA	-					

FOCUS AREAS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
		Number of food manufacturing facilities in FDA and GSA register	Count of manufacturing facilities in FDA register for same.	1,532 312	272	288	218		300
	Promote nutrition specific and sensitive programmes and interventions	Prevalence of malnutrition -Stunting -Underweight -Wasting	Proportion of children 0-59 months whose height-for-age, weight for-age, weight-for-height is less than two standard deviations (2SD) from the median of the reference population/group by male and female	18% 13% 7%	17.4% 12.3% 6.0%				
		Prevalence of Anaemia -Children under-5 years, -Women of reproductive age (15-49 years) -Pregnant women	Proportion of children under 5 years and women age 15-49 years with any form of anaemia	35% 35.4% 44.6%	48.9% 40.4% 51.4%				
		Rate of exclusive breastfeeding	Proportion of children who have not been given any other food or drink or water except breastmilk for first 6 months of life.	42.9%	52.6%				

FOCUS AREAS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
		Proportion of population overweight/ obese -Children under-5 -Women (15-49 years) -Men (15-49 years)	Count of children under 5 years and women/men aged 15-49 years whose weight-for-height is greater than two standard deviations (-2 SD) from the median weight of the reference group	1.4% - -	2.0%				
	Improve Food Systems and Nutrition Governance	New policies passed on Food Systems Transformation and Nutrition Security	Number of policies, strategies and legal frameworks passed and implemented towards better Food Systems Transformation and Nutrition Security outcomes	2 policies -National Food Safety Policy -National Afltoxin Control Policy					
		Total Government allocations to Food Systems Transformation and Nutrition Security actions	Percentage of annual budget allocated to Food Systems Transformation and Nutrition Security						
		Active Food Systems Transformation and Nutrition Security platforms at the national and local level	Number of Active Food Systems Transformation and Nutrition Security platforms at the national and local level - National - Sub-national	-					

FOCUS AREAS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
Population Management and Migration for Development	Improve population, civil registration and vital statistics management	Percentage of vital events registered -Births	Total vital events registered (births, deaths), expressed as a percentage of expected number of events	629,537	677,140	663,226	562,098	N/A	21,267
		-Deaths		34,670	38%	53.671	35.50%	N/A	55,219
	Improve maternal and adolescent reproductive health	Unmet need for Family Planning - GMHS	The proportion of women of reproductive age (aged 15-49) who had their need for family planning satisfied with modern method	25 (2012 GMHS)	-	-	-	35	-
		- GDHS		57.4 percent	-	-	-		

FOCUS AREAS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
		Proportion of adolescents' population who use health corners for reproductive health services and promotion (FAD-GHS)	Count of adolescents who access health corners for Reproductive Health and Promotion Services as a percentage of the total adolescent population	34	58.0	-	-	65	
		Contraceptive Prevalence Rate	Proportion of all women currently using modern contraceptive			-	-	35	
		- GHMS		25%	33.5				
		- GDHS		-	-				
		Total Fertility Rate	Count of children that would be born to a woman (aged 12-54) by the time she ended childbearing if she were to pass through all her childbearing years conforming to the age specific fertility rates of a given year.	3.7%	3.696	-	-	3.5	
	Harness the demographic dividend	Youth Development Index	A composite indicator to measure youth development in the areas of education, health, employment and civic and political participation in Ghana. Age bracket for the youth 15-35 years.	0.515	-	-	-		

FOCUS AREAS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
Water and Environmental Sanitation	Improve access to safe, reliable, and sustainable water supply services for all	Percentage of population with access to drinking water services -Basic	Share of population with access to (a) basic drinking water service from an improved source, provided collection time is not more than 30 minutes for a round trip, including queuing	87.7	87.7	87.7	88	37.20	88
		-Safely managed	(b) safely managed drinking water services from an improved source that is accessible on premises, available when needed and free from faecal and priority chemical contamination	41.4%	45.7	-	44	55.70	44
		Percentage of distribution losses -Urban	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	49.98%	-	-	52.2	46	51.6
		-Rural		29.06%	-	-	35	20	38.4

FOCUS AREAS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
	Enhance access to improved and sustainable environmental sanitation services	Proportion of population with access to basic sanitation services:	Population using improved sanitation facilities that are not shared with other households expressed as a percentage of total population. NB: Improved sanitation facility include flush or pour flush toilets to sewer systems, septic tanks or pit latrines, ventilated improved pit latrines, pit latrines with a slab, and composting toilets					61.85	
		-National		38.96%	-	-	-		
		-Rural		17.4%	-	-	-	58.70	
		-Urban		28.4%	-	-	-	64.20	
		Proportion of communities achieving open defecation-free (ODF) status	Count of communities achieving open defecation-free status	5,498	5,498	-	-	10,498	
		Proportion of solid waste properly disposed of (major towns/cities)	Percentage of solid waste collected and disposed off in sanitary landfills in the five largest cities – Accra, Tema, Kumasi, Takoradi, and Tamale.	85%	87%	-	-	95	
	Promote efficient and sustainable waste water management	Proportion of Population whose liquid waste (faecal matter) is safely managed	Population whose liquid waste (faecal matter) is safely disposed on site or properly collected, transported and treated off site, expressed as a percentage of total population	13.3%	13.3%	-	-	45	

FOCUS AREAS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
Reducing Poverty and Inequality	Eradicate poverty and address vulnerability to poverty in all forms and dimensions	Poverty rate National - Upper - Lower Urban - Upper - Lower Rural - Upper - Lower	The proportion of the population that is below the upper and lower poverty lines	100% 50.41% 49.59%					
		Proportion of the population who are multidimensionally poor - National - Urban - Rural - Male - Female - Children (0-17 years)	Proportion of the population experiencing deprivation of basic survival needs	Male – 71% Female – 29%					
	Reduce income disparities within and across socioeconomic groups and geographical areas	Income Distribution Index (Gini Index) National Urban Rural	A number that demonstrates the inequality in the distribution of wealth or income. NB: A Gini Index of 0 represents perfect equality, whilst an index of 1 implies perfect inequality						

FOCUS AREAS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
Gender Equality	Attain gender equality and equity in political and social development	Percentage of women in public life - Ministers	Count of women in administration and political leadership expressed as a percentage of all people in administration and political leadership	25	20	20	20	35	22.7
		- Dep. Ministers		14	25.6	23.1	23.1	35	15.4
		- MPs		13.8	14.5	14.4	14.5	15	14.5
		- MMDCEs		14	14.6	14.6	14.6	42	9.6
		- Judiciary		39	-	42.1	38.2	20	42.4
		- District Assembly Appointees elected		31	-	3.8	3.8	35	4.1
		Reported cases of sexual and gender-based violence - Women	Count of persons who are victims of sexual and gender-based violence	11,428	10,605	341	-	138	341
		- Girls		-	-	24	-	79	24
		- Men		3,125	2,867	80	-	18	80
		- Boys		-	-	2	-	20	2
		- PWDs		17	20	0	-	1	0
	Strengthen gender mainstreaming, coordination and implementation of gender related interventions in all sectors.	Proportion of sectors and Districts with gender responsive plans and budgets	Count of sectors and Districts with gender responsive plans expressed as a percentage	-	-	-	-		

FOCUS AREAS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
Youth Development	Promote effective participation of the youth in socioeconomic development	Number of youths provided with employable skills - TVET Service	Count of youth (including PWDs) provided with employable skills by key government agencies	-	-	-	-	3,300	955
		- NEIP		-	0	955	-		-
		- YEA		82,869	76,247	-	-		93,983
		- NYA		6,849	3, 616	93,983	8,739	5000	-
	Promote youth participation in politics, electoral democracy and governance	Proportion of young people in political life: - Ministers of State	The number of youth, between the ages of 15 years and 35 years, in administration and political leadership expressed as a percentage	-	0	-	-		
		- Members of Parliament		-	4	-	-		
		- MMDCEs		-	3	-	-		
		- Assembly members		-	306	-	-		
		- CEOs of public institutions		-	0	-	-		

FOCUS AREAS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
Social Protection	Strengthen social protection for the vulnerable	Number of extremely poor households benefiting from LEAP	Count of total number of households that receive cash grants under LEAP	334,023	346,019	350,580	-	350,00	350,580
		Proportion of LEAP beneficiaries that have exited (graduated from LEAP) the cash transfer programme	LEAP beneficiaries exiting cash transfer programme expressed as a percentage of total LEAP beneficiaries	0	0	0	-	100	0
		Proportion of females on LEAP	Count of number of females benefiting from LEAP	54.8	54.8%	55	-	60	55
	Promote decent pensions	Number of persons who receive regular pension payments under SSNIT and CAP 30 -60 years	Proportion of persons who receive pension payments under SSNIT scheme and CAP 30	7.2% representing 2,044,800	-	-	-		
		-55 years		227,407	-	-	-		

FOCUS AREAS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
		Coverage of informal sector Pension Schemes Farmers in the cocoa, coffee, and sheanut sub-sector All categories - Informal Sector Coverage	Number of informal sector workers covered by informal sector pension schemes expressed as a percentage of the total estimated number of informal sector workers	4%	538,255	-	-		
		- Coverage		315,890	-	-	-		
		- Workers		7.9 million	-	-	-		
		- Schemes Established		29	-	-	-		
Child Protection and Development	Prevent and protect children from all forms of violence, abuse, neglect and exploitation	Proportion of children (5-17 years) engaged in hazardous work.	Count of children (5-17 years) engaged in hazardous work as a percentage of all children	-			21		14.7 (GLSS Projection) 21% (GSS, GLSS 7)
		Percentage of children engaged in child labour	Count of children (5-17 years) engaged in child labour as a percentage of children				30		21.8 (GLSS Projection) 30% (GSS, GLSS 7)
		Incidence of child abuse cases		94%	3,100 (23%)				

FOCUS AREAS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
		Percentage of districts implementing Integrated Social Services (ISS)	Count of districts using ISSOP to address child and family welfare services	38.5%	160		68.9	80	180 MMDAs 80.5
	Improve the policy and legal environment and strengthen institutions and systems for child and family welfare	Percentage of districts mainstreaming child protection issues into work plans/budgets	Count of districts implementing child protection and child rights interventions over total number of districts expressed as a percentage	23%	160	160	68.9	80	80.5
Support for The Aged	Enhance the wellbeing and inclusion of the aged in national development	Percentage of aged benefiting from social protection interventions - LEAP - EBAN welfare - NHIS	Count of 65-year old's and older benefiting from social protection interventions as a percentage of the total number of persons 65 years and above by type of intervention	- 27.07 - -	27.07	27.07	26.3		- 26.3% -60-69 (31%) -70+ (4%)
		Percentage of population 70 years and above registered under the NHIS	Count of the aged (70 years and above) with valid NHIS card, expressed as a percentage of persons 70 years and above	4.14		5	5		
Employment and Decent Work	Promote job creation and decent work	Share of waged and salaried workers	Count of persons who take salary or perform paid job under contract (written or not) expressed as percentage of total workers	23.5%	-	-	-	30%	-
		Proportion of workers in vulnerable employment (%)	The sum of own-account workers and contributing family workers expressed as a percentage of total number of persons employed.	66.2%	63.6%	68.5%	-	NA	72.2%
		Annual labour productivity growth (percent)		3%					
		Proportion of industrial labour disputes settled (by the NTC)		95%	65%	57.4	68%	95%	71%
		Minimisation of industrial agitations	Number of workers strikes and employer lockouts resolved/ total no. received	11/16	17/20	26/26	26/26	26/30	21/21

FOCUS AREAS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
Disability-Inclusive Development	Promote equal opportunities for Persons with Disabilities in social and economic development	PWDs who benefit from the District Assembly Common Fund for PWDs	Number of persons with disabilities who accessed the Common Fund	N/A	-	1,080	1,160	30,000	15,000
		Employment rate of persons with disabilities	Percentage of employed persons with disabilities as against the total percentage of persons with disabilities	N/A	N/A	-	-	55%	
		Inclusive services provided by sectors	Number of MDAs that provide inclusive services per the total number of MDAs	N/A	15	-	-	142	
		Sign language interpreters employed	Number of sign language interpreters employed in the public and private sectors	N/A	N/A	-	-	150	
	Promote participation of PWDs in politics, electoral democracy, governance and leadership	Political participation of persons with disabilities	Number of persons with disabilities appointed and elected as various levels						
		-National (executive appointment and election)		2	2	3	2	30	-3
		-Local Government level (appointment and election)		-	-	3	-		
		-Women with disabilities in politics		-	-	-	-		

FOCUS AREAS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
	Strengthen institutions and systems that ensure the protection, inclusion and capacity building of Persons with Disabilities	Percentage of MDAs and MMDAs with disability-inclusive plans and budgets -MDAs (MoGCSP, MOH, MLGRD) (NCPD, GHS, NHIS, Department of Social Welfare and Community Development)	Count of MDAs and MMDAs mainstreaming disability issues into their development plans and budgets expressed as a percentage of the total number of MDAs and MMDAs	-	-	-	-		
		-MMDAs percent MMDAs expressed as a percentage of total MMDAs		-	-	-	-		
	Promote job creation and decent work	Share of waged and salaried workers	Count of persons who take salary or perform paid job under contract (written or not) expressed as percentage of total workers -Age -Sex -Disability data	27.30%	-	-	-		

FOCUS AREAS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
Sport and Recreation	Enhance sports and recreational infrastructure for all	Number of sporting facilities and infrastructure	Count of sporting facilities or infrastructure rehabilitated/ constructed	72					
		Rehabilitated		2	3	2	2	3	0
		Constructed		0	1	4	1	2	0
	Build capacity for sports and recreational development	Number of competitions organised/participated in	Count of sports events organised/ participated in	113					
		Local		35	160	184	215	1089	432
		Sub-regional		0	-	184	-	-	-
		International		12	47	45	50	100	47

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
Education and Training	Enhance equitable access to, and participation in quality education at all levels (SDG GOAL 4, Target 4.1, 4.3, 4.5,4.6	**Net enrolment ratio**	Ratio of appropriately		-				85.3
		Kindergarten	aged pupils enrolled at a						
			given level expressed as	70.00%			78.00%	98%	
		Primary	a percentage of the total	78.90%	-		83.20%	93.50%	80.1
		JHS	population in that age	44.90%	-		59.30%	60%	58.8
		SHS	group	33.30%	-		-	45%	34.5

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
		Transition Rate	New entrants to the first	101.90%	91.90%		99.10%	100%	92.3
		Prim 6 - JHS1	grade of JHS3 or SHS1						
			education in a given year						
			expressed as a						
			percentage of the						
			number of people						
			enrolled in the final						
			grade of P6 or JHS						
			education respectively in						
		JHS3 - SHS1	the previous year	92.50%		72.00%		93%	91.2

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021	2022	2023	2024	2025	2025
				BASELINE YEAR	ACTUAL	ACTUAL	ACTUAL	TARGET	ACTUAL
		Completion rate	Ratio of the total number of pupils/ students enrolled in the last grade of a given level of education (KG, Primary 6, JHS 3, SHS 3), regardless of age, expressed as a percentage of the total population of the theoretical entrance age to the last grade of that level of education						107.2
		KG		99.20%	113.1		-		
		Primary 6		107.50%	107		-	100	102.4
		JHS3		77.50%	84.3			100	94.2
		SHS3		64.10%	68.3		-	100	69.6

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
		Gender parity index	Ratio of male to female enrolment	1.03	0.99	0.98	0.99	1	0.99
		Kindergarten							
		Primary		1.02	0.99	1	1	1	1.1
		JHS		1.02	1.02	1.03	1	1	1
		SHS		0.96	1.05	1.11	1	0.99	1
		Tertiary		0.73	0.94	0.95	0.96	1	0.95
		Proficiency rate:	Proportion of pupils including those with special needs displaying proficiency in English and Mathematics in standardised tests at the Primary 4 and Primary 6 levels.	25%	37		-	53%	
		English P4							
		Maths P4		19%	22		-	38%	
		English P6		25%	-		-	52%	
		Maths P6		22%	-		-	40%	

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
		Final exam pass rate	Count of final exams takers who passed a particular exam over a total count of final exam takers in that same exams expressed as a percentage	-	-	-	-		98.6
		JHS							
		SHS		-	23	45	46.3	42%	57
		Total enrolment in Tertiary institutions (Disaggregation by sex, programme type)	Count of all enrolment in Tertiary institutions (Private and Public) Disaggregated by sex, programme type (Science and Art)		634,999	673,579		40%	693,463
					-19.6	-20.73			
		Female							
				211,336	329, 822				360,185

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
		Male		268,498	305,177		-		333,278
		Males in Sciences		79,580	131,179		-		150,999
		Females in Sciences		46,976	115,406		-		151,594
		Males in Arts		121,022	198,643		-		194,167
		Females in Arts		99,799	189,771		-		196,703

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
		Percentage of students in public tertiary institutions by type of education (Disaggregation by	Count of students in public tertiary institutions expressed as a percentage of students of all tertiary institutions	85.20%	-				
		-Universities,							
							-		
		Technical Universities,		-	-		-		
		Colleges of Education,		-	-		-		
		Specialised Institutions,		-	-		-		

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
		Nursing Training institutions,		-	-		-		
		Colleges of Agriculture		-	-		-		
	Strengthen competency-based skill development in technical and vocational education	**Total enrolment in TVET institutions**	Count of all enrolment in TVET institutions (Private and Public) Disaggregated by sex, programme type		71,126			100,000	123,836

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
	Promote Inclusive Education	**Share of children with special needs in mainstream education**	Proportion of children with special needs in mainstream education expressed as a percentage of children with special need	-	0.34%		-	Basic =1.3 SHS=1.5	0.35%
		Dropout rate		-	2%		-		
		Male							
		Female		-	3%				

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
	Promote equitable access to e-learning	**Proportion of schools with access to digital e-learning and teaching platforms**	Count of schools that have access to digital e learning devices and infrastructure expressed as a percentage of total number of schools	-	-		-	50	
		- Primary							
					82				82.3
		- JHS		-	82		-	70	82.3
		- SHS		-	100		-	65	100
		- Tertiary		-	100		-	100	100
	Ensure sustainable financing of education	**Education expenditure as a percentage of GDP**	Total expenditure on education at all levels expressed as a percentage of GDP	24.4	4.1		-		4.1

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
Health and Health Services	Ensure accessible and quality Universal Health Coverage (UHC) for all	**Percentage of functional Community-based Health Planning Services (CHPS) zones**	Count of functional CHPS zones expressed as a percentage of total no. of demarcated CHPS zones	79	78.4	79	72.4	90	79.3
		Number of Emergency Medical Technicians (EMTs) trained /deployed	Count of EMTs trained and deployed	900	813	3,460	-	1,200	5,601
		Percentage of the population with active NHIS card	Share of the population with active NHIS card, expressed as a percentage	52.6	54.5	55.5	56.3	70	66.2

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
		Number of Out-Patient Department (OPD) visits per capita	The number of out-patient department (OPD) visits per person per year	0,96	1	1.1	1.2	2	1.19
	Improve mental health administration and service delivery	**Proportion of public hospitals (district and regional) that have functional mental health units**	Count of hospitals (district and regional) that have functional mental health units expressed as a percentage of the total number of hospitals (district and regional).	100%	100%	-	-	100%	100%

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
	Strengthen healthcare delivery management system	**Doctor-to- population ratio**	Count of doctors expressed as a ratio of the total population	1:6,355	1:7,101	3.508333333	1:4,333	1.430555556	1:4,559 -0.26
		Nurse-to-population ratio	Count of nurses expressed as a ratio of the total population	0.528472222	0.426388889	0.405555556	0.41875	0.25	0.405555556 -2.43
			Proportion of midwives to women in fertility ratio						
		Health expenditure as a percentage of GDP	Total public expenditure on the health sector expressed as a percentage of GDP	9	7.4	7	6	15	

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
		Government health expenditure as percent of general government expenditure		6.6	7.4	26	-		
	Reduce disability, morbidity, and mortality	**Under-five mortality ratio**	Count of deaths occurring in children under-5 years per 1,000 live births	60	9.8	10.9	10.7	40	9.3/1000
		Proportion of births attended by skilled health personnel	Number of child births attended by skilled health personnel expressed as a percentage of all births	58.67	62.6	60.6	56.8	66	60.8

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
		Infant mortality ratio	Count of deaths occurring in the first year of life per 1,000 live births	41	7.4	8.1	8	28	7.4
		Institutional maternal mortality ratio	Maternal deaths recorded per 100,000 live births	109	102.1	109.3	112.5	70	122.1 -961
		Stillbirth rate	Proportion of children declared death at birth or after 28 weeks of gestation per 1000 live births	12.68/1000LB	10.9	10.2	9.5	11.8	8.9

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
		Proportion of children immunised (Penta 3)	Number of children 12-23 months fully immunised (Penta 3) as a percentage of total number of children within the age bracket	94.20%	99%	99%	98	98	96.9
		Malaria Incidence per 1000	The number of new cases of malaria in a year per 1000 population at risk	186	176	-	-	155	
		Under-5 Malaria Case Fatality Rate	Total malaria deaths in children under 5 years in health facilities expressed as a percentage of total malaria admissions in children under 5 years in health facilities	0.12	0.05	0.1	0.03	0.05	0.03

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
	Reduce noncommunicable diseases	**Mortality rate attributed to cardiovascular diseases or cancer, diabetes and chronic respiratory diseases**	Probability of dying between the ages of 30 to 70 years from cardiovascular diseases, cancer, diabetes and chronic respiratory diseases	43.50%	6.53%	1.53	1.49	30	
	Reduce the incidence of new STIs, HIV and AIDS and other infections, especially among vulnerable groups	**HIV prevalence**	Count of people in the population living with HIV expressed as a percentage of the total population	1.68%	1.45%	1.53%	1.49%	1.46%	
		Percentage of PLHIV who received ART	Total number of PLHIV who received ART combination per year as a percentage of PLHIV	60.30%	68.10%	89%	90%	90.2	

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
		AIDS-related mortality rate per 100,000 population	Estimated number of adults and children who have died due to AIDS-related causes in a specific year, expressed per 100,000 population	41.2 (12,758)	49	45	44	15.4	36.2
Food Systems Transformation and Nutrition Security	**Promote food transformation (processing and value addition)**	**Number of Food borne outbreak incidents**	Count of foodborne outbreak incidents reported in the media or to the FDA	-					
		- National outbreak							
		- Institutional (DHIMS)							
		- Aflatoxin incidence							
		Number of food manufacturing facilities in FDA and GSA register	Count of manufacturing facilities in FDA register for same.	1,532					
				312	272	288	218		300

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
	Promote nutrition specific and sensitive programmes and interventions	**Prevalence of malnutrition**	Proportion of children 0-59 months whose height-for-age, weight for-age, weight-for-height is less than two standard deviations (2SD) from the median of the reference population/ group by male and female						
		-Stunting							
		-Underweight		18%	17.40%				
		-Wasting		13%	12.30%				
				7%	6.00%				

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
		Prevalence of Anaemia	Proportion of children under 5 years and women age 15-49 years with any form of anaemia						
		-Children under-5 years,		35%	48.90%				
		-Women of reproductive age (15-49 years)		35.40%	40.40%				
		-Pregnant women		44.60%	51.40%				
		Rate of exclusive breastfeeding	Proportion of children who have not been given any other food or drink or water except breastmilk for first 6 months of life.	42.90%	52.60%				

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
		Proportion of population overweight/ obese	Count of children under 5 years and women/men aged 15-49 years whose weight-for-height is greater than two standard deviations (-2 SD) from the median weight of the reference group						
		-Children under-5		1.40%	2.00%				
		-Women (15-49 years)		-					
		-Men (15-49 years)		-					

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
	Improve Food Systems and Nutrition Governance	**New policies passed on Food Systems Transformation and Nutrition Security**	Number of policies, strategies and legal frameworks passed and implemented towards better Food Systems Transformation and Nutrition Security outcomes	2 policies -National Food Safety Policy -National Afltoxin Control Policy					
		Total Government allocations to Food Systems Transformation and Nutrition Security actions	Percentage of annual budget allocated to Food Systems Transformation and Nutrition Security						

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
		Active Food Systems Transformation and Nutrition Security platforms at the national and local level	Number of Active Food Systems Transformation and Nutrition Security platforms at the national and local level	-					
			- National						
			- Sub-national						

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
Population Management and Migration for Development	Improve population, civil registration and vital statistics management	**Percentage of vital events registered**	Total vital events registered (births, deaths), expressed as a percentage of expected number of events						
		-Births							
				629,537	677,140	663,226	562,098	N/A	21,267
		-Deaths		34,670	38%	53.671	35.50%	N/A	55,219
	Improve maternal and adolescent reproductive health	**Unmet need for Family Planning**	The proportion of women of reproductive age (aged 15-49) who had their need for family planning satisfied with modern method						
		- GMHS							
				25					
				(2012 GMHS)	-	-	-	35	-
		- GDHS		57.4 percent	-	-	-		

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
		Proportion of adolescents' population who use health corners for reproductive health services and promotion	Count of adolescents who access health corners for Reproductive Health and Promotion Services as a percentage of the total adolescent population	34	58	-	-	65	
		(FAD-GHS)							
		Contraceptive Prevalence Rate	Proportion of all women currently using modern contraceptive			-	-	35	
		- GHMS							
		- GDHS		25%	33.5				
				-	-				

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
		Total Fertility Rate	Count of children that would be born to a woman (aged 12-54) by the time she ended childbearing if she were to pass through all her childbearing years conforming to the age specific fertility rates of a given year.	3.70%	3.696	-	-	3.5	

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
	Harness the demographic dividend	**Youth Development Index**	A composite indicator to measure youth development in the areas of education, health, employment and civic and political participation in Ghana. Age bracket for the youth 15-35 years.	0.515	-	-	-		

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
Water and Environmental Sanitation	Improve access to safe, reliable, and sustainable water supply services for all	**Percentage of population with access to drinking water services**	Share of population with access to	87.7	87.7	87.7	88	37.2	88
			(a) basic drinking water service from an improved source, provided collection time is not more than 30 minutes for a round trip, including queuing						
		-Basic							

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
		-Safely managed	(b) safely managed drinking water services from an improved source that is accessible on premises, available when needed and free from faecal and priority chemical contamination	41.40%	45.7	-	44	55.7	44
		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	49.98%	-	-	52.2	46	51.6
		-Urban							
		-Rural		29.06%	-	-	35	20	38.4

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
	Enhance access to improved and sustainable environmental sanitation services	**Proportion of population with access to basic sanitation services:**	Population using improved sanitation facilities that are not shared with other households expressed as a percentage of total population.					61.85	
		-National	NB: Improved sanitation facility include flush or pour flush toilets to sewer systems, septic tanks or pit latrines, ventilated improved pit latrines, pit latrines with a slab, and composting toilets						
				38.96%	-	-	-		

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
		-Rural		17.40%	-	-	-	58.7	
		-Urban		28.40%	-	-	-	64.2	
		Proportion of communities achieving open defecation-free (ODF) status	Count of communities achieving open defecation-free status	5,498	5,498	-	-	10,498	
		Proportion of solid waste properly disposed of (major towns/cities)	Percentage of solid waste collected and disposed off in sanitary landfills in the five largest cities – Accra, Tema, Kumasi, Takoradi, and Tamale.	85%	87%	-	-	95	

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
	Promote efficient and sustainable waste water management	**Proportion of Population whose liquid waste (faecal matter) is safely managed**	Population whose liquid waste (faecal matter) is safely disposed on site or properly collected, transported and treated off site, expressed as a percentage of total population	13.30%	13.30%	-	-	45	

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
Reducing Poverty and Inequality	Eradicate poverty and address vulnerability to poverty in all forms and dimensions	**Poverty rate**	The proportion of the population that is below the upper and lower poverty lines	100%					
		National							
		#VALUE!							
		#VALUE!							
		Urban		50.41%					
		#VALUE!							
		#VALUE!							
		Rural		49.59%					
		#VALUE!							
		#VALUE!							

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
		Proportion of the population who are multidimensionally poor	Proportion of the population experiencing deprivation of basic survival needs	Male – 71%					
		- National		Female – 29%					
		- Urban							
		- Rural							
		- Male							
		- Female							
		- Children (0-17 years)							

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
	Reduce income disparities within and across socioeconomic groups and geographical areas	**Income Distribution Index**	A number that demonstrates the inequality in the distribution of wealth or income.						
		(Gini Index)	NB: A Gini Index of 0 represents perfect equality, whilst an index of 1 implies perfect inequality						
		National							
		Urban							
		Rural							

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
Gender Equality	Attain gender equality and equity in political and social development	**Percentage of women in public life**	Count of women in administration and political leadership expressed as a percentage of all people in administration and political leadership						
		- Ministers							
				25	20	20	20	35	22.7

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
		- Dep. Ministers		14	25.6	23.1	23.1	35	15.4
		- MPs		13.8	14.5	14.4	14.5	15	14.5
		- MMDCEs		14	14.6	14.6	14.6	42	9.6
		- Judiciary		39	-	42.1	38.2	20	42.4
		- District Assembly Appointees elected		31	-	3.8	3.8	35	4.1

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
		Reported cases of sexual and gender-based violence	Count of persons who are victims of sexual and gender-based violence				-		
		- Women							
				11,428	10,605	341		138	341
		- Girls		-	-	24	-	79	24
		- Men		3,125	2,867	80	-	18	80
		- Boys		-	-	2	-	20	2
		- PWDs		17	20	0	-	1	0
	Strengthen gender mainstreaming, coordination and implementation of gender related interventions in all sectors.	**Proportion of sectors and Districts with gender responsive plans and budgets**	Count of sectors and Districts with gender responsive plans expressed as a percentage	-	-	-	-		

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
Youth Development	Promote effective participation of the youth in socioeconomic development	**Number of youths provided with employable skills**	Count of youth (including PWDs) provided with employable skills by key government agencies						
		- TVET Service							
				-	-	-	-	3,300	955
		- NEIP		-	0	955	-		-
		- YEA		82,869	76,247	-	-		93,983
		- NYA		6,849	3, 616	93,983	8,739	5000	-
	Promote youth participation in politics, electoral democracy and governance	**Proportion of young people in political life:**	The number of youth, between the ages of 15 years and 35 years, in administration and political leadership expressed as a percentage						

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
		- Ministers of State							
				-	0	-	-		
		- Members of Parliament		-	4	-	-		
		- MMDCEs		-	3	-	-		
		- Assembly members		-	306	-	-		
		- CEOs of public institutions		-	0	-	-		

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
Social Protection	Strengthen social protection for the vulnerable	Number of extremely poor households benefiting from LEAP	Count of total number of households that receive cash grants under LEAP	334,023	346,019	350,580	-	350,00	350,580
		Proportion of LEAP beneficiaries that have exited (graduated from LEAP) the cash transfer programme	LEAP beneficiaries exiting cash transfer programme expressed as a percentage of total LEAP beneficiaries	0	0	0	-	100	0
		Proportion of females on LEAP	Count of number of females benefiting from LEAP	54.8	54.80%	55	-	60	55

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
	Promote decent pensions	Number of persons who receive regular pension payments under SSNIT and CAP 30	Proportion of persons who receive pension payments under SSNIT scheme and CAP 30						
		-60 years		7.2% representing 2,044,800					
					-	-	-		
		-55 years		227,407	-	-	-		
		Coverage of informal sector Pension Schemes Farmers in the cocoa, coffee, and sheanut sub-sector	Number of informal sector workers covered by informal sector pension schemes expressed as a percentage of the total estimated number of informal sector workers						

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
		All categories							
		- Informal Sector Coverage							
				4%	538,255	-	-		
		- Coverage		315,890	-	-	-		
		- Workers		7.9 million	-	-	-		
		- Schemes Established		29	-	-	-		

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
Child Protection and Development	Prevent and protect children from all forms of violence, abuse, neglect and exploitation	Proportion of children (5-17 years) engaged in hazardous work.	Count of children (5-17 years) engaged in hazardous work as a percentage of all children	-			21		14.7 (GLSS Projection)
									21% (GSS, GLSS 7)
		Percentage of children engaged in child labour	Count of children (5-17 years) engaged in child labour as a percentage of children				30		21.8 (GLSS Projection)
									30% (GSS, GLSS 7)
		Incidence of child abuse cases							
				94%	3,100 (23%)				

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
		Percentage of districts implementing Integrated Social Services (ISS)	Count of districts using ISSOP to address child and family welfare services	38.50%	160		68.9	80	180 MMDAs
									80.5
	Improve the policy and legal environment and strengthen institutions and systems for child and family welfare	Percentage of districts mainstreaming child protection issues into work plans/budgets	Count of districts implementing child protection and child rights interventions over total number of districts expressed as a percentage	23%	160	160	68.9	80	80.5

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
Support for The Aged	Enhance the wellbeing and inclusion of the aged in national development	Percentage of aged benefiting from social protection interventions	Count of 65-year old's and older benefiting from social protection interventions as a percentage of the total number of persons 65 years and above by type of intervention						
		- LEAP							
		- EBAN welfare							
		- NHIS							
				-27.07	27.07	27.07	26.3		-26.30%
				-					-60-69 (31%)
				-					-69.96
		Percentage of population 70 years and above registered under the NHIS	Count of the aged (70 years and above) with valid NHIS card, expressed as a percentage of persons 70 years and above	4.14		5	5		

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
Employment and Decent Work	Promote job creation and decent work	Share of waged and salaried workers	Count of persons who take salary or perform paid job under contract (written or not) expressed as percentage of total workers	23.50%	-	-	-	30%	-

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
		Proportion of workers in vulnerable employment (%)	The sum of own-account workers and contributing family workers expressed as a percentage of total number of persons employed.	66.20%	63.60%	68.50%	-	NA	72.20%
		Annual labour productivity growth (percent)		3%					
		Proportion of industrial labour disputes settled (by the NTC)		95%	65%	57.4	68%	95%	71%

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
		Minimisation of industrial agitations	Number of workers strikes and employer lockouts resolved/ total no. received	Nov-16	17/20	26/26	26/26	26/30	21/21
Disability-Inclusive Development	Promote equal opportunities for Persons with Disabilities in social and economic development	PWDs who benefit from the District Assembly Common Fund for PWDs	Number of persons with disabilities who accessed the Common Fund	N/A	-	1,080	1,160	30,000	15,000
		Employment rate of persons with disabilities	Percentage of employed persons with disabilities as against the total percentage of persons with disabilities	N/A	N/A	-	-	55%	

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
		Inclusive services provided by sectors	Number of MDAs that provide inclusive services per the total number of MDAs	N/A	15	-	-	142	
		Sign language interpreters employed	Number of sign language interpreters employed in the public and private sectors	N/A	N/A	-	-	150	
	Promote participation of PWDs in politics, electoral democracy, governance and leadership	Political participation of persons with disabilities	Number of persons with disabilities appointed and elected as various levels						
		-National (executive appointment and election)							

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
				2	2	3	2	30	-3
		-Local Government level (appointment and election)		-	-	3	-		
		-Women with disabilities in politics		-	-	-	-		
	Strengthen institutions and systems that ensure the protection, inclusion and capacity building of Persons with Disabilities	Percentage of MDAs and MMDAs with disability-inclusive plans and budgets	Count of MDAs and MMDAs mainstreaming disability issues into their development plans and budgets expressed as a percentage of the total number of MDAs and MMDAs						

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
		-MDAs (MoGCSP, MOH, MLGRD) (NCPD, GHS, NHIS, Department of Social Welfare and Community Development)							
				-	-	-	-		
		-MMDAs percent MMDAs expressed as a percentage of total MMDAs		-	-	-	-		

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
	Promote job creation and decent work	**Share of waged and salaried workers**	Count of persons who take salary or perform paid job under contract (written or not) expressed as percentage of total workers	27.30%	-	-	-		
			-Age						
			-Sex						
			-Disability data						

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 TARGET	2025 ACTUAL
Sport and Recreation	Enhance sports and recreational infrastructure for all	Number of sporting facilities and infrastructure	Count of sporting facilities or infrastructure rehabilitated/ constructed	72					
		Rehabilitated		2	3	2	2	3	0
		Constructed		0	1	4	1	2	0
	Build capacity for sports and recreational development	Number of competitions organised/participated in	Count of sports events organised/ participated in	113					
		Local		35	160	184	215	1089	432
		Sub-regional		0	-	184	-	-	-
		International		12	47	45	50	100	47

Appendix III- Environment, Infrastructure and Human Settlements Indicator Matrix

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE DATA	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
Protected Area	Expand forest conservation areas	Coverage of protected areas (SDG 14.5.1)	Proportion of the total land area designated as protected areas	15.06%	15.06%	15.06%	15.06%	15.06%	15.06%
		Stock of biological diversity: Indigenous plant species - Fishes - Birds - Mammals Species of amphibians and reptiles	The number of species in a system and the variances of species' local abundance	≥2,974 ≥504 ≥728 ≥225 ≥221	≥2,974 ≥504 ≥728 ≥225 ≥221	≥2,974 ≥504 ≥728 ≥225 ≥222	≥2,974 ≥504 ≥728 ≥225 ≥222		≥2,974 ≥504 ≥728 ≥225 ≥222
	Protect forest reserves	Percentage of degraded areas within forest reserves	Share of degraded forest reserves as a percentage of total forest reserves in the country	20.75%	33.73%	33.70%	33.73%	33.73%*	33.73%*

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE DATA	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
Minerals Extraction	Promote sustainable extraction of mineral resources	Mineral rights and production: • Mineral rights granted	Count of mineral rights granted in respect of mining lease, prospecting, reconnaissance, salt, quarry, clay, sand mining, small-scale gold/diamond, etc			336	343		
		Mineral production • Gold	Quantity of selected minerals produced per annum	2,822,190	3,731,535	3,989,792	5,059,239	5,013,049	6,041,922
		• Diamonds		54,175	82,252	180,141	332,298	162,094	197,234
		• Bauxite		839,465	773,213	959,601	1,618,162	2,701,156	2,065,197
		• Manganese		3,418,218	3,103,388	2,990,650	4,615,619	6,461.09	5,287,896
		Value of minerals produced • Gold	Value of selected minerals produced per annum	5,070,723,605	6,458,821,109	7,284,284,153	11,643,782,268		20,975.32M
		• Diamonds		1,612,979	3,891,372	8,679,393	15,322,134		6,906,975
		• Bauxite		20,484,643	18,944,180	47,345,944.82	64,397,056		103,914,536
		•Manganese		146,141,293	187,005,118	190,201,551	257,346,459		236,445,998

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE DATA	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
		Number of districts and percentage of land area affected by the activities of illicit mining: • No. of Districts	Count of districts reported to be affected by mining and the share of land area affected by illicit mining activities				N/A		N/A
		• Percent area affected (%)					N/A		N/A
	Ensure effective linkage of extractive industry to the rest of the economy	Number of Jobs created by the extractive industry: • Large scale (expatriate and local); male and female	Count of persons employed in large- and small-scale mining, both expatriate and local	30,944	31,200	36,295	35,242		40,326
		• Small scale (legal and illegal)		1,100,000	1,200,000	1,000,000	1,100,000		1,100,000
		Foreign direct investment (in US$)	Ratio of FDI to GDP, expressed in percentage	1,103.41	N/A	1,337.34	N/A		1,341.21
		Mineral revenues (GH¢) • Royalties	Total amount of mineral revenues received through taxes, royalties, corporate social responsibility and export of mineral resources in Ghana Cedis	1,536.00	-	2,728.93	4,972.86		6,336.65
		• Taxes		2,547.00	-	10,110.53	16,202.82		21,380.52
		• Corporate social responsibility		25.74	N/A	N/A	N/A		N/A
		• Contribution to total merchandise exports		5241.00	6,817.29	7,843.06	11,925.65		21,316.60

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE DATA	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
		Repatriation of mineral revenue	Ratio of revenue from mineral exports returned to the economy to total revenue, expressed as a percentage	81.60%	73.00%	71.00%	70.80%		
		% of mineral revenue returned to the Ghanaian economy (Commercial banks)							
		· % of mineral revenue spent on local good	The value of mineral revenue spent on local goods, expressed as a percentage of total revenue from mineral resources in a given year	67.56	88%	53.00%	73.70%		
		Percentage of mineral production processed locally - Gold - Diamonds - Bauxite - Manganese	The amount of the key mineral resources, including gold, bauxite, diamond, manganese, etc produce and processed locally, express as percentage.	N/A	N/A	N/A	N/A		
		Proportion of mineral production processed locally	Amount of the key mineral resources, including gold, bauxite, diamond, manganese, etc. produce and processed locally, express as percentage	N/A	N/A	N/A	N/A		

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE DATA	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
Water Resources Management	Promote sustainable water resources development and management	Proportion of bodies of water with good ambient water quality(Water quality index) (SDG 6.3.2)	The proportion of bodies of water bodies in the country that have good ambient water quality. Ambient water quality refers to natural, untreated water in rivers, lakes and groundwaters and represents a combination of natural influences together with the impacts of all anthropogenic activities	56.50%	57.80%	57.80%	56.00%		56.20%
		Level of Water Stress	Total available freshwater resources divided by the population	1725m3/person	1717m3/person	1,698m3/person	1,647m3/person		1611.75m3/person

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE DATA	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
Coastal and Marine Management	Reduce coastal and marine erosion	Length of coastline protected	Count of the length (kilometres) of coastline requiring protection actually protected	4.2km	3.2km	1.67km	2.59km	8km	1,78km
		Proportion of investment in financing control structures, construction, and technological improvements	Percentage of resources invested in coastal control structure relative to resource planned				GH¢ 347,272,924.09		
		Level of pollutants of effluent discharge into coastal waters and lagoons	A measure of concentrations of daily biological oxygen demand loads (BOD5), suspended solids, turbidity, and conductivity of effluent discharge	150 Industries monitored for levels of pollutants effluent quality were above EPA recommended guideline levels 50mg/l, 75NTU and 1500 µS/Cm respectively for most industries	162 Industries monitored for levels of pollutants effluent quality were above EPA recommended guideline levels 50mg/l, 75NTU and 1500 µS/Cm respectively for most industries	141 Industries monitored for levels of pollutants effluent quality were above EPA recommended guideline levels 50mg/l, 75NTU and 1500 µS/Cm respectively for most industries	167 Industries monitored for levels of pollutants effluent quality were above EPA recommended guideline levels 50mg/l, 75NTU and 1500 µS/Cm respectively for most industries	150 Industries monitored for levels of pollutants effluent quality were above EPA recommended guideline levels 50mg/l, 75NTU and 1500 µS/Cm respectively for most industries	164 Industries monitored for levels of pollutants effluent quality were above EPA recommended guideline levels 50mg/l, 75NTU and 1500 µS/Cm respectively for most industries

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE DATA	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
Environmental Pollution	Reduce environmental pollution	Annual mean levels of fine particulate matter in selected locations (SDG 11.6.2) • North Industrial Area Annual Mean	Average level of particulate matter (PM2.5) in the air at selected locations in Accra				N/A	N/A	N/A
		• First Light Annual Mean		155.5 μg/m3	162 μg/m^3	60.6 μg/m3	283.1 μg/m3	283.1 μg/m3	313.7 μg/m3
		• Tetteh Quarshie Roundabout Annual Mean		118.2 μg/m3	143 μg/m3	64.7μg/m3	258.4 μg/m3	258.4 μg/m3	302.7 μg/m3
		• Shangri La Annual Mean		118.2 μg/m3	143 μg/m^3	N/A		N/A	N/A
		• Achimota Annual Mean		N/A	N/A	N/A	291.7 μg/m3	291.7 μg/m3	151.1 μg/m3
		• La Palm Annual Mean		N/A	N/A	N/A	N/A	N/A	299.7 μg/m3
		• Graphic Road Annual Mean		162.9 μg/m3	168 μg/m^3	120.7μg/ m3	259.5 μg/m3	259.5 μg/m3	299.7 μg/m3
		• Kasoa Annual Mean		N/A	119 μg/m3	45.6μg/ m3	287.6 μg/m3	287.6 μg/m3	267.2 μg/m3
		• Amasaman Annual Mean		121.3 μg/m3	106 μg/m^3	N/A	N/A	N/A	N/A

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE DATA	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
		Number of companies compliant with Environmental Assessments (EA)	Count of companies that adhere to permitting conditions	10,543	12,947	14,521	15,433	14,000	19,580
		Number of E-waste recycling facilities audited nationwide	The number of e-waste recycling facilities adhering to permitting conditions in line Act 917 and L.I. 2250	24	24	15	22	22	41
		Number of e-waste collection and dismantling points set up	Count of e-waste collection and dismantling points set up	1	1	1	Site handed over contractor for construction to commence	4 sites (1 collection and 3 dismantling & holding centers)	4 sites (1 collection and 3 dismantling & holding centers) All the 4 sites are under construction and about 70% complete
		Percentage of authorised persons complying with licensing conditions of Nuclear Regulatory Act, 2015 (Act 895).	Companies complying with licensing conditions of NRA Act	90%	100%	76%	100%		
		Compliance to international safety standards in the use of modern biotechnology	Percentage of applicants complying with biotechnology safety standards	95%	95%	96%	96%		

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE DATA	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
Deforestation, Desertification and Soil Erosion	Combat deforestation, desertification and soil erosion	Rate of deforestation	The changes in the forest cover arising out of conversion of forested land to other uses, expressed as a percentage of total forested area of the previous year4	18.84%	21.87%	21.87%	21.87%	21.87%*	21.87%*
		Hectares of degraded forest, mining areas, dry and wet lands restored/ rehabilitated within forest reserves	Total area in hectares of lost forest reserves and protected areas restored	18,494.7 ha	27,910.5ha	14,169.2ha	Public = 11,892.3ha Private = 7,232.8ha Total = 19,125.1 ha	Public = 12,500 ha Private = 7,500 ha Total =20,000ha	Public = 12,038.9ha Private=8,072.8ha Total= 20,111.7ha
	Promote sustainable use of forest and wildlife resources	Percentage of compliance to the Annual Allowable Cut (AAC) NB: Natural Forest. A forest composed of indigenous trees and not classified as forest plantation . Forest plantation. A forest established by planting or/and seeding in the process of afforestation or reforestation. It consists of introduced species or, in some cases, indigenous species	The volume of timber that can be harvested under sustained-yield management in any one year, as stipulated in the pertinent approved forest management plan.						
		• Natural Forest		1,643,571 m3	1,671,303 m3	1,688,834m3	1,892,339.2m3	Natural forest (on & off reserve): 2,000,000m3	1,703,825.48 m3
		• Plantation Forest		203,992 m3	255,346 m3	285,188.9m3	291,049.6m3	Plantation forest (on & off reserve): 250,000 m3	278,570 m^3

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE DATA	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
Climate Variability and Change	Enhance institutional capacity and coordination for effective climate action	Number of MDAs and MMDAs capacity built for effective climate action	Count of sectors and MMDAs with capacity built in climate change issues	N/A	8 MDAs and 50 MMDAs capacity built	40 MMDAs	33 MMDAs	33 MMDAs	45 MMDAs
	Enhance climate change resilience	Percentage of sectors with climate change adaptation strategies	Count of MDAs with climate change adaptation measures as related to agriculture, marine ecosystems, coastal zone infrastructure, human health and settlement, biodiversity, water resources and wetlands etc., expressed as a percentage	53%	57%	63%	69%	69%	75%
	Reduce greenhouse gases	Level of Greenhouse gas emissions	Emissions of carbon dioxide, methane, nitrous oxide, and several fluorinated gases in Ghana, expressed in million tonnes of carbon dioxide equivalent	49.0 MtCO2e	51.2 MtCO2e	53.4 MtCO2e	55.5 MtCO2e	N/A	N/A

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE DATA	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
		Global Green Economy Index (GGEI)	Provides a ranking of country and city performance in the global green economy (GGE) and how expert practitioners perceive this performance. The performance index uses quantitative and qualitative indicators to measure how well each country performs in four key dimensions: leadership and climate change; efficiency sectors; markets and investment; and environment and natural capital	46(78th)	46(78th)	47.7 (98th)	47.7 (98th)	N/A	N/A
Transportation (Road, Rail, Air and Water)	Improve efficiency and effectiveness of road transport infrastructure and services	Road condition mix • Good • Fair • Poor	Proportion of classified road network by condition.	44% Good* 34% Fair* 22% Poor*	44% Good* 34% Fair* 22% Poor*	48% Good* 31% Fair 21% Poor*	47% Good 32% Fair 21% Poor	50% Good 28% Fair 22% Poor	47% Good 32% Fair 21% Poor
		Total Road network	Total length (km) of classified road network by type.	94,203km	94,203km	94,203km	94,203km	94,203km	94,203km
		• Trunk roads		14,948km	14,948km	14,948km	14,948km	14,948km	14,948km
		• Urban roads		28,480km	28,480km	28,480km	28,480km	28,480km	28,480km
		• Feeder roads		50,775km	50,775km	50,775km	50,775km	50,775km	50,775km
		Proportion of classified road network maintained	Roads maintained as a percentage of the classified road network	60%	34%	30%	37%	75%	56%

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE DATA	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
	Enhance safety and security for all categories of road users	Accident statistics • Road crashes • Inland water accidents • Train Minor operational incidents Major operational incidents • Air traffic accidents	Number of accidents for each transport mode:						
			• Road Crashes	11,207	14,960	14,135	13,489	8826	14743
			• Inland Water Accidents - Injuries -Fatalities	4 37 12	4 53 18	9 181 36	2 6 3	2	6
			Aircraft accidents	0	1	0	0	0	0
			• Train Minor operational incidents Major operational incidents	58 (minors) 1 (major)	62 (minors) 0 (major)	76 (minors) 0 (major)	39 (minors) 0 (major)		0
			Number of serious accidents that occurs in Ghana and within the Accra Flight Information Region (FIR). • Domestic • International	0 (Domestic) 0 (International)	0 (Domestic) 0 (International)	0 (Domestic) 0 (International)	0 (Domestic) 0 (International)	0 (Domestic) 0 (International)	0 (Domestic) 0 (International)
		Number of road traffic fatalities	Count of persons killed by road accidents	2890	2373	2,276	2,494	1497	2949

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE DATA	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
		Number of serious injuries	Count of persons seriously injured through road accidents	7237	6276	6,164	6,243	4042	6686
	Improve capacity and efficiency of port operations	Turn-around time of vessels · Tema port	Average time spent for a vessel to unload goods	76.19	91.83	72.66	107.61	105	130
		· Takoradi port		93.5	102	106.52	132.21	125	111.34
		Maritime traffic: · Container traffic (TEUs	Weight of goods carried by maritime traffic, to and from Ghana	1,562,000	1,244,245	1,226,635	1,231,040	1,970,675	2,057,771
		· Cargo traffic (tonnes)		30,088,625	27,033,223	26,229,381	24,516,797	41,555,581	41,218,492
	Develop and promote inland water transport system	Inland Water traffic: · Freight (Tonnes)	Quantity of goods and number of vehicles and passengers transported on Volta Lake	79, 751.95	45,228.81	67,495.33	111,128.08	131,647.90	79,814.22
		· Number of Vehicles (No.)		100,932	101,815	105,083	132,380	98,135	154,368
		· Passenger (No.)		1,090,607	1,173,233	1,223,536	1,304,937	1,069,651	1,408,233
	Position Ghana as the aviation hub for West African subregion	Total air freight and number of transit passengers by categories: · Domestic aircraft movement	Count of air passengers and weight of air freight to and from Ghanaian airports	16,596	19,343	17,786	19,243	20,906	20,208
		· International aircraft movement		21, 274	24,627	26,072	27,019	28,532	27,062
		· Domestic passengers		722, 721	852,101	775,662	862,727	875,269	903,227
		· International passengers		1,269,898	1,800,341	2,138,999	2,349,024	2,462,117	2,540,725
		· Freight movement (tonnes)		46,700	38,998	40,774	42,727	43,045	44,826

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE DATA	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
	Modernise and extend railway network	Passenger traffic and goods traffic by railways:	Distance covered by railway on passengers and goods traffic)						
		• Passenger traffic (1,000 passengers-km)		87,950	271,380	167,120	102,070		108,430
		• Goods traffic (1,000 tonnes-km)		587,000	375,510.00	214,430	169,290		0
		Volume of goods transited through Ghana:	The volume of goods that passes through Ghana sea ports to landlocked or other coastal countries						2,302,326
		Transit cargo traffic (tonnes)		1,649,595	1,660,608	1,759,819	2,060,293		
		Transit containers traffic (TEUs)		88,083	80,702	90,314	109,249		
Information and Communication Technology Development	Enhance application of ICT in national development	Total broadband capacity of the country	Total broadband capacity in gigabyte available and in use for ICT development.	2,905 (GB)	3,340.79(GB)	4,500 (Gbps)	9,530 (Gbps)	10,483 (Gbps)	9,606 (Gbps)
		Available for ICT development		2,905 (GB)	3,340.79(GB)	3,600 (Gbps)	3,646 (Gbps)	4,010 (Gbps)	4,803 (Gbps)
		• In use for ICT development		981.20 (GB)	1,128.38(GB)	1,544 (Gbps)	1,388 (Gbps)	1,526 (Gbps)	1,921 (Gbps)
		• International transit		2,905(GB)	1,270(GB)	24,045 (Gbps)	44,538.23 (Gbps)	48,991.84 (Gbps)	75,254.26 (Gpbs)
		• Local backbone capacity (Local Transit)		915(GB)	555.97(GB)				
	Expand the digital landscape	Internet penetration rate:	The ratio of population with access to internet to total population, expressed as a percentage	76.84%	77.80%	72.62%	74.65%	88.85%	85.62%
		Subscribers		23,659,953	22,732,692	23,549,221	24,701,119	27,171,230	28,898,008
		Providers (No.)		14	11	12	9	16	10

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE DATA	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
Science, Technology and Innovation	Mainstream science, technology and innovation in all socio-economic activities	Research and development (R&D) expenditure as a percentage of GDP	Total public expenditure by Government and Government institutions, and private sector investments in science, technology and innovation, expressed as a percentage of GDP	1.00%	0.38	0.38	0.39	0.5	0.39
		Number of research findings adopted by industry	Count of research findings of key national research institutions (including CSIR, GAEC and the universities) adopted by industry	125	173	80	150	150	252
		Number of technologies commercialised	Count of technologies commercialized	20	56	12	32	10	27
Energy and Petroleum	Ensure availability of, clean, affordable and accessible energy	Per capita consumption of energy per annum (in Tonnes of Oil Equivalent (TOE): · Total (TOE/capita) · Electricity FOCUS (kWh)/capita) · Petroleum (TOE/capita) · Biomass (TOE/capita)	Total amount of energy consumed in the economy per year divided by the population expressed in Tonnes of Oil Equivalent (TOE)	0.3 586 0.15 0.10	0.28 580 0.14 0.09	0.28 580 0.14 0.10	0.29 615.52 0.17 0.07		0.31 647 0.18 0.07
		Electricity access rate	The population with access to electricity as a percentage of entire population	86.63%	87.00%	88.75%	89.40%		89.13%
		Total Installed capacity of power generation plants	The total electricity generated by the various supply sources, including hydro, thermal and renewable sources in Megawatts (MW)	5,489	5,610	5,639	5,749		5,840

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE DATA	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
		Percentage of indigenous energy sources: Installed Capacity Hydro Thermal Renewable sources (i.e. solar) Available Capacity Hydro Thermal Renewable sources (i.e. solar)	The quantity of electricity generated by the various sources such as hydro, thermal and renewable sources, expressed as a percentage of total electricity supply	44.51 55.15 0.34 52.63 47.37 0	44.29 54.88 0.83 52.63 47.37 0		28% 70% 2%		27.12 69.7 3.1 28.4 71.6 0
		Percentage of households with access to electricity	The number of households with electricity as a percentage of total number of households	87.00%	86.8	87.5	87.9		87.99%
		Change in Renewable Energy (RE) penetration	Change in generation from RE sources	N/A	N/A	N/A	N/A		

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE DATA	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
		Share of renewable energy in electricity generation mix	Percentage of renewable energy installed systems in total generation capacity	2%	2%	2.40%	2.30%		3%
		Customer Average Interruption Duration Index (CAIDI) ECG	Average number of hours of Outages Customers experience in a year						
		• Metro		1.24	1.6	1.8	1.8	8	1.8
		• Urban		1.9	2.0	1.79	2.1	12	2.1
		• Rural		2.0	2.1	1.96	2.2		2.2
		NEDCO • Metro • Urban • Rural		 2.2 1.6 1.5	 2.1 1.6 1.8	 1.5 1.66 1.6	1.35 0.83 0.78		1.4 0.8 0.8
		Number of weeks of Strategic Stocks of petroleum products	Number of weeks petroleum products in reserve for emergency purpose available	1 week	2 weeks		N/A	6weeks	3 weeks

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE DATA	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
	Promote efficient transmission and distribution system	Transmission losses	The difference between power purchased from producers and sales by transmission companies, expressed as a percentage of power purchased	5.01%	4.10%	3.86%	3.86%	4.20%	4.02%
		Distribution losses • ECG	The difference between power purchased from producers and sales by distribution companies, expressed as a percentage of power purchased	26.9	30.63%	26.90%	27%		26.90%
		• NEDCo		27.40%	28.30%	31.00%	31.30%		27.80%
	Improve financial capacity and sustainability of utility companies	Cost Recovery Ratio (%) • ECG	Total Revenue divided by Total Cost of operation	VRA= 102.76% ECG=104.60%	VRA=102.01% ECG=64.97%	VRA=100.01%% ECG=	VRA=98.73% ECG= N/A	VRA= ECG= 128.36	VRA= ECG= 59.64
		• NEDCo					N/A	100%	90.89%
	Ensure efficient utilisation of energy	Power factor	Measurement of power factor	N/A	N/A	Above 0.9/90%	0.96	Above 0.9/90%	0.96
		Share of efficient appliances	Average share of efficient regulated appliances on the market	N/A	N/A		N/A	100%	98%
	Promote petroleum exploration	Number of development wells completed and hooked-up • Jubilee Field • TEN Field	Count of development wells completed and hooked up	Jubilee Field : Thirty-five (35) development wells TEN Field : Sixteen (16) development wells	Jubilee: 3 wells TEN: 1 well	7 wells	4 wells	Jubilee: 2 wells TEN: 0	Jubilee: 1 wells TEN: 0
		Amount of new investments in oil and gas sector (US$ billion)	Amount of investments going into exploration for oil and gas, and development of those already discovered	$127.5M was invested by companies in the exploration phase. $146.4M was invested on development activities.	A total amount of **$1.02 billion** was invested in the sector.**$60M** was invested by companies in the exploration phase. **$960M** was invested on development activities	N/A	N/A	TEN: 1 well	

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE DATA	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
	Promote development and use of indigenous capabilities for exploitation of petroleum resources	Value of services and contracts awarded to indigenous companies	Value of services and contracts undertaken by indigenous Ghanaian companies in the oil and gas sector	**US$133,175,479.71**	A value of **230,523,983 US$** was awarded to Indigenous Ghanaian Companies representinng **36%** of the total value of contracts awarded ($646,262,908.00)	N/A	Total value of service amounted to US$712,921498.32: Out of this, **US$141,381,309.13** was awarded to indigenous companies (IGCs), USD$ 537,082,984.19 to Joint Venture Companies (JVs) and USD$34,457,205.90 to Foreign Companies		USD864,997 GNPC= GH¢ 3,556,238.76 Value of services = $324,100,572.33 Contracts Awarded = USD 26,962,245 (22 Contracts)
		Share of contracts awarded to indigenous companies	The number of contracts of the oil and gas industry executed by indigenous Ghanaian industry, expressed as a percentage of total contracts of the industry per annum	34% (99,309,740.72)	45% (359 Contracts/POs awarded to indigenous companies out of 797 contracts/POs)	30.72%	31.30%		6.32%
		Percentage share and value of services awarded to indigenous companies	The value of contracts of the oil and gas industry executed by indigenous Ghanaian industry, expressed as a percentage of total contracts of the industry per annum	21% (US$133,175,479.71	**27% (US$146,688,726.22)**	30.60%	25.47%		25.71%

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE DATA	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
		Proportion of Ghanaians employed in the oil and gas sector • Management	Count of Ghanaians employed in the oil and gas sector as a percentage of total employment in the sector	Management-13.5% (644)	11.77% in Management category (i.e. 370 out of a total of 3,143 Ghanaians)	29	0.74%		805 (87%)
		• Technical		Technical - 37.4% (1,784)	44.41% in Core Technical category (i.e. 1,396 out of a total of 3,143 Ghanaians)	363	0.67%		3162 (86%)
		• Others		Others- 49% (2,337)	43.81% in Other roles category (i.e. 1,377 out of a total of 3,143 Ghanaians)	533	0.84%		6787 (91%)
	Leverage oil and gas industry as a catalyst for national economic development	Share of oil and gas sector in GDP	Total value added of oil and gas activities as a percentage of total GDP	4.9	5.7	4.8	4.4		
		Proportion of households with access to LPG	Count of household with access to LPG expressed as a percentage of total household population	36.90%	40.20%	44.10%	47.90%		36.90%
		Change in Processing Capacity	The level of change in total processing capacity in barrels per stream day	N/A	N/A	N/A	N/A	N/A	N/A
		Volume of natural gas supplied or transported	The quantity of gas supplied to power companies, Tema industrial enclave and subregion	N/A	N/A	N/A	N/A	N/A	N/A
		• Tema Industrial enclave		3061.98MMscf	35383.37MMscf	25,949.73MMscf	115,455 MMScf		
		• Togo		N/A	N/A	N/A	N/A		
		• Cote d'Ivoire		N/A	N/A	N/A	N/A		

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE DATA	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
		Proportion of petroleum revenue allocated to priority areas	Annual Budget Funding Amount (ABFA) allocated to social and economic infrastructure across all sectors, expressed as a percentage	N/A	N/A	N/A	N/A		
	Minimize potential environmental Impacts of oil and gas industry	Percentage of companies complying with condition of their respective Environmental Assessment (EA) and Environmental Management Plans (EMP) Permit	Proportion of conditions under the respective EA and EMP permits being adhered to by companies in the oil and gas sector	100% compliance	100% compliance	N/A	100% compliance	100% compliance	100% compliance
		Percentage change in oil refinery capacity (%) TOR- Platon GNGC Akwaaba	The change in total oil refinery capacity, including expansion of existing refinery and construction of new refinery, expressed as a percentage	45,000bpd 1700bpsd 150mmscfd 4000 bpd	N/A	N/A	71.4% increease	N/A	N/A

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE DATA	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
Human Settlements Development and Housing	Promote sustainable, spatially integrated development of human settlements	Percentage of Spatial Development Frameworks, structural Plans and Local Plans developed: • Regional Spatial Development Frameworks (% of Regions with RSDFs).	Count of MMDAs who have prepared and are implementing Spatial Development Frameworks (SDF), Structural Plans (SP) and Local Plans (LP) as a percentage of total MMDAs	18.8% (3)	18.8% (3)	18.8% (3)	18.8% (3)	25% (4)	18.8% (3)
	Provide adequate, safe, secure, quality and affordable housing	• District Spatial Development Frameworks		8.0%(21)	8.8%(23)	13% (34)	13.4% (35)	18.8% (49)	19.9% (52)
		• Structural Plans (District)		11.9%(31)	12.6%(33)	14.9% (39)	18% (47)	19.9% (52)	18.8% (49)
		• Local Plans							
		Number of household units provided nationally (thousands)	Count of household units constructed by the public and private sector in the rural and urban areas	3319	N/A	96	1860		
Rural Development Management	Enhance quality of life in rural areas	Number of rural sub-projects completed, and jobs created under the rural development and management programme: • Sub-projects	Count of rural sub-projects completed and jobs created under the rural development and management programme	344	549	1,012	1,492		
		• Jobs created		33,952	55,686		76,535		
Urban Development Management	Promote resilient urban development	Proportion of urban population	Count of people living in urban areas, expressed as a percentage of total population	57	17, 472,530 (56.7%) per 2021 PHC	59.2	58.2		

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE DATA	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
Construction Industry Development	Build a competitive and modern construction industry	Construction Industry laws enacted and implemented	Legal frameworks which will regulate the development of the industry enacted into law, including the setting up of apex body for the industry	N/A	N/A	Law yet to be enacted	Law yet to be enacted	Law yet to be enacted	Law yet to be enacted
Drainage and Flood Control	Address recurrent devastating floods	Number of drainage master plans prepared: • Regional	A comprehensive plan which outlines systemic actions to create adequate artificial waterways to carry storm water discharge in major cities and towns	N/A	0	0	0	2	2
		• Districts		N/A	N/A	N/A	N/A		
		Length of drains(km) constructed: • Primary	length of drains (km) rechannelled, upgraded and maintained	4.74km 2km	6.87km 2.3km	9.19km 3.48km	3.92KM 1.28KM	5km	0.5224km
		• Secondary		2.74km	4.57km	5.71km	2.64km	10km	10km
		Number of flood warning stations constructed/rehabilitated	Count of national advanced flood warning system installed for forecasting floods	1	0	0	1	8	4
Infrastructure Maintenance	Promote effective maintenance culture	National public works maintenance framework instituted and operationalized	A routine maintenance arrangement for all public infrastructure in health, education, roads, railways, ports, etc., introduced and enforced by Government with appropriate sanctions	N/A	N/A	N/A	Framework yet to be instituted and operationalised.	No	No

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE DATA	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
Land Administration	Develop efficient land administration and management system	Number of days to register lands: • Land title certificate	Average number of days it takes to get title to land in a year	150days	120days	120days	120days	120days	120days
		• Land Registry (Deeds)	Average number of days it takes to register deed	30days	20days	30days	30days	30days	30days
		Number of regional and district Land Commission offices established • Regional	Count of regional and district offices established	0	6	0	0	10	0
		• District		0	0	0	3		

Appendix IV- Governance, Corruption and Public Accountability Indicator Matrix

Focus Areas	Policy Objectives	Indicators	Indicator Definition	2021 Baseline	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
Democratic Governance	Deepen democratic governance	1. Number of CRC recommendations implemented	Count of CRC recommendations implemented (White paper)	-	-			CRC recommendations implemented	CRC recommendations reviewed and proposals made for recommendations
		2. Change in the budgetary resources approved and released to: - JS - NMC EC - NCCE CHRAJ Parliament	Change in the budgetary resources approved and released to Parliament, Judiciary and IGIs expressed as a percentage of the preceding year's allocation to: -JS - NMC -EC - NCCE CHRAJ Parliament	Chg in budget approved JS: 437.3% - NMC: 4.3% EC: 290.8% - NCCE: 68.3% CHRAJ: 44.7% Parliament: 523.6%	Chg in budget approved and %released	Chg in budget approved and %released	Chg in budget approved and %released		Chg in budget approved and %released
					JS: %chg in alloc: 18.2% %release= 88.0%	JS: %chg in alloc: 21.7% %release= 94.7%	JS: %chg in alloc: 51.0% %release= 79.8%		JS: %chg in alloc: 7.8% %release= 93.0%
					NMC: 32.3 %chg in alloc: 32.3% %release= 44.4%	NMC: 2.2 %chg in alloc: 2.2% %release= 98.9%	NMC: 153.0 %chg in alloc: 153.0% %release= 54.8%		NMC: %chg in alloc: -33.6% %release= 66.6%

Focus Areas	Policy Objectives	Indicators	Indicator Definition	2021 Baseline	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
					EC: %chg in alloc: -39.8% %release= 56.2%	EC: %chg in alloc: 70.2% %release= 46.8%	EC: %chg in alloc: 97.7% %release= 101.5%		EC: %chg in alloc: -85% %release= 143.5%
					NCCE: %chg in alloc: 19.1% %release= 90.0%	NCCE: %chg in alloc: 23.4% %release= 93.7%	NCCE: %chg in alloc: 66.7% %release= 101.0%		NCCE: %chg in alloc: -26.6% %release= 109.2%
					CHRAJ: %chg in alloc: 17.0% %release= 82.0%	CHRAJ: %chg in alloc: 8.1% %release= 127.0%	CHRAJ: %chg in alloc: 50.0% %release= 104.0%		CHRAJ: %chg in alloc: 6.7% %release= 95.0%
					Parliament: %chg in alloc :31.5 %release= 80.0%	Parliament: %chg in alloc: 15.6 %release= 88.2%	Parliament: %chg in alloc: 28.2% %release= 92.0%		Parliament: %chg in alloc: 9.0% %release= 93.9%
		3. Good Governance Index (GGI)	Composite index covering six dimensions of governance namely, Voice and Accountability, Political Stability and Absence of Violence, Government Effectiveness, Regulatory Quality, Rule of Law, Control of Corruption, based on over 30 individual data sources produced by a variety of survey institutes, think tanks, non- Governmental organisations, international organisations, and private sector firms	61.9 IIAG GGI:0.419 (0-1)	62.2 IIAG GGI: 0.426 (0-1)	62.2 IIAG GGI: 0.405 (0-1)	62.2 IIAG GGI: 0.396 (0-1)		IIAG: 62.2 (100) GGI: 0.407 (0-1)

Focus Areas	Policy Objectives	Indicators	Indicator Definition	2021 Baseline	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
Local Governance and Decentralisation	Deepen political and administrative decentralisation	4. Pre-conditions for the election of MMDCEs met • Amendment of relevant legislations • Conduct of referendum	Pre-conditions for the election of MMDCEs include the revision of Articles 243 (1) and 55 (3) of the Constitution, revision of section 20 of Act 936 and the conduct of referendum for the MMDCE election		-				
		5. Staff strength of MMDAs	Total number of employees in all MMDAs, expressed as a percentage of the total number required/on Government payroll	MMDAs share of personnel on Govt. payroll = 5.05% (GoG only)	5.05	Total No. of MMDA employees: 43,369 (GoG – 34,475 & IGF – 8,894) Total no. of personnel on Govt. payroll: 705,952 *MMDA share: GoG Staff only =4.884% Both GoG & IGF =6.143%	Total No. of MMDA employees: 41,969 (GoG – 33,324 & IGF – 8,645) Total No. of personnel on Govt. payroll: 704,048 *MMDA share: GoG Staff only =4.73% Both GoG & IGF=5.06%		Total No. of MMDA employees: 41,158 (GoG – 32,096 & IGF – 9,062) Total No. of personnel on Govt. payroll: 711,670 *MMDA share: GoG Staff only =4.59% Both GoG & IGF =5.85%
	Improve decentralised planning	6.Percentage of MDAs and MMDAs medium-term development plans certified and implemented	Count of MDAs and MMDAs medium-term development plans certified and implemented expressed as a percentage.	-	MMDA: 218 MDA: 14				MMDAs: 216 MDAs: 29 RCCs: 5
	Strengthen fiscal decentralisation	7. Share of MMDA total revenue in relation to total national revenue	Total MMDAs revenue (including IGF, DACF, DACF-RFG, GoG transfers and Donor funds) expressed as a percentage of total national revenue	MMDAs revenue as share of total national revenue = 3.01%	2.51	1.81	Total MMDA Revenue: GH¢3,856,374,702.44 Total national revenue/ receipt: GH¢174,104,945,222.00 •%Share: =2.18%		Total MMDA Revenue: GH¢5,727,366,951.67 Total national revenue/ receipt: GH¢226,488,226,050 • % Share: =3.23%

Focus Areas	Policy Objectives	Indicators	Indicator Definition	2021 Baseline	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
		8. Proportion of central government transfers to MMDAs in total national budget	Amount of DACF and other GoG funding to MMDAs, expressed as a percentage of annual national total revenue, excluding grants	Share of central government transfers to MMDAs in total national budget= 2.14%	1.94	1.09	Total Central Govt transfers: GH¢2,229,494,809.91 Total national revenue, excluding grant: GH¢174,104,945,222.00 • % Share: 1.28% • % Share DACF in total tax revenue: 0.498%		Total Centra Govt transfers GH¢4,558,993,391.6 Total nationa revenue excluding gran GH¢186,564093,20 • % Share: 2.62% • % Share DACF i total tax revenue 1.47%
	Strengthen the coordinating and administrative functions of regions	9. Share of central Government budgetary allocations and releases to RCCs	Share of central Government approved budgetary allocations and releases to RCCs	-	-	124%	Approved: GH¢182,432163.21 Released: GH¢204,757,375.10 RCC's share: 112.24%		Approved GH¢9,958,674.79 Released GH¢9,245,042.92 RCC's share: 92.83
Public Accountability	Deepen transparency and public accountability	10. Number of Public Accounts Committee (PAC) recommendations implemented	Count of PAC recommendations on the annual Auditor-General's Report implemented by relevant agencies	207 recommendations	-		1,314 recommendations		18 PAC sittings
		11. Launch the National Monitoring and Evaluation Information System(NaMEIS) to monitor the quality of service delivery by Government	An ICT-based national monitoring and evaluation system developed and operated by NDPC to monitor the delivery of public services	The system was fully designed and tested in 2021.	-	NA	NA		NA
		12. Percentage of RTI request responded to by MDAs and MMDAs	Number of responses over the total request expressed as a percentage	NA	-				*99 applications applications were set *7 decisions were issu *41 applications at var stages of review.

Focus Areas	Policy Objectives	Indicators	Indicator Definition	2021 Baseline	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
Public Institutional Reform	Build an effective and efficient government machinery	13. Proportion of Government institutions using the HRMIS to improve service delivery - MDAs - MMDAs - Active employees at the HRMIS	Count of Government institutions using the Human Resource Management Information System to update their HR data (processing of recruitment, promotions, resignations and retirement, etc.) expressed as a percentage of total Government institutions	MDAs: 63	**MDAs: 70**	**MDAs: 75**	**MDAs: 96** **MMDAs:**	**250 (77.2%)**	**193 PSOs captured into the system**
		14. Proportion of public service institutions with client service charters -MDAs -RCCs -MMDAs	Number of public service institutions with client service charters expressed as a percentage of all public service institutions	-	20 (35%)	25 (43.9%)	30 (52.6%)		
		15. Percentage of public institutions with ethics officers	Number of public institutions with ethic officers expressed as a percentage of total public institutions	-	NA -	NA	NA		NA
		16.Percentage of eligible Officers completing the Electronic Staff Performance Appraisal Instrument in M&Ds.	Percentage of eligible Officers completing the Electronic Staff Performance Appraisal Instrument in M&Ds expressed as a percentage	67%	75.2%	86%	88%		

Focus Areas	Policy Objectives	Indicators	Indicator Definition	2021 Baseline	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
		Percentage of Chief Directors achieving the "excellent" rating in the evaluation of the Performance Agreement		46%	51.6%	40%	30%		
		Percentage of Directors /HoDs achieving the "excellent" rating in the agreed deliverables		20%	28%	21%	18.4%		
Public Policy Management	Enhance capacity for policy formulation and coordination	17. Number of public policies formulated in line with the National Public Policy Formulation Guidelines (NPPFG)	Count of public policies that are formulated in line with the prescribed format and content for drafting public policies in the NPPFG	-	-		10	4	2
		18. Extent of usage of Ghana macro-economic model	Scope of usage (with evidence) of the Ghana macro-economic model to ascertain various scenarios such as aspiration targeting and policy analysis by NDPC, EMT, BoG and MoF	Ghana Macro Economic Model was used to prepare a policy brief on the impact of COVID-19 on the attainment of selected Macro- economic projections.	-				

Focus Areas	Policy Objectives	Indicators	Indicator Definition	2021 Baseline	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
Human Security and Public Safety	Enhance security service delivery	19. Police-citizen ratio	The ratio of the total number of police officers to the country's population	1:769	1 : 694		1:690		1:733
		20.Change in reported cases of crime -Murder -Rape -Armed robbery - Drug trafficking	The change in the number of reported cases of major crimes including rape, armed robbery and murder, drug trafficking and drug-related crime expressed as a percentage of total number of reported cases of major crimes in the preceding year	1.42%	-		500 316 1203 293		600 (+9.1%) 297 (-6.0%) 1142 (–5.1%) 328 (-11.9%)
	Enhance public safety	21. Fire officer-citizen ratio	Ratio of fire officers to total population	1:2,379	1:2,440		1:2436	1:200	1:3,995
		22. Recorded incidence of fire outbreaks	Number of reported incidents of fire outbreaks (Industrial, bush fires, domestic, vehicular, institutionalcommercial, others)	6,115	6796	5973	6436		6,515
		23. Recorded cases of foreigners without residence/work permit arrested	Total number of foreigners without resident/work permit arrested	20,582	-				
		24. A. Immigration service inspections	Total number of inspections conducted by the immigration service		7764	8388	7668		7204
		25. Occupancy rate in prison/ detention facilities - Adult male - Adult female - Juvenile(M) - Juvenile(F)	Prison population expressed as a percentage of total holding capacity	37% 32.9%	- 49.82%	47.5%	37.8	30%	36.3%

Focus Areas	Policy Objectives	Indicators	Indicator Definition	2021 Baseline	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
		26. Net recruitment rate into the Ghana Armed Forces	Rate of recruitment into the Ghana Armed Forces, Ghana Air Force, Ghana Navy, minus the rate of loss of personnel through retirement, death etc.	9.72% 10.06% 0.34% (Policy of extending the retirement years from 25years to 30years)	9.74%	0.46%	7.79%		7.69%
		27. Percentage of personnel deployed in peacekeeping operations	Armed Forces personnel involved in peacekeeping operations expressed as a percentage of the total number of personnel in the Ghana Armed Forces	10.01% (A lot of missions have folded up. Congo, Sudan missions folded)	10.01%	9.02%	9.02%		9.02%

Focus Areas	Policy Objectives	Indicators	Indicator Definition	2021 Baseline	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
Corruption and Economic Crime	Promote the fight against corruption and economic crime	28. Proportion of corruption cases for which prosecution has been initiated by: Office of the Special Prosecutor Office of the Attorney General	Number of corruption cases for which prosecutions have been initiated as a percentage of all corruption cases received	Office of the Special Prosecutor established and functioning	-			65	60
		29. Number of corruption cases recorded and investigated by state anti-corruption institutions including CHRAJ and EOCO	Count of corruption related cases received by: EOCO *investigated cases, *Prosecuted *Obtained conviction *Recoveries from proceeds (GH¢) *CHRAJ investigated	- 463 - 17 - 12,829,293.43 - 44 cases	- 663 - 462 - 16 - 1	- 720 - 570 - 19 - 1	- 563 - 341 - 19 - 0	- 500 - 40 - 5 - 200 million	- 563 - 642 - 15 - 1 617,515,114.27 million
		30. Number of corruption cases prosecuted by the Attorney- General Department	The number of corruption related cases prosecuted by the Attorney-General Department	85%	63.5%	77.4%	97.2		94.2%
		31. Number of corruption cases prosecuted by the Special Prosecutor	The number of corruption related cases prosecuted by the special prosecutor	-	-				

Focus Areas	Policy Objectives	Indicators	Indicator Definition	2021 Baseline	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
		32. Percentage of corruption cases investigated	Corruption cases for which investigations have been carried out expressed as a percentage of total number of corruption cases received	37%	25%	19%	29%	N/A	
		33. Corruption Perception Index	Composite index of corruption which focuses on corruption in the public sector including the abuse of public office for private gain (i.e., bribes taken by public officials in public procurement and recruitment)	73 out of 180	72 out of 180	70 out of 180	80 out of 180	76 out 180	
Law and Order	Promote access and efficiency in delivery of justice	34. Number of lawyers called to the Bar	Count of new lawyers called to the Bar in a given year - Called to the Bar:	785	938	1,289	959	1,050	947
		35. Percentage of courts automated				-	-	-	
		36. Percentage of cases settled through Alternative Dispute Resolution (ADR)	Count of cases recorded and settled through ADR - Recorded - Settled - Legal Aid received - Actual	- 9,578 - 5,604 - 5,002 - 1,335	-				
		37. Un-sentenced detainees	Total number of detainees awaiting trial as a proportion of overall prison population	- 12%	- 12.1%	12.1%	10.6%	105	12.9%

Focus Areas	Policy Objectives	Indicators	Indicator Definition	2021 Baseline	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
Civil Society and Civic Engagement	Improve participation of civil society in national development	38. Press Freedom Index-PFI	A composite index of every kind of violation directly affecting journalists including murder, imprisonment, physical attacks and threats, news media censorship, confiscation of newspaper issues, searches and harassment.	21 out of 180	60 out of 180-	63 out of 180	50 out of 180	-	52 out of 180
		39. Voice and accountability Index	Composite index of 84 variables, from 50 sources that capture perceptions of citizens about their participation in selecting their Government, as well as freedom of expression, freedom of association, and a free media						
Attitudinal Change and Patriotism	Promote discipline in all aspects of life	40. Good Society Campaign strategy	Long-term national campaign to imbibe patriotism, productivity in all , including developing and promoting core national values.	-	-231.48%	-6.62%	Sensitisation of peaceful and credible election 18%		18%
Development Communications	Ensure responsive governance and citizen participation in the development dialogue	41. National Policy Dialogues organised	Counts of - National Development fora (NDF) organised - Mass Media Campaigns	9 -	- -				

Focus Areas	Policy Objectives	Indicators	Indicator Definition	2021 Baseline	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
Culture for National Development	Promote culture in the development process	42. L.I.s on lines of succession to stools and skins for rightful successors	Number of LI (Documentation of rightful successor to stools/skins)	20	17	20	17	-	17
		43. Proportion of cultural centres that are functional	Number of operational cultural centres in the regions (i.e., museums, art centres, theatres) expressed as percentage of total cultural centres in the country	0	-				
		44. Number of Chieftaincy disputes recorded and resolved	- Total no. of new cases - Total no. of unresolved chieftaincy disputes	76 451	9.5% (47 cases out of 492)	10%	(9%) 45 cases out of 497		500 39 resolved 64 cases disposed off

Focus Areas	Policy Objectives	Indicators	Indicator Definition	2021 Baseline	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
Ghana's Role in International Affairs	Enhance Ghana's International Image and Influence	45. Number of Ghanaians occupying positions in international organisations	Count of Ghanaians elected or appointed to positions in international organisations	-	3	6	3	10	17
	Promote Ghana's Political and Economic Interests Abroad	46. Number of foreign markets for Ghanaian products	Number of markets identified abroad for Ghanaian products -Existing -New	-	115	9	12	30	45
		47. Number of investment promotion activities held	Count of trade and investment promotions carried out by Ghana Missions abroad	-	12	60	5	13	20
	Integrate Ghanaian Diaspora in National Development	48. Number of Ghanaians abroad who participate in general elections (presidential elections)	Count of Ghanaians abroad who participate(vote) in presidential elections						
		49. Number of Ghanaians captured on the diaspora database	Count of Ghanaians captured on the diaspora database	-	Yet to establish diaspora database				
		50. Number of protocols on African open skies implemented	Count of protocols on African open skies implemented	-	No protocol on open skies implemented				

Appendix V- Emergency Planning and COVID-19 Response Indicator Matrix

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		Target	Actual
					YEARS	DATA	2025	2025
Hydrometeorological Threats		Number of regional and district capitals implementing city Resilience action plans	Count of regional and district capitals with developed city resilience action plans and commenced implementation	Outcome	2022	NADMO collating data to draft rhe Ghana Plan of Action for Disaster Risk Reduction and Climate Change Adaptation		
Geological Threats	Minimize Ghana's geological threats	Number of vulnerable buildings in earthquake and landslide high risk zones mapped out	Count of buildings vulnerable to earthquakes, landslides and other related geological hazards mapped	Outcome	2022	15%		
		Earthquake early warning systems installed	count of early warning systems for earthquakes installed expressed as a percentage of total number of early warning systems required	Output	2021	8 of 200	192	0

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		Target	Actual
					YEARS	DATA	2025	2025
		L.I. on site investigation certification by GGSA prior to construction work developed, passed by Parliament enforced	L.I. for the site investigation certification by GGSA prior to construction work, developed, passed by Parliament and enforced	Output	2020	No L.I.		
Anthropogenic	Minimise anthropogenic threats	Proportions of Gas station facilities utilizing the Standard Operation Procedures (SOPs)	Count of gas station facilities using SOPs as a percentage of all gas station facilities	Outcome	2020			
Technology and Security Threats	Strengthen National reparedness against cybercrime and terrorism	Mean response time to network intrusion	Mean response time to a cyber-attack once system administrator becomes aware of it	Outcome	2020		-	4605.00%
		Budgetary resource allocated and released to the National Cyber Security Authority	Amount of budgetary resource allocated to National Cyber Security Authority in a given year	Input	2020	-	12,563,807.30	10,541,371.50

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		Target	Actual
					YEARS	DATA	2025	2025
		Number of MMDAs with trained security experts	Count of MMDAs with security personnel with advanced training in cybercrime and terrorist modus operandi expressed as a percentage	Output	-	-	120,000 community members	150,000 community members across 15 MMDAs
		Inter-Agency task force for Counter-Terrorism Established	A task force with representation of all security services to coordinate efforts against terrorism	Output	2020	No Inter Agency task force		-
	Minimise the incidence of organised crime	Percentage of small and light weapons recovered	Count of recovered weapons (small and light) compared against the estimated number of weapons in circulation	Output	2022	424 confiscated illicit small arms were identified.		-

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		Target	Actual
					YEARS	DATA	2025	2025
		Recorded cases of organised crime • money laundering • human trafficking • firearms trafficking • illegal gambling • extortion, • counterfeit goods • wildlife and cultural property smuggling	Count of various crimes run by enterprises of criminals for profit expressed	Outcome	2022	846 rescued victims of Human Trafficking		462 cases of organised crime
	Ensure safety of life, property, and social wellbeing	Recorded cases of violence linked to economic, ethnic, political and chieftaincy conflicts	Count of ethnic, political and chieftaincy violence recorded in a year	Output	-	-		-
Relief Assistance and Victim Welfare		Recorded incidence of disasters across the country						2,154

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		Target	Actual
					YEARS	DATA	2025	2025
		Number of deaths, missing persons and directly affected persons attributed to disasters per 100,000 population						984,407
		Number of disaster victims supported with relief items						682,464
COVID-19 Response			Government expenditure on COVID-19 expressed as a percentage of Gross Domestic Product (GDP)	Output	-	-		

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		Target	Actual
					YEARS	DATA	2025	2025
	Ensure resilient and innovative tourism and arts industry	COVID-19 related expenditure as a percentage of GDP	Number of enterprises affected by COVID-19 in the tourism and creative arts industry provided with credit schemes as a percentage of all COVID 19 affected enterprises in the tourism and creative arts industry	Output	-	-		
	Sustain agriculture and rural development	Percentage of enterprises affected by COVID-19 in the tourism and creative arts industry provided with credit schemes	Count of farmers who are provided with access to agricultural inputs, extension and advisory services and market	Output	-	-		

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		Target	Actual
					YEARS	DATA	2025	2025
	Promote innovative and alternative learning	Number of farmers supported with: • agricultural inputs • extension and advisory services • markets	Count of schools/institutions with technologies or strategies to support remote learning expressed as a percentage of all schools/institutions	Output	-	-		
		Percentage of primary, JHS, SHS, TVET and Tertiary schools/institutions with technologies or strategies to support remote learning			-	-		
		• Primary			-	-		
		• JHS			-	-		
		• SHS			-	-		
		• TVET			-	-		

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE YEARS	BASELINE DATA	Target 2025	Actual 2025
		• Tertiary			-	-		
		Proportion of students using remote learning platforms	Count of students using remote learning platforms as alternative ways of learning expressed as a percentage	Outcome	-	-		
		• Primary			-	-		
		• JHS			-	-		
		• SHS			-	-		
		• TVET			-	-		
	Sustain food and nutrition security	• Tertiary	Global food security Index	Output	2022	Moderate (82 out 113 countries)		
	National food insecurity			-	2020	12%		
		Proportion of the population at risk of hunger/ who are food insecure	Count of MMDAs with strategies for identifying and addressing food and nutrition insecurity expressed as a percentage of all MMDAs	-	-	-		

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		Target	Actual
					YEARS	DATA	2025	2025
		Proportion of MMDAs with actions/strategies for identifying and addressing food and nutrition insecurity	Count of MMDAs who have implemented more than 50% of their FNS actions expressed as a percentage	-	-	40%		
	Reduce business and workers' vulnerability to internal and external shocks	Proportion of MMDAs implementing FNS actions in their MTDPs	National Unemployment Insurance scheme for workers established and functional	Output	-	-		
	Strengthen the social protection system to include emergency preparedness and response	National Unemployment Insurance scheme for workers	National emergency relief fund developed and established	Output	-	Bill developed		

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		Target	Actual
					YEARS	DATA	2025	2025
	Improve water and sanitation services	National emergency relief fund developed and established	Count of national campaigns carried out through traditional and non-traditional means to sustain good hygiene practices in a year	Output	-	-		
	Enhance environmental protection services	Number of good hygiene sensitisations undertaken	Proportion of EPA's online service operating at optimal level expressed as percentage	Output	-	-		
	Promote shock resilient construction in the road and rail sectors	EPA's online services system fully operationalised	Count of road and rail personnel trained in resilient technologies (ICTs, etc.) in construction	Output	-	-		
		Number of road and rail personnel trained in resilient technologies in construction