



Republic of Ghana

THE COORDINATED PROGRAMME OF ECONOMIC AND SOCIAL DEVELOPMENT POLICIES (2021-2025)

Agenda for Jobs II:
Creating Prosperity and Equal Opportunity for All

Presented by

Nana Addo Dankwa Akufo-Addo
President of the Republic of Ghana

22nd November 2022



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SOCIAL DEVELOPMENT POLICIES
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To the 8th Parliament of the 4th Republic of Ghana

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**NANA ADDO DANKWA AKUFO-ADDO
PRESIDENT OF THE REPUBLIC**

PREFACE

Mr. Speaker,

On January 7, 2021, I appeared before this august House to be sworn in as the consecutive 5th President of the 4th Republic, having done same on January 7, 2017. On the latter occasion, I promised to rebuild this country as we faced daunting challenges, including declining economic growth, high and constantly rising inflation and interest rates, rapidly depreciating currency, low investor and business confidence, and high unemployment.

To this end, and in fulfillment of my constitutional obligation as President, I submitted to this august House the Coordinated Programme of Economic and Social Development Policies (2017-2024), An Agenda for Jobs: Creating Prosperity and Equal Opportunity for All. I outlined a vision and strategy on how to restore hope and mobilize our collective strength in addressing the difficult challenges confronting us.

The message of the Coordinated Programme was to stabilize the economy, place it on the path for a strong, diversified and resilient growth, and create opportunities for all.

But, Mr. Speaker, during our first three years in office from 2017 to 2019, we reset the fiscal and monetary policy framework and made significant progress in restoring economic stability, improved macroeconomic conditions, stimulated growth, and provided opportunities for job creation. We were on course to maintaining our momentum for progress when the COVID-19 pandemic occurred eroding the gains made in previous years. Our fortunes have also not been helped by the impacts for the Russia-Ukraine conflict, which threatens to further derail our economic fortunes.

Protecting citizens from the virus, mobilizing resources, and managing these disruptions to ensure that our development gains are not irreversibly derailed have been and remain my focus as President of the Republic.

Mr. Speaker, having been re-elected as President of the Republic, my vision is still to develop “an optimistic, self-confident and prosperous nation, through the creative exploitation of our human resources, and operating within a democratic, open and fair society, in which mutual trust and economic opportunities exist for all.”

The second Coordinated Programme of Economic and Social Development Policies (CPESDP 2021-2025) which I present to the House today is intended to consolidate the gains made under the first programme (CPESDP 2017-2024), and tackle what remains undone to ensure continuity of policies and programmes. The successor programme CPESDP (2021-2025) builds (a) on the key elements of the policy directions articulated by the Ghana Beyond Aid Charter and Strategy

Document, (b) on the vision articulated in the 2020 Manifesto, “*Protecting Our Progress, Transforming Ghana for All*”, and (c) on the back of the COVID-19 Alleviation and Revitalization of Enterprise Support (Ghana CARES “Obaatanpa”) Programme.

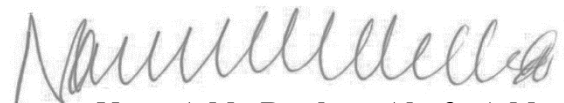
The new Programme defines the goals and aspirations of national development in the next four years and beyond. Apart from ensuring and maintaining macroeconomic stability, CPESDP (2021-2025) builds on the progress made under CPESDP (2017-2024) by:

- Accelerating the diversification of the sources of growth of the economy
- Raising the current growth path in a sustainable manner
- Strengthening the productive capacity of the economy
- Ensuring the inclusiveness and efficiency of growth in job creation; and
- Deepening democratic governance, curbing corruption, and strengthening public accountability.

CPESDP (2021-2025) is also about intensifying domestic resource mobilization, accelerating digitization for development, strengthening infrastructure development, deepening social interventions and ensuring public safety.

Mr. Speaker, I acknowledge that our last CPESDP covered the years 2017 to 2024, but given the current circumstances triggered by the global COVID-19 pandemic, the Russia-Ukraine conflict and others related to the effects of climate change, I have reviewed our planned policies and programmes to cover the period 2021-2025. This is to take into account, these challenges and responses to them, while striving to achieve these goals. The programme is broadly about transforming and growing the economy out of our dependence on aid, recovering and accelerating growth in a post COVID-19 environment and impacts of the Russia-Ukraine conflict. It is about continuing to advocate for a shift in attitudes and behaviours in order to pursue our vision of Ghana Beyond Aid. We embrace the capabilities of all Ghanaians and summon our collective will and self-belief to harness and deploy our resources efficiently and effectively to build a Ghana prosperous enough not to depend on the charity of donors.

Mr. Speaker, I thank you, and this august House and look forward to fruitful deliberations on the Coordinated Programme of Economic and Social Development Policies, 2022-2025: Agenda for Jobs II: Creating Prosperity and Equal Opportunity for All.



Nana Addo Dankwa Akufo-Addo

President of the Republic

22nd November, 2022

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LIST OF ACRONYMS

ABFA	Annual Budget Funding Amount
ACECOR	Africa Centre of Excellence in Coastal Resilience
AfCFTA	African Continental Free Trade Area
ADB	Agricultural Development Bank
ADR	Alternative Dispute Resolution
AFOLU	Agriculture, Forestry and Other Land Uses
AFZ	Airport Free Zone
AGI	Association of Ghana Industries
AGOA	African Growth and Opportunity Act
AI	Artificial Intelligence
AIDS	Acquired Immune Deficiency Syndrome
AMSECs	Agricultural Mechanisation Service Centres
APR	Annual Progress Report
ATM	Automated Teller Machine
AU	African Union
AWQ	Ambient Water Quality
BDCs	Bulk Oil Distribution Companies
BOG	Bank of Ghana
BOST	Bulk Oil Storage and Transportation
BOT	Build-Operate-Transfer
BRR	Business Regulatory Reforms
BRT	Bus Rapid Transit
BSD	Bitumen Surface Dressing
CAP	Coronavirus Alleviation Programme
CAP-BUSS	Coronavirus Alleviation Programme-Business Support Scheme
CARES	COVID-19 Alleviation and Revitalization of Enterprises Support
CBOs	Community-Based Organisations
CBPP	Campus Business Pitch Programme
CDA	Coastal Development Authority
CDM	Clean Development Mechanism
CDVTIs	Community Development Vocational and Technical Institutes
CET	Common External Tariff
CFWP	Child and Family Welfare Policy
CHPS	Community-based Health Planning Services
CHRAJ	Commission on Human Rights and Administrative Justice
CLTS	Community-Led Total Sanitation
CMV	Country Mining Vision
CNC	Centres for National Culture
CNC	Computer Numerical Control
COP	Conference of Parties
CPESDP	Coordinated Programme of Economic and Social Development Policies
CPI	Corruption Perception Index
CRC	Constitution Review Commission
CREMA	Community Resource Management Area
CRIC	Constitution Review Implementation Committee
CRP	Clean Rivers Programme
CRPD	Convention on the Rights of People with Disability
CSIR	Council for Scientific and Industrial Research
CSOs	Civil Society Organisations
CSUs	Client Service Units
C4SIR	Command Control Communication Computers Intelligence, Surveillance and Reconnaissance
CWSA	Community, Water and Sanitation Agency
DACF	District Assemblies Common Fund
DCE	District Chief Executive

DFMC	Disability Fund Management Committee
DFS	Digital Financial Services
DMTDP	District Medium Term Development Plan
DOVVSU	Domestic Violence and Victim Support Unit
DPCU	District Planning Coordinating Unit
DSA	Debt Sustainability Analysis
DVLA	Driver and Vehicle Licensing Authority
EAP	Environmental Action Plan
EC	Electoral Commission
ECCD	Early Childhood Care and Development
ECG	Electricity Company of Ghana
ECOWAS	Economic Community of West African States
EOCO	Economic and Organised Crime Office
EPA	Economic Partnership Agreement
EPA	Environmental Protection Agency
EPI	Expanded Programme on Immunization
ESLA	Energy Sector Levy Act
ESRP	Energy Sector Recovery Programme
ETLS	ECOWAS Trade Liberalisation Scheme
EU	European Union
EXIM	Export-Import
FBOs	Farmer Based Organizations
FC	Forestry Commission
FCP	Financial Consumer Protection
FDU	Fiscal Decentralization Unit
FIDA	International Federation of Women Lawyers
FNS	Food and Nutrition Security
FOB	Forward Operating Base
FP	Family Planning
FSC	Financial Stability Council
GAF	Ghana Armed Forces
GAT	Ghana Amalgamated Trust
GBA	Ghana Beyond Aid
GCC	Ghana Chamber of Commerce
GCLMS	Ghana Child Labour Monitoring System
GCX	Ghana Community Exchange
GDP	Gross Domestic Product
GEA	Ghana Employers' Association
GEA	Ghana Enterprises Agency
GEPA	Ghana Export Promotion Authority
GES	Ghana Education Service
GETFUND	Ghana Education Trust Fund
GFDMP	Ghana Forestry Development Master Plan
GFDO	Ghana Federation of Disability Organization
GFSP	Ghana Fertiliser Subsidy Programme
GHG	Greenhouse Gas
GhBC	Ghana Boundary Commission
GIADEC	Ghana Integrated Aluminium Development Corporation
GIC	Ghana Investment Corporation
GIFEC	Ghana Investment Fund for Electronic Communications
GIFMIS	Ghana Integrated Financial Management Information System
GIIF	Ghana Infrastructure Investment Fund
GIISDEC	Ghana Integrated Iron and Steel Development Corporation
GIPC	Ghana Investment Promotion Centre
GIRC	Ghana Innovation and Research Commercialization
GIRSAL	Ghana Incentive-based Risk Sharing System for Agriculture Lending

GIS	Ghana Immigration Service
GLSS	Ghana Living Standards Survey
GMA	Ghana Medical Association
GNGC	Ghana National Gas Company
GNPC	Ghana National Petroleum Corporation
GNPPO	Ghana Nuclear Power Programme Organization
GNSDF	Ghana National Spatial Development Framework
GOG	Government of Ghana
GPS	Ghana Police Service
GRA	Ghana Revenue Authority
GRIDCo	Ghana Grid Company
GSA	Ghana Standards Authority
GSE	Ghana Stock Exchange
GSFP	Ghana School Feeding Programme
GSGDA	Ghana Shared Growth and Development Agenda
GSL	Ghana School of Law
GSS	Ghana Statistical Service
GTA	Ghana Tourism Authority
GTCDA	Ghana Tree Crop Development Authority
GTP	Ghana Trade Policy
GTP	Growing Together Programme
GWCL	Ghana Water Company Limited
GYEEDA	Ghana Youth Employment and Entrepreneurial Agency
HDR	Human Development Report
HeFRA	Health Facilities Regulatory Agency
HIV	Human Immunodeficiency Virus
HPRB	Health Professionals Regulatory Bodies
IAA	Internal Audit Agency
IBES	Integrated Business Establishment Survey
ICT	Information and Communications Technology
IDF	Import Declaration Form
IDF	Industrial Development Fund
IFS	International Financial Service
IFSC	International Financial Services Centre
IGF	Internally Generated Funds
IGFF	Inter-Governmental Fiscal Framework
IGFT	Inter-Governmental Fiscal Transfers
IMCI	Integrated Management of Childhood Illnesses
IMF	International Monetary Fund
INDC	Intended Nationally Determined Contribution
IPEP	Infrastructure for Poverty Eradication Programme
IPPs	Independent Power Producers
IPSAS	International Public Sector Accounting Standards
ISSER	Institute of Statistical, Social and Economic Research
ISSP	Industrial Sector Support Programme
ITNs	Insecticide-Treated Nets
JFCP	Justice for Children Policy
JHS	Junior High School
KEEP	KNUST Engineering Education Project
KIA	Kotoka International Airport
KNUST	Kwame Nkrumah University of Science and Technology
LAC	Legal Aid Commission
LAS	Legal Aid Scheme
LEAP	Livelihood Empowerment Against Poverty Programme
LED	Local Economic Development

LI	Legislative Instrument
LIPW	Labour-Intensive Public Works Programme
LMIC	Lower Middle- Income Country
LMIS	Labour Market Information System
LNG	Liquefied Natural Gas
LPG	Liquefied Petroleum Gas
LUSPA	Land Use and Spatial Planning Authority
MASLOC	Microfinance and Small Loans Centre
MBDA	Middle Belt Development Authority
MCC	Millennium Challenge Corporation
MDA	Middle Belt Development Authority
MDAs	Ministries, Department and Agencies
MDGs	Millennium Development Goals
MELR	Ministry of Employment and Labour Relations
MES	Monitoring and Evaluation Secretariat
MICE	Meetings, Incentives, Conferences and Exhibitions
MICS	Multiple Indicator Cluster Survey
MiDA	Millennium Development Authority
MIIF	Minerals Income Investment Fund
MLGRD	Ministry of Local Government and Rural Development
MMDAs	Metropolitan, Municipal and District Assemblies
MMDCEs	Metropolitan, Municipal and District Chief Executives
MMIP	Multilateral Mining Integration Project
MM&E	Ministry of Monitoring and Evaluation
MMSCFD	Million Standard Cubic Feet per Day
MOF	Ministry of Finance
MOFA	Ministry of Food and Agriculture
MoGCSP	Ministry of Gender, Children and Social Protection
MOH	Ministry of Health
MOTI	Ministry of Trade and Industry
MPR	Monetary Policy Rate
MRO	Maintenance, Repair and Overhaul
MSME	Micro, Small and Medium Enterprises
MTDS	Medium-Term Debt Management Strategy
MTNDPF	Medium Term National Development Policy Framework
NABCO	Nation Builders Corps
NACAP	National Anti-Corruption Action Plan
NADMO	National Disaster Management Organization
NAFCO	National Food Buffer Stock Company
NAMEIS	National Monitoring, Evaluation, and Information System
NAP	National Apprenticeship Programme
NAPP	National Asset Protection Project
NaSIA	National Schools Inspectorate Authority
NATO	North Atlantic Treaty Organization
NCBF	National Capacity Building Framework
NCC	National Commission on Culture
NCCAS	National Climate Change Adaptation Strategy
NCCE	National Commission for Civic Education
NCCP	National Climate Change Policy
NCPD	National Council on Persons with Disability
NDA	Northern Development Authority
NDAP	National Decentralization Action Plan
NDPC	National Development Planning Commission
NDPS	National Decentralization Policy and Strategy
NEA	National Educational Assessment
NED	Northern Electricity Department

NEDCo	Northern Electricity Distribution Company
NEDS	National Export Development Strategy
NEIP	National Entrepreneurship and Innovation Programme
NEP	National Electrification Programme
NEPP	National Environmental Protection Programme
NGCH	National Gas Clearing House
NHA	National Hydrology Authority
NHF	National Health Fund
NHIF	National Health Insurance Fund
NHIL	National Health Insurance Levy
NHIS	National Health Insurance Scheme
NIA	National Identification Authority
NIB	National Investment Bank
NIB	National Intelligence Bureau
NITA	National Information Technology Agency
NMT	Non-Motorised Transport
NPA	National Petroleum Authority
NPC	National Population Council
NPG	Nuclear Power Ghana
NPL	Non Performing Loans
NPRA	National Pensions Regulatory Authority
NPSRS	National Public Sector Reform Strategy
NRPFAP	National Rural Policy Framework and Action Plan
NRW	Non-Revenue Water
NSPL	National Social Protection Law
NTR	Non-Tax Revenue
NUPFAP	National Urban Policy Framework and Action Plan
NVTI	National Vocational Training Institute
NYA	National Youth Authority
NYEP	National Youth Employment Programme
OCTP	Offshore Cape Three Points
OHCS	Office of Head of Civil Service
OHLGS	Office of the Head of Local Government Service
OIC	Opportunities Industrialization Centre
OoP	Office of the President
ORF	Onshore Receiving Facility
OSP	Office of the Special Prosecutor
OVT	Operation Vanguard Taskforce
PAC	Public Accounts Committee
PACSTI	Presidential Advisory Council on Science, Technology and Innovation
PBB	Programme Based Budgeting
PBSP	Presidential Business Support Programme
PC	Pharmacy Council
PEF	Private Enterprise Federation
PERD	Planting for Exports and Rural Development
PEMED	Presidential Empowerment for Men Entrepreneurs with Disability
PEWED	Presidential Empowerment for Women Entrepreneurs with Disability
PFJ	Planting for Food and Jobs
PFM	Public Financial Management
PFMA	Public Financial Management Act
PFMI	Principles of Financial Market Infrastructure
PHC	Population and Housing Census
PIAC	Public Interest and Accountability Committee
PPA	Public Procurement Act
PPEs	Personal Protection Equipments
PPMEDs	Policy Planning, Monitoring and Evaluation Divisions

PPP	Public-Private Partnerships
PPR	Police-Population Ratio
PRAAD	Public Records and Archives Administration Department
PSC	Public Service Commission
PSDS	Private Sector Development Strategy
PSRRP	Public Sector Reform for Results Project
PV	Photovoltaic
PWDs	Persons With Disabilities
RCC	Regional Coordinating Council
RCEES	Regional Centre for Energy and Environmental Sustainability
R&D	Research and Development
REDD	Reducing Emissions from Deforestation and Forest Degradation
REIT	Real Estate Investment Trusts
REP	Rural Enterprises Project
RFG	Responsive Factor Grant
RFJ	Rearing for Food and Jobs
RGD	Registrar General's Department
RHNP	Regenerative Health and Nutrition Programme
RIBS	Regional Integrated Budgeted System
ROPAL	Representation of the People Amendment Law
RPCUs	Regional Planning Coordinating Units
RTI	Right to Information
SADA	Savannah Accelerated Development Authority
SDGs	Sustainable Development Goals
SEC	Securities and Exchange Commission
SEI	Student Entrepreneurship Initiative
SHC	State Housing Company
SHS	Senior High School
SIGA	State Interest and Governance Accountability
SIGA	State Interest and Governance Authority
SMEs	Small and Medium Enterprises
SOE	State-Owned Enterprise
SONA	State of the Nation Address
SRID	Statistics, Research and Information Directorate
SSA	Sub-Saharan Africa
SSNIT	Social Security and National Insurance Trust
STEP	Steps Towards Employment and Productivity
STI	Science, Technology and Innovation
STS	Structured Training System
TARWR	Total Actual Revenue Water Resources
TEN	Tweneboa, Enyenra, Ntomme
TIN	Tax Identification Number
TIP	Trade and Investment Programme
TIPCEE	Trade and Investment Programme for a Competitive Export Economy
TIRP	Trade and Investment Reform Programme
TOR	Tema Oil Refinery
TNA	Technology Needs Assessment
TSA	Treasury Single Account
TSSP	Trade Sector Support Programme
TTCI	Travel and Tourism Competitiveness Index
TVET	Technical and Vocational Education and Training
UDG	Urban Development Grant
UDL	Universal Design for Learning
UHC	Universal Health Coverage
UK	United Kingdom
UMIC	Upper Middle-Income Country

UNCAP	United Nations C4SIR Academy for Peace
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Plan
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCCC	United Nations Framework Convention on Climate Change
UNICEF	United Nations Children’s Fund
USAID	United States Agency for International Development
VALCO	Volta Aluminium Company
VAT	Value-Added Tax
VLTC	Volta Lake Transport Company
VRA	Volta River Authority
WACWISA	West Africa Centre for Water, Irrigation and Sustainable Agriculture
WAEC	West African Examination Council
WAGMC	West Africa Generic Medicine Centre
WASH	Water Sanitation and Hygiene
WEF	World Economic Forum
WHO	World Health Organisation
WPL	Witness Protection Law
WRSP	Warehouse Receipt System Project
WTTC	World Travel and Tourism Council
YEA	Youth Employment Agency
YEF	Youth Enterprise Fund
1D1F	One District One Factory
1R1P	One Region One Park
1V1D	One Village One

EXECUTIVE SUMMARY

INTRODUCTION

This Coordinated Programme of Economic and Social Development Policies (CPESDP) titled “An Agenda for Jobs: Creating Prosperity and Equal Opportunity for All (2021-2025)” is in pursuance to Article 36, clauses 1 and 5 of the Constitution of the Republic of Ghana, which enjoins the President of the Republic to provide broad economic and social development policies towards a just and free society, where every Ghanaian can live a long, productive, and meaningful life.

It is basis for the preparation of the medium-term national development policy framework (MTNDPF) to be implemented over the period 2022-2025. The MTNDPF (2022-2025) informs the preparation of national, sector, regional and district medium term development plans and budgets.

The CPESDP (2021-2025) is presented in six chapters. Chapter one provides the background and context, Chapter two outlines the Vision, Goals and Objectives of the CPESDP (2021-2025), and assesses current opportunities in the development landscape that can facilitate the attainment of the President’s vision as encapsulated in the Ghana Beyond Aid Strategy and identifies the impediments to be overcome. Chapter three provides an assessment of recent national efforts in the areas of (1) economic development, (2) social development, (3) environment, infrastructure, and human settlement development and (4) governance, corruption, and accountability. The priority interventions to be implemented over the programme period are outlined in Chapter four. Chapter five is a summary of selected priority projects to be implemented during the programme period 2021-2025, while Chapter 6 presents the implementation, monitoring, and evaluation arrangements.

BACKGROUND AND CONTEXT

The CPESDP (2021-2025) is informed by the Ghana Beyond Aid (GBA) Strategy, the 2020 NPP Manifesto. It seeks to consolidate gains made through the implementation CPESDP (2017-2024), lessons learnt from the impacts of the COVID-19 pandemic and implementation of the COVID-19 Alleviation and Revitalisation of Enterprises Support Programme, (Ghana CARES Obaatanpa Programme), the Russia-Ukraine conflict and accelerated economic growth on the back of a revitalised private sector. It also leverages on opportunities offered by the ECOWAS Protocols, the African Continental Free Trade Area (AfCFTA), the AU’s Agenda 2063 and the UN’s Sustainable Development Goals (Agenda 2030).

Impacts of Recent Global Developments and their Implications for CPESDP (2021-2025)

The COVID-19 pandemic hit Ghana from March 2020, slowing down economic activities with real GDP slumping to 0.9% in 2020. Many small businesses collapsed and continue to be challenged (GSS, 2022) through a multiplicity of channels, namely, demand, supply, financial

shocks, and continued uncertainties. About 36 percent of business establishments closed during the partial lockdown, with 16.1 percent continuing to be closed after the easing of the lockdown. Forty-six percent of business establishments reduced wages for 25.7 percent of the workforce (an estimated 770,124 workers). 4.0 percent of firms laid off workers, corresponding to 1.4 percent of the workforce (an estimated 41,952 workers). The proportion of population below the poverty level increased from 23.4 percent in 2017 to an estimated 25.5 in 2021 (World Bank, 2022). The pandemic response, mainly expenditure on health infrastructure and equipment, vaccines, water and electricity, additional expenditure for reopening schools in a COVID-challenged environment, as well as the Ghana CARES Obaatanpa Programme cost Ghana GHS 4.6 billion.

The Russia–Ukraine conflict disrupted grain, fertilizer and energy markets and global supply chains for traded goods. Fertilizer imports to Ghana decreased by 61 percent with prices increasing by 142 percent. Petroleum prices shot up from GHS6.93 per litre in February to GHS11.95 per litre in August 2022, an increase of 72 percent within six months. In 2020 Ghana exported cocoa products valued at USD\$69.6m as against imports of wheat, fertilizer and mixed/chemical valued at USD\$85.2m. Prices of imported food shot up due to the triple effects of high import costs, high depreciation of the cedi and high internal distribution cost due to increase in fuel prices. Food inflation was 32.3 percent as of July 2022 (GSS) The increased local demand for the dollar to import goods from China, UAE, Turkey and other European countries to close the supply gap laid exceeding pressure on the cedi, which depreciated by 48 percent by July 2022.

The COVID-19 pandemic and the Russia-Ukraine conflict did not only affect revenue flows but accentuated expenditure due to increasing government bills, delayed payments to government commitments and resort to credits. Fiscal deficit as a percentage of GDP which hath hitherto stayed below the 5 percent target and started increasing with the COVID-19 effect in 2020 through to 2022. Fiscal and monetary measures put in place included deliberate expenditure controls; budget cuts by 30 percent; phasing out of some capital projects to subsequent years; introduction of the E-levy and property tax; moderated increases in prime rate from 13.9 percent in January 2022 to 22 percent in July 2022, bringing it to 31.7 percent in July though at a decreasing rate; Downgrades of credit ratings by Moody and Standard and Poor (S&P) made it even more difficult for Ghana to access funds from international capital markets.

Proposals for Immediate, Medium and Long-Term Policies and Actions

Short term measures include boosting fiscal spending by settling debts owed to local contractors, to enhance spending, stimulating demand and opening up the construction sector to create job opportunities and creating incentives and redirecting private investment into economic areas that can respond to quick recovery such as agro-processing, light manufacturing, hospitality and transportation.

In the medium-term Government will sustain and expand existing access to reliable social services such as education, health and nutrition, water and sanitation, effective child protection, and support

the provision and maintenance of targeted economic infrastructure particularly roads, markets and storage facilities to sustain the functioning of local supply chains to reduce locational and price disparities.

In the long term, Government will strengthen adherence to development plans and policies for implementation, ensure strong linkage between plans, budgets and implementation and feeding back lessons from monitoring and audit reports; deepen the 1D1F programme, diversify and strengthen the linkage between resources, industry, skills development and potential markets, internal or external; and completion of the “unfinished business” of decentralization in Ghana, amending the necessary constraining statutes to open up a more inclusive and participatory decision-making process to facilitate implementation of development decisions.

The implementation of policies and programmes of the CPESDP II will be carried out through the decentralised structures of the country.

VISION, GOALS AND OBJECTIVES OF THE PRESIDENT FOR ECONOMIC AND SOCIAL TRANSFORMATION

Vision

The vision for the CPESDP (2021-2025) is to build an optimistic, self-confident, resilient and prosperous nation, through the creative exploitation of our human and natural resources, operating within a democratic, open and fair society in which mutual trust and economic opportunities exist for all.

Goals

The goals for operationalising this vision are to build a prosperous country; create opportunities for all Ghanaians; safeguard the natural environment and ensure a resilient built environment; and maintain a stable, united and safe country.

OPPORTUNITIES, CONSTRAINTS, AND STRATEGIC DIRECTION

Achieving this vision will require leveraging existing opportunities while mitigating the potential impacts of some constraining factors.

Opportunities

Existing opportunities include Ghana’s natural resources, political stability, a growing youth population and middle class, participating in development discourse and demanding accountability from public office holders. In addition, the policy focus on science, technology, innovation, research and development (R&D) and deepening digitization of the economy can be catalytic to Ghana’s development if harnessed properly.

Constraints

Some identified constraints include extreme partisanship in political discourse, vigilantism and languardism, illegal mining, also known as (galamsey), policy and programme discontinuities and waste, insufficient public ownership of and participation in the governance process and perception of endemic corruption in the public sector.

Perennial budget deficits, external shocks such as the COVID-19 pandemic and Russia-Ukraine conflict, uncertainties in the oil sector, fluctuations in commodity prices, global economic downturns, declines of economies of major trading partners and continuing uncertainty in the minds of private investors are major constraints to national development efforts.

Terrorism and political instability in the sub-region have significant adverse effects on investments and tourism in Ghana. The Country Structural Vulnerability and Resilience Assessment (CSVRA) and Country Structural Vulnerability Mitigation Strategy (CSVMS) (2018) have been developed to enhance the nation's preparedness to handle issues of violent extremism.

The impact of climate change, reflected in increasingly unpredictable rainfall patterns, rising sea temperatures and levels, surges and storms, leading to loss of livelihoods and property is another challenge to national development.

Strategic Direction

The objective of government is to move from a lower middle-income country (LMIC) with per capita income of USD2,445.3 (2021, GSS) to a per capita income of USD3,245 by 2025 to become an upper middle-income country (UMIC) by 2030, with a per capita income of at least USD4,046. This will consider the domestic realities and the external considerations that affect our development path through domestic revenue mobilisation, trade, capital flows and other channels.

Accelerating digitisation, promoting science, technology and innovation; managing urbanisation, the growth of cities and the related infrastructural deficit gaps; uplifting domestic production capabilities; addressing the quality of public infrastructure in energy and transportation; building the capacities of the youth to harness the demographic dividend; coping with vulnerabilities to climate change; and combating public health risks, are key considerations in the development landscape ahead.

Government will pursue a sound and stable macro-economic environment to enable the private sector to play its expected role as a driver of growth and job creation. It will in this regard, (i) set up a cluster of core sub sectors to guide private sector investments with a focus on agro-processing and "strategic anchor" industries with high potential for growth and job creation; (ii) tackle long-standing, key binding constraints to private sector growth with a focus on the quality, reliability, and cost of power, access to, and cost of finance, improvement in the ease of doing business and trade facilitation; (iii) ease access to land, reform local content rules, expand trade related

infrastructure, support technology acquisition and upgrading, and re-orient public regulatory institutions to be enablers of private sector growth; (iv) invest in the development of an entrepreneurial culture with a focus on promoting business governance literacy for the youth, nurture start-ups, micro and small business enterprises, catalyse medium and large enterprises for export competitiveness, import substitution and job creation, build on the different entrepreneurial initiatives to empower youth and women to create businesses; (v) build a resilient financial services sector to support economic transformation with a focus on mobilizing private capital to fund part of the Ghana CARES Programme, implement the Ghana Capital Market Master Plan and complete the implementation of the International Financial Services Centre.

PERFORMANCE REVIEW OF THE COORDINATED PROGRAMME OF ECONOMIC AND SOCIAL DEVELOPMENT POLICIES (2017-2024)

Economic Development

The goal of the Economic Development dimension under CPESDP (2017-2024) was to restore and sustain macroeconomic stability. The economy experienced an average growth rate of 7.0 per cent between 2017 and 2019. Real GDP growth (including oil) averaged 6.7 percent in 2018-2019. Total expenditure as a percentage of GDP reduced, and Inflation rates declined sharply in 2019. The banking sector clean up exercise also resulted in expansion in banking sector assets and recorded improvements in the sector's soundness indicators. Additionally, the proportion of the population living in extreme poverty also declined. These achievements could however not be sustained due to the COVID-19 pandemic. The impact of the pandemic reversed almost all the gains chalked over the years, with GDP growth rate falling sharply to below one percent in 2020; inflation rate reaching 10.4 percent as at September 2020; and public debt stock standing at 71 percent of GDP around the same period.

Social Development

The overall goal of Government's social development policies and programmes under CPESDP (2017-2024) was to create a fair and inclusive society, with equal opportunity for all. Achievements included expanded education infrastructure between 2016/17 and 2020/21; attainment of gender parity at the basic level of education; increased number of functional Community-based Health Planning and Services (CHPS) zones; expanded and equipped health facilities; promotion of domestic production of medicines; introduction of Human Resource Policies for the Health Sector; introduction of innovation in mobile renewal of NHIS card; drafting and submission of Affirmative Action Bill to cabinet; development of additional sporting infrastructure and improvement in the participation rate of women in sports; allocation of GHS600 million to entrepreneurs through the Ghana Enterprises Agency (formerly National Board for Small Scale Industries); launch of the Planting for Food and Jobs (PFJ) and One-Village-One-Dam (1V1D) Programmes; Other achievements include the establishment of the Steps Towards Employment and Productivity (STEP) Project; the Nation Builders Corps (NABCO); National

Identification System; Tax Identification System; development and deployment of a National Child Protection toolkit; launch of the Anti-Child Labour and Trafficking in Fisheries and Hazardous Child Labour Activity Framework; institution of a comprehensive support mechanism for victims of domestic violence; establishment of child friendly gender-based violence courts in all regional capitals; establishment of the National Cyber Security Centre; launch of an Internet Watch Foundation Portal (IWFP); establishment of a Child Protection and Digital Forensic Laboratory; finalization of the Early Childhood Care and Development (ECCD) Standards; improvement of the Capitation Grant, Ghana School Feeding Programme, and National Health Insurance Scheme; development of an Integrated Social Services (ISS) delivery system; drafting of the Disability Bill to amend the Disability Act, 2006 (Act 715); and development of an inclusive education policy.

Environment, Infrastructure, Human Settlements and Spatial Development

The broad goal of this dimension under CPESDP (2017-2024) was to safeguard the natural environment and ensure a resilient built environment. Notable achievements under this dimension include the restoration and establishment of forest plantation; improvement of the proportion of mining earnings spent on local goods; increase in the proportion of water bodies with good ambient water quality; the passage of the Land Use Spatial Planning Act, 2016 (Act 925) which established the Land Use and Spatial Planning Authority (LUSPA); railway re-development and extension among others to address inequalities; provision of houses under the Government's Affordable Housing Programme; completion of several affordable housing with ancillary facilities for middle-income earners; and the establishment of the Ghana Enterprise Land Information System (GELIS). Others include: improvement of working days and turnaround time for deed registration of land; passage of the Land Act, 2020 (Act 1036); completion of six Coastal Sea Defence Projects; rechanneling, upgrading, and maintenance of primary and secondary drains; setting up of Foundry and a Computer Numerical Control Machine Tools and incubation centres; improvement of basic hygiene in urban areas; improved liquid waste management; increase in rural water coverage and the proportion of the national population with access to basic drinking water sources; and construction of 213,346 household latrines through the Social Marketing Programme (SMP). Government is also implementing, with support from the World Bank, the Greater Accra Resilient and Integrated Development (GARID) Project which aimed at improving flood risk and solid waste management in the Odaw River basin and improving access to basic infrastructure and services in the targeted flood-prone low-income communities in the Greater Accra Region.

Governance, Corruption and Accountability

The CPESDP (2017-2024) goal was to maintain a stable, united, and safe country. Some notable achievements over the period were increases in budgetary allocation to independent governance institutions; development of National Public Policy Formulation Guidelines (NPPFG) and Macro Economic Model; implementation of the National Anti-Corruption Action Plan (NACAP); establishment of the Office of the Special Prosecutor (OSP); enactment of Right to Information

Act, 2019 (Act 989) and Witness Protection Act, 2018 (Act 975). Other achievements include improvement in Police and fire officer to citizen ratios; reduction in crime; increase in central government transfers to the local level; and development of a National Public Sector Reform Strategy (NPSRS) 2018-2023.

POLICIES AND PROGRAMMES OF GOVERNMENT

Economic Development

Under CPESDP (2021-2025), government seeks to stabilize, revitalize and strengthen macroeconomic stability by creating an enabling environment for the private sector to play a leading role in job-creation; increase the minimum paid up capital to Universal Banks; improve fiscal performance and debt sustainability through local revenue mobilization; broaden the tax base through administrative efficiency; introduce commodities exchange market to the market ecosystem; and reduce poverty. Government will also improve corporate governance of State-owned Enterprises; establish a fertilizer manufacturing plant; improve access to machinery services for efficient production; enact the Tree Crops Development Authority (TCDA) Act, 2019 (Act 1010); complete 42 out of 50 warehouses under the “One District One Ware House” programme; revamp the National Food Buffer Stock Company (NAFCO); develop COVID-19 response plan; introduce the second National Tourism Development Plan 2013-2027; re-introduce the “Year of Return” campaign to enhance the “Beyond the Return” initiative; install Power factor correction equipment (Capacitor banks) in public institutions; initiate the Energy Sector Recovery Programme (ESRP); and establish Nuclear Power Ghana (NPG) Ltd.

Social Development

CPESDP (2021-2025) will aim at attaining gender equality and equity in political, social and economic development systems and outcomes; ensuring equal access to secondary education; stimulating the productive sectors of the economy to create more decent work; increasing access to quality essential healthcare and population-based services; improving food security; achieving an enabling and supportive environment for older persons; initiating policy interventions and strategies towards the attainment of agreements and protocols on ageing; implementing policies which are critical for overcoming inequalities, negative cultural and traditional practices, social exclusion, abuse, trafficking; and creating a policy environment to continue expanding and improving the wellbeing of PWDs. As sports has become a national unifier, strategies will be implemented to promote sports and recreation including developing and maintaining sports and recreational infrastructure, promoting gender equity in sports disciplines, promoting less-recognized sports activities and community level sporting activities, promoting interschool sports competition, and creating space for private sector participation in sports development.

Environment, Infrastructure, Human Settlements and Spatial Development

Key policies and programmes under CPESDP (2021-2025) will include: updating of base maps of the entire country; comprehensive review of the water sector; promotion of public-private

partnerships in the blue economy; rehabilitation of the Tema Shipyard and Drydock; upgrading of the Volta Lake transportation system; development of a cargo hub and construction of ferry landing sites at strategic locations; rehabilitation works on major headworks; enhancing transmission and distribution networks to reduce water losses by GWCL and CWSA; scaling up of automated billing systems for CWSA and GWCL for effective revenue generation; improved access to financing for infrastructure projects; promotion of technology development through entrepreneurial, technical and financial support for research centres, institutions and universities; preparation and implementation of sewage master plans for the whole country and ensuring STI mainstreaming into policy and planning.

Governance, Corruption and Public Accountability

Proposed policy recommendations for implementation under CPESDP (2021-2025) include: continuing the Constitutional Review Process; implementing the National Public Sector Reform Strategy 2020-2024; developing a framework to strengthen institutional collaboration and coordination between the OSP and other anti-corruption institutions; implementing the Right to Information Act, 2019 (Act 989); improving Ghana's ranking on the Democracy Index, the Ghana's Corruption Perception Index (CPI), and quality of public services; and aligning the financial system with the requirements of the International Public Sector Accounting Standards (IPSAS). Other strategic directions are to: review the cultural policy framework to mainstream culture in all aspects of the national development process; improve the number and capacity of security agencies to meet international standards; increase financial resource allocation and timely release of funds to Independent Governance Institutions (IGIs); strengthening the monitoring and evaluation capacities of governance sector institutions; equipping relevant authorities with necessary intelligence gathering capacities to gather information on illicit arms for trafficking and gunrunning; establishing a database for small arms and light weapons; promoting political and economic interests abroad; promoting a globally competitive foreign service; and instituting measures to safeguard the safety and welfare of journalist and other media personalities.

PRIORITY PROGRAMMES AND FLAGSHIP INITIATIVES

Economic Development

As part of its flagship programmes, government will leverage on the digitalisation initiative and cashless payments in public administration to ensure efficient public expenditure management; standardise project design and costing of public infrastructure projects including schools, clinics, hospitals and roads, and other social projects; ensure effective public debt management and debt sustainability to anchor public expenditure management; keep external debt at sustainable levels; diversify export-oriented, large scale agricultural enterprises in cocoa, oil palm, legumes, cereals, rice, and horticulture, poultry and meat for regional markets; enhance successful implementation of the Greenhouse Village concept, focusing especially on the youth; increase and expand Agricultural Mechanisation Centres, equipment and services and; facilitate private sector investment in manufacturing to enhance value-addition and create jobs across Districts through

the implementation of the one District one factory (1D1F) initiative and the Strategic Anchor Industries Initiative, among others.

Social Development

Government's flagship initiatives include maintaining the momentum of reducing poverty and inequalities; improving access to quality education and building the needed human capital base to propel economic growth and transformation; skills acquisition through Technical, Vocational Education and Training (TVET); strengthening the NHIS and reducing unequal access to health; low-cost housing delivery; enacting and implementing social protection policies and laws and strengthening social protection especially for the vulnerable.

Environment, Infrastructure, Human Settlements and Spatial Development

Government's flagship initiatives include the establishment of a National Rental Assistance Scheme (NRAS) to assist with rent advance payments, as well as regulatory, institutional, and operational reforms of the Rent Control Department, including the digitization of operations, to enhance delivery. A new Rent Control Act has been drafted for review by Cabinet in this direction. The number of housing units being delivered under "National Housing Programme will be increased, Land Banks created and infrastructure provided in partnership with Landowners and District Assemblies. The Real Estate Agency Council will be resourced to regulate the players of the real estate ecosystem. The Real Estate Investment Trusts (REIT's) will be promoted as a vehicle to encourage rent-to-own schemes, private sector mortgage finance companies and mortgage-backed securities. An integrated local manufacturing industry will be set up to support the housing sector through tax incentives, creation of markets and tax rebates on some imported materials. A road maintenance infrastructure programme will be implemented as part of improvements in existing road infrastructure and as a major source of job creation for the youth. Innovative policies to facilitate urban traffic de-congestion will also be introduced.

Governance, Corruption and Public Accountability

Government flagships include building consensus towards the amendment of Articles 55(3) and 243 of the Constitution and other consequential laws to allow for the direct, popular election of MMDCEs on partisan basis and the devolution of more powers to local authorities. Government will ensure the integration of "One District One Factory" (1D1F), 'Planting for Export and Rural Development' (PERD), 'One Village One Dam' (1V1D) and other government initiatives in the core deliverables of MMDAs to stimulate local economic development. Social protection measures will be mainstreamed into MMDAs' operations; and the digitization of the Births and Deaths Registry completed and decentralised. Government will continue to promote and support ECOWAS and the AU to accelerate regional and continental integration and engage as a united front in global relations. It will support the successful implementation of AfCFTA and strengthen relations with countries in the Americas, the Caribbean, and Asia. Chip-embedded passports will

be introduced to keep up with technological advancement and enhance the security of Ghanaian passports.

IMPLEMENTATION, MONITORING AND EVALUATION ARRANGEMENTS

Monitoring and Evaluation (M&E) of the CPESDP (2021-2025) will involve the assessment of performance through agreed sets of indicators and targets on a quarterly and annual basis and undertaking evaluation of the impact of selected interventions on a regular basis. M&E activities will assess whether effectiveness, efficiency, relevance, economy and impact, which are accepted as the hallmark of effective implementation, are achieved. The process will form the basis of dialogue with other non-state actors, such as CSOs and Ghana's international partners. The results of M&E will inform further national development planning, support sector policy and programme design, and inform Budget and resource allocation.

CHAPTER ONE

1.0 INTRODUCTION

The President's second Coordinated Programme of Economic and Social Development Policies (CPESDP (2021-2025) is in pursuance of the Constitutional requirement of providing broad economic and social development policies towards the "establishment of a just and free society", where every Ghanaian can live a long, productive, and meaningful life as enshrined in Article 36, Clause 1 of the Constitution of the Republic, which enjoins the State to:

"... take all necessary action to ensure that the national economy is managed in such a manner as to maximize the rate of economic development and to secure the maximum welfare, freedom, and happiness of every person in Ghana and to provide adequate means of livelihood and suitable employment and public assistance to the needy."

To ensure the implementation of the foregoing, Article 36, clause 5 requires that:

"... within two years after assuming office, the President shall present to Parliament a co-ordinated programme of economic and social development policies, including agricultural and industrial programmes at all levels and in all the regions of Ghana."

The CPESDP (2021-2025) forms the basis for the preparation of the medium-term national development policy framework (MTNDPF), to be implemented over the period 2022-2025. The MTNDPF informs the preparation of national, sector, regional and district medium term development plans and budgets.

The document is presented in six chapters. Chapter one provides the background and context to the CPESDP (2021-2025); Chapter two presents the President's vision, goals and objectives for the CPESDP (2021-2025). It also analyses current opportunities and constraints in the development landscape that can facilitate or impede the attainment of the President's vision and sets the strategic direction for CPESDP (2021-2025); Chapter three provides an assessment of the implementation of CPESDP (2017-2024), as operationalised by the Agenda for Jobs I (2018-2021) in the areas of (1) economic development, (2) social development, (3) environment, infrastructure, and human settlement development and (4) governance, corruption, and accountability. The priority interventions to be implemented over the programme period are outlined in Chapter four. Chapter five is a summary of the selected priority projects to be implemented during the programme period 2021-2025, while Chapter six presents the implementation, monitoring and evaluation arrangements.

1.1 BACKGROUND AND CONTEXT

In 2017, the President prepared the Coordinated Programme of Economic and Social Development Policies (CPESDP) titled “An Agenda for Jobs: Creating Prosperity and Equal Opportunity for All (2017-2024)” and the 2016 election manifesto of the New Patriotic Party. The CPESDP (2017-2024) articulated the vision, goals and aspirations, for the country during the President’s first term in Office, with projections into the next four years.

Against the background of slow and near jobless growth over the period 2013-2016, and other daunting challenges, the thrust of CPESDP (2017–2024) was to stabilize the economy and place it on the path for a strong, diversified, resilient growth and opportunities for all. The CPESDP (2017-2024) articulated the vision, goals and aspirations, for the country during the President’s first term in Office, with projections into the next four years.

The economy recorded significant expansion during the first three years of the first term (2017-2019). Average growth in national output more than doubled from 2.8 percent (2014-2016) to 6.96 percent (2017-2019). The growth of agriculture more than tripled from 2.5 percent to 8.3 percent. Growth in manufacturing improved and the economy experienced industrialisation and expanded job creation. Fiscal deficit declined from 6.8 percent of rebased national output in 2016 to 3.8 percent and 4.8 percent in 2018 and 2019 respectively. Inflation dropped steadily from 15.4 percent at the end of 2016 to 7.9 percent at the end of December 2019.

Ghana continued to make progress in democratic governance, the rule of law and order, independence of the judiciary, freedom of expression, and continuing peace and respect for human rights.

The country made strides in inclusive growth with massive reduction in infrastructure deficits in roads, community infrastructure such as water and sanitation with rural communities and deprived areas as greatest beneficiaries. Government accelerated digitization of the economy, kept the lights on, made significant innovations in education (notably the free SHS), increased access to the NHIS, and strengthened social safety nets. All these strides were made before the disruptive effects of the COVID-19 pandemic in early 2020.

To give effect to the implementation of the CPESDP (2017-2024), two additional policies, namely, the Ghana Beyond Aid (GBA) Charter and Strategy, and the Ghana COVID-19 Alleviation and Revitalization of Enterprise Support (Ghana CARES-Obaatampa) Programme were introduced to accelerate the socio-economic transformation of the country. The GBA vision is about transforming and growing the economy out of aid dependency, based on a paradigm shift in mindsets, attitudes and behaviour. It embraces the capability of Ghanaians and summons their collective will and self-belief to harness and deploy resources efficiently and effectively to build a prosperous Ghana not dependent on aid.

As a result of the debilitating effects of the COVID-19 pandemic, the Ghana CARES-Obaatanpa Programme was developed in 2020 to revitalize the economy and accelerate national transformation from 2020 to 2023 in line with the GBA agenda. Its implementation was expected to restore growth to pre COVID-19 levels and put the economy on the path of fiscal sustainability within the framework of the Fiscal Responsibility Act 2018, (Act 982), as intended in CPESDP (2017-2024).

The country had barely recovered from the effects of the COVID pandemic, when the Russia-Ukraine conflict struck, leading to distortions in global energy and commodity markets, with high energy, transportation and agricultural inputs and food import bills, setting off inflationary trends and threatening incomes and the food and nutrition security of especially vulnerable populations. These have further derailed macro-economic gains and led to debt distress for many countries, Ghana included, requiring support for macro-economic stabilisation and safeguarding of social safety nets for vulnerable populations.

1.2 CONSOLIDATING ACHIEVEMENTS

To ensure continuity, government will consolidate the progress made under CPESDP (2017-2024) I and optimize the implementation of all priority programmes under CPESDP (2022-2030). The specific consolidating actions are summarized below:

- i.** Restore and sustain macroeconomic stability
- ii.** Strengthen the agricultural sector through the Planting for Food and Jobs (PFJ), Rearing for Food and Jobs (RFJ), and Planting for Exports and Rural Development (PERD)
- iii.** Stimulate industrial growth through ID1F and industrial supply chains
- iv.** Stimulate entrepreneurship and innovation
- v.** Improve on job creation, especially better-paying jobs
- vi.** Continue to fill physical infrastructure gaps with roads and bridges.
- vii.** Invest in building human capital and skills development
- viii.** Strengthen equal access to and financial of the NHIS
- ix.** Expand the reach of social intervention and safety nets
- x.** Deepen democratic governance, intensify the fight against corruption and economic crimes through greater transparency in a digitized environment
- xi.** Accelerate the transformation of the delivery of government services through digitization

1.3 IMPACTS OF RECENT GLOBAL DEVELOPMENTS AND THEIR IMPLICATIONS FOR CPESDP (2021-2025)

Four sequential events; the COVID-19 pandemic, the Russia–Ukraine conflict, the consequential global supply chain and financial disruptions, which started from early 2020, are having defining effects on Ghana’s development trajectory.

The COVID-19 pandemic hit Ghana effectively from March 2020 and rapidly had a telling effect on the entire economic, social and psychological fabric of Ghana with an impact which has stretched beyond the middle of 2022. It exposed particularly the country's vulnerability to emergencies and the fragility of responsible institutions.

There was an unanticipated extra budgetary funding of GHS 4.6 billion for the COVID-19 response, spent on health infrastructure, equipment and vaccines, water and electricity, and on additional COVID-19 expenditure on reopening of schools. Another vital area of expenditure was on revitalizing the economy through special purpose programmes.

In the aftermath of the 3-week lockdown, many economic activities in the country slowed down or collapsed entirely. Real GDP per capita growth of -1.3 percent predicated on Real GDP growth of 0.9 percent in 2020 is a clear depiction of the challenging economic debacle Ghana was plunged into. It is also established that the most vulnerable population were the most affected, many small businesses collapsed and are still challenged (GSS, 2022), and the proportion of population below the poverty line increased from 23.4 percent in 2017 to an estimated 25.5 in 2021 (World Bank, 2022).

In late 2021 when the COVID-19 effect had been presumed to be dousing, the global ripples of the Russia–Ukraine conflict erupted, affecting the development trajectory of Ghana; The conflict affected Ghana's agricultural sector, and disrupted supply chains and food security. The disruption affected grain, fertilizer and energy markets resulting in unexpected food inflation.

Russia accounts for 40 percent, 22 percent and 14 percent of global exports for potash, ammonia and urea respectively. Ghana imports 57 percent of its nitrogenous fertilizers, 28 percent of potassic fertilizers and 17 percent of fertilizers containing various elements (nitrogen, phosphorus and/or potassium) and other fertilizers from Russia. The shortage accounted for 142 percent increases in fertilizer prices year on year. Expectedly fertilizer imports to Ghana also decreased by 61 percent.

The Russia–Ukraine conflict has not only reduced local food production with the shortage of fertilizer but has also affected food imports as prices of key commodities increased from 20 to 50 percent between January and March 2022 in Africa. Food inflation in Ghana reached an unprecedented level of 32.3 percent as of July 2022 (GSS, 2022) since 2015.

The Russia–Ukraine conflict also triggered a global supply challenge on petroleum and gas bringing the global price to USD116 in March 2022 for Brent Crude. This reflected in high increases in petroleum prices in Ghana from GHS6.93 per litre in February to GHS11.95 per litre in August 2022, an increase of 72 percent within six months.

The conflict further disrupted global supply chains for traded goods. In 2020 Ghana exported cocoa products valued at USD\$69.6m as against imports of wheat, fertilizer and mixed/chemical valued at USD\$85.2m. Ghana depends on imports of food, such as rice, fish, meat, wheat and many other food items to meet its food security needs. Prices of imported food items increased due to the triple

effects of high import cost, high depreciation of the cedi and high internal distribution cost due to increases in fuel prices. The increased local demand for the dollar to import goods from China, UAE, Turkey and other European countries to close the supply gap laid immense pressure on the cedi, which depreciated by 48 percent by July 2022.

Global Financial Disruptions, Effects and Response

The dual effect of COVID-19 and the Russia–Ukraine conflict led to disruptions in the global financial system resulting in the pulling of investment from potential risky countries to safe havens and less risky countries. The investment drives in many emerging economies, including Ghana were thus negatively affected. Global growth was revised downwards from 6.1 percent to 3.2 percent in 2022. The three strongest economies were not spared either with US having a revised growth of 2.3 percent, China at 3.3 percent and Europe at 2.6 percent. Unanticipated inflation levels reached 6.6 percent in advanced economies while that of emerging markets and developing countries reached 9.5 percent. The effect is a further global deceleration by 2.6 percent expected in 2022.¹

Anticipating the challenging effect of a global recession, Ghana responded with both fiscal and monetary measures. Fiscal initiatives included the introduction of two principal revenue handles: the E-levy and property tax. Property tax collection is at the pre-implementation stage including digitizing the process and making it more transparent. The implementation of the E-levy faced both communication and tacit political challenges, which reduced the expected revenue target of GHS 4.9b to GHS 611m in July 2022.

Expenditure measures were very drastic with government cutting down on its budget by 30 percent and phasing out some capital projects to subsequent years. Expenditure cuts were also augmented by voluntary reduction in salaries and allowances of some government appointees. The reductionist effect at the time of recovery from the global economic impact had a contraction effect, delaying payments to government commitments and resorting to credits.

The challenging revenue contraction, the deliberate expenditure controls and other rational monetary policy choices including moderated increases in the prime rate from 13.9 percent in January 2022 to 22 percent in July 2022 could only aggravate inflation bringing it to 31.7 percent in July though at a decreasing rate.

The combination of these results from the economic indices had perceptive and actual impacts on the real economy. The production response shows that in spite of the rising inflation figures, the composite index of economic activity was relatively higher than the same months in 2020 and 2021.

¹ IMF (2022) Global Economy: Outlook worsens as global recession looms

Table 1. 1: Bank of Ghana Composite Index of Economic Activity (Normal)

Month	2022	2021	2020
January	2633.30	2369.53	2041.38
February	2636.15	2341.82	2039.50
March	2823.38	2446.73	1937.52
April	2836.46	2458.68	1811.78
May	2851.62	2472.00	1879.00

Source: Bank of Ghana (2022)

The unemployment rate increased to 13.9 percent in July 2022 from 13.4 percent in 2021, an increase of 0.5 percent in the 2nd quarter of 2022.

The international trade situation of Ghana from July 2021 to June 2022 presents a vivid impact of the respective global crises situation on Ghana. The period from July 2021 depicted a clear indication of a recovery from the COVID-19 impact on local production performance and the recovery thereon peaking in April 2022. The drop in trade balance from March 2022, continued in May 2022 and drastically reduced to just USD 5 million in June 2022.

The fiscal situation in Ghana has been very challenging but well controlled. As indicated by Table 1.2 the fiscal deficit as a percentage of GDP stayed below the 5 percent target and started increasing with the COVID-19 effect in 2020 through to 2022.

Table 1.2: Ghana Fiscal deficit as Percentage of GDP, (%)

Year	Fiscal Deficit % of GDP	Deduction (%)
2017	5.1	
2018	3.0	2.1 decrease
2019	4.8	1.8 increase
2020	8.6	3.8 increase
2021	7.7	0.9 decrease
2022	7.9	0.2 increase
2023	5.5*	2.4 decrease

*Projected figure

Source: Ministry of Finance, National Budgets (2017-2022)

Thereafter in 2021 there was a significant decrease in deficit but the Russia-Ukraine conflict did not only affect revenue flows but accentuated expenditure due to increasing government bills. The

effect of the increasing expenditure in the face of dwindling production opportunities and commodity shortages was a sudden inflation gallop best captured in Box 1 by World Bank (2022).²

Box 1 Inflation Scenario in Ghana

- “Ghana inflation rate for mid-2022 was **31.7 percent** a **22 percent increase** from 2021
- Ghana inflation rate for 2021 was **9.97%**, a **0.08% increase** from 2020.
- Ghana inflation rate for 2020 was **9.89%**, a **2.74% increase** from 2019.
- Ghana inflation rate for 2019 was **7.14%**, a **0.67% decline** from 2018.
- Ghana inflation rate for 2018 was **7.81%**, a **4.56% decline** from 2017.

The rising inflation that hit Ghana at the inception of the COVID-19 pandemic was further aggravated by the effect of the Russia-Ukraine conflict. Ghana’s rapid growth rate of 7 percent from 2017 to 2019 was halted by the COVID-19 pandemic, the March 2020 lockdown, and a sharp decline in commodity exports, with an overall GDP as low as 0.4 percent (World Bank (2022) ³. The economic slowdown had a considerable impact on households. The poverty rate is estimated to have increased slightly from 25 percent in 2019 to 25.5 percent in 2020. Ghana’s economy effectively rebounded from the COVID-19 induced slowdown. Growth was estimated to have reached 4.1 percent in 2021 and expected to be broad-based in 2022 and projected to reach 5.5 percent in 2022. The Russia-Ukraine conflict deprived the country of vital inflows of production inputs, food, and a trade volume of more than USD154 million.

Impact on International Financial Ratings

The rating actions by institutions from 2020 to 2022 vividly presents Ghana’s trajectory under the COVID-19 and the Russia-Ukraine conflict. In January 2020, Moody’s affirmed Ghana’s long-term issuer and senior unsecured bond ratings at B3 and changed the outlook from stable to positive. A month later, S&P also assessed Ghana and maintained the country’s rating of B with a stable outlook. However, the advent of COVID-19 impacted ratings negatively. On 20th April 2020, Moody’s affirmed Ghana’s B3 ratings but changed the outlook from positive to negative. At the same time, Fitch, on 21st April 2020, affirmed Ghana’s Long-Term Foreign-Currency Issuer Default Rating (IDR) at B and maintained its outlook at stable. Standard and Poors (S&P), on 29th April 2020, affirmed Ghana’s ratings at B and changed the outlook from stable to negative. The mixed credit rating review results were not peculiar to Ghana. Several countries, including South Africa, Nigeria, Angola, Mauritius, and the UK, were either downgraded or suffered worsening outlook during the reporting period.

²<https://mofep.gov.gh/index.php/press-release/2022...>

³ Ghana Overview: Development news, research, data | World Bank

On 11th September 2020, S&P Global Ratings lowered Ghana's long-term foreign and local currency sovereign credit ratings to 'B-' from 'B' and affirmed its 'B' short-term ratings. However, S&P adjudged the outlook to be stable. The reason for the ratings downgrade was because of the elevation in fiscal policy stance taken by Government to save lives and provide relief to many Ghanaians severely impacted by the pandemic. On 15th October 2020, Fitch upon a successful review mission affirmed Ghana's Long-Term Foreign-Currency Issuer Default Rating (IDR) at B and maintained its outlook at stable. Fitch in their report noted with satisfaction the retracement steps outlined by Government in addressing fiscal whiplash brought about by the pandemic.

Fitch intimated that the 2022 deficit would still be more than twice the 2022 'B' median of 4.6%. Overall, risks to public finances remain high therefore Fitch Ratings has downgraded Ghana's Long-Term Foreign-Currency (LTFC) Issuer Default Rating (IDR) to 'CCC' from 'B-'. Fitch typically does not assign Outlooks to sovereigns with a rating of 'CCC+' or below. On 5th August 2022, Standard and Poor's ("S&P") Global Ratings downgraded Ghana's foreign and local currency credit ratings from 'B-/B' to 'CCC+/C' with a negative outlook. According to S&P, the downgrade is due to intensifying financing and external pressures on the economy. In arriving at their decision, the credit rating agency considered:

- i. the lingering effects of the COVID-19 pandemic and the Russia-Ukraine conflict on Ghana and the consequent fiscal and external imbalances;
- ii. elevated gross financing needs in the face of International Capital Market hiatus;
- iii. the limited commercial financing options; and
- iv. the credibility of steps taken by Government to fast-track fiscal consolidation and the passage of key revenue bills.

The net effect of the downgrade is making it difficult for Ghana to access funds from international capital markets.

Impact of COVID-19 on Private Sector Businesses

A survey of 4311 firms conducted by Ghana Statistical Service in collaboration with the World Bank and United Nations Development Program (UNDP), between May 26 and June 17, 2020, revealed the following:

- i. **Firm closings:** 35.7 percent of business establishments had to close during the partial lockdown, with 16.1 percent continuing to be closed after the easing of the lockdown, with firms in the accommodation and food sector (24.0 percent) being the most affected
- ii. **Employment:** 46.1 percent of business establishments report that they reduced wages for 25.7 percent of the workforce (an estimated 770,124 workers). Only 4.0 percent of firms indicate that they have laid off workers, corresponding to 1.4 percent of the workforce (an estimated 41,952 workers).

- iii. **Digital solutions:** More than a third of firms (37.5 percent) started or increased their use of mobile money, and about a tenth of firms (9.0 percent) started or increased their use of internet to do business.
- iv. **Government intervention:** Only 3.5 percent of firms report that they received government assistance, with “not being aware” of government programmes indicated as the most common reason.
- v. **Business confidence:** Firms report substantial uncertainty in future sales and employment, with average expectations of declines of 24 percent of sales and 15 percent of employment in the worst-case scenario.

These findings indicate that Ghanaian businesses were affected through a multiplicity of channels (demand, supply and financial shocks, and continued uncertainties). In the short-run, policies that support firms in managing financial shocks can be expected to be beneficial, including increasing awareness of current schemes. In the longer term, policies that increase customer and business confidence, help re-establish broken supply channels and assist firms adjusting to the new reality (e.g., by leveraging digital technologies) can be expected to help businesses to recover from the shock. (COVID-19 Business Tracker Survey, 2020).

The social effect of the double dilemma of COVID-19 and the Russia-Ukraine conflict has been very destructive and challenging. Following a combination of very transformative educational policies on Free secondary education, with a focus on STEM, and promotion of TVET, the pandemic affected the school calendar, infrastructure capacity due to more space requirements and shifting of resources to health responses. The health sector had its fair share of damning effect as GHS82 million additional budget had to be raised as relief for health workers. This is besides the GHS231.43 million spent on Testing tool kits and other logistics. The most damning part is the deterioration of some social protection measures including the school feeding and LEAP programmes.

Defining Response and Anticipated Trajectory

Several responses dealing with emergency situations have been defined in Chapter four, but there are other recommendations that are very specific to the on-going challenges resulting from the effect of COVID-19, pandemic, the Russia-Ukraine conflict, the resultant supply chain disruptions, food and oil supply disruptions and rising inflation.

Proposals for Immediate Action (1 year)

The first action is to limit the exposure to the shock through instituting fiscal measures that can open the fiscal space and create possible local substitutes to the supply shortages.

Expanding the fiscal space would require an immediate respite on debt servicing through debt restructuring. Debt restructuring must be augmented by the dual action of increasing revenue and reducing expenditure. In a period where production is contracting, due to input shortages and

increasing prices, a contraction through expenditure cuts must be well moderated as any increase in taxes must be well targeted so as not to hurt the poor. Public funds spending must be avoided on luxurious and recurrent development commitments that can be phased out or totally avoided, and wasteful public contracts and ongoing “investment” must be renegotiated. Moderated expansionary measures should target the activities concentrated in the lower income earning production opportunities such as agriculture value chains, small scale processing and manufacturing, and construction.

On the revenue side, the numerous tax exemptions must be reviewed, and new tax handles such as the E-levy and property tax be well implemented and utilized with transparency. Revenue management and accountability must be improved at all levels and be more inclusive.

The second area that must be tackled to limit the exposure to the shock is reducing shortages by providing feasible substitutes to the affected supplies. The two areas indicated by MOFA (2022) are grain and fertilizer. Though Ghana doubled its maize production from 2016 to 3.5 million metric tons in 2020, there is still a high potential for expansion as the key Ghanaian staple is also used as a poultry feed formulation, maize-grit production, alcohol brewing, baby food and breakfast cereal production. Rice is the most important staple after maize. Rice consumption has progressively increased from 500,000 tons in 2005 when per capita consumption was 22kg⁴ to 1,598,127 tons in 2020 with a corresponding per capita consumption of 52kg⁵. Notwithstanding this stride, in 2020 Ghana imported 708,018 tons (49% deficit) of its rice needs valued at \$200,154,910.

Immediate Policy Actions and Focus:

- i. Undertake immediate restructuring of National debt to create fiscal space and reduce competing with the private sector on local credits.
- ii. Cut down public expenditure to the stipulated 30 percent and reprioritize public programmes and projects to focus on essentials and areas that protect the social safety nets.
- iii. Effective revenue management, identifying new feasible tax handles and make it easier for compliance through digitalizing.
- iv. Support agriculture value chains for rice, maize, tomatoes, and selected tubers should through government equity and triggered funding from the private sector through PPP arrangements.
- v. Facilitate thorough implementation of the CARES programme focusing on support for youth innovation and entrepreneurship and harnessing small scale processing activities to augment the agriculture value chain.
- vi. Enhance digital communication, E-commerce and improve public and mass transport system to reduce the cost of transportation and consequently reduce the demand for fuel.

Proposals for Short-Term Policies and Actions (2-3 years)

⁴ MoFA (2009). National Rice Development Strategy. Government of Ghana: Accra.

⁵ MoFA-SRID (2021). Agriculture in Ghana. Facts and Figures. MoFA, December 2021.

The short and medium-term policies and actions should focus on effective macro-economic management, ensuring that the development trajectory initiated to prepare and establish the development fundamentals for taking-off is not missed. While in crises, the focus has been on being parsimonious and maintaining an expenditure contraction, while mobilizing the necessary revenue to respond to emergency needs. In the anticipated immediate aftermath of the crises, the focus should be towards targeted expansion and enhanced social protection. The policy direction will thus concentrate on revitalizing the economy through promoting the key triggers in the real sector. The fiscal constraints must be gradually eased while monetary policies are used to establish the investment pace and direction.

Revitalizing the country within the second to the third year requires a reliance on what has been espoused in the CARES (Obaantanpa) programme, hinging on intense import substitution and massive export drive. This again requires a change in the local light manufacturing sector, which has proved to be quite resilient during the dual crises, and the agriculture and agri-business sector. Modernisation of the manufacturing and agriculture sectors cannot be overemphasized as the two sectors can propel the infusion of private sector resources into directed investment. The livelihood base of the poor must also be expanded through deliberate and targeted investment. The dynamics resulting from the Structural Adjustment Programme in Ghana and subsequent investment efforts through the Ghana Poverty Reduction Strategy I&II (2001-2008) attest to the feasibility of this route.

Within the short term it is obvious that an expansion of the agricultural sector depends on the ability to develop full value chains, linked to industrial and technological development predicated on an efficient and functioning service sector.

The short-term revitalization must also hinge on revamping and development of infrastructure and housing. One of the key sectors to attract and stretch the resources of both public and private sector is Construction. While development of physical infrastructure and housing is necessary for rejuvenating the economy, it also provides varied jobs across many skill areas and often use comparatively locally produced inputs. This is a very optimal way of distributing resources while propelling development, required for post crises revamping.

The short-term macroeconomic revitalization policies and actions areas include:

- i. Boosting fiscal spending by settling debts to local contractors, which will enhance spending and open the construction space for further work, create job opportunities and stimulate demand
- ii. Creating incentives and redirecting private investment into economic areas with potential for quick recovery such as agro-processing, light manufacturing, hospitality, and transportation.
- iii. Facilitate spatially designated areas for the development of industrial parks in the 16 Regions to promote sharing of facilities for industrial development

Proposals for Medium-Term Policies and Actions (4-7 years)

In the medium-term the emphasis should be on social programmes to control effects of the crisis and the means of coping with its ramifications. The stretch and intensity of the crisis affected social programmes and many social responses it is therefore compelling that resources are directed and sustained in the social sector. In the medium-term therefore it calls for not just the mitigation of the effects but also putting in place the necessary social policies to build on the social resilience of the country. During the crises period and thereafter the recovery counted on and will continue to count on the bedrock of policies initiated in education, health, water and sanitation, gender and social protection sectors.

The continued running of schools at all levels, with even increasing enrolment at the secondary and tertiary level; the continued provision of water for households and even with increasing access from 80 percent in 2015 to 87 percent in 2021; and access to sanitation and hygiene improving and gender issues receiving a significant attention. The social protection system of the country was stretched to the fullest as many people lost their sources of livelihood, and some essential services. However, the existence of the national health insurance system, the LEAP programme, the School Feeding Programme and the emergency response came to the rescue of many affected households.

The lesson from the social responses is the greatest evidence for a critical need to accentuate, improve and sustain policies in the social sector. Within the medium-term the emphasis will be on these policies:

- i. Eradicate poverty through addressing vulnerabilities and reduction of income disparities across socio-economic groups, including people with disability
- ii. Sustain and expand access to reliable social services such as education, health and nutrition, water and sanitation, effective child protection
- iii. Support the provision and maintenance of targeted economic infrastructure particularly roads, markets, and storage facilities to sustain the functioning of local supply chains to reduce locational and price disparities
- iv. Government must also mainstream science, technology and innovation into all policies, programmes and plans, increase investment in research and maintain strides in Information Communication Technology initiatives and programme

Proposals for Long-Term Policies and Actions (Beyond 7 years)

The long-term strategy is for structural change, focusing on extricating the country from the current crises. Structural transformation requires building very strong economic and social fundamentals to the extent that external shocks as experienced will have only temporary and ephemeral effect on households and firms. It is projected that by the medium-to long-term, Ghana should have resumed its previous path of steady growth of seven percent and above and set on its sustainable industrialization path. Resuming this development path requires the initiation of bold and enduring

policies. Restructuring the economic structure cannot be attained while the gross value-added growth rates of the industrial and services sectors are declining.

Policies must be able to link the primary production sector of the country: agriculture, mining including oil and gas and lumbering to the secondary sector: industry, manufacturing, construction and agro-processing; and then with the tertiary sector; transportation and logistics, trading, social services, financial services others. The ability to process the country's agro products, gold, bauxite, iron, manganese, oil and gas, salt, limestone, and lithium will add more value and create jobs. The establishment of gold refineries, the integrated aluminum, iron, and steel industries can form the basis of the industrial revolution in Ghana.

The policy generally calls into action acceleration of these structural policies proposed under the "Agenda for Jobs I".

- i. Government must adhere to development plans and policies for implementation drawing on a strong linkage between plans, budgets and implementation as well as feeding back lessons from monitoring and audit reports
- ii. Deepen the IDIF programme, diversify and strengthen the linkage between resources, industry, skills development, and potential markets, internal or external.
- iii. Implement the Precision Quality policy linking standards to skills development, work ethics and quality of products.
- iv. Completion of the "unfinished business" of decentralization in Ghana, amending the necessary constraining statutes to open up a more inclusive and participatory decision-making process to facilitate implementation of development decisions.

CHAPTER TWO

2.0 VISION, GOALS AND OBJECTIVES OF THE PRESIDENT FOR ECONOMIC AND SOCIAL TRANSFORMATION

Vision

Within the framework of the long-term vision for Ghana, which is to establish a just and free society, the vision of this Coordinated Programme is:

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

Goals and Objectives

Four main goals to be pursued under this Coordinated Programme are to:

1. Build a prosperous country,
2. Create opportunities for all Ghanaians,
3. Safeguard the natural environment and ensure a resilient built environment, and
4. Maintain a stable, united, and safe country.

1. Building a prosperous country

The objectives to be pursued are to:

- (i) Develop a strategy to accelerate private sector-led economic growth
- (ii) Build a diversified, strong and resilient economy with the capacity to withstand internal and external shocks
- (iii) Optimize the key sources of economic growth and enhance Ghana’s growth trajectory

Strategies to achieve these objectives include:

- i.* Ensuring a fast-growing economy capable of addressing the country’s debt vulnerabilities and creating productive and decent jobs.
- ii.* Accelerating a rapidly transforming economy that is grounded in a structural transformation of the productive sectors that results in a modernized, diversified, competitive and resilient economy.
- iii.* Reviving manufacturing measured by its growing share in GDP and rooted in agro-processing, agro-based industrialization, light manufacturing, and adding value to our natural resources.
- iv.* Moving towards competitiveness in exports and stronger competitiveness against imports on the domestic market.
- v.* Deepening our rising human capital and technological capability that provides solutions for leapfrogging in many areas of the economy.
- vi.* Investing in quality public infrastructure—roads, railways, power, sanitation and industrial parks.

2. Creating opportunities for all

The strategic objectives under this goal are to:

- (i) Expand opportunities where large-scale job creation is possible.
- (ii) Expand access to and improve the quality of education at all levels for all socio-economic groups.
- (iii) Expand access to and improve the quality of healthcare; and
- (iv) Strengthen social protection, especially for children, women, persons with disability and the elderly.

The strategies to achieve these objectives include:

- i.* Reducing poverty and inequality by making sure that growth is accompanied by significant rise in job opportunities; equipping citizens with the means to take advantage of these opportunities through quality education and skills training; and encouraging and supporting entrepreneurship.
- ii.* Increasing formal sector employment with high income content and linking closely our human capital development and our economic strategies and plans.
- iii.* Ensuring equal spatial and equal gender access to quality education and skills development to prepare the youth for jobs to maximize our demographic dividend.
- iv.* Ensuring improved access to quality health care by ensuring a sustainable and well-functioning NHIS, developing well-trained health service personnel, and paying greater attention to mental health care.
- v.* Improving housing and home ownership, ensuring a financially self-sustaining pension system to cover the informal sector, and ensuring that women will have equal opportunities in all spheres of life in Ghana.

3. Safeguarding the natural environment and ensuring a resilient built environment

The strategic objectives to be pursued are to:

- (i) Rehabilitate degraded areas and supporting the conservation of biodiversity and priority ecosystems.
- (ii) Develop modern and integrated infrastructure.
- (iii) Promote proactive planning for disaster risk prevention and mitigation; and
- (iv) upgrade inner cities, Zongos and slums and prevent the occurrence of new ones.

Strategies to achieve these objectives are:

- i.* Ensuring that economic growth is not at the expense of our environment by protecting water bodies, fragile ecosystems and natural landscapes, curtailing pollution and ensuring the sustainable and responsible use of natural resources.
- ii.* Ensuring that our human settlements are clean, green, and pleasant by having access to clean water, improved sanitation and toilet facilities, properly organized waste management system, well designed drainage system, and major regional capitals to have parks and public green areas, and

- iii. Promoting green technology by ensuring that at least 10 percent of installed power capacity will be renewables, curtail the use of plastics, and intensify waste management through recycling.

4. Maintain a stable, united, and safe country

An empowered Ghana summons citizen to become more engaged in nation building, holding government accountable, and ensuring a stable, united, and safe country. The strategic objectives to be pursued include:

- (i) Deepening democratic governance and public accountability.
- (ii) Enhancing public sector management and service delivery.
- (iii) Promoting the rule of law and equal access to justice.
- (iv) Promoting peaceful co-existence of all segments of society.
- (v) Ensuring public safety and security; and
- (vi) Strengthening Ghana's role in international affairs.

Strategies to achieve these objectives include:

- i. Implementation of the Freedom to Information Act
- ii. Improvement in Ghana's ranking on the Democracy Index
- iii. Improvement in the Ghana's ranking on Corruption Perception Index
- iv. Improvement in the quality of Public Service Delivery
- v. Building a professional public service where senior officers are recruited on merit and hold positions that are not dictated by political regime changes.

2.1 OPPORTUNITIES, CONSTRAINTS AND STRATEGIC DIRECTION

2.1.1 INTRODUCTION

This section assesses the opportunities and constraints in the development landscape for the pursuit of the President's vision of *an optimistic, self-confident and prosperous nation*. The assessment informs the policy and programme interventions needed to optimize opportunities and accelerate actions, while mitigating the potential impact of the constraints.

2.2 DEVELOPMENT OPPORTUNITIES

2.2.1 Political Stability

Ghana's position as a model of democracy in Africa is evident by the smooth transitioning from one administration to another, the third time during the 4th Republic. This represents 28 years of multiparty democratic governance and constitutes the longest stretch in Africa. Ghana, therefore, has a unique opportunity to pursue its development aspirations in a politically stable environment. Political stability enhances the benefits of development planning, engenders predictability, creates the environment for sustainable implementation of policies and programmes, and facilitates local and international partnerships and investments for mutually beneficial activities. During the

implementation of CPESDP (2021-2025), Government will safeguard political stability and strengthen good governance to ensure that the policies and programmes serve as a fundamental platform for the improvement of the economic wellbeing of citizens.

2.2.2 Extractives Development

Ghana's development landscape has been shaped largely by the exploitation of extractive resources, led by gold. The beginning of commercial exploitation of oil and gas in 2007 further underscored the footprints of the resource sector in national development. Government's accelerated growth strategy under CPESDP (2017-2024) was predicated on a favourable exploration and development of the oil and gas sector, at least over the next two decades, in terms of revenue, jobs, investments and value addition in petrochemicals and agro chemicals, including fertilizer.

Ghana is enriched with natural resources such as gold, oil and gas, diamond, salt, bauxite, limestone, iron ore, and manganese. These natural resources provide an opportunity for the extractive industry to play a pivotal role in economic development in terms of revenue generation and job creation. There is also the opportunity for the creation of manufacturing firms to produce aluminium, petrochemicals, fertilizer, iron and ferro-manganese.

2.2.3 Citizen Engagement

The evolution of democratic governance in Ghana has come with greater protection of rights and entitlements, transparency and access to public information, and promotion of social accountability in the public policy cycle. Ghana's pluralistic media landscape continue to play their watchdog role over the executive, legislature, and judiciary. This freedom and respect for rights and rule of law have emboldened citizens to participate more effectively in development discourse and demand accountability from public office holders. As the country continues to deepen democratic governance and fight corruption, citizen engagement will remain an important asset in ensuring inclusiveness and ownership of the development process.

2.2.4 Youth

The increasing proportion at the middle of the population structure indicates the youthfulness of the population and provides an opportunity for creativity and entrepreneurship. In 2016, the GSS projected that the population aged between 15 and 34 is about 19 percent. The youth are beneficiaries of urbanization and are exposed to modern technology and have easier access to information. The youth are more likely to take risks in business start-ups; a necessary ingredient for entrepreneurship. However, the latent potential of the youth should be guided and nurtured through training, capacity building and incentives in order to turn their potential into positive development outcomes.

2.2.5 Growing Middle Class

Ghana's growing middle class reflects the shift from subsistence, mainly in the agriculture sector, to income-earning opportunities in industry and the services sectors. While the percentage of the workforce employed in agriculture decreased from 61.1 percent in 1984 to 44.7 in 2013 and further decreased to 33 percent in 2021, the services sector in the same period registered an increase from 25.2 percent in 1984 to 40.9 percent in 2013 and further increased to 53.3 percent in 2021. Workforce employed by the industrial sector increased from 13.7 percent in 1984 to 14.4 percent in 2013 but decreased to 13.7 percent in 2021.

The increasing demand for modern accommodation, personal services, new technology and personal appliances creates a market that domestic production and services can take advantage of to expand. This new demand coupled with the global supply disruptions as a result of the COVID-19 pandemic and the invasion of Ukraine by Russia if unmet by local production systems, opens the door for imports, which may lead to widening trade deficits. The demand of the growing middle class, however, retains its great potential for propelling local production and job creation.

2.2.6 Science, Technology and Innovation

The policy decision by the President to place science, technology and innovation at the centre of national development, and to allocate significant resources to research and development (R&D) presents a unique opportunity to accelerate growth and development. There are opportunities in the use of technology and innovation to manage the environment by adding value to waste. Other strategic measures likely to emanate from the use of technology and innovation are protection and sustenance of the environment from degradation by illegal mining; increasing agricultural yields; transforming research into industrial applications; and manufacturing tools, equipment and replacement parts to support industry. Deepening digitization should accelerate the formalization of the economy, improve revenue mobilization, improve the efficiency of public administration and deepen inclusiveness in the national development process.

2.3 BINDING CONSTRAINTS ON DEVELOPMENT

2.3.1 Internal Factors

The following constraints must be taken into consideration in managing the strategic trajectory of Ghana's development.

Governance Constraints

Despite successes in the consolidation of democratic governance, extreme partisanship in political discourse, often sharply defined along regional and ethnic lines, continue to undermine social pillars upon which to build a united Ghana with a fair and just society. These tend to undermine

the fabric of Ghana's political system and weaken the social consensus capital vital for accelerated national development.

Regime changes, and policy and programme discontinuities often lead to waste and disrupt consistency in planning. This is contrary to the Constitutional requirement that successive Governments continue, as far as possible, the projects initiated by predecessor Governments.

The perception of insufficient public ownership of, and participation in governance process as well as the perception of endemic corruption in the public sector are costly. The continuing perception of political uncertainty in the minds of private investors is often priced as political risk premium in financial markets and serves as a major constraint to national development efforts.

Institutional Constraints

Although national institutions may be endowed with all the needed expertise, knowledge and capabilities, the coordination, transparency and accountability in the management and delivery of public services remain weak. While public administration has done well in implementing government policies, systems are still heavily centralized and rely on face-to-face interactions for the least of public services. As a result, public institutions have not performed optimally in helping to get the best value for money and ensuring the highest professional standards in the delivery of public services.

2.3.2 External Factors

Challenges such as the global financial crisis of 2008, adverse economic developments in advanced economies and their repercussions through trade and capital flows, price and supply disruptions associated with the COVID-19 pandemic, call for constant review of the transmission channels of the influence of external factors on the economy. Other related factors include the flexibility and resilience of the economy adapting to other emerging development issues.

Macroeconomic Environment

The macroeconomic fundamentals of the country remain less robust than expected, lately because of the COVID-19 pandemic, but largely because of the perennial revenue-expenditure gap. The COVID-19 induced spending and revenue shortfalls continue to exert pressure on fiscal deficit, debt accumulation and pressures on debt servicing.

Uncertainty in the Oil and Gas Sector

Despite the push of Ghana as a petroleum hub for petrochemicals, fertilizer and allied industries, circumstances may be changing. The fall in global oil prices in 2020 has led to a significant reduction in activity in the oil and gas sector. Given that a significant part of the drop in oil prices was tied to COVID-19, it was generally expected that price will rebound once the pandemic goes away. However, the onset of the Russia-Ukraine conflict and the United States /European Union sanctions regime that followed affected global oil supply and enabled a stronger rebound than

expected. Concerns about energy security is now fueling some return to investments that waned due to COVID-19. There is however considerable uncertainty as fears of global recession sets in, thus, posing downside risks for oil prices. Without further activity beyond the current three producing fields (Jubilee, TEN and Sankofa) Ghana may see its production beginning to fall fairly rapidly within the next few years with adverse repercussions on revenue, growth and jobs.

Tapping sector activities or leveraging them to advance the objectives of the GBA development vision may pose challenges unless the continuing development of the sector is guided by proactive, effective and sustainable governance and management principles.

Global Economic Developments

The impact of any global economic downturn remains severe on small open economies, including that of Ghana. With the European Union (EU) and United Kingdom (UK) as major trading partners, declines in the economies of these countries over the review period reduced demand for Ghana's primary exports, and hence market prices. Managing trade arrangements between Ghana and the EU on the one hand and between Ghana and UK should receive great policy attention and inform Ghana's trade diplomacy. Alternative trade sources must be explored. The fast-growing Asian and ECOWAS markets present such an opportunity.

Climate Change

The impact of climate change is real in Ghana. The rainfall pattern is predicted to becoming less predictable, while the average sea surface temperature and annual upwelling index are negatively affecting fish catch per unit effort, especially for artisanal fisheries. Rising sea levels, due to climate change and other anthropogenic factors (e.g., sand mining and mangrove destruction), have led to sea surges and storms, leading to loss of livelihoods and property of significant proportion of the population. The situation is made worse as illegal artisanal mining (galamsey) continues to destroy vast tracts of arable land, pollute rivers and destroy age-old ecosystems. Future interventions should aim at intensifying mitigation of climate change impact in development planning and implementation.

Terrorism

Terrorism remains the number one threat to global peace and security, including recent instabilities in the sub-region with significant adverse effects on investments and tourism. Combating the spread of terrorism should remain a high priority. Even more alarming is cyber terrorism, which can easily paralyse an economy by hacking into data sources or vital ICT-based installations. The Country's Structural Vulnerability and Resilience Assessment (CSVRA) and Country Structural Vulnerability Mitigation Strategy (CSVMS) have been developed to enhance the nation's preparedness to handle issues of violent extremism. This Coordinated Programme, therefore,

considers it imperative to develop strategies and measures to combat this threat, and safeguard the peace and stability of the country.

2.4 STRATEGIC DIRECTION

The objective of government is to move from a lower middle-income country (LMIC) with per capita income of USD2,445.3 (2021, GSS) to a per capita income of USD3,245 by 2025 on our march to become an upper middle-income country (UMIC) by 2030 with a per capita income of at least USD4,046.

This will consider the domestic realities and the external considerations that affect our development path through domestic revenue mobilisation, trade, capital flows and other channels.

Excerpts from the President

“What would happen to us if global supply chains were to be shut for an extended period?”

“Clearly we put our lives at risk.”

“This is a matter of national security as well as development.”

Source: Excerpts from the President Foreword: Ghana CARES 2020

Accelerating digitisation; promoting science, technology and innovation; managing urbanisation, the growth of cities and the related infrastructural deficit gaps; uplifting domestic production capabilities; addressing the quality of public infrastructure in energy and transportation; building the capacities of the youthful population to maximise the demographic dividends; coping with the vulnerabilities to climate change; combating public health risks, are key considerations in the development landscape ahead.

While growth prior to COVID-19 was higher (7-9%) than it has been against the historic average of 5 percent, it remains insufficient to catalyse domestic revenue mobilisation, address the country’s debt vulnerability, and tackle youth unemployment.

The challenges under CPESDP (2017-2024) can be addressed through the following:

- i. accelerating the diversification of the sources of growth,
- ii. raising the current growth trajectory in a sustainable manner,
- iii. strengthening domestic production capability, and
- iv. increasing the inclusiveness and efficiency of growth in job creation.

Real diversification of the sources of growth is only slowly emerging under “One District One Factory” (1D1F) and strong agro processing. Linking agriculture growth to industrialization is beginning to gain traction. However, experience elsewhere shows that raising growth trajectory in a sustainable manner will require structural transformation that delivers high-productivity agricultural activities. Industry is performing below its potential. The pandemic driven disruptions compel a re-think of our domestic industrial capability.

The needed structural transformation requires a substantially high level of national investment in agriculture and industrial infrastructure. It requires raising domestic savings, increasing domestic revenue mobilization, and putting in place the policy, regulatory and institutional environment that makes Ghana attractive for foreign private investment in manufacturing.

Finally, to accelerate growth, CPESDP (2021-2025) must point in the directions and interventions to catalyse private sector growth, harness the wave of technological adoption, improve competitiveness, and venture into new areas of production and new foreign markets. These will also require collaboration and tri-partnerships with government, industry and labour.

In addition, climate change and the imminent global transition from fossil fuels to renewable energy should not escape our planning for the next decade. In 2016 Ghana ranked 101 out of 181 countries as highly vulnerable to climate change impacts. Even if Ghana may have a minor role to play in decarbonization, as an oil producing economy, the shift inevitably affects the future of our petroleum industry, with it the expected growth trajectory, and the potential adverse impact on jobs and public finances.

No one knows how these factors and imminent changes will play out in the decade ahead. All the more reason for planning to take cognisance of the challenges and opportunities to build a dynamic and resilient economy as fossil fuel powered economies come under threat and as clean energy industry begins to gain momentum. The potential consequences of climate change on agriculture through drought and floods and the effects on food availability, food security, rural development, and feed stock for agro-processing industry cannot be taken lightly. The COVID-19 pandemic continues to claim lives, even if with less severity in Ghana than elsewhere. The havoc it wreaked on economies worldwide and the disruption of global supply chains continue to have repercussions on world trade and investment flows, which Ghana is not immune to, through our export channels, sources of imports, tourism and remittances.

The pandemic exposed the vulnerabilities of the country's productive system and the weak social protection system, which we must address. At the same time COVID-19 revealed some strengths in our responses to the adversity and we must build upon the opportunities to transform the economy.

“Any nation that relies heavily on outsiders for its basic life-sustaining essentials such as food and medicines leaves itself very vulnerable. We should not leave ourselves in that position.”

President Nana Addo Dankwa Akufo-Addo

Source: Ghana Covid-19 Alleviation and Revitalization of Enterprise Support, 2020

On job creation, the bulging early (15-24 years) and prime (25-54 years) age groups form about 19 percent and 34 percent respectively of the working age population. Well-trained and well-managed, the youthful population represents opportunities for creativity and entrepreneurship in the context of longer-term technology trends and transformation of the economy. We could translate the youthful population as new drivers of growth in different sectors of the economy, and as a new cadre of powerful well-trained digital technocrats in public administration and leadership. Other considerations to build on include the Africa Union (AU) Agenda 2063, the African Continental Free Trade Agreement (AfCFTA), and the 17 U.N. Global Sustainable Development Goals (SDGs).

- i. The far-sighted African Union Agenda (Appendix 2) articulates the shared continental vision of the *Africa We Want*. CPESDP (2017-2024) and Ghana Beyond Aid were both reasonably aligned with the continental aspirations. CPESDP (2021-2025) can only strengthen the alignment.
- ii. Government would continue to pursue all protocols under the 5 Pillars of ECOWAS Vision 2050 in order to strengthen regional peace, security and stability to consolidate democratic governance and rule of law that would create the conditions for economic transformation and sustainable well-being of citizens of member states. The Government would strive to make ECOWAS a Community of Peoples that live in a peaceful and prosperous region, by promoting strong institutions that enforces respect for fundamental rights and freedoms, ensures social inclusive of women, children and youth to promote sustainable development.
- iii. The AfCFTA opens up the wider continental market and with it the wider economies of scale for business opportunities. We must be proud that Ghana has been selected to host the Secretariat of the AfCFTA, and we should work hard to leverage this to make Ghana the business hub of the continent. But that means Ghana's manufacturing must be competitive in productivity, in global value chains and in continental trade. We must take great interest not only in opening up markets for Ghana's products, but also lead trade reforms and trade facilitation on the continent.
- iv. Ghana remains committed to the SDGs and has taken steps towards achievement of the Goals. The SDGs will therefore constitute an important part of this CPESDP.

CPESDP (2021-2025) is being implemented within a volatile global environment. The effective implementation of the Ghana CARES programme is an essential phase in accelerating economic transformation that delivers a prosperous and resilient economy.

Our commitment as Government is to initiate steps towards these reforms and transformative policies in order to build one of the most business-friendly and people-centered economies in Africa. This ought to be the minimum set of reforms and each with its milestones and targets to be taken in order to advance the overarching goal of the Ghana Beyond Aid.

Building The Private Sector for Accelerated Growth

Government is strongly committed to creating an environment that nurtures and enables the private sector to play its expected role as growth driver and source of job creation. Doubtless, strengthening the private sector is imperative in order to bring the Ghana Beyond Aid vision into reality. The growth pillars depend on the ingenuity and hard work of the private sector within a sound and stable macroeconomic environment. Ghana's aspirations to move from a lower middle-income country to an upper middle-income country can only be realised by doing the following:

- i. Set out a cluster of core sub sectors or activities to guide private sector investments with a focus on:
 - a) Agro processing that builds on the natural potential in agriculture with strong emphasis on meeting urban consumption and export outlook.
 - b) "Strategic Anchor" industries with high potential for growth and job creation.
- ii. Tackle longstanding, key binding constraints to private sector growth with a focus on:
 - a) The quality, reliability, and cost of power
 - b) Access to, and cost of finance
 - c) Improvement in the ease of doing business
 - d) Trade facilitation
- iii. Promote enablers for private sector growth with a focus on:
 - a) Strengthening land administration, ease of access to land and accelerating the digitisation of land records.
 - b) Reforming local content rules.
 - c) Promoting Export Development, and expansion of trade related infrastructure.
 - d) Supporting technology acquisition and upgrading.
 - e) Re-orient public regulatory institutions to be enablers of private sector growth.
- iv. Invest in the development of an entrepreneurial culture with a focus on:
 - a) Promoting business governance literacy of the youth from the SHS level.
 - b) Nurture start-ups, micro and small business enterprises.
 - c) Catalyse medium and large enterprises with the goal to scaling up for export competitiveness and import substitution and job creation.
 - d) Build on the different entrepreneurial initiatives to empower youth and women to create businesses.
- v. Build a resilient financial services sector to support economic transformation with a focus on
 - a) Mobilizing private capital to fund part of the Ghana Cares programme.
 - b) Implementing the Ghana Capital Market Master Plan.

Completing the implementation of the International Financial Services Centre.

CHAPTER THREE

3.0 PERFORMANCE REVIEW OF THE COORDINATED PROGRAMME OF ECONOMIC AND SOCIAL DEVELOPMENT POLICIES (2017-2024)

3.1 INTRODUCTION

This chapter reviews the country's development performance under the President's Coordinated Programme of Economic and Social Development Policies (CPESDP), titled "An Agenda for Jobs: Creating Prosperity and Equal Opportunity for All (2017-2024)". It draws upon trend data over the past decade (2010-2020), and 2021 where data is available, and how this informs the priority choices under this Agenda for Jobs II: Creating Prosperity and Equal Opportunity for All (2021-2025). The review is grouped under the following dimensions:

- i. Economic Development
- ii. Social Development
- iii. Environment, Infrastructure and Human Settlements, and
- iv. Governance, Corruption and Public Accountability

3.2 ECONOMIC DEVELOPMENT

This section provides highlights of achievements and challenges in the real, fiscal, monetary, financial and external sectors. It also presents updates on developments in the private sector - highlighting the massive support extended to the sector over the review period. Other focus areas covered include industrialization, tourism and creative arts, agricultural transformation and rural development, poverty and inequality, electricity and the extractive sector, employment, labour and the informal economy, and ends with a section on digitilisation, ICT and transformation of Ghana's socio-economic development.

3.2.1 Real Sector Developments

The economy has been on an expansionary path, with an average GDP growth of 7.0 percent between 2017 and 2019, over the past decade (see Figure 1a). Real GDP growth (including oil) picked up from 2.1 percent in 2015, to a peak of 8.1 percent in 2017, but averaged 6.4 percent in 2018-2019 before falling sharply to below one percent in 2020, largely as a result of the COVID-19 pandemic-induced economic slowdown. The services sector which recorded the highest growth rates between 2014 (5.2%) and 2015 (2.9%) was overtaken by industry from 2016 to 2018 but recaptured its lead in 2019 (7.6%) and 2021 (9.4%). The Crops and ICT sub-sectors have been resilient while manufacturing, mining and quarrying have contracted with repercussions on employment and livelihoods.

Inflation

The economy recorded relatively stable end-year inflation rates from 2010 to 2012. End-year inflation rose marginally from 8.6 to 8.8 percent and increased sharply to 17.7 percent in 2015 but has since 2016 trended downward to 7.8 percent in 2019 with much of the gains emanating from non-food inflation. There was a sharp increase in food inflation in the first quarter of 2020 due to panic buying during the COVID-19 lockdown but eased in June 2020. As of 2021, end-year inflation was 12.6 percent compared to 10.4 percent in 2020.

3.2.2 Fiscal Developments

Government's fiscal policy has been geared towards achieving fiscal consolidation and debt sustainability. Between 2010 and 2014, tax revenue as a percentage of GDP exceeded the 15 percent threshold twice (2011 and 2012) but has remained below this threshold since 2015. Total expenditure as a percentage of GDP, on the other hand, remained well above 15 percent of GDP. Since 2017, there has been a continual commitment to fiscal consolidation by ensuring that overall expenditures do not exceed 20 percent of GDP. The observed trend shows that total expenditure was 19.4 percent of GDP in 2018 but marginally exceeded the 20 percent threshold in 2019. The overall fiscal balance has remained in deficit since 2010. In 2020, the large unanticipated fiscal obligations required to manage the socioeconomic fallout of the global pandemic led to fiscal slippages, with an estimated deficit of 11.5 percent of GDP. As a result, the public debt stock has continued to rise since 2010 (see Figure 4). As of December 2021, the public debt stood at 76.6 percent of GDP.

3.2.3 Monetary and Financial Developments

The monetary policy rate increased from 13.5 percent in 2010 to a peak of 26 percent in 2015 to contain the inflationary pressures during the period. Since 2016, the economy has been on a disinflationary path, leading to gradual reductions in the policy rate to 16 percent in 2019. In 2020, as part of measures to contain the impact of COVID-19, the policy rate was further reduced to 14.5 percent as of September 2020. As a result, the average lending rate fell from the peak of 31.2 percent in 2016 to 23.6 percent in 2019. Following comprehensive interventions by the Central Bank to help accommodate the impact of the recent pandemic on businesses and the general economy, the average lending rate reduced further to 21.3 percent (see Figure 1g).

Banking sector assets expanded over the period under review, especially from 2018 when the Bank of Ghana increased the minimum paid up capital to GHS400 million for Universal Banks, as part of the banking sector clean up exercise. Out of the 36 affected banks, 23 met the requirement after some mergers, capitulation of profits and provision of support to some banks through the Ghana Amalgamated Trust (GAT).

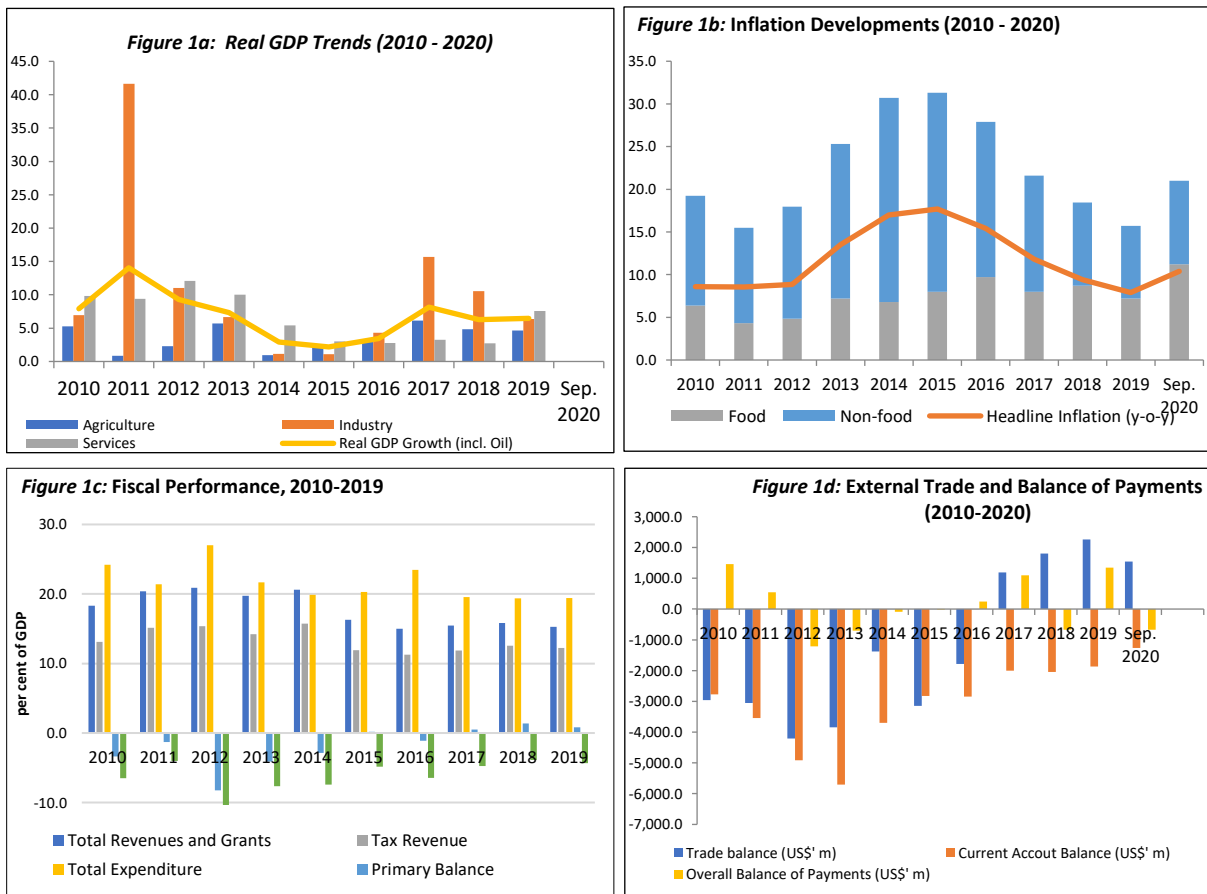
The banking sector has since recorded improvements in its soundness indicators. Capital adequacy ratio rose from an average of 18.4 percent in 2017 to 19.3 percent in 2019 following the sector

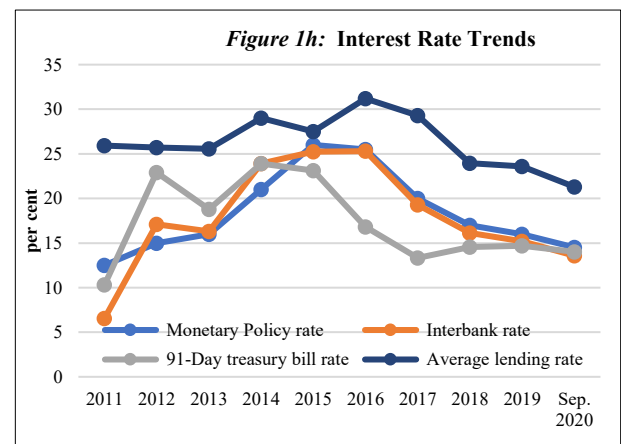
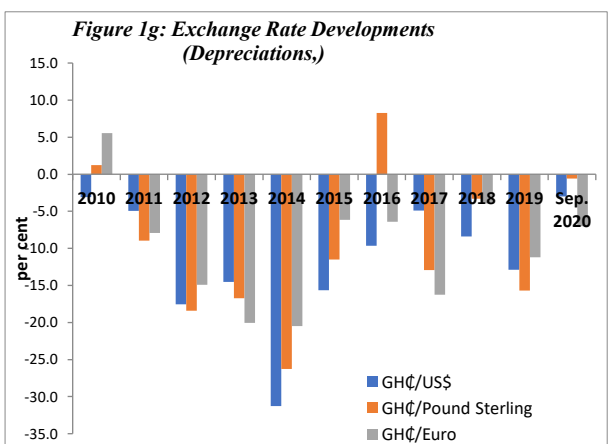
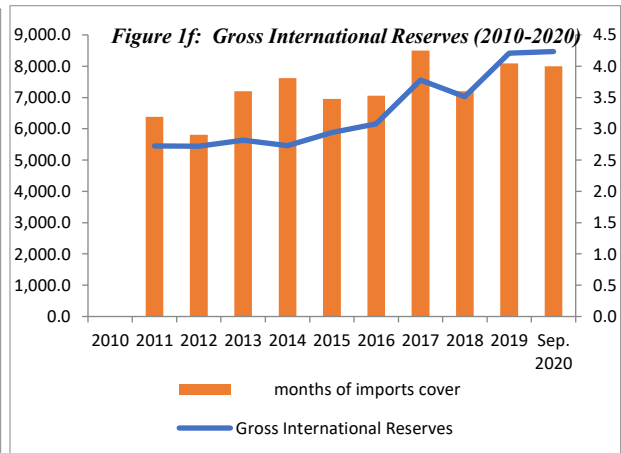
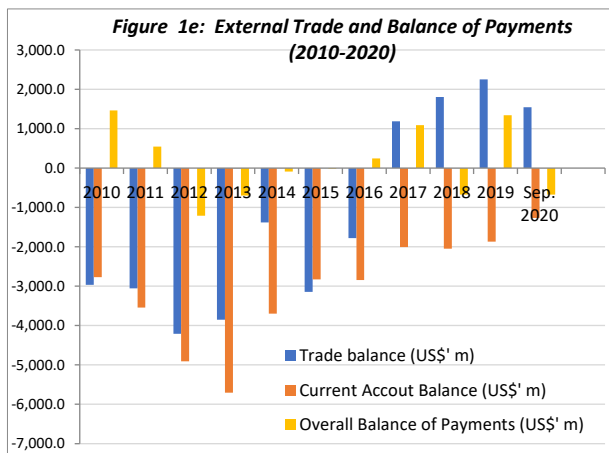
clean-up, to a historical high of 20.3 percent by September 2020. The sector’s Non-Performing Loans (NPL) has also fallen from 21.6 percent in 2017 to 14.3 percent in 2019. The impact of the COVID-19 pandemic on the businesses and related regulatory directives by the Central Bank account for the slight increase of banks’ NPL to 15.8 percent as of September 2020. Nevertheless, the current performance indicators suggest that the Ghanaian banking sector is growing in soundness and resilience to withstand external shocks, including the effect of the pandemic.

The capital market has seen reforms in the last two decades, including the introduction of a commodities exchange market into the market eco-system. In particular, the Ghana Stock Exchange has grown in size and liquidity over the years, though its performances in recent years have been mixed. The equities market has grown from GHS m. 20,116.70 in 2010 to GHS m. 54,374.88 in 2020; however, the Ghana Stock Exchange Composite Index (GSE-CI) dropped to 1,941.6 in December 2018 from a peak of 3,488.9 in April 2018 after an initial climb from 1,732.8 in January 2017.

3.2.4 External Sector Development

Figure 1: Macroeconomic Indicators





The Ghanaian economy is largely import dependent. This is evident in the developments in merchandise trade and current account balances of the balance of payment in Figure 1e. From 2010 - 2016, the economy recorded trade deficits. The situation however improved with surpluses recorded from 2017 -2019. Though the COVID-19 pandemic disrupted international supply and demand for goods and services, the economy made modest gains in trade with about US\$1.6 billion trade surplus as of September 2020.

Except for this positive development, the current account has remained in deficit for the period under review, largely because the balances on the accounts for services and income remained in deficit. The current account deficit fell below US\$2 billion for the first time in 2019 and further to US\$1.3 billion as at September 2020 (see Figure 1e). For the capital account balance, the economy maintained positive net inflows to offset much of the current account deficits. As a result, the net balance of payment recorded surpluses in 2010-2011, and more recently for 2016-2017 periods.

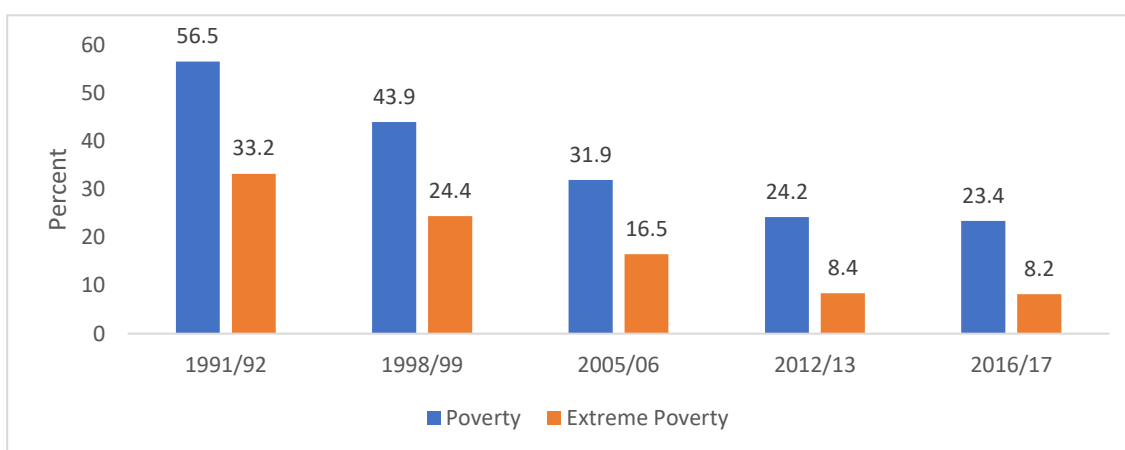
Following developments in the overall balance of payments, the economy has largely maintained gross reserves between 3.5 to 4 months of import cover for most of the years from 2010 (see Figure 1f). The years 2016, 2017 and 2019 saw gross reserve build up but the largest build-up in recent years occurred in 2019, with as much as US\$1.3 billion added to the stock of international reserves, equivalent to 4.0 months of import cover.

The local currency largely depreciated against all the three major trading currencies for the years under review except in 2010 where the local currency appreciated strongly against the Euro and the British Pound Sterling. The levels of depreciation worsened from 2011 to 2014 but slowed down afterwards up to 2016 (see Figure 1g). Since 2017, the annual performance of the local currency has been relatively uneven, with levels of depreciation in 2019 higher (12.9 against the dollar, 15.7 against the pound sterling and 11.2 against the euro) than 2018 (8.4 against the dollar, 3.3 against the pound sterling and 3.9 against the euro) for all the three major trading currencies. In summary, the assessment is that the Ghanaian economy was more resilient amidst the effects of the COVID-19 pandemic.

3.2.5 Poverty and Inequality in Ghana

Ghana has made significant strides in poverty reduction over the review period with poverty declining from 31.9 percent in 2005/6 to 23.4 percent in 2016/17. The pace of poverty reduction has however slowed down and income inequality widened. Furthermore, income disparities between urban and rural areas and between the northern and the southern regions persist. Upper West and Northern Regions recorded the highest poverty rates of 71 percent and 61 percent in 2016/17 respectively. As at 2016/17 the proportion of the population living in extreme poverty was 8.2 percent, a decrease from 16.5 percent in 2005/06 (See Figure 2 and 3).

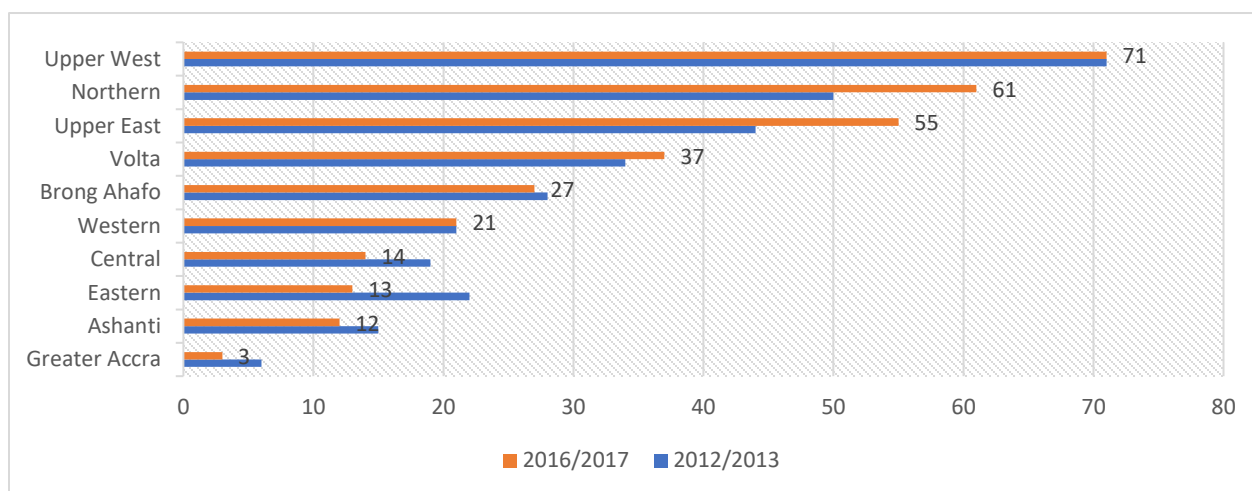
Figure 2: *Poverty incidence by region*⁶ (1988/92 and 2016/17)



Source: *Ghana Living Standards Survey 2016/2017*

⁶ Poverty line =GHC 1,314; Extreme poverty line=GHC792.05

Figure 3: Poverty incidence by region (Poverty line =GHC 1,314), 2012/13 and 2016/17



Source: Ghana Living Standards Survey 2016/2017

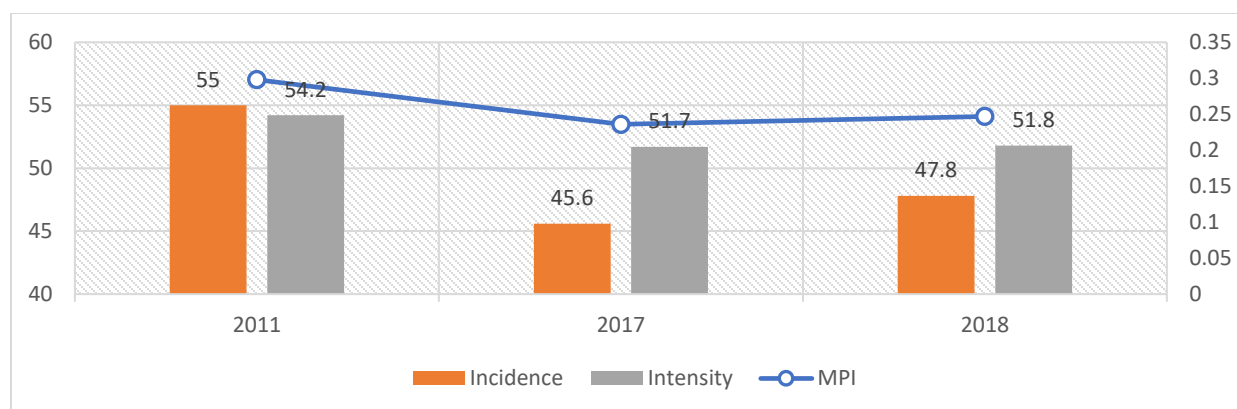
The data shows that slightly less than a quarter of Ghanaians are poor while nearly one out of every nine are extremely poor in monetary terms. Compared to the levels in early 1990, the expansion in the economy over the years has resulted in more than 50 percent reduction in poverty. Although the level of extreme poverty is declining, it is concentrated in Rural Savannah, where more than one-third of the people deemed to be extremely poor reside. Overall, the dynamics of poverty in Ghana over the 12-year period indicate that poverty remains a rural phenomenon.

Despite the marginal reduction in national poverty, regional variations in the incidence of poverty persists with a widening gap. The Greater Accra Region is the least poor in Ghana while the Upper West Region is the poorest in terms of poverty incidence, with the Northern Region having the largest number of poor persons than any other region (see Figure 6).

According to the 2020 Multidimensional poverty⁷ report by GSS, 45.6 percent of Ghana's population are multidimensionally poor. As shown in Figure 7, the incidence and severity of multidimensional poverty has fallen across the country, with significant improvements in access to electricity, cooking fuel and school attainment.

⁷ An index that captures the deprivations in a country along three dimensions of well-being – living standards, education, and health.

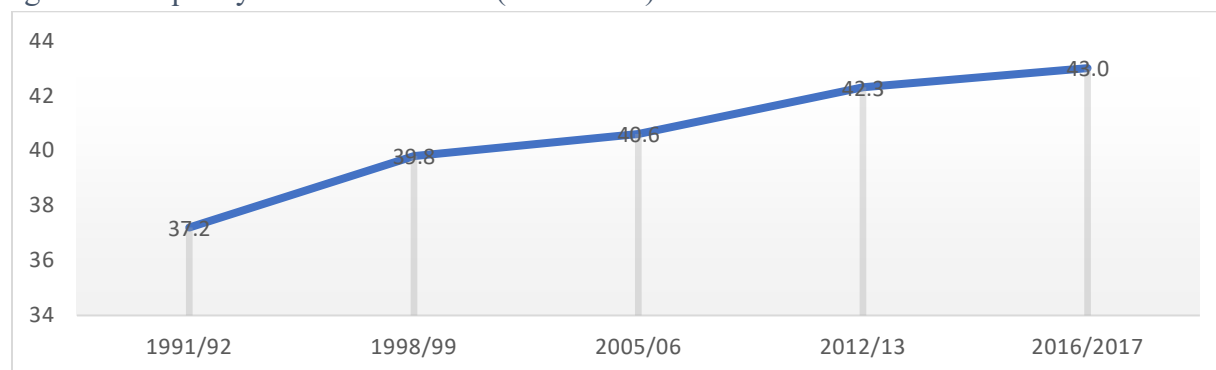
Figure 4: Trends in Multidimensional Poverty: Incidence, Intensity and MPI (2011-2018)



Source: Ghana Statistical Service, 2020

Despite the rapid expansion of the economy and the reduction in monetary and non-monetary poverty, available data suggest that income inequality has widened. The GLSS 7 report indicates that inequality remains on an upward trend (Figure 8). The most recent GSS (2018) report points out that while growth in Ghana has generally been beneficial to the poor, the link between growth and poverty reduction is weakening. The growth elasticity of poverty has declined considerably. The report indicates that a 1 percent change in growth resulted in 0.17 percentage change in poverty reduction from 2006 to 2013, compared to 0.07 percentage decline in poverty between 2013 and 2017.

Figure 5: Inequality - Gini Coefficient (1992-2017)



Source: Ghana Statistical Service, 2018

The COVID-19 global pandemic has also severely impacted Ghana's economy and is likely to have worsened poverty and inequality metrics. Estimates from the Ghana Statistical Service (GSS) indicates that since March 2020, about 77.4 percent of Ghanaian households (equivalent to about 22 million individuals) have suffered a decline in income (GSS, 2020). More than half of households (approximately 52.1 percent) have had to cut down on food consumption as a coping mechanism. These poverty and other livelihood impacts such as diminished access to services

(health, nutrition, education) risk not only being short-term losses but can lead to long-term negative impacts on individual and household income earning capabilities.

3.2.6 Private Sector Development

In 2017 Government initiated the National Entrepreneurship and Innovation Programme (NEIP) to serve as a vehicle for providing integrated support for early stage (start-ups and small businesses), focusing on the provision of business development services, firm incubators, and funding for youth-owned businesses. It is also intended to enable qualified new businesses to emerge and grow, position them to attract financing, and provide them with firm development support services. The programme would also assist these firms to secure markets during the critical formative years and tap into a wide supply chain and network during their growth years.

In 2017, government abolished several “nuisance” taxes and relaxed other constraints to free additional capital for businesses in the private sector. Taxes that were abolished included the one percent Special Import Levy imposed on imported raw materials and machinery; 17.5 percent VAT/NHIL on Financial Services; 17.5 percent VAT/NHIL on domestic airline tickets; Excise duty on Petroleum; Import duty on specified vehicle spare parts; five percent VAT/NHIL on Real Estate sales; 17.5 percent VAT/NHIL on selected imported medicines; and levies imposed on ‘kayayei’ by local authorities. Additionally, the Special Petroleum Tax was reduced from 17.5 percent to 15 percent; Energy sector levy rates for National Electrification and Public Lighting were also reduced from 5 percent to 2 percent and 5 percent to 3 percent respectively.

Private Sector Business Development Programme

Government invested in youth-focused entrepreneurship programmes. Under the National Entrepreneurship and Innovation Programme (NEIP) in 2019, 12,000 start-ups and small businesses received training to build their capacity to enable them to compete locally and globally under the Presidential Business Support Programme. Out of these 12,000 trained young entrepreneurs, 3,000 were provided funding to expand their businesses in order to create jobs. From the 2020 budget, about 30,500 jobs are expected to be created under this year’s Presidential Business Support Programme. The NEIP received GHS66,764,201 instead of the budgeted allocation of GHS37,465,808, representing 78.2 percent increase of the budgeted allocation.

The Student Entrepreneurship Initiative (SEI) was launched at the University of Ghana Business School and Second Cycle institutions to deepen the entrepreneurship culture among students. Consequently, 30,000 University and Senior High School students are participating in entrepreneurship clubs in various schools across the country. In 2019, 20,000 students were trained under the Student Entrepreneurship Initiative (SEI). Government launched the Campus Business Pitch Programme (CBPP) aimed at building the entrepreneurship culture among students with the intention of catching them young to contribute meaningfully to the Ghana Beyond Aid Agenda. The Presidential Business Support Programme Window 3 was launched in June 2020, to promote entrepreneurship among the youth in order to create more jobs, increase incomes, and address

poverty through training, coaching, and mentoring of young Ghanaians. Since the inception of this initiative, 19,000 start-ups out of a targeted 26,000, have been trained with 4,350 of them funded. This has created about 90,000 direct and indirect jobs. In line with the President's vision to assist young entrepreneurs, nurture their business ideas and improve their livelihoods, the Presidential Pitch was introduced. Under Seasons 1 and 2 of the Pitch, 20 innovative young entrepreneurs were supported with funding ranging from GHS25,000 to GHS60,000, through which 600 direct and indirect jobs were created. Season 3 was launched in 2020 and an amount of GHS1.0 million was disbursed to the 10 beneficiaries at the final Pitch in July 2020.

Financing the Private Sector

In order to support businesses and start-ups in the informal Private Sector, the Microfinance and Small Loans Centre (MASLOC) disbursed micro loans valued at GHS12,153,473 to 12,474 beneficiaries in the first half of 2020. A total of GHS2,255,175 in small loans and project loans was also disbursed to 87 beneficiaries. MASLOC also undertook the following from 2017 to end-2019:

- i. Disbursed GHS99,302,484 in micro loans to 97,876 beneficiaries across the country.
- ii. Disbursed project and small loans of GHS11,438,800 to a total number of 293 beneficiaries across the country; and
- iii. Allocated 140 tricycles and 291 vehicles to beneficiaries.

The MASLOC Loan portfolio has had a positive impact on the activities of its clients as follows:

- i. Increased employment by beneficiary businesses.
- ii. Expanded scope of businesses and value addition. For example, production of liquid soap from soya and palm kernel oil; and
- iii. Improved marketing and quality assurance, resulting in better returns for their products.

The Role of the Private Sector in Curbing COVID-19 Challenges

From health threats to disruptions in the education system and the economy's productive systems, the pandemic has revealed some strengths and opportunities. The scale of this pandemic deepened the strategic partnership between state and non-state actors, especially the private sector. To help mobilise critical support from the business community and help Government respond promptly to the pandemic, the private sector set-up the Ghana COVID-19 Private Sector Fund to provide critical interventions to Ghanaians. In helping underprivileged persons cope with the impact of the restrictions on movements, 140,000 cooked meals were served to head-porters and other deprived persons in Accra and Kumasi during the period of the partial lock-down. To protect frontline professionals, the Fund supplied a total of 449,770 Personal Protective Equipment (PPEs) to various National COVID-19 Treatment Centres.

In addition to sponsoring the training of 55 health personnel on COVID-19 Treatment and Prevention protocols, the Fund also supported the daily feeding needs of all frontline staff on duty in the Ga East Hospital in Accra. Noguchi Memorial Institute for Medical Research also received

10,000 test kits from the Fund to sustain the testing of samples. In partnership with the National Commission for Civic Education (NCCE), the Ghana Psychological Association (GPA), and the Ghana Medical Association (GMA), with support from media and communication consultants, a total of 1,476 representatives from various institutions were trained to respond to the growing stigmatization of COVID-19 patients and recovered persons. In a commendable effort towards increasing the country's infectious disease treatment capacity, the National Trust Fund and the COVID-19 Private Sector Fund supported the constructed a 100-bed facility with a 21-bed Intensive Care Unit (ICU), a level 2.5 laboratory and a staff block in Ga-East Municipal Assembly.

The Ghana CARES – Obaatanpa Programme is government's programme to stimulate private sector recovery in the aftermath of the COVID-19 pandemic. The programme aims to increase the original GH¢600 million soft loan programme Coronavirus Alleviation Programme and Business Support Scheme (CAP-BuSS), by an additional GH¢150 million to support Micro Small and Medium Enterprises (MSMEs) (GH¢700 million) and the Creative Arts, the Media, and the Conference of Independent Universities (GH¢50 million); establish a GH¢2 billion Guarantee Facility to support all large enterprises and for job retention; set up a GH¢100 million Fund for Labour and Faith-Based Organisations for retraining and skills development (Retraining Programme); ensure food security by intensifying support to the “Planting for Food and Jobs” and “Rearing for Food and Jobs”.

3.2.7 Corporate Governance

Good corporate governance in both private and public organizations are important drivers of performance. In both private and public sector entities, deficits in corporate governance, in the form of weak accountability, leadership, transparency in corporate decision-making, and internal audit and financial management practices, have been at the root of enterprise development challenges for many years.

Government sought to promote effective corporate governance to minimize operational inefficiencies and maximize potential gains from both state enterprises and the private sector as engines of growth. The major interventions have been in three directions: greater collaboration between government and private sector apex associations, reform of institutions with oversight responsibilities and legislative reforms to guide corporate governance.

Institutional Reforms and Re-Building

Good corporate governance was promoted through a close working relationship with private sector institutions, such as the Association of Ghana Industries (AGI), Ghana Chamber of Commerce and the Private Enterprises Federation (PEF). In addition, Government strengthened state institutions responsible for ensuring strong corporate governance such as the Securities and Exchange Commission, Commission of Human Rights and Administrative Justice (CHRAJ), Public Service Commission (PSC), Office of the Registrar General, and Audit Service, to perform their functions

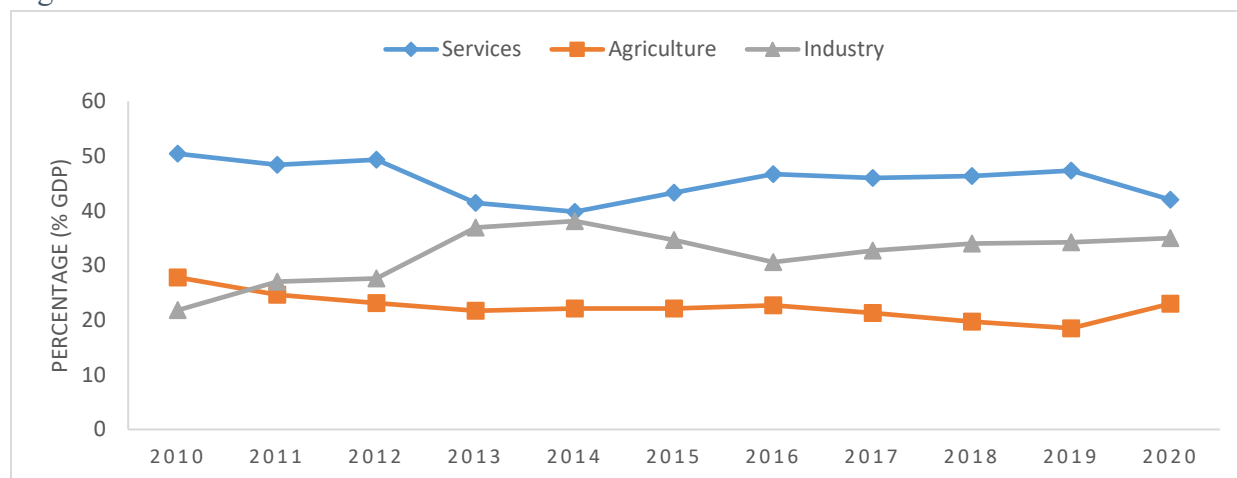
effectively. Government further pursued initiatives to improve corporate governance of SOEs, starting with inculcating the tenets of good corporate governance practices in the management and boards of all public enterprises, while making their compliance a part of the periodic performance contract signed with public institutions, and a key benchmark for performance monitoring.

Three key legislative outcomes to strengthen corporate governance were the enactment and passing into law, of the State Interest and Governance Accountability (SIGA) Act, 2019 (Act 990); the new Companies Act, 2019 (Act 992) and the Corporate Restructuring and Insolvency Act, 2020 (Act 1015).

3.2.8 Industrialization

Within the last decade, industry has remained the second largest contributor to the country’s GDP (Figure 7). Industry’s growth decreased from 15.6 percent in 2017 to 10.5 percent in 2018 and further to 6.4 percent in 2019. It however declined sharply to -2.5 in 2020 due to the COVID-19 pandemic and grew to -0.8 in 2021. The contribution of industry to national output has been driven by the manufacturing subsector and has since 2017 been dominated mainly by the mining and quarrying subsector (oil and gas production). Although manufacturing value added per capita has risen from GHS119 in 2010 to GHS164 in 2012 and further to GHS1,199 in 2019, the subsector’s contribution to GDP has stagnated. National accounts data shows manufacturing’s share of GDP averaged about 13 percent between 2010 and 2016 and dropped to 10.9 percent from 2017 to 2019, 11.7 percent in 2020, and 11.4 percent in 2021. Contributory factors include the high cost of doing business, weak infrastructure to support industrial development, uncertain macroeconomic environment, and erratic power supply.

Figure 6: Sectoral Contribution to GDP



Source: Ghana Statistical Service, 2020

The sluggish performance of the manufacturing subsector between 2013 and 2016 resulted from the negative growth rates in 2013 (-0.5%) and 2014 (-2.6%) which ultimately contributed to the

average annual growth rate of 2.1 percent over the period. Government has since sought to stimulate a vibrant, technology-driven and competitive industrial sector through the development of the Private Sector Development Strategy (PSDS) and the Industrial Sector Support Programme (ISSP). Major reforms implemented to boost the sector included:

- i. e-payment of the Import Declaration Form (IDF) as part of the Pre-Arrival Assessment Reporting System (PAARS) at the country's ports,
- ii. a training programme to support small and medium enterprises through the Ghana Regional Appropriate Technology Industrial Service (GRATIS) and the Ghana Enterprises Agency, now renamed Ghana Enterprises Agency.

These reforms were part of Ghana's 10-point Industrial Transformation Agenda. The main components of the agenda include the National Industrial Revitalization Programme; One District One Factory Initiative; the Strategic Anchor Industries Initiative; Industrial Parks and Special Economic Zones; Development of Small and Medium-Scale Enterprises; Export Development Programme; Enhancing Domestic Retail Infrastructure; Business Regulatory Reforms; Industrial Sub-contracting exchange; and Improving Public-Private sector dialogue as contained in the Ghana Beyond Aid Charter and Strategy.

In 2020, the performance of the industrial sector and especially the manufacturing subsector were greatly affected by the global COVID-19 pandemic. Based on the business tracker survey of the Ghana Statistical Service (2020), most manufacturing firms were found to have been affected by the pandemic through a variety of challenges including, demand, supply, finance and general uncertainty within the business environment. The pandemic resulted in the closure of about 40 percent of manufacturing firms; reduced sales for about 93 percent and created cash flow problems for about 78 percent with about 48 percent facing difficulties in finding inputs. The resilient sub-sectors include manufacturers of PPEs, and firms in the industrial sector that make use of digital solutions to support operational activities amid turbulent economic shocks.

3.2.9 Agricultural Transformation and Rural Development

The agricultural sector remains significant in the Ghanaian economy. It contributes to food security, poverty reduction, industrial development, export earnings and employs 38.3 percent of labour force (GSS, 2019)⁸. The average sector growth rate declined from 2.8 percent from 2010-2012 to 1.9 percent from 2014-2016. However, it grew by an average of 6.3 percent between 2017-2021 which is above the projected annual growth rate target of 6 percent. This positive growth since 2017 is largely as a result of the introduction of the Planting for Food and Jobs campaign.

Improving Efficiency in Production

In 2017, the Ministry of Food and Agriculture (MoFA) initiated the Planting for Food and Jobs (PFJ) programme to address low productivity within the sector which is largely caused by

⁸ (Ghana Statistical Service, 2019). Ghana Living Standard Survey 7. Main Report. Accra: GSS.

inadequate technology application, weak extension service delivery, limited access to finance and inadequate agriculture and rural infrastructure. Between 2017 and 2021, there were increases in yields of major staple crops at the national level including millet (98%), cassava (12%), rice (10%), soya (3.0%) and maize (34%) as shown in Table 3.1. On the other hand, under the PFJ, yields recorded for these commodities are much higher – maize (135%), rice (67%), sorghum (45%), and soya bean (18%). However, these increment still did not meet the targeted potential yields of these commodities. This therefore requires further intensification of the PFJ initiative.

Table 3. 1: National Average Yields of Selected Major Staple Crops (Mt/Ha) for 2017 to 2021

Crops	2017	2018	2019	2020	2021
Maize	2.04	2.26	2.52	2.58	2.74
Rice (milled)	3.00	2.96	3.57	3.34	3.29
Millet	1.05	1.28	1.33	1.69	2.08
Sorghum	1.24	1.39	1.57	1.56	1.98
Cassava	20.73	21.33	22.36	22.95	23.23
Yam	16.71	16.58	17.38	17.71	17.24
Cocoyam	6.79	7.19	7.75	7.47	10.01
Plantain	11.77	12.11	12.99	13.55	14.06
Groundnut	1.37	1.63	1.65	1.24	1.80
Cowpea	1.37	1.51	1.52	1.24	1.55
Soybean	1.66	1.72	1.77	1.64	1.71

Source: National Annual Progress Report, 2021

Improved Seeds and Planting Materials under the PFJ initiative has transformed the seed industry and enhanced productivity. In 2018, the Soil Research Institute (SRI) of the CSIR, in collaboration with the Ministry of Food and Agriculture (MoFA), initiated steps to address the challenge of blanket fertilizer application by developing crop specific fertilizer recommendations for maize, sorghum, rice, soybean and vegetables for the Guinea Savannah and Forest Transitional Agro-Ecological Zones of the country. The Planting for Food and Jobs programme provided improved seeds and subsidized fertilizers to a total of 1,736,510 farmers in 2021. The medium to long term plan of MoFA is to enhance availability and use of fertilizers in Ghana. MoFA is engaging with strategic investors to establish a fertilizer manufacturing plant in the country.

Government’s programme to improve access to machinery services for efficient production and post-production operations, including better tractor-to-farmer ratio, has seen some significant results. Tractor-to-farmer ratio is estimated to have improved from 1:1,800 in 2009 to 1: 1,300 in 2021. In addition, the government in 2018 initiated the construction of 80 warehouses (MoFA and MSDI to construct 30 and 50 respectively) under the “One District One Warehouse” programme of which 65 had been completed as at 2021. As part of the “One Village One Dam” programme, a total 12 small earth dams were completed across the five northern regions in 2021 and these are expected to irrigate an area of about 227 ha.

As a result of the above-mentioned interventions, yields and total production of major staples increased between 2017 and 2021 as shown in Table 3.1.

Product Development

Crop Production: Ghana is relatively self-sufficient in the production of some roots and tubers, and cereals. However, there continued to be a deficit in rice production, with a high import dependency ratio of 53 percent in 2021. The Tree Crops Development Authority (TCDA) Act 2019 (Act 1010) was enacted to oversee the production, marketing, processing, and export of six major tree crops (Cashew, Oil Palm, Shea, Coconut, Mango and Rubber) in the country.

Livestock and Poultry Development: The annual average growth rate of livestock sub-sector from 2014 to 2021 was 5.4 percent. Although there has been a steady increase in domestic meat production from 111,390MT in 2010 to 183,050MT in 2020, this still falls short of meeting local demand. The increase in production is largely attributed to the continuous implementation of the Rearing for Food and Jobs (RFJ) intervention and improvements made in the Agricultural Extension Service delivery. Under the RFJ programme, breeding stations located at vantage point across the country were rehabilitated to supply livestock farmers with improved breeds and supplies for their use. Pig production over the period has however declined. The fall in pig production on the other hand can be attributed to the outbreak of the African swine fever which has led to a loss of more than eight thousand (8,000) pig stock nationwide. The programme was intended to increase domestic meat production, reduce importation of livestock products, and improve livelihood of actors in the livestock value chain. As part of the programme, 7,500 improved breeding stock of sheep were distributed to 750 farmers in Upper West, Northern and Oti regions.

Fisheries: The fisheries sector contribution to the national GDP increased significantly from 13.4 percent in 2014 to 23.3 percent in 2021. Fish provides about 60 percent of protein requirements of Ghanaians. The three sources of production are marine, inland and aquaculture. Annual average fish production from marine and inland sources was 420,773 MT from 2010 to 2021, and aquaculture was 44,216MT for the same period. The country imported an average of 201,551MT of fish per annum compared to average annual exports of 59,571 MT from 2010 to 2020. The national per capita consumption of 23kg is higher than the global average of 20kg (FAO, 2016).

Post-harvest Handling and Management

The Ministry of Food and Agriculture (MoFA) as part of its efforts to store excess produce from the Planting for Food and Jobs programme has since 2017, as indicated earlier, the government in 2018 initiated the construction of 80 warehouses of 1,000Mt capacity each (MoFA and MSDI to construct 30 and 50 respectively) under the “One District One Ware House” programme of which 65 had been completed as at 2021. Similarly, 20 drying silos have been procured to reduce post-harvest losses and improve grains quality. Post-harvest losses however continue to be a challenge

due to poor infrastructure and limited expertise in food stock management, especially for perishable produce.

The Ministry initiated a comprehensive study into post-harvest losses in 2020 to update the data and introduce further innovations to minimize losses. Some key government interventions put in place to reduce post-harvest losses include: “One District One Warehouse”, Warehouse Receipt System Project (WRSP) and Ghana Commodity Exchange (GCX).

Established in 2018, the GCX collaborated with the WRSP to increase the quantity and quality of produce and enhance accessibility of farmers to markets. The GCX trades in maize, soya beans, sorghum, sesame and rice. It also employs and trains youth in the warehouse locations to help operate these facilities. The WRSP also trains value chain actors including MoFA Extension Staff, Bankers, Security and Exchange Commission Staff, GCX staff including Warehouse Operators, Traders, and Farmers. As of 2021, 1,798 stakeholders had benefited from the training in Structured Trading System including post-harvest management of maize.

Processing and Marketing: Under the Mechanisation module of the PFJ, Government is strategically supporting increased processing by improving access to processing equipment (e.g., drying equipment and rice threshers) to farmers and other value chain actors, and collaborating with financial institutions to provide affordable financing, especially for rice, poultry, and soya production under the Ghana CARES Obaatanpa programme.

Agricultural Financing

Ghana Incentive-based Risk Sharing System for Agricultural Lending” (GIRSAL) was established in 2019 as a risk-sharing vehicle for financial institutions lending to agriculture in Ghana. It strengthens private enterprise development in agriculture through credit risk mitigation. Out of the GHS 241,700,000 loan value applications received, 51 percent of the amount was approved and submitted to financial institutions. Complementary to this effort, a national agricultural insurance policy has been developed to promote agricultural insurance to manage financing risks.

Impact of COVID-19 on Agriculture

The COVID-19 pandemic adversely affected food distribution and trading activities (*not so much of availability*) due to restrictions on movement of people and the challenges with export and imports. It also exposed inherent challenges in the sector that are being addressed to enhance the resilience of the agri-food system to shocks. A COVID-19 response plan was developed for the agricultural sector to support food production programmes, improve extension delivery, enhance access to finance for crop and livestock producers and processors, and promote production of high-value vegetables under greenhouse conditions. The medium to long-term measures aim at sustaining productivity to enhance resilience include expanding national storage capacity, expanding rice production, improving agriculture financing, support for processing, marketing, and livestock development.

3.2.10 Tourism and Creative Arts

Over the review period 2010-2020, Government introduced the second National Tourism Development Plan 2013-2027 with the goal of positioning Ghana as the preferred tourism destination in Africa. Against this background, tourism has been captured directly and indirectly in national development programmes including mainstreaming tourism, diasporic travel/historical heritages, cultural heritages, conventions/conferences/events and ecological heritages.

Following the successful implementation of the “Year of Return” Campaign in 2019, Government introduced the “Beyond the Return” initiative, which is crafted around seven pillars namely “Experience Ghana”, “Invest in Ghana”, “Diaspora Pathway to Ghana”, “Celebrate Ghana”, “Brand Ghana”, “Give back Ghana” and “Promote Pan-African Heritage and Innovation” aimed at establishing strong connection with the diaspora community and to serve as a fulcrum for attracting investors into the country. However, the COVID-19 pandemic marred the expectations of the “Beyond the Return” Initiative and affected the overall performance of the tourism and creative arts sector.

International tourist arrivals stood at 411,164 in 2021 from 355,108 in 2020 compared to 1,130,307 in 2019. However, international tourism receipts further decreased to US\$335.58 million in 2021 from US\$387.1 million and US\$3,312.93 million in 2020 and 2019 respectively. Over the same period, the number of domestic tourists increased to 333,658 in 2021 from 210,582 in 2020, with a corresponding increase in revenue from entrance fees (inflows) of GHS1.60 million in 2021 from GHS0.3152 million in 2020 and GHS336.2 million in 2019. To enable the recovery of the tourism and creative arts sector, Government initiated short to long-term interventions, which included:

- A US\$4 million facility for the development of tourism sites and information centres across the country.
- A US\$5 million Grant Scheme to support tourism and hospitality sector enterprises that have been adversely affected by the COVID-19 pandemic.
- A GHS600 million COVID-19 stimulus package for Small and Medium Enterprises (SMEs) in general, which Tourism SMEs could also access.
- Allocation of GHS50 million to the Creative Arts and the Media.
- Acquisition of World Travel and Tourism Council (WTTC) Safe Travel Certificate to boost tourist confidence.

Government allocated US\$1.4 million to 15 SMEs in the tourism value chain to boost their operations.

3.2.11 Energy Generation

Electricity

Installed thermal generation capacity in 2000 was 580 MW. It increased to 985 MW as at the end of 2010, increasing further to 3,649 MW as at the end of 2020, at a compound annual growth

rate of 14%. In 2017 the installed generation capacity from thermal sources (64.56%) continued to outstrip hydro generation (34.96%). This was as result of the increased acquisition of thermal plants in response to the power crisis from 2012 to 2016. Total electricity generated increased from 13,023GWh in 2016 to 18,188GWh in 2019, representing an average increase of 11 percent per annum. Table 2 shows the sources of power generation.

The total installed electricity generation capacity, including distributed generation, increased from 2,165 MW in 2010 to 5,288 MW in 2020, representing an annual average growth of 9.3%. The long-term dependable capacity increased at a compound annual growth rate (CAGR) of approximately 9.6% from 1,940 MW in 2010 to 4,842 MW in 2020.

Table 3. 2: Sources of Electricity (%)

Year	Hydro	Thermal	Non-Hydro Renewables
2010	54.5	45.5	0
2017	34.96	64.54	0.50
2019	29.84	69.35	0.8
2020	29.68	69.21	1.1

Source: Energy Commission

Electricity Access

Government has been implementing the National Electrification Programme (NEP) with the aim of extending electricity to all parts of the country by 2025. Within two decades, access to electricity has increased from 20 percent of the population in 1990 to 82.5 percent as at the end of 2019 with 70.5 percent of the rural population having access. It further increased to 85.3 percent in 2020. About 1,310 communities were connected to the national grid between 2017 and 2019. The remaining areas to be electrified are largely remote rural, island and lakeside communities where grid extension may be difficult to achieve.

Energy Efficiency

In order to ensure efficiency in energy use, a nationwide energy conservation and demand side management exercise (EDSM) was initiated to replace all existing incandescent and compact fluorescent lights with LED lights, paying particular attention to residences, since residential energy consumption accounts for over half of the national electricity demand. In addition, Power factor correction equipment (Capacitor banks) has been installed in large energy consuming public institutions such as hospitals, schools, research centres and military barracks, to improve energy efficiency (in these public buildings and facilities) resulting in a reduction in electricity consumption and expenditure for these facilities. In 2020, over 8.9 million LED bulbs (6W, 9W and 13W) were distributed to Metropolitan, Municipal and District Assemblies in all 16 regions. Over 1.1 million of same have also been distributed to some key government institutions.

Financial Situation of the Electricity Sector

As of January 2019, energy sector arrears within the electricity and gas sector amounted to USD 2,748 million. Prominent among the causes of this are the cost associated with excess generation

capacity, the costs associated with the payment for contracted gas that is in excess of requirements, technical and commercial losses above the levels approved by the regulator, and the additional cost of alternative fuels (liquid fuels) for power generation. The non-payment by Ministries, Departments and Agencies for power consumed had a major impact on this under-recovery. In response, the Government initiated an Energy Sector Recovery Programme (ESRP) in 2018 with the aim of curtailing the under recovery in the sector.

Nuclear Energy

The Government in 2018, as the Owner-Operator of the first Nuclear Power plant in Ghana established Nuclear Power Ghana (NPG) Ltd. Despite this progress, challenges such as limited coordination among key players in the development of the nuclear power programme, inadequate funding and public concerns about the risks and safety of nuclear power plants have militated against the development of nuclear energy.

Renewable Energy

Development of potential mini and micro-hydro power plants in the country have commenced with the completion of 45KW Tsatsadu micro-hydro power plant in the Volta region. The 60MW Pwalugu Multipurpose Dam on the White Volta is also at its initial stages of development. Stand-alone off-grid solar systems account for about 1.52 percent of electricity generated. Biomass and bioenergy resources accounted for the source of supply of about 38 percent of the total primary energy used in the country in 2019. Forest plantations are sinks for greenhouse gases, and the country has around 39 percent of forest cover and a further 37 percent of woodland. Penetration of renewable energy increased from 42.5MW to 144MW in 2021.

3.2.12: Extractives

Petroleum Exploration and Production

Ghana started commercial oil and gas production in December 2010. Total crude oil production from the three producing fields was 66.93 million barrels from January to December 2020, translating to an average daily oil production of 182,918 barrels. A total of 88.516 million standard cubic feet (MMscf) of gas, translating to average daily gas export of 241.89 MMscf, was delivered for power generation and non-power gas users. The Greater Jubilee field in 2020 produced total crude oil of 30.43 million barrels (MMBBLs); averaging 83,127.16 barrels of oil per day (bopd). Gas production for the year was 64,426.21 MMscf, with a total of 26,414.88 MMscf exported to Ghana National Gas Company's (GNGC) Atuabo Gas Processing Plant. Total crude oil produced by Tweneboa-Enyenra-Ntomme (TEN) Field and Sankofa-Gye-Nyame (SGN) was 17.81 million barrels (MMBBLs) and 18.70 million barrels (MMBBLs) averaging 48,640.81 and 51,046.240 barrels of oil per day (bopd) as of December 31, 2020. TEN field accounted for a 5,544.74MMscf of gas exported for power generation (see Table 3.3).

Table 3. 3: Cumulative Oil Production in Barrels from the Three Fields as at December 2019/2020

Jubilee	TEN	Sankofa
312,462,457	89,447,751	51,476,632

Source: Petroleum Commission

In line with the Petroleum Exploration and Production Act 2016 (Act 919), Ghana launched its maiden oil and gas round in October 2018 implying that for the first time, oil blocks were allocated through an open, transparent and competitive public tender process. The Act also permits the award of petroleum contracts through direct negotiation where this approach represents the most efficient manner to achieve optimal exploration, development and production of petroleum resources in a defined area. The Petroleum Hub Corporation Bill was passed by Parliament into law in 2020 to promote Ghana as an attractive destination for investment, technology and a hub for refined petroleum products in the West African Sub-Region.

Natural Gas

Government recognizes the strategic role of natural gas as a clean, relatively cheaper and available source of fuel for power generation and industrialisation. Over the period, interventions implemented to encourage domestic consumption of natural gas included: the Offshore Cape Three Points (OCTP) Oil and Gas project including the Onshore Receiving Facility (ORF) at Sanzule; the Upgrade and interconnection of GNGC’s Takoradi Distribution Station and WAPCO’s Regulating and Metering Stations, conversion and relocation of Karpowership Power Barge to the West to consume gas. These policies notwithstanding, the natural gas sector faces liquidity challenges due to revenue collection challenges in electricity generation.

Petroleum Revenue Management

Government initiated the LPG for Development Programme (LPG4D) as part of efforts to achieve 50 percent access to LPG by 2030. The total number of cookstoves and LPG cylinders distributed from 2017 to 2022 is 63,840 and 39,240 respectively across the country. This has contributed to increased rate of 36.9 percent in LPG adoption. The Cylinder Recirculation Model (CRM) has been piloted in Kade, Obuasi, Akwatia, Yendi and Jomoro and is expected to be rolled out by the end of the year.

Tema Oil Refinery is in a negotiating process with a prospective strategic partner to get the plant operating, and at its maximum operating capacity of 45,000 barrels per day. TOR’s second crude oil heater has been installed at site and ready for commissioning to restore the Crude Distillation Unit (CDU) to its maximum operating capacity. In order to enhance reliability, a residue air-cooler, will be replaced to reduce the occurrence of shutdowns.

Government has commenced several initiatives to gradually make petroleum bulk transportation and distribution more cost effective in the country. BOST has completed a Front-End Engineering Design (FEED) for the Tema to Kumasi pipeline which is expected to be commissioned in 2026. The construction of the 6-inch Tema to Akosombo pipeline is to be completed by the end of 2022. BOST intends to use its 8-inch Buipe-Bolgatanga Petroleum Product Pipeline (B2P3) to feed the

Bolgatanga depot with petroleum products for onward distribution to the Upper East, Upper West and Northeast Regions by the end of 2022 Ghana is gradually becoming a net exporter of petroleum products. In 2019, export of petroleum products was at 3 percent of the total petroleum products supplied. The contributory factor was the compliance of local refineries to the sulphur standards set by NPA from 1500ppm in gasoline and 3000ppm in gasoil to a maximum of 50ppm in 2017. Further, the Ministry of Energy and the National Petroleum Authority rolled out the Cylinder Recirculation Model in 2017. In accordance with this, NPA developed the cylinder bottling plant license.

Mining Production

In 2019 Ghana ranked number one (1) producer of gold in Africa and 7th in the world. A total of 4.25 million ounces of gold was produced in 2016. In 2019, this increased to 4.67 million ounces. The mining sector's contribution to Gross Domestic Product remained steady at 7.8 percent between 2016 and 2019 according to the Ghana Chamber of Mines, 2021 GDP estimates. The sector contributed 7.1 percent and 7.8 percent respectively in 2017 and 2018 (see Table 3.4).

Table 3. 4: Mineral Production from 2016 to 2019

Mineral Type	Unit of Measure	2016	2017	2018	2019
Gold	Troy ounce	4,241,202	4,231,376	4,938,710	4,673,974
Manganese	Metric ton	2,034,560	3,021,633	4,964,981	5,401,093
Bauxite	Metric ton	1,278,561	1,476,966	1,011,302	1,116,334
Diamond	Carat	173,863	87,065	100,329	31,444

Source: Minerals Commission

Illegal Mining

The regulatory body, Minerals Commission was restructured, and its activities decentralized to enhance effective monitoring. A new directorate “Small Scale and Industrial Minerals” has been created with focus on small scale mining and industrial minerals. The Minerals and Mining Amendment Act, 2019 (Act 995) was passed to prescribe stiffer sanction for persons engaged in illegal mining. In order to streamline the activity of illegal mining (galamsey) and ensure environmentally sustainable mining, the Community Mining Scheme was launched for small scale mining. Despite these interventions, illegal mining and its devastating effects on the environment especially water bodies remain a challenge.

Local Content for Electricity and the Extractives

The Energy Commission (Local Content and Local Participation - Electricity Supply Industry) Regulations, 2017 (L.I. 2354) was passed by Parliament into law in 2017 to achieve a minimum of 51 percent local participation and 60 percent local content.

The procurement of goods and services locally for use in the mining industry increased by 286.64 percent to US\$1,440.52 million in 2019 from US\$372.57 million in 2017.

3.2.13 Employment, Labour and Informal Economy

Employment and Labour

Data from the Ghana Statistical Service show that the working age population increased from 15.2 million in 2010 to 17.3 million in 2017 and is expected to reach 18.2 million in 2020. This has translated into an increase in the size of the labour force from 10.9 million to 12.2 million or 1.7 percent average annual growth between 2010 and 2020 (Table 3.5). Ghana's growth over the last decade has been quite strong averaging 6.75 percent since 2010, but its effect on employment generation remains a challenge. The outbreak of COVID-19 pandemic has also had varying effects on employment.

Table 3. 5: Trends and Distribution of Employment by economic sector 2010 – 2017

Indicator	2010	2013	2017*	2020
Working age population (millions)	15.21	15.95	17.26	19.87
Size of labour force (millions)	10.88	12.70	12.24	11.54
Total employment (millions)	10.24	12.03	11.2	9.99
Employment-to-population ratio Ghana	67.4	75.4	65.0	
<i>Industry or Economic Sector of Employment</i>				
Agriculture	41.6	44.7	38.3	33.0
Industry	15.4	14.6	18.2	13.7
Service	43.0	40.7	43.5	53.3
<i>Status or Type of Employment</i>				
Paid employment	18.2	20.2	23.5	
Self-employment	60.8	52.6	63.4	
Casual employment	---	2.3	5.2	
Other	21.0*	27.5	7.9	8.3

* 2017 figures reflect new definition of employment⁹ defined to comprise work performed for pay or profit rather than work that include own-use production & unpaid trainee work

Source: Constructed from 2010 Population and Housing Census, GLSS 6 (2014) and GLSS 7 (2017)

The size of employment in the country stood at 11.2 million in 2017 from 10.2 million in 2010. Relative to the working age population, this yields an employment-to-population ratio of 65 percent, indicating the ability of an economy to create employment. Employment distribution by economic sectors shows the dominance of service activities, which in 2017 employed about 44 percent of the total workforce followed by agriculture with 38 percent while the industrial sector engaged the remaining 18 percent (Table 3.5). The dominance of the services sector in employment since 2010 reflects the structure of economic activity, which puts the services share of total national output at 46 percent followed by industry with 34 percent in 2019. Agriculture contributes the least to national output and relative to its status as the second largest contributor to employment, which points to lower labour productivity in the sector compared to services and industry.

⁹ A person is considered employed if during the reference week did any work at a job or business including self-employment for pay or profit including unpaid family work or absence from work due to illness, personal or family responsibility, vacation etc. (see GSS, 2019).

Employment in Ghana is dominated by self-employment, particularly own account work, which is associated with low and unstable earnings. Self-employment accounts for 63 percent of total employment compared to 23.5 percent in paid employment in 2017. Paid employment has seen consistent increase from 18.2 percent in 2010 to 23.5 percent in 2017, an indication of improvement in the quality of employment over the period. This has translated into improvement in the incidence of productive and decent employment from 23 percent to 28 percent in 7 years (Table 3.5). On the other hand, the pace of decline in vulnerable employment appears to be slowly dropping from 68 percent in 2010 to 66 percent in 2017.

Ghana continues to battle with unemployment even though government policies in tackling the problem appear to be yielding some dividends. In 2015, an estimated 1.25 million people were unemployed. This declined to 1.03 million in 2017, representing a 17.9 percent drop in two years. As a result, the rate of unemployment dropped from 11.9 percent to 8.4 percent over the period (Table 6). A higher rate is reported among the youth with those aged 15-24 being the worse hit. Education dimension analysis of unemployment points to higher unemployment rate among the educated than the less educated with the rate highest among those with secondary education followed by tertiary education graduates and lowest among those with no formal education. The employment challenge is expected to be worsened by the outbreak of COVID-19 pandemic that prompted lockdowns of some parts of Ghana and closure of the country's borders. This caused 1.4 percent of workers to lose their jobs, 23 percent were hit by reduced hours worked, and 46 percent enduring reduced wages in May/June 2020 (See 2020 Business Tracker Wave 1, Ghana Statistical Service).

Table 3. 6: *Unemployment Rates by age, sex and location 2010-2017*

Year	All 15+years		Sex (%)		Youth (%)	
	Number	Rate	Male	Female	15-24	15-35
2010	632,994	5.8	5.4	6.8	11.7	8.3
2013*	660,400	5.2	4.8	5.5	10.9	8.0
2015*	1,250,913	11.9	11.1	12.5	25.9	16.9
2017*	1,027,594	8.4	7.5	9.2	18.5	12.6

*Figures based on broader definition of unemployment that relaxes the assumption that the person must be available and looking.

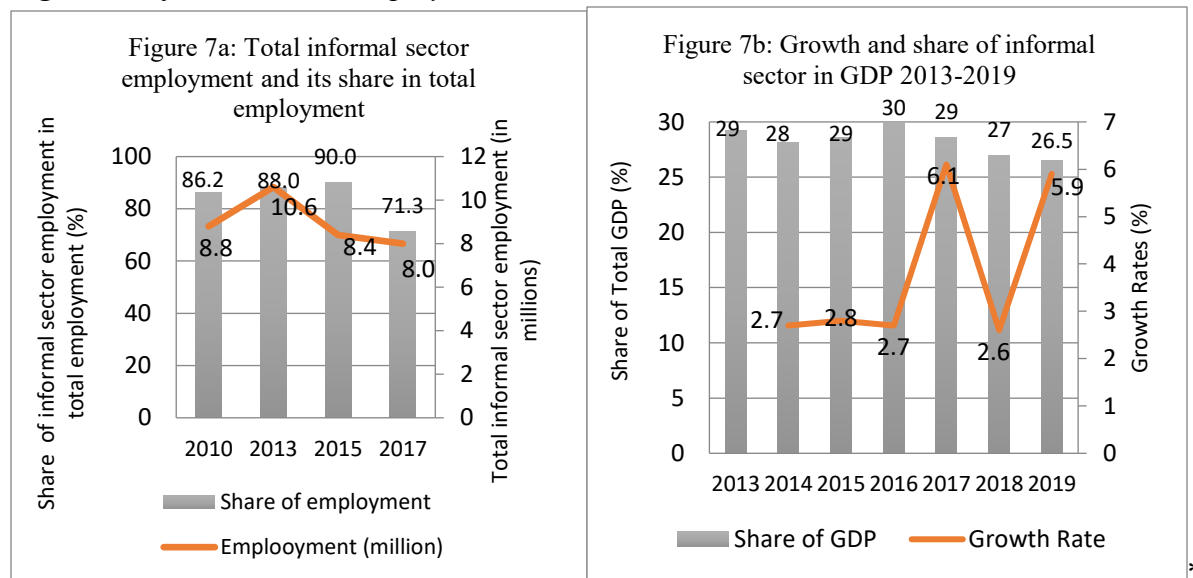
Source: Constructed from 2010 Population Census, GLSS 6 and GLSS 7

Informal Economy

The informal sector engaged over 8 million people, representing 71 percent of total employment in 2017. The sector's contribution to total employment increased from 86.2 percent in 2010 to 88 percent in 2013 and further up to 90 percent in 2015 (Figure 10). The informal sector contributes

about 28 percent to GDP with annual average growth of 3.8 percent over the period 2014-2019, lower than overall GDP growth by 2.2 percentage points

Figure 7: Informal Sector Employment and Growth



Notes: 2017 figures reflect new definition of employment defined to comprise work performed for pay or profit rather than work that include own-use production & unpaid trainee work

Source: Constructed from 2010 Population and Housing Census, GLSS 6 & GLSS 7 & National Accounts

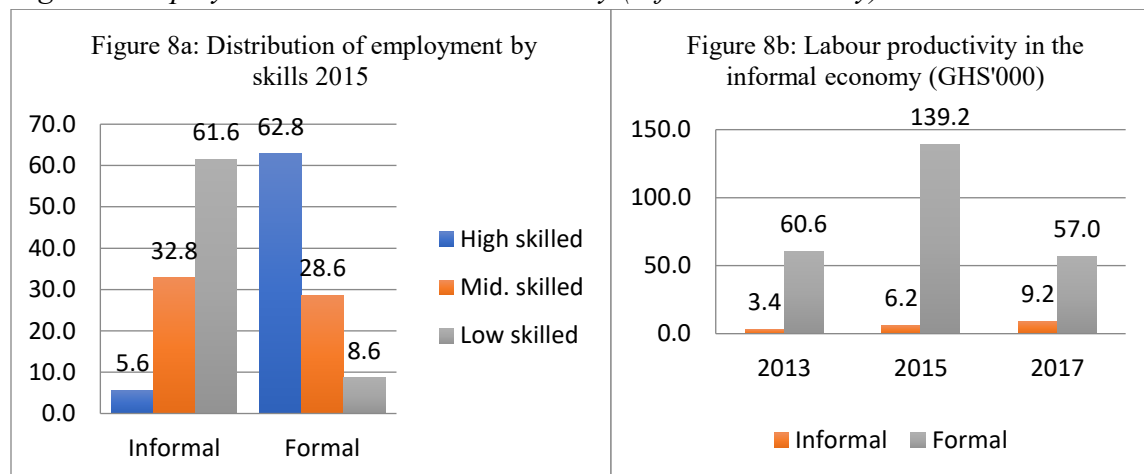
The sector is characterized by low quality employment with only 11.5 percent engaged in paid employment that is observed to be decent and subject to labour regulation in 2017 with 72 percent employed in agriculture and non-agricultural self-employment. This translates into vulnerable employment rate of 76 percent suggesting that over three-quarters of employment in the informal economy are vulnerable in nature. Productive employment in the informal sector accounts for only 17 percent compared to 28 percent for the entire employment market.

Estimates from the 2015 Labour Force Survey indicates that over 81 percent of people engaged in the informal sector have basic or no formal education compared to about 21 percent in the formal sector. In contrast, only 15 percent of the workforce in the informal economy compared to 27 percent in the formal sector has secondary education whilst those with post-secondary and tertiary account for 3.5 percent of employment in the informal economy as against 52 percent in the formal sector.

The evidence is that about only 6 percent of the workforce in the informal sector is highly skilled with a third (or 32.8%) as middle-skilled compared to 63 percent highly skilled and 29 percent middle skilled level in the formal sector (Figure 7a and 7b). Labour productivity measured by GDP per employment in the formal sector was 18 times and 22 times that of the informal sector in 2013 and 2015, respectively (Figure 8a and 8b). The formal-informal sector relative productivity

declined quite substantially to about 6 times as a result of continuous improvement in informal sector productivity relative to the formal sector.

Figure 8 Employment and Labour Productivity (Informal Economy)



Source: Constructed from National Accounts, GLSS 7 and 2015 LFS Ghana Statistical Service

The trends and characteristics show that there is high level of unemployment with unfavourably slant towards the informal sector with low education, skills and gender inequity in the sector.

3.2.14 Digitalisation and Transformation of Ghana’s Socio-Economic Development

The goal is to transform the Ghanaian society by leveraging on technological innovations as a catalyst for development. The key outputs of digitilisation between 2017 and 2020 included the National ID system, Digital Address System, Mobile Money Interoperability System and Ghana Gov. Platform, enhanced digital financial services and digitisation of public service delivery, including land title registration, public procurement, judicial services and administration of justice. Other ongoing digitalisation initiatives include:

- i. The digitalisation of the Registrar General's Department to improve efficiency;
- ii. The automation of the Electricity Company of Ghana’s operations, making it convenient for consumers to purchase power virtually;
- iii. Introduction of the digital drivers and vehicle licensing system and passport application system, tax filing and payment systems including e-VAT;
- iv. The deployment of e-justice system in 43 High courts and extension to all courts;
- v. Integration of the Ghana card with the NHIS Card, pensions administration, Digital Address System and the Births and Deaths Registry to provide a comprehensive national database of citizens;
- vi. Linking National ID System with SIM Cards to protect users against fraud and ensure digital security.

The cost savings in having to issue separate health cards, the potential increased efficiency in the management of the country's health records, and the portability of the records are all beneficial for the health system and for citizens. Integration of the Ghana Card with the passport and pension systems will yield similar cost-saving and efficiency benefits.

3.3 SOCIAL DEVELOPMENT

The main objective of government over the period 2017-2021 was to create a fair and inclusive society, with opportunities for all. Policies and programmes towards the achievement of this objective were instituted. This section presents the achievements over the medium term and also highlights some challenges under the various focus areas.

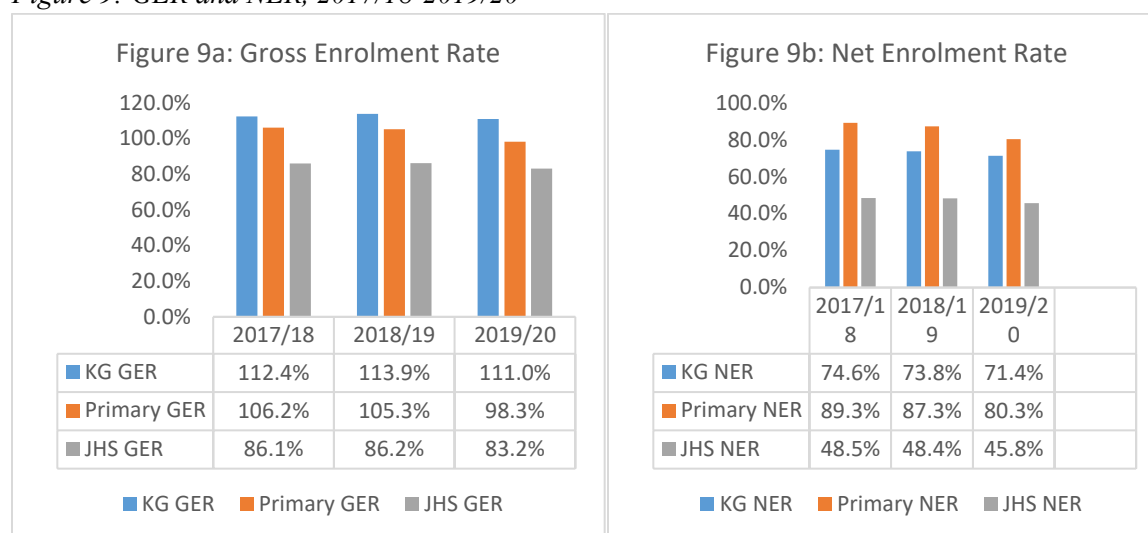
3.3.1 Education and Skills Development

Facilities and Access

Education infrastructure expanded across all levels of education between 2016/17 and 2020/21. At the kindergarten level, total number of schools increased from 23,239 to 27,330 schools (17.6% increase) over the period. Total number of schools at primary level also increased from 23,489 to 27,307 (16.3% increase); while total number of schools at JHS also increased from 15,804 to 19,000 (20.2% increase). Total number of Senior High Schools also increased from 927 to 1,186 (27.9% increase). Similarly, the number of tertiary institutions, made up of public and private universities, teacher training colleges, polytechnics, and specialised/professional colleges, also increased from 172 in 2016/17 to 215 in 2018/19. Despite these expansions in school infrastructure, some schools are in deplorable states. School facilities are still inadequate, and some children walk long distances before they can access these facilities. At the tertiary level, school infrastructure is still inadequate and qualified students continue to be rejected annually.

Gross enrolment rate (GER) has experienced some declines over the medium term at the basic level of education. At Kindergarten, GER declined from 112.4 percent 2017/18 to 110.0 percent in 2019/20. GER at Primary declined from 106.2 percent in 2017/18 to 98.3 percent, while GER at JHS also declined from 86.1 percent in 2017/18 to 83.2 percent in 2019/20 as shown in Figure 9. Similarly, Net enrolment ratio (NER) recorded declines at basic levels. For instance, at kindergarten, NER declined from 74.6 percent in 2017/18 to 71.4 percent in 2019/20. At JHS level, NER was 45.8 percent in 2019/20, a decline from 48.4 percent in 2018/19. This indicates that over 50 percent of pupils aged 12-14 years who are expected to be in school are not in school. The number of out-of-school children increases as we move up the academic ladder.

Figure 9: GER and NER, 2017/18-2019/20



Access to education at the SHS level has however improved, with GER and NER increasing from 50.1 percent and 26.5 percent in 2016/17 to 63.2 percent and 33.0 percent in 2019/20 respectively. GER at Senior High school level increased from 55.9 percent in 2017/2018 to 62.6 percent in 2018/2019, an increase of 6.7 percent.

Transition from JHS 3 to SHS 1 increased significantly from 68 percent in 2016/17 to 91 percent in 2019/20. This significant improvement can be attributed to the free SHS policy. That notwithstanding, there is still a high number of out-of-school children in the country. In 2019/20, a total of 728,382 children aged 15-17 years who should have been in SHS were not. This was an increase over the 2018/19 figure of 690,243 recorded.

Total enrolment in public universities increased from 219,596 in 2016/2017 to 284,058 in 2018/2019. It further increased from 317,027 in 2019/2020 to 348,730 in 2020/2021. Total enrolment in private tertiary institutions however recorded a decline from 79,966 in 2016/2017 to 72,419 in 2018/2019.

Inclusive and Special Education

Enrolment of children with disabilities ranged between 0.2 percent to 0.4 percent of total enrolment of children from kindergarten to SHS between 2017 and 2021. Children with disabilities have lower attendance rates and some of the identified barriers include inadequate disability friendly facilities in basic and secondary schools; stigma towards children with disabilities, limited number of special schools, fewer trained teachers in special schools, poor learning outcomes in reading, writing and mathematics. The sub-sector is also inadequately funded.

Gender Parity

Considerable progress has been made towards the attainment of gender parity at the basic level of education. Gender parity has been achieved at the basic level (from Kindergarten to JHS) of

education since 2014. Despite these achievements, gender parity continues to be a major problem at SHS and tertiary levels. In 2019/20, gender parity index at SHS was 0.96 although it was an improvement over the 2018/19 index of 0.95.

Quality of Education

The quality of education continues to remain a challenge for the country. The quality of education, which is measured based on students learning outcomes, translated in student's results has remained a challenge. Although there has been some improvement over the years, this challenge persists. In 2017/18 the number of P4 pupils with proficiency in English and Mathematics were 25 percent and 19 percent but recorded improvements to 37 percent and 22 percent respectively in 2020/21. Similarly, proficiency for English and Mathematics in P6 also recorded improvements from 25 percent and 22 percent in 2017/18 to 36 percent and 25 percent in 2020/21 respectively as shown in Table 3.7.

Table 3. 7: Proficiency in Mathematics and English, 2016-2021

Proficiency	2016/17	2017/18	2020/21
English P4	37	25	37
Mathematics P4	22	19	22
English P6	24.9	25	36
Mathematics P6	10.9	22	25

Source: Ministry of Education Sector Medium Term Plan, 2022-2025

Skills Training

Access to GES/TVET institutions increased from 54,186 in 2017/2018 to 69,585 in 2019/2020 and further to 71,126 in 2020/21 academic year. However, improving access within this sub-sector is constrained by poor public perceptions, low absorptive capacity of existing Technical Vocational Institutions (TVIs), the poor state of training facilities and equipment, ill equipped trainers, low industry investment and involvement, and inadequate funding by Government. The sub-sector is therefore unable to adequately provide the technical and vocational skills required by the economy.

3.3.2 Health and Health Services

Though Ghana is going through epidemiological, demographic, socio-economic and technological transitions, the health status of Ghana's population has been improving steadily over the years with life expectancy increasing from 57 years in 1990 to 64 years in 2020. While communicable diseases are on the decline, there is a growing incidence of non-communicable diseases.

Maternal mortality has declined from 580 per 100,000 live births in 2007 to 310 per 100,000 live births in 2017. Institutional maternal mortality ratio (IMMR) declined to 106.0 in 2020 from 117.6 per 100,000 live births in 2019 while stillbirths increased from 12.22 per 1,000 live births in 2019 to 12.67 per 1,000 live births in 2020. Neonatal mortality also declined from 8.4 per 1,000 live births in 2017 to 7.3 per 1,000 live births in 2019. The rate increased marginally to 7.4 per 1,000 live births in 2020 partly due to COVID-19 but improved to 7.0 deaths per 1,000 live births in

2021. Similarly, under-five mortality also declined from 111 per 1,000 live births in 2013 to 56 per 1,000 live births in 2017.

To ensure access to quality health services for all, government increased Community-based Health Planning and Services (CHPS), expanded and equipped health facilities and promoted domestic production of medicines. The number of functional CHPS zones increased to 5,547 (79.03%) in 2020 from 5,509 (78.7%) in 2019.

Government increased the number and distribution of various cadres of health workers. The doctor/population ratio improved from 1:8301 in 2016 to 1:6355 in 2020 while the nurse/population ratio improved from 1:834 in 2016 to 1:701 in 2020. In addition, Government initiated implementation of the Human Resources for Health Policy, which reduced regional disparities in personnel distribution, but the disparity in the distribution of doctors between rural and urban areas remains a challenge. In addition, the sector needs more specialized health staff for the increasing ageing population.

In 2018, the proportion of population with active NHIS cards increased from 35.3 percent in 2017 to 38.5 percent in 2018. To further improve active NHIS card holders; the mobile renewal of NHIS cards was introduced. This resulted in the increase in the proportion of active NHIS membership from 40.0 percent in 2019 to 52.5 percent in 2020. Total subscription also increased by 32.7 percent between 2019 and 2020. Despite the recorded improvements, delays in payment of NHIS claims remain a challenge for the successful implementation of the scheme. The registration and disaggregation of the NHIS card holders are not fully decentralised.

3.3.3 Gender Equality, Empowerment of Women and Girls

Article 17 clause (2), of the 1992 Constitution of the Republic of Ghana guarantees equal rights to all citizens and prohibits discrimination against all persons on the grounds of gender, race, colour, ethnic origin, religion, creed or social or economic status. Against this background, interventions geared towards promoting gender equality have been implemented. For instance, Ghana has in place the necessary legislative framework and institutional architecture to promote gender equality. This has informed both national and sub-national planning. In 2020, the draft affirmative action bill was submitted to cabinet for consideration and approval. Ghana has also adopted several of the international gender conventions/treaties in its legal framework and has made high-profile political appointments of women. Women's participation in politics and public life has averagely improved over the years. Except for Ministers and Chief Directors that declined in 2021, all others recorded improvements. In 2021, the percentage of women deputy ministers increased to 27 from 14 in 2020 as shown in Table 3.8. The percentage of women MPs also increased from 14 percent in 2020 to 15 percent in 2021.

Table 3. 8: *Participation of Women in Public Life*

No.	Positions	2017	2018	2019	2020	2021
1.	Minsters	9 (24)	10 (20)	13 (22)	9 (25)	8 (20)
2.	Dep. Ministers	8 (21)	12 (20)	10 (20)	7 (14)	10 (27)
3.	MPs	30 (11)	37 (14)	38 (14)	38 (14)	40 (15)
4.	MMDCE	20 (10)	36 (17)	37 (14)	37 (14)	38 (15)
5.	Chief Directors	4 (10)	3 (17)	7 (24)	9 (31)	9 (30)
6.	Chief Justice	1 (100)	1 (100)	1 (100)	0 (0)	0 (0)
7.	Supreme Court Judges	3 (23)	15 (26)	4 (26)	5 (28)	5 (31)
8.	High Court Judges	5 (38)	5 (38)	35 (36)	35 (36)	44 (37)

*Percentage figures are in parentheses

Source: *Ministry of Gender Children and Social Protection, 2021 APR*

The Chief Justice position was occupied by females between 2007 and 2020. Also in 2020 and 2021, Kwame Nkrumah University of Science and Technology and University of Ghana appointed the first female Vice Chancellors to steer the affairs of the University.

Out of GHS600 million made available to entrepreneurs by Ghana Enterprises Agency in 2020, 65 percent was awarded to women entrepreneurs as a way of empowering women financially. These loans formed part of the stimulus package to facilitate development of women's Micro, Small and Medium Enterprises (MSMEs).

Despite these improvements, gender disparities persist in women's access to economic resources. On average, females receive lower earnings than males in all occupations. More women (77.8%) than men (53.7%) are involved in vulnerable employment, as own-account workers and contributing family workers. A larger proportion of females (9.2%) is unemployed compared to males (7.5%). According to the GLSS7, there are 69.7 percent females and 72.3 percent males participating in the labour market. There is also under representation of women in high profile political appointment and participation in public life.

3.3.4 Food and Nutrition Security

Ghana's food and nutrition security situation has improved due to increased food production, following Government's agricultural flagships such as the Planting for Food and Jobs and One-Village-One-Dam Programmes. Despite increased availability of selected food crops, poverty remains a significant contributor to malnutrition due to its impact on household purchasing power and food accessibility. The number of food insecure people increased from 2.1 million people (7.6%) between 2014 and 2016 to 2.5 million people (8.4%) between 2017 and 2019. The percentage of household expenditure on food has remained high in spite of a slight decline from 45.8 percent in 2012/13 to 45.4 percent in 2016/17. Households with these high levels of consumption are more vulnerable to price shocks, leading to potential reductions in the quality or quantity of food consumed.

Ghana's food production, storage and distribution systems are also not sufficiently addressing issues of safety, equity, sustainability, and health. These systems are largely not nutrition-sensitive, environmentally friendly, and climate-smart, resulting in increasing food and nutrition insecurity and the destruction of important supporting and regulatory ecosystem services. The agricultural sector relies on imported seeds, fertilizers, pesticides and others. Most interventions being promoted locally require significant science and technology input and due to the limited availability of these resources; the sector is unable to take advantage of opportunities available for value addition leading to high losses and wastage of fruits and vegetables. There was however a significant reduction in the loss of cereals and pulses; evident by the relatively stable cereal production from 1.7 t/ha in 2013 to 1.9 t/ha in 2017, against the declining vegetable production of 95 t/ha in 2015 to 66 t/ha in 2019.

Ghana's food environment is largely characterised by poor access to healthy, diverse, quality and nutrient rich food; inadequate food and nutrition education; increasing infant, adolescent and adult malnutrition and a declining rate of exclusive breastfeeding. The average dietary energy supply adequacy improved slightly from 113 percent (2000-2002) to 132 percent (2017-2019). Ghanaians derive up to 66 percent of their energy requirement from cereals, roots and tubers with average protein supply declining from a peak of 66 grams per capita per day during the 2010-2012 period to 60.7 grams per capita per day during the 2015-2017 period; showing a steep reduction in Ghana's meal diversity and protein availability. In 2018, only 24 percent of children aged 6-23 months had a minimum diet diversity, below the West African and Global averages of 25 and 29 percent respectively. Similarly, only 43 percent of children 6-23 months had an acceptable meal frequency, while 13 percent had a minimum acceptable diet. Over half (51%) of children (6-23 months) consumed no vegetable or fruit. The rich, better educated and urban children are more likely to meet the minimum requirement than the poor, least educated and children in rural areas.

Some of the nutrition challenges are largely driven by inadequate access to nutritious, safe, and healthy foods; as well as exposure to unhealthy food environments¹⁰. Outdoor food advertising and provisioning assessments done in urban Ghana reported widespread marketing, and availability of obesogenic food/beverages - consistent with an advanced stage of nutrition transition. Households frequently consume foods with high content of added sugar & sodium (70%), salted dried fish (36%), and foods processed with salt (84%), sugar-sweetened non-alcoholic beverages and foods high in calories.

There is low frequency of consumption of fruits or vegetables (about 3 times per week); with rural areas consuming less fruits & vegetables and processed foods. An assessment of implementation of relevant policies in Ghana identified showed that, current Government action on food prices

¹⁰ Unhealthy food environments, particularly the greater availability of, and access to heavily marketed ultra-processed food products, especially sugar-sweetened beverages.

(e.g., taxes and subsidies), food retail, food provision, and food composition policies (e.g., product reformulations, regulating levels of salt/sodium policies targets, saturated fatty acids and trans-fats) and those restricting unhealthy food promotion to children was weak. Over the past few years, cases of poor food safety and hygiene practices, food adulteration and contamination, environmental sanitation and cleanliness of food outlets/home surroundings have come to the fore with institutions like the FDA and the various MMDAs taking steps to protect the health of Ghanaians. There is also limited food fortification with essential nutrients.

Progress of under-five child nutrition indicators has been mixed and large disparities exist between regions and wealth quintiles. Malnutrition which manifests in stunting, wasting underweight and overweight in children contributes to about one-third of deaths in children under-five years. Overweight and obesity have rapidly emerged as major health issues, increasing the risk of non-communicable diseases in Ghana. There is a growing incidence of overweight (3%) in the under-five child category, according to 2017/18 MICS.

Non-Communicable Diseases (NCDs) contribute significantly to illness, disability, and deaths in Ghana. The major NCDs in Ghana are cardiovascular diseases, cancers, diabetes, chronic respiratory diseases and sickle cell disease. NCDs are responsible for 43 percent of all deaths and account for up to 94,000 preventable deaths in Ghana each year. There is an increasing prevalence of adult diabetes (particularly Type II diabetes). In 2010, 6.1 percent of females and males were diagnosed with diabetes. This increased to 6.6 percent and 6.4 percent among females and males respectively in 2014. Hypertension, which is largely a result of high sodium and low potassium intake contributes to high blood pressure and increases the risk of cardiovascular heart disease rates in Ghana. As of 2015, 25 percent of adult males and 23 percent of adult females had high blood pressure. Road injuries, neonatal disorders, respiratory infections also contribute to ill-health, disability and death.

Data from MICS suggest that the proportion of under-five children who are stunted fell from 22 percent in 2006 to 18 percent in 2017/18. Stunting is particularly highest in the Northern Region and lowest in the Greater Accra Region. Stunting affects the growth and cognitive development of the child. Similarly, the proportion of under-five children who are underweight fell from 18 percent to 13 percent within the same period while wasting has increased from 5 to 7 percent. Moreover, large disparities exist between the poorest/least educated and the richest/most educated in wasting. Evidence shows that exclusive breastfeeding for six months, is the best way of providing ideal food for the healthy growth and development of infants as it reduces infant mortality and hastens quicker recovery during illness. There has been a steady decline in the number of infants exclusively breastfed since 2003, with 2008 having the most favourable rate of 62.8 percent. In 2014, this dropped to 52.3 percent, deteriorating further to 42.9 percent in 2017. Similarly, only 41.5 percent of children were breastfed until the age of two. Pressure on mothers, especially formal sector employees, to return to work soon after birth hinders breastfeeding and complementary feeding. Due to this, steps have been taken to extend maternity leave from 12 to 14 weeks.

Micronutrient deficiency remains a significant public health problem in Ghana, particularly among children and women even though some gains have been made. Anaemia among children aged 6-59 months declined from 65.7 percent in 2014 to 35 percent in 2017, with severe and moderate cases accounting for 0.7 percent and 17 percent respectively. The most affected are the 12-23 months' age group (46.1%), males (38.4%), rural dwellers (42.1%), and those in the northern belt (53.2%). The prevalence of Anaemia in non-pregnant women was 21.7 percent compared to 42 percent of pregnant women, the latter meeting WHO's classification of a severe public health problem. Pregnant women within the 20–39-year group who live in rural areas (42.5%), the Southern Belt (50.8%) had the highest prevalence of anaemia. Anaemia in non-pregnant women was, however, most prevalent among the 15-19 age group (26.4%), rural dwellers (21.8%), Northern Belt (27.6%) and women who never attended school (24.3%).

In 2019 1.5 percent of non-pregnant women were Vitamin A deficient; the most affected age group was the 25-29-year-olds (4.7%), followed by rural dwellers (1.9%) and those in the northern belt. A large proportion of pregnant women (63.9%) did not take Vitamin A capsules after their last delivery, while only 50 percent of children under-five received Vitamin A supplementation. Salt iodisation is the main intervention for addressing iodine deficiency, however, only 68.9 percent of households adequately made use of iodised salt.

Efforts made to integrate food systems transformation and nutrition security into the development planning process and to establish an information management system to provide administrative data saw increased sector responses to food systems and nutrition policy objectives in education, social protection and agriculture.

3.3.5 Youth Development

The youth¹¹ constitutes 35.9 percent of the Ghanaian population – with majority of them living in the Ashanti and Greater Accra regions. About 16.4 percent of female youth compared to only 10.8 percent of their male counterparts have no education. Since 2014, Government has set its sight on harnessing the potential of the youth to catalyse the country's development through investments in sustained inclusive economic growth and employment creation, education, health and reproductive health services, and participation in decision-making. An index has been developed to monitor the progress of youth development and inform the agenda to harness Ghana's demographic dividend through investments in the youth.

Government in the last two decades, has implemented several policy initiatives and interventions to address youth unemployment. The National Youth Employment Programme (NYEP) was established in 2006 to address youth unemployment and in 2010, and a National Youth Policy (NYP) was formulated to prioritize human development to ensure active participation of the youth

¹¹ The youth comprise individuals aged 15 to 35 years

in governance and production. Even though rebranded in 2012 as Ghana Youth Employment and Entrepreneurial Agency (GYEEDA) and Youth Employment Agency (YEA) later in 2015, its emphasis on empowering young people to be actively involved in production, has remained intact. In 2016, the National Youth Authority Act, 2016 (Act 939) was passed to harmonize all initiatives that seek to develop the youth in the country.

Training the youth to obtain employable skills has received the attention of the Government. YEA has since 2017 provided skills and vocational training to 1,558 trainees at the 11 Youth Leadership and Skills Training Institutes (YLSTIs). The YEA has also launched the Steps Towards Employment and Productivity (STEP) Project, which aims at equipping 50,000 young persons with artisanal skills. Moreover, a total of 3,289 youth consisting of 1,549 males and 1,740 females have been trained in 24 Community Development Vocational and Technical Institutes (CDVTIs) across the country since 2017.

The Planting for Food and Jobs (PFJ) Programme has since its inception in 2017 provided jobs for the youth. For instance, as many as 2,160 university graduates and 1,070 youth with other qualifications have been recruited to provide extension services to farmers under PFJ. The renewed effort in 2017 to improve inner cities and Zongos saw 1,000 Arabic Instructors being recruited countrywide. Again, the Nation Builders Corps (NABCO), another programme aimed at reducing youth unemployment has since its inception in 2018, enrolled about 100,000 unemployed graduates in Ghana. In addition, the completion of the extended credit facility arrangements with IMF in April 2019, provided opportunity for some of the youth to be employed as teachers, nurses, medical doctors and administrators in various government establishments. Despite all these interventions, youth unemployment remains a challenge.

To promote the participation of the youth in politics, electoral democracy and governance; relevant topics have been included in the new school curricula on civic education. The various political parties have also helped in nurturing the youth – by establishing youth organs and giving the youth opportunity to occupy key positions in parties and government.

3.3.6 Employment and Decent Work

From the GLSS 7 report, the population 15 years and older is made up of 12.2 million economically active (11.2 million employed and 1.0 million unemployed) and 5.0 million economically inactive individuals. About two-thirds (66.2%) of those working are engaged in vulnerable employment. Females and rural workers dominate in vulnerable employment and are underrepresented in paid and skilled employment which promise decent conditions of work. Relatively higher proportions of workers in Greater Accra (46.5%) and Ashanti (36.1%) regions are engaged in paid employment.

About 3 in every 10 employed persons are engaged by the formal economy. Since January 2017, over 1 million Ghanaian workers are on Government payroll. In all, 65,000 health and medical personnel, 74,000 teachers and non-teaching staff and 6,718 lecturers for the public tertiary institutions have been engaged by the state.

Government has from 2017, initiated interventions to formalize the informal economy. These initiatives include the National Identification System (or the Ghana Card), Digital Address System, and the acquisition of Tax Identification Numbers (TIN). The policy to use the Ghana Card as TIN numbers has suddenly increased the number of identified taxpayers to boost domestic revenue mobilization. Cooperative unions have been reinvigorated to encourage more small businesses to register with the relevant state agencies.

In 2017/18 the informal economy engaged 88 percent of the working population. This sector is made up of micro and small-scale economic activities. The sector is however challenged with unregulated markets, low capital inputs, intensive labour, low productivity and low remuneration with practically no safety nets.

3.3.7 Support for the Aged

Ghana's 2010 Population and Housing Census estimates the total number of the population aged 60 years and older to be 1.643 million at the end of 2010. This represents an increase of about 64.3 percent over the 2000 PHC figure of 998,940 and constitutes an average annual growth of 6.4 percent during the period. Based on this average annual growth, the total number of persons aged 60 years and older was projected to be 2.177 million by the end of 2015, and about 2.97 million by 2020. The bulk of older individuals reside in six regions, namely Volta, Upper- East, Eastern, Upper-West, Central, and Bono regions.

Despite the growing elderly population, care for the aged is becoming a challenge, particularly old age poverty and health crisis; low gender sensitivity in addressing the needs of the aged, and abuse of the aged particularly women. There are inadequate social safety nets in the Ghanaian society to address the issues of the aged, partly because of the traditional beliefs that elderly care is the obligation of the family. In addition, there is inadequate care for the aged; low gender sensitivity in addressing the needs of the aged; and abuse of the aged particularly women.

The traditional family system, which has over the years provided significant social support for the aged, is gradually becoming ineffective due to social changes caused by migration and urbanization. Even though a national ageing policy was launched in 2010, not much progress has been made on its implementation.

3.3.8 Social Protection Mechanisms

The National Pension Scheme

The Pensions Act, 2008 (Act 766) provides the regulatory framework for extending social security coverage to workers. The number of informal workers contributing towards their pensions increased from 148,000 in 2017 to 315,890 in 2020. Available data from Social Security and National Insurance Trust (SSNIT) indicate that only about a tenth of the elderly (60 years and above) receive regular payments. Majority of the elderly spent their entire productive life in the informal sector which is mostly not covered by the regular Pension Scheme.

The National Health Insurance Scheme (NHIS)

National Health Insurance Scheme subscriptions increased to 16,310,425 in 2020 from 12,290,245 in 2019, representing a 32.7 percent increase. The introduction of mobile renewal platform system contributed to the increase in membership. The Authority also piloted family planning in selected districts for possible inclusion into NHIS benefit package. The benefit package of the NHIS has also been expanded to include Herceptin for the treatment of breast cancer.

The exempt category of membership constitutes more than half (59.4 percent) of NHIS subscribers, and they include those who are under 18 years, indigent, pregnant women and those who are 70 years and older. This category of subscribers only paid processing and card renewal fees but not premiums. The age of 70 years which qualifies the elderly to access the NHIS for free means that all who are aged between 60 – 69 years, who have no pension and no regular incomes, may not be able to afford the premium needed to access the NHIS. This is a major challenge because a section of the elderly population is being left behind. It is not enough to exempt the elderly from 70 years and above from premium payment when their major health challenges such as arthritis, stroke, diabetes, vision and hearing impairment, cancer, mental health issues are not covered under the NHIS approved list of services financed by the scheme. Coverage provided by the NHIS for the elderly therefore does not adequately address the health challenges associated with ageing.

Livelihood Empowerment Against Poverty (LEAP)

The LEAP programme is a government social protection flagship initiative that provides cash grants to beneficiary households. The number of LEAP households that benefited from the cash grant increased from 344,023 to 344,389 households against a target of 350,000 in 2022.

The bi-monthly subsistence grants of GHS64.00 for household with one beneficiary; GHS 76.00 for household with two beneficiaries; GHS 88.00 for household with three beneficiaries; and GHS106 for household with more than three-members remained unchanged during the year. The payments to beneficiaries were done in three tranches. The Ghana National Household Registry database is being expanded to cover three additional regions (Central, Volta and Oti) to improve targeting of LEAP and NHIS beneficiaries including the elderly population. Currently, an

electronic reporting and monitoring system is in place in all 259 LEAP implementing districts. See Tables 3.9 and 3.10.

Table 3. 9: 2021 LEAP Payment Cycle.

Cycle	Total Household on LEAP	Total Household Paid	Grant (With Charges) GHS
69 TH & 70 TH	333,967	333,869	53,046,396.37
71 ST & 72 ND	344,023	342,998	54,567,213.10
73 RD & 74 TH	343,017	342,918	54,554,711.40

Source: Ministry of Gender, Children and Social Protection, 2021

Table 3. 10: 2020 and 2021 Regional Distribution of LEAP Beneficiaries.

Region	2020		2021	
	Beneficiary households	Percentage share	Beneficiary households	Percentage Share
Upper East	53,288	16	54,865	15.95
Northern	50,392	15.1	52,668	15.31
Upper West	35,817	10.7	36,721	10.67
Ashanti	26,882	8	27,537	8.00
North East	25,764	7.7	27,086	7.87
Eastern	25,417	7.6	25,442	7.4
Volta	22,205	6.6	22,205	6.45
Savannah	14,527	4.3	15,508	4.51
Central	14,290	4.3	14,320	4.16
Bono East	12,469	3.7	13,895	4.04
Western	12,680	3.8	12,805	3.72
Greater Accra	10,858	3.3	11,070	3.22
Bono	9,796	2.9	9,796	2.85
Oti	9,108	2.7	9,608	2.79
Western North	7,016	2.1	7,039	2.05
Ahafo	3,458	1	3,458	1.01
Total	333,967	100	344,023	100

Source: Ministry of Gender, Children and Social Protection, 2021

Child and Family Welfare

To increase and deepen awareness on the need for promotion and protection of the rights of the child, Government has sensitized 3,434,532 people including children and adult on various child protection issues using the Child Protection toolkit and has also reached 334,379 people through various social media platforms through the GACA.

Government has reviewed the early childhood care and development policy with the goal of promoting the survival, protection, and development of children between the ages of 0-8. The policy is yet to be submitted to cabinet this year for consideration and approval. Ghana has submitted the Concluding Observation Report of the African Charter Committee of Experts on the Rights and Welfare of the Child.

Policies initiated to address the child labour include National Plan of Action Phase II on the Elimination of the Worst Forms of Child Labour; Strategy on Anti-Child Labour and Trafficking in Fisheries; and the Hazardous Child Labour Activity Framework for the Cocoa Sector. Government has also expanded access of children and families to justice by instituting a comprehensive support mechanism for victims of domestic violence through the Domestic Violence and Victim Support Unit (DOVVSU) of the Ghana Police Service in partnership with the Department of Social Development, the International Federation of Women Lawyers (FIDA) and the Legal Aid Scheme; establishment of child friendly gender-based violence courts in all regional capitals; and the development of the probation desk manual which reflects new laws on children and juveniles for probation officers. The National Cyber Security Centre, which was established in 2018, embarked on public child online protection education and launched an Internet Watch Foundation Portal (IWFPP) to censor child sexual abuse materials. A Child Protection and Digital Forensic Laboratory was established to investigate cases on child online abuses. An Incident Reporting Point of Contact (POC) was also launched to report cyber security issues.

Government is committed to enhancing the welfare of children and families in Ghana through the Livelihood Empowerment Against Poverty (LEAP), Capitation Grant, Ghana School Feeding Programme, and the National Health Insurance Scheme.

An Integrated Social Services (ISS) delivery system was rolled out in 2020 to promote linkages between health, child protection, welfare, and social protection services to address multidimensional child poverty and vulnerabilities among children. A Social Welfare Information Management System is being implemented to promote responsive, accessible, coordinated, and timely delivery of social welfare services in 100 Metropolitan, Municipal and District Assemblies (MMDAs). This integrated system is helping to promote the best-case management practices relation to the provision of quality social welfare services.

Government prevented the country from falling into a tier two watch list on the US Department of Labour Trafficking in Persons Report (TIP) in 2016 by releasing GHS 500,000 in 2017 into the Human Trafficking fund to support the implementation of the Human Trafficking National Plan of Action (NPA) for victims of human trafficking. The amount was increased to GHS 1,000,000 in 2019 to support resource mobilization and victim care. In addition, two government shelters for adult females and children are operational and given a comprehensive victim centered care for rescued trafficking victims. The government has rescued, provided care and counselling for 2752 victims and survivors of Human Trafficking. Trauma informed centre for victims of human trafficking has been established to give comprehensive trauma including psychosocial care and support services to victims.

According to the GLSS 7 report (2016/2017), 12.6 percent of children 5 to 14 years were in the labour force. The report also indicated that more children in rural areas (90.5%) than in urban areas

(80.9%), and more male children (91.7%) than female children (85.2%) were engaged in some form of economic activity (working children) in areas including agriculture, forestry, fishing, wholesale, and retail trade sectors.

To reduce the incidences of violence and abuse against Children, Government launched Social, and Behaviour Change Drive made up Ghanaian Against Child Abuse initiative as a social media campaign and the community child protection facilitation toolkits in 2017. The toolkit has been expanded to 100 MMDAs reaching 3,434,532 people including children and adults. They have been sensitized on various child protection issues using the Child Protection toolkits and 334,379 people have been reached through the various social media platforms.

Despite efforts made over the years to strengthen correctional institutions for child offenders, inadequate funding, and other resources, including professionals to facilitate the reformation and reintegration of these children into society, absence of data management information system for child protection, poor inter-sectoral coordination as well as overlaps and duplication of institutional oversight continues to impede progress.

3.3.9 Disability and Development

According to the 2021 PHC, about 8 percent (2,098,138) of the population have varying degrees of difficulty in performing activities and is higher among females (8.8%) than males (6.7%). Government passed the Persons with Disability Act, 2006 (Act 715) to entrench the protection of PWDs. Implementation of the Act 715 had challenges due to the absence of an enabling legislative instrument. Several public facilities also remained inaccessible to PWDs despite the rollout of the accessibility standard for the built environment.

The draft Disability Amendment Bill and its accompanying draft Legislative Instrument have been drafted to amend the Disability Act, 2006 (Act 715) to be in line with the United Nations Convention on the Rights of Persons with Disability. Stakeholders have been trained on the Accessibility Standards on the built environment. Government has since 2017 increased the District Assembly Common Fund (DACF) allocation to persons with disability from 2 percent to 3 percent to support and improve their living conditions and empower them to participate in national development. A total amount of GHS9,381,197.00 was disbursed in 2020 which represents 11.2 percent increase over the 2019 disbursement of GHS62,382,798.00.

A comprehensive database on disability is progressively being compiled and analysed to provide timely information for informed decision making. The data currently comprises 12,667 children with disabilities, 103 Graduates with disabilities from the Tertiary Institutions, and 30 Graduates with disabilities from the Tertiary Institutions having employable skills in the extractive sector.

In 2015, Government developed an inclusive education policy, which provided the framework for integrating children with mild to moderate disability into the regular school system. The inclusive

policy provided a platform for addressing the educational needs of all children of school going age including those with disabilities using the Universal Design for Learning (UDL). The policy is also aimed at ensuring that the teaching and learning environment is friendly to all pupils and students. The Disability Council in collaboration with the Ghana Federation of Disability Organization (GFDO) drafted an Equal Employment Policy in 2015 to address disability employment issues. The government has so far allocated 50 percent of road toll collection employment in the country to Persons Living with Disability. Under the Presidential Empowerment for Women Entrepreneurs with Disability (PEWED), government provided 850 female PWD entrepreneurs with GHS2 million to help scale-up their businesses, while under the Presidential Empowerment for Male Entrepreneurs with Disability (PEMED) an amount of GHS2 million was disbursed to 1,000 male PWD entrepreneurs for the same reason. Through the Ghana Investment Fund for Electronic Communications (GIFEC), Government has provided some students living with disability in selected tertiary institutions with assistive technology-enabled devices and training to promote digital inclusion.

3.3.10 Sports and Recreation

Sports as a Driver of Economic Activity

The Ministry of Youth and Sports embarked on rehabilitation of four sporting facilities in 2020 namely Ohene Djan, Baba Yara, Essipong and Aliu Mahama sports stadia. The construction of 10 multipurpose youth resource centres across the country continued. The Ministry provided logistical support to 3 out of 16 targeted districts and 14 out of 35 targeted associations in 2020. The number of local competitive sporting events decreased from 92 in 2019 to 21 in 2020. The annual target of 95 could not be achieved due to the COVID-19 pandemic.

Constraints on Sports Development

Sports and recreational facilities remain inadequate and in poor condition due to poor maintenance culture. Land for sports and recreation continue to be encroached upon. Weak execution of Sports Act, 2016 (Act 934) that establishes district and regional sports committees to steer and manage sports development under the Ministry of Youth and Sports. Most districts and regions do not have functional committees. The lacuna has resulted in construction of more than 50 Astro Turfs that are not up to FIFA standard and Sports Fund is yet to be established. There are inadequate funds for sports development as well as challenges in the selection of national sportsmen and women to represent Ghana at international sporting events.

Impact of COVID19 Pandemic on Sports

The outbreak of COVID-19 disrupted sports and recreational activities. Gyms, stadia, pools, dance and exercise studios, physiotherapy centres, parks and recreational grounds were closed. Many people were unable to actively participate in their regular individual or team sports or physical activities. For instance, the 2020 Olympic Games scheduled to take place in Tokyo was postponed for the first time in the modern history of the Olympic Games. This had negative impact on sporting

revenue streams. Additionally, the closure of educational institutions (during the pandemic) negatively impacted on school sports and physical education classes.

Development of Sports Infrastructure

Government has introduced the Women in Sports programme to support female athletes and unearth sporting talents and initiated the development of sporting infrastructure in several communities across the country. Astro turfs have been constructed across the country especially in the Zongo communities. Work is progressing on the stadium at the University of Ghana in preparation towards hosting the 2023 All Africa Games. 10 multipurpose Youth and Sports Resource Centres of Excellence of international standard are under construction across the country. To ensure affordability of sports and recreational equipment, there has been a reduction of taxes on sports equipment. Additionally, local manufacturing of sports and recreational equipment has been promoted under the revitalization of Ghana's light industrial programme.

3.4 ENVIRONMENT, INFRASTRUCTURE, HUMAN SETTLEMENTS AND SPATIAL DEVELOPMENT

The objective of government over the period 2017-2021 was to safeguard the natural and built environment, through the following objectives: promote sustainable extraction of mineral resources; improve coastal and marine management; combat deforestation, desertification and soil erosion; enhance climate change resilience; improve efficiency and effectiveness of road transport infrastructure and services; modernize and extend railway network; expand the digital landscape; mainstream science, technology and innovation in all socio-economic activities; ensure availability of clean, affordable and accessible energy; promote sustainable spatially integrated development of human settlements; enhance the quality of life in rural areas; promote resilient urban development; and efficient and effective land administration.

3.4.1 Land Administration

Digitalisation of Administrative Services of Lands Commission

Government is pursuing a digitalisation agenda to help achieve expeditious land service delivery across the country. Since the introduction of the Ghana Enterprise Land Information System (GELIS), the Commission has been vigorous in ensuring seamless migration of manual operations unto the system. As part of the new land transformation reforms, data capture activities which include manual records data entry, scanning and digitising of map sheets continue unabated. To ensure smooth operation in land service delivery between the Commission and its clients, an online platform has been provided to help clients access some selected services which include consolidated search reports, stamp duty assessment and payment, plan approval, among others, through the Lands Commission's portal at onlineservices.lc.gov.gh. Payments for all services have been integrated on all mobile money and the Ghana.gov platforms, making it possible to transact business with the Commission from the comfort of your home.

In the first half of 2022, a total of 15,176 applications for consolidated search reports were received through the online platform, of which 9,997 were processed within an average of 14 days. Within

the same period, 3,500 applications were received for land title registration across the country, out of which 2,667 land certificates were issued. It is expected that with the systematic digitisation of manual records, the turnaround time will reduce.

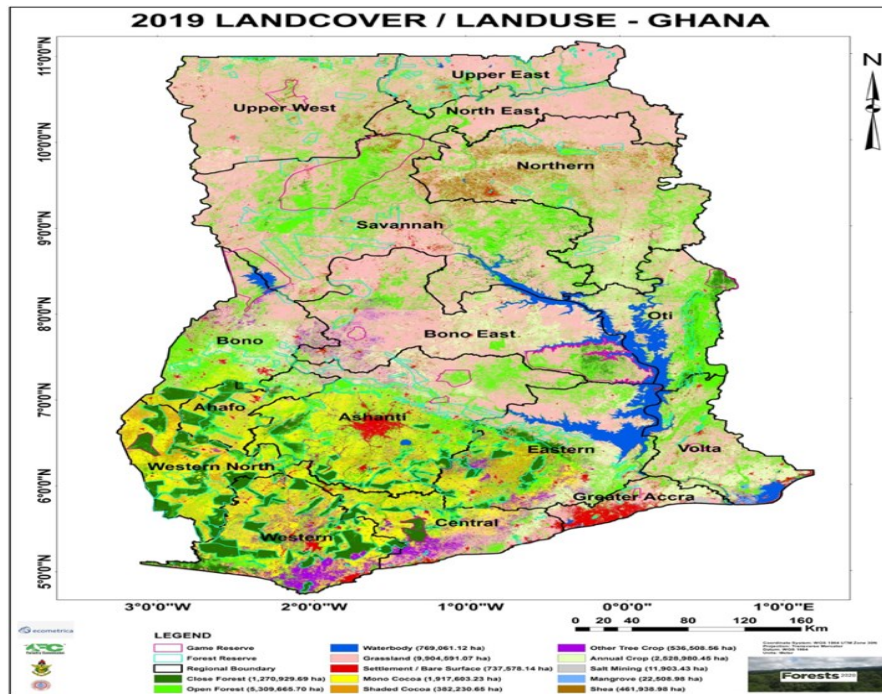
As part of the digitisation agenda, modern technologies like drones are being employed in surveying and mapping to produce accurate, geo-referenced and efficient orthophoto maps to support land title registration, and base-maps for development of local planning schemes. Currently, over 2,500 acres of land surface have been surveyed using drones. This has helped to detect rampant encroachment on public lands and also prepare development plans for government projects including the affordable housing at Amrahia and the industrial enclave at Afienya, both in the Greater Accra Region.

3.4.2 Forest Resources

The size of the closed forest in the country was estimated to decline from 2.704 million ha in 1990 to 1.556 million ha in 2015 (see Table 3.11) indicating a depreciating rate of 45,920 ha per year (Forest Preservation Programme report (FPP), 2013), amounting to a decrease of about 42.4 percent in 25 years. Degradation of in-situ resources from human activities is severe in protected forest and wildlife areas despite the services forests provide.

Ghana's forest estate is estimated to be 6.58 million hectares as at the end of 2019 (Forest2020 Project). This covers forest land located within Forest Reserves, Wildlife Protected Areas and off-reserve areas. Our forests provide several life-sustaining goods and services for the local population, especially forest-fringe communities, and contributes to global climate change mitigation by serving as a net carbon sink. Some of the key goods provided by forests include timber, medicinal plants, bushmeat, mushrooms, fuelwood, bamboo and rattan, etc. Ecosystem services provided by our forests include watershed protection, biodiversity conservation (including provision of wildlife habitats), microclimate for production of major cash crops, especially cocoa, pollinating services, recreation, cultural services, etc. Out of the total forest area of 6.58 million hectares, an estimated 1.27 million hectares is closed forest with open forest covering an estimated 5.31 million hectares (Figure 10).

Figure 10: Landcover Map of Ghana (Forest, 2020)



Source: Forestry Commission, 2020

The main drivers of deforestation and forest degradation in Ghana include, agricultural expansion, logging and fuelwood harvesting, wildfires, mining and infrastructural development. To address the issue of forest degradation and deforestation, the government has over the years strengthened law enforcement to reduce the incidence of illegal activities that lead to forest loss, while improving regulation of legally sanctioned activities that impact forest conservation. Additionally, government has embarked on a number of landscape restoration interventions since 2017 under the Ghana Forest Plantation Strategy: 2016- 2040. The main areas of intervention under the national strategy are forest plantation, enrichment planting and trees-on-farm (farm forestry). Table 3.11 presents a summary of forest restoration achievements:

Table 3. 11: Annual Achievements under Forest Landscape Restoration Interventions (2017 – 2021)

Landscape Restoration Intervention	2017	2018	2019	2020	2021	TOTAL (ha)
Forest Plantation (ha)	8,725.0	19,605.9	25,004.2	18,747.0	18,494.7	91,001.2
Enrichment Planting (ha)	4,488.9	4,724.6	4,563.1	3,115.6	5,145.5	22,037.7
Trees-on-Farm	126,348.0	103,549.0	67,823.9	150,307.8	72,079.6	520,108.3
TOTAL (ha)	139,561.90	127,879.50	97,391.20	172,594.8	95,719.8	633,147.2

Source: FSD, Forestry Commission

These achievements have been chalked through a number of government-initiated projects, donor-supported projects and private sector investments over the period. Some of the key reforestation projects include Modified Taungya System (MTS), Youth in Afforestation/Reforestation Project (YAP), Forest Investment Programme (FIP), and FC-Industry Plantation Project. Additionally, in 2021 the government through the Ministry of Lands and Natural Resources launched and implemented the Green Ghana Initiative where on the second Friday in June citizens across the country are mobilized and provided free tree seedlings to plant within their communities and degraded landscapes. In 2021 a total of 7 million seedlings were planted with a total of 26 million seedlings planted in 2022.

The forestry sector plays an important socio-economic role in the national economy by employing an estimated 350,000 persons in forest protection and management, private forest tree nursery production, forest plantation development, logging and timber processing, haulage and transport, carpentry and joinery, etc. Over the year's timber exports have been one of the key foreign exchange earners for the Ghanaian economy. Table 3.12 summarizes timber export volumes and value over the past 10 years.

Table 3.12: Summary: 10-year Timber Export Data

YEAR	TOTAL TIMBER VOLUME EXPORTED (m³)	VALUE (EURO)
2012	251,346	99,836,394
2013	271,772	119,327,780
2014	356,036	138,215,618
2015	299,207	187,624,643
2016	396,992	224,958,215
2017	339,227	189,892,298
2018	332,927	187,869,245
2019	300,455	150,631,654
2020	226,158	116,240,781
2021	302,229	136,752,549

Source: TIDD, Forestry Commission

Over the period, there has been a gradual decline in the volume of timber exported from natural forest with a corresponding increase in timber export volumes from forest plantations. In 2021 an estimated 57% of timber volume exported was sourced from forest plantations. It is expected that as government and private sector continue to invest in forest plantations, much more of our timber needs both locally and for export will be sourced from planted forests while we develop and manage our natural forests predominantly for non-consumptive benefits or ecological services.

3.4.3 Mineral Resources

The mining sector has long played an important role in Ghana's economy, contributing about 7.6 percent to GDP in 2020, 5.5 percent in 2021 and averaging 7.9 percent between 2011 and 2021. Mineral Sector Merchandise Exports accounted for 48.4 percent of total Merchandise Export Earnings in 2020 (US\$ 7 Billion) and 35.59 percent in 2021 (US\$5.1 Billion). This performance is largely from gold, with diamond, manganese and bauxite together averaging for more than 40 percent of merchandise exports earnings over the preceding two decades. Crude oil export earnings in 2020 and 2021 accounted for 20.14 percent and 26.81 percent of total merchandise export earnings respectively.

In terms of employment, the sector provided over 30,306 jobs for Ghanaians in the large-scale mining and mine support services industry in 2021. It was estimated that over 1 million people engaged in artisanal and small-scale mining.

Government in 2020 facilitated the passage of the Minerals & Mining Regulations, 2020 (L.I. 2404), Minerals and Mining (Local Content and Local Participation) Regulations, 2020 (L.I. 2431). This was to deepen local content in the mining industry through job creation, developing capacities for domestic manufacturing, enhancing gender equity and increasing capability & international competitiveness of local businesses amongst others. As part of efforts to manage the menace of illegal mining, the Minerals and Mining (Mining Operations – Tracking of Earth & Mining Equipment) Regulations, 2020 (L.I 2404) was passed in 2020. In addition, there was the ratification of 68 mining leases by Parliament in 2020.

The Minerals and Mining Act, 2006 (Act 703), as amended by the Minerals and Mining (Amendment) Act, 2019 (Act 995), notably, Sections 81 to 99, and their associated Regulations constitute the principal legal framework for small-scale mining, which includes the Artisanal activities. The legal framework recognised small-scale mining but not artisanal mining. However, artisanal and small-scale mining are used interchangeably in this context. The Artisanal and Small-Scale Mining Framework, 2015 and the Community Mining Scheme Operating Manual provide the regulatory framework for the ASM sub-sector. Sections 82 to 84 provide for the licensing which include qualification, condition for grant and duration of license.

Section 92 of the Minerals and Mining Act, 2006 (Act 703), as amended requires for the governance structure. It stipulates that a District Small Scale Mining Committee is established in every designated area to assist the Commission's Mining District Office to effectively monitor, promote and develop mining operations. The Committee shall be appointed by the Minister, and shall hold office for a period, and on terms and conditions determined by the Minister. The Committee shall consist of the following members:

- i. the District Chief Executive or the representative of the District Chief Executive, who shall be the Chairperson of the Committee

- ii. the District Officer of the Minerals Commission
- iii. one person nominated by the relevant District Assembly
- iv. one person nominated by the relevant Traditional Council
- v. an officer from the Inspectorate Division of the Commission; and
- vi. an officer from the Environmental Protection Agency.

Section 93 requires that the ASM licence holder shall observe good mining practices, health and safety rules, and pay due regard to the protection of the environment during mining operations. The use of explosives shall be with the written permission of the Minister under Section 95 of Act 703.

The mineral revenue spent on local goods increased to 82.3 percent in 2020 from 59 percent in 2019. However, the mineral revenue returns to the Ghanaian economy decreased to 71 percent in 2020 from 73 percent in 2019. Minerals rights granted in the form of mining leases, prospecting, reconnaissance, salt, quarry, clay, sand winning, small-scale gold/diamond, and mica increased by 166.3 percent to 839 in 2020 from 315 in 2019. Mineral revenue from all sources increased in 2020. Mineral royalties accruing to government increased by 41.6 percent; corporate taxes increased by 151.2 percent and merchandise exports increased by 4.8 percent in 2020. Foreign direct investments also increased by 8.4 percent to US\$1,050.87 million in 2020. A total of GHS27.84 million was used for corporate social responsibility.

Regulation of Small Scale Mining

The Ministry has adopted a two-pronged approach to dealing with the illegal mining menace, that is, law enforcement and reformation of the sector. In terms of law enforcement, the 16 Regional Ministers and their respective REGSECs were engaged.

River bodies continue to be “Red Zones” for mining, while reconnaissance, prospecting and/or exploration in Forest Reserves continue to be suspended except in exceptional circumstances. Government has procured five (5) patrol boats, which will be used by the security services to patrol and protect our rivers. These boats will be deployed to Rivers Ankobra, Pra, Birim and the Black Volta.

The Minerals Commission has been resourced to undertake effective regulation. Small Scale Mining Committees have been established in the various mining districts, to assist the District Offices of the Minerals Commission to effectively monitor, promote and develop mining operations in their jurisdictions, in accordance with section 92 of the Minerals and Mining Act, 2006 (Act 703), So far, 70 of these committees have been inaugurated in the various mining districts, and 13 more Committees in the Savannah, North East, Upper West and Upper East Regions, are due to be inaugurated in Bolgatanga.

The Minerals and Mining Amendment Act 995 is being amended to expand, legally, the scope of the ban on the manufacture and sale of the floating platform, popularly referred to as “Changfan”. The Minerals Commission is implementing the Minerals and Mining (Mineral Operations – Tracking of Earthmoving and Mining Equipment) Regulations, 2020 (L.I. 2404) to track all earthmoving machines and equipment used in mining operations, to ensure that they are used in accordance with the law.

3.4.4 Water Resources

Ghana’s water resources are derived from surface and ground water sources. The surface sources are from three main river systems: Volta, South-Western and Coastal river systems (See Table 3.12). The total actual renewable freshwater resources are estimated to be 53.2 billion m³/year, of which 30.3 billion m³/year are generated internally, with the Volta, South-western and Coastal river systems draining 70%, 22% and 8%, respectively. The total annual runoff is 56.4 billion m³ with the Volta River accounting for 41.6 billion m³. However, the country’s water bodies are under increasing threat from human activities.

The proportion of water bodies with good ambient water quality¹² improved to 58.2 in 2021 from 51.5 percent in 2017. This was as a result of Government interventions such as the Operation Vanguard Taskforce (OVT); maintenance of buffer zone restoration schemes; and implementation of integrated water resources management (IWRM) plans for Ankobra and White Volta River basin. The level of water stress decreased to 1725 in 2021 from 1,928 in 2017 due to population growth, destruction of water bodies by illegal mining (galamsey) operatives thereby posing major threats to humans, flora and fauna.

The water sector is facing major challenges, although Ghana is well endowed with water resources. The availability of water changes markedly from season to season and from year to year. Water distribution within the country is far from uniform with the South-Western part having relatively more water than the coastal and northern regions (WRC)¹³.

Table 3. 13: Surface Freshwater Systems in Ghana

Drainage systems	River bodies	Catchments
Volta River	Black Volta, White Volta, Oti, Daka, Pru, Sene, and Afram	70 percent of freshwater coverage
South-Western	Bia, Tano, Offin, Ankobra and Pra rivers	22 percent of freshwater coverage
Coastal	Ayensu, Densu, Ochi-Amissah, Ochi-Nakwa, and Tordzie/Aka rivers	8 percent of freshwater coverage

Source: Water Resources Commission

¹² 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.

¹³www.wrc-gh.org

There is a need for a critical review of the legal and institutional framework for the water sector to address current inefficiencies and improve policy effectiveness for service development and delivery. Key among the issues to be addressed are (i) weak coordination among government agencies representing different water resources policy, planning and management (such as agriculture, energy, climate, environment, etc.); (ii) inadequate private sector participation in water resources development, management and use; (iii) weak monitoring of water availability (including surface and groundwater); (iv) inadequate hydrogeological network and knowledge base (covers only parts of the country); (v) inadequate attention to sustainable and efficient water use and management; and, (vi) major gaps in existing pollution control measures in the country.

3.4.5 Coastal and Marine Ecosystems

Ghana has 550 km of coastline, and the coastal zone is generally a low-lying area, not more than 30 m above mean sea level. The coastal zone constitutes about 6 percent of total land area of Ghana and accounts for about 30 percent of the nation's population. Several of the country's critical infrastructures, including power generation plants and over 60 percent of industries, are located within the coastal zone. Environmental resources in the coastal zone are under increasing threat from human activities. The coastal zone is also vulnerable to the impacts of climate change. Coastal erosion remains a major concern. The potential rise in sea level would result in wetland flooding, contamination of agricultural soil, loss of habitats, and the wiping away of entire communities. Accordingly, the protection of coastal settlements has remained a key priority on government's development agenda over the past medium term.

Ghana's marine environment extends from the coastline to 200 nautical miles seaward found within the Gulf of Guinea. The area is highly productive and supports 80 percent of the nation's fisheries as well as a significant source of employment for local fisher folks. Increase in population and urbanization, with associated economic activities and natural oceanic phenomena, have resulted in increased pressure on the environment causing significant concerns such as fisheries depletion, especially from the use of inappropriate fishing methods; pollution from land-based activities and the use of poisonous chemicals in fishing, oil/gas activities, habitat degradation, and biodiversity loss.

There are several sectoral policies and plans directed at the sustainable management of coastal and marine resources. However, coordination among the various departments and agencies remains weak and implementation of interventions tend to be disjointed.

3.4.6 Waste Pollution and Noise

Disposal of solid and liquid waste in major towns and cities (Accra, Tema, Kumasi, Takoradi and Tamale) in the country remains a challenge. Inadequate engineered landfill sites and wastewater treatment plants continue to be a major challenge for waste disposal across the country. In 2020, the proportion of properly disposed solid waste in major towns/cities was 85 percent. In addition, 13.3 percent of the population's liquid waste is safely managed. The menace of plastic and

electronic waste remains a very serious environmental hazard confronting the country. The negative impact is evident on terrestrial, aquatic and marine ecosystems. Similarly, air and noise pollution are of great concern, especially in urban areas. Ineffective enforcement of noise regulations also continues to be a problem (CPESDP, 2017). There is increasing anxiety about land-based pollution in Ghana. Concerns about poor air quality in Ghana relate not only to the human health impacts but also to the adverse impacts on biodiversity and the health of the ecosystem as a whole.¹⁴

3.4.7 Green Economy

Government introduced the Green Ghana Project to help achieve a zero deforestation by 2030. The maiden edition of programme was successfully executed on June 11, 2021, during which a total of 7 million trees were planted across the country in a day, exceeding the target of 5 million. Reports from the Forestry Commission indicates that about 80 percent of these trees have survived and are doing very well. The target was to plant twenty million seedlings in 2022. The first was to plant 10 million seedlings in degraded forest reserves in compartments. Corporate Ghana was encouraged to adopt forest compartments for planting, and these compartments will be branded in the names of these organisations, and same can be reported, either as part of their Corporate Social Responsibility or as offset for their carbon footprints.

The remaining 10 million seedlings was to be planted outside forest reserves, particularly around farms, degraded watershed areas, boundaries, office compounds, and sites within communities, including, parks, roadsides, homes, churches, mosques and schools. Over 25 million seedlings were distributed in June 2021 to the general public, public and private sectors, and civil society organisations.

Government has also implemented the Ghana Green Street Project as part of measures to beautify our cities and contribute to global climate action. The overarching objective of this Project is to plant appropriate tree species, capable of providing both aesthetic view and environmental related benefits for a healthy and sustainable world. The Project will begin with the planting of trees along streets and avenues in Accra, Kumasi, Tamale and Takoradi. These four cities will form the First Phase of the Project, and will gradually be extended to all the sixteen (16) regional capitals of our country.

3.4.8 Climate Change

Ghana's contribution to global greenhouse gas (GHG) emissions is small, accounting for an estimated 0.1 percent of total global emissions. It has however increased by 66.3 percent between 1990 and 2016 as a result of activities from Agriculture, Forest Energy and Transport sectors and

¹⁴*Ecosystem* refers to a community of plants, animals and smaller organisms that live, feed, reproduce and interact in the same area or environment

is estimated to double by 2030, placing her among the five top emitters of greenhouse gases in West Africa.

Ghana has progressively adopted initiatives to respond to climate change and its impact in the last decade. The formulation in 2010 of the National Climate Change Adaptation Strategy (NCCAS) was a major turning point, acknowledging climate change as a development problem amidst economic challenges and competing resources.

Other key national and sector policies that prioritize climate change adaptation measures include: The Agenda for Jobs I: Creating Prosperity and Equal Opportunity for All (2018-2021); National Climate Change Policy (2013); Strategic Medium-Term Plan for the Ministry of Works and Housing (2018-2021); The National Climate Change Master Plan (2015-2020); Ghana Plan of Action for Disaster Risk Reduction and Climate Change Adaptation (2012); National Adaptation Plan Framework (2018); National Climate-Smart Agriculture and Food Security Action Plan (2016-2020); Ghana Shared Growth and Development Agenda I and II (2010 – 2017) and Nationally Determined Contributions (NDCs) (2020-2030).

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

Specific actions have involved strengthening capacities of District Assemblies and relevant stakeholders to mainstream climate change, especially at community level; effective integration of climate change adaptation into Environmental Impact Assessments; enhanced awareness of the NDCs; a national flood prevention and management strategy; strengthening systematic observation, climate services, early warning systems and modernization and automation of weather observation networks; emergency operation centres for early warning and communication for priority hazards; climate risk transfer (e.g. drought index insurance) and coastal protection and irrigation development.

3.4.9 Transportation

Roads

The total road network increased from 72,380 km in 2015 to 78,401 km in 2019. As of 2019, the country's road network was made up of 14,583 km of trunk roads: 15,462 km of urban roads and 48,356 km of feeder roads. The proportion of the road network classified as Good has increased

from 39 percent in 2015 to 41 percent in 2019. Only 26 percent of the road network was paved, and the remaining 74 percent was unpaved as of 2018. There is an increasing trend in road accidents fatalities. Available statistics indicate a rising trend from 9,840 in 2018 to 13,877 in 2019 and increasing further to 14,886 in 2020. It is expected that the transformation of the National Road Safety Commission to an Authority will ensure the enforcement of road safety standards, procedures and measures by institutions and organizations that will translate into reduction in road crashes and fatalities.

Railway

Government continued with rehabilitation and construction works on the rail lines. In 2021, 151km of operational narrow gauge rail lines were maintained – Accra-Tema and Achimota-Nsawam sections of the Eastern Railway Line (70km); Takoradi-Tarkwa (66km); and Sekondi-Takoradi via Kojokrom (15km) sections of the Western Railway Line. In addition, about 102km of new standard gauge railway tracks were laid out of the planned 119km. Notwithstanding the improvement works, Passenger throughput declined from 980 thousand passengers-kilometres in 2020 to 150.02 thousand passengers-kilometres in 2021. The decline is attributed to the non-resumption of passenger train services on the Accra-Tema, Accra-Nsawam and Takoradi-Tarkwa sections of the railway network after COVID-19 pandemic. Goods traffic per 1,000 tonnes-km also declined to 587 in 2021. The decline is due to suspension of operations for Amandi Holding Ltd. to undertake culvert construction works as part of the new standard gauge line to be constructed between Eshiem and Manso; a major incident involving the collision of two manganese trains at Wassa Manso; insufficient number of locomotives and wagons to haul larger quantities of manganese from the mines; among others. There were 58 minor incidents and 1 major incident on the rail network in 2021.

Maritime

Major expansion projects are ongoing at the Tema and Takoradi ports to increase their capacity to handle increasing volumes of traffic. A paperless port clearance process, introduced in September 2017, has reduced cargo clearance time and has also improved cargo dwell time. However, there are inefficiencies in intermodal infrastructure, and turnaround times of vessels remain high. The transit corridors have been freed of most of the inspection barriers which hitherto caused unnecessary delays and increased the cost of transportation to landlocked countries. As of 2019, transit cargo traffic recorded was 1,363,892 tonnes and transit container traffic were 67,352 tonnes.

Major expansion projects are ongoing at the Tema and Takoradi ports to increase their capacity to handle increasing volumes of traffic. Available statistics indicate increasing traffic throughput for both Tema and Takoradi from 22,086,626 tonnes in 2017 to 27,700,343 tonnes in 2019 with a marginal decline in 2020 to 26,385,923 mainly due to the impact of COVID-19.

Table 3.124: Maritime

Description	Unit of Measurement	2017	2018	2019	2020
Cargo Throughput	Tonnes (1000)	22,086,626	25,512,289	27,700,343	26,385,923
Container Traffic	TEU	1,009,755	1,056,785	1,048,377	1,287,083
Vessel turnaround time	Tema (Hours)	101.29	108.95	103.09	85.29
	Takoradi (Hours)	131.99	135.23	124.3	110.98

Source: Ministry of Transport

A paperless port clearance process, introduced in September 2017, has reduced cargo clearance time as well as cargo dwell time. The transit corridors have been freed of most of the inspection barriers which hitherto caused unnecessary delays and increased the cost of transportation to landlocked countries. As of 2019, transit cargo traffic recorded was 1,363,892 tonnes and transit container traffic were 67,352 tonnes.

Inland water transport

The Volta Lake is the main means of inland water transport in Ghana. As of 2019, freight traffic on the Volta Lake was 37,295 tonnes and passenger traffic was 889,225. The potential of the Volta Lake transport system could be a vital component of Ghana's multi-modal transport system if it were developed and maintained.

Aviation

The country's aviation industry has also seen considerable growth in recent years. Domestic passengers increased from 483,261 in 2017 to 690,314 in 2019. International passengers increased from 1,811,428 in 2017 to 2,110,593 as of 2019. However, the total freight movement declined from 52,390 tonnes in 2018 to 49,846 tonnes in 2019. Ghana has one (1) international airport and six (6) domestic airports in operation (Kumasi, Sunyani, Tamale, Takoradi, Ho and Wa). The Tamale and Kumasi Airports are being upgraded and refurbished to the status of international airports. The Takoradi airport is an air force base and currently being used for commercial operations under a special arrangement with the Ghana Airforce.

3.4.10 Water, Sanitation and Hygiene

Water Resource Management

According to the Water Resources Commission, Ghana is endowed with a total renewable water resource base of about 53.2 billion cubic meters and a per capita of about 1,725 cubic meters per year as at 2021.

The current total withdrawal is approximately 13.4 percent of the Total Actual Renewal Water Resources (TARWR), and with no intervention the per capita is expected to fall to less than 1,700 cubic meters by 2025. Water availability per capita declined from 1,928 cubic meters per capita in 2017 to 1,725 cubic meters in 2021 (MTDP, 2021). It however, remained above the threshold for water stress of 1,700 cubic meters per capita.

The proportion of water bodies with good Ambient Water Quality (AWQ) increased from 51.5 percent in 2017 to 58.2 percent in 2021, as a result of the work of the Inter-Ministerial Committee on illegal mining and Operation Vanguard Taskforce (OVT). The south-western river system including Pra, Tano, Bia and Ankobra basins, which deteriorated due to illegal mining, has gradually improved, with the water quality index rising from 49.3 percent in 2017 to 53.0 percent in 2019 (National APC, 2019). Key activities of the Water Resources Commission over the years are shown in Box 1.

Box 1 – Water Resources Commission Activities

- Completion of the invasive aquatic weed management project along the Tano and Lower Volta Basin.
- Establishment of the 5 Ramsar sites – Densu Delta, Songor, Keta Complex, Muni Pomadzi and Sakumono Lagoons.
- Establishment of basin level offices to oversee implementation of IWRM plans for the basins.
- Development and implementation of Buffer Zones Regulations.
- Revision of the Raw Water Application Guidelines.
- Maintenance of 1.2km buffer zone restoration scheme and planting of an additional 2,400 seedlings in the Black Volta River Basin at Ketuo in the Nandom District.
- Implementation of the Blue Deal Project for sustainable management of the Lower Volta Delta and the White Volta basin.
- Implementation of transboundary cooperation and collaborative initiatives and finalisation of the Water Charter for efficient management of the Volta Basin, adopted by the Council of Ministers of the Volta Basin Authority at its 7th session.

Water Supply

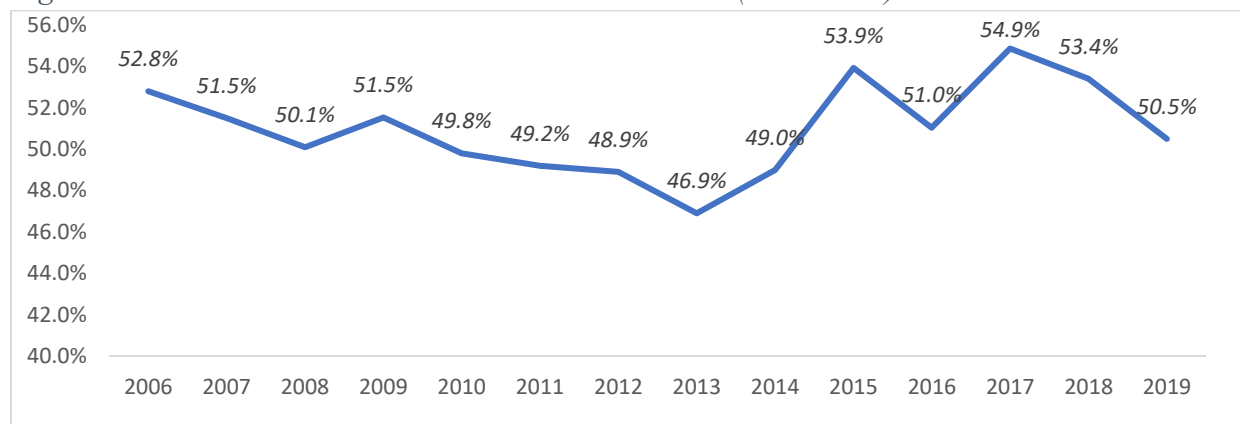
Urban Water: According to the 2010 National Annual Progress Report, urban water coverage increased from 58 percent in 2010 to 76 percent in 2015 but declined to 70.1 percent in 2018 and further down to 61.3 percent in 2019. Dwindling investments in the Water Sanitation and Hygiene (WASH) sector over the years, accounts for the decline.

Rural Water: Meanwhile, the rural water coverage of 61.74 percent in 2010, increased to 62.06 in 2018 and to 62.47 percent in 2020. However, the proportion of the national population with

access to basic drinking water sources was 87.7 percent in 2020, an increase from the 2017 figure of 79.0 percent.

Water distribution losses, (caused mainly by leakages and commercial losses), remain a challenge. Data from GWCL indicates that water losses have averaged 51.6 percent between 2006 and 2019 (Figure 11). This exceeds the acceptance average for middle income countries which is around 25 percent. High levels of Non-Revenue Water (NRW) are detrimental to the financial viability of water companies but also affect the quality of the water produced.

Figure 101: GWCL's Non-Revenue Water Losses Trend (2006-2019)



Source: Ghana Water Company Limited's Corporate Plan, 2018-2022

Sanitation and Hygiene

Rural Sanitation and Hygiene: Sanitation in the rural has been masked by challenges over the years. According to the 2010 National APR, access to improved sanitation was only 13 percent in 2010. It remained unchanged for the next five years and increased to 17 percent in 2018, and increased to 19.4 percent in 2021. As at 2017, about 31 percent of the rural population was practicing open defecation. Limited investment in sanitation coupled with negative behavioural attitude of the public largely account for the deteriorating sanitation conditions. Efforts have been made by Government and Non-Governmental Organizations (NGOs) in recent times to improve the state of sanitation through Social Marketing Programmes (SMPs). These SMPs include the Community Led Total Sanitation (CLTS), provision of sanitation markets (SaniMarts), Hand washing with Soap Campaigns, among others. A total of 213,346 household latrines have been constructed from 2017 to 2020 (MSWR, 2020). This progress notwithstanding, the goal of Toilet for All is constrained by unavailability of water in most rural communities, since adequate sanitation often depends on water.

Data from the Ghana Multiple Indicator Cluster Survey, 2017/2018, indicates that 48 percent of national population have access to hand washing with soap facility, either mobile or fixed, with

soap and water available. The rest of the population has either limited access (24 percent) or no facility at all (28 percent).

Urban Sanitation and Hygiene: Only 23 percent of the urban population had access to basic sanitation in 2015. This increased marginally to 25 percent in 2017 and 29.1 percent in 2021. The proportion of access to sanitation services decreased from 61 to 56 percent whilst open defecation increased from 8 to 11 percent between 2015 and 2018 (Ghana MICS, 2017/18 & WHO/UNICEF 2015 & 2017 JMP Reports.) Basic hygiene showed some improvement from 45 percent in 2015 and 2017, to 56 percent in 2018. This is partly due to the vigorous handwashing campaigns launched by government over this period.

Solid Waste Management

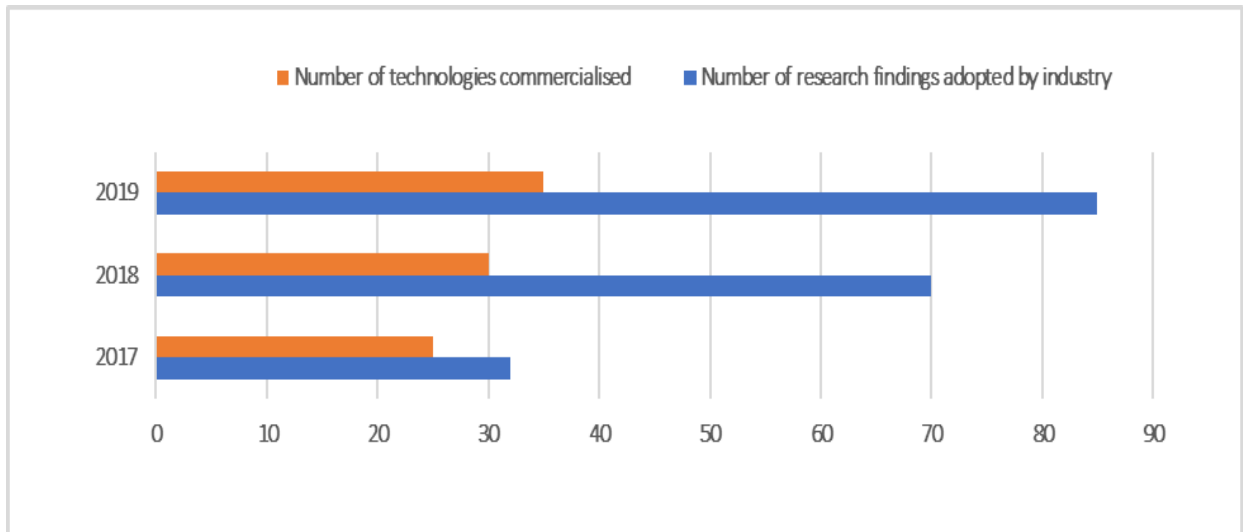
In 2010 the proportion of solid waste disposed of in the major cities (Tamale, Kumasi, Takoradi, Accra and Tema) increased from 70 percent in 2009 to 75 percent in 2018. The situation improved to 80 percent in 2019 and remained same at the end of 2020. There has thus been a steady improvement in the disposal of solid waste in the five major cities over the years.

3.4.11 Science, Technology and Innovation

The CPESDP (2017-2024) highlights strengthening of STI governance through establishment of the Presidential Advisory Council on Science, Technology and Innovation (PACSTI) to ensure STI receives priority attention of Government; Inter-Ministerial Coordinating Council on Science, Technology, and Innovation, chaired by the Minister of Environment, Science and Technology (MESTI) to leverage Government's efforts and resources for maximum impact and the National Research Fund to increase funding for research and development in STI.

The number of technologies commercialised declined by 8.6 percent to 32 in 2020 while the number of research findings adopted by industries increased to 104 in 2020 from 70 in 2018. This represents 22.4 percent increase in adoption of research findings. This however fell below the target of 154. R&D expenditure as percentage of GDP increased from 0.05 percent in 2017 to 0.15 percent in 2020 representing a 49.8 percent increase over 2017 expenditure, which is far below the expected target of 1 percent.

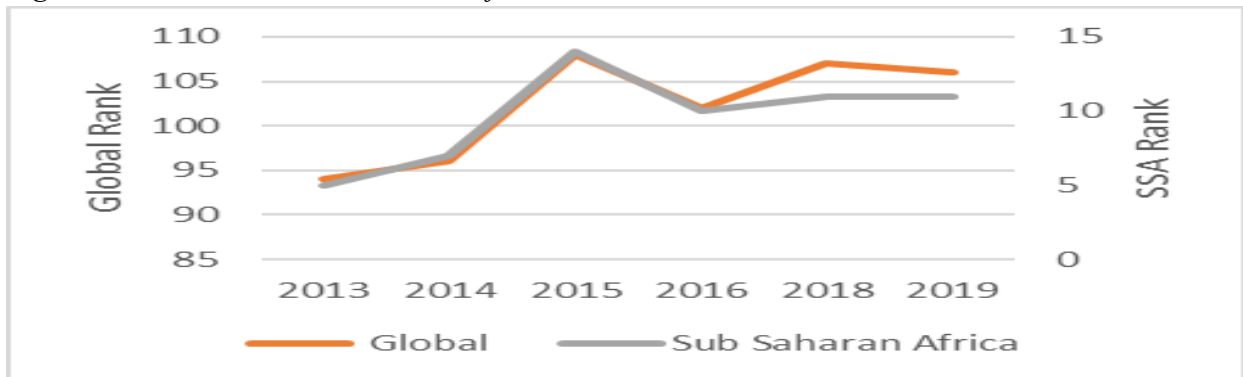
Figure 112: STI Adoption and Commercialization (Percent) (2017-2019)



Source Ministry of Environment, Science, Technology and Innovation, 2020

One of the policy directions was to promote the development of foundry-based manufacturing and precision machine tooling, using computer-aided design, manufacturing and numerical control (CNC) systems as the initial phase of developing strategic technologies. A Foundry and a Computer Numerical Control Machine Tools Centre has been set-up in Accra as part of the development of strategic technologies and centres of excellence across the country. Incubation Centres with basic facilities for innovators and measures to promote Science, Technology, Engineering and Mathematics (STEM) at all levels of education to resolve STI human resource challenges have been established in collaboration with the Ministry of Education.

Figure 123: Global Innovation Index for Ghana



Source Ministry of Environment Science Technology and Innovation, 2020

In 2019, Ghana was ranked 106 (Global), and 11 (Sub-Saharan Africa) in the Global Innovation Index which benchmark 129 countries according to 80 indicators divided into innovation inputs and outputs (Figure 12). R&D Input indicators include human and financial resources while R&D Output Indicators – Publications & Patents.

Enhancement of human resource in STI: Specific areas of STI focus are: Agriculture and Food Processing, Sanitation, Waste Management and Waste Recycling, Oil and Gas, Bio-Fuels, Green Energy and Energy Storage Systems, Health and Pharmaceuticals, Digital Manufacturing and Applications—i.e. Information and Communications Technology (ICT), with emphasis on Artificial Intelligence (AI), Robotics, Micro-Controllers and Processors and Software Engineering, Mining and Minerals Processing, Material Science and Physical Metallurgy, focused on Plastics, Metals and Ceramics and Precision Machining for Manufacturing.

Research and development expenditure as a percentage of GDP improved from 0.05 percent in 2017 to 0.15 percent in 2020. The number of research findings adopted by industry increased from 32 in 2017 to 154 in 2019 and declined to 104 in 2020. Key challenges that confront the sector include inadequate funding for research and development, limited utilization of relevant research outputs and limited collaboration between public research institutions and businesses on product, service, and process innovation. Innovation and Research Commercialization Centre (GIRC-Centre) was launched as a new partnership.

A flagship intervention to network selected Higher Education Institutions to support research and innovation has been established. The institutions are:

- i. University of Ghana (UG): West Africa Genetic Medicine Centre (WAGMC),
- ii. Kwame Nkrumah University of Science and Technology (KNUST) Regional Transport Research and Education Centre, Kumasi (TRECK),
- iii. KNUST: Engineering Education Project (KEEP),
- iv. University of Cape Coast (UCC): Africa Centre of Excellence in Coastal Resilience (ACECOR)
- v. University for Development Studies (UDS): West Africa Centre for Water, Irrigation and Sustainable Agriculture (WACWISA) and
- vi. University of Energy and Natural Resources (UENR): Regional Centre for Energy and Environmental Sustainability (RCEES).

3.4.12 Construction Industry Development

The country's construction industry is substantially underdeveloped and plagued with numerous constraints including repeated delays, cost overruns, and quality defects as well as over reliance on wholly imported materials. Its GDP growth rate at constant 2013 prices has shown decreasing trend from 9.5 percent in 2015 to -4.4 percent as of 2019.

3.4.13 Drainage and Flood Control

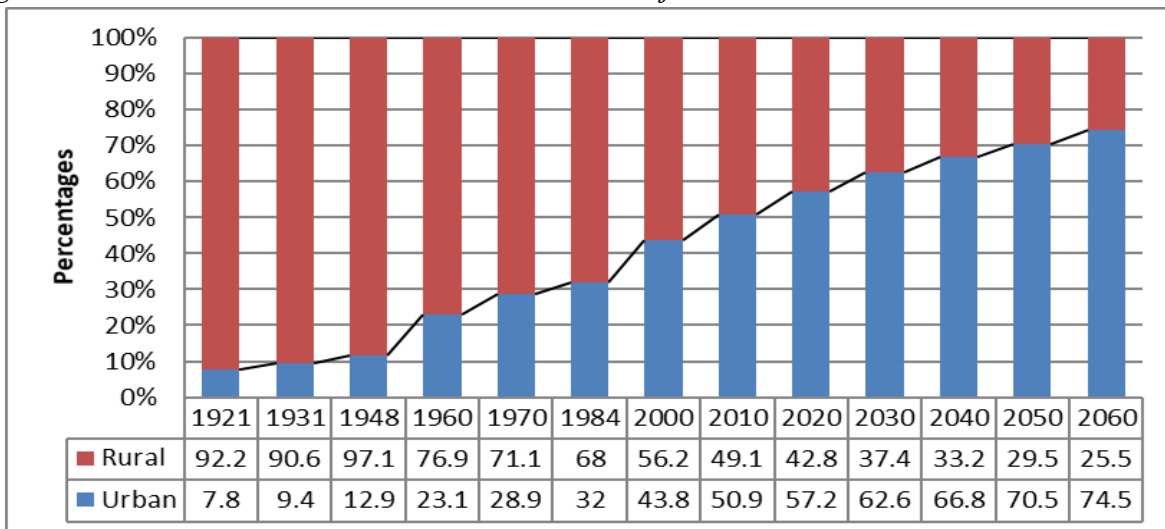
A total of 44km of primary and secondary drains have been constructed while an excess of 1,000km have been excavated, rechannelled and maintained since 2017 under the drainage and flood control programme of government. In 2017, only five cities namely, Accra, Tema, Tamale, Kumasi and Ho had drainage master plans. The implementation of drainage and flood control improvement works in these cities has equally been slow. There were only two national advanced flood warning systems installed for forecasting floods as of 2017. Six Coastal Sea Defence Projects have been completed ahead of schedule in the following coastal communities: Nkontompo, Aboadze, Adjoa, Blekusu, New Takoradi (Phase II), Axim and Amanful Kumah. Other coastal defence projects that commenced after 2017 are ongoing in Komenda, Cape Coast, Elmina, Anomabu, Aboadze, and Ningo-Prampram. Another ongoing project is the World Bank-sponsored Greater Accra Resilient and Integrated Development (GARID) Project which aims at improving flood risk and solid waste management in the Odaw River basin and improve access to basic infrastructure and services in the targeted flood prone low-income communities in the Greater Accra Region. This is a key intervention by government in ensuring effective and efficient management of human settlements.

3.4.14 Human Settlements and Spatial Development

Growth patterns and trends: rural and urban

Figure 13 shows the growth trends and projections for rural and urban Ghana since formal census was introduced in 1921. It also reveals the inevitable process of urbanization. Rural and urban growth trends and projections as illustrated are however not uniform across Ghana because only the Greater Accra and Ashanti regions have had their levels of urbanization higher than the national average over the last five decades. This situation underlies Ghana's spatial development imbalance, especially disparities between southern and northern Ghana.

Figure 134: Rural and Urban Growth Trends and Projections, 1921-2060



Source: Derived from MLGRD/GoG, 2010; GSS, 2013; UNDESA, 2014, 2018

Land Administration

As part of efforts to achieve efficient and effective land administration, government with support from the development partners implemented the Land Administrative Project between 2003 and 2018 to strengthen land sector agencies to deal with issues constraining the demand and supply of land. In addition, government continued its decentralization and automation of land delivery services nationwide.

The turnaround time for land title registration in 2020 remained at 150 working days same as was in 2018 and 2019. However, the turnaround time for deeds registration improved to 15 working days in 2020 from 27 working days in 2019.

Government established the Ghana Enterprise Land Information System (GELIS) to improve efficiency in land administration. Data from four pilot districts within the Greater Accra Region, including map sheets, lease and property titles were fully scanned and digitised to expedite the land title registration processes. A total of 900,879 properties in 49 MMDAs were revalued in 2020 through the Electronic Property Mass Appraisal System (EPMA). The Lands Commission issued 4,819 certificates out of a target of 6,400 in 2020. This target was unmet due to the COVID-19 pandemic. In order to strengthen the regulatory framework for efficient land administration and management in Ghana, the Land Act, 2020 (Act 1036) was passed.

Challenges including indeterminate boundaries of allodial landowners, multiple sales, undue delays in title registration, inadequate and outmoded base maps, and poor general land services delivery persist. Also land management and administration challenges in the country have resulted in a plethora of disputes over land and have become a constraint to development. Land boundaries in the country are generally not well demarcated and so the establishment of land ownership tends to be problematic.

Housing and Shelter

A total of 2,803 housing units have been completed at Borteyman, Asokore-Mampong and Kpone under the government's Affordable Housing Programme. Government further provided 71No housing units for public workers. Government further provided 6No housing units for public workers. Tema Development Corporation Limited (TDCL) completed the construction of 204No affordable housing units with ancillary facilities in Community 24 for middle income earners under the National Housing Mortgage Fund Programme being piloted by the Ministry of Finance (MoF). The Real Estate Agency Act, 2020 (Act 1047) was passed to bring about effective regulation that will create professionalism, influence pricing, help prevent fraud, money laundering and terrorism finance as well as reduce or eliminate risks in real estate transactions. The inability of housing supply to meet effective demand has resulted in a housing deficit in excess of 1.8 million housing units (GSS, PHC 2021).

Spatial Development

Key on-going government interventions to address inequalities in spatial development include improved road links; railway redevelopment and extension; creation of new regions and establishment of new growth poles; expanded access to education through the Free Senior High School programme; industrialization drive through the one district one factory initiative; and commercialization of agriculture through the planting for food, jobs and export programme.

The patterns of development have produced an uneven spatial development. This has been reinforced by the poor connectivity within and across regions and human settlements due to poor road network, weak inter-modal system (road, rail, water and air) and an evolved transport network which is largely north-south oriented without a west-east transport network.

Institutional and policy framework for urban and rural development

Government has formulated comprehensive urban and rural development policies, and other national spatial development strategies to strengthen the policy and institutional environment. Key among these policies include the National Rural Policy Framework and Action Plan (NRPFP), 2017 and Ghana National Spatial Development Framework (GNSDF), 2015-2035. In addition, the Land Use and Spatial Planning Authority (LUSPA) has been established by the passage of Land Use Spatial Planning Act, 2016 (Act 925) to provide directions, guidelines and manuals for spatial planning. In 2020, government initiated an update of the National Urban Policy and Action Plan, 2012 to build on achievements and address shortfalls of the policy to respond to new urban challenges and opportunities. The revised draft NUP proposes ten (10) objectives including spatial planning, climate change and disaster risk, urban finance, urban security, governance and housing.

The Real Estate Agency Council has been established with the passage of the Real Estate Agency Act, 2020 (Act 1047), among other things, to regulate real estate agency practice in Ghana. Furthermore, government has since 2017 completed the Ghana Building Code to regulate and guide the building construction sub-sector while the Ghana Building Regulations to operationalise the Code is currently in Parliament for consideration.

The Engineering Council Regulations, 2020 (LI 2410) has also been passed to operationalise the Engineering Council Act, 2019 (Act 896). Additionally, the Ghana Hydrological Authority Bill, 2021 has also been passed by Parliament awaiting Presidential assent and will facilitate the establishment of the Ghana Hydrological Authority to, among other things, develop comprehensive Drainage Master Plans to mitigate the effects of flooding and the protection of our coastlines as well as provide the needed avenue to plan, mobilise private sector financing, oversee, monitor and stem the uncontrolled and improper development of drainage systems across the country.

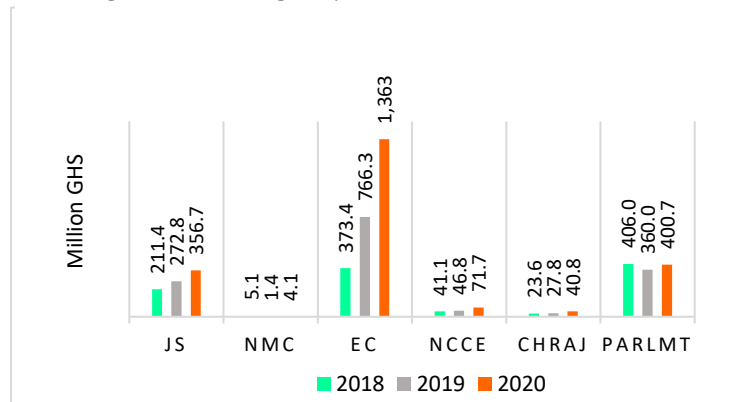
3.5 GOVERNANCE, CORRUPTION AND ACCOUNTABILITY

This section highlights key achievements and challenges that pertain to the governance, corruption and accountability dimension. Over the medium-term, government sought to deepen Democracy and Institutional Reform; promote Local Governance and Decentralization; enhance Public Institutional Reform and Transformation; fight Corruption and Economic Crimes; promote Culture for National Development; and strengthen Civil Society and Civic Engagement.

3.5.1 Democracy and Institutional Reform

The country has had eight successful presidential and parliamentary elections (1992-2020). The experiences from these elections show the need to strengthen the country’s democratic processes and institutions. These institutions include the Electoral Commission (EC), the Judiciary, Parliament, Commission on Human Rights and Administrative Justice (CHRAJ) and the National Commission on Civic Education (NCCE). All independent governance institutions assessed recorded increases in their budgetary allocations for the year 2020. National Media Commission (NMC), the least resourced among the Independent Governance Institutions (IGIs) in 2019, recorded over 100 percent change in budgetary allocation for the year 2020 (see Figure 15).

Figure 145: Budgetary Allocations to IGIs, 2018-2020



The Electoral Commission organised presidential and parliamentary elections that led to the election of the President of the Republic and 275 members of Parliament. The National Commission for Civic Education (NCCE) with support from the EC, also carried out series of activities including training workshops for political parties and youth activists on the Vigilante and Related Offences Act, 2019 (Act 999) and the Public Order Act, 1994 (Act 491) prior to the 2020 elections.

Despite these achievements, there have been delays in the establishment of the election fund and review of the 1992 constitution. It has also been observed that there is inadequate participation of vulnerable and marginalised groups (PWDs, Women and aged) in the electoral process.

3.5.2 Local Governance and Decentralization

A National Decentralisation Policy and Strategy (NDPS, 2020-2024) has been developed to accelerate decentralisation of public administration in Ghana. Other complementary actions to strengthen decentralisation in the country however remain outstanding. These include improving District Composite Budgeting under the Programme Based Budgeting (PBB) system; and the alignment of the financial systems with the requirements of the International Public Sector Accounting Standards (IPSAS).

Fiscal Decentralization is yet to be fully implemented, and many Local Governments are not fully self-sufficient. This is largely because the current Intergovernmental Fiscal Framework (IGFF) and the Intergovernmental Fiscal Transfers (IGFT) have expired and are yet to be reviewed and updated to reflect the requirements under NDPS (2020-2024).

There is overdependence of Local Governments on the District Assemblies Common Fund (DACF) and other central government transfers such as the Urban Development Grant (UDG)-Responsive Factor Grant (RFG). Opportunities for Internally Generated Funds (IGFs) have not been creatively explored. The policy to elect Chief Executives has been put on hold until national consensus is built, and Chief Executive and MP roles are clearly delineated, understood and appreciated. Many sub-district structures are not functional. The inconsistency and disconnect between departments provided for under L.I. 1961 of 2010 and the Local Governance Act 2016 (Act 936) continue to undermine administrative decentralisation.

Key Acts introduced to ensure that the relevant systems and structures are in place include: the Public Financial Management Act 2016 (Act 921), Internal Audit Agency Act, 2003 (Act 658) and the Public Procurement Act 2003 (Act 663) (as amended by Act 914 in 2016). However, recommendations from the Auditor-General's report and directives from the Public Accounts Committee (PAC), are yet to be fully implemented. The National Development Planning System Regulations 2016 (L.I. 2232), the National Development Planning Commission Regulations, 2020 (L.I. 2402) and the Public Financial Management Act, 2016 (Act 921) have helped to align programmes and projects of MDAs and MMDAs to the national budget, however fiscal constraints persist.

3.5.3 Public Sector Reform

Government developed a National Public Sector Reform Strategy (NPSRS) 2018-2023 as part of measures to enhance public service delivery. The implementation of the NPSRS has begun with the World Bank funded Public Sector Reform for Results Project (PSSRP). This has resulted in considerable improvement in the operations of beneficiary entities such as the Driver and Vehicle Licensing Authority (DVLA), Passport Office, Birth and Death Registry, etc as a result of injection of technology and improvement of skills and capacity of staff. The Judicial Service Council and the Chief Justice continue to make recommendations for appointments of judges to sit on cases without interference from the other arms of Government. Budget allocation to the judiciary increased by 84 percent from GHS 193,702,295 in 2016 to GHS 356,743,004 in 2020. Government has taken several measures to sustain peace and security in the country through the transformation of security services to world-class standards through improved budgetary allocation to the Ministry of Interior from GHS 1,535,549,215 in 2017 to GHS 2,804,645,330.58 in 2019 about 45 percent increase over the period.

To implement the Integrated Public Service Human Resource Database System, the Human Resource Management Information System (HRMIS) was scaled up to cover 63 MDAs in 2020 as part of the efforts to modernise the public sector. Going live on the system implies these public service institutions can update the recruitment and promotions of staff in real time and generate various reports on HR data. The Public Service Commission trained and sensitised several MDAs on the Performance Management System to address issues of performance, supervision and effective human resource management practices for increased productivity and improved services delivery.

3.5.4 Fighting Corruption and Economic Crimes

Efforts at combating corruption and economic crimes have included the implementation of the National Anti-Corruption Action Plan (NACAP); establishment of the Office of the Special Prosecutor (OSP); enactment of Right to Information Act, 2019 (Act 989) and Witness Protection Act, 2018 (Act 975). In 2020, the Economic and Organised Crime Office (EOCO) investigated 132 cases, prosecuted 11 cases, secured 2 convictions and recovered a total amount of GHS 2,526,623.94 from proceeds of crime.

3.5.5 Culture and Development

The role of culture in national development cannot be overemphasized. Successive governments have over the years, initiated programmes that integrate national culture into the development process. In 2019, the education curricula were revised to integrate aspects of Ghanaian culture at the basic level. The revised curricula, aims at producing a morally upright Ghanaian, who is responsible and capable of maintaining a healthy lifestyle and preserving their environment for sustainability. Policies and programmes have been implemented to promote the development of literary works; maintain cultural assets and skills; promote centres of national culture; and sustain the institution of chieftaincy. The “Year of the Return” which was promoted by government in 2019 also helped boost Ghana’s image as a good vacation destination.

As part of the good society campaign, the NCCE visited 11,849 schools annually between 2018 and 2020 to educate the youth on good citizenship and patriotism. The National Development Planning Commission also organised a national development forum in 2019 on societal values and national development which highlighted the need for attitudinal change. In 2019, Government also launched a Ghana Beyond Aid Charter document establishing some 11 key fundamental values that Ghanaians must commit to in its quest to develop.

Despite these achievements, there persist challenges including weak legal and institutional frameworks for promoting culture; poor appreciation of national culture; and weak traditional mechanisms to provide alternative frameworks for settling chieftaincy disputes.

In 2015 alone, 324 chieftaincy disputes were recorded across the country, with attendant loss of lives and properties. As of December 2019, the number of unresolved chieftaincy disputes stood

at 404. Twenty legislative instruments on lines succession to stools or skins were at pre-legislation stage as of 2020. In 2020, an additional 79 new chieftaincy disputes were recorded increasing the number of chieftaincy disputes to be resolved to 483 cases, out of which 103 (21.3%) cases had been disposed of.

3.5.6. Civil Society and Civic Engagement

Civil Society Organisations (CSOs) play crucial and significant roles in national development. In 2020 more avenues were created for CSOs to be involved in national development. These include: eight interactive sessions with parliamentary caucuses; two town hall meetings and national results fair organised by the Ministry of Information (MOI) and Ministry of Monitoring and Evaluation (MoME). The engagements have increased the voice of CSOs and refocused national development discourse.

The National Commission for Civic Education (NCCE) carried out 3,374 activities as part of its civic engagement responsibilities. These included engagements with Civic Education Clubs (CECs) on various topics to inculcate the consciousness of citizenship in the youth. It also partnered with the Nation Builders' Corps (NABCO) to train 100,000 NABCO personnel serving on various modules across the country on core values of the nation. NCCE also sensitized about 36% of the populace on Civic Responsibility in 2020. About 38,000 communities and groups were sensitized on civic education, human rights, equal rights, and active political participation. The aim of this is to sustain good governance, strengthen patriotism and good citizenship for national development.

As part of their role in small arms control and management, CSOs were engaged by the National Commission on Small Arms and Light Weapons under Ministry of the Interior (MINTER) to promote effective collaboration in the fight against the proliferation and misuse of illicit small arms in the country. The Ministry of Parliamentary Affairs also organised a dialogue with CSOs and the Media on the theme "CSO and Democratic Elections in Ghana: The 2020 Election in Focus".

In 2020, Ghana's ranking on the World Press Freedom Index dropped to 30 from 27 in 2019 and 23 in 2018, out of 180 countries assessed. This was in part attributed to the growing concerns of state authorities not properly investigating and prosecuting persons involved in intimidations, assaults and violence against journalists and other media personnel denting the country's global image. Despite the decline in Ghana's press freedom in 2020, the country ranked higher than South Africa (32), Burkina Faso (37) and Botswana (38). In Ghana, the Right to Information (RTI) Bill was passed by Parliament on 26 March 2019 and received presidential assent on May 21, 2019. It became effective in January 2020.

CHAPTER FOUR

4.0 POLICIES AND PROGRAMMES OF GOVERNMENT

4.1 INTRODUCTION

This chapter presents the key policies and programmes to be implemented to achieve the President's vision under the *Agenda for Jobs II: Creating Prosperity and Equal Opportunity for All*. These are the hinges on the 10 key priorities expressed in chapter three and brings out the linkages and interrelationships between the priorities and key policies and programmes. Government priorities in the short-to-medium term are

- 1) Diversify & Accelerated Growth, Job Creation and Broader Economic Transformation
- 2) Ensure and Sustain Macroeconomic Stability
- 3) Accelerate and Deepen Domestic Resource Mobilization by leveraging on technology
- 4) Accelerate Digitization for broad-based economic and governance transformation
- 5) Strengthen social and Physical Infrastructural Development
- 6) Strengthen Human Resource Development through cross-cutting interventions
- 7) Promote Responsive, Transparent and Accountable Governance
- 8) Deepen Social Intervention to protect vulnerable and disadvantaged
- 9) Strengthen Public Safety and Security and capacity of state institutions
- 10) Strengthen Economic Diplomacy & Ensure effective implementation of AfCFTA

4.2 ECONOMIC DEVELOPMENT

4.2.1 Stabilisation, Revitalisation and Transformation Policies

The main objective of the stabilization, revitalization and transformation policies is to maintain and strengthen macroeconomic stability and to ensure that the wheels for growth continue to function post COVID-19. Maintaining macroeconomic stability would require an unwavering fiscal and monetary discipline, in addition to a stable financial sector. Strategies to achieve this objective are to create an enabling environment to enhance economic growth with the private sector playing a leading role, to create jobs and improve revenue mobilization.

The stabilization policies implemented under the CARES Obaatanpa programme, included temporary reduction in the cost of basic utilities, ensuring food security, strengthening the health system, supporting businesses and workers and minimizing losses in economic growth.

Government will continue implementation of the remaining components of the programme to ensure recovery from the debilitating effects of the pandemic. Since SMEs are critical to maintaining stable growth of the economy, supporting them would be essential for protecting growth and livelihoods.

4.2.2 Improved Fiscal Performance and Debt Sustainability

Policies to Enhance Revenue Mobilisation

An effective Ghana Beyond Aid agenda implies an improvement in domestic revenue mobilization. The tax revenue to GDP ratio has averaged 12 percent over the period 2015-2019, below the African average of 19 percent. The introduction of major interventions under the Government's digitalisation policy such as the Ghana Card, Mobile Money Payment Interoperability, Universal QR Code and the one-stop Government Payment Platform (Ghana.gov) will enhance efficient revenue mobilisation. These digital platforms, especially the National Identification Card will help broaden the tax base. The digitisation of public sector procurement through the e-procurement platform would help plug revenue leakages and reduce the prospects for corruption.

Broadening the tax base through administrative efficiency, easy compliance and reduction in the human interface within the tax administration system would reduce opportunities for corruption and enhance domestic revenue mobilization. A renewed focus on tax payment by SMEs is needed to deepen the tax payment culture. In addition, rationalization of tax exemption as a policy instrument would help maximize the intended benefits of the policy while minimizing unintended revenue losses.

There is the need to increase non-tax revenue through the expansion of viable and profitable State-Owned Enterprises and other income generating state institutions to support domestic revenue generation efforts.

Expenditure Rationalisation Policy

The broad government policy on expenditure is to contain public spending within the approved budget and would be adjusted appropriately to achieve the programmed fiscal balance for each year. This would require efficient public expenditure management and ensuring value for money for each spending. To this end:

- i. Government will undertake the necessary measures through digitization and cashless payments to enhance transparency and efficiency of payments to and from government.
- ii. Since wages and salaries form the biggest component of government expenditure, government aims to outsource payroll management and migrate all public institutions onto the Integrated Personnel Payment Data Base II (IPPD2).
- iii. To ensure value for money, Government will ensure the standardization in project design and costing of public infrastructure as means to reducing excesses in construction costs of public infrastructure projects.
- iv. Other measures include the standardization and centralization of vehicle and IT procurement, travel expenditure, allowances to public officials, and allowances paid to Board members of public institutions.

In addition to the above, government will strengthen and strictly enforce the Public Financial Management Act, 2016 (Act 921) to achieve maximum fiscal discipline. In 2022, the Fiscal Council will resume enforcement of the fiscal rule post COVID-19 to anchor fiscal policy implementation and monitor compliance. Government will continue to enforce the provisions of the Public Procurement Act, 2003 (Act 663) as amended by the Public Procurement (Amendment) Act, 2016 (Act 914), with special focus on sole sourcing, which has been abused in the past. Additionally, public procurement will be executed within budgetary constraints by ensuring that the procurement process is strengthened through the strict enforcement of all procedures and oversight provisions concerning MDAs and MMDAs in the Public Financial Management Act, 2016 (Act 921).

It is expected that by 2028, government would have put in place schemes to enable ministers and public officers to acquire their personal houses and vehicles, and the practice of providing Government housing and vehicles will cease, except for the President, Vice-President, Speaker of Parliament, the Chief Justice and heads of other constitutional bodies.

Management of Public Investment Projects

Government will also enforce rigorously, a professional and transparent process of planning, implementation and management of public investment projects, including PPPs, to ensure that projects are both viable and aligned fully with government transformation priorities. Highly skilled professionals with project appraisal and cutting-edge financial expertise will be attracted to manage public investments, including PPPs. With the establishment of State Interest and Governance Accountability (SIGA), under-performing state-owned Enterprises will be reformed and be made profitable and less dependent on the public purse. This will be achieved through targeted monitoring of the Board and Management of these SOEs with inbuilt reward schemes. Selected SOEs will also be listed on the Ghana Stock Exchange (GSE) to enhance local participation and foster greater accountability.

Government also aims to optimize its capital expenditure management. Poor maintenance of equipment, vehicles and other assets, drain the economy financially. As part of measures to reduce waste, government will embark on the National Equipment Leasing Policy, where a service provider who would see to the maintenance of the equipment will lease vehicles, medical equipment, printers, and photocopiers to the government.

Effective Debt Management Policies

As part of government's commitment to ensure effective debt management, Government's Annual Borrowing Plan and Issuance Calendar were formulated in accordance with its Medium-Term Debt Strategy. The main focus of the 2020-2023 Medium Term Debt Management Strategy is to put together the right financial mix that would help the nation achieve the right public debt portfolio. Government aims to issue medium to longer term instruments at cheaper cost and with

minimum acceptable risk and refinance maturing Treasury Bills and Bonds with less expensive longer-term bonds. As part of an effective debt management strategy, Government will borrow on international capital markets to finance priority projects which cannot be financed on concessional terms or from the domestic market. Other sources to be explored are Century and Diaspora Bonds to lengthen the tenure of long-term public debt to complement domestic resources.

4.2.3 Monetary and Financial Policy Management

Price Stability & Exchange Rate Management

Price and exchange rate stability are important for a resilient economy and private sector growth. The country experienced a single digit inflation between 2010 and 2013-, and double-digits inflation between 2013 and 2017. It declined steadily from a peak of 17.7 percent in 2015 to 9.4 percent in 2018, and 7.9 percent in 2019, but increased to 10.4 percent in 2020. Government aims to decrease inflation and achieve the Central Bank's band target of 8 ± 2 percent.

As an import dependent country, the Ghanaian cedi continues to depreciate against the three major trading currencies. Deepening import substitution efforts and increasing export returns through value addition would place the Ghanaian cedi in a better position. The *One District One Factory* and *Planting for Food and Jobs* flagship programmes are expected to increase value addition in order to increase the nation's export value.

The objective of exchange rate management is to pursue long-term exchange rate stability through prudent macroeconomic management as well as conscious efforts to curtail imports by increasing domestic production capacity and increase the value of exports through value addition. The focus of monetary management will be to enforce the Banking and Deposit Taking Institutions Act (Act, 930) as well as the reinforcement of Section 40 of the Bank of Ghana Act, 2002 (Act 612) which keeps the ratio between currency in circulation and foreign exchange cover relatively stable.

Government will continue to support the Financial Stability Council (FSC) whose mandate among other things, is to assess the vulnerabilities of the financial system and to provide oversight of financial sector stability. The Bank of Ghana will continue to monitor and review the methodology for assessing the Ghana Reference Rate with a view to reducing lending rates and enhancing efficiency and transparency in the determination of lending rates.

Financial Sector Regulations and Governance

The Bank of Ghana, between July 2017 and December 2017 embarked on regulatory reforms. The reforms led to the closure of some banks, thereby reducing the number of banks from 33 in December 2016 to 23 in December 2018. Ironically, the reduction in the number of banks has strengthened the financial sector in the following ways:

- i. There has been growth in total assets from 12.3 percent in 2018 to 22.8 percent in 2019.
- ii. Non-performing loan declined from 21.6 percent in 2017 to 15.3 percent in 2020.

- iii. Annual growth of total deposits increased from 12.7 percent 2017 to 22.2 percent in 2019
- iv. Profit after tax increased annually from 21.7 percent in 2017 to 37.7 percent in 2019.

Aside the financial sector reforms, government has set up a new development bank to provide financial support for agricultural and industrial transformation. This bank would operate as a wholesale bank and would mobilize long-term private capital from the private and foreign sectors. The Bank would also absorb the Ghana Incentive Based Risk-Sharing System for Agricultural Lending (GIRSAL) to scale-up the development of selected agricultural value chain financing in the country. In addition, government would restructure and strengthen the Ghana Infrastructure Investment Fund (GIIF) and the Ghana Export-Import (EXIM) Bank to improve their efficiency in capital mobilization for infrastructure development and the promotion of export and imports respectively. It is the objective of the government to make Ghana a financial service hub by growing a multibillion Dollar International Financial Service (IFS) Centre in Ghana.

Digital Financial Inclusion

Financial inclusion has become necessary for economic growth. With the Mobile Money Payments Interoperability System in place, transactions can easily be conducted across bank accounts, mobile money wallets and e-Zwich accounts, thus ensuring a cashless system between the banks and Telcos. Other policies to enhance digital financial inclusion include: the Payment Systems Act 2019, which regulates the mobile-electronic payment market and the Universal QR Code, which provides the means of regulating and providing support for Financial Technologies (FINTECHS).

Private Sector Credit and COVID-19

The COVID-19 pandemic has had a toll on most economies worldwide. In Ghana, stringent measures put in place to minimize the spread of the virus (such as partial lockdown, social distancing and avoidance of mass gatherings) adversely affected lives and livelihoods. To ease the effects of the pandemic on the economy, especially the private sector, government initiated several social and economic support interventions. These included employing 24,285 health professionals, providing life insurance for frontline health workers directly involved in the pandemic and providing cooked food to about 2.7 million people.

Government also embarked on a relief package, the post-COVID-19 Recovery Programme dubbed, Ghana COVID-19 Alleviation and Revitalization of Enterprises (Ghana CARES) Programme. Interventions were designed to quicken the recovery process, ensure food security and boost the economy within three-and-half years. They included increasing the initial GHS 600 million soft loan under the Coronavirus Alleviation Programme-Business Support Scheme (CAP-BuSS) to GHS 750 million. Seven hundred million Ghana Cedis would be used to support Micro, Small and Medium-Sized Enterprises (MSMEs) and GHS 50 million would be used to support the Creative Arts Industry, the Media, and Conference of Independent Universities.

An amount of GHS 2 billion would be provided as soft loans to support large enterprises and create avenues for job retention. In addition, workers who are laid off due to the pandemic would have the opportunity to benefit from the GH100 million Fund for Labour and Faith-Based Organizations. This fund would provide skills development and temporal unemployment insurance to job losers.

Domestic Production and Investment Promotion Policies

In order to preserve and expand domestic production and investment promotion, the government has put in place an initiative dubbed “*investor aftercare initiative*”. This initiative targets anchor firms in Special Economic Zones, foreign direct investors and lead local suppliers. The interventions under One District One Factory and Planting for Food and Jobs are aimed at increasing domestic production.

4.2.4 External Trade and Investment Strategy Policies

The Trade Sector Support Programme (TSSP) is intended to implement the Ghana Trade Policy (GTP). The National Export Development Strategy (NEDS) has also been designed to enhance external trade. The aims of the trade and investment policies are to increase foreign direct investment to promote industry and increase the nation’s foreign reserves. The nation’s focus is to expand its exports to include a large range of value-added products. Successes would be measured by the increase in the value and volume of exports, the inflow of foreign direct investment and productivity and competitiveness of local firms. In addition, government in partnership with the private sector will develop industrial parks which would host labour-intensive manufacturing firms for export under the One Region One Industrial Park (1R1P) project. Government would also embark on major infrastructural projects in power, water, information technology and transport to support government flagship programmes.

4.2.5 Structural Policies

Access to land remains a major hindrance to growth and productivity. Government will embark on land administration reforms to make land easily accessible for both agricultural and industrial purposes. Reforms include the digitization of all land administration, digitization of maps, operationalization of an electronic geographic information system, and the setting up of a separate legal mechanism to settle land disputes. A structural transformation of the economy is critical for rapid economic growth. It is needed to eliminate structural rigidities and bottlenecks in the supply chain and in the economic transformation process.

4.2.6 Poverty and Inequality Reduction

The growing social, spatial and income inequalities observed in the current development efforts cannot be addressed without deliberate and systematic interventions targeted at the underlying structural problems. In spite of the expansion of the country’s economy over the last decade, there is consensus that the pace of poverty reduction has declined, and income inequality has widened. In short, growth alone is not enough to bring about all-inclusive social and economic

transformation that significantly reduces both poverty and inequality. What is needed are broad social and pro-poor economic policies that promote inclusive growth, ensure sustainable employment, gender empowerment and social protection interventions.

The following policy priorities and programmes are expected to be implemented to achieve the vision of the President in reducing poverty and inequality.

Inclusive Ghana

The government's commitment to rapid growth under GBA agenda is to leave no one behind. By making sure that growth is accompanied by expansion of job opportunities, and by equipping citizens with the means to take advantage of these opportunities, every Ghanaian should be a stakeholder in a Wealthy Ghana. The expected poverty rate in 2028 must fall to under 15 percent, from the current rate of around 23 percent. The Gini Index measure would be expected to fall to around 35, compared to 42 now.

Prosperity will also be shared widely across all regions of Ghana through various infrastructure and development projects. By 2028, the poverty rate in the poorest regions (Upper West, Upper East, North-East, Savannah Northern and Central) should be no more than three times that of the region with the lowest poverty rate (compared to the current 12 times).

Enhancing social protection to speed up recovery and build resilience

The COVID-19 pandemic has revealed the extent of vulnerabilities and weakness in the country's social protection system and the country's ability to mitigate both internal and external shocks. Solid social protection measures capable of protecting the poor and vulnerable populations needs to be a core component in efforts to reduce poverty and accelerate recovery from the pandemic and occasional socio-economic downturns. This requires an 'all hands-on deck' approach to ensure Ghana can mitigate the negative economic impacts of the pandemic on the poor.

As part of the efforts to ensure and guarantee the protection, safety and welfare of poor and vulnerable persons, especially in the event of natural disaster and conflicts, the Ministry of Gender, Children and Social Protection, intends to enhance and scale-up the current social protection system. The goal is to put in place a comprehensive Emergency Social Protection Preparedness and Assistance strategy as prescribed by the Ghana National Social Protection Policy.

4.2.7 Corporate Governance

The recent banking sector crisis which led to the liquidation of banks, micro-finance, and Savings and Loans institutions necessitated the urgency and importance of corporate governance reforms and regulatory oversight to ensure compliance with best practices. Additionally, the State Interests and Governance Authority (SIGA) Act, 2019 (Act 990) was enacted with critical responsibilities to oversee and administer the state interest with special entities. SIGA is among others, charged with:

- i. Designing and implementing comprehensive policies and guidelines that will assist state entities to become high performers.
- ii. Analysing extensively the root causes of underperformance of some of these entities,
- iii. Examining best international practices and benchmark performance against their peers,
- iv. Helping upgrade policies and legal frameworks governing the entities and make recommendations to the President in the appointment of boards and management who will have the right experience and skill mix to transform the entities as stated in the SIGA Law, Act 990 of 2019.

SIGA is also tasked to create performance-based environment and culture in the entities using and modifying the Annual Performance Contract system with a sound accountability framework. SIGA is expected to continue with its corporate governance training to enhance the appreciation of the respective roles of all stakeholders. It has also been asked to come out with a Code of Corporate Governance for Boards that will spell out the basic principles and standard governance protocols to be observed by Board Members of state entities. The Companies Act, 2019 (Act 992), replaced the Companies Act, 1963 (Act 179). The Act seeks to introduce improved corporate governance standards for private sector companies in the country, drawing on international best practices.

In line with Government's desire to accelerate growth and transformation through private sector development, Government will continue to promote good governance in the private sector through collaborations with apex private sector organizations, Securities and Exchange Commission (SEC), Ghana Stock Exchange (GSE), and the Registrar of Companies, Association of Ghanaian Industries, Ghana National Chamber of Commerce and Private Enterprise Federation, to roll out programmes to support private sector, including the promotion and adoption of ICT. The Bank of Ghana and the National Insurance Commission will continue to strengthen their regulatory oversight of companies under their jurisdiction.

4.2.8 Industrialisation

The National Industrial Revitalisation Programme: The objective is to strengthen and build competitiveness of local industries through a stimulus package (both financial and technical support) to potentially viable but financially distressed companies. Government will support the expansion of businesses through stimulus package of about USD 200 million is meant to for business development services, and market access facilitation.

The "One District One Factory" (1D1F) Initiative is an import substitution and industrialization strategy to add value to agricultural produce for exports and undertake light manufacturing of widely used household and business products. The initiative seeks to identify and create business opportunities at the district level leveraging existing resources, technology and demand-driven value chain processes.

The Strategic Anchor Industrial Initiative is part of Ghana's comprehensive plan to develop new growth poles for economic transformation based on the following industries: Agro processing; Pharmaceuticals; Integrated Aluminium; Iron and Steel; Automobile and Vehicle Assembly; and Textiles, Garments and Apparel. Others include Industrial Salt, Petrochemicals, Manufacturing of Machines and Machinery Components, Industrial Starch and Oil Palm.

This initiative will be private sector-led with support from Government through its investment promotion agencies. The Policy on Automotive Development has attracted investments from global automotive brands such as Toyota, Volkswagen, Nissan, Renault, as well as Hyundai and ZONDA Sinotruk to assemble heavy duty trucks. The Policy is also supporting the local Kantanka Group with the granting of tax incentives and a license to continue its auto assembly operations under the Ghana Automotive Manufacturing Development Policy.

The Industrial Parks and Economic Zones Initiative has been providing support for the 10- point transformational agenda, especially the Strategic Anchor industries as indicated above. Government with support from the World Bank has made available US\$78 million to facilitate the acquisition of dedicated lands for the development of industrial parks and enclaves as well as enterprise free zones.

The opportunities for Ghana's Industrial transformation will be anchored on improving energy efficiency and affordability; providing needed raw materials, especially agro processing; and *improving access to land* for industrial development. It will also take advantage of the enormous *supply of skilled labour from the educational reforms, especially the free SHS and TVET*.

The enablers of successful industrial transformation include efforts to *build an entrepreneurial nation* with the youth playing a leading role as indigenous entrepreneurs. The comprehensive National Entrepreneurship and Innovation Programme (NEIP) will provide support for start-ups and early-stage businesses with financing and business development services, including incubator hubs and business accelerator services under the You Start programme. In order to make Ghana one of the most attractive destinations for investment in Africa, government is aggressively implementing major reforms under the 3-year Business Regulatory Reforms (BRR) Strategy.

Investing in science, technology and innovation as well as research and development for industrial development will ensure that Ghana's industrialization agenda gains the necessary traction based on improved technological capability. This will not only drive Ghana's medium-term goals of agricultural modernization, and competitive manufacturing, but also provide job opportunities for Ghana's growing youth population.

Access to markets through industry subcontracting exchange and local content requirements will enable local SMEs to develop the capacity to meet the industrial requirements of large-scale

multinational enterprises. This will further ensure local participation in various global value chains of the respective industries in the national economy.

The prospects for industrialization under the GBA Charter and Strategy and the CARES programme will mitigate the effects of COVID-19 under the stabilization phase of the CARES programme. It also ensures sustained improvement in the business regulatory environment to improve transparency, modernize legal frameworks, digitize the delivery of public/government services and formalize the economy.

4.2.9 Tourism and Creative Arts

Government will seek to foster a broad policy initiative for the tourism industry through the promotion of national culture and the creative arts industry as tools of economic development. Government priority policies and programmes will include:

- i. **Management and Administration Programme** to provide oversight responsibility for the industry including coordinating, formulating and developing policy and legislation and the execution of projects that will improve the sector.
- ii. **Tourism Product Development Programme** to foster strong linkages in the tourism value chain. Products to be developed cut across arts and culture products, historical heritage products, ecotourism and conservation products and adventure tourism products. Notable among the products developed are the “Year of Return” and “Beyond the Return” campaigns aimed at deepening diaspora relations and the “**See Ghana**”, “**Eat Ghana**”, “**Wear Ghana**” and “**Feel Ghana**” campaigns.
- iii. **Tourism Quality Assurance Programme** is geared towards developing human capital, improving skills and enhancing the quality-of-service delivery in the sector. The Ghana Tourism Authority (GTA) will continue with the harmonisation and automation of its regulatory role in terms of inspections and intensifying licensing and classification of tourism establishments.
- iv. **Culture, Creative Arts and Heritage Management Programme** is organised towards the establishment of the Creative Arts Fund, promotion of cultural festivals and events, and encouragement of the youth in the participation of cultural and sporting events. The establishment of a Creative Industry Council, a National Film Authority and the Creative Industry Act and the Development and Classification of Film Act, 2016 (Act 935) are expected to place the creative industry on a path of growth.

To achieve the broad objectives of these programmes, Government is pioneering the Ghana Tourism Development Project with funding from the World Bank. The project is to improve the performance of tourism in targeted destinations across the country by specifically strengthening the tourism industry with skills and training, aviation and entry visa policy improvement, branding and marketing. Other components of the Project are the development and upgrading of tourism sites, supporting tourism enterprises through business development services and facilitating access to grants.

As a commitment to the improvement of tourism sites and to increase both domestic and international tourism, some major iconic sites are targeted. These are Paga Crocodile Pond, Kwame Nkrumah Mausoleum, the Cape Coast and Elmina Castles and ecotourism development focusing on Kakum National Park, Mole National Park and Shai Hills Resource Reserve. To expand the scope of tourism sites, a grant matching scheme is planned and targeted at non-publicly owned sites.

The tourism sector planning considers the UN Sustainable Development Goals. Tourism and the environment are inextricably linked, thus policies formulated and actions implemented must contribute to achieving the bottom-line of sustainability. The Environmental Protection Agency (EPA) is responsible for implementing sound environmental policies towards the achievement of a Green Economy in Ghana as envisaged by the United Nations Environment Programme. To this end, the hotel sub-sector seeks to benchmark the EPA's 'AKOBEN' Programme which targets the mining sector on issues pertaining to environmental performance and sustainability.

4.2.10 Agricultural Transformation and Rural Development

Government will continue the agricultural modernisation agenda through: creation of an enabling environment for agribusinesses and public private investment to thrive; promotion of agriculture as a viable business among the youth; modernisation of agricultural production systems; improving agricultural and rural infrastructure; facilitation of market opportunities; promote value addition; improve post-harvest management; and improve institutional coordination.

Market-Driven Operational Strategy

Government will continue to pursue a market-driven strategy to enhance value addition and marketing. These strategies are to facilitate market linkages in commodity value chains; strengthen decentralized institutions for coordinated public investments; strengthen farmer-based organizations, enhance production efficiency through yield improvements and promote post-harvest management.

Government will shift from the prevalent supply-driven to a demand driven approach which will prioritize and support market-focused strategies. The strategy will leverage on sectoral (i.e., MoTI, GEPC, MoFA,) collaborations to harness domestic, regional, and global market opportunities to improve rural agricultural livelihoods. Government will support mutually beneficial contractual arrangements that include pre-financing of production cost (i.e., agro-inputs: fertilizer, seeds etc.), where potential *One District–One Factory* (1D1F) investors could in turn be connected to sources of supply of raw materials.

Strengthen Decentralized Institutions for Coordinated Public Investments

Government will strengthen and reposition key public sector institutions (i.e., MoTI, MoFA, MLGRD) to facilitate more business-friendly opportunities in the rural areas for agro-industrial

investments. To attract the private sector, Government will ensure: (a) *improved infrastructure in roads, bridges, culverts*; (b) *access to electricity and water*; (c) *Tailor-made agricultural financing*; and (d) *Need-based technical assistance or extension support system*.

Strengthen Farmer-Based Organizations

Government will support the development, and sustenance of strong FBOs. This will serve as a prerequisite for a Structured Trading System (STS); reduce the cost of logistics on commodity gathering; enable farmers to negotiate contracts; access financial, technical, and other services to develop rural communities.

Improve Production Efficiency through Yield Improvement

Government will continue to fund research on farm productivity; promote commercial farming by creating an enabling environment for private sector participation; and provide financing for agricultural commodity insurance. Government will support initiatives on smart farming to harness the environmental and economic benefits of emerging farming systems to combat the effects of climate change.

Promote Post-Harvest Management

Government will put in place storage systems including warehouses and cold chain facilities; facilitate the provision of post-harvest management systems including transportation, processing and other forms of value addition; training of trainers' programmes, especially for women; and continue to facilitate credit support schemes such as GIRSAL for agricultural financing and make it more accessible throughout the country.

Support Establishment of Commodity Industry Associations

The government, in this medium term, will continue to support establishment of commodity industry association to mimic the like of Ghana Cocoa Board (COCOBOD) and the Tree Crops Development Authority (TCDA). This is to help develop the commodities to reach higher market potentials and yield more revenue for the country.

4.2.11 Energy Generation

Electricity

Competitive procurement of power

Government will ensure that the power subsector is developed in accordance with the Integrated Power Sector Master Plan. Government will continue with the policy on future capacity addition. At the wholesale electricity market, policies will focus on accelerating development and operations to achieve an open competitive electricity market in the country. In addition, Government aims at achieving universal access to electricity by 2024 including the deployment of mini-grids and solar off-grid solutions.

Again, Government will continue to ensure stable, affordable and competitively priced power for industrial growth especially for high electricity consuming industries.

Enhancing Liquidity in the Power Sector

The sector's governance and technical capacity will be strengthened to improve its financial and operational transparency, and accountability. Government intends to continue with the implementation of the Energy Sector Recovery Programme (ESRP) and fund the sector shortfall through the "Delta Fund" to prevent further accumulation of arrears. Commercial agreements with Independent Power Producers (IPPs) and gas suppliers will be rationalized to establish a managed transition towards a balanced energy sector. Government will also create a standardized and sustainable framework for energy sector contracting with transparent and competitive procurement procedures. The operational, technical, commercial and financial competency of the Electricity Company of Ghana (ECG) will also be enhanced. The Government will introduce Private Sector Participation in Electricity distribution in the country. This is to deal with the huge commercial and collection losses in the distribution sub-sector.

Transmission and Distribution

Government will support the Ghana Grid Company (GRIDCo) to develop, strengthen and expand the transmission network to accommodate expansion in power generation. Other measures include the adoption of cybersecurity and relevant strategies to protect the integrity of the grid in order to build adequate, safe and reliable transmission network for the supply of electricity to all parts of the country and for export.

Energy Efficiency

Government is committed to ensuring efficient production, transmission, as well as end-use efficiency and conservation of energy. This will entail the development and promotion of standards and labels for electrical end-use appliances.

Electricity Export

Government will improve on existing infrastructure to enable the evacuation of power to the export market and make Ghana a major exporter of power within the sub-region.

Nuclear

According to the roadmap of the Ghana Nuclear Power Programme Organization (GNPPO), the first nuclear power plant is expected to be integrated into the national electricity supply mix by 2030. This is in line with government's objective of securing affordable baseload electricity for long term energy supply. Government will support the realization of this goal by facilitating strategic bilateral partnerships with nuclear power countries and international institutions and the development and implementation of a functioning mechanism for funding and financing of the nuclear programme.

Renewable Energy

The remaining areas of the country yet to be electrified are largely remote rural, island and lakeside communities where grid extension may be difficult to achieve. Government is promoting the hybrid/renewable energy-based mini-grids as an integral part of the rural electrification strategy, particularly for island/peninsula communities. Government will increase the penetration of non-electricity applications of renewables such as solar water heaters and crop dryers to increase the contribution of renewable energy in the overall energy consumption mix of the country. Other technologies such as wind and biomass will be explored.

Petroleum

Oil and Gas Exploration and Production

The medium to long-term strategy of the government is to continue the auction-based licensing strategy in the award of oil blocks for exploration and production and in relevant cases direct negotiation where the latter represents the most efficient manner to achieve optimal exploration, development and production of petroleum resources in a defined area. This is in recognition of the imperatives imposed by the global energy transition which requires that Ghana takes its investment promotion drive notches higher. This will be done while ensuring value for money, transparency and efficiency of petroleum resource management. Government will institutionalise Ghana-focused roadshows in key oil provinces as a permanent feature of its engagements with the global petroleum industry. Government will empower the national oil company, Ghana National Petroleum Corporation (GNPC), to operate marginal fields and sustain the progress made in the Voltaian basin.

Petroleum Revenue Management

Government will invest petroleum revenues in agriculture, service delivery in health and education, industrialization and critical infrastructure in roads and railway between 2021 and 2025. Public Interest and Accountability Committee (PIAC) will be adequately funded to perform its oversight role.

Natural Gas

With the coming online of Amandi, Early Power, Cenpower, and the implementation of the industrialization policy of the government, the demand for natural gas is expected to increase to 448 million standard cubic feet per day (MMSCFD) by 2023. Therefore, priority will be given to the development of natural gas infrastructure, including additional gas processing capacity and new pipelines, to ensure that supply is provided at areas where gas is required. Support will be provided for gas supply for the processing of bauxite, iron, steel and the development of other minerals including additional gas processing capacity and new pipelines. Government will implement policies to ensure that regulated cost of gas matches actual cost of gas through quarterly adjustments. Further, Government will implement the Natural Gas Clearing House (NGCH) which is currently being piloted to deal with the liquidity challenges in the gas sector.

Petroleum Hub

The passage of the Petroleum Hub Authority Act in 2020 is a clear indication of government's commitment to facilitate the development of petrochemicals to support downstream processing of natural gas and oil. Government will forge partnership with the private sector to develop the Petroleum Hub in the Western Region into a regional oil services hub with a first-class port facility.

Downstream Activities

Government will scale up distribution of single burner LPG cookstoves under the National LPG Promotion Programme (NLPGPP) to low income urban, peri-urban, and rural households that depend heavily on charcoal and firewood for cooking and heating to ensure that the 50% adoption target by 2030 is achieved. Government will support the National Petroleum Authority (NPA) to implement the Cylinder Recirculation Model to improve safety in LPG distribution in the country.

A Strategic Fuel Reserve Policy will be developed to sustainably increase the national strategic fuel reserve up to eight (8) weeks of petroleum product demand or crude oil equivalent. This policy shall align existing policy and regulatory arrangement to implement a well-structured and financially viable national strategic stock program.

Government will take necessary steps to improve standards for sulphur levels, benzene, aromatic compounds, and other harmful components in petroleum products.

Government will introduce a Redistribution Hub in Ghana to optimize infrastructure development and operations in the petroleum downstream industry. In the long term, the Redistribution Hub is to be integrated into the Petroleum Hub development agenda.

Mining

Mineral Exploration and Production

Government intends to continue the diversification of minerals exploration by giving more attention to bauxite and iron ore and promote Greenfield exploration particularly in the gold sector. The Geological Survey Department and related agencies will be supported to strengthen valuation of concession negotiations, data for investment purposes and natural resource accounting. determination of the valuation of such resources to strengthen governance will continue.

Integrated Aluminium Development

Government will continue to promote and develop a fully integrated aluminium and bauxite industry by operationalising the Ghana Integrated Aluminium Development Corporation Act to enable it deliver on its mandate.

Integrated Iron and Steel Development

Following the establishment of the Iron and Steel industry through the passage of the Ghana Integrated Iron and Steel Development Corporation Act, 2019 (Act 988), Government will partner strategic investors to support additional geological validation works on new iron deposits in

Akpafu-Bowiri, Jasikan-Bodad, Baglo-Kute, Kwamekrom, Kadjebi-Akokrowa and Krachi-Nkwanta.

Gold Value Addition

Government will create a conducive environment to attract both local and foreign private investors to establish small to medium scale and medium to large-scale refineries and promote patronage of locally refined gold and other precious minerals.

Mineral Revenue Management

The provision of a “Development Agreement” in the Minerals and Mining Act, 2006 (Act 703) created an uneven playing field for stakeholders in the industry and limited the maximization of government revenue. Government policy will focus on removing distortions in the fiscal regime to ensure revenue maximization and narrow development targets of the Mineral Income Investment Fund (MIIF).

Artisanal and Small Scale

Provisions under the Minerals and Mining Amendment Act, 2019 (Act 995) will be enforced to tackle the menace of illegal mining and create opportunities for lawful artisanal mining. -abiding citizens. Government will also strengthen regulatory agencies to ensure effective monitoring of small-scale mining activities. In addition, policies will focus on geological investigations of mineable areas for small scale mining and provide jobs through Alternative Livelihood Projects.

Local Content and Local Participation

Government will enforce compliance to the Petroleum (Local Content and Local Participation) Regulations, 2013 (L.I 2204) and Minerals and Mining (Local Content and Local Participation) Regulations, 2020 (L.I 2431) to promote job creation using local expertise, goods and services, and financing of businesses in the petroleum and mining industries.

4.2.12 Employment and Labour

Government will focus on supporting the private sector being the engine of growth to create jobs. Attention will be paid to promoting employment-oriented growth; skills for sustainable jobs/employment; and Labour Market Information System (LMIS)

Promoting employment-oriented growth

Priority will be given to labour intensive jobs such as component assembly, textiles and garments, agro-processing, agriculture, tourism, sports and creative arts. Government will sustain the gains made from the flagship programme, 1D1F, and partner the private sector through public-private partnerships (PPPs) to develop at least one industrial park in each region, with a focus on labour-intensive manufacturing to expand employment opportunities.

Agricultural modernization will form the foundation for agro-processing and agro-based industrialization and promote food security. To this end, government will strengthen and expand the implementation of the “Planting for Food and Jobs (PFJ)” to include poultry and livestock

through the “Rearing for Food and Jobs (RFJ)” programme. Irrigation infrastructure and warehousing will be expanded or rehabilitated within the broader frameworks of the “One Village, One Dam (1VID)” and “One District One Warehouse” programmes.

Government will expand and deepen opportunities for employment creation in tourism with massive infrastructural investments in roads, electricity, water and accommodation facilities at the country’s tourist sites. CPESDP (2021-2025) will also see the continuation of infrastructural investment in sports and creative arts and promote professionalism in these activities to create productive employment.

Skills for sustainable jobs/employment

Government will consolidate the gains of the Free SHS policy and complement it with quality improvements through investment in school infrastructure, tools and equipment and orient the curricular more closely to the needs of the labour market.

Pay more attention to TVET education to equip the youth with the necessary skills to become productive employees and dynamic entrepreneurs in industry and modern agriculture; build close links between businesses, TVET institutions, and universities to ensure close alignment with industry; and embark on a campaign to reverse the perception that TVET is meant for poor academic performers.

Scale up training in Science, Technology, Engineering and Mathematics (STEM) in schools, particularly universities and technical institutes and encourage Research and Development (R&D) partnerships with industry. Promote entrepreneurship as a strategy for employment creation rather than wage employment.

Labour Market Information System (LMIS)

Government will continue the development of a well-functioning Labour Market Information System (LMIS) for collecting, analysing and publishing relevant market statistics on a regular basis. This will aid the formulation, implementation, and monitoring of employment policies and programmes and provide guidance to the private sector in their investment decisions.

4.2.13 Informal Economy

Government will pursue measures to formalise the informal economy, promote regular upgrading of skills and improve work ethics and productivity.

Formalising the informal economy

Formalizing the informal economy is an important medium-term goal of government to promote decent employment and productivity. To this end, steps will be taken to ensure proper registration of all informal sector operators at the Metropolitan Municipal and Districts, level by leveraging the successful implementation of the Ghana Card as the primary identifier of citizens for easy targeting of needed government interventions.

Organising and promoting regular skills upgrade

The government in collaboration with trade unions will organise the informal sector operators into well-functioning associations and provide regular skills training and upgrades to improve the overall productivity in the sector. The capacities of existing skills training agencies, such as National Vocational Training Institute (NVTI) and opportunities Industrialization Centre (OIC) Integrated Community Centre for Employable Skills (ICCES), will be strengthened to execute the apprenticeship training agenda through the National Apprenticeship Scheme.

4.2.14 Digitisation and ICT of the Future

Ghana's rapid adoption of digital technologies since 2017 has been driven by the imperatives of change in the global economy and the need to adopt technology to tackle local problems.

Government will focus on the achievement of the following digitisation objectives:

- i. Improve public sector efficiency and expedite the delivery of digital public services;
- ii. Formalize the economy using appropriate foundational digital technology including the National ID Card, Digital Address System and robust digital financial services;
- iii. Improve revenue mobilisation by deploying digital technology in tax administration System and enhanced usage of the Ghana.Gov payment and services platform;
- iv. Widen access to broadband connectivity for all communities across the country and extend the rural telephony network to all unserved and underserved communities;
- v. Deepen and broaden financial inclusion through the interoperability of the payment system;
- vi. Build digital capabilities to enhance the adoption and use of ICT and digital innovation;
- vii. Promote digital skills development offered through a nationwide network of Digital Transformation Centres; and
- viii. Improve transparency and convenience in citizen-to-government transactions through the rollout of public digital services.

Government's digital transformation will enhance operational effectiveness and efficiency, and provide better services to citizens, businesses, and public institutions. Ongoing initiatives will be consolidated to establish a digital economy and become the digital hub of the region. This requires putting in place the right policies, and regulatory framework and institutions Government will build the requisite digital infrastructure nationwide, nurture a competitive private sector network of innovators and entrepreneurs, and develop the relevant digital skills and capacity for technological innovation.

The digital economy policy which is currently being developed will be implemented to guide the ecosystem and help manage risks without halting innovation and imposing onerous barriers to entry. Initiatives to be pursued will include:

- i. **Continuing to signal government development aspirations of the digitization agenda** outside of the public sector, and together with the private sector, continue to construct the right

- regulatory environment to encourage competition, and managing risks without stifling innovation and imposing onerous barriers to entry.
- ii. **Creating the necessary digital awareness in all public institutions** from the Executive, Legislature, Judiciary and all parastatal agencies about the necessity and benefits of digital transformation the delivery of public services in digital information sharing. The Legislature and Judiciary should be urged to respond quickly to legalities concerning ICT development and institutional coordination.
 - iii. **Expanding public digital service capability** as it is being done through Ghana.gov platform. This would require building a more secure online and trust environment between citizens, businesses and government in a digital social contract.
 - iv. **Creating local demand for digital public services** by making it possible for more users throughout the country to have access to the Ghana.gov platform at affordable prices. This would require broadening internet connectivity across the country at minimal cost to users.
 - v. **Encouraging more private sector-led digital economic growth** starting with greater adoption by micro, small and medium size enterprises. Greater digital adoption in agriculture and services sectors will increase productivity, formalize the economy, and widen the tax net.
 - vi. **Investing more in human capital to build the nation's digital skills base** through interventions in basic education and innovative partnerships with the private sector. Training in digital skills should be institutionalized in the curriculum and geared towards job readiness. A complementary initiative such as the Girls in ICT Initiative should be scaled up.
 - vii. Improving the management and governance of public and private data and utilize emerging technologies such as AI and Data Analytics to deliver greater value for citizens, businesses and government

Finally, Ghana should strive to be at the forefront of creating a larger digital market in West Africa in line with the Africa Union Digital Transformation Agenda. Ghana is developing a Start-up Act and an incubator environment to nurture start-ups to accelerate the development of digital tools to provide regional e-backroom services and other regional business opportunities.

The process of digitalizing all land records to make land searches online, and acquisition and title registration hassle-free is a major ongoing technological innovation. This will allow for the development of a vibrant mortgage market and energise the financial sector.

Digitization and Rural Development

Government will launch Digital Inclusiveness at the district and community level. Making high speed broadband available at district capitals through district and community public libraries should improve wireless connectivity.

4.3 SOCIAL DEVELOPMENT

4.3.1 Education and Development

Policies, plans and programmes undertaken in the educational sector include the introduction and implementation of the free SHS policy that has so far benefitted about 1.2 million students. A large-scale impact assessment has not been carried out yet, however pockets of assessments indicate that implementation of the policy has been successful, albeit with some challenges. In addition, Government will implement the following initiatives:

- i. The development of the Education Strategic Plan-ESP (2018-2030) that aligns with international conventions (the SDGs 4 and 5). A 4-year educational sector medium-term development plan has been carved out of the ESP. Government in the next four years will implement the 4-year plan with particular focus on the comprehensive framework for monitoring and evaluation, a component often overlooked in previous efforts.
- ii. Government will continue to implement strategic policies that aim to ensure that every child in Ghana has access to quality education at all levels. Gender parity in education at all levels (including transition from JHS to SHS), and revision of the current curriculum at post-basic level of education will be pursued. In addition, Government and its stakeholders will actively engage with the media in the pursuit of providing quality inclusive and special education for all children with special needs at all levels.
- iii. In the fight against COVID-19, Government will continue to reduce the effects of the long break from school with e-learning platforms and televised and radio learning. Government will also continue to ensure that teaching and learning are enhanced, children are protected, and that learning takes place in a safe environment.
- iv. To ensure that safety protocols are not compromised, there will be continuous monitoring and evaluation in the education sector. The National Schools Inspectorate Authority (NaSIA) has been revamped and resourced to carry out its mandates of ensuring that no child is left behind in the pursuit of quality education by paying regular inspection visits to all schools to check compliance. NaSIA will collaborate with the GES to improve on the quality of their comprehensive school visits.
- v. Government will continue the harmonisation of all TVETs into the GES stream to enhance supervision and funding.

Priority Programmes include:

Improving STEM Education across all levels

The Government of Ghana through the Ministry of Education is repositioning the educational system to produce a critical mass of assertive and empowered Ghanaian students equipped with the essential skills for socio-economic transformation. The integration of STEM into the curriculum and construction of STEM Senior High Schools across the country coupled with the STEM centres will create a robust STEM education system that produces critical thinkers, and problem solvers who will constitute the next generation of innovators to lead in new product and process development for sustained economic growth. The Ministry will also complete the costed

STEM Education Policy to guide the implementation of all STEM interventions under the sector in line with the national STEM policy.

Providing opportunity for out-of-school children (OOSC) to access Basic Education

The Ministry in collaboration with Education Outcomes Fund (EoF) will roll out projects targeting districts with high OOSC and then mainstream them into the formal education system. The global recognition of the importance of guaranteeing educational participation for all has been accompanied by a number of accelerated approaches to make access and retention an achievable and realistic policy objective through the efforts of global initiatives. The Complementary Education Agency instituted will ensure there is relevant opportunities for out-of-school children in the country.

Consolidating free Senior High School (SHS) to include free Technical and Vocational Education and Training (TVET)

The demand by the economy for technical and vocational skills is high. The challenges are exacerbated by the mismatch between the skills supplied by TVET and the labour market demand for skills. The Government will continue with the implementation of the Free SHS programme to include all students in technical and vocational training institutes. This will intend increase access to technical and vocational training across the country.

Equipping Ghanaian Youth with 21st Century Skills to enhance their global competitiveness

The 21st Century skills are intended to help students keep up with the lightning-pace of today's modern markets. Each skill is unique in how it helps students, but they all have one quality in common.

Expanding access to Tertiary Education

In order to ensure equal opportunity to obtain access to Education and to learn, there is a need to provide an environment that is conducive for learning, to ensure that Human resources is harnessed. Access to tertiary education over the years has been low with a Gross Tertiary Enrolment Rate (GTER) of less than 20. The Government will largely ensure the expansion of infrastructure at the tertiary level, provision of scholarships for brilliant but needy students, continue with the implementation of no guarantor policy and also create an enabling environment for the private sector to invest in tertiary education.

Improving learning outcomes across all levels

Improving learning outcomes is a key sector priority outlined in the Education Sector Plan (ESP 2018-2030) and the Education Sector Medium Term Development Plan 2022-2025). In order to achieve this, the Government has introduced series of interventions targeted at teacher reforms, teacher quality, strengthening sector accountability, and provision of Teaching and Learning Materials (TLMs) to improve learning outcomes.

Continuing Implementation of Early Childhood Education (ECE) Policy

The Ministry will continue the implementation of the costed ECE policy to ensure a holistic approach to the social, emotional, physical, spiritual, language and cognitive skills learning and development of the child. Improving early learning through quality ECE is critical to the building of the productive, competitive, and resilient nation envisioned in Ghana's Education Strategic Plan (ESP 2018–2030). The policy envisions that every child in Ghana will experience quality KG services that contribute to positive, holistic development and school readiness. The Policy is to create a systematic accountable framework to strengthen the sub-sector for efficient and effective KG service delivery to improve equitable access and quality education for all four to five-year-olds.

4.3.2 Gender Equality and Women's Empowerment

The overall objective of women's empowerment policies is to attain gender equality and equity in political, social and economic development systems and outcomes. Various government flagships have mainstreamed the needs of women. In the Ghana CARES programme, 60 percent of the jobs to be created in the private sector will be reserved for women and girls. The Planting for Food and Jobs (PFJ) and Rearing for Food and Jobs (RFJ) programmes will also provide incomes and improve the livelihoods of about 2 million smallholders each year, and women, who form a majority of the players in the agriculture and semi-industrial sectors will be specifically targeted to improve their access to productive resources. Government will intensify public education to ensure that men and women have equal access to land titles.

Government will continue to ensure that at least 30 percent of poverty alleviation funds of MMDAs go to support women's enterprises, while at least 50 percent of MASLOC funds are allocated to female applicants. Another initiative for financial inclusion for women will be the legalisation and streamlining of village savings and loans associations (VSLA) at district and community levels to ensure access to soft loans at relatively cheaper interest rates. Such loans are a form of social capital for members in times of difficulty. Government will implement measures to increase women's participation and benefits, enhance access to decent work for the marginalised and eliminate barriers that prevent universal participation in various sectors of the economy. Government will also ensure the passage of the Affirmative Action Bill into law towards enhancing the participation and representation of women at all levels of decision-making in the country.

4.3.3 Youth Development

Government will continue with the implementation of the Free Senior High School (SHS) policy to ensure that every Ghanaian child has equal access to secondary education. Teething problems identified after implementation of the free SHS policy in the last four years will be addressed to strengthen the policy to achieve its desired outcomes.

Due to current fiscal constraints, expansion of scholarship schemes at the tertiary levels will cover only needy but brilliant students through a robust targeting system. The selection criteria for the award of the scholarships will give priority to students from less endowed secondary and technical

schools. Universities will liaise with the Scholarship Secretariat and West African Examination Council (WAEC) to ensure smooth implementation of the initiative.

Government will continue to promote the acquisition of employable skills. TVET will be tuition fee-free and shall be open to those interested in technical and vocational education. Initiatives for training graduates of the various levels of education will be strengthened. The factories set up under the 1D1F programme will liaise with the training centres for more graduates to be specifically trained to fit their production lines. Information, Communication and Technology (ICT) education will be strengthened to ensure that Ghana is not left behind in the global race of ICT advancement. Ghana Technology University and the Kwame Nkrumah University of Science and Technology will be equipped to lead the way.

Apart from the usual industrial attachments, a special committee will be put together to work with the National Accreditation Board, universities and industry to synchronize industry demands to the supply of labour from tertiary educational institutions to help bring education much closer to industry. Information on the labour market requirements and available job opportunities will be regularly made available to the youth.

Creation of youth desks and building of integrated youth centres at all MMDAs to provide information to the youth will be sustained. Social media will be used to reach a wider proportion of the youth with labour market information. NYA will liaise with the telecommunication companies to identify and send regular free relevant text messages to youth groups. The NYA will improve and periodically furnish its website with a relevant set of job information to the youth. Even though the National Youth Authority Act, (Act 939) has been enacted to harmonize all youth development efforts, the two implementation agencies, NYA and YEA are currently supervised by different ministries. This arrangement in principle works against the core function of the Act to ensure effective coordination and harmony, NYA and YEA will either be merged or placed under the same ministry.

Government will pursue the agenda to make agriculture more attractive to the youth by tackling some of the long-time barriers that have kept the youth away from agriculture, most notably, inadequate use of technology, unavailability of ready markets for agricultural produce, lack of affordable credit and difficulty in getting access to land. Modernization of agriculture and improvement of the industrial sector (manufacturing) to patronize agricultural produce will stimulate a dynamic agriculture-industry links with beneficial impact on investment in agriculture, increased productivity, and improved livelihoods.

The Planting for Food and Jobs initiative will be complemented with targeted programmes by the Ghana Tree Crop Development Authority (GTCDA) to support commercial farming and attract educated youth.

Politics, democracy and governance will be taught at the early levels of education to promote interest in national politics. Incentive packages will be put in place to encourage more young females to enter politics. The NCCE will organise series of lectures at both local and national levels to educate the youth against political violence. Model parliaments for the youth will be set up in all regions.

4.3.4 Employment and Decent Work

The proportion of informal sector employment suggests that the country's ability to create decent jobs lags behind the growth of the labour force. Accelerated initiatives and state interventions will still be needed to stimulate the productive sectors of the economy to create more decent work.

- i. Government will continue to implement initiatives such as national Digital Address System, national identification system and acquisition of Tax Identification Numbers, to help consolidate the gains made in formalizing the informal economy.
- ii. Practical measures such as financial assistance, technical training and tax rebates will be extended to the registered businesses to reinforce their formal status.
- iii. The various social protection and employment services will be coordinated.
- iv. The cooperative systems will be strengthened and regulated to promote schemes for skills training, internship and modern apprenticeship.
- v. The existing labour laws and regulations that protect workers in the informal sector will be strengthened and enforced to provide safety nets for these categories of workers.
- vi. Labour unions in the private establishments will be protected to safeguard the interests of their members.
- vii. Government will continue to extend social security and occupational safety and health protective measures to all sectors of the economy.
- viii. Government's affirmative action adopted in getting people with disability (PWD) to manage the various toll booths on the major roads will be replicated in many sectors of the economy to ensure availability of decent work for vulnerable groups.
- ix. Government will promote and enforce deeper and wider application of local content and participation laws. A proportion of job openings will be set aside for members of communities where firms/companies are cited to promote ownership and interest of the indigenes in the factories and firms operating in their territories.
- x. Coordination systems for managing labour migration issues, and the elimination of child labour will be strengthened. Security agencies and traditional authorities will collaborate to address child labour issues.
- xi. The Ministry of Employment and Labour Relations (MELR) will collaborate with all sectors of the economy to create green jobs as part of government's effort towards improving the efficiency of energy, raw materials, and limited Green House Gas (GHG) emissions. Government will prioritize key sectors such as agriculture, energy, transportation and waste management, where several viable green jobs exist but with

widespread decent work deficits. The Ghana Green Jobs Strategy focuses on delivering four inter-related projects:

- a) Green Jobs Coordination Capacity Development Projects
- b) Green Skills Development Projects
- c) Green Enterprise Development Project and Access for Green Products
- d) Green Enterprises Finance Project.

4.3.5 Health and Health Services

Government has developed the UHC roadmap, which will guide all investment decisions in the health sector by 2030. The aim is to increase access to quality essential healthcare and population-based services. Government will continually monitor the global and local health landscape and integrate emerging issues into medium term and annual plans.

Government will prioritize essential services delivered at the primary level to achieve the objectives of UHC. Primary health care offers the most efficient means to reach a large section of the population with essential health services. Maternal, child and adolescent health services will be made available at all levels. Care for the aged will be integrated into home based and primary health care.

In line with Agenda 111, Government will prioritize the construction of three infectious disease centres, two psychiatric hospitals, and district and regional hospitals in under-served areas. Government will also launch Phase II of the Emergency Preparedness and Response Plan (EPRP) as well as revamp the quality of Hospital emergency services.

The private sector will be given incentives to create jobs and contribute to economic growth, focusing on medical tourism and the pharmaceutical industry. In addition, reforms will be introduced in the traditional medicines sector to integrate it into mainstream health service and improve the quality of products.

Drawing lessons from the management of the COVID-19 pandemic in Ghana, a supra-ministerial body that reports to the President of the Republic will be set up to coordinate public health threats with potential adverse socio-economic consequences. The MOH has developed a National Strategic COVID-19 Response Plan, but it will continually monitor the long-term health consequences of the pandemic and put in place mitigating strategies. At the district level, District Emergency Command and Call Centres will be established under a system of first Respondents with the Fire Service, National Ambulance Service, the Police Service and NADMO.

Investments will be made in the Civil Registration and Vital statistics system, including the development of e-registry to increase birth and deaths reporting. In line with government's policy

to digitize the economy, medical records will also be digitized and integrated, with particular care to protect confidentiality of client information.

Human resource development in the health sector will focus on the primary health care level – building the capacity of essential staff to achieve the objectives of UHC. To improve professional competency, all health training institutions will be integrated into mainstream tertiary education. Recruitment of certain category of staff will be decentralized to address the inequitable distribution of human resources in the sector.

In line with local government decentralization reforms, the GHS and Teaching Hospital Act 1996, (Act 525) will be reviewed and amended as needed. The review and amendment of Act 525 will focus on clinical standards, development of protocols and the enforcement of the standards. The mandates of other agencies will similarly be reviewed. The governance of specialist secondary, tertiary and quaternary services will be redefined to provide highly specialized care.

In light of current health sector funding constraints, various strategies will be adopted to raise the equivalent of at least US\$7 billion over the next 10 years in non-wage resources. All investments in the sector, including donor resources, will be harmonized to support the objectives of the medium-term plans. There will be a conscious effort to attract private sector investments and capital while de-emphasizing commercial loans. The NHIS financing and management arrangements will be reformed to improve transparency, accountability, efficiency and long-term financial sustainability.

Investments will be made to track environmental conditions, disease risks, and disease occurrence related to climate change and vulnerability. To increase public awareness, a variety of communication methods will be used to communicate the risks and strategies to reduce the effects of climate change.

4.3.6 Food and Nutrition Security

Scaling up flagship programmes

Government will scale up its flagship programmes such as Planting for Food and Jobs to improve food security. Since poverty is often the underlying cause of malnutrition, nutritional programmes will be integrated into poverty reduction and social protection interventions.

Communication for behaviour change

Current efforts by the Regenerative Health and Nutrition programme of the Ministry of Health and the Health Promotion Units to increase public education on nutrition will be intensified and the messages appropriately targeted to specific population groups. In particular, the Ministry will undertake food literacy campaigns to promote the consumption of locally produced nutritious foods.

Food supplementation and fortification

Government will continue the iron supplementation programme in school and health care settings to reduce anaemia in children, girls and women in their reproductive ages (15-49 years). This will be combined with routine analysis of the blood to prevent iron overload.

Food safety

A public/private partnership arrangement will be made with established laboratories at all district assemblies to conduct food safety tests. This will be a potential income-generating activity for district assemblies. In line with the Local Governance Act, Act 936, **doctors** will be appointed to oversee food safety activities in the districts.

Enforcing maternal rights

Government will increase maternity leave to 14 weeks to be implemented across all sectors of the economy and complete national multi-stakeholder discussions on the 'Who Pays Principle' to extend it further to a minimum of 18 weeks. Information on maternity rights will be widely disseminated in the media, antenatal clinics and workplaces to increase awareness, especially in the informal sector.

Investing in health

Repeated episodes of illness contribute to malnutrition and under-five mortality. Government will expand access to immunization and control of malaria, intestinal worms and diarrheal diseases. There will be a particular focus on the health-seeking behaviours of caregivers that contribute to under-five child malnutrition. Barriers limiting women's access to family planning services will be identified and appropriate strategies developed.

Nutrition research

Nutrition research is necessary to establish the required nutritional needs that best support survival, growth and development in population groups. To promote access to affordable complementary foods for children 6-23 months, Government will support research into local nutrient-rich foods. Other potential areas for research are nutrition behavioural science and evaluation of nutrition programmes. The adolescent and the elderly will be included in future population-based nutrition surveys.

Nutrition Governance

Government will strengthen nutrition governance in the areas of policy, legislative and institutional coherence, financing, communication, private sector participation, harmonisation of donor-assistance, research, monitoring and evaluation; and, build the capacity of existing institutions at national, regional and district levels for effective multi-sectoral action on nutrition.

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evaluation of nutrition programmes. The adolescent and the elderly will be included in future population-based nutrition surveys.

Strengthening School Health

Government will continue to invest in the School Health Education Programme through teacher education on nutrition, logistics and curriculum review. Monitoring will be intensified to ensure that school meals meet optimum dietary requirements.

4.3.7 Support for the Aged

Aligning Ghana's Ageing Policy with International Protocols

Ghana being a signatory to various international agreements and protocols on Ageing is committed to ensuring it initiates policy interventions and strategies to achieve an enabling and supportive environment for older persons.

The demographic dynamics of today point to an increasing population of the elderly with their accompanying demand for the delivery of health services, housing, transportation, food and other social protection services. These services are generally expensive to deliver and in an economic downturn brought about by COVID-19, resources may not match needs. Nonetheless, these services are needed by older persons to improve their quality of life. Addressing these challenges is a function of the availability of resources and political will.

The National Ageing Bill and the Ageing Council

In the medium term, the National Ageing Bill will be passed, and the Ageing Council established to coordinate implementation of Ghana's ageing policy. The passage of the Ageing Bill and the establishment of the Ageing Council will pave the way for the establishment of the Ghana Ageing Fund, also recommended by the policy to ensure adequate funding for ageing related interventions. The passage of the National Ageing Bill will also help build the capacity to formulate, implement, monitor and evaluate policies on ageing while the National Ageing Council will also help to mainstream ageing issues in national development frameworks and poverty reduction strategies.

Socially Supportive Community Care systems

Government will implement the support strategies outlined in the National Ageing Policy. Specific measures will be implemented to ensure the economic well-being of the aged, especially in the areas of income security and house ownership. Socially supportive community care systems will be promoted for the aged, based on positive traditional and modern values that promote healthy ageing, ageing in dignity and security. Ageing in dignity aims to extend healthy life expectancy and quality of life for all people as they age. Policies and programmes that promote mental health and social connections are important. Safe spaces for elderly recreational activities; vehicle stickers to identify elderly drivers to ensure their protection from harassment by other drivers on the road; day care centres and elderly homes for social interaction; and Freedom cards (senior citizens cards) to prioritize access to social services and offer discounts for such services to the elderly will be provided.

Improve Data Collection

To address the data challenge, a road map has been drafted with 3 priority areas for action: filling data gaps, encouraging data use, and strengthening the entire data ecosystem. Government will link NHIS and Freedom Card (senior citizen card) to the National Identification Card to create a Single Registry System which will help manage both the selection, identification and provision of social protection services to elderly persons.

Healthy Ageing (Ageing in Dignity)

In line with the paradigm shift in behaviours, attitudes and values of Ghanaians as contained in the Ghana Beyond Aid Charter, Government will promote healthy living and healthy ageing as a policy goal. Healthy ageing and ageing in dignity policies and programmes recognize the need to encourage and balance personal responsibility (self-care) with an age friendly environment and intergenerational support for the aged. Individuals and families need to plan and prepare for old age and make personal efforts to adopt positive personal health practices at all stages of life. At the same time, supportive environments are required to make the healthy choices easy. This will require attitudinal and behavioural changes in eating habits, health, rest, recreation and relaxation. To ensure early detection and treatment of diseases, Government will make available affordable screening services that have proven to be effective. For example, Government will make cost efficient treatments that reduce disabilities such as cataract removal, improve access to hearing aids for older people with hearing difficulties and reduce or eliminate avoidable blindness by providing appropriate eye care services for people with age-related visual impairment.

Pension Reforms: Pension for the Informal Sector

To guarantee peaceful and decent pension for beneficiaries, implementation of the National Pensions Act 2008 (Act 766) will be strengthened, and the National Pensions Regulatory Authority (NPRO) funds will be used for the development of the pension industry. Section 103 of the National Pensions Act, 2008 (Act 766) which assigns pension benefits for housing of workers, will be fully implemented, and payment of all outstanding contributions to pension funds will be completed, including Tier 2 contributions for public sector workers, fully complied with. The Single Window Citizens Service of the District Integrated Social Services Programme will be expanded to include establishing desks in each MMDA to decentralize and automate pension payments. Government aims at having a financially self-sustaining Pension System covering at least 30 percent of workers in the informal sector including farmers to improve their quality of life upon retirement.

4.3.8 Child and Family Welfare

In the area of child and family welfare, Government will particularly focus on policies which are critical for overcoming inequalities, negative cultural and traditional practices, social exclusion, abuse, trafficking, education, health, malnutrition, and injustice. These areas of focus are important pathways for breaking intergenerational poverty and vulnerability in Ghana.

Government will provide the necessary support for the implementation and enforcement of the “*comprehensive support mechanism for victims of domestic violence*” instituted by the Domestic Violence and Victim Support Unit (DOVVSU) of the Ghana Police Service in partnership with the Department of Social Welfare, the International Federation of Women Lawyers (FIDA) and the Legal Aid Scheme, to expand access of children and families to justice. Government will also pay serious attention to specific child health policies and strategies by sustaining the Expanded Programme on Immunization (EPI) for children, enhancing the use of Insecticide-Treated Nets (ITNs), improving malaria case management in health facilities, and scaling up the Integrated Management of Childhood Illnesses (IMCI) programme.

Government will ensure the operationalization of the National Adoption Authority so that it can effectively coordinate in-country and inter-country adoption of children in Ghana, as well as protect the rights and welfare of children and families in the country. To enhance rights and entitlements of children, Government, through MoGCSP, will comprehensively operationalize the Ghana Child Labour Monitoring System (GCLMS), which is developed to support the implementation of specific programmes for the elimination of child labour in all the sectors of the economy. Government will also intensify the Good Citizenship Campaign to reduce and ultimately eradicate stigmatization and isolation of victims of sex abuse.

Under this coordinated policy framework, Government will see to the speedy completion of the Ghana National Single Household Register to capture all vulnerable citizens in all households. The Register will provide a common mechanism for targeting poor families and vulnerable children in Ghana. Such a common mechanism will also be used to harmonize the targeting of vulnerable and poor families across social protection programmes and thereby enhancing complementarities and efficiency of targeting and coordination.

Although the MoGCSP is designated for child and family welfare issues, various policies and interventions are scattered among different ministries, departments and agencies, making coordination and oversight challenging. Government will use its digitization and the National Identification and Civil Registration agenda to harmonize and coordinate activities and interventions carried out by various state agencies.

Government will anchor the financing and implementation of child and family welfare policies on broader policy framework including the Ghana Beyond Aid (GBA) Charter, and particularly the Ghana COVID-19 Alleviation and Revitalisation of Enterprises Support (Ghana CARES, Obatanpa) programme. To ensure policy coherence at the continental level, Government will leverage on the aspirations of the African Union Agenda 2063, which aims at eradicating child labour exploitation, marriage, and trafficking, as well as reducing the incidence of malnutrition, maternal, child and neonatal deaths and universal access to Anti-Retroviral drugs for those afflicted by HIV/AIDs.

4.3.9 Disability and Development

Government has in the past four years made progress towards securing the protection of the rights and welfare of Persons with Disabilities (PWDs). Government will continue to expand and improve the enabling conditions for the wellbeing of PWDs like all other persons in the country. Government will comprehensively address the weaknesses in the implementation of interventions under the inclusive education policy, and the Education Act 2008 (Act 778). This will include capacity building to enhance teachers' expertise in sign language, braille writing and reading. Government will also pay attention to the promotion of lifelong learning for PWDs. This will be done by ensuring availability of trained PWD educators and relevant professionals. Again, Government will facilitate empowerment training programmes for parents and caregivers to enable them to provide the needed support for PWDs under their care.

Another important policy focus of Government in the period under consideration is the eradication of disability-related discrimination and stigmatization, as well as provision of sustainable employment opportunities and decent living conditions for persons with disability. In this regard, government will develop and implement an equal employment opportunity agenda and productive social inclusion interventions to empower PWDs. In keeping with its vision of capacity building, Government will embark on improving and expanding rehabilitation centres and programmes to enhance the technical and vocational skills of PWDs. Further policy measures to enhance the status of PWDs will ensure that no one is left behind by 2030.

Government will facilitate the development of curricula for the training of health professionals and incorporate them into the legislative requirement under the Disability Act (Act 715) to ensure that the Centre for Disability Studies established at the School of Medical Sciences of KNUST becomes functional. Government will vigorously pursue the participation of PWDs in structured decision-making by taking advantage of the country's growing democratic governance structures, growing international recognition and presence of strong civil society activism.

Government will have special policy focus on peculiar healthcare needs of PWDs. These range from early detection and prevention of disability, physiotherapy services for the physically disabled, corrective surgery for children with disabilities, plastic surgery for burn survivors and adaptation and care support services for children born with disabilities.

In the area of governance, Government will expand the scope, membership, and mandate of the Inter-Ministerial Coordinating Committee on Decentralization to boost the mainstreaming of disability issues in local government. Government will expand the scope and mandate to encompass the implementation of the provisions in the Disability Act, 2006 (Act 715), particularly regarding access of PWDs to facilities like transportation and equal employment opportunities. Government will also develop a database on PWDs for the development of an effective

management information system to facilitate monitoring and evaluation of programmes and projects for PWDs.

4.3.10 Sports and Recreation

Sports has the potential to promote unity, create millions of jobs, contribute significantly to GDP and boost the international image of the country. To this end, interventions to be implemented in the next 4 years to promote sports and recreation will include developing and maintaining sports and recreational infrastructure, promoting gender equity in sports disciplines, promoting less-recognized sports activities and community level sporting activities, promoting inter-school sports competition and creating space for private sector participation in sports development.

Plans for the Next Four Years

In the next four years, Government will create opportunities for many more Ghanaians to participate in sports for recreation and laurels, to enhance Ghana's image in international sporting events and as a viable commercial and job creation avenue particularly for the youth. Specific interventions in this direction will include.

- i. Construction of fully functional Multi-Purpose Youth and Sports Centres of Excellence in all the newly created Regions in addition to the 10 that are already under construction.
- ii. Host and organize the 13th All Africa Games in 2023. This will offer an opportunity to upgrade further the sports infrastructure in the country. A new National Olympic Stadium Complex will be constructed to reduce the nation's sports infrastructure deficit.
- iii. Upgrade the National Sports College into a National High-Performance Training Centre equipped with the facilities and human resources capable of conducting research into sports performance and management-related issues and disseminating the results to all relevant stakeholders. The Centre will also train and retrain the technical personnel for national teams, as well as sports officials like referees and umpires.
- iv. As part of a Rapid Elite Sports Performers Development Pathway, talents in selected sports disciplines will be housed in one of the three National Sports Academies located in each of the Southern, Middle and Northern belts towards promoting grooming in sports in which Ghana has comparative advantage.
- v. Continue to renovate all national stadia and establish a sustainable maintenance culture in our stadia management system. Government has already rehabilitated and brought to life the Accra Sports Stadium, and rehabilitation works are currently underway in Essipong and Kumasi Stadia.
- vi. Under the Zongo Development Fund, Government will introduce the Zongo Youth Football Talent Hunt programme to unearth, develop and promote football talents in the Zongo communities through competitions and football clinics in collaboration with local and international partners. In addition to the 10 Astro and Green turfs already constructed in Zongo communities across the country, Government intends to construct more of such to give practical meaning to sports development in marginalized communities.

Other policies, plans and programmes include:

- i. Building Sports facilities maintenance culture:* To improve maintenance of sports and recreational infrastructure, specific interventions to be implemented will include training and employing sports facilities maintenance officers, initiating legal processes to reclaim all lands earmarked for sporting and recreational activities that have been encroached upon by private developers, and enforcing club licensing.
- ii. Promoting Sports at the community level and in schools:* To promote sports development at the local level, specific measures to be implemented will include promoting the formation of sporting clubs in all communities and educational institutions and strengthening existing agencies and sporting federations to develop and promote various sporting disciplines. Measures will be introduced to ensure that all sports and recreational facilities are disability-friendly to create opportunities for PWDs to participate in national and international games.
- iii. Building technical competence of National Team handlers:* Athletes and coaches will receive training to make them internationally competitive. This will entail building the capacity of sports managers, coaches and trainers, providing adequate logistics and equipment for sports competitions, encouraging athletes to participate in competitive sports events at all levels, establishing educational and training centres for sports administrators and managers and also ensuring transparency in national team selections based solely on talent or ability.
- iv. Ensuring sustainable funding for sports development:* To ensure sustainable funding sources for the growth and development of sports, a Sports Development Fund will be established. The funds will be used to train the necessary sports personnel and support a cash award scheme for the purpose of enhancing competitiveness among the country's sportsmen and women.

4.4 ENVIRONMENT, INFRASTRUCTURE, HUMAN SETTLEMENTS AND SPATIAL DEVELOPMENT

4.4.1 Land Administration and Management

(i) Efficient and effective land administration, and land use are critical to achieving the vision of building a prosperous Ghana. Government will continue to carry out the following: ensure land reforms, focus on determining boundaries of allodial landowners to guarantee title security; harmonize the numerous customary and statutory land-related laws; fully decentralize administration on an automated platform for timely service delivery; and improve accuracy and ensure high standards of land security. An additional focus will be to deploy simplified and operational procedures of interlinkage between title registration and land use management at the local level as an integral part of the land administration system. Land administration and management records will be digitized.

(ii) Prioritize the update of base maps of the entire country to give support to spatial infrastructure development. The Ghana Enterprise Land Information System (GELIS) will be deployed to all

stakeholders to carry out their day-to-day business processes efficiently in a digital environment, using common databases.

4.4.2 Forest Conservation

The Green Ghana Action initiative will be based on: (i) Massive and well-coordinated tree planting, using mainly indigenous species, in all the three ecological zones with special attention paid to areas that are prone to desertification and the degraded coastal mangroves; and (ii) Strengthening the Forestry Commission and related institutions to implement an updated Ghana Forestry Development Master Plan (GFDMP) (2016-2036). Social interventions, such as the Community Resource Management Area (CREMA) will be enhanced through this initiative.

4.4.3 Mining and the Environment

Ghana resumes and completes the development of the Country Mining Vision (CMV). This will help to re-define the role the mining industry should play in the country's growth and socio-economic development (African Mining Vision, 2009). The CMV can be used to set up and or reform the relevant mineral policies, legislation, institutions, and mineral rents taking into account the SDGs to enhance the integration of mining into development strategies at local, regional, and national levels. It will also help address matters related to small-scale mining.

4.4.4 Inland Water

Water Sector Reforms

A comprehensive review of the water sector is needed with the prospect for reforms. In line with this, government will undertake the following: strengthen partnership among stakeholder institutions including the private sector in water resources policy, planning and management; harmonize and enforce legal regulatory instruments for strategic development and use of water resources; enhance hydrogeological network and knowledge base across the country; enhance sustainable and efficient water use and management; safeguard water resources (including surface and ground water); and develop potential touristic sites, such as waterfalls in collaboration with the private sector. In addition, the regulatory regime for small scale miners will be strengthened to protect water bodies, while liquid and solid waste managements will be improved to prevent the discharge of untreated waste into water bodies and contamination of underground water sources.

4.4.5 Coastal and Marine Ecosystems

Sustainable blue economy¹⁵ will be promoted for participation by both public and private sectors to diversify the country's economy beyond land-based activities. Government will invest in control structures (including the establishment of gabions and boulder revetments, groynes and breakwater), promote mangrove forest replanting, and planting of other vegetative cover to reduce coastal erosion. Efforts will be made to control sand mining along the beach and minimise the use

¹⁵ The blue economy encompasses all economic activities with a direct dependence on the ocean or coastal and marine resources. These include economic activities that are (a) ocean-based, and (b) ocean related.

of beach sand for building, as well as strengthen the participation of local communities in sustainable coastal management practices.

4.4.6 Waste, Pollution and Noise

To halt and reverse increasing pollution, pollution abatement plans will be variously developed, implemented, and enforced. Pollution from point sources, such as noisemaking, will be strictly controlled. Ambient noise, air and water quality standards will be enforced. Compliance and enforcement measures will be taken based on existing policies and laws. Pollution from non-point sources, such as land-based pollution, will be better managed.

4.4.7 Green Economy

Ghana's effort to shift to a sustainable development pathway and inclusive green economy is aimed at ensuring accelerated low-carbon economic growth for human wellbeing and social equity. Priority interventions will continue to focus on the energy, agriculture, forestry, water and waste sectors.

4.4.8 Climate Change

Adaptation, Mitigation and Climate Finance

Efforts will be directed towards building resilience and lowering greenhouse gases. Climate action will focus on the following mutually reinforcing pillars:

- i. Promoting sustainable and inclusive economic growth.
- ii. Building resilience in vulnerable communities.
- iii. Lowering greenhouse gas emissions.

The following climate actions will be pursued:

- i. Enhancing effective integration of climate change into national development and budgeting systems; and
- ii. Intensifying the mobilization of climate finance for scaling-up investments in climate action

Policy Coordination of Climate Change

The performance of sectors in the area of climate change will largely depend on how much authority and roles are allocated to those sectors in driving their planned agenda. The policy coordination of climate change will therefore be done by an Inter-Ministerial Committee. Environmental Protection Agency will play the lead role in providing technical support to the work of the Committee.

4.4.9 Transportation

Attention will be given to the development of integrated, and well-maintained transportation infrastructure, and to make Ghana the transportation and logistics hub within the West African sub-region to support the African Continental Free Trade Area (AfCFTA).

Road transport and safety

A comprehensive road network programme will be developed to enhance both local and international transport to boost economic growth. Priority programmes will include:

- i. Developing missing links to expand the network and maintaining it to improve capacity as well as developing roads in district capitals and areas of high agricultural production, industry and tourism.
- ii. Completing the dualisation of Accra-Kumasi Road and major links to other regional capitals.
- iii. Developing the Coastal, Western and Eastern Corridor roads as well as the East-West corridor roads as part of the West Africa Growth Ring masterplan.
- iv. Constructing major bridges on the road corridors including Yapei, Buipe, Daboya, Volivo, Adawso and Dambai bridges.
- v. Improving urban road networks by constructing by-passes and interchanges.
- vi. Extending the installation of Area-Wide Traffic Signal Control Systems to major cities.
- vii. Scaling-up the Bus Rapid Transit (BRT) system to facilitate efficient inner-city intermodal public transportation.
- viii. Providing adequate Non-Motorised Transport (NMT) facilities and facilities for persons with disabilities (PWDs).
- ix. Reorganization of informal public transport operations into a well regulated environment to promote safe and reliable public transport services.
- x. Introduction of new and emerging modes of transportation systems including cable cars to improve the liveability of inner-cities and peri-urban areas.
- xi. Fleet renewal for both public and private sector operators to ensure safety and comfortability of commuters.
- xii. Promotion of energy efficient and climate friendly transportation systems including electric vehicles and CNG buses.

Maritime

Expansion works at the Tema and Takoradi Ports including the development of an on-dock multi-purpose terminal and a third commercial port at Keta in the Volta Region will be expedited to meet the growing demands of the maritime trade and logistics supply chain. The Tema Shipyard and Drydock will be rehabilitated to support the growing maintenance needs of the industry. The Boankra Integrated Logistics Terminal and other logistic platforms will be developed to support the logistics value chain and implementation of the AfCFTA. In addition to this, several Coastal Fish Landing Sites/ fishing ports and ancillary facilities such as Fish Market, Cold Store, and Fish Smoking Pavilion among others will be developed to promote the artisanal fishing industry.

Inland water transport

The Volta Lake transportation system will be upgraded to improve safety and security of operations. Ferry landing sites and reception facilities will be constructed at strategic locations, including Yeji, Makango, Kojokrom, Kete-Krachi, Dambai, Dodoikope, Kpando Torkor, Agordeke, Akateng & Kwame Dwamena. Drive-on/off car ferries would be provided to improve access to cross-lake ferry services. Charting of navigational pathway would also be pursued in addition to the development of a major cargo hub at Mpakadan and Buipe to improve transportation services.

Aviation

A dedicated programme dubbed "Aviation-Driven Development", a strategic goal of using aviation as a driver of socio-economic transformation, will be pursued. The plan is to position Ghana as the preferred aviation hub and leader in airport business in West Africa. It will include:

- i. Establishing a Maintenance, Repair and Overhaul (MRO) facility at Tamale and Kotoka International Airports.
- ii. Constructing cargo facilities at all domestic airports.
- iii. Developing an aviation training institute
- iv. Improving safety and security at the various airports including the construction of a new air traffic control tower at the Kotoka International Airport.
- v. Improving parking for wide body aircraft at KIA.

Railway

The railway network will be expanded across the entire country to support industrialization and other economic activities. Work on the Western, Eastern and Coastal railway lines will be expedited and made functional. Integrated rail-based mass transit system on priority corridors in major urban areas will be developed to support public transportation. Furthermore, the Ghana-Burkina Faso inter-connectivity project will be expedited.

4.4.10 Water, Sanitation and Hygiene

Integrated Water Resources Management

To attain equitable and sustainable harnessing, use and management of Ghana's water resources, government will continue to make Integrated Water Resources planning part of the national agenda. Government will also continue to create more buffer zones with trees to protect the river basins and bring about clean natural water. Coastal mangroves, lagoons and wetlands will be protected, and rehabilitation done on devastated areas, to maintain biodiversity as well as make them to become natural reservoirs for flood water.

Water Supply

Government will continue with the implementation of the "Water for All" programme. Resources will be leveraged for the Community Water and Sanitation Agency (CWSA) and Ghana Water Company Limited (GWCL) to construct point sources and piped water systems for both rural and

urban communities. Rehabilitation works on major headworks, transmission and distributions networks will be carried out to reduce water losses of both GWCL and CWSA. Government will ensure safety of the country's water resources through the ceding of protection of all head works reservoirs, among others, to the military high command to handle. For effective revenue generation, government will scale up the automated billing systems for CWSA and GWCL.

With regard to "Water for food security", the policy objective is to guarantee availability of water in sufficient quantity and quality for food crops farming, livestock rearing (Planting & Rearing for Food and Jobs) and aquaculture. To this end, government will partner with the private sector to construct large scale irrigation systems; expand the "One Village One Dam" programme; and support individuals to set up micro and/valley bottom irrigation systems. Existing irrigation schemes will be upgraded to cover more arable lands.

Regarding "Water for Non-Consumptive and Other Uses", the policy objective is to ensure availability of sufficient water for industrial, commercial, transportation and recreational purposes and for mega-projects such as hydro power generation. To this end, government will continue to manage water resources and to enforce regulations on water usage (licensing).

Sanitation and Hygiene

The Community-Led Total Sanitation (CLTS), establishment of sanitation markets, and handwashing with soap under running water campaigns will be pursued. Special focus will be given to institutions (schools and hospitals) and public places (markets, transport interchanges and rest stops) in the implementation of these interventions. Tax waivers will be introduced as means of attracting more private sector companies into the sanitation and waste management sector.

Wastewater Management

Government will pursue efficient and effective waste management as a means of improving the environment and enhancing water quality. Government will also prepare and implement sewage master plans for the whole country, including faecal sludge management, solid waste and recycling and safe reuse of wastewater. In addition, Government will design and construct faecal sludge and solid waste management facilities in all major cities and towns.

4.4.11 Science, Technology and Innovation

Science, Technology and Innovation (STI) will continue to be at the centre of the transformation agenda and mainstreamed in all socio-economic activities. Existing ICT policies and laws would be amended to keep pace with the rapid changes in the industry. The relevant skills set, and infrastructure will also be developed to promote the update and use of ICT. The nation will build on its recent improvements with special emphasis on e-government, e-business, e-commerce, e-health, e-education and e-research. Significant investment will be made in research and development to generate solutions to the nation's problems. The Digital Ghana Agenda, for example, seeks to digitize government services, build a biometric National Identity register, deploy

a digital property addressing system, mobile money interoperability, institutionalize paperless port operations, promote the development and usage of safe and standardized equipment and ensure all communications equipment entering the country adhere to stipulated safety directives for the benefit of the end-user.

Key STI areas to be harnessed for socio-economic development include the following: STI Governance Systems and Mainstreaming STI; Youth and Innovations; Emerging Technologies and Innovations; Research and Development; and STI Human Resources and Financing Arrangements

STI Governance Systems and Mainstreaming STI

In line with strengthening and mainstreaming STI governance systems, Government will: support the Presidential Advisory Council on Science, Technology and Innovation (PACSTI); boost the Inter-Ministerial Coordinating Council on STI; and ensure operationalization of the Ghana Innovation and Research Commercialization (GIRC) Centre. Other interventions include establishment of Annual Multi-Stakeholder Forum for STI; ensuring STI mainstreaming into policy and planning; promoting technology development through entrepreneurial, technical and financial support for research centres, institutions and universities.

Youth and Innovations

Government will continue to support innovation hubs and stimulate technology entrepreneurship among the youth and gender, particularly for them to benefit from emerging technologies for socioeconomic development. Other initiatives include reward system to foster innovation among youth and innovation especially girls; ensure sustenance of existing youth and gender innovative programmes; create a seed fund for early-stage entrepreneurs; initiate mechanisms to identify talented young scientists to access the seed fund; and develop resource innovation and regional technology hubs to stimulate innovation and entrepreneurship among the youth, females and Persons with Disabilities (PWDs).

Emerging Technologies and Innovations

Building STI infrastructure and institutional arrangement to leverage on emerging technologies and innovations are critical. In this regard, government will support universities, specialized R&D institutions, and private businesses to access emerging technologies in Agriculture and Food Processing, Sanitation, Waste Management & Recycling, Green Energy & Storage Systems, Health and Pharmaceuticals, Precision Machining for Manufacturing, among others. Government will protect homegrown innovations by strengthening intellectual property rights.

Research and Development

To position the manufacturing sector to serve as a catalyst for accelerated job creation and economic growth, Government will: support industrial parks and innovation hubs in the key sectors of the economy; support ventures in new technologies such as biotechnology and Artificial

Intelligence (AI); stimulate R&D in productive sectors particularly agriculture and industry in partnership with research institutions; and facilitate transfer of technologies and innovations from research and academic institutions to industry.

Human Resource Capacity and Financing Arrangements for STI

Development of technical capability in STI and institutionalization of innovative funding arrangement are critical. To this end, Government will: support educational system that encourage STEM from basic to tertiary levels; build local capabilities to manufacture machine tools to support industrialization and advance Ghana's overall technological capability in engineering; strengthen collaboration among relevant institutions; and operationalize National Research Fund for R&D institutions.

4.4.12 Construction Industry Development

The Construction Industry regulatory body will be enacted to provide leadership in the sector and enhance effectiveness and competitiveness of the local construction industry. Improvements in standards and classification systems will be pursued. Access to finance and credit for infrastructure projects will be improved, and Agenda 111 project will be leveraged to build local capacity in the construction industry.

4.4.13 Preparedness and Resilience to Natural and Human-induced Disasters

The steady growth of disaster risk, including the increase of people and assets exposure, combined with the lessons learned from past disasters, indicates the need to further strengthen disaster preparedness for response, and to act in anticipation of events. The drainage system will be improved to reduce the risks of flooding on lives and properties. Well-designed drainage systems will be constructed in Accra and other cities and towns to reduce the recurrence of devastating floods. Drainage masterplans will be prepared and implemented for urban cities. Underground storm water drains will be considered to replace open channels in heavily built up urban centres. The Hydrological Services Department will be transformed into an Authority. Government will restructure NADMO and other response agencies and ensure coordination for effectiveness. Forecasting and early warning systems will be strengthened for emergency communications.

4.4.14 Infrastructure Maintenance

A maintenance policy for Infrastructure will be developed and implemented. The overall strategy will aim at establishing a timely and effective preventive maintenance plan for all public infrastructure. This will involve clearing the huge backlog of existing maintenance works and instituting a robust maintenance scheme for new projects. Relevant standards in various sectors to reduce rapid deterioration, including strengthening axle load control on roads will be enforced. Government's medium-term efforts for socio-economic development, focus on strengthening of special purpose vehicles targeted at specific communities and segments of society, who continue to be excluded from the benefits of economic growth. The ongoing interventions include the establishment of (i) Infrastructure for Poverty Eradication Programme (IPEP), (ii) Northern

Development Authority (NDA), (iii) Middle Belt Development Authority (MBDA), (iv) Coastal Development Authority (CDA), and (v) Establishment of Zongo Development Fund. These institutions are intended to ensure the provision of certain minimum development infrastructure across the country to support livelihoods.

4.4.15 Human Settlements and Spatial Development

The overall goal of the policies plans and programmes on human settlements and spatial development will encompass three integrated approaches: Strengthen planning, institutional coordination and harmonization.

Strengthen planning, institutional coordination and harmonization

Policy measures to be implemented are as follows:

- i. Enforce the preparation and implementation of Spatial Development Frameworks, Structure Plans and Local Plans in line with the Spatial Planning Act, 2016 (Act 925).
- ii. Promote compact development of human settlements and safeguard agricultural lands and sensitive ecological sites, especially in large cities and towns.
- iii. Re-align the Land Use and Spatial Planning Authority (LUSPA) from the Ministry of Environment Science, Technology and Innovation to the Ministry of Local Government Decentralisation and Rural Development.
- iv. Resource the Land Use and Spatial Planning Authority (LUSPA) and National Development Planning Commission (NDPC) adequately to enable them carry out their physical and development planning roles. Facilitate finalisation, dissemination and implementation of the revised National Urban Policy and Action Plan.
- v. Strengthen new regions as growth poles for dynamic socio-economic development.
- vi. Accelerate implementation of the National Rural Development Policy Framework and Action Plan, 2017.
- vii. Continue the decentralization and automation of land services delivery nationwide.

Infrastructure development for human settlements

Implementation of the following initiatives aimed at improving and strengthening infrastructure to enhance connectivity within and across cities and regions will be continued:

- i. Promote an integrated inter-modal transport system (road, water, rail and air)
- ii. Develop mechanisms for institutional collaboration in implementing master plans for the road, rail, air and water transport sub-sectors.
- iii. Identify and secure appropriate sources of funds for investment, including public-private partnership (PPP) and build-operate transfer systems (BOT).
- iv. Support transport infrastructure with transport management measures to reduce traffic congestion and ensure free movement of people and goods.
- v. Improve internet access and communication across all localities and regions.

Financing Infrastructure Development

There is potential for the expansion of MMDAs' capacity for generating and managing revenue as well as developing innovative financing for affordable housing. Measures to be implemented include:

- i. Strengthening the capacity of MMDAs to use innovative ways to enhance internally generated funds.
- ii. Enforcing the registration and formalization of businesses alongside administrative changes that simplify property tax assessment and collection.
- iii. Employing computer-assisted mass appraisal techniques in property rating and enhancing property rate collection (including undeveloped lands).
- iv. Promoting infrastructure and service financing using Build-Operate-Transfer (BOT) models and instituting innovative ways of financing housing including government guarantee incentive measures to attract private sector investments.

4.4.16 Institutional Arrangements

There are generally adequate policies, laws and institutions in the environment sector to enable sustainable use and management of the country's natural resources. However, some of the environmental governance principles, notably enforcement of the laws is being overlooked to the detriment of the well-being of people. Relevant Ministries, Sector Institutions (Environmental Protection Agency, Lands Commission, Forestry Commission, Minerals Commission, Water Resources Commission), Metropolitan, Municipal and District Assemblies (MMDAs) will be made to work collaboratively through intersectoral networking, whenever warranted. They will also be held accountable for their stewardship. In the case of noise pollution control, the current weak and disjointed coordination existing between the EPA, Ghana Police Service and the MMDAs will be addressed.

4.5 GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY

4.5.1 Deepening Democratic Governance

Government will continue to pursue the Constitutional Review Process, and to repeal the Electoral Commission Law (Electoral Commission Act, 1993 (Act 451)) to take account of emerging issues after 8 elections in Ghana in order to deepen democratic governance.

Naval Platforms will be maintained to effectively protect the territorial waters of Ghana; and the refurbishment and modernization of the Forward Operating Base (FOB) by the Navy for security of Ghana's oil fields. There shall be full operationalization of the Prison's Service Bill which repositions the Prisons Service as a modern correctional and reform institution. Government will develop a National Capacity Building Framework (NCBF) to provide structured internal and external capacity building for staff and officers of the security services.

Government will also actively support the Narcotics Control Commission to fully operationalize the new law. The full implementation of the National Security Strategy will be critical to sustain public safety and improve national security. The National Disaster Management Organization (NADMO) will be restructured and reformed to be more responsive and proactive to manage disaster issues. In addition, the Marine Police Unit will be resourced and supported to offer world class services.

4.5.2 Reforming and Transforming Public Institutions

Government will implement the National Public Sector Reform Strategy (NPSRS) 2020-2024 by facilitating the provision of adequate funding required for the implementation of all the pillars and programmes under the Strategy. Furthermore, government will focus on the implementation of the Public Sector Reform for Results Project (PSRRP) to improve efficiency and accountability in delivery of key public services; including, the Driver Vehicle and Licensing Authority (DVLA), Ghana Immigration Service (GIS), Environmental Protection Agency (EPA), Births and Deaths Registry, Public Services Commission (PSC), Office of Head of Civil Service (OHCS)/ Public Records and Archives Administration Department (PRAAD), Commission on Human Rights and Administrative Justice (CHRAJ) and National Information Technology Agency (NITA).

4.5.3 Effective Management of Public Policy

Effective management of public policy will support government's effort to translate policy into action. Government will enhance the capacity for policy formulation and coordination by introducing the policy formulation guidelines and policy almanac. Capacity of state institutions including the National Development Planning Commission (NDPC), Office of the President (OoP), Ministry of Finance (MoF), Office of the Head of Local Government Service (OHLGS) and the Office of Head of Civil Service (OHCS) will be enhanced in policy analysis, development planning, and monitoring and evaluation.

4.5.4 Improving Human Security and Public Safety

Government will intensify work on its 4-Year Manpower plan to Retool all State Security and Intelligence Agencies to meet international standards. In addition, pre-trial detention, sentencing (including non-custodial/alternative sentencing) will be reformed. A robust, and comprehensive anti-narcotic drug and anti-organised crime policy will be introduced. Government will deal swiftly with localised grievances such as perceptions of alienation, marginalisation, among others, which are becoming drivers for extremism and terrorism within the country and the sub-region.

Government will encourage active citizen participation through citizen awareness programmes in line with the all-of-government and all-of-society approach. In accordance with the National Security Strategy, government's efforts at improving human security and public safety will be hinged on: developing the human capital of Ghanaians through universal education and skills training, in order to acquire the entrepreneurship capacity that is required to sustain the national development agenda; and pursuing prudent economic, trade, and investment policies that strengthen the overall economy and create opportunities for employment and prosperity with particular focus on energy, food and health security.

4.5.5 Accelerating and Sustaining Decentralization

Government will implement the National Rural Development Policy (NRDP) and the new National Decentralization Policy and Strategy (2020-2024) and Action plan to accelerate decentralization. The Local Economic Development (LED) Policy will also be reviewed and implemented.

Deepening Political and Administrative Decentralization

Government will review and resolve the legal challenges of the Local Governance Act 2016 (Act 936) and resuscitate the concept of election of MMDCEs on partisan basis. In addition, government will implement the administrative departmental requirements of L.I 1961 of 2010 and the Local Governance Act, 2016 (Act 936), rationalize the administrative and institutional framework for decentralization by devolution and accelerate health and education decentralization. It will also improve performance management systems within the local government system, prioritize devolution and deconcentrate appropriate and important organizations and departments. Government will implement a policy to maintain a more manageable and stable number of districts, take steps to fully settle or reduce substantially the inter-district boundaries demarcation disputes (the 2020 Population and Housing Census (PHC) may be one avenue for this) and develop an authentic and accurate political map of Ghana and regions of Ghana, depicting all constituencies and local governments after the resolution of the boundary disputes and the 2020 PHC.

Government will also:

- i. Ensure continuity of structures of governance after district level and national level elections that change the composition and leadership of district assemblies.
- ii. Improve the quality service delivery of District Assemblies and Assembly members.
- iii. Improve procedures in district assemblies and coordination of decentralization policy at the national level.
- iv. Implement a change management strategy towards decentralization.
- v. Strengthen policy coordination for effective and stable decentralization.
- vi. Enhance the capacity of the District Assemblies and other functionaries through implementation of a comprehensive National Capacity Building Framework (NCBF).
- vii. Promote women's participation in local governance.

Strengthening the Sub-District Structures

Substructures of the local government system are crucial for effective development of MMDAs. Several measures need to be taken to strengthen these substructures.

These include:

- i. Reviewing and implementing the law on sub-structures i.e., Local Government (Urban, Zonal, Town Councils and Unit Committees) Establishment Instrument, 2010, L.I 1967 especially in the areas of operationalization and revenue-sharing in line with the requirements of the Local Governance Act, 2016 (Act 936) and the National Decentralization Policy and Strategy NDPS, 2020-2024.

- ii. Operationalising L.I 1967 especially the funding, administrative, operational structures and functions of the various substructures, and
- iii. Resolving the issues of remunerations of Assembly and Unit Committee members.

Improve Administrative Decentralization

Effective administrative decentralization continues to face challenges. Some of the departments and structures required are yet to be established and operationalised. Issues on recruitment and the mix of staff remains a challenge. The following interventions are required to improve administrative decentralization:

- i. Implement the administrative decentralization policy measures proposed in the NDPS, 2020-2024, to ensure that decentralized public administration is implemented in line with article 240 of the 1992 Constitution.
- ii. Expedite the amendment of relevant sections and their subsequent implementation in the Local Governance Act, 2016 (Act 936).
- iii. Finalise the administrative and institutional framework for complete decentralization at the district levels.

Improve Decentralized Planning

To improve decentralized planning in the form and manner required by Article 240 of the 1992 Constitution, Government will:

- i. Strengthen the decentralized planning system and process by:
 - o streamlining the role of the Regions,
- ii. improving the alignment between District Medium Term Development Plans (DMTDPs) and district budgets Deepen the development planning system to be responsive to cross-cutting development themes such as climate change, biodiversity, blue economy and gender equality.
- iii. Enhance the capacity of key institutions to deliver their mandates in support of effective and coordinated spatial planning in line with the Land Use and Spatial Planning Act 2016 (Act 925) within the decentralized system.
- iv. Strengthen institutional structures for Local Economic Development (LED) in line with the NDPS, 2020-2024
- v. Complete the programme for implementation of a viable street naming and property addressing system in all districts.

Strengthen Fiscal Decentralization

Government will strengthen PFM coordination and capacity at all levels (National, Regional and District), review and strengthen the implementation of Intergovernmental Fiscal Framework (IGFF) and Intergovernmental Fiscal Transfer (IGFT) system. Furthermore, government will gazette and implement the new Financial Instructions for Local Governments in line with the Local Governance Act, 2016 (Act 936) and revise the composite budget manual in line with the Programme Based Budgeting (PBB) system. Further actions that government will take include

revising the National IGF Strategy and Manual for local governments, develop a national fiscal decentralization framework, review the Local Government Accounting manual in line with the PFM Act, 2016 (Act 921) and Internal Public Sector Accounting Standards (IPSAS). Government will also review the Regulation on the DACF.

Improving Popular Participation

Government will continue to promote citizens' participation in the activities of local government institutions as provided for in Section 42 of the Local Governance Act, 2016 (Act 936) and the National Decentralisation Action Plan (NDAP) 2015-2020. Full operationalization of the provisions in these laws and policies shall be ensured, and a new framework for creating spaces for non-state actors (including chiefs, traditional authorities Civil Society Organizations (CSOs), Non-Governmental Organizations (NGOs) and Faith-Based Organizations (FBOs) to strengthen the role of key stakeholders in governance shall be fully rolled out.

Furthermore, the following will be implemented:

- i. Improve collaboration and cooperation between state and non-state actors (Traditional Authorities, FBOs and CSOs etc.).
- ii. Strengthen social accountability for improved local level transparency.
- iii. Promote inclusion of Persons with Disabilities (PWDs), youth, and other marginalized groups.
- iv. Streamline the implementation of programmes to benefit the poor, the marginalized, the vulnerable and the disadvantaged.
- v. Promote citizens' awareness on issues of decentralization, development and local level services through civic/public education programmes.
- vi. Clarify the roles of arms of government (Executive, Legislature and Judiciary).

Strengthening the Coordination and Administrative Functions of the Regions

Government will review relevant sections of the Local Governance Act, 2016 (Act 936) to deconcentrate the status of RCCs. The review of the Act 936 will also consider the funding and budgeting arrangements for the Regions within the context of the Regional Integrated Budgeted System (RIBS).

4.5.6 Law and Order

Government will increase access to courts and justice delivery by extending District Courts to all MMDAs and establish Court of Appeals in all Regions; complete the construction of the Cape Coast and Wa court complexes and operationalize the new Legal Aid Commission (LAC) Act in consonance with the recommendations of the Constitution Review Commission (CRC).

Government will continue promoting the E-justice system to support electronic case management at the courts for improved justice delivery. All courts in the country will be connected to the ADR mechanism. The capacity of the Ghana School of Law (GSL) will be enhanced and more campuses across the country established to improve and increase access to legal education in Ghana.

Government will also construct 200 additional district offices for the Legal Aid Scheme (LAS) to facilitate access to legal aid.

Government will support the operationalization of the Act 1990 to restructure State Owned Enterprises (SOEs) and improve corporate Governance in the public sector. Government will also support the creation of Client Service Units (CSUs) to respond to the service quality needs of citizens and client satisfaction. To facilitate this, Government will mainstream the Citizen's Charter concept into services delivered by public sector institutions.

4.5.7 Corruption and Economic Crimes

Government will provide continuous institutional and administrative support to the Office of Special Prosecutor (OSP) to develop effective systems to support investigations and prosecution of corruption cases. Government will prioritise the repeal of the Internal Audit Agency (IAA) Act 2002 (Act 658) and enact a new law to convert the Agency into a pre-corruption prevention service. Government will develop a framework to strengthen institutional collaboration and coordination between the OSP and other anti-corruption institutions.

The Whistle Blowers Act 2006 (Act 720) and the Witness Protection Act 2018 (Act 975) shall be operationalized. An action plan, administrative structures and adequate resource support shall also be required. Government shall resolve the corporate governance challenges between the Board and the Auditor-General by amending the Audit Service Act to reflect the requirements of the constitution, reduce duplication of efforts by repealing, consolidating and rationalizing the legislative and institutional framework available to fight corruption.

Finally, Government will streamline the delegated prosecutorial powers of the police and other agencies in the fight against corruption. The latter will be achieved by institutionalizing an incentive mechanism and operationalizing the witness protection law.

4.5.8 Promoting Culture for National Development

Government will review the cultural policy framework, mainstream culture into all aspects national development, strengthen institutions and improve the coordinating framework for national culture.

4.5.9 Attitudinal Change and Patriotism

Government will pursue policies, strategies and programmes that will ensure a sense of discipline, unity, internal cohesion, national pride and patriotism, especially among the youth. Government will use special occasions such as Independence and Founders' Days to highlight and promote patriotism and a sense of nationhood. In addition, policies will aim at instilling discipline in all aspects of life. The strategies to be implemented will include: strengthening advocacy to promote attitudinal change; promoting culture and good value systems as catalysts for economic growth; launching a good society campaign to promote good national values, attitudinal change, patriotism, the pursuit of excellence and discipline; instituting mechanisms for rewarding good behaviour and

sanctioning bad behaviour; formulating and implementing a consensus-driven national values policy; and promoting regular dialogue with law enforcement agencies.

4.5.10 Civil Society and Civic Engagement

Government will actively collaborate with civil society to improve governance and enhance the well-being of citizens. An enabling legislation will be enacted in support of philanthropy for the vulnerable, weak and excluded, particularly women, children, the aged, and Persons with Disabilities. An appropriate framework will be established for collaborative agreement with the media, in addition to sustaining freedom of the press as enshrined in the constitution. Established institutions like the National and Regional Houses of Chiefs, will be actively engaged to strengthen the bond between culture and development.

To strengthen the role of faith-based organizations in national development, interventions to be implemented include strengthening capacity of faith-based organizations to promote peaceful co-existence, tolerance, promoting coordinated action, to ensure that there is respect for authority, honesty and integrity, accountability; and engaging faith-based organizations in the formulation and implementation of development programmes and projects.

4.5.11 Promoting Development Communication

Information is critical to good democratic governance. The Ministry of Information will be strengthened to deliver timely and accurate information about government policies, as well as soliciting feedback on the impact of those policies. Government will continue to engage major stakeholders on key government policies and initiatives to create awareness, deepen accountability and ensure collective ownership of Government policies, programmes and projects.

4.6 STRENGTHENING GHANA'S ROLE IN INTERNATIONAL AFFAIRS

4.6.1 Promoting Political and Economic Interests Abroad

Although Ghana has not experienced any terrorist attack, instability in the sub-region and threats of terrorism; increased proliferation of small arms and light weapons across the borders; and the influx of refugees into Ghana necessitates stringent measures by the state. Government will continue to strengthen the capacity of all security agencies to build a safer and stronger country. In addition, measures aimed at reducing Ghana's vulnerability to shocks and threats from the international system, defend its national interests, and maintain its sovereignty will be sustained. Ghana will utilize the framework for Joint Permanent Commission for Cooperation and related Political consultations, coupled with the promotion of Ghanaian goods and services as a viable instrument to enhance international trade and investment efforts.

4.6.2 Enhance Ghana's Image and Influence in International Organisations

Ghana will continue to promote regional integration and strengthen international cooperation. This will be achieved through the establishment of new Missions and Consulates, hosting of International Conferences at the level of the United Nations, African Union, Commonwealth and ECOWAS as well as exchange of high-level visits. These will hopefully culminate in the signing

of Agreements and Memoranda of Understanding in various sectors of the economy. It is also the intention of Government to increase the number of Ghanaians in high-level positions in International Organisations.

4.6.3 Promote a Globally Competitive Foreign Service

In developing a globally competitive foreign service, Government will review its foreign policy in line with changing global environment. This will enhance human resource development, strengthen the Economic Trade and Investment Bureau, and complete the Foreign Service Institute. In addition, Government will develop and adopt a framework on appointment and capacity building for staff of the Foreign Service. The training will cover emerging development issues such as Cyber security, health and educational diplomacy, Climate Change and environmental degradation and digitalization through ICT.

4.6.4 Create a Favourable Business Environment

Through the economic diplomacy agenda, Ghana will focus on the national objective of diversifying and increasing Ghana's export base by actively seeking markets for Ghanaian products abroad and taking advantage of preferential arrangements and multilateral trade agreements. Promote strong and strategic linkages between Foreign Service Officers, the Diplomatic Corps and MMDCs with a view to maximizing developmental gains offered by Development Partners. Government will create a conducive business environment to support the implementation of policies to attract Foreign Direct Investments (FDI).

4.6.5 Integrate the Ghanaian Diaspora into National Development

- i. Government will develop and implement the diaspora engagement policy to attract and retain mutually beneficial and sustainable partnerships with Ghanaians in the diaspora through skills and knowledge transfer.
- ii. Government should establish a comprehensive diaspora database on all Ghanaian citizens living abroad and implement relevant sections of the Representation of the Peoples (Amendment) Act, 2006 (Act 699).
- iii. Ghana Missions Abroad should expand mission services to other cities of the host country and countries of concurrent accreditation through the setting up of Consulates - General and Honorary Consulates.

4.6.6 Penetration of Ghanaian Products on International Market

Ghana played a central role in the signing of the Continental Free Trade Agreement by member states of African Union and is currently hosting the Secretariat of the Africa Continental Free Trade Area (AfCFTA) which is the largest trade bloc outside the World Trade Organisation (WTO). The Secretariat is to implement the trade agreement with the goal of creating a single market, free movement of people and single currency. Ghana will leverage on the Free Trade Area, which has potential for the private sector especially small and medium enterprises.

CHAPTER FIVE

5.0 PRIORITY PROGRAMMES AND FLAGSHIP PROGRAMMES AND INITIATIVES

5.1 INTRODUCTION

This Chapter presents a summary of priority programmes and initiatives to be executed during the implementation of the Coordinated Programme. These programmes and initiatives will be monitored directly by the Office of the President and the National Development Planning Commission.

5.2 DRIVERS OF CHANGE AND DEVELOPMENT

Effective implementation of the policy proposals in this Coordinated Programme and the attainment of the overall objectives will depend to a large extent on several success factors, including those set forth herein.

Attitudinal Change

The success of a national economy is driven not only by economic factors, but also by intangibles, such as cultural values, attitudes of the people and pursuit of excellence. However, over the years, essential cultural values, promotion of national identity and patriotism, pursuing excellence, discipline, hard work, honesty, trust, tenacity, a sense of urgency and respect, have not been given the necessary attention in our development efforts. In this regard, culture and a good value system will be promoted as ingredients and catalysts for economic growth. A Good Society campaign will be launched to promote positive national values, attitudinal change, patriotism, the pursuit of excellence, and discipline. Mechanisms will be instituted to reward good social behaviour, and sanction misbehaviour.

World-Class Labour Force

Labour productivity is an important ingredient for a productive economy, and a key measure of economic performance. Countries with strong labour productivity tend to benefit from high rates of growth. In this regard, Government will introduce programmes to improve the productivity of the labour force and build a world-class labour force with capacity to support the accelerated growth and development of the country.

This entails production of accurate labour market data, through the operationalisation of the Ghana Labour Market Information System (GLMIS); development of national productivity indicators for productivity mainstreaming; linking public service pay to productivity; operationalising public service performance management systems; strengthening resource management and mobilisation for the public services; modernising training programmes in line with current trends; introducing life-long skill, training for workers and improving the working environment. To improve the work

environment, occupational safety and health measures will be strengthened and extended to the formal and informal sectors of the economy. The Labour Department, Management Development and Productivity Institute, Fair Wages and Salaries Commission, the Public Services Commission, Office of the Head of Civil Service and Local Government Service, among others, will be resourced to improve workplace conditions and productivity.

Broad-Based Innovation

A strong positive relationship has been identified between the state of innovation in a country and the living standards of the people. Generally, there is no accepted method for measuring the performance of innovation, but, commonly, the level of technological advancement, availability of qualitative data, and investment in research and development (R&D) are some of the key prerequisites that engender innovation in an economy. In Ghana, very little attention is paid to research and development and, therefore, little investment is made, with adverse effects on innovation. Government will, as a matter of policy and urgency, adequately resource the Council for Scientific and Industrial Research (CSIR) and its 13 affiliated institutes, as well as other national research bodies, to lead the introduction of broad-based innovation in the national economy.

5.3 FLAGSHIP PROJECTS AND INITIATIVES

The implementation of the following flagship initiatives and projects will serve as the broad expression of the policy interventions outlined in this Programme, and the Agenda for Jobs II: Creating Prosperity and Opportunity for All (2021-2018). They will, indeed, serve as the signature tune of the President's overall vision, and will be monitored directly at the Monitoring and Evaluation Unit of the Office of the President and the National Development Planning Commission.

5.3.1 The 10-Point Priorities for CPESDP (2021-2025)

To ensure continuity and build on the progress made under CPESDP I, the main priorities and interventions are summarized below:

Priority 1: Ensuring and Sustaining Macroeconomic Stability

Interventions will be prioritised towards low inflation, stable external value of the currency, low interest rate and debt sustainability which are key anchors to macroeconomic stability and growth.

Key Interventions

- i. Ensure effective and efficient fiscal policy for sound public financial management (including low fiscal deficits and prudent debt management).
- ii. Enhance monetary policy to strengthen price and exchange rate stability and certainty in macroeconomic environment.
- iii. Build resilient payment systems and financial intermediation services.

Priority 2: Accelerate and Intensify Domestic Revenue Mobilization

Interventions will be geared towards pursuing fiscal policy measures against shocks.

Key Interventions

- i. Improve efficiency and effectiveness of revenue administration.
- ii. Minimize revenue leakages that occur through tax evasion and avoidance.
- iii. Deepen and widen the assessment, enforcement, and collection of taxes.
- iv. Intensify property taxation as the mandatory baseline of local government financing.
- v. Reduce exemption and waivers by at least 50 percent by 2024.
- vi. Leverage technology to enhance the efficiency of assessment, collection, auditing and compliance of consumption and excise taxes.

Priority 3: Accelerate Inclusive Growth, Job Creation and Broader Economic Transformation

Government will prioritize diversification and identify new sources of growth which are critical for sustained growth, job creation, and economic resilience.

Key Interventions:

- i. Review the industrial policy, and identify cluster sectors with high potential for growth, exports and employment to guide private sector investments.
- ii. Stimulate industrial growth through IDIF with a view to enhancing value addition
- iii. Address binding constraints on industrial growth, most urgently, the cost and reliability of energy and cost of credit.
- iv. Build an Indigenous Entrepreneurial Culture.
- v. Strengthen the commercialization of agriculture starting with selected crops or staples.

Specific Initiatives Under Ghana CARES Programme to Revitalize and Transform the Economy: (2021-2023)

COVID-19 has weakened economic activity, markedly in industry and job growth. Favourable prospects of growth in the medium term requires a substantial policy reset and revitalization as envisaged under GHANA CARES initiatives:

- a) Support commercial farming and attract educated youth into agriculture.
- b) Build Ghana's light manufacturing sector
- c) Develop engineering/machine tools and ICT/digital economy
- d) Fast Track Digitization
- e) Develop Ghana's housing and construction industry
- f) Review and Optimize implementation of Government flagships and key programmes.

Source: Ghana Covid-19 Alleviation and Revitalization of Enterprises Support (2020)

- vi. Accelerate Agricultural and Rural Transformation by improving linkages between industry and agricultural sectors.,
- vii. Promote “Made in Ghana” brands working with the private sector to reduce imports by at least 30 percent of its 2019 level by 2024.

Priority 4: Accelerate Digitization for Development

Government will accelerate digitalization to enhance productivity, accountability, efficiency and transparency in public sector administration.

Key Interventions

- i. Leverage technology application for broad-based transformation of the Ghanaian economy.
- ii. Enhance Delivery of Public Services and Accountability in Public Administration.
- iii. Ensure digital literacy for all youth and implement a National Digital Literacy Project.
- iv. Promote digital inclusiveness to accelerate rural development.

Priority 5: Strengthening Human Resource Development

Higher investment in human capital and related investments is critical to maximizing the benefits of the demographic dividend. Government will prioritise human resource development to open opportunities for new job creation, stimulate human capabilities for innovation and foster broad-based growth.

Key Interventions

- i. Invest in education for capacity development, skills building and knowledge acquisition.
- ii. Invest in health for capacity building, health literacy, scaling up the gains in the fight against COVID-19.
- iii. Mainstream employment planning into all key sectors of the economy and strengthen coordination across MDAs.

Priority 6: Strengthening Physical Infrastructural Development

Infrastructural development will be prioritised in favour of transport, energy, water, housing; etc., to stimulate local economic development.

Key Interventions

- i. Continue to fill infrastructure gaps in transport (roads, railways, water, air, transport logistics and bridges).
- ii. Improve Energy Sufficiency.
- iii. Enhance water infrastructure for domestic and industrial use
- iv. Enhance Community and Local Infrastructure.
- v. Invest in Housing Infrastructure.

Priority 7: Social Protection

In order to build back better after the COVID-19 pandemic; social protection interventions will be prioritised to protect the vulnerable and marginalized and maintain the momentum of reducing poverty and inequalities.

Key Interventions

- i. Strengthen equal access to and financial sustainability of NHIS.
- ii. Institutionalise and combine the GNSF and major Flagship Social Protection Programme databases and link them to the National Identification Card to create a “Single Registry” system.
- iii. Link the social protection programme databases and the National Identification Card to create a “Single Registry” system
- iv. Enhance the establishment of the national single register to expand the reach of social interventions and safety nets through improved targeting now made possible with the advent of Ghana Card, Property Addressing, and mobile money interoperability.

Priority 8: Promote Responsive, Transparent and Accountable Governance to build a higher baseline of democratic governance institutions. And the need for this should not be overshadowed by factional politics and oppositional identities.

Key Interventions

- i. Deepen good governance, focusing on process as well as outcomes on institutional reforms and administrative efficiency.
- ii. Reform and transform public institutions leveraging on technology to improve efficiency and enhance effectiveness.
- iii. Intensify efforts to prevent and fight corruption and economic crimes.
- iv. Strengthen service delivery and accountability of public institutions.
- v. Strengthen Justice, Law and Order.

Priority 9: Ensuring Public Safety and Security of all citizens and property is fundamental to the development of individual capabilities in the pursuit of their well-being. Insecurities exact heavy human and economic toll.

Key Interventions

- i. Strengthen capacity of all security institutions.
- ii. Strengthen crime prevention.
- iii. Build a safer and stronger Ghana.

Priority 10: Strengthen diplomatic and international cooperation

Key Interventions

- i.*** Strengthen economic diplomacy to support export promotion and expansion of markets for “Made in Ghana” goods.
- ii.*** Be a strong advocate for trade facilitation and removal of non-tariff barriers.
- iii.*** Strive for the effective implementation of Africa Continental Free Trade Area to maximize the dividends as host country of AfCFTA headquarters.

5.4 GOVERNMENT FLAGSHIPS AND INITIATIVES

5.4.1 Economy

Government will continue to ensure macroeconomic stability, stimulate growth, development, and investment in the real sectors of the economy (particularly in agriculture, industry), deepen and widen digitization to accelerate transformation of the economy through the following flagships:

Domestic Revenue Mobilisation

In order to enhance revenue mobilisation, government will continue to leverage on the formalisation of the economy to:

- i.*** Broaden the tax base and simplify the filing of taxes and compliance.
- ii.*** Plug tax avoidance and tax evasion loopholes especially in the extractive sector.
- iii.*** Deepen the implementation of a broad-based value added tax (VAT) with a fairly high threshold (in order not to overburden micro and small enterprises).
- iv.*** Increase non-tax revenue through improvements in efficiencies and strategic business expansion of viable SOEs.
- v.*** Strengthen government revenue mobilization through intensified property tax collection.
- vi.*** Strengthen the efficiency of revenue administration; and
- vii.*** Increase tax-to-GDP ratio from 13 percent to at least 18 percent by 2025.

Expenditure Management

In order to ensure the prudent and efficient use of resources, government’s flagship initiatives will focus on:

- i.*** rationalizing expenditure, enforcing budget implementation guidelines.
- ii.*** Leveraging on technology (digitization and cashless payments) in public administration to ensure efficient public expenditure management and value for money.
- iii.*** Standardizing project design and costing of public infrastructure projects such as schools, clinics, hospitals and roads.
- iv.*** Pursuing the National Equipment Leasing policy.
- v.*** Ensuring effective public debt management and debt sustainability to anchor public expenditure management; and
- vi.*** Keeping external debt at sustainable levels.

5.4.2 Agricultural Modernisation

Ghana's expected growth trajectory will require modernized and higher productivity in agriculture that is able to supply agricultural produce at scale and with consistent quality for processing. To achieve these, government's flagship initiatives will focus on.

- i. Supporting farmers with
 - a) increased supply of inputs.
 - b) Research and development on sustainable farming systems less dependent on chemical inputs
 - c) enhanced involvement of farm extension officers to work with farmers and breeders.
 - d) increasing disease control programmes.
 - e) improving warehousing and post-harvest logistics,
 - f) Improve transportation from remote inaccessible areas, and
 - g) tightening linkages with industry mainly through 1D1F.
- ii. Development of export-oriented large scale agricultural enterprises in cocoa, oil palm products, legumes, cereals, rice, horticulture, poultry and meat for regional markets.
- iii. Promoting large-scale private sector investment in processing, packaging and export of agricultural produce.
- iv. Promoting import substitution, with special focus on rice and poultry by:
 - a) scaling up the supply of improved seeds and fertilisers.
 - b) supporting the private sector under the Rearing for Food and Jobs (RFJ) policy with subsidised day-old chicks, feed, and vaccines.
 - c) supporting soya bean production for the production of poultry feed.
- v. Enhancing small ruminant production with the supply of improved breeds of sheep and goats.
- vi. Enhancing successful implementation of the Greenhouse Village concept, focusing especially on the youth.
- vii. Continue the implementation of the Planting for Export and Rural Development (PERD) initiative in collaboration with the Ghana Tree Crop Development Authority (GTCDA).
- viii. Facilitate subscription to the Ghana Incentive-Based Risk-Sharing Scheme for Agricultural Lending (GIRSAL) Programme to finance and de-risk private sector investments in the agricultural value-chain. and
- ix. Increase and expand Agricultural Mechanization Centres, equipment and services.

5.4.3 Industrialisation

To promote Ghana's industrial transformation agenda, government's flagship initiatives will focus on the following key interventions:

- i. Continue to ensure stable and affordable power for industrial use.
- ii. Encourage the use of Made-in-Ghana products and the use of local raw materials.
- iii. Promote value addition to export commodities.

- iv. Promote the manufacturing of digital devices locally.
- v. Continue to work with the private sector to establish more Special Manufacturing Zones with “last-mile” infrastructure services.
- vi. Facilitate local processing of more cocoa and shea-butter.
- vii. Promote the local production of pharmaceuticals.
- viii. Expedite the process of establishing a fertiliser producing plant in Ghana.
- ix. Renew the emphasis on component assembly, not just for automobiles, but for home appliances, including electric fans, refrigerators, and air-conditioners to meet growing domestic demand.
- x. Expedite processes for providing gas infrastructure to establish bauxite refinery sites.
- xi. Facilitate the production of at least half of Ghana’s sugar needs locally.

5.4.4 Physical Infrastructure

Government’s flagship Infrastructure Development Initiatives will among others focus on:

- i. Strengthening the capacity of Development Authorities to enable them to attract private investors to develop infrastructure in their catchment areas
- ii. Leveraging Public-Private Partnership to accelerate the development of road infrastructure
- iii. Completing all on-going projects under the flagship infrastructure policies such as “Year of Roads”, “Water for All”, “Toilets for All”, and railway infrastructure as well as abandoned projects.
- iv. Prioritising feasibility studies in establishing a rail link through Kasoa to Accra with the view to establish a railway line service to reduce significantly travel time to and from Greater Accra and Central Regions
- v. Continue investing in the expansion of infrastructure at all public SHS/TVET and tertiary institutions.
- vi. Completing development of the Buipe and Boankra Inland Ports, Atuabo Port, and the Coastal Fish Landing Sites
- vii. Upgrading Tema Shipyard and Drydock
- viii. Improving Volta Lake Transport
- ix. Promoting the use of local content in infrastructure development
- x. continuing implementation of existing policies and ongoing projects to bridge development gaps between the northern and southern regions of Ghana

5.4.5 Energy, Petroleum and Mining

Government’s priority in the energy, petroleum and mining sectors is to increase efficiency and value-for-money for all activities. The priority for energy and petroleum will include ensuring reliable and affordable power generation and distribution and promoting further development of the oil and gas sector. To achieve these, government’s flagship initiative will pursue the following:

Energy

- i. Enforce competitive procurement of power and minimize excess capacity charges to improve upon the financial health of the sector.
- ii. Introduce private sector participation in the retail end of electricity distribution to reduce system losses and improve revenue collection for the financial viability of the distribution companies
- iii. Ensure stable, affordable and competitively priced power for industrial growth and development.
- iv. Significantly improve revenue collection with the implementation of remote sensing technology currently being piloted by ECG.
- v. Enhance operational, technical, commercial and financial competency of ECG.
- vi. Complete ongoing rural electrification projects to ensure transformation of rural economies by 2025.

Oil and Gas

- i. Leverage a combination of the Auction-Based Licensing and direct negotiation strategies in the award of oil blocks for exploration and production while ensuring value for money and transparency.
- ii. Enforce Local Content policies for the Upstream and Downstream sub-sectors.
- iii. Forge partnership with the private sector to develop the Petroleum Hub in Western Region into a regional oil services hub with a first-class port facility.
- iv. Ensure the establishment of additional gas processing facilities and the installation of new pipeline infrastructure to deliver natural gas to power plants and local industries.
- v. Empower GNPC to conduct infrastructure led development of marginal fields and take up commercial interests where exploration risks have been significantly reduced.
- vi. Expedite full implementation of the Natural Gas Clearing House to deal with the liquidity challenges in the gas sector.
- vii. .

Mining

- i. Provide incentives for greenfield exploration of minerals to ensure diversification of minerals portfolio.
- ii. Determine the geological wealth of new discoveries to strengthen the arms of government in concession negotiations.
- iii. Support the Ghana integrated aluminium development cooperation (GIADEC) to enable it deliver on its mandate.
- iv. Support the Ghana Iron and Steel Development Corporation (GISDEC) to carry out additional geological validation works and partner strategic investors to make iron ore production a reality.

5.4.6 Human Resource Development Education and Skills Development

As part of measures to improve access and participation in quality education and build the needed human capital base to propel economic growth and transformation, government's flagship initiatives on education will focus on:

- i. Consolidating the implementation of the Free SHS/ TVET programmes.
- ii. Improving human resource capacity, and teaching and learning facilities in public tertiary institutions to support the expected increases in student population due to the (Free) SHS/TVET programme.
- iii. Government will ensure students with Ghana Card get access to loans to facilitate their tertiary education; implement the US\$219 million Ghana Accountability for Learning Outcomes Project (GALOP) to improve the quality of education in 10,000 low performing basic education schools across all MMDAs; and strengthen education sector equity and accountability in Ghana
- iv. Instituting a comprehensive National Teacher Policy and implementing a National Digital Literacy Project for teachers
- v. Benchmarking teachers' standards and professionalism, teacher education and continuous professional development (including digital literacy), working conditions, recruitment and retention, career structure and pathways for progression, recognition and reward system, accountability, school governance, social inclusion and social dialogue
- vi. Training and employing more teachers for Early Childhood Education Primary, and children with special needs. Special attention will be given to teaching and learning of French, STEM, TVET, and other areas as needed.
- vii. Reducing the number of out-of-school children in Ghana by providing a uniform identification and tracking of every student
- viii. Establishing a national Knowledge and Assessment Bank to serve as a comprehensive digital library for all Ghanaian students/learners to access learning materials and also provide a repository of assessment tools for teachers and instructors
- ix. Deepening the implementation and use of the iCAMPUS portal which provides free access to educational content for the core subject areas to all SHS students
- x. Continuing to provide a 24-Hour dedicated television channel for the delivery of lessons on the GBC Digital Terrestrial TV (DTT) platform and the National DTT platform as a Free-to-Air Broadcast
- xi. Implementing a robust state of the art Learning Management System (LMS) to enable teachers create supplementary content and deliver online instruction and assessment
- xii. Completing the provision of free Wi-Fi at all senior secondary schools and public tertiary institutions and training colleges
- xiii. Completing the implementation of the 5-year Strategic Plan on TVET and establishing a National Skills Development Fund
- xiv. Using the Zongo Development Fund and GETFUND to build 16 regional model Senior High Schools in Zongo communities,

- xv. Increasing resources and infrastructure for special needs education across the country
- xvi. Continuing with infrastructure development programme across all levels of the education sector, and
- xvii. Implementing the existing Inclusive Education Policy, by establishing, revamping or equipping regional special education assessment centres to facilitate early and accessible assessment for children who may have special education needs.

5.4.7 Strengthening the NHIS and Reducing Unequal Access to Health

Government will:

- i. Focus on health promotion and prevention to achieve Universal Health Coverage (UHC).
- ii. Review healthcare financing to ensure the sustainability of the NHIS.
- iii. Deliver on the largest healthcare infrastructure by undertaking the Agenda 111 Project which includes:
 - a) construction of 88 standard design 100-bed hospitals with accommodation for doctors and nurses in the districts without hospitals
 - b) construction of 6 new regional hospitals in the six new regions
 - c) construction of 2 new psychiatric hospitals, and
 - d) construction of infectious disease centres for each of the three ecological zones: coastal, northern and middle belt zones in the country
- iv. Improve quality of patient care through digitisation of medical records and efficient Information Management Systems.
- v. Strengthen and harmonize the functions of health regulatory bodies with respect to facilities' licensing, accreditation and credentialing under a common legislative, regulatory and institutional framework
- vi. Support the development of traditional medicine, and
- vii. Continue to recruit trained health personnel and distribute them equitably across the nation.

5.4.8 Housing

There will be a greater emphasis on housing delivery through the following initiatives.

- i. Renting:

Government will establish a National Rental Assistance Scheme (NRAS) in partnership with the private sector to assist with payment of rent advance.

Government will also implement the necessary regulatory, institutional, and operational reforms of the Rent Control Department, including the digitization of operations, to enhance delivery. A new Rent Control Act has been drafted for review by Cabinet in this direction.
- ii. Low Income Housing:

Government will address the low-income household segment of the housing market by building low-income housing estates, using local materials, and:

- a) Increase the number of housing units currently being delivered under “National Housing Programme”.
 - b) Convert the State Housing Corporation (SHC) into two anchor institutions: Ghana Housing Authority (GHA), and a National Housing and Mortgage Finance Company (NHMF).
 - The GHA to improve legal and regulatory framework, create land banks, provide infrastructure, and standardize houses.
 - The NHMF to establish financial arrangements for the demand/supply side of the housing markets.
- iii. Government will also:
- a) Create Land Banks and provide Infrastructure in partnership with Landowners and District Assemblies. Serviced plots will be managed by GHA to reduce the problems faced by individuals and real estate developers during the land acquisition process
 - b) Promote sustainable and optimum land utilisation through the redevelopment of various run-down structures on prime lands for the occupation of public and civil servants.
 - c) Effectively and efficiently regulate the real estate industry by promoting and protecting the interests of consumers and owners.
 - d) Set up a cloud and electronic based regulation system; regime of rules for all regulated persons and entities; verifiable database of real estate transactions;
 - e) Set up courses and examinations for entry qualifications and sensitise the public on the work of the real estate council
 - f) Promote and sponsor Real Estate Investment Trusts (REIT’s) as a vehicle to encourage rent-to-own schemes, private sector mortgage finance companies and mortgage-backed securities
 - g) Review the Home Mortgage Finance Act, 2008 (Act 770) to ensure foreclosure processes are simplified
 - h) Implement more rigorously the tax-deductible mortgage interest regime
 - i) Amend the law to allow for Pension Funds to invest more than 5 percent of their portfolio in real estate assets, including pension-backed mortgages
 - j) Provide targeted, project-based tax incentives (instead of blanket incentives) for private developers to build more social housing, as well as inner city redevelopment and revitalisation schemes, and
 - k) Promote setting up of an integrated local manufacturing industry to support the housing sector through tax incentives, creation of markets as well as tax rebates on some imported materials among others.

- l) Promote the use of local building materials for construction in Ghana while creating jobs and youth employment opportunities in the production of the local building materials

5.4.9 Social Protection

The health insurance, school feeding and free SHS, have demonstrated a commitment to building a fair and equitable society. Government's priority measures will aim at creating an inclusive Ghana, enacting and implementing social protection policies and laws, and strengthening social protection especially for the vulnerable. Specific measures are:

- i. Ensure equal access to quality education and skill development to prepare the youth for employment in emerging technological environment.
- ii. Provide improved access to quality health care, increasing coverage and affordability of health care.
- iii. Improve access to housing through the rental market and home ownership mortgage market.
- iv. Leverage on the use of the Ghana Card to develop pension schemes for the informal sector.
- v. Enact and implement policies and laws, including the National Social Protection Law, National Ageing Bill, and Affirmative Action
- vi. Strengthen social protection programmes for the vulnerable including GSFP, NHIS, and LEAP.
- vii. Institutionalize and combine the GNSF and major Flagship Social Protection Programme databases and link them to the National Identification Card to create a "Single Registry" system.

5.4.10 Security and Safety

Government has in the last three years made significant resources available towards enhancing public safety and security.

To further enhance the peace and security of the country, Government will

- i. Continue with these investments.
- ii. Invest in new technologies to improve the crime-fighting capabilities of the security forces, including the continued deployment of cameras to assist in fighting crime under the ongoing alpha project.
- iii. Continue with the National Barracks Regeneration Programme to improve the accommodation of the military.
- iv. Continue implementation of measures by government to counter terrorism and violent extremism, in line with the National Security Strategy and the National Framework for Preventing/Countering Violent Extremism and Terrorism.

5.4.11 Transportation

Inadequate transport networks that connect cities, towns and rural areas, poor quality of roads, and growing urban traffic congestion are critical areas requiring urgent action. Over the next four years, Government will:

- i. Implement the national transport policy;
- ii. Implement a road maintenance infrastructure programme, as part of improvements in existing road infrastructure and as a major source of job creation for the youth.
- iii. Strengthen the metro mass transport system throughout regional capitals, and
- iv. Introduce innovative policies to facilitate urban traffic de-congestion.

5.4.12 Tourism, Arts and Culture

With the right incentives and investments significant economic value and jobs can be created from the tourism and hospitality industry. The focus is in the following areas:

- i. work with professionals in industry to make Ghana the destination of choice in sub-Saharan Africa, and to attract investments into, and unlock the commercial value of the sector
- ii. Collaborate with the House of Chiefs on:
 - a) Passage of the Chieftaincy Amendment Bill
 - b) Enactment of the Legislative Instrument on Membership of National and Regional Houses of Chiefs
 - c) Budgetary allocation to House of Chiefs
 - d) Codification (and digitisation) of Customary Law and Lines of Succession
 - e) The construction of National House of Chiefs' Complex and new offices for the House of Chiefs in the six new regions, and
 - f) The appointment of government representatives to the district and municipal assemblies

5.4.13 Creative Arts Industry as a Growth Pole

Government will make the Creative Arts Industry a major growth pole and a hub in West Africa. This will require significant investment to support the industry and the youth in particular. This will include:

- i. Establishment of a Creative Arts Fund to support artists
- ii. Completion of the theatre in Kumasi, and construction of new theatres in Takoradi and Tamale
- iii. Establishment of large recording studios in Accra, Kumasi, Tamale and Takoradi in partnership with the private sector, and
- iv. Building of a digital platform for artists to make their products available to the global market

5.4.14 Governance

Government will continue pursuing reforms to strengthen governance institutions. Development outcomes will be improved through strengthening of local government systems by:

- i. Building consensus towards the amendment of Articles 55(3) and 243 of the Constitution and other consequential laws to allow for the direct, popular election of MMDCEs on a partisan basis and to devolve more powers to local authorities.
- ii. Ensuring the completion of property valuation and digitization of valuation rolls across the country by devolved offices of the Land Valuation Division of the Lands Commission in all MMDAs to improve local revenue from property taxation.
- iii. Ensuring the integration of “One District One Factory” (1D1F), ‘Planting for Export and Rural Development’ (PERD), and ‘One Village One Dam’ (1V1D) and other government initiatives into the core deliverables of MMDAs to stimulate local economic development.
- iv. Mainstreaming social protection measures into MMDAs’ operations and
- v. Decentralizing and completing the digitization of the Births and Deaths Registry.
- vi. Government will continue to improve on the institutional and legislative reforms to strengthen the capacity of governance and anti-corruption institutions to deter, detect, and prosecute corrupt activities.
- vii. To accelerate growth and transformation through private sector development, Government will continue to promote good governance in the private sector through collaborations with apex private sector organizations such as Private Enterprises Foundation, the Association of Ghana Industries, Ghana National Chamber of Commerce and Industry to roll out programmes to support private sector governance packages.

5.4.15 Foreign Affairs

Government has made consistent efforts to deepen Ghana’s diplomatic footprint and to strengthen relations with other countries in pursuit of our national interests. In view of this, Government international engagements will focus on economic, commercial and business diplomacy with due consideration of the impacts of the COVID-19 pandemic and Russia-Ukraine conflict. In light of these, Government will:

- i. Continue to promote and support ECOWAS and the AU to accelerate the pace of regional and continental integration and engage as a united front in global relations.
- ii. Support the successful implementation of AfCFTA.
- iii. Expand the level of engagement with and promote the interests of the Ghanaian and African Diaspora.
- iv. Continue to facilitate the election and appointment of Ghanaians to positions in various international organizations.
- v. Strengthen engagement, among others, at the multilateral level including Sessions of the United Nations General Assembly, United Nations and other international Conferences, Commonwealth Heads of Government Meetings, and International Organisation of La Francophonie (OIF)

- vi. Encourage High-Level Visits consistent with international diplomatic footprints and strengthen bilateral relations, and
- vii. Strengthen relations with countries in the Americas, the Caribbean, and Asia
- viii. Introduce chip-embedded passports to keep up with technological advancement and enhance the security of Ghanaian passports, and
- ix. Implement the contract to issue Machine-Readable Visa Stickers

5.5 ECONOMIC TRANSFORMATION THROUGH DIGITISATION

One of the key lessons from the pandemic is that a robust digital economy is absolutely critical for growing economies like ours, not only to enable us to drive growth, but also to manage critical systems, from health through manufacturing and delivery systems in times of crisis. The Ghana Card, the Digital Address System, the Mobile Money Payments Interoperability System, Ghana Gov Payments Platform, and the Universal QR Code are key enablers if Ghana is to harness the potential of digital technologies. The goal is to link the Ghana Card and Digital Address System databases to the “Birth and Death Registry”, closing the final loop in identification of citizens.

Our digital development focus will be guided by the need to:

- i. Improve the delivery of public services
- ii. Formalise the economy
- iii. Improve revenue mobilization
- iv. Deepen and broaden inclusiveness in our development processes, and
- v. Curb bribery and corruption.

Building a Digital Services Economy and Creating a Digital Hub

Our strategy is to accelerate:

- i. Implementation of policies, which enable technology firms to invest in projects which promote digital literacy, and digital and financial inclusion.
- ii. Implementation of policies, which support local young technological innovators, and entrepreneurs, and attract others from the West Africa sub-region.
- iii. Rationalization of the functions of institutions in the technology space to avoid functional overlaps, as well as streamline the legal and regulatory framework in line with international best standards
- iv. Updating of Ghana’s spectrum policy and regulations to promote greater transparency, competitive and rapid expansion of internet services to rural areas
- v. Enhancement of ICT soft infrastructure, by establishing a national data centre that centralizes all digital information and data storage, management and protection
- vi. Leveraging of digital transformation as a driver of growth, by increasing broadband coverage throughout the country, as well as increasing access and affordability of digital devices
- vii. Investment in human capital to build our digital skills base, by continuing our investments in teaching ICT from primary school level.

- viii. Creation of a large local digital market in West Africa and beyond, and provision of solutions to problems in the region, and
- ix. Exploration of innovations to make sure the visually impaired are not left out of the ongoing digital revolution

Government will address the following constraints:

- i. Delay in finalising the Ghana Digital Roadmap
- ii. Risks in public sector ICT adoption and investments
- iii. Low digital adoption by MSMES
- iv. Low access to computer learning facilities
- v. Skills constraints for a growing ICT sector
- vi. High cost of data in Ghana
- vii. Cyber security risks, and
- viii. To reduce further the cost of international calls to support both regional and international trade, through competitive pricing of international calls.

5.6 PRIVATE SECTOR AND GROWTH

A robust private sector and stable macroeconomic environment promotes economic growth. Ghana's aspiration to attain a higher middle-income country must be predicated on the following by:

- i. Setting out a cluster of core sub-sectors to guide private sector investments with a focus on:
 - a) Agro processing for export
 - b) "Strategic Anchor" industries with high potential for growth and job creation such as vehicle assembling and automotive industry, labour intensive and light manufacturing in textile and garments, component assembly of widely used households' appliances, and as regional hub in financial services, mining, aviation and logistics, tourism and hospitality, pharmaceuticals, digital knowledge-based services, and value addition of oil and gas and minerals, including salt.
- ii. Tackling longstanding, key binding constraints to private sector growth with a focus on
 - a) The quality, reliability and cost of power
 - b) Access to, and cost of finance
 - c) Improvement in the ease of doing business
 - d) Trade facilitation
- iii. Promoting Enablers for Private Sector Growth with a focus on
 - a) Strengthening land administration, ease of access to land and accelerating the digitization of land records
 - b) Reforming local content rules
 - c) Promoting Export Development, and expansion of trade related infrastructure
 - d) Supporting technology acquisition and upgrading

- e) Re-orienting public regulatory institutions to facilitate private sector growth.
- iv. Investing in the development of an entrepreneurial culture with a focus on
 - a) Promoting business governance literacy of all youth from the SHS level
 - b) Nurturing start-ups, micro and small business enterprises
 - c) Catalysing medium and large enterprises with the goal to scaling up for export competitiveness and import substitution and job creation
 - d) Building on the different entrepreneurial initiatives to empower youth and women to create businesses.
- v. Building a resilient financial services sector to support economic transformation focusing on:
 - a) Mobilizing private capital to fund part of the Ghana Cares programme
 - b) Implementing the Ghana Capital Market Master Plan
 - c) Completing the implementation of the International Financial Services Centre.

CHAPTER SIX

6.0 IMPLEMENTATION, MONITORING AND EVALUATION ARRANGEMENTS

6.1 INTRODUCTION

This chapter outlines institutional arrangements for the implementation, monitoring and evaluation of the CPESDP (2022-2030). The execution of this CPESDP will be situated within the context of the development planning system of Ghana which outlines the implementation arrangements from national to sector and district levels. NDPC, as the constitutional apex planning body of Ghana, will coordinate the development of sector and district plans for implementation of the policies, programmes and projects contained in the CPESDP (2022-2030), and report on progress of implementation through the national Monitoring and Evaluation System.

6.2 IMPLEMENTATION ARRANGEMENTS

The execution of this CPESDP will be situated in the context of the development planning system of Ghana which outlines the implementation arrangements from the national to sector and district levels and constitutes the basic planning entities of Government programmes. NDPC, as the constitutional apex planning body of Ghana, will coordinate and report on the implementation of all programmes.

Ministries, Departments and Agencies, (MDAs) Regional Coordinating Councils (RCCs) and the Metropolitan, Municipal and District Assemblies (MMDAs) will serve as the structures for implementation in line with the Directive Principles of State Policy. The NDPC will translate the CPESPDP II into a National Medium-term National Development Policy Framework, 2022-2025 and guidelines from which MDAs and MMDAs plan and execute their programmes and activities based on their respective institutional mandates. However, the priority programmes and initiatives will require cross-sectoral, functional and ministerial arrangements and strong collaborations to realise the objectives of the specific programmes and interventions.

Consequently, resource allocation and disbursement will be based on the national, sector, regional and district medium-term development plans, which serve as the basis for the annual national Budget. Resources will be prioritised in favour of the flagship programmes and initiatives. Additional space will be created for participation of the private sector in the delivery of key outcomes. For successful implementation, public sector institutions will be strengthened to enhance timely implementation of programmes and projects. This will entail providing adequate resources through the annual budgets and other inter-governmental transfers, as well as strengthening inter and intra-institutional collaboration to ensure complementarity.

The major institutions that will be involved in M&E activities under the Coordinated Programme will be as follows:

- i. Office of the President [Monitoring and Evaluation Secretariat]
- ii. National Development Planning Commission [Monitoring & Evaluation Division]

- iii. Ministries, Departments and Agencies (MDAs) [(Policy Planning, M&E Directorates (PPMEDs)]
- iv. Metropolitan, Municipal and District Assemblies (MMDAs) [(District Planning Coordinating Units (DPCUs)]; and
- v. Ghana Statistical Service (GSS) [(with regard to the Ghana Statistical Development Plan)].

To enhance M&E activities for timely delivery of results, the following will be undertaken:

- i. putting adequate human capacity in place to ensure the effectiveness of M&E.
- ii. setting up effective communications systems to achieve timely reporting of deliverables.
- iii. managing the information flow to ensure that feedback arrangements are in place to make usable data available to Government, private sector and civil society organizations; and
- iv. ensuring that the entire exercise has a participatory approach in terms of design, data collection, analysis, and reporting.

6.2.1 Role of the Office of the President

The policy prescriptions in the CPESDP would serve as the basis for the design and implementation of programmes and projects for MDAs and MMDAs, as well as other relevant stakeholders. These programmes would inform annual budget preparation at the national and sub-national levels of Government for the same period. As part of the monitoring arrangements, specific indicators would be developed to measure the performance of these programmes and projects.

The Office of the President will monitor and evaluate flagship programmes in collaboration with NDPC and other stakeholders.

6.2.2 Role of National Development Planning Commission.

Among the principal functions of NPDC is formulating and coordinating the implementation, monitoring and evaluation of national development policies and plans within the decentralized planning system. To implement this Coordinated Programme, NDPC will coordinate the preparation of a Medium-Term National Development Policy Framework that reflects specific priorities, programmes, and projects of Government.

The MTNDPF (2022 – 2025), serves as the basis for the preparation of MDAs, RCCs, and MMDAs medium-term development plans, including M&E plans. These plans will be integrated and harmonised into a national medium-term development plan. In addition, NDPC will work with the sectors and districts to ensure the strengthening of the monitoring and evaluation system at all levels of governance. This will include determining the appropriate indicators for regular assessment of progress, and would largely be done through the Policy Planning, Monitoring and Evaluation Divisions (PPMEDs) of ministries, the Regional Planning Coordinating Units (RPCUs)

and the District Planning Coordinating Units (DPCUs). NDPC and the Ministry of Finance will ensure that the priorities, as expressed in the CPESDP, are reflected in annual plans and budgets. The NDPC is responsible for developing a performance-based results architecture to facilitate a transformational delivery of all programmes, projects and activities in the country. NDPC is currently developing the National Monitoring and Evaluation Information System (NaMEIS), which will be used to streamline data collection, analysis and facilitate reporting.

NDPC will provide regular progress reports on the performance of plan implementation and initiate policy briefs for timely discussions with the President, Cabinet, Economic Management Team, and Parliament to ensure remedial measures are taken. This approach will facilitate the implementation of programmes. NDPC will deepen its oversight and coordinating role and work collaboratively to ensure that stakeholders discharge M&E services effectively, efficiently and in a timely manner.

6.2.3 Role of Ministries, Departments and Agencies

Section 10 (6) of the National Development Planning Act, 1994 (Act 480) requires MDAs to monitor the implementation of approved development plans and submit monitoring reports to NDPC. Against this background, MDAs will prepare and execute monitoring and evaluation frameworks, including agreed sets of objectively verifiable indicators to track the progress of implementation of their respective sector medium-term development plans.

6.2.4 Role of Metropolitan, Municipal and District Assemblies

Section 2 (1f and 1g) of the National Development Planning Act, 1994 (Act 480) requires MMDAs to monitor and evaluate development policies, programmes, and projects in their respective districts. This requires that MMDAs, using a general set of indicators agreed with NDPC, implement M&E frameworks to track the implementation of their development plans and provide NDPC with quarterly and annual progress reports.

6.2.5 Role of the Private Sector

To deliver on the Coordinated Programme partnership with the private sector, both domestic corporate bodies and multinationals have been identified as critical. The broad objectives are to enhance the business enabling environment, improve business financing; support entrepreneurs and MSME development, enhance domestic trade; formalise the informal economy; ensure consumer protection, and promote good corporate governance. Consequently, private sector entities, through PPP initiatives, will be key partners in implementing the President's Agenda. To this end, the private sector will be supported to develop its capacities and to re-position itself to partner Government in implementing the key initiatives identified under the Coordinated Programme, especially for those initiatives and sectors where the private sector has a comparative advantage, with respect to capacity, expertise and resources.

6.2.6 Role of Civil Society

Civil society organisations (CSOs) have become active partners in national development efforts. The role they have played has been crucial for sustaining the development dialogue and management of the development process. Their role has expanded over the years to include information dissemination on the development process, especially at the community level. In recent times, CSOs have become direct agents of the implementation of development programmes at the community and national levels. CSOs are recognised as major stakeholders complimenting Government and the private sector efforts.

Government, as part of its strategy to ensure active civil society and civic engagement in national development, will actively collaborate with civil society to improve governance and enhance the well-being of citizens. An enabling legislative and economic environment will be created in support of philanthropism for the vulnerable and excluded; particularly women, children, the aged, and PWDs.

An appropriate framework will be established for collaborative agreement with the media, in addition to the sustenance of press freedom as enshrined in the constitution. The established institutions like the National and Regional Council of Chiefs will be actively engaged to support Government's developmental efforts and initiatives. There would be capacity building interventions for FBOs to promote peaceful co-existence and tolerance in Ghanaian society, and Government will develop a regulatory framework to streamline and regulate the operations of CSOs in Ghana.

CSOs, as partners in social and economic development, are a source of independent and useful information and perspectives on how the DAs and other key government officials are performing. Specifically, CSOs will continue to play important roles in the M&E framework as follows:

- i. Provide an independent and objective view on policy formulation and implementation of MTNDPF programmes and projects.
- ii. Serve on Cross-Sectoral Planning Groups (CSPGs), especially during the preparation of the Annual Progress Report.
- iii. Collaborate with RPCUs and DPCUs to undertake policy, programme and project reviews and performance assessments.
- iv. Undertake social audits of budget releases, DACF, funds from development partners as well as internally generated funds.
- v. Assist NDPC, sectors and districts to disseminate national, sector and district APRs.

6.2.7 Role of Development Partners

Development partners (DPs) play a significant role in shaping and enhancing M&E at national, sector and district levels. Specifically, DPs will continue to play the following roles within the M&E framework:

- i. Help strengthen the sector/district-level institutional framework for evidence-based policy formulation, planning, monitoring and evaluation.
- ii. Provide support to enhance capacity building in M&E for the preparation and implementation of sector and district M&E Plans and APRs.
- iii. Assist government agencies to develop efficient information and reporting systems and reduce support for separate, additional monitoring and reporting procedures.

6.3 MONITORING AND EVALUATION OF CPESDP IMPLEMENTATION

Monitoring the progress of implementation of policies and programmes and evaluating their overall outcome has been an integral part of the national development planning process. The current arrangement for monitoring and evaluating the implementation of Government policies and programmes entails M&E at national, sectoral and district levels. It involves assessment of the performance of agreed sets of indicators and targets on a quarterly and annual basis and undertaking evaluation of the impact of selected interventions on a regular basis.

M&E activities begin with the development of the M&E framework to guide the continuous tracking, periodic review and conduct of the mid-term or final evaluation. The framework provides a comprehensive set of agreed indicators linked to key activities, outputs, outcomes and impact at MDA and MMDA levels.

6.3.1 Outputs of M&E activities

M&E serves as one of the requirements for transparency and accountability at MDAs and MMDA levels. M&E activities will also ensure whether effectiveness, efficiency, relevance, economy and impact -accepted as the hallmark of effective implementation- are achieved. The process will also form the basis of dialogue with other non-state actors, such as CSOs and Ghana's international partners. The results of M&E will inform national development planning, support sector policy and programme design, and inform Budget and resource allocation. M&E activities will validate budget quality, scope, risk, and timelines agreed on at the outset of implementation for the attainment of deliverables.

6.3.2 Communication and Stakeholder Engagement

A comprehensive communication and stakeholder engagement strategy will be rolled out to support the objectives of the Coordinated Programme. The goal is "to keep citizens well-informed, actively engaged and committed". The communication and stakeholder engagement strategy fits within the implementation strategy, with clearly defined target groups, messages, channels of communication and feedback management mechanisms.

The principal audience of the communication campaign will be the general public, Cabinet, Council of State, Judiciary, Parliament, Ministers of State, MDAs, Regional Coordinating Councils (RCCs), and MMDAs. Other institutions will include political parties, the private sector,

professional bodies and associations, development partners, traditional authorities, academic institutions, research institutions and think tanks. civil society organisations (CSOs), including trade and labour associations, student unions, non-governmental organisations (NGOs), farmer-based organisations, faith-based organisations, women's associations and groups and the vulnerable groups.

The channels for dissemination and communication will include both traditional media, social/online media and town hall meetings. Other channels will include communication ambassadors, infographics, and durbars. The feedback management system will be anchored on the creation of strategic partnerships with identifiable stakeholders (state and non-state actors), Parliament, professional associations, private sector, development partners, academia and research institutions, the media and other interest groups.

Over the period of implementation of this Coordinated Programme, current institutional arrangements and processes will be strengthened to make them more effective and efficient in providing timely feedback on the implementation of interventions outlined in the Coordinated Programme. The outcomes of the M&E processes will be used to inform the national development planning process, support sector policy and programme design. The M&E outcomes will also inform the budgetary allocations; enhance transparency and accountability in the management of national resources. M&E recommendations will be used for decision making to encourage continuous improvement in public policy management; and inform the continuous policy dialogue within Government on national priorities.

APPENDIX I: SUSTAINABLE DEVELOPMENT GOALS: GLOSSARY AND ICONS

1 NO POVERTY



End Poverty in all its forms everywhere

2 ZERO HUNGER



End hunger, achieve food security and improved nutrition and promote sustainable agriculture

3 GOOD HEALTH AND WELL-BEING



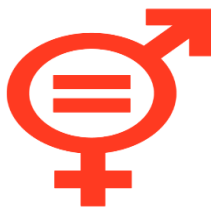
Ensure healthy lives and promote well-being for all at all ages

4 QUALITY EDUCATION



Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

5 GENDER EQUALITY



Achieve gender equality and empower all women and girls

6 CLEAN WATER AND SANITATION



Ensure availability and sustainable management of water and sanitation for all

7 AFFORDABLE AND CLEAN ENERGY



Ensure access to affordable, reliable, sustainable and modern energy for all

8 DECENT WORK AND ECONOMIC GROWTH



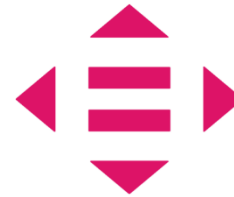
Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation

10 REDUCED INEQUALITIES



Reduce inequality within and among countries

11 SUSTAINABLE CITIES AND COMMUNITIES



Make cities and human settlements inclusive, safe, resilient and sustainable

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



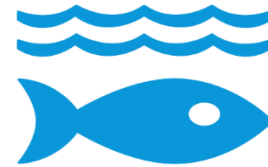
Ensure sustainable consumption and production patterns

13 CLIMATE ACTION



Take urgent action to combat climate change and its impact (acknowledging that the United Nations Framework Convention on Climate Change is the primary international, intergovernmental forum for negotiating the global response to climate change)

14 LIFE BELOW WATER



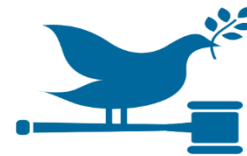
Conserve and sustainably use the oceans, seas, and marine resources for sustainable development

15 LIFE ON LAND



Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

16 PEACE, JUSTICE AND STRONG INSTITUTIONS



Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

17 PARTNERSHIPS FOR THE GOALS



Strengthen the means of implementation and revitalise the global partnership for sustainable development

APPENDIX II: AFRICAN UNION'S AGENDA 2063

ASPIRATION 1: A PROSPEROUS AFRICA BASED ON INCLUSIVE GROWTH AND SUSTAINABLE DEVELOPMENT

Goal 1: A high standard of living, quality of life and well-being for all

Goal 2: Well-educated citizens and skills revolution underpinned by science, technology and innovation

Goal 3: Healthy and well-nourished citizens

Goal 4: Transformed economies and job creation

Goal 5: Modern agriculture for increased productivity and production

Goal 6: Blue/Ocean economy for accelerated economic growth

Goal 7: Environmentally sustainable, climate-resilient economies and communities

ASPIRATION 2. AN INTEGRATED CONTINENT, POLITICALLY UNITED AND BASED ON THE IDEALS OF PAN-AFRICANISM AND VISION OF AFRICAN RENAISSANCE

Goal 8: United Africa (federal or confederate)

Goal 9: Key continental financial and monetary institutions established and functional

Goal 10: World class infrastructure criss-crosses Africa

ASPIRATION 3. AN AFRICA OF GOOD GOVERNANCE, DEMOCRACY, RESPECT FOR HUMAN RIGHTS, JUSTICE AND THE RULE OF LAW

Goal 11: Democratic values, practices, universal principles of human rights, justice and the rule of law enforced

Goal 12: Capable institutions and transformed leadership in place at all levels

ASPIRATION 4. PEACEFUL AND SECURE AFRICA

Goal 13: Peace, security and stability are preserved

Goal 14: A stable and peaceful Africa

Goal 15: A fully functional and operational African peace and security architecture

ASPIRATION 5. AN AFRICAN WITH STRONG CULTURAL IDENTITY, COMMON HERITAGE, SHARED VALUES AND ETHICS

Goal 16: African Cultural Renaissance is pre-eminent

ASPIRATION 6. AN AFRICA WHOSE DEVELOPMENT IS PEOPLE-DRIVEN, RELYING ON THE POTENTIAL OF THE AFRICAN PEOPLE, ESPECIALLY ITS WOMEN AND YOUTH, AND CARING FOR CHILDREN

Goal 17: Full gender equality in all spheres of life

Goal 18: Engaged and empowered youth and children

ASPIRATION 7. AFRICA AS A STRONG, UNITED RESILIENT AND INFLUENTIAL GLOBAL PLAYER AND PARTNER

Goal 19: Africa as a major partner in global affairs and peaceful coexistence

Goal 20: Africa takes full responsibility for financing its development

APPENDIX III: SOME DIGITIZATION INITIATIVES

Some of the ongoing digitization innovations include the introduction of

- i. The Ghana Card
- ii. National Digital Address System.
- iii. Digital Driver's license and vehicle registration by the Driver and Vehicle Licensing Authority (DVLA).
- iv. Online Application for passports.
- v. Paperless Port System to eliminate the customs long room and reduce the time for the clearing of goods.
- vi. Digitization of the renewal of National Health Insurance Scheme (NHIS) Membership.
- vii. Digitization of the Births and Deaths Registry.
- viii. Mobile Money Payment Interoperability System.
- ix. Digitization of the National Lotteries.
- x. Digitization of the process of obtaining a construction permit from the MMDAs.
- xi. Automated and digitized Business Operating Permit (BoP) and license processing.
- xii. A universal QR Code Payment System.
- xiii. Digital reforms in courts administration.
- xiv. Digitized Procurement Platforms for the Public Procurement Authority.
- xv. Digitized motor insurance database.
- xvi. Ghana.Gov. Platform to improve access to and facilitate the delivery of public services through the single portal.
- xvii. On-line filing of taxes.
- xviii. Streamlining of pensions processing.
- xix. Digitization of Public Sector Health Facilities.