

MINISTRY OF AVIATION



FINAL

SECTOR MEDIUM-TERM

DEVELOPMENT PLAN (SMTDP): 2018-2021

May, 2018

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ABBREVIATIONS

APR	-	Annual Performance Report
APSC	-	Airport Passenger Service Charge
CCTV	-	Closed –Circuit Television
WB	-	World Bank
EU	-	European Union
GACL	-	Ghana Airports Company Limited
GCAA	-	Ghana Civil Aviation Authority
IGF	-	Internally Generated Fund
KIA	-	Kotoka International Airport
VSAT	-	Very Small Aperture Terminal
MRO	-	Maintenance Repair Overhaul
ATK	-	Aviation Turbine Kerosene
ANS	-	Air Navigation Services
GoG	-	Government of Ghana
TA	-	Transaction Advisor
M&E	-	Monitoring & Evaluation
GATA	-	Ghana Civil Aviation Training Academy
MMDAs	-	Metropolitan, Municipal & District Assemblies
MOF	-	Ministry of Finance
NDPC	-	National Development Planning Commission
NMTDP	-	National Medium-Term Development Plan
SMTDP	-	Sector Medium Term Development Plan

EXECUTIVE SUMMARY

The Sector Medium-Term Development Plan (SMTDP) 2018-2021 has been prepared through extensive consultative approach with stakeholders and sets out the issues of the sector, strategies for addressing them, targets, and the deliverables in accordance with Sections 1(3, 4), 10 and 11 of the National Development Planning (System) Act 1994 (Act 480) as well as Sections 15 to 19 of the National Development Planning (System) Regulation, 2016, LI 2232.

The formulation and implementation of the SMTDP 2018-2021 is aimed at accomplishing Ghana's policy goals, objectives and strategies of the "Medium-Term National Development Policy framework, An Agenda for Jobs: Creating Prosperity and Equal Opportunity for All; (Agenda for Jobs), 2018-2021 as informed by the President's Coordinated Programme of Economic and Social Development Policies, 2017-2024

The SMTDP 2018-2021 is driven by a vision to: "Create an optimistic, self-confident and prosperous nation, through the creative exploitation of our human and natural resources, and operating within a democratic, open and fair society in which mutual trust and economic opportunities exist for all". It has been mainstreamed with the Sustainable Development Goals (SDGs), African Union Agenda 2063 and the Paris Climate Change Agreement (COP21). SMTDP 2018-2021 has four main goals in relation to the vision as follows;

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

To achieve these goals, the medium-term priority policies, programmes and projects will be anchored on the following strategic areas: restoring the economy; transforming agriculture and industry; strengthening social protection and inclusion; revamping economic and social infrastructure; and reforming public service delivery institutions. The policy objectives, strategies and flagship initiatives of Government contained in the SMTDP 2018-2021 are organized under the broad themes: Environment, Infrastructure and human settlements.

This plan highlights issues and lessons learnt from the implementation of the SMTDP 2014-2017. The review of the SMTDP 2014-2017 revealed some challenges such as delay in the release of funds which significantly affected the implementation of programmes and projects. The experience from the implementation of the SMTDP 2014-2017 has helped in the prioritization of the development issues and as well as clarifying the agencies responsible for delivering key results areas and the funding requirements. The plan also identifies key institutions that are relevant for addressing the prioritized issues and achieving key deliverables. The monitoring and evaluation matrix developed as part of this plan strengthens the oversight responsibility of the newly created Ministry of Monitoring and Evaluation and also facilitate the ability of the sector to monitor its performance.

The SMTDP 2018-2021 give attention to the enabling activities under each programme and Sub-programme of the sector to be funded under different funding arrangements namely, allocations from the Consolidated Fund, Development Partner Funds, and Internally Generated Funds and through PPPs. The Ministry's plan therefore has three key priority programmes as follows;

Management and Administration

Aviation Infrastructure Development and Management

Aviation Regulation, Certification, Security and Safety Management

These prioritized areas will assist the sector to improve on existing infrastructure and service delivery.

This plan is divided into six chapters. CHAPTER 1 focuses on the profile of the Ministry which includes a description of its vision, mission, and function. The chapter also contains a performance review of the programmes and projects in SMTDP 2014-2017. The chapter finally provides a description of the current development situation and a summary of key development problems/issues and gaps identified.

CHAPTER 2 presents a prioritised development issues linked to the relevant development dimensions of Agenda for Jobs, 2018-2021 which are i. Economic Development ii. Social Development iii. Environment, Infrastructure and Human Settlements iv. Governance, Corruption and Public Accountability v. Ghana's role in International Affairs

CHAPTER 3 presents a list of projected development requirements for 2018-2021. The chapter also presents an outline of adopted development issues, the thematic goals, objectives and strategies from the Agenda for Jobs, 2018-2021.

CHAPTER 4 deals with the Development Programmes and Sub-Programmes planned for 2018-2021. It also contains the Development Programmes and Sub-Programmes of Action for 2018-2021 linked with the Medium-Term Expenditure Framework (MTEF). This chapter finally presents an indicative Financial Strategy for implementing the Programmes and Sub-Programmes.

The CHAPTER 5 shows the Annual Action Plan developed as a basis for the Sector budget.

Finally, CHAPTER 6 deals with the implementation, monitoring and evaluation strategies.

1. CHAPTER ONE

1.1 PERFORMANCE REVIEW AND PROFILE/CURRENT SITUATION/ BASELINE

1.2 Introduction

The Ministry of Aviation was established by Executive Instrument (E.I.) 28, in line with section 11 and 13 of the Civil Service Act, (PNDCL 327) to exercise oversight responsibility for the Aviation sector. It is mandated to initiate and formulate aviation policies for the development of the Aviation Industry in Ghana. The Ministry is supported by two (2) agencies which provide services, regulations and infrastructure development. The two agencies are listed below:

- Ghana Civil Aviation Authority
- Ghana Airport Company Limited

The vision of Ghana as contained in the Agenda for Jobs, 2018-2021 is to “Create an optimistic, self-confident and prosperous nation, through the creative exploitation of our human and natural resources, and operating within a democratic, open and fair society in which mutual trust and economic opportunities exist for all”. The vision is to be accomplished through the formulation and implementation of 4-year medium-term development plans (MTDPs) by the districts and sectors in relation to the planning guidelines issued by the National Development Planning Commission.

It has been mainstreamed with the Sustainable Development Goals (SDGs), African Union Agenda 2063 and the Paris Climate Change Agreement (COP21). Agenda for Jobs, 2018-2021 which emphasis on aggressive investments in programmes and projects related to the following four (4) Goals:

- Goal 1: Build a Prosperous Society
- Goal 2: Create opportunities for all
- Goal 3: Safeguard the natural environment and ensure a resilient built environment
- Goal 4: Maintain a stable, united and safe society

Consequently, the Ministry's Medium-Term Development Plan 2018-2021 policy objective is to **“Make Ghana the aviation hub for West African sub-region”**.

1.2.1 Vision

To establish Ghana as an aviation hub within the West Africa sub-region

1.2.2 Mission

The Ministry exists to ensure the growth and development of Ghana's Aviation industry through effective policy formulation, coordination, monitoring and evaluation of the Sector's performance

1.2.3 Functions

The core functions of the Ministry and its Agencies are as follows:

Main Ministry (Headquarters)

- Formulating and coordinating aviation policies as well integration of sector plans and strategies with other sector ministry
- Ensure sector performance management, monitoring, evaluating and reporting;
- Promote innovation research and development as well as information management
- Develop human resource capacity and new technology for the sector
- Ensure the granting of approval for licensing of Air Transport operations
- Negotiate Bilateral Air Service Agreement with handling partners

Agencies (Non-subvented)

Ghana Civil Aviation Authority (GCAA) Responsible for regulating the Air transport industry in Ghana and provides Air Navigation Services within the Accra Flight Information Region. Its functions include;

- To regulate aviation safety and security
- To provide Air Navigation Services
- To regulate air transport
- To advice Government on aviation matters

Ghana Airports Company Limited (GACL)

Responsible for planning, developing, managing and maintaining all airports and aerodromes in Ghana. Its functions include:

- To plan, develop, manage and maintain all public airports and airstrips in the country
- To facilitate aircraft, passenger, cargo and mail movements
- To provide safety and security for aircraft, passengers and cargo in accordance with best international practices

1.3 Sector Performance Review, 2014-2017

In pursuant of the sector objectives set out in the Medium Term Development Plan under the Ghana Shared Growth and Development Agenda (GSGDA II), the following programmes and sub-programmes were undertaken from 2014- 2017. The various programmes and projects are directly linked to the Infrastructure and Human Settlement thematic area as shown below;

Table 1: Performance of the Aviation Sector, 2014 to 2017

Period	Thematic Area: Infrastructure and Human Settlement					
	Policy Objective: Establish Ghana as a Transportation hub for the West African Sub-Region					
	Programme	Project/Activity	Indicator			Remarks
Baseline 2013			MTDP Target	Achievement		
2014	Management and Administration	Establishment of a New National Airline		Concept note developed and submitted to PPP unit at MoF	PPP approval received and contract signed to engage a Transaction Advisor (TA)	On-going
2015			PPP approval received and contract signed to engage a Transaction Advisor (TA)	TA to commence feasibility studies	Draft feasibility report submitted to PPP approvals Committee at MoF	On-going
2016			PPP approval received and contract signed to engage a Transaction Advisor (TA)	Select a Strategic Investor to partner government	The TA is awaiting approval from the PPP approval committee at the MoF to send Request for Proposal for shortlisted investors.	On-going
2017			PPP approval received and contract signed to engage a Transaction Advisor (TA)	Commence feasibility study to establish a Home Based Carrier	Special Purpose Vehicle established Committee set up to undertake a feasibility study for the establishment of a Home Based Carrier	Fully completed
2014	Aviation Infrastructure Development and Management	Rehabilitation of Terminal 2	Design completed	Contractor mobilized to site and construction started	10% complete	On-going
		Construction of Terminal 3	Design completed	Contract signed	Tender awarded and contractor selected	on-going
		Phase 1 of the Tamale Airport	Inception report	40% complete	20% complete	On-going
		Phase 1 of the Kumasi Airport	30% complete	100% complete	85% complete	On-going
		KIA Development Phase III	40% complete	70% complete	61% complete	On-going
2015		Rehabilitation of Terminal 2	Design completed	60% complete	90% complete	On-going
		Construction of Terminal 3	Design completed	contract to commence	Contract commenced and 80% of demolition completed	On-going

		Phase 1 of the Tamale Airport	Inception report	100% complete	85% complete	On-going
		Phase 1 of the Kumasi Airport	30% complete	100% complete	100% complete	Fully completed
		KIA Development Phase III	40% complete	80% complete	70% complete	On-going
2016		Rehabilitation of Terminal 2	Design completed	100% complete	98% complete	On-going
		Construction of Terminal 3	Design completed	25% complete	30% complete	On-going
		Phase 1 of the Tamale Airport	Inception report	100% complete	100% complete	Fully completed
		KIA Development Phase III	40% complete	100% complete	90% complete	On-going
2017		Rehabilitation of Terminal 2	Design completed	100% complete	completed	Operation
		Construction of Terminal 3	Design completed	Contract commenced and 30% of demolition completed	81%	On-going
		Phase 1 of the Tamale Airport	Inception report	85% complete	Completed	fully completed
		Phase 1 of the Kumasi Airport	30% complete	100% complete	Completed	fully completed
		KIA Development Phase III	40% complete	70% complete	97%	fully completed
Policy Objective: Create and Sustain an effective and efficient transport system that meets user needs						
2014	Aviation Infrastructure Development and Management	Rehabilitation of the Wa Airport	N/A	N/A	N/A	N/A
2015		Construction of the Ho Airport	N/A	N/A	N/A	N/A
		Rehabilitation of the Wa Airport	N/A	Commence procurement works	Contract awarded and work commenced	On-going
		Rehabilitation of the Ho Airport	Work yet to commenced	15% complete	5% complete	On-going
2016		Rehabilitation of the Wa Airport	Contract awarded and work commenced	100% complete	100% complete	Fully completed
		Rehabilitation of the Ho Airport	Work yet to commenced	45% complete	65% complete	On-going

2017		Rehabilitation of the Wa Airport	Contract awarded and work commenced	100% complete	Completed	Fully completed
		Rehabilitation of the Ho Airport	Work yet to commenced	100% complete	95%	On-going
Policy Objective: Ensure sustainable development and management of the transport sector						
2014	Aviation Regulation, Certification, Security and Safety Management	Design and construction of a modern Air Navigation Service (ANS) Centre	Feasibility studies and design	100% completion of Design for the ANS	100% complete	Design fully completed
		Installation of a Wide Area Multilateration (WAMLAT) network	N/A	100% complete	40% complete	On-going
2015		Design and construction of a modern Air Traffic Navigation Service (ANS) Center	Feasibility studies and design	100% completion of Design for the ANS	100% complete	Design fully completed
		Installation of a Wide Area Multi-Lateration (WAMLAT) network	N/A	100% complete	60% complete	On-going
2016		Design and construction of a modern Air Navigation Service (ANS) Center	Feasibility studies and design	To award contract	Contract awarded and Contractor mobilized to site	On-going
		Installation of a Wide Area Multi-Lateration (WAMLAT) network	60% complete	100% complete	75% complete	Project put on hold
2017		Design and construction of a modern Air Navigation Service (ANS) Center	Feasibility studies and design	25%	25%	On-going
		Installation of a Wide Area Multi-Lateration (WAMLAT) network	60% complete	100% complete	95%	On-going
Policy Objective: Develop and implement comprehensive and integrated policy, governance and institutional frameworks						
2014	Aviation Regulation, Certification, Security and Safety Management	Development of a national airports system plan	Consultant engaged	Complete the development of a National Airports System Plan developed	National Airports System Plan developed	Fully completed
2015		Development and Drafting of Regulations for the Ghana Civil Aviation Authority (GCAA)	Drafting of the GCAA Regulations	Complete Draft Regulations	Draft Regulations completed	

		Development and Drafting of Regulations for the Ghana Civil Aviation Authority (GCAA)	Completed Draft Regulations	Approval from Parliament	Regulations approved	Fully completed
2016		Development and Drafting of Regulations for the Ghana Civil Aviation Authority (GCAA)	Drafting of the GCAA Regulations	Regulations completed	completed	Fully completed
Policy Objective: Develop and implement comprehensive and integrated policy, governance and institutional frameworks						
2014	Aviation Infrastructure Development and Management	Construction of Ghana Aviation Training Academy (GATA)	Design completed	Complete superstructure	Superstructure completed	On-going
2015		Construction of Ghana Aviation Training Academy (GATA)	Superstructure completed	100% complete of GATA	85% complete	on-going
2016		Construction of Ghana Aviation Training Academy (GATA)	Superstructure completed	100% complete of GATA	100% complete	Fully completed

Table 2: Total Releases from Government of Ghana

PERSONNEL EMOLUMENTS (wages and salaries)							
Year	Requested As planned (A)	Approved As per ceiling (B)	Released C	Deviations		Actual Expenditure D	Variance (C-D)
				A-B	B-C		
2014	-	-	-	-	-	-	-
2015	-	-	-	-	-	-	-
2016	-	-	-	-	-	-	-
2017	816,102.00	816,102.00	570,407.52	0	245,694.48	570,407.52	0
CAPITAL EXPENDITURES/ASSETS							
Year	-	-	-	-	-	-	-
2014	-	-	-	-	-	-	-
2015	-	-	-	-	-	-	-
2016	-	-	-	-	-	-	-
2017	6,069,400.00	1,000,000.00	0	5,069,400.00	1,000,000.00	0	0
GOODS AND SERVICES							
2014	-	-	-	-	-	-	-
2015	-	-	-	-	-	-	-
2016	-	-	-	-	-	-	-
2017	4,361,138.73	5,000,000.00	1,595,495.25	(638,861.25)	3,404,504.75	1,595,495.25	0

Table 3: Funding from other sources

Sources	2014			2015			2016			2017		
	Plan ned	Actual Receiv ed	Vari ance	Plan ned	Actual Receiv ed	Vari ance	Plann ed	Actu al Recei ved	Vari ance	Planned	Actual Received	Variance
GOG	-	-	-	-	-	-	-	-	-	-	-	-
Donor	-	-	-	-	-	-	-	-	-	52,576,260.00	-	52,576,260.00
IGF	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	-	-	-	-	-	-	-	-	-	52,576,260.00	-	52,576,260.00

It should be noted that, the Ministry came into existence in January, 2017. Furthermore, the two Agencies under the Aviation Ministry which was formerly under the Ministry of Transport are non-subvented agencies and therefore did but received any GoG budget allocation during the period under review.

1.4 ANALYSIS OF EXISTING SITUATION/COMPILATION OF THE PROFILE OF THE MINISTRY

1.4.1 Institutional Capacity Needs

The Ministry's ability to deliver on its mandate depends to a large extent on the availability of adequate professional and administration personnel with the requisite qualifications, skill-mix and competencies to handle its service-wide mandate, vision, mission, functions policy goals and policy objectives as spelt out in the 1992 Constitution of Ghana and the Civil Service Law.

In determining the establishment levels, the following factors among others were taken into consideration:

- The Secretariats, Directorates and Units established to deliver the mandate, vision, mission, functions and objectives of the Ministry of Aviation.
- Workload analysis undertaken to determine the magnitude and volume of work.
- Knowledge, skills and competencies required to carry out the functional jobs within the restructured Ministry's organizational structure.
- Authority levels required for the discharge of the functional jobs.
- The levels/grades of officers required to man and deliver the vision, mission and functional job profiles of the secretariat, directorates and units.

The staffing levels for the secretariat of the Minister, the Deputy Minister, the Chief Director and the Directorates were taken into consideration.

The Ministry currently operates the under-listed line Directorates;

- Human Resource Development and Management
- Finance and Administration
- Policy Planning, Budgeting, Monitoring and Evaluation

Other specialized units under the Ministry include:

- Internal Audit
- Public Relation unit

It is expected that as the activities of the Ministry increases, additional staff will be posted to the Ministry and the Research, Statistics and Information Management (RSIM) Directorate will be set up to discharge their duties

Table 4: Establishment level of the Ministry of Aviation

NO	GRADE	NUMBER AT POST	NUMBER OF OFFICERS RECOMMENDED	VARIANCE
1	Chief Director	-	1	1
2	Director 1	1	-	1
3	Directors	2	3	1
4	Deputy Directors	2	2	-
5	Assistant Director 1	-	2	2
6	Assistant Director IIA	1	4	3
7	Assistant Director IIB	1	3	2
8	Chief Accountant	1	1	-
9	Principal Accountant	1	1	-
10	Senior Accountant	1	1	-
11	Accountant	1	1	-
12	Senior Accountant Technician	-	1	1
13	Principle Proc.& Supply Chain Management	-	-	-
14	Senior Supply Officer/ Procurement & Supply Chain Manager	1	1	-
15	Supply Officer	1	-	-
16	Procurement & Supply Chain Officer	-	1	1
17	Principle Planning Officer	1	1	-
18	Senior Planning Officer	-	1	1
19	Planning Officer	1	1	-
20	Asst. Development Planning Officer	1	-	-1
21	Chief Internal Auditor	-	1	1
22	Principal Internal Auditor	1	1	-
23	Senior Internal Auditor	-	1	1
24	Internal Auditor	-	1	1
25	Senior Budget Analyst	-	1	1
26	Assistant Budget Analyst	-	1	1
27	Principal Programme Officer	-	1	1
28	Chief Research Officer	-	1	1
29	Principle Research Officer	-	1	1
30	Senior Research Officer	-	1	1
31	Research Officer	-	1	1
32	Assistant Research Officer	-	2	2
33	IT/IM Officer	-	1	1
34	Assistant IT/IM Officer	-	1	1
35	Programme Officer	-	1	1
36	Assistant Chief Executive Officer	-	1	1

37	Senior Executive Officer	1	1	-
38	Senior Private Secretary	1	3	2
39	Private Secretary	-	-	-
40	Stenographer Secretary	3	4	1
41	Principle Information Officer	-	1	1
42	Senior Information Officer	1	1	-
43	Information Officer	-	1	1
44	Senior Records Officer	-	1	1
45	Assistant Records Officer	1	-	-1
46	Records Supervisor	-	1	1
47	Senior Records Assistant	1	-	-1
48	Senior Planning Officer	-	1	1
49	Senior Budget Analyst	-	1	1
50	Assistant Budget Analyst	-	1	1
51	Principle Programme Officer	-	1	1
52	Chief Research Officer	-	1	1
53	Principle Research Officer	-	1	1
54	Senior Research Officer	-	1	1
55	Research Officer	-	1	1
56	Assistant Research Officer	-	2	2
57	Senior Programme	-	1	1
58	Yard Foreman	-	1	1
59	Heavy Duty	1	2	1
60	Drivers Grade I	1	1	-
61	Drivers Grade II	-	1	1
62	Drivers Grade III	-	1	1
63	Senior Estate Officer	-	1	1
64	Labourer	-	3	3
65	Receptionist	-	2	2
TOTAL		27	79	53

Table 5: STAFF CATEGORIZATION

Ministry of Aviation	SENIOR STAFF		JUNIOR STAFF		TOTAL
	MALE	FEMALE	MALE	FEMALE	
	11	13	3	-	

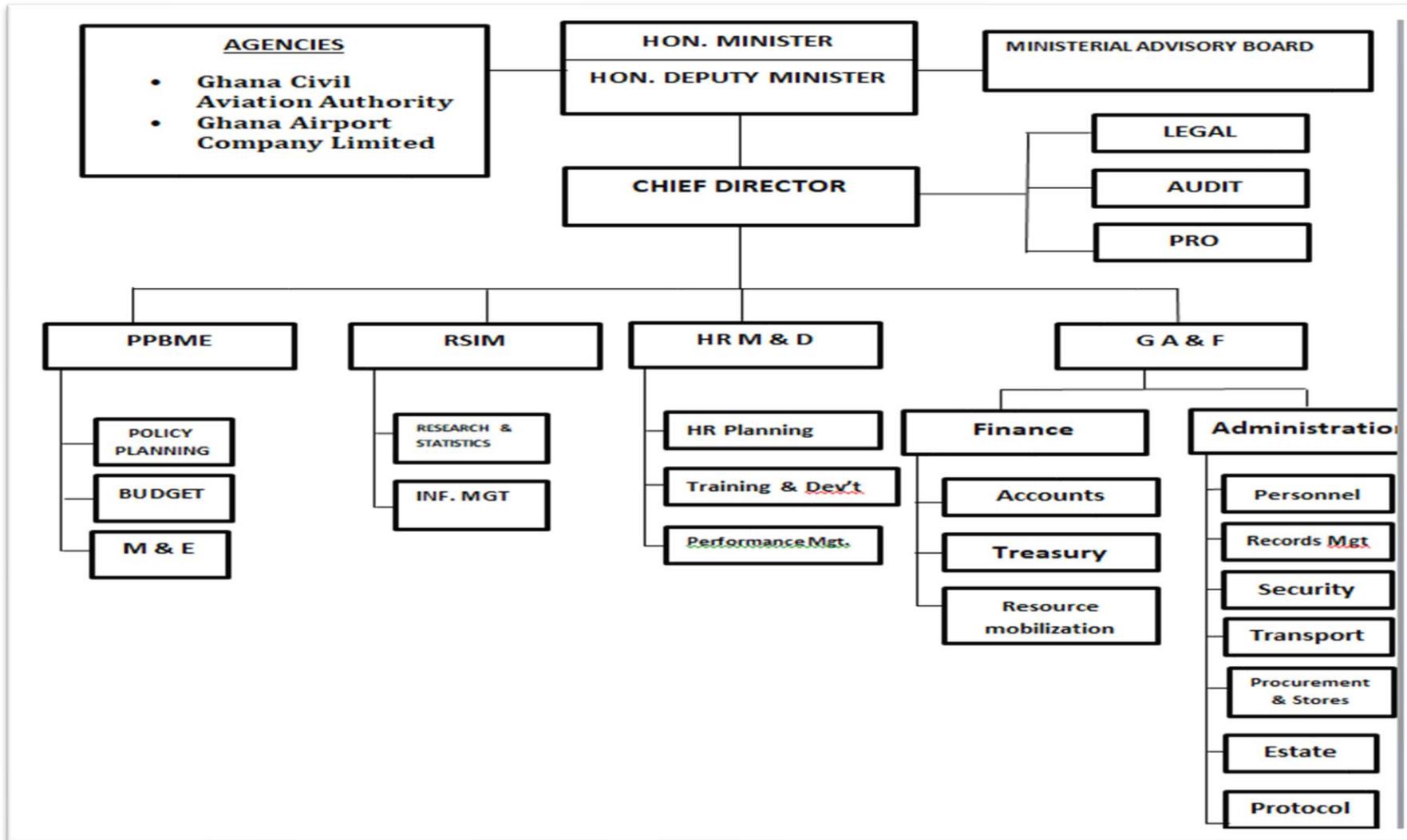
Table 6: SEX DISTRIBUTION

Ministry of Aviation	DISTRIBUTION	
	MALE	FEMALE
Total	14	13

Table 7: AGE DISTRIBUTION

	AGE RANGE	20 - 30yrs	31 - 40yrs	41 - 50yrs	51 - 60yrs	61yrs+	TOTAL
MINISTRY OF AVIATION	MALE	3	1	5	3	0	13
	FEMALE	3	3	7	1	0	14
	SUB-TOTAL	6	4	12	4	0	27

Figure 1: A graphic representation of the current organizational structure of the Ministry of Aviation is presented below:



1.4.2 Migration

Because of its intensive use of infrastructure, the aviation sector is an important component of the entire transport system of the economy which could be used as a tool for development. This is even more so in a global economy where economic opportunities have been increasingly related to the mobility of people, goods and information. A relation between the quantity and quality of transport infrastructure and the level of economic development is apparent. High density transport infrastructure and highly connected networks are commonly associated with high levels of development. When transport systems are efficient, they provide economic and social opportunities and benefits that result in positive multipliers effects such as better accessibility to markets, employment and investments. When transport systems are deficient in terms of capacity or reliability, they can have an economic cost such as reduced or missed opportunities and lower quality of life.

At the aggregate level, efficient transportation reduces costs in many economic sectors, while inefficient transportation increases these costs. In addition, the impacts of transportation are not always intended and can have unforeseen or unintended consequences. For instance, congestion is often an unintended consequence in the provision of free or low cost transport infrastructure to the users. However, congestion is also the indication of a growing economy where capacity and infrastructure have difficulties keeping up with the rising mobility demands. Transport carries an important social and environmental load, which cannot be neglected. Assessing the economic importance of transportation requires a categorization of the types of impacts it conveys. These involve core (the physical characteristics of transportation), operational and geographical dimensions.

Migration is an economic, social and political process that affects those who move, those who stay behind and the places where they go. Migration should be a voluntary and informed choice. There will be the need to prioritize the maintenance of existing infrastructure and other policy initiatives to reduce operating costs of air transport to improve maximize accessibility within the country and to the West African sub-region markets as well as international.

A significant progress has been made to improve and develop the physical infrastructure across all modes of transport and especially air transport while ensuring that Ghana complies with and sustains international safety and security standards at all the airports. Efforts have also been made to improve and expand existing aviation infrastructure while mainstreaming climate change.

1.4.3 Science Technology and Innovation

The Ministry of Aviation has made a significant effort by inculcating science, technology and innovation in the sector by means of adding a research budget into its operational activities. Several efforts have also been made to enhance the data collection system for proper analysis. A sector-wide research strategy was developed for research that will inform investments in Science and Technology. In addition, economic development and competitiveness in the air transport system in the country through efficient trade logistics services and transit transport systems science, technology and innovation, including increased access to and sustainable use of information and communication technologies and training and capacity-building programmes for local institutions are being put in place to ensure smooth running of the sector. This has included the fitting of self-checks at the airports and the provision of real time information to aircraft movement to passengers and other airport services.

The Ministry will continue to strengthen the capacities of the institutions which played key roles in the development of the mobility space and limited investment measures to complement the capacity building effort in the transport system in Ghana.

In the forthcoming planning period, the Ministry will continue to promote Science and Technology through its Research Budget. It will also support an increasing amount of technological input into the Aviation Sector.

1.4.4 Gender

Gender and transport has begun to feature internationally as a recognized issue in transport policy and planning. Gender and transport now feature prominently on the agenda at major international transport meetings and Conferences. Within the World Bank, a gender and transport thematic group has been set up which operates between the 'gender' and 'transport' domains of the World Bank. Development of transport infrastructure and services is most

often gender bias. However, men and women have varying transport needs and constraints and are affected differently by transport interventions.

1.4.5 Biodiversity, Climate Change, Green Economy and Environment In General

The ultimate objective of the United Nations Framework Convention on Climate Change (UNFCCC) is to achieve stabilization of greenhouses gas concentrations in atmosphere at a level that would prevent dangerous anthropogenic interference with the climate system.

The Kyoto Protocol which was adopted by the Conference of the Parties to the UNFCCC in December 1997 entered into force in 16 February 2005, calls for developed countries (Annex I parties) to pursue limitation or reduction of greenhouses gases from "aviation bunker fuels" working through ICAO (Article 2.2 of the Protocol).

The Kyoto Protocol treats international and domestic emissions from the aviation sector differently in that developed countries are called on to pursue the limitation or reduction of greenhouses gases from international aviation working through ICAO (Article 2.2 of the Protocol), while domestic aviation emissions are included in their national targets, the potential advantages of harmonizing treatments of the two categories of emissions have been noted and it has been acknowledged that some Contracting States or groups of States are already taking action to design options for reducing emissions from domestic sectors including domestic aviation emissions.

1.4.6 Security

ICAO assumed a leadership role in developing aviation security policies and measures at the international level, and today the enhancement of global aviation security is a key objective of the Organization.

Provisions for international aviation security were first disseminated as Annex 17 to the Chicago Convention in 1974, and since then have been improved and updated 15 times. The 10th edition of Annex 17, which contains the 15th amendment to the Annex, became applicable on 3 August 2017.

With the advent of Annex 17, ICAO began providing States with guidance material to assist with the implementation of international security measures, the primary document being the Security Manual for Safeguarding Civil Aviation Against Acts of Unlawful Interference (Doc 8973 – Restricted).

Initially, ICAO's security-related work focused on developing Standards and Recommended Practices (SARPs) for inclusion in Annex 17. Over the years, its work in the field of aviation security broadened and today is essentially carried out in three inter-related areas: policy initiatives, audits focused on the capability of Member States to oversee their aviation security activities, and assistance to States that are unable to address serious security deficiencies highlighted by ICAO audits.

1.4.7 Information and Communication Technology

The Information and Communication Technology Section provides the Ministry and its agencies with the direction, management and security of its information and communication activities. The main focus of the Section is to manage ICT activities efficiently and effectively.

Core activities are:

- Develop and maintain an IT Master Plan reflecting the Organization Strategic IT plan and the state of the technology, aligned with the strategic objectives of the Organization
- Co-ordinate and prioritize all IT activities through a leadership role at the ICT Management Committee
- Software Development, Support and Governance
- Develop and implement an IT security framework to protect ICAO's information and IT services
- Plan, deploy and maintain the computing infrastructure required to support activities of the Organization including electronic mail, network, data storage and web/SharePoint
- Enterprise Applications Development including IRIS/ERP project management
- Formulate policies, strategies and standards to ensure that data and information captured, generated and shared are validated, secured, of high quality and readily accessible
- Work in collaboration with ICAO Bureaus to manage and undertake IT projects for the development of the applications required to meet their objectives
- Database administration and maintenance. Database performance analysis, corrective action, proactive tuning, maintenance, administration and backup and recovery across the entire database application infrastructure

1.5 SUMMARY OF ISSUES IDENTIFIED UNDER GSGDA II (2014 – 2017)

This section provides a summary of all the development issues identified out of the performance review and analysis of the current situation of the sector. The table below presents the issues under the appropriate thematic area under the GSGDA II, 2014 – 2017.

1.5.1 Current situation

Whilst Ghana's aviation sector is small in comparison to other modes, it continues to expand and has made good progress in regulatory and institutional reforms.

Within West African regional airports, Ghana (capturing 10% of the market in 2012) ranks 2nd to Nigeria (capturing 57% of the market) in passenger movements and freight carried, but ranks 6th in aircraft movements capturing only 26% of market share. Increases in airport passenger service charge (APSC), the high cost of fuel (ATK) and the inadequate maintenance and transit facilities at KIA are factors which inhibit the growth potential of international flights to and from Ghana. There also remain limitations in the availability of connections within the sub-region. With the recent suspension of the routes operated by Ghana International Airlines (GIA), Ghana is now wholly dependent on foreign owned airlines to provide international connections including the fulfillment of Ghana's bilateral agreements.

However, air transportation continues to play an increasingly important role; moving more passengers and freight especially in Ghana's external trade with more carriers commencing flights to Accra; encouraged by the Government's open skies policy. The domestic air transport service is also steadily being patronized including recent localized demand created by the emerging oil and gas sector. The aviation sector has witnessed significant development in infrastructure and expansion in services coupled with the implementation of policies that have resulted in the separation of key functions and the liberalization of many operations in the industry.

To monitor the progress towards the attainment of the policy objectives of the sector, the following indicators were adopted:

- Annual accident statistics
- Transit passengers
- Domestic and International Passengers traffic by air
- Domestic and International goods traffic by air
- Total air freights

Table 8: Air Transport Indicators

INDICATOR	2013 BASELINE	INDICATOR STATUS IN 2014	INDICATOR STATUS IN 2015	INDICATOR STATUS IN 2016	INDICATOR STATUS IN 2017
TRANSIT PASSENGERS	NA	194,594	194,594	213,232	214,650
AIR TRAFFIC ACCIDENTS/INCIDENTS		1	2	0	1
DOMESTIC AIRCRAFT MOVEMENT (POINTS)	18,497	16,978	14,354	12,102	124,91
INTERNATIONAL AIRCRAFT MOVEMENT (POINTS)	23,437	24,871	23,257	24,252	26,726
DOMESTIC PASSENGERS (NUMBERS)	778,466	719,234	525,400	421,986	483,261
INTERNATIONAL PASSENGERS	1,669,603	1,650,520	1,667,675	1,746,699	1,811,428
FREIGHT MOVEMENT	43,688	54,390	51,325	47,678	50,360

1.5.2 Air Transport

The table above shows accident, transit, passenger, freight and aircraft movement for the aviation sub sector. Total domestic passenger and aircraft movement experienced marginal decrease, though there was an increase in international passenger and aircraft movement. Freight movement also recorded a decline while transit passengers increased during the period.

Table 9: Summary of Issues of GSGDA II

Thematic Area	Development Issues
Infrastructure and Human Settlement	<ul style="list-style-type: none"> • Inadequate international and domestic aviation infrastructure • Inadequate inter-modal transport system • Inadequate facilities for PWDs in the transport system • Congestion at the major ports and harbors

	<ul style="list-style-type: none"> • Absence of a legal framework for developing PPP • Inadequate funding from public sources for construction, maintenance and management for all modes of transport • Inadequate personnel with requisite technical skills needed for infrastructure construction and maintenance • Lack of requisite equipment and technology for operations • Inadequate attention to research into transport operations • Inadequate facilities for maritime and aviation training and education
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1.5.3 Summary of Key Challenges Encountered in the Implementation of the MTDP 2014-2017

- **Inadequate and untimely release of funds:** Untimely release of funds from GoG to enable the Ministry effectively performs its oversight functions. Furthermore, lack of adequate funding to procure essential equipment for example vehicles to undertake official assignments also affected the Ministry’s performance during the year under review.
- **Inadequate funding:** Inadequate funding from the private sector to undertake infrastructural projects within the sector considering the high cost of financing aviation infrastructure
- **Payment of Taxes on the importation of spare parts by domestic operators:** the domestic airline operators continue to pay taxes on the importation of spare parts as oppose to their foreign counterparts. This issue poses a great challenge to the domestic airline operators in terms of the cost of their operations.
- **Encroachment on Aviation lands:** Lands belonging to the Ghana Airports Company Limited and the Ghana Civil Aviation Authority are being encroached upon by individuals and private developers. The land issues include the acquisition process and sometimes compensation.
- **High price of Jet Fuel:** The price of Aviation fuel in Ghana compared to the sub-region apart from Nigeria is still high. The country tends to lose out in terms of revenue as most airlines avoid refuelling in Ghana.
- **Poor Road Access to KIA:** road network to access to KIA enclave is a challenge as travellers are faced with traffic congestion.
- Delay in paying the Ghana Civil Aviation Authority portion of the Aviation Infrastructural Development Fund (ADF).
- **Absence of a National Carrier:** Last but not the least is the absence of a National Carrier to support the hub vision of the Ministry.

2. CHAPTER TWO

2.1 DEVELOPMENT ISSUES FOR 2018-2021

2.2 Introduction

Though the SMTDP (2014 – 2017) was meant to address major issues and mitigate several problems in the Aviation sector, some of the issues or problems still persist while new ones have emerged. The development issues identified under SMTDP (2014-2017) which are still being addressed will be rolled over to the Agenda for Jobs (2018-2021). Following from the situational analysis, the key development issues identified will be linked to the appropriate issues under the Agenda for Jobs and prioritized to ensure that the issues with the most urgent need and most impact are prioritized over the plan period of 2018-2021.

2.3 Harmonisation of identified development issues of GSGDA II with the issues of the National Medium-Term Development Policy Framework (Agenda for Jobs, 2018–2021)

It is essential to ensure that the identified issues of critical importance are carried on to the new planned period, if they are to be planned for and addressed. As such, the table below harmonises the issues to ensure that the adopted issues from the Agenda for Jobs are relevant and address the challenges outstanding.

Table 10: Identified Development Issues under GSGDA II and AGENDA FOR JOBS 2018-2021

GSGDA II 2014-2017		-Agenda for Jobs -2018-2021	
Thematic Area	Issues	Development dimension	Issues
Infrastructure and Human Settlement	<ul style="list-style-type: none"> • Inadequate international and domestic aviation infrastructure • Inadequate inter-modal transport system • Inadequate facilities for PWDs in the transport system • Congestion at the major 	Tourism and Creative Arts Development	Poor tourism infrastructure and Service

GSGDA II 2014-2017		-Agenda for Jobs -2018-2021	
Thematic Area	Issues	Development dimension	Issues
	ports and harbors <ul style="list-style-type: none"> • Absence of a legal framework for developing PPP • Inadequate funding from public sources for construction, maintenance and management for all modes of transport • Inadequate personnel with requisite technical skills needed for infrastructure construction and maintenance • Lack of requisite equipment and technology for operations • Inadequate attention to research into transport operations • Inadequate facilities for maritime and aviation training and education 		
	<ul style="list-style-type: none"> • 	Information Communication Technology (ICT)	Limited use of ICT as a tool to enhance the management and efficiency of businesses and provision of public services

Table 11: Adopted Goal and Issues of SMTDP

SMTDP GOAL 2018-2021	ISSUES
Environment, infrastructure and human settlement	<ul style="list-style-type: none"> • Ageing equipment and facilities • Insufficient security and safety • Inadequate infrastructure and facilities • High cost of aviation fuel • Absence of aviation master plan

2.4 Prioritization of Development Issues

In the implementation of the Agenda for Jobs 2018-2021 some development issues have been identified while other issues in the previous plan which are still currently relevant have been maintained. Experience from implementation of various medium-term plans indicate that not all can be achieved, thus it is critical the issues are prioritised to ensure that the issues with the most urgency and impact are focused on during programming and implementation. To achieve this, the Ministry will subject its issues to POCC, Impact Analysis and Sustainability analysis.

2.5 POCC Analysis

This table below highlights adopted issues that will be subjected to the analysis of potentials, opportunities, constraints and challenges (POCC). This will facilitate in identifying issues with potential and opportunities to be addressed as priorities while considering other measures to address those with constraints and challenges

Table: 12 POCC Analysis

Issues to be Addressed	Potentials (from baseline situation)	Opportunities	Constraints	Challenges
Inadequate international and domestic aviation infrastructure	<p>Availability of land for Aviation purposes</p> <p>Availability of human capacity in the construction industry</p>	High interest of private sector to invest in Aviation infrastructure	Lack of funding	Encroachment of existing land
Inadequate infrastructure and facilities	Availability of oil revenue	<ul style="list-style-type: none"> • Accessibility of PPPs to finance projects • Political stability • Funding from Development Partners (DP's) 	<ul style="list-style-type: none"> • High interest rates • Volatility of exchange rate • Revenue leakage 	<ul style="list-style-type: none"> • Change of government • Low government revenue • Global economic downturn • Funds shifted to undertake other projects
High cost of Aviation fuel	<ul style="list-style-type: none"> • Discovery of oil • Existence of oil refinery 	<ul style="list-style-type: none"> • Deregulation of the petroleum sector 	<ul style="list-style-type: none"> • Government commitment to scrap some components of taxes on ex-pump prices 	<ul style="list-style-type: none"> • Lack of adequate facilities to convert crude into ATK
Absence of a legal framework for developing PPPs	Draft PPP legal framework exists.	<ul style="list-style-type: none"> • Established Desk at the Ministry of Finance • Established Unit at the Presidency to cater for business 	Little commitment from government to finalize and get the legal framework	<ul style="list-style-type: none"> • Inadequate PPP personnel to develop PPP projects • Lack of transparency in PPP contracts • Bureaucracy in implementing PPP projects

		<p>development</p> <ul style="list-style-type: none"> • Availability of private partners in developing PPP 		
Poor linkages between land use and transport planning	<ul style="list-style-type: none"> • Easy access of acquiring right of way • Availability of special master plan development framework 	<p>Availability of international best practices and models</p>	<ul style="list-style-type: none"> • Low enforcement of special development of framework • Difficulty in acquiring land title • Low implantation of spatial development plan 	Encroachment
Inadequate facilities for maritime and aviation training and education	<ul style="list-style-type: none"> • Availability of training institution • Availability of skilled trainers 	<ul style="list-style-type: none"> • Awareness creation of opportunities available • Availability of technical assistance from Develop Partners 	<ul style="list-style-type: none"> • Lack of fund to develop capacity • Poor HR planning <p>Inability to link training institution to implementing institution</p>	<ul style="list-style-type: none"> • Brain drawn • In attractive compensation packages
Absence of aviation master plan	<ul style="list-style-type: none"> ○ Availability Airport of system plan ○ Availability of national transport policy 	<ul style="list-style-type: none"> ○ Availability of aviation consultant ○ Political will ○ Donor Partners interest 	<ul style="list-style-type: none"> ○ High cost to procure a consultant ○ Lack of funds 	<ul style="list-style-type: none"> ○ Bureaucratic procurement process ○ Delays in release of funds

	<ul style="list-style-type: none"> ○ Availability of other mode master plans ○ Agenda 2018-2021 document 	<ul style="list-style-type: none"> ○ Private sector interest 		
Insufficient security and safety	<ul style="list-style-type: none"> ○ Availability of trained security personnel ○ Availability of requisite security equipment and installation 	<ul style="list-style-type: none"> ○ Participation of the private sector in the security ○ Routine training of security personnel ○ Closer to the military barracks ○ Availability of security manuals approved by ICAO 	<ul style="list-style-type: none"> ○ Lack of well-trained security personnel ○ High cost of security equipment and gadgets 	<ul style="list-style-type: none"> ○ Inadequate training facilities for security personnel ○ Political interference
Ageing equipment and facilities	<ul style="list-style-type: none"> ○ Availability of improved and modernised equipment and facilities in the global market ○ Availability of maintenance plan Need for transport infrastructure and services 	<ul style="list-style-type: none"> ○ High interest of private sector to invest in Aviation infrastructure ○ Availability of 100% IGF retention Availability of Procurement Plan 	<ul style="list-style-type: none"> ○ High interest rate ○ High taxes on importation of equipment and spare parts ○ Depreciation of the local currency 	<ul style="list-style-type: none"> ○ Untimely release of IGF fund ○ Bureaucratic procurement process ○ Delays in shipment of goods
Poor tourism infrastructure	<ul style="list-style-type: none"> ● Availability of 	Most airstrips/helipads	<ul style="list-style-type: none"> ● Inadequate 	High cost of air fares

and Services	aerodromes/helip ads across the country <ul style="list-style-type: none"> • Availability of domestic airline operations • Availability of tourist sites 	close to tourist sites Existence of joint Technical Committee between the Ministry of Aviation and the Ministry of Tourism	facilities at the airport <ul style="list-style-type: none"> • Inadequate inter-modal transport at the airport 	Encroachment
Limited use of ICT as a tool to enhance management and efficiency of business and provision of public services	<ul style="list-style-type: none"> • Availability of internet network operators • Availability of ICT human resource 	Installation of E-gate at KIA	Poor internet connectivity	<ul style="list-style-type: none"> • High internet tariffs • Unreliable electricity supply

From the POCC analysis above, the issues below highlighted great potentials and opportunities which when address could have significant effect on the development of the sector. This includes;

Inadequate infrastructure and services, High Cost Of Aviation Fuel, Poor tourism infrastructure and Services, Absence of aviation master plan, Insufficient security and safety and Inadequate funding from public sources for construction, maintenance and management for all modes of transport.

2.5 Impact Analysis of Issues Identified

The table below indicates the impacts of the issues considered as priorities from the POCC analysis which was accessed using the following criteria;

Table 13: Impact analysis

Issues	Criteria				Total Score	Weighted score	Rank
	Meet basic human needs/rights	economic efficiency	Balanced development, Climate Change	Opportunities for cross-cutting issues			
Inadequate infrastructure and facilities	2	3	3	2	10	2.5	1st
High Cost of Aviation Fuel	1	2	3	1	8	2	2nd
Poor tourism infrastructure and Services	1	2	2	2	7	1.75	3rd
Absence of aviation master plan	1	3	2	2	8	2	2nd
Insufficient security and safety	2	2	1	2	7	1.75	3rd
Inadequate funding from public sources for construction, maintenance and management for all modes of transport	2	2	2	1	7	1.75	3rd

***Score – 3- high impact; 2 significant; 1 – low impact; 0-no impact**

2.6 Sustainability Analysis of the Issues

The table below indicates the prioritized issues with positive significant impacts that were subjected strategic environmental analysis. This involves accessing the internal consistency/compatibility of the prioritized issues to determine how they relate to each other to achieve the objective of the SMTDP.

Table 14: Sustainability Analysis

Development Dimension	Focus Area of Agenda for Jobs (2018-2021)	Sustainable Prioritized Issues
Environment, infrastructure and human settlement	Transport, Air, Road and Rail	<ul style="list-style-type: none">• Inadequate infrastructure and facilities• Absence of Aviation Master Plan• Insufficient security and safety• High cost of Aviation fuel

3. CHAPTER THREE

3.1 DEVELOPMENT PROJECTIONS, GOAL, ADOPTED OBJECTIVES AND STRATEGIES

3.2 Introduction

Development projections

Ghana is one of the beacons in the sub-region and the vision is to be the aviation hub within the sub-region and the preferred destination of choice for travellers. The Aviation Industry in Ghana has developed over the last couple of years both at the international and domestic level. Strides have been made in airport operations over the period and this has also led to an increase in the number of airlines operating to and from the country.

The increase in aviation activities will generally lead to the creation of direct and indirect jobs which will generate revenue and drive the economy. The aviation activities will also boost tourism and its related activities. Since there are a lot of touristic activities, the numerous flights and their attendant activities will generally lead to socio-economic development because the tourists will need hotels, car hiring services, restaurant services etc.

In 2016, the country recorded a total passenger throughput of 2,381,789 made up of 1,746,521 international arriving and departing passengers and 213,232 transit passengers. The passenger throughput in Ghana is growing at an average rate of 6.4% per annum.

Some of the challenges in the Aviation sector have to do with encroachment on airport or aviation related lands, lack of a home base carrier and competitive Aviation Turbine Kerosene (ATK) prices, high taxes on spare parts, and need for aviation infrastructure in all the regions among others.

The Ministry sees the development of aviation as one of the key developmental issues and has since strategized to develop the sector to ensure that Ghana is the Aviation hub in the sub-region. Some of the key developmental plans include the completion of rehabilitation works on the current terminal 2 to include expansion of the arrival hall.

There is also on-going construction of a new terminal, terminal (3) three to cater for up to five (5) million passengers a year. Plans are far advance for work to commence on the Phase II of the Kumasi and Tamale airports.

The Wa airstrip has also been rehabilitated. Work included a terminal building, apron, car parks and other ancillary works. Commercial operation at the Wa airport is expected to commence by end of year 2018. The Sunyani airport is also expected to be rehabilitated to re-commence operations. The on-going works on a new airport at Ho is expected to be completed by the end of the year 2018. Generally, the plan is to develop helipads and landing strips all over the country to boost tourism, open up the country and also create jobs.

With respect to the Home Based Carrier, pending Government's approval, a programme to partner the private sector to set up a commercially run entity is currently in process. This is expected to promote tourism, trade and investment.

3.3 Adopted Development Issues, Thematic Goals, Objectives and Strategies, 2018-2021

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

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

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

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

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

The overriding aim of the Ministry is to ensure the development of the aviation sector in the country and making Ghana (KIA) a preferred Aviation hub within the West African Sub-Region. To achieve this, the ministry had identified policies and strategies within the Agenda for jobs 2018-2021 which have been mainstreamed with the Sustainable Development Goals and African Union Agenda 2063. The Agenda for jobs 2018-2021 identifies five strategic goals that would guide development of the country namely.

1. Economic development;
2. Social development;
3. **Environment, Infrastructure and human settlements;**
4. Governance, corruption and public accountability; and
5. Ghana's role in international affairs.

To achieve these goals, the medium-term priority policies, programmes and projects will be anchored on the following strategic areas: restoring the economy; transforming agriculture and industry; strengthening social protection and inclusion; revamping economic and social infrastructure; and reforming public service delivery institutions. The policy objectives, strategies and flagship initiatives of Government contained in the SMTDP 2018-2021 are organized under the broad themes: Environment, Infrastructure and human settlements.

Based on the key development issues identified and in line with the mandate and function of the Ministry, the broad themes“Environment, Infrastructure and human settlements” has been adopted.

ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS

Table 15: Goal: Safeguard the natural environment and ensure a resilient built environment

FOCUS AREA	ISSUES	KEY POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL /REGIONAL LINKAGES
TRANSPORT INFRASTRUCTURE: ROAD, RAIL, WATER AND AIR	<ul style="list-style-type: none"> • Aging equipment and facilities • Insufficient security and safety • Inadequate infrastructure and facilities • High cost of aviation fuel • Absence of aviation master plan 	1.1 Make Ghana the aviation hub for West African sub-region	<p>1.1.1 Collaborate with the private sector to develop the aviation industry to support Ghana’s role as an aviation hub serving West Africa (SDG Targets 17.16, 17.17)</p> <p>1.1.2 Build capacity and establish institutional and policy framework to enhance safety and security of air transport services (SDG Targets 11.2, 17.9)</p> <p>1.1.3 Provide efficient aviation support services (SDG Targets 11.2, 16.6)</p> <p>1.1.4 Implement aviation sector master-plan to ensure the development of modern airport infrastructure in the country (SDG Targets 9.1, 11.2, 16.6)</p> <p>1.1.5 Encourage entrepreneurs and local airlines to set up stronger private airlines to make full use of the nation’s route rights (SDG Targets 11.2, 17.17)</p> <p>1.1.6 Ensure that Ghana complies</p>	MoA, GACL, GCAA, GATA, GIPC, MoF, MoRD, MoT, Customs, Immigration, Educational Institutions, Donor Partners, Other relevant Stakeholders	SDG 9, 11, 16, 17 AU 1, 2, 6, 7, 10, 12, 19

			<p>with and sustains international safety and security standards at all ports (SDG Targets 11.2, 16.8) 9.5.7</p> <p>1.1.7 Facilitate the implementation of the National Airports System Plan (SDG Targets 9.1, 11.2) 9.5.8</p> <p>1.1.8 Establish a Home Based Carrier (SDG Targets 9.1, 11.2)</p>		
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4. CHAPTER FOUR

4.1 PROGRAM AND SUB-PROGRAMMES

4.2 Introduction

Programmes and Sub-programmes

The fruition of the sector objectives and strategies for achieving its aim for the medium-term, would require that some programmes are implemented. The table below, thus provide a link between the objectives, strategies and the programmes and sub-programmes to be implemented for its achievement

Table 16: Adoption of sector development goals and sub-goals

ADOPTED OBJECTIVE	ADOPTED STRATEGIES	PROGRAMMES	SUB-PROGRAMMES
Make Ghana the aviation hub for West African sub-region	<p>Establish a Home-Based Carrier</p> <p>Encourage entrepreneurs and local airlines to set up stronger private airlines to make full use of the nation's route rights</p> <p>Facilitate the implementation of the National Airports System Plan</p>	<p>P.1</p> <p>Management and Administration</p>	<p>General Administration and Finance</p> <p>Human Resource Management</p> <p>Policy Planning, Budgeting, Monitoring and Evaluation</p>
	<p>Implement aviation sector master-plan to ensure the development of modern airport infrastructure in the country</p> <p>Collaborate with the private sector to develop the aviation industry to support Ghana's role as an aviation hub serving West Africa</p>	<p>P.2</p> <p>Aviation Infrastructure Development and Management</p>	
	<p>Ensure that Ghana complies with and sustains international safety and security standards at all ports</p>	<p>P.3</p> <p>Aviation Regulation, Certification, Security and Safety Management</p>	

	Build capacity and establish institutional and policy framework to enhance safety and security of air transport services	P. 1 P. 3	
	Provide efficient aviation support services	P. 2 P. 3	

4.3 Programme of Action

The section provides a linkage between the Ministry's Programmes and Sub-Programmes derived under the Programme Based Budgeting (PBB), the issues, objectives and strategies to be implemented for the period as well as the cost involved to implement them and the agency responsible for undertaking those activities. It also outlines the outcome indicators to be tracked during the period to tell the story of the achievement of the policy objectives adopted during the period, 2018-2021. For the programmes and sub-programmes to be implemented according to importance, the programmes and sub-programmes have been subjected to a prioritisation matrix showing its environment, social, economic and spatial impact.

Table 17: Prioritisation programme Matrix

Programme	Criteria				Total Score	Average Score	Rank
	Social impact (educational, health, etc.)	Economic Impact (e.g. employment generation, poverty reduction)	Environmental impact (e.g. climate change, green economy, etc.)	Spatial impact (e.g. nationwide / selected region)			
P.1 Management and Administration	1	3	1	2	7	1.75	3 rd
P.2 Aviation Infrastructure Development and Management	2	3	2	3	10	2.5	1 st
P.3 Aviation Regulation, Certification, Security and Safety Management	2	3	2	1	8	2	2 nd

Score:

3= very strong result/impact.

2= Average result.

1= Weak result.

0= No result

Table 18: Aviation Sector Program of Action (PoA), 2018-2021

Development Dimension: Environment Infrastructure and Human Settlement														
Adopted Goal(s): Safeguard the natural environment and ensure a resilient built environment														
Adopted Objectives	Adopted Strategies	Prog.	Sub-prog	Projects/Activities	Outcome/impact indicator	Time Frame				Indicative Budget				Implementing Agency
						2018	2019	2020	2021	GoG GHC million	IGF GHC million	PPP GHC million	Donor GHC million	
Make Ghana the aviation hub for West African sub-region	<p>Facilitate the Establishment of a Home-Based Carrier</p> <p>Collaborate with the private sector to develop the aviation industry to support Ghana's role as an aviation hub serving West Africa</p> <p>Build capacity and establish institutional and policy framework to enhance safety and security of air transport services</p> <p>Encourage entrepreneurs and local airlines to set up stronger private airlines to make full use of the nation's route rights</p> <p>Facilitate the implementation of the National Airports System Plan</p>	Management and Administration		Facilitate the Establishment of a New Home Based/National Carrier								YTD		MoAv, GACL, GCAA, Parliament

				Facilitate the development of an Aerotropolis at Ningo Prampram	Aerotropolis developed													MoAv, MoF, GIPC
				Facilitate the construction of Airport in Shama-Komenda. (Cape Coast and Takoradi)	Airport developed							YTD						MoA, MoF, GACL, GCAA, private investor
				Develop an Aviation Plan	Aviation Master Plan Developed					50m								MoA, GACL, GCAA, MoF. District Assemblies
<p>Implement aviation sector master-plan to ensure the development of modern airport infrastructure in the country</p> <p>Collaborate with the private sector to develop the aviation industry to support Ghana's role as an aviation hub serving West Africa</p> <p>Provide efficient aviation support services</p>	Aviation Infrastructure Development and Management			Construction of Phase 2 of the Tamale Airport	Number of passenger and Freight movement									280m				MoAv, GACL, GCAA, Aviation contractors
				Phase 2 of the Kumasi Airport									280m				MoAv, GACL, GCAA	
				Construction of Terminal 3 at KIA									1,096b				MoAv, GACL, GCAA	
				Overlay of KIA runway pavement									156m				GACL	
				Construction of North Remote Apron at KIA									160m				GACL, GCAA	
				Construction of ANS building	Incident rate								120m					
<p>Ensure that Ghana complies with and sustains international safety and security standards at all ports</p> <p>Provide efficient aviation support services</p> <p>Build capacity and</p>				Construction of MRO at Tamale	Number of Private participants in the sector													MoAv, GACL, GCAA, Relevant investor
				Construction of Cargo terminal at Tamale								80m					MoAv, GACL, Donor Partners	
				Construction of an Aertropolis at Ningo Prampram								3,800 b					MoAv, GACL, GCAA	
				Construction of Multi-storey car park at KIA								180m					GACL, Donor Partners	
	Aviation Regulation,			Construction of outer perimeter fencing at Kumasi						10m								MoAv, GACL, GCAA

establish institutional and policy framework to enhance safety and security of air transport services	Certification, Security and Safety Management			Incident rate									
			Construction of outer perimeter fencing at Sunyani						6m			MoAv. GCAA, GACL	
			Supply and installation of VSAT Systems						12m			MoAv. GCAA	
Develop and enforce safety standards and regulations in provision of transport services			Decouple Air Navigation Services from Regulator					0.20					MoAv. GCAA
Implement existing recommendations for institutional reform and strengthening in the transport sector													

4.4 Indicative Financial Strategy

In the implementation of the planned programmes and projects for the sector, the Ministry together with its agencies will seek to explore all avenues to solicit for funds to carry out its programmes and projects. Financial resources will be mobilized from government, donor partners, internally generated funds from the Agencies and also partner the private sector.

Table 19: Indicative financial strategy, 2018-2021

Programme	Total cost	Expected Revenue					Summary of resource mobilization strategies	Alternative course of action	
		GoG	IGF	Donor	Others	Total Revenue			Gap
Management and Administration	1m	1m						Through GoG, and Donor partners	-
Aviation Infrastructure Development and Management	6,232	3,800	436	1,656	340			Through IGF from GACL, GCAA, loans and on lending facilities from government	Partner the Private sector (PPP)
Aviation Regulation, Certification, Security and Safety Management	140.4		140.4					Through IGF from GACL, GCAA, loans and on lending facilities from government	Partner the Private sector (PPP)

5. CHAPTER FIVE

5.1 AVIATION SECTOR ANNUAL ACTION PLAN

5.2 Introduction

This chapter provides detailed information on the projects and activities to be implemented within the sector in the medium-term (2018-2021) on a yearly basis. It provides a direct linkage between the adopted NMTDPF Goal, the programmes and sub-programmes, planned activities, their location, timeframe for execution and plan implementation partners as well as the indicators to be used in tracking progress during implementation. The Annual Action Plans form the basis of the yearly budget of the Ministry.

Annual Action Plan (AAP)

Table 20: 2018 Action Plan

Adopted MDAs Goal(s): Safeguard the natural environment and ensure a resilient built environment													
MDA Programme and Sub-Programme	Activities (Operations)	location	Baseline	Output indicators	Quarterly Time Schedule				Indicative Budget				Implementing Agency
					1 st	2 nd	3 rd	4 th	GoG	IGF	PPP	Donor	
P.1 Management and Administration	Procurement process to engage a Strategic Investor and airline commissioned	Accra		Strategic Investor engaged and airline in operation									MoAv, Parliament, GACL, GCAA, Relevant investors
	Relocation of the Military, documentation of the land and development of a business plan	Accra		military relocated, land documented and business plan developed					95				MoAv, Parliament, GACL, GCAA, Survey Department, Lands commission, AG, Ministry of Defense
	Survey the land	Takoradi											
	Develop Terms of Reference for the preparation of the Aviation Master Plan	Accra		TOR developed									
P.2 Aviation Infrastructure Development and Management	Construction of a Passenger and Hajj Terminal and Access Road at the Tamale airport	Tamale		Terminal buildings, and Access road constructed								28	MoAv, GACL, Donor Partners
	Construction of a Passenger Terminal and Extension of runway to 319m at the Kumasi airport	Kumasi		Runway extended, terminal building etc constructed								11.2	MoAv, GACL, Donor Partners
	Installation of equipment/systems	Accra		Terminal building constructed and equipment installed								12m	MoAv, GACL, Donor Partners
	Testing and Commissioning			Terminal in operation									
	Procurement of Consultant and Contractor	Accra		Runway paved									MoAv, GACL, Donor Partners
	Construction of North Apron at KIA	Accra		Additional Aprons for Parking									
	Construction of ANS building super structure	Accra		Building in construction								120m	MoAv, GCAA, Relevant professional institutions
	Procurement of an Investor to construct the MRO facility	Tamale		investor engaged									MoAv, GACL, Donor Partners
	Procurement of an Investor to construct the Cargo terminal	Tamale		investor engaged									MoAv, GACL, Donor Partners
Procurement of an Investor for the Construction of Multi-storey car park at KIA	Accra		investor engaged									MoAv, GACL, Donor Partners	

P.3 Aviation Regulation, Certification, Security and Safety Management	Procurement of a Contractor to Construct the outer perimeter fencing at Kumasi Airport	Kumasi		outer perimeter fencing constructed								5	MoAv, GCAA, Donor Partners
	Procurement of a Contractor to Construct the outer perimeter fencing at Sunyani airport	Sunyani		outer perimeter fencing constructed								3	MoAv, GCAA, Donor Partners
	Testing and Commissioning of VSAT Systems	Accra		VSAT tested and operational									MoAv, GCAA, Donor Partners
	Submit Decoupling Technical viability report	Accra		report submitted									MoAv, GCAA, Donor Partners
	Engagement of an external consultant to validate report			External consultant engaged									

Table 21: 2019 Action Plan

Adopted MDAs Goal(s): Safeguard the natural environment and ensure a resilient built environment													
MDA Programme and Sub-Programme	Activities (Operations)	location	Baseline	Output indicators	Quarterly Time Schedule				Indicative Budget				Implementing Agency
					1 st	2 nd	3 rd	4 th	GoG	IGF	PPP	Donor	
P.1 Management and Administration	Commence construction of the Aerotropolis at Ningo Prampram	Accra		Aerotropolis construction in					190				MoAv, Parliament, GACL, GCAA, Survey Department, Lands commission, AG, Ministry of Defense
	Undertake feasibility study for the Cape Coast-Takoradi airport	Takoradi		Feasibility report					YTD				
P.2 Aviation Infrastructure Development and Management	Construction of a Passenger and Hajj Terminal and Access Road at Tamale airport	Tamale		Terminal buildings, and Access road constructed								168	MoAv, GACL, Donor Partners
	Construction of a Passenger Terminal and Extension of runway to 319m	Kumasi		Runway extended, terminal building etc constructed								11.2	MoAv, GACL, Donor Partners
	Procurement of Consultant and Contractor to construct the overlay of KIA runway pavement	Accra		Runway paved								62.4	MoAv, GACL, Donor Partners
	Construction of North Remote Apron at KIA	Accra		Additional Aprons for Parking								32	
	Installation of equipment in the ANS building	Accra		Equipment installed									MoAv, GCAA, Relevant professional institutions
	Commence Construction of the MRO facility	Tamale		MRO facility constructed								10	MoAv, GACL, Donor Partners
	Commence Construct of the Cargo terminal	Tamale		Cargo terminal constructed								16	MoAv, GACL, Donor Partners
	Commence Construction of Multi-storey car park at KIA	Accra		Multi-storey car park constructed								36	MoAv, GACL, Donor Partners
P.3 Aviation Regulation, Certification, Security and Safety Management	Commence Construction of the outer perimeter fencing at Kumasi Airport	Kumasi		outer perimeter fencing constructed								5	MoAv, GCAA, Donor Partners
	Procurement of a Contractor to Construct the outer perimeter fencing at Sunyani airport	Sunyani		outer perimeter fencing constructed								3	MoAv, GCAA, Donor Partners

Table 22: 2020 Action Plan

Adopted MDAs Goal(s): Safeguard the natural environment and ensure a resilient built environment													
MDA Programme and Sub-Programme	Activities (Operations)	location	Baseline	Output indicators	Quarterly Time Schedule				Indicative Budget				Implementing Agency
					1 st	2 nd	3 rd	4 th	GoG	IGF	PPP	Donor	
P.1 Management and Administration	Commence construction of the Aerotropolis at Ningo Prampram	Accra		Aerotropolis construction in									MoAv, Parliament, GACL, GCAA, Survey Department, Lands commission, AG, Ministry of Defense
P.2 Aviation Infrastructure Development and Management	Construction of a Passenger and Hajj Terminal and Access Road and Commission	Tamale		Terminal buildings, and Access road constructed and commissioned								56	MoAv, GACL, Donor Partners
	Construction of a Passenger Terminal and Extension of runway to 319m and Commission	Kumasi		Runway extended, terminal building etc constructed and commissioned								56	MoAv, GACL, Donor Partners
	Commence construction the overlay of KIA runway pavement	Accra		Runway paved								62.4	MoAv, GACL, Donor Partners
	Construction of North Remote Apron at KIA	Accra		Additional Apron for Parking								96	
	Construction of the MRO facility	Tamale		MRO facility constructed								30	MoAv, GACL, Donor Partners
	Construct of the Cargo terminal	Tamale		Cargo terminal constructed								48	MoAv, GACL, Donor Partners
	Commence Construction of Multi-storey car park at KIA	Accra		Multi-storey car park constructed								72	MoAv, GACL, Donor Partners

Table 23: 2021 Action Plan

Adopted MDAs Goal(s): Safeguard the natural environment and ensure a resilient built environment													
MDA Programme and Sub-Programme	Activities (Operations)	location	Baseline	Output indicators	Quarterly Time Schedule				Indicative Budget				Implementing Agency
					1 st	2 nd	3 rd	4 th	GoG	IGF	PPP	Donor	
P.1 Management and Administration	Construction of the Aerotropolis at Ningo Prampram	Accra		Aerotropolis construction in									MoAv, Parliament, GACL, GCAA, Survey Department, Lands commission, AG, Ministry of Defense
	Commence construction the overlay of KIA runway pavement	Accra		Runway paved								31.2	MoAv, GACL, Donor Partners
	Construction of North Remote Apron at KIA	Accra		Additional Aprons for Parking							160		
	Construction of the MRO facility and Commission	Tamale		MRO facility constructed and commissioned							10		MoAv, GACL, Donor Partners
	Construct of the Cargo terminal and Commission	Tamale		Cargo terminal constructed and commissioned							16		MoAv, GACL, Donor Partners
	Construction of Multi-storey car park at KIA	Accra		Multi-storey car park constructed							72		MoAv, GACL, Donor Partners

6. CHAPTER SIX

6.1 IMPLEMENTATION, MONITORING AND EVALUATION

6.2 Monitoring Matrix

The Ministry as part of its efforts to track progress of implementation of its programmes, projects and activities outlined to achieve the objectives set for the period, has identified some indicators. The indicators provide a simple and reliable means to measure achievements and help to reflect the changes connected to interventions. To ensure that the indicators are well presented, it has been presented in a monitoring matrix which summarises and presents the key indicators as well as detail out the baselines, targets, frequency of data collection as well as the responsibility for gathering the data on the indicators. The *table 20* below summarises all the indicators to be utilised by the Ministry during the period, 2014-2017.

Table 24: Monitoring Matrix/Results Framework

GOAL: SAFEGUARD THE NATURAL ENVIRONMENT AND ENSURE A RESILIENT BUILT ENVIRONMENT										
OBJECTIVE: MAKE GHANA THE AVIATION HUB FOR WEST AFRICAN SUB-REGION										
Indicators	Indicator Definition	Indicator Type	Baseline 2017	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			
New Home Based/National airline operational	Airline established and in operation	Output	Cabinet Memo submitted for Policy direction approval	Strategic investor selected	Airline in operation	-	-	-	Annual	MoA,
Percentage of Terminal Constructed;	percentage of construction completion	Output								
Tamale Phase II			funding secured	10%	60%	20%	-	-	Quarterly	MoA, GACL
Kumasi Phase II			funding secured	40%	40%	20%	-	-	Quarterly	MoA, GACL
KIA Terminal 3			57% as at June	100%	-	-	-	-	Quarterly	MoA, GACL
Number of Passenger and Freight movement;										
Domestic aircraft movement	Number of Passenger and Freight movement and number of	Outcome		13,836	16,290	17,922	19,607	Departure and arrival	Quarterly	MoA, GACL

Domestic passengers throughput	Passengers transiting through Ghana	Outcome		647,654	853,867	1,045,048	1,270,047	Departure and arrival	Quarterly	MoA, GACL
International aircraft movement		Outcome		26,598	28,335	29,587	30,892	Departure and arrival	Quarterly	MoA, GACL
International passengers throughput		Outcome		1,935,836	2,075,410	2,176,482	2,282,,477	Departure and arrival	Quarterly	MoA, GACL
Freight movement (tonnes)		Outcome		55,839	56,917	57,657	58,407	In and out of Ghana	Quarterly	MoA, GACL
Number of Transit Passengers		Outcome	214,650					Direct and Indirect Transit	Quarterly	MoA, GACL
Percentage of Cargo terminal facility constructed	percentage of constructed completed	Output	-	Investor selected	20%	60%	20%		Quarterly	MoA, GACL
Percentage of MRO constructed	percentage of constructed completed	Output	-	Investor selected	20%	60%	20%		Quarterly	MoA, GACL

Percentage of Aerotropolis at Ningo Prampram constructed	percentage of constructed completed	Output	62,000 hectares of land acquired but land title process yet to commence	land title acquired, Military relocated and business plan developed	10%	20%	20%		Bi-annual	MoA, GACL
Percentage of equipment installed (VSAT Network)	percentage of constructed completed	Output	30% as at June	100%	-	-	-	-	Quarterly	MoA, GCAA
Percentage of ANS building constructed	percentage of constructed completed	Output	20% as at June	100%	Equipment installed				Quarterly	MoA, GCAA
Decoupling Report submitted and external consultant engaged	In-house Technical viability report submitted	Output	In-house Committee conducting studies for Technical viability.	Report submitted to MoA and External consultant engaged	--	-	-	-	Quarterly	MoA, GCAA
Percentage of runway pavement overlay	percentage of constructed completed	output	-	Contractor engaged and mobilized to site	40%	40%	20%		Quarterly	MoA, GACL
Percentage of outer perimeter fencing constructed at Kumasi	percentage of constructed completed	Output		Contractor engaged and mobilized to site	50%	50%	-		Quarterly	MoA, GACL
Percentage of outer perimeter fencing constructed at Kumasi	percentage of constructed completed	Output		Contractor engaged and mobilized to site	50%	50%	-	-	Quarterly	MoA, GACL

6.3 Data Collection, Collation and Analysis

The PPME and the RSIM Directorates do not have a database system to store all the projects, programmes and policies the Ministry is embarking on for monitoring and evaluation. The PPME and the RSIM Directorates is in the process of installing database software to compile a register of all on-going programmes and projects in the sector. All programmes and projects undertaken under the auspices of the sector, including those supported by Donor Partners and NGOs will be stored in the database.

This database shall be regularly updated with details on each activity such as start-time, costs, location, and source of funding, expected completion date, status of project, etc. Furthermore, data would be collected on the selected indicators using the matrix below. To a large extent, the data shall also indicate the contributions that programmes and projects are making toward the achievement of the goal and objectives of the SMTDP. The data collection process that will be used by the Ministry will include;

- Agencies mailing its quarterly reports to the Ministry
- Field survey i.e. observational survey
- Interviewing Agencies

6.4 Data Analysis

It is the responsibility of PPMED to collate all primary and secondary data to analyse and report to NDPC and other stakeholders. M&E data collated will only become useful when analysed and interpreted to highlight thematic areas of concern and to identify interventions for development in the transport sector.

The data will be analysed to explain the results being produced by each project. Data analysis will further demonstrate how the sector is performing with regards to all the indicators and the critical areas of concern. Each indicator will be examined and the appropriate action taken to address the findings.

6.5 Data Validation

It is important to review all the primary and secondary data collected with the Ministry's stakeholders before collation. A data validation workshop will be organized to ensure that, the data is devoid of mistakes and discrepancies.

6.6 M&E Information System

The Ministry is in the process of establishing a well-functioning information Technology (IT-based) system to facilitate data collection, processing, analysis and storage as well as retrieval for timely and accurate planning and decision making. The Ministry will organize a workshop for the training of M&E staff on Ghana Info database system to facilitate data collection, analysis and presentation.

Table 25: Data collection matrix

Indicators	Data Collection Period	Data Collection Method	Data Disaggregation	Results
Domestic Aircraft Movement	Jan-Dec	Survey	Departure And Arrival	Increased In Domestic Aircraft Movement To Approximately
Domestic Passengers Throughput	Jan-Dec	Survey	Departure And Arrival	Increased In Domestic Passenger Numbers To Approximately
International Aircraft Movement	Jan-Dec	Survey	Departure And Arrival	Increased In International Aircraft Movement To Approximately
International Passengers Throughput	Jan-Dec	Survey	Departure And Arrival	Increased In International Passengers Numbers To Approximately
Freight Movement (Tonnes)	Jan-Dec	Survey	Departure And Arrival	Increased In Freight Tonage To Approximately
Number of Transit Passengers	Jan-Dec	Survey	Departure And Arrival	Increased In Aircraft Movement To Approximately

6.7 Reporting Arrangement

After each monitoring exercise, the PPME will inform the Ministry and its stakeholders of the key observations and findings. The decentralised agencies collecting data at the sector level will also brief the Minister, Stakeholders and other donor agencies on the progress of work, observations and gaps identified. This will allow all stakeholders to take the necessary actions that require redress before the next monitoring exercise. The PPME will include its findings, observations and actions in its Quarterly and Annual Progress Reports to stakeholders. The APR will sum up all the M&E activities in the year. The Quarterly and Annual Progress Reports would be prepared in accordance with the format prescribed by NDPC. The format is outlined in *Annex 1* below

6.8 Dissemination and Communication Strategy

It is important to develop a comprehensive communication strategy for the Ministry and its Agencies in order to create public awareness on the plans, programmes and projects of the sector so as to provide the needed support and appreciation on the potentials, opportunities, constraints and challenges as the sector implements the SMTDP (2018 – 2021). The objective of the strategy is to:

- Disseminate sector policies, programmes, projects and progress reports to create awareness /inform stakeholders
- Promote dialogue and generate feedback on the performance of the Ministry
- Promote access and manage expectations of the public concerning the services of the Ministry and its Agencies

The table below summarizes the communication strategy of the Ministry.

6.9 MEDIA STRATEGY

For effective dissemination and awareness creation of the Ministry's policies, programmes, projects and progress, all available and affordable media platforms would be utilized. These would include World Wide Web, Meet-the-Press sessions, Policy Fairs, Radio, Television, Newspapers, Magazines, as well as Audio-Visual Documentaries, Newsletters, Flyers etc.

6.9.1 Meet the Press

In collaboration with the Ministry of Information and the Information Services Department, the Ministry will organize a meet the press series and share progress made during the period to the public through the media. This engagement with the media provides the platform for them to interact with the Ministry and seek clarifications on issues.

6.9.2 Bi-annual Publication of Newsletter

This will provide relevant and reliable information on policy decisions or directions, investment opportunities, research and any important event in the transport sector to the general public.

6.9.3 Audio-Visual Documentaries

The production of Audio-visual documentary and educational materials on activities of the Ministry for 2018-2021 would be done in collaboration with all agencies. Such audio-visual documentaries will provide the platform for the Ministry and its Agencies to project and promote some of the major achievements and challenges of the aviation sector.

6.9.4 Special Radio/Television Programmes

Specific radio and television programmes both in English and Ghanaian languages such as the GTV Breakfast Show; "Agenda" on TV3, "Front Page" on Joy FM ; "Good morning and good evening Ghana" on Metro TV and other radio and television talk shows would be identified and used for targeted audience.

All the Agencies would also appear on specific radio and television programmes to inform and educate the public on their activities and answer questions and matters arising thereof.

Besides these planned weekly public education programmes on Radio and Television, the Ministry and its Agencies would appear on media platform (radio or TV) to address any emergency or unexpected issue that might ensue in the course of the year.

6.9.5 Feedback Mechanism

The Ministry will also institutionalize a feedback system that will enable it receive feedback or comments, from the public, on the performance of the sector. Such feedback arrangement would provide an invaluable tool in assisting the Ministry fashion out policies and programmes to meet the expectations of the general public. The Ministry's will develop a website to provide vital information to the public and receive feedback from the public, as well.

6.10 EVALUATION

The PPME will conduct Mid-term and terminal evaluations of the SMTDP 2018-2021 to assess the performance of each project when completed to ascertain if the intervention has achieved its original objectives and assess the overall changes caused by the intervention. The PPME will further examine the relevance and effectiveness of all projects to the Development Agenda outlined in the National Medium-Term Development Policy Framework (NMTDPF), 2018-2021.

These evaluations will improve decision making and provide insights for effective programme design and implementation. The types of evaluation that will be conducted by the PPME will include ex-ante, mid-term, final and ex-post. The methodology that will be adopted will be the quantitative analysis and quantitative analysis. The PPME evaluation norms and standards will be applied in order to guarantee the quality, reliability and validity of the evaluation.

6.10.1 Participatory M&E

The Participatory Monitoring and Evaluation (PM&E) will involve all key stakeholders that are directly involved in the M&E design and implementation process. This process will be used to capture perceptions and assess whether interventions have met expectations, especially of the poor and the vulnerable in society. The PM&E process will partner with the

Ministry's decentralized agencies, and other relevant NGOs and CBOs that are already engaged in PM&E and advocacy activities to build capacity for the sector M&E system. The PPME will adopt the following PM&E methods:

- ❖ Participatory Rural Appraisal (PRA)
- ❖ Citizen Report Card
- ❖ Community Score Card

Annex 1: Format for Quarterly and Annual Progress Reports

Title Page

- i. Name of the MDA
- ii. Time period for the M&E report

Introduction

- i. Summary of achievements and challenges with the implementation of the SMTDP
- ii. Purpose of the M&E for the stated period
- iii. Processes involved and difficulties encountered

M&E Activities Report

- i. Programme/Project status for the quarter or year
- ii. Update on funding sources and disbursements
- iii. Update on indicators and targets
- iv. Update on critical development and poverty issues
- v. Evaluations conducted; their findings and recommendations
- vi. Participatory M&E undertaken and their results

The Way Forward

- i. Key issues addressed and those yet to be addressed
- ii. Recommendations