

MEDIUM TERM DEVELOPMENT PLAN (MTDP)



REPUBLIC OF GHANA

2026-2029

MINISTRY OF SPORTS AND RECREATION

FOREWARD

The Ministry of Sports and Recreation's Medium-Term Development Plan (2026–2029) is anchored in Ghana's Medium-Term National Development Policy Framework (MTNDPF), the African Union's Agenda 2063, and the United Nations' 2030 Agenda for Sustainable Development. These global and national frameworks signal a commitment to inclusive, resilient, and transformative growth.

In line with this vision, the Plan aligns with Ghana's five key SDG accelerators: child welfare, local economic development, green jobs, technological innovation, and climate resilience. It strategically positions sports and recreation as powerful catalysts for human capital development, public health, youth empowerment, and broad socio-economic transformation.

Developed through extensive consultations with government agencies, sports federations, Development Partners, Civil Society, and the private sector, this Plan reflects the collective aspirations of Ghanaians. It is not merely a sectoral document but a national roadmap for achieving our development goals.

I extend my sincere appreciation to the Policy Planning, Budget, Monitoring and Evaluation Directorate (PPBME), the National Sports Authority, the National Sports College, the Ghana Anti-Doping Agency, and all stakeholders for their invaluable contributions. I call upon all partners—from government institutions and corporate Ghana to international agencies and local communities—to join us in implementing this Plan. Together, we will build a dynamic, inclusive, and globally competitive sports sector for a healthier, more united, and prosperous Ghana.

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EXECUTIVE SUMMARY

A New Vision for Ghanaian Sport

The Ministry of Sports and Recreation’s Medium-Term Development Plan (MTDP) for 2026–2029 presents a clear and actionable roadmap to reposition sports, wellness, and recreation as central pillars of national development. Developed through extensive consultation with government agencies, sports federations, development partners, and the private sector, the plan is designed to foster national ownership and ensure practical implementation. Its vision is to cultivate a “dynamic, inclusive, and globally competitive sports and recreation ecosystem” that enhances public wellbeing and fuels economic transformation.

This strategic framework aligns seamlessly with Ghana’s Medium-Term National Development Policy Framework (MTNDPF), the African Union Agenda 2063, and the UN’s 2030 Sustainable Development Goals. It reframes sport not merely as leisure, but as a powerful instrument for improving public health, equipping youth with valuable skills, fostering social cohesion, driving local economic growth, and elevating Ghana’s international standing.

Building on Progress, Confronting Challenges

The 2026–2029 plan is informed by both the achievements and the unfinished business of the preceding period (2022–2025). Considerable progress was made in infrastructure, including the refurbishment of major stadia in Accra, Cape Coast, and at Baba Yara, alongside the construction of the Borteyman Sports Complex as a legacy of the African Games. Foundational legislative milestones were also achieved with the passage of the National Anti-Doping Act and Cabinet’s approval for a dedicated National Sports Fund.

However, a situational analysis identified persistent constraints that require immediate and decisive action. The sector has been hampered by severe under-funding, with only 15.5% of the required budget for 2022–2025 being disbursed, leaving a critical 84.5% shortfall. This financial gap is compounded by large staffing and technical skills deficits across key institutions, fragmented data systems, and challenges with infrastructure maintenance and land ownership, all of which undermine sustainability and equitable access.

A Nine-Point Strategy for Transformation

To address these issues, the plan introduces nine interconnected flagship programmes that form the core of its strategy. This comprehensive approach targets every aspect of the sports ecosystem:

1. **Foundational Pillars:** Programmes for Sports Infrastructure Expansion & Equity and Human Capital & Technical Excellence will modernize facilities and professionalize the workforce.
2. **Critical Enablers:** A focus on Sports Finance & Resource Mobilisation, centered on the operationalisation of the National Sports Fund, will create a sustainable funding

base. This is supported by Governance, Policy & Legal Reform to strengthen regulatory frameworks.

3. **Grassroots and Innovation:** The School & Youth Sports Development programme aims to integrate physical education into school life, while the Digital Sports Transformation & Innovation initiative will establish a unified Sports Information Management System (SIMS) to enable data-driven planning.
4. **Economic and Social Impact:** The strategy seeks to unlock the commercial potential of sport through Local Economic Development & Sports Industry initiatives. Crucially, programmes for Athlete Protection & Ethical Migration and Wellness & Recreation Development will safeguard our athletes and promote active lifestyles for all citizens.

Key medium-term targets include operationalising the National Sports Fund by 2027, certifying 70% of sports officials by 2028, and deploying national digital platforms by 2029.

Implementation and Risk Mitigation

The Ministry of Sports and Recreation will lead the implementation, with primary delivery overseen by its key agencies. A robust monitoring and evaluation framework will ensure accountability through quarterly reports, annual reviews, and formal evaluations. The plan acknowledges significant risks, primarily fiscal shortfalls, land disputes, and human capital deficits. To mitigate these, the strategy prioritizes fast-tracking the Sports Fund, creating a comprehensive facility asset-register, and launching a National Sports Human Capital Framework for professional certification and succession planning.

If fully implemented, this plan will deliver sustainable financing, modern and equitably distributed infrastructure, an accredited National Sports College, and a functional digital management system by 2029. It promises to boost grassroots participation, achieve measurable gains in public health, and generate economic growth through a strengthened sports industry.

The MTDP 2026–2029 is both ambitious and pragmatic, balancing major capital projects with low-cost, high-impact community initiatives. Its success, however, depends on immediate and collective action. The Ministry calls upon the Government, parliament, corporate Ghana, development partners, and local communities to provide the financing, partnerships, and political will required to transform this vision into a tangible national reality.

ACRONYMS

AESL	-	Architecture and Engineering Services Limited
AG	-	Attorney General
CHRAJ	-	Commission on Human Right and Administrative Justice
DPs	-	Development Partners
GFA	-	Ghana Football Association
GHS	-	Ghana Health Service
GP	-	Ghana Police
GSA	-	Ghana Standard Authority
GSS	-	Ghana Statistical Service
ISSER	-	Institute of Statistical, Social and Economic Research
MDA	-	Ministry, Departments and Agencies
MMDA	-	Metropolitan, Municipal, And District Assemblies
MOF	-	Ministry of Finance
MOSR	-	Ministry of Sports and Recreation
NADO	-	National Anti-Doping Organization
NASFAA	-	National Sports for All Association
NDPC	-	National Development Planning Commission
NFs	-	National Federations
NGOs	-	Non-Governmental Organisations
NSA	-	National Sports Authority
NSC	-	National Sports College
PPA	-	Public Procurement Authority
PSC	-	Public Service Commission
RCCs	-	Regional Coordinating Councils

CHAPTER ONE: STRATEGIC OVERVIEW OF THE MINISTRY OF SPORTS AND RECREATION

1.1 Introduction

The Ministry of Sports and Recreation (MOSR) derives its legal mandate from the *Civil Service (Ministries) Instrument, 2025 (E.I. 1)* and Sections 11 and 13 of the *Civil Service Act, 1993 (PNDCL 327)*. As the principal government body responsible for sports and recreation in Ghana, the Ministry plays a pivotal role in the formulation, coordination, and implementation of national policies aimed at transforming sports and recreation into key drivers of national cohesion, public health, social inclusion, and economic development.

In line with the national development agenda and the Sustainable Development Goals (SDGs), MOSR is committed to modernising the sports and recreation sector through innovative policy instruments, strategic partnerships, and inclusive programmes that promote excellence, talent development, and widespread participation across all demographics and regions.

1.2 Vision

"A dynamic, inclusive, and globally competitive sports and recreation ecosystem that enhances individual well-being, social integration, and contributes significantly to national economic transformation."

1.3 Mission

"To lead the development, promotion, and sustainability of an accessible, inclusive, and professional sports and recreation sector through strategic policy formulation, stakeholder engagement, resource mobilisation, and institutional capacity development, with a strong emphasis on excellence, equity, innovation, and impact."

1.4 Mandate and Core Functions

In accordance with Section 13 of the *Civil Service Act, 1993 (PNDCL 327)*, the Ministry of Sports and Recreation is entrusted with overarching responsibilities for policy initiation, development planning, coordination, monitoring, and evaluation within the sports and recreation sector. Specific core functions include:

- a) Formulate, implement, and review national policies, strategies and framework for development of sports infrastructure, talents and human resources and governance and administration ethics.
- b) Facilitate the development, maintenance and equitable distribution of sports and recreational facilities across the country.
- c) Ensure the identification, nurturing and support for sports and recreational professionals to achieve excellence at local and international levels.
- d) Provide a framework for training and capacity-building of sports personnel, including coaches, referees and administration.

- e) Develop a framework to promote, market and regulate domestic sports and recreation.
- f) Represent the nation in international sports forums, foster partnerships with global sports bodies, and promote international sports diplomacy.
- g) Mobilise resources for sports development and infrastructure, manage grants and sponsorships and ensure efficient use of funds in sports and recreation projects.
- h) Advocate for active lifestyle and the integration of sports and recreation into the public health programmes.
- i) Establish monitoring and evaluation mechanisms to assess the impact and performance of sports and recreational programmes.
- j) Organise and coordinate national and international sports events to enhance national pride and global competitiveness.
- k) Conduct research to inform policies and programmes and promote the use of technology and innovation in sports and recreation.
- l) Promote grassroots sports and recreational activities to foster community cohesion, health and well-being.
- m) Ensure equitable participation in sports and recreational activities, with a focus on gender equality, persons with disabilities and underserved communities.

1.5 Agencies under the Ministry

The Ministry of Sports and Recreation delivers its mandate through collaboration with its agencies, each playing a critical role in policy implementation. They are:

- The National Sports Authority (NSA)
- The National Sports College (NSC), Winneba
- The Ghana Anti-Doping Agency

1.6 Core Values

The Ministry's operations are underpinned by a set of core values that define its institutional culture and guide its engagement with stakeholders: The core values are:

1. Professionalism
2. Integrity
3. Service
4. Transparency
5. Accountability
6. Innovation
7. Resourcefulness
8. Nationalism
9. Equal Opportunity
10. Inclusivity

1.7 Locational Map

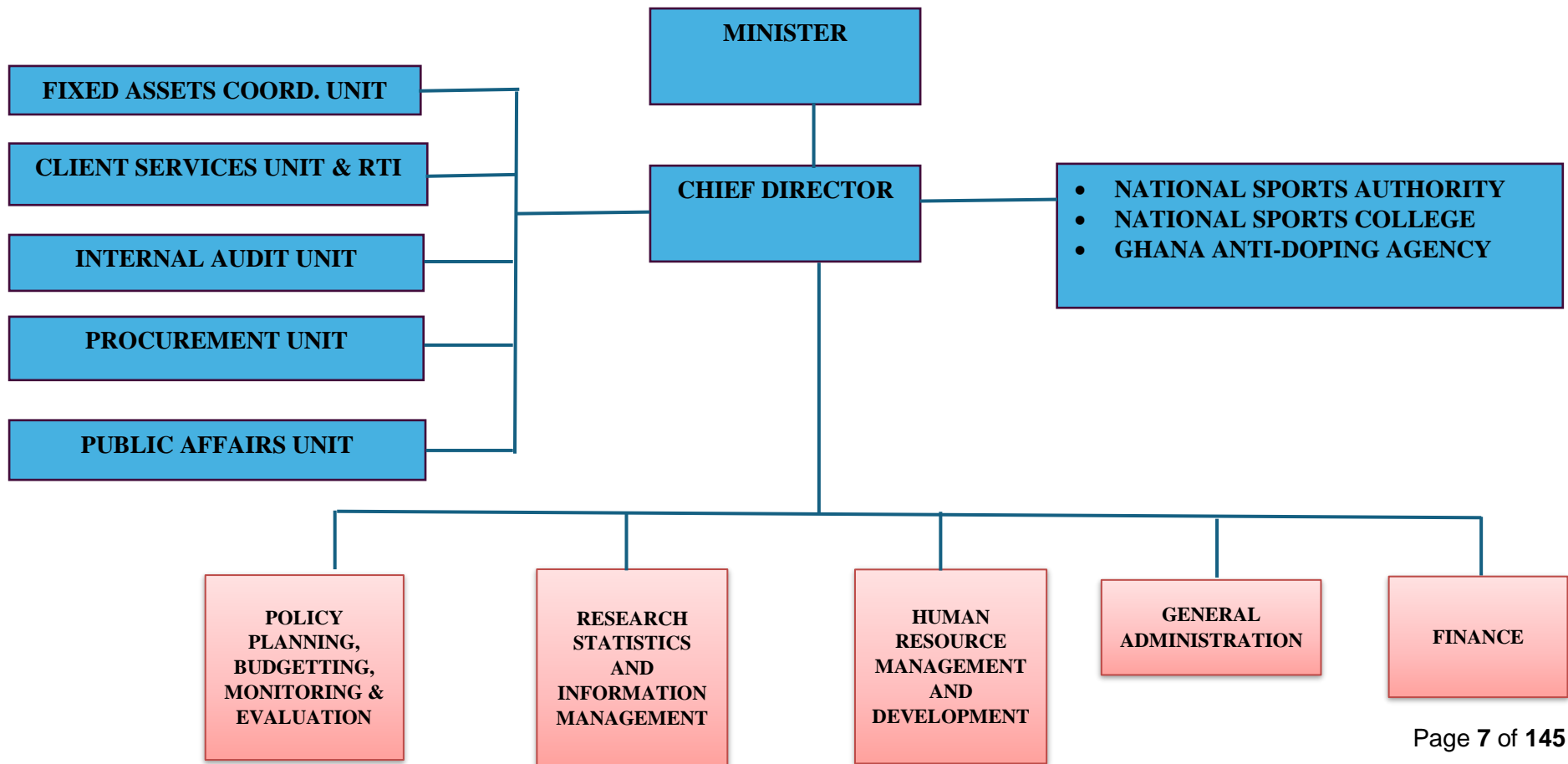
The Ministry of Sports and Recreation is located opposite the Ministry of Education and adjacent the Ministry of Interior within the Ministries enclave.



1.8 Organisational Structure

The Ministry of Sports and Recreation (MOSR) operates through a hierarchical structure designed to ensure clarity in reporting, effective coordination, and alignment with national governance standards. The structure delineates the leadership, functional directorates, statutory agencies, and oversight committees that collectively drive the Ministry’s mandate.

The structure of the Ministry and its reporting line is indicated in the organogram below.



1.8.1 Description of Structure

- a) **Ministerial Leadership:** The Ministry is headed by the Honourable Minister, who provides political and policy leadership and is advised by the **Ministerial Advisory Board** on key policy and strategic matters.
- b) **Chief Director:** The administrative leadership of the Ministry is vested in the Chief Director, who ensures operational efficiency and coordination across all directorates and units.
- c) **Core Directorates:** The Ministry operates through the following principal directorates, in accordance with the Civil Service regulatory framework:
- Policy, Planning, Budgeting, Monitoring & Evaluation (PPBME) Directorate
 - General Administration and Finance Directorate
 - Research, Statistics and Information Management (RSIM) Directorate
 - Human Resource Management (HRM) Directorate
- d) **Support Units:** These directorates are complemented by specialised units that oversee key governance and service functions:
- Internal Audit Unit
 - Public Relations and Communications Unit
 - Right to Information (RTI) Unit
 - Client Services Unit
- e) **Oversight of Agencies.** The Ministry exercises policy oversight over three core agencies:
1. **National Sports Authority (NSA)**
 - Managed national sports infrastructure, federations, and elite athlete development.
 - Governed by a **Statutory Board** established under the *Sports Act, 2016 (Act 934)*, which advises the Minister and provides strategic direction.

2. National Sports College (NSC), Winneba

- Specialised institution for technical training, coaching certification, and applied research in sports science.

3. Ghana Anti-Doping Agency (GADA)

- Established under the *Ghana Anti-Doping Act, 2024 (Act 1116)*, GADA ensures Ghana's compliance with international anti-doping protocols.

f) **Statutory Committees.** The Ministry is further supported by the following statutory bodies, which play key roles in institutional governance and performance assurance:

- **Ministerial Advisory Board** – Advises on policy direction and stakeholder engagement.
- **Entity Tender Committee** – Oversees all procurement processes to ensure value for money and compliance with the Public Procurement Act.
- **Fixed Asset Coordinating Unit** – Manages the Ministry's asset inventory and ensures proper maintenance and reporting.
- **Audit Committee** – Ensures sound financial governance and oversees the implementation of internal and external audit recommendations.

1.9 Structure of the SMTD Plan

The Ministry of Sports and Recreation's Medium-Term Development Plan (2026–2029) has been designed in accordance with the guidelines of the National Development Planning Commission (NDPC). The plan is presented in a logical sequence of nine interlinked chapters that together provide a comprehensive framework for sector development.

The opening chapter introduces the Ministry, outlining its mandate, functions, institutional arrangements, and role within the national development architecture. This is followed by Chapter Two, which presents a detailed Situational Analysis. Here, the sector's performance, human and financial capacity, infrastructure, and institutional systems are assessed, drawing lessons from the implementation of the 2022–2025 plan.

Chapter Three identifies the key development priorities for the next medium-term period, derived from the challenges, constraints, and opportunities revealed by the situational analysis. Chapter Four then sets out the sector goals, strategic objectives, and strategies, providing the overarching direction for transformation.

Building on this, Chapter Five outlines the Composite Development Programmes to be pursued between 2026 and 2029, while Chapter Six translates these programmes into Annual Action

Plans (AAPs) that specify concrete activities, timelines, responsible agencies, and indicative budgets.

The implementation of the plan will be tracked through the Monitoring and Evaluation Framework presented in Chapter Seven, which establishes clear indicators, baselines, and targets. Chapter Eight complements this with a Development Communication Strategy, ensuring that information flows effectively among stakeholders, enhancing transparency, participation, and accountability.

Finally, Chapter Nine provides the Conclusion, synthesising the overall direction of the plan and reaffirming the Ministry's commitment to building a sports and recreation sector that promotes health, youth development, social cohesion, and economic growth.

CHAPTER TWO: SITUATIONAL ANALYSIS OF THE SPORTS AND RECREATIONAL SECTOR IN GHANA

2.1 Introduction

This chapter presents a comprehensive assessment of the sports and recreational sector in Ghana, providing the evidence base for identifying development priorities for the 2026–2029 planning cycle. The analysis focuses on both achievements and persistent challenges, drawing lessons from the implementation of the 2022–2025 Medium-Term Development Plan (MTDP) and examining the existing institutional and operational conditions of the Ministry of Sports and Recreation (MOSR) and its agencies.

2.2 Overview of Development Outcomes Achieved (2022–2025)

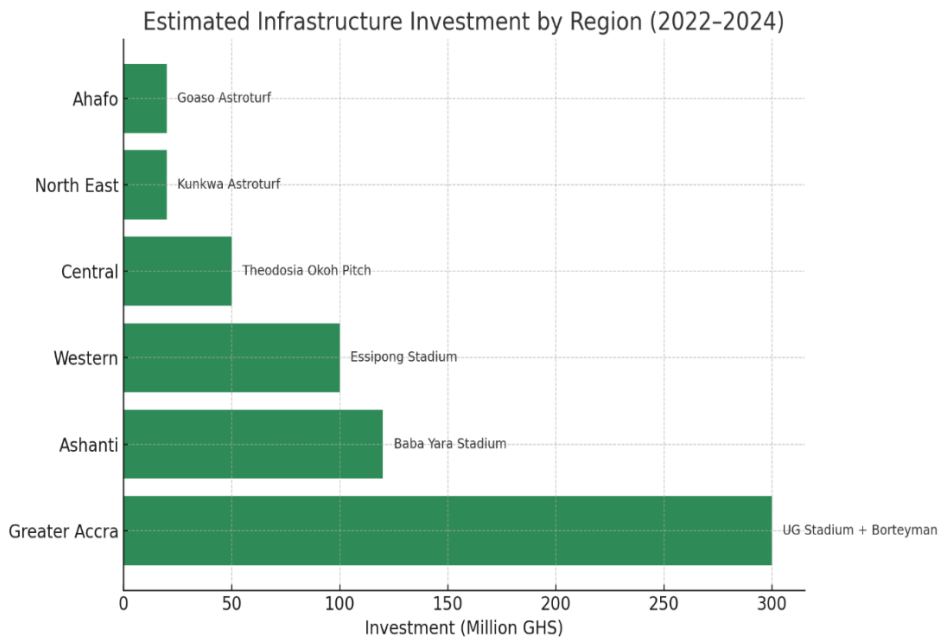
Between 2022 and 2025, Ghana's Ministry of Sports and Recreation made significant strides in expanding the sports and recreation landscape. These achievements were marked by a dual focus: (i) enhancing national sporting infrastructure to meet international standards and (ii) revitalizing grassroots development to foster inclusion, participation, and talent discovery.

Key infrastructure upgrades were completed to support Ghana's successful hosting of the 13th African Games in 2024, with legacy benefits that have enhanced domestic capacity to host regional competitions. Additionally, decentralised facility development—such as AstroTurf construction in rural areas—has improved grassroots access. On the development side, school sports, community coaching, and targeted youth programmes have reignited interest and participation, particularly among underrepresented groups, including females and youth with disabilities.

2.2.1 Sports Infrastructure Expansion

The bar chart below presents a breakdown of sports infrastructure investment by region (2022–2024).

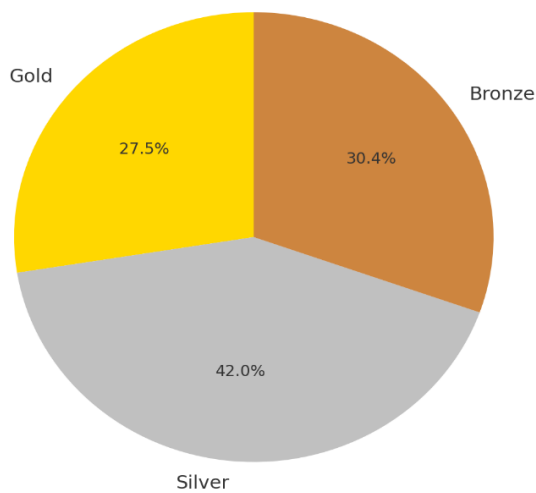
- Greater Accra Region received the highest investment, driven by the Borteyman Sports Complex and University of Ghana Stadium for the African Games.
- Ashanti and Western Regions also saw significant rehabilitation efforts at Baba Yara and Essipong Stadia, respectively.
- Smaller but strategic grassroots investments were made in Northeast and Ahafo Regions through the construction of AstroTurfs.



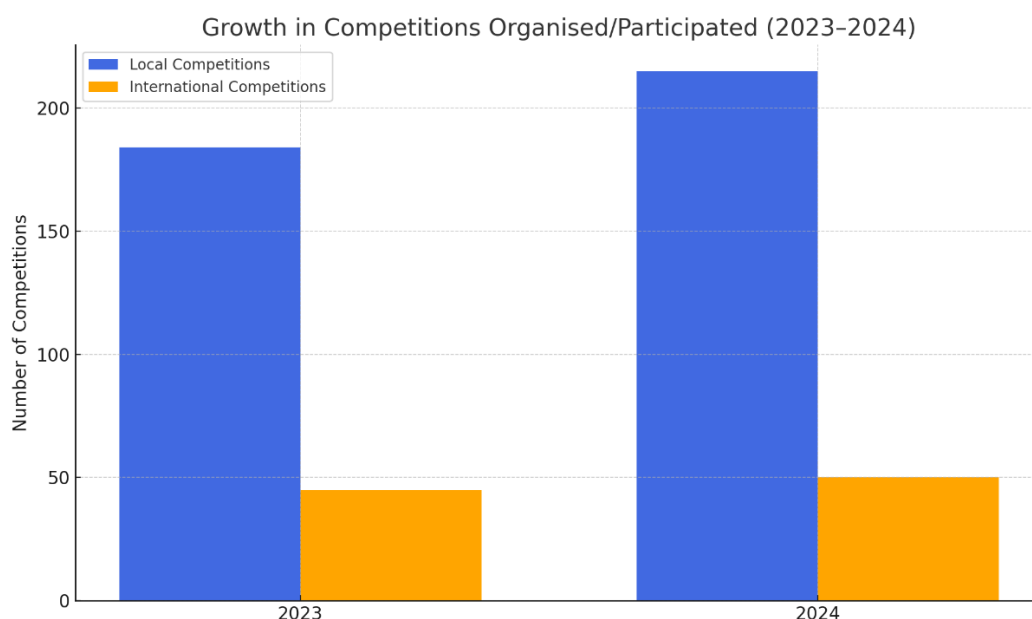
2.2.2 Hosting of International Events

1. **Medal Distribution at the African Games 2023** – Team Ghana earned a total of 69 medals, with the highest share being silver (42%), followed by bronze (30.4%) and gold (27.5%).

Team Ghana Medal Distribution - African Games 2023



2. **Growth in Competitions (2023–2024)** – Local competitions increased significantly from 184 to 215, while international participations rose from 45 to 50, reflecting expanded engagement and programme execution.



2.2.3 Grassroots sports Development

Grassroots sports development was recognised as a strategic enabler in the 2022–2025 Medium-Term Development Plan (MTDP) of the Ministry of Sports and Recreation. The objective was to stimulate early talent identification, community participation, and nationwide inclusion through district-level interventions.

Overall, the sector has made measurable progress toward its strategic objectives. Infrastructure expansion in underserved regions has reduced disparities in facility access, though sustainability and equitable distribution remain a concern. Participation indicators are positive, with steady growth in local competitions and community-led sports events demonstrating strong social mobilisation. Institutional strengthening efforts are advancing, particularly through NSA’s logistical support and decentralised outreach, but uneven implementation across districts points to the need for more balanced capacity-building and monitoring mechanisms.

Progress Against Strategic Objectives

Strategic Objective	Key Achievements (2022–2024)	Progress Assessment	Gaps/Next Steps
Expand and Upgrade Sports Infrastructure	<ul style="list-style-type: none"> - Astroturf pitches constructed at Kunkwa (Northeast) and Goaso (Ahafo). - School and district fields upgraded with community collaboration. 	Moderate progress — new facilities improved access in underserved areas.	Scale up facility distribution nationwide; ensure maintenance and sustainability.

Promote Mass Participation through Events	<ul style="list-style-type: none"> - Local competitions rose from 184 (2023) to 215 (2024). - Community games, school zonal meets, and faith-based activities mobilized participation. 	Strong progress — event-based participation is rising, and diverse entry points are emerging.	Institutionalise competitions, expand coverage to rural and peri-urban areas.
Strengthen Institutional and Human Capacity	<ul style="list-style-type: none"> - NSA supported 25 federations with logistics. - 20 district offices equipped for grassroots operations. - Regional directors mobilised local talent. 	Partial progress — capacity improved at federation and district level.	Address uneven regional mobilisation; invest in training and performance monitoring.

2.2.4 Policy and Legislative Reform and Institutional Support (2022–2025)

Between 2022 and 2025, the Ministry made notable headway in advancing the policy and legislative agenda for sports development. Landmark achievements include the passage of the National Anti-Doping Act, the drafting of a revised National Sports Policy, and Cabinet approval for the establishment of the Ghana Sports Fund, which is expected to address persistent financing gaps. Institutional reforms, such as the upgrading of NSA decentralised offices, logistical support to federations, and strengthened collaboration with the Ghana Education Service, have laid the groundwork for more inclusive and structured sports development.

However, delayed operationalisation, capacity constraints, and the need for stronger regulatory instruments are still key challenges. The next phase (2026–2029) must therefore prioritise activating existing legal frameworks, finalising policy adoption, and consolidating institutional capacity for effective sector transformation. Table below summarises the key achievements.

Policy, Legislative, and Institutional Reforms (2022–2025)

Instrument/Entity	Type	Description	Status (as of 2025)	Remarks/Next Steps
National Anti-Doping Act (Act 1116)	Legislation	Provides legal framework for anti-doping compliance and athlete protection.	Enacted (Feb 2024)	requires establishment of the National Anti-Doping Agency (NADA) and issuance of regulations.
National Sports Policy (Revised)	Policy Framework	Comprehensive policy on	Draft completed	Requires Cabinet approval; further

		governance, infrastructure, talent pathways, and inclusion.		review needed to fully integrate recreation and wellness dimensions.
Sports Act (2016)	Legislation	Governs NSA, federations, and regulatory oversight.	In force	Draft Legislative Instrument passed.
Ghana Sports Fund	Financing Mechanism	Dedicated fund to address structural funding challenges in sports development.	Cabinet approval secured; Draft Bill prepared for Parliamentary approval	Passage and operationalisation will be critical to ensuring sustainable financing for infrastructure, athlete support, and mass participation.
NSA Decentralised Offices (20 upgraded)	Institutional Support	Regional/district offices provided with logistics and equipment to enhance outreach.	Implemented (2023–2024)	Requires adequate staffing, digital connectivity, and clarified mandates to function effectively at grassroots level.
Sports Federations (25 supported)	Institutional Support	Received logistics and operational support for participation in national and international events.	Ongoing	Sustainability depends on predictable funding and transparent allocation criteria.
Ministry–GES Collaboration	Institutional Linkage	Strengthened integration of sports in education for talent identification and development.	Active (2023–2025)	Requires formal MoU and joint monitoring framework to institutionalise school sports programmes.
Policy on Inclusion & Gender in Sports (Draft Component)	Policy Element	Addresses gender equity, access, and participation in sports.	Drafted	Needs operational framework, affirmative action programmes, and targeted implementation support.

2.3 Performance Review of the 2022–2025 MTDP Implementation

2.3.1 Proportion of Annual Action Plan and MTDP Implemented (2022–2024)

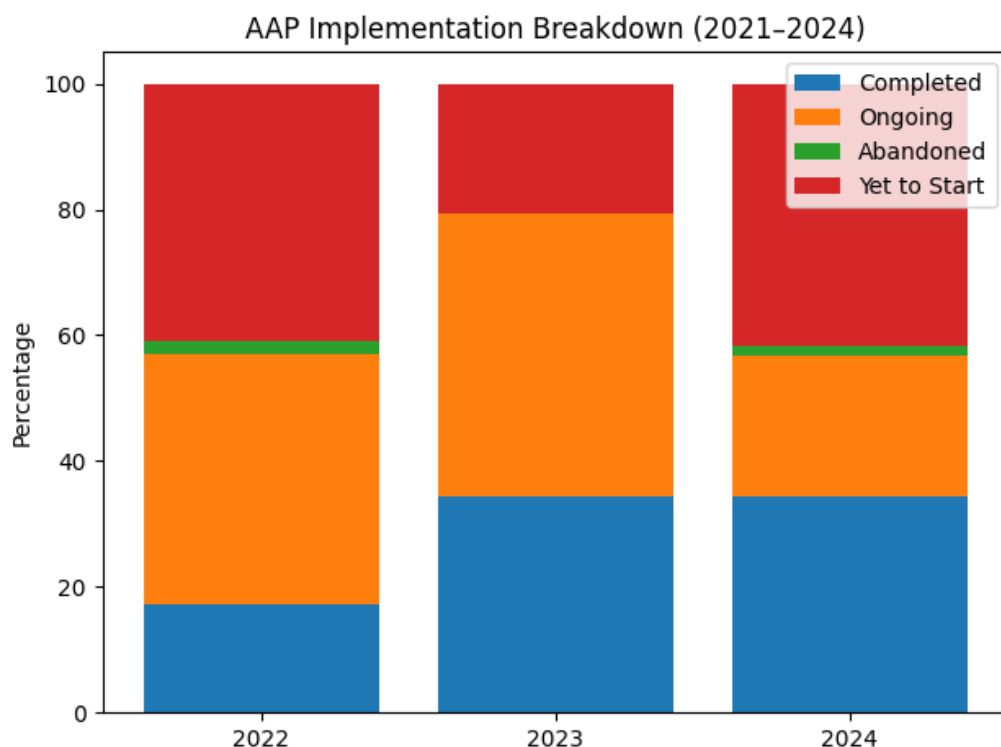
As reflected in the table above, the Ministry of Youth and Sports’ operations during 2022–2024 were aligned to two of the six Development Dimensions—namely *Social Development* and *Governance, Corruption, and Public Accountability*. Implementation of the Annual Action Plans (AAPs) showed mixed progress. Completed interventions increased from 17.3% in 2021 to 34.48% in 2023, but by 2024 completion stood at 34.33%, below target. At the same time, the proportion of interventions yet to start rose significantly, reaching 41.79% in 2024, while ongoing interventions declined compared to targets. Although abandoned interventions remained minimal, the overall Medium-Term Plan implementation stood at 56.72% by 2024, below expectations. This performance points to moderate progress but highlights persistent delays, uneven execution, and limited alignment with the broader national development dimensions.

Proportion of the SMTDP Implemented 2021-2024

AAP Indicators	Baseline	Actual	Target	Actual	Target	Actual
	2021	2022	2023	2023	2024	2024
1. Proportion of the annual action plan implemented:						
a. Percentage completed		17.3	10	34.48	23	34.33
b. Percentage of ongoing interventions		39.8	13	44.83	15	22.39
c. Percentage of interventions abandoned		2.0	0	0	1	1.49
d. Percentage of interventions yet to start		40.9	6	20.69	28	41.79
Total		100	29	100	67	100
2. Proportion of the overall medium-term plan implemented		57.1		79.31		56.72

2.3.2 AAP Implementation Breakdown (2021–2024)

This stacked bar chart shows the proportions of completed, ongoing, abandoned, and yet-to-start interventions across the years:



2.3.3 Overall Assessment of SMTDP Programme Implementation (2022–2024)

Across the three years under review, the implementation trajectory of the Sector Medium-Term Development Plan (SMTDP) reveals fluctuating levels of progress in the execution of planned programmes under the Social Development and Governance dimensions:

Year	No. of Programmes	Completed (%)	Ongoing (%)	Abandoned (%)	Not Started (%)	Overall Implementation Rate (%)
2022	98	17.3%	39.8%	2.0%	40.9%	57.1%
2023	29	34.5%	44.8%	0.0%	20.7%	79.3%
2024	67	34.3%	22.4%	1.5%	41.8%	56.7%

Key Observations:

- **2022:** Marked a challenging start with over 40% of programmes not initiated, and only 17.3% reaching completion. A high volume of ongoing projects was due to delays in mobilization and execution.
- **2023:** Reflected the most robust performance, with over 79% of planned programmes either completed or ongoing. Notably, no project was abandoned.

2024: Despite the highest number of planned initiatives (67), the proportion of not-started projects (41.8%) rebounded, indicating resourcing or coordination constraints.

Performance Review Table: Social Dimension of Sports and Youth Development (Ghana, 2021–2025)

Development Dimension	Indicator	Baseline (2021)	2022-2025 Medium-term target	Cumulative Achievement		Remarks
				Year	Data	
Social Dimension	Number of Stadia Renovated	2	5	2025	5	Accra Sports Stadium, Baba Yara Sports Stadium, Essipong Sports Stadium, Cape Coast Sports Stadium, University of Ghana
	Hostel Facility constructed	0	120 Capacity Hostel	2025	0	Inadequate capital funds from GOG
	Number of New sports stadia constructed	0	2	2025	2	New Edubiase and Abiriw
	Multi-purpose Sports hall constructed	0	2	2025	2	Borteyman Sports Complex
	Fitness Gym constructed	0	1	2025	0	Inadequate capital funds
	Sports Infrastructure for the 13 th African Games constructed	0	1	2025	1	Borteyman Sports Complex
	Number of Astro Turfs constructed	70	275	2025	5	
	Number of competitions organised and participated in	113	869	2024	2838	

	Number of young people provided with employable skills	4,247	20,000	2024	5,871	
Organisation of youth seminars and conferences	Number of youth seminars and conferences organised	4	20	2024	5	National Youth Conference, National Youth Action Against Climate Change
						Conference
Establishment of Ghana Youth Federation	Ghana Youth Federation established	List of youth groups compiled	Establish a Ghana Youth Established	2024	A charter has been developed for the establishment of the Ghana Youth Federation	
	Number of young volunteers deployed	300	4,000	2024	8,974	
	Completion of Youth Resource centres	60%	10	2024	2	Wa and Koforidua Youth Resource Centres
	NYA National Office complex completed	none	Complete the NYA National Office Complex	2025	85% complete	
Develop Legislative Instrument on Youth ACT	Legislative Instrument on Youth ACT developed	Existing ACTs	LI for the Youth Act	2024	Zero draft available	

Develop Legislative Instrument on Sports ACT	Legislative Instrument on Sports ACT developed	Existing ACTs	LI for the Sports Act	2025	LI on the Sports Act has been developed and operational	
Develop a Ghana National Sports Fund	Ghana National Sports Fund developed	None	Established Ghana National Sports Fund	2025	Cabinet Memorandum for the establishment of the National Sports Fund has been sent to Cabinet for approval	
Develop a National Sports College Bill	National Sports College Bill developed	None	National Sports College Bill operationalised	2025	Zero draft available	
Number of Policies developed	Policies developed	3	3	2025	1	
Research in sport and youth development undertaken	Contribution of sports to GDP	none	Ascertain the contribution of Sports to GDP	2025	A framework has been developed awaiting external stakeholder engagement	

2.4.1 Cumulative Achievements Under the Social Development Dimension

The implementation of flagship projects, particularly under infrastructure and youth development interventions, has yielded mixed outcomes:

Key Indicator	2022–2025 Target	Cumulative Achievement	Status / Remarks
Stadia Renovated	5	5	<i>Target achieved (Accra, Baba Yara, Essipong, Cape Coast, UG)</i>
New Stadia Constructed	2	2	<i>Target achieved (New Edubiase, Abiriw)</i>
Multi-purpose Sports Halls	2	2	<i>Completed under Borteyman Complex</i>
13th African Games Infrastructure	1	1	<i>Completed – Borteyman Sports Complex</i>
Astro Turfs Constructed	275	5	<i>Significant shortfall; requires urgent acceleration</i>
Competitions Organised/Participated In	869	2,838	<i>Target exceeded significantly</i>
Youth with Employable Skills	20,000	5,871	<i>Progress below expectation</i>
Volunteers Deployed	4,000	8,974	<i>Target exceeded – strong civic engagement drive</i>
Youth Resource Centres Completed	10	2	<i>Wa and Koforidua completed; others pending</i>
Hostel & Fitness Gym	Planned 1	0	<i>Delayed due to capital constraints</i>
National Office Complex (NYA)	100%	85%	<i>Substantial progress; completion likely by 2025</i>
Policies Developed	3	1	<i>Below target, requires acceleration</i>
Youth/Sports Legislative Instruments	2	1 LI operational; 1 Zero Draft	<i>Sports LI operational; Youth LI in draft stage</i>
National Sports Fund	1	Cabinet Memo submitted	<i>Cabinet approval gained</i>
National Sports College Bill	1	Zero Draft available	<i>Still under development</i>
GDP Contribution Framework	planned	Awaiting stakeholder engagement	<i>Framework in place; requires validation</i>

2.4.3 Assessment of Governance, Corruption, and Public Accountability Programmes

Progress in governance has been marked by the development of foundational legislative and policy instruments, including the National Anti-Doping Act, the revised National Sports Policy, and Cabinet approval for the Ghana Sports Fund. These reforms indicate a gradual but important structural shift towards greater transparency, accountability, and sector-wide regulation. At the same time, institutional measures—such as the preparation of Legislative Instruments and strengthened oversight linkages with decentralised offices—reflect growing attention to accountability at both national and subnational levels.

Despite these gains, the overall pace of legal and institutional reform has been slow, with critical instruments still at the draft stage. Operationalisation challenges and capacity gaps continue to limit the full realisation of intended governance outcomes. The next phase must therefore focus on accelerating the enactment of pending frameworks, ensuring their enforcement, and embedding accountability through stronger monitoring, transparent financing mechanisms, and digital governance tools.

Policy, Legislative, and Institutional Reforms (2022–2025)

Instrument/Entity	Type	Description	Status (as of 2025)	Remarks/Next Steps
National Anti-Doping Act (Act 1116)	Legislation	Provides legal framework for anti-doping compliance and athlete protection.	Enacted (Feb 2024)	requires establishment of the National Anti-Doping Authority (NADA) and issuance of regulations.
National Sports Policy (Revised)	Policy Framework	Comprehensive policy on governance, infrastructure, talent pathways, and inclusion.	Draft completed	Requires Cabinet approval; further review needed to fully integrate recreation and wellness dimensions.
Sports Act (2016)	Legislation	Governs NSA, federations, and regulatory oversight.	In force	Draft Legislative Instrument prepared and submitted to the Attorney General for consideration.
Ghana Sports Fund	Financing Mechanism	Dedicated fund to address structural funding challenges in sports development.	Cabinet approval secured; Draft Bill prepared for Parliament	Passage and operationalisation will be critical to ensuring sustainable financing for infrastructure, athlete support, and mass participation.

NSA Decentralised Offices (20 upgraded)	Institutional Support	Regional/district offices provided with logistics and equipment to enhance outreach.	Implemented (2023–2024)	Requires adequate staffing, digital connectivity, and clarified mandates to function effectively at grassroots level.
Sports Federations (25 supported)	Institutional Support	Received logistics and operational support for participation in national and international events.	Ongoing	Sustainability depends on predictable funding and transparent allocation criteria.

2.5 Challenges encountered in the implementation of the SMTDP.

During the period of implementation of the 2022-2025 Annual Action Plans in the SMTDP, several challenges were encountered.

These challenges included.

- a) **Inadequate and untimely release of funds:** The implementation of budgeted activities was affected due to late release of funds from the Ministry of Finance. only 15.5% of the GHS 5.73 billion required for the medium-term was disbursed. This accounted for the non-completion of some of the programmes and projects.
- b) **Low implementation of Monitoring Plan:** Despite the Ministry’s comprehensive M&E plan, not all programmes and activities of sector agencies were fully monitored, affecting data collection, analysis and timely reporting.
- **Infrastructure delays and land encroachment:** Many construction projects were delayed due to administrative bottlenecks, land disputes, and encroachment on earmarked sports lands. These issues raised project costs, caused redesigns, and in some cases resulted in total abandonment of initially approved sites.

2.6 Factors that Contributed to the Attainment of Outcomes

- **Strong public enthusiasm and community interest in sports participation:** Across the country, grassroots enthusiasm—particularly among the youth—for sporting activities such as football, athletics, and volleyball has remained high. Community-organised competitions, local leagues, and school-based events have promoted mass

participation and social inclusion, creating a favourable environment for programme adoption.

- **Institutional commitment to completing infrastructure:** Despite financial constraints, focused government commitment enabled the completion of major national sports infrastructure including the Accra Sports Stadium, Baba Yara Stadium, Cape Coast Stadium, and facilities within the University of Ghana and Borteyman Complex. These venues have supported national and regional competitions and boosted public confidence.
- **Progress in legislative drafting (Sports Act LI, National Sports Fund Bill):** The policy and legal environment improved with progress made on the Sports Act Legislative Instrument and the draft National Sports Fund Bill, both of which are essential to institutional reform, sustainable financing, and sector governance.

2.7 Lessons Learnt for Future Development Planning:

- **Prioritise early-year release of capital funds:** Timely disbursement of budgeted capital expenditure is critical to ensure uninterrupted execution of infrastructure projects. Delays compromise procurement processes, elevate project costs, and erode public trust in government commitments.
- **Institutionalise results-based Monitoring and Evaluation (M&E):** A robust M&E system, linked to the Annual Action Plan (AAP), enables better resource tracking, early identification of implementation bottlenecks, and informed corrective action.
- **Ensure legislative reforms are supported by financing and operational plans:** The utility of legal instruments such as the Sports Act LI or the National Sports Fund depends on parallel development of operational mechanisms, costed implementation roadmaps, and capacity development for enforcement.
- **Expand and institutionalise Public-Private Partnerships (PPPs):** Ghana's sports sector must move beyond ad hoc sponsorship to structured PPPs, especially for infrastructure, maintenance, and youth development. Models such as Build-Operate-Transfer (BOT) and naming rights concessions offer viable financing pathways.
- **Leverage youth-focused sport programming across sectors:** Youth participation in sport is a high-impact, low-cost driver of skills development, employment, and social cohesion. Programmes that integrate education, health, climate resilience, and digital innovation yield superior and lasting benefits.

The 2022–2024 SMTDP implementation period demonstrated both commendable gains—particularly in event hosting, stadia rehabilitation, and youth mobilization—as well as persistent structural challenges. For the remaining implementation window through 2025, there is an urgent need to:

- Prioritize underperforming targets,
- Fast-track legal and policy reforms,
- Secure alternative financing for capital-intensive projects, and
- Institutionalize robust monitoring mechanisms.

2.8 Financial Performance

The table below shows the financial performance of the Ministry and its Agencies from 2022 to 2025.

Table: Financial Performance (2022-2025)

Source of funds	Total estimated cost of plan (A)	Total amount received (B)	Variance (C) = (A-B)
GOG	5,689,474,152.67	879,310,187.03	4,810,163,965.64
IGF	20,000,000.00	8,516,831.63	11,483,168.37
DPs	20,020,000.00	0	20,020,000.00
Others (Specify)			
TOTAL	5,729,494,152.67	887,827,018.66	4,841,667,134.01

The financial performance of the Ministry and its agencies from 2022 to 2025 reveals significant funding challenges, with far-reaching implications for programme execution. A detailed analysis of Table 2 shows that of the total estimated financial requirement of GHS 5.73 billion, only GHS 887.8 million was received across all funding sources. This represents a financing rate of just 15.5%, leaving an alarming shortfall of approximately GHS 4.84 billion, equivalent to 84.5% of the planned budget.

Internally Generated Funds fell short by 58%, and no Development Partner support materialised despite a GHS 20m allocation. This reflects deep fiscal constraints, weak revenue mobilisation, and limited donor engagement.

The Ministry's financial performance over the medium term exposes critical vulnerabilities in resource mobilisation and fiscal planning. The stark underfunding from all sources—particularly the absence of donor support and low GoG releases—poses a major impediment to the realisation of national sports and youth development goals.

2.9 Analysis of existing conditions

This subsection assesses current staffing levels; skills mix and enabling resources within the Ministry of Sports and Recreation (MOSR) and its Agencies. It shows critical gaps, surpluses, and structural constraints; highlights data needs and specifies priority logistics to improve service delivery. The analysis is based on the approved establishment (Organisational Manual) and headcount as of August 2025.

2.9.1 Existing Situation (Workforce, Facilities, and Logistics)

Ministry of Sports and Recreation (Headquarters)

The Ministry Headquarters serves as the central coordinating body for Ghana's sports and recreation sector, with responsibilities spanning policy development, programme oversight, resource mobilization, and statutory reporting. The institution shows notable strengths but also faces systemic gaps that constrain its full effectiveness.

The Ministry has an establishment of 209 positions, with 127 staff currently at post—representing a 61 percent staffing level. The workforce shows moderate gender balance (56 percent male, 44 percent female) and a strong base of experienced professionals, most concentrated between 31–50 years. This provides institutional stability and accumulated expertise for sector management. However, critical gaps exist in technical and specialized roles, including research, monitoring and evaluation, and sector planning. The absence of young professionals under 30 reflects a lack of succession planning; while impending retirements could erode institutional memory if not addressed.

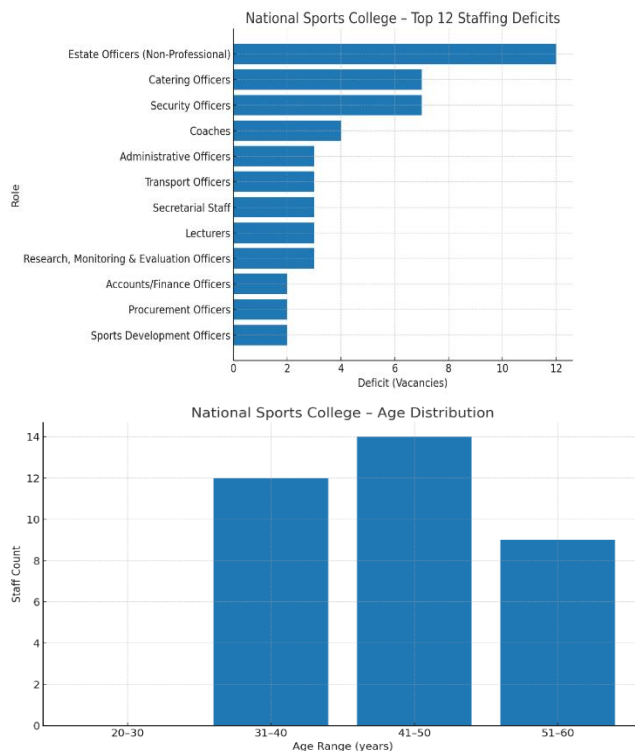
The Ministry runs from an established office complex that is largely functional but requires renovation and modernization to meet current standards of service delivery. Space constraints limit the expansion of technical departments, while ageing ICT infrastructure hinders digital work processes. The absence of a Sports Information Management System (SIMS) is particularly critical, as it undermines the Ministry's mandate for sector-wide coordination. Without a centralized, integrated platform, data quality is still inconsistent, sector monitoring is fragmented, and the Ministry struggles to deliver prompt statutory reports to government and international partners.

The Ministry keeps a modest fleet of official vehicles to support supervision, monitoring, and outreach activities. However, many of these vehicles are old, often grounded, or costly to keep. This affects mobility for staff, limits the Ministry's ability to conduct nationwide inspections of facilities, and weakens its coordination of decentralized sports institutions.

Despite these challenges, the Ministry Headquarters retains strategic strengths: an experienced workforce, a reasonably functional office base, and established institutional legitimacy as the apex body for sports governance in Ghana. However, the combination of staffing gaps, ageing facilities, weak coordination, and the absence of a robust ICT backbone significantly constrains performance. Addressing these deficits—particularly through targeted recruitment, modernization of facilities, and the urgent rollout of a Sports Information Management System—will be decisive for strengthening the Ministry's ability to drive policy, coordinate stakeholders, and position Ghana's sports sector competitively at both national and international levels.

The National Sports College

The National Sports College (NSC) was set up as Ghana’s premier institution for athlete development, sports science, and technical training. It occupies a strategic niche within the sports ecosystem, complementing the National Sports Authority and federations by focusing on capacity building and performance enhancement. Its statutory mandate provides the framework for advancing sports professionalism and research, positioning it as a key driver of Ghana’s sporting competitiveness.



The College has a foundational infrastructure base, including hostel facilities, staff bungalows, an ICT centre, and sports grounds, which provide a platform for residential training, workshops, and academic programmes. Its location and history give it national recognition, and its existing assets make it an ideal hub for regional training camps and partnerships with universities, federations, and international bodies. Gender representation is balanced (60:40), and the institution keeps a core administrative and support staff who keep operations running. With targeted investment, the College could evolve into a centre of excellence in sports science and high-performance training, filling a critical gap in the sector.

However, the College currently runs under severe institutional strain. Staffing stands at only 35 out of 107 approved positions, leaving a 67% vacancy rate. Leadership is weakened by unfilled Deputy Director roles, and professional ability in coaching, sports medicine, psychology, and research is largely absent. Facilities, while functional, are outdated, with most requiring major renovation, sports infrastructure lacks diversity, with no athletics track, gym, or multipurpose halls. Equipment and ICT tools are basic and outdated, with no modern sports science or high-performance laboratories. Coordination is another major constraint, with only one serviceable vehicle available for operations.

These gaps significantly constrain the College’s ability to deliver on its mandate. Without adequate technical staff and modern facilities, it cannot provide the level of athlete preparation, research, or training needed to support national sports ambitions. The absence of succession planning and young professionals also threatens institutional continuity.

Despite these challenges, the NSC is still a strategically important institution with a clear mandate, national recognition, and an infrastructure base that can be modernized. With strategic reforms in staffing, facility rehabilitation, and the introduction of modern sports science technologies, the College has the potential to transform into a national and regional hub for sports training, research, and athlete development — supporting Ghana’s aspiration to build a globally competitive sports sector.

The National Sports Authority (NSA)

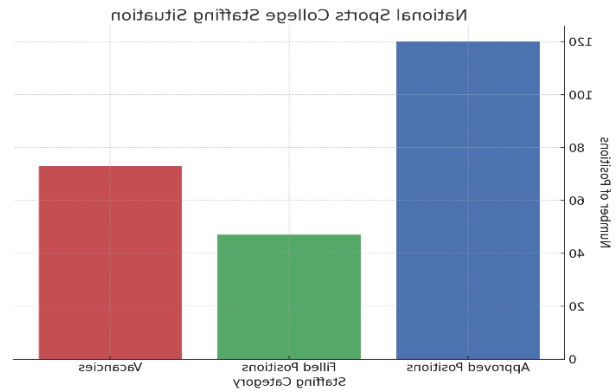
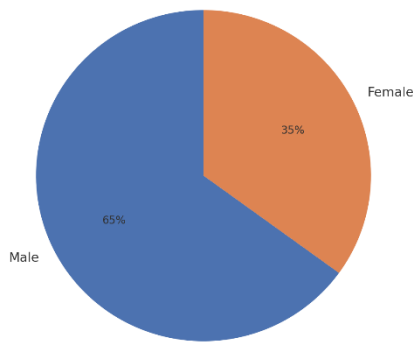
The National Sports Authority (NSA) is still the central body responsible for sports promotion, infrastructure management, and coordination of national federations. It has a strong nationwide footprint, managing iconic facilities such as the Accra Sports Stadium, Baba Yara Stadium, and Cape Coast Stadium, alongside Youth Resource Centres and regional stadia. This wide infrastructure base gives the NSA considerable influence over the development and commercialization of sports in Ghana.

The Authority has a substantial staff establishment of 1,021 positions, with 439 currently in post, providing a core workforce for administration and operations. It has established structures across all regions, ensuring national coverage. Recent rehabilitations of major stadia and the integration of smart systems (e.g., electronic ticketing) highlight its modernization potential. Furthermore, NSA’s national visibility and political recognition provide opportunities for partnerships, sponsorships, and revenue generation.

Despite these strengths, the Authority faces a 58% staffing deficit, with critical technical positions such as physiotherapists, psychologists, and legal officers entirely vacant. Women remain underrepresented in leadership and technical areas, and few young professionals are being recruited, raising succession concerns. Facility management is constrained by ownership disputes, encroachment, and limited maintenance budgets, resulting in underutilization of assets. Revenue generation from NSA-managed facilities remains low compared to potential, largely due to weak property documentation and commercial strategies. If unresolved, these gaps may erode the NSA’s ability to effectively regulate, maintain, and commercialize sports infrastructure, limiting its contribution to Ghana’s sports sector transformation.

The NSA remains a strategically placed institution with extensive assets, nationwide presence, and political backing. With targeted reforms in staffing, asset management, and commercialization, it can reposition itself as the anchor institution driving sustainable sports development and international competitiveness for Ghana.

National Sports College Staff Gender Composition



The National Anti-Doping Agency (NADA)

The National Anti-Doping Agency (NADA) has recently been established through an Act of Parliament, giving Ghana a firm legal and institutional basis for compliance with the World Anti-Doping Code. The passage of the law and creation of a dedicated office mark noteworthy progress, showing strong political will and positioning Ghana among countries with formalised national anti-doping structures. This development provides credibility with international partners such as WADA, UNESCO and the African Zone VI Regional Anti-Doping Organisation, and creates an enabling environment for long-term anti-doping governance.

Ghana’s recent hosting of the 13th African Games heightened awareness of doping risks, attracted technical support, and expanded national interest in safeguarding athlete health and fair play. NADA can also draw on proven international training platforms for doping control officers, education modules, and regional laboratory partnerships. These provide a ready pathway to accelerate institutional capacity without having to build every function from scratch.

However, the Agency is still in its infancy operationally. While the mandate is secured, the office requires urgent investment in personnel, logistics, and systems to function effectively. Currently, staffing is minimal and heavily dependent on secondments and short-term technical support. The Agency has not yet built the full spectrum of competencies required by the Code — including a dedicated results management function, an education/outreach team, legal case handling ability, Therapeutic Use Exemption (TUE) support, and sufficient certified sample collection personnel.

Laboratory capacity is a critical gap. Ghana does not have an accredited anti-doping laboratory, meaning that all samples must be shipped abroad, increasing costs, extending result turnaround times, and creating potential vulnerabilities in chain-of-custody integrity. Without proper agreements, this undermines the Agency’s ability to deliver reliable and timely results and could affect the credibility of sanctions in the eyes of athletes and federations.

ICT systems and logistics are another pressing requirement. A secure results management platform, athlete registry, and case-tracking system are essential for coordination, statutory reporting, and data security. In their absence, there is a risk of fragmented data management, late statutory reports to WADA, and weak coordination with federations and the Ministry. Similarly, office infrastructure, testing kits, vehicles for fieldwork, and standardised education materials are not yet adequately provided.

2.9.2 Overview of Ghana’s sports and recreation sector

A sound appreciation of the current state of Ghana’s sports and recreation sector is critical to shaping transformative development strategies. The 2022–2025 SMTDP performance review not only highlights institutional achievements and persistent gaps but also mirrors the broader issues facing the sector, including underfunding, governance bottlenecks, and uneven infrastructure development.

State of Wellness and Recreation in Ghana

Rising Burden of Non-Communicable Diseases (NCDs). Ghana is undergoing a profound epidemiological transition. According to the World Health Organization (WHO, 2023), NCDs such as cardiovascular disease, diabetes, chronic respiratory illnesses, and cancers now account for over 43% of all deaths, a dramatic increase compared to two decades ago. Hypertension affects nearly one in four adults, while obesity rates continue to rise steadily—especially among urban women.

Physical inactivity is a critical driver of this trend. WHO’s Global Health Observatory (2023) estimates that over 40% of Ghanaian adults do not meet the recommended 150 minutes of moderate physical activity per week. Sedentary lifestyles, reinforced by urban work patterns, inadequate infrastructure, and limited awareness campaigns, have made inactivity a major contributor to ill health.

The burden of inactivity and NCDs extends well beyond hospitals and clinics. It translates into significant productivity losses for the economy. The World Bank (2021) estimates that ill health, including NCD-related conditions, costs Ghana 2–3% of GDP annually through reduced labour productivity, absenteeism, and premature deaths—undermining hard-won human capital gains.

Rapid urbanization is compounding these health risks. Ghana’s urban population has grown from 36% in 2000 to nearly 60% in 2022 (UN-Habitat, 2022), creating intense pressure on land and infrastructure. Recreational and green spaces have been steadily converted to residential and commercial use. Cities such as Accra, Kumasi, and Takoradi now face acute shortages of safe public areas for physical activity.

The challenge is not limited to cities. Rural and peri-urban communities, where nearly half of Ghana’s population still resides, often lack even the most basic recreational facilities such as community parks, sports fields, or wellness centres. This results in a double exclusion: urban residents contend with overcrowded or unsafe spaces, while rural residents are effectively denied access altogether.

At the same time, Ghana’s changing demographics and rising health consciousness are creating growing demand for wellness opportunities. The youth bulge—nearly 57% of the population is under 25 (GSS, 2021)—has generated a new culture of active lifestyles, seen in the rise of private gyms, wellness clubs, and fitness events in metropolitan areas.

Despite policy recognition, wellness and recreation are not yet fully mainstreamed into Ghana’s national systems. The WHO Global Action Plan on Physical Activity (2018–2030) calls for integrating activity into health, education, transport, and urban planning. Domestically, the Ghana Shared Growth and Development Agenda (GSGDA) acknowledge the importance of

wellness, while the newly introduced Mahama Care Fund prioritizes financing for sports and recreation. However, weak inter-ministerial collaboration—between health, education, local government, and urban planning—has prevented coordinated implementation. Wellness remains peripheral rather than embedded into national planning. While the private fitness industry has grown in urban centres, it is still fragmented, expensive, and inaccessible to most Ghanaians. Public-private partnerships (PPPs) for recreational hubs are rare, largely due to the absence of incentives such as tax breaks, regulatory clarity, or land access. This has limited the sector’s ability to scale equitable and affordable wellness services across the country.

The rising NCD prevalence, inadequate recreational opportunities, and underutilization of wellness as a public health and development, left unaddressed, Ghana risks escalating healthcare costs, declining productivity, and worsening inequities in access to healthy lifestyles. Conversely, prioritizing wellness and recreation offers a pathway to reducing NCD burdens, strengthening community cohesion, and unlocking economic benefits through improved labour productivity and sports-tourism-related opportunities.

State of Sports Infrastructure & Facilities in Ghana

Sports infrastructure in Ghana is at a crossroads. On the one hand, the country has made notable strides with the development of flagship facilities such as the Borteyman Sports Complex and the University of Ghana Stadium, as well as the nationwide rollout of Youth Resource Centres and AstroTurf. On the other hand, the infrastructure base remains outdated, underutilised, unevenly distributed, and poorly maintained, threatening the sustainability of sports development and the vision of “Sports for All.”

The national stadiums—the Accra Sports Stadium, Baba Yara Stadium in Kumasi, and Cape Coast Stadium—remain central to hosting domestic and international events but suffer from persistent maintenance challenges, outdated drainage systems, and inadequate amenities. The Azumah Nelson Sports Complex, while strategically located, has not been adequately modernised to serve as the vibrant urban sports hub it was envisioned to be. The National Sports College in Winneba, once conceived as a high-performance and coach education centre, has steadily declined due to years of neglect and limited investment.

In contrast, the Borteyman Sports Complex stands out as a world-class multi-sport facility with Olympic-standard features, built for the 13th African Games. Its future, however, depends heavily on the establishment of a sustainable legacy programme that prevents it from falling into the cycle of neglect experienced by earlier projects. Similarly, the University of Ghana Stadium presents a unique opportunity as a dual-use facility for both academic and national sports, but its long-term value will depend on how effectively it is integrated into national planning and community programmes.

At the community level, government has rolled out Youth Resource Centres and AstroTurf, providing new opportunities for grassroots engagement. However, many of these facilities are single-sport oriented, with weak maintenance frameworks and limited multipurpose use, raising concerns about sustainability. In rural and peri-urban areas, access is even more restricted, with designated community sports lands often encroached upon or repurposed due to poor enforcement and weak coordination at the local government level.

The infrastructure challenge extends into the education sector. Basic and secondary schools largely lack standard playing fields, physical education equipment, or sports facilities, while tertiary institutions such as University of Ghana and KNUST continue to grapple with resource and budget constraints despite their potential as regional sports hubs. This undermines early talent identification and the systematic development of athletes.

Private sector and NGO-led initiatives, such as Wembley Park at Kotobabi, provide a glimpse of what is possible, but such investments remain fragmented and limited in scope. The lack of a comprehensive public–private partnership (PPP) framework has meant that private capital is underutilised in addressing the country’s infrastructure gaps.

The National Sports College (NSC) complements this network as the national training and capacity-building node. Its physical plant comprises an administration/hostel block and guest house (both serviceable but due for renovation), two football pitches (one in poor condition), eight tennis courts (three deteriorated), an ICT Centre (functional but needing refurbishment), and residential units (bungalows/flats) that are broadly in “good” condition yet require systematic renovation.

The consequences of these deficits are far-reaching. Participation in organised sports and physical activity is disproportionately lower in regions with poor infrastructure, weakening national health outcomes and grassroots development. At the elite level, athletes outside football are especially disadvantaged by the absence of high-performance facilities, which constrains international competitiveness. Without coordinated investment, inclusive design, and sustainable management, Ghana risks underutilising its modern flagship facilities and missing the broader potential of sport as a driver of youth empowerment, social cohesion, and global sporting excellence.

Structural and Commercial Barriers to Sports Development in Ghana

Beyond infrastructure deficits, Ghana’s sports sector faces deeply entrenched structural and commercial challenges that undermine inclusivity, competitiveness, and long-term sustainability.

Public and private investment remains overwhelmingly skewed toward football, which absorbs over 80 percent of government allocations (approx. GHS 85–100 million annually between 2020–2023) and more than 90 percent of corporate sponsorship value (Ministry of Youth and Sports, 2023). For example, in 2022, the Ghana Football Association (GFA) secured sponsorship packages exceeding USD 10 million, while athletics, boxing, and swimming collectively received less than USD 500,000 in structured sponsorship (GFA, 2022). This imbalance deprives other disciplines—such as boxing, athletics, swimming, and para-sports—of the resources needed for long-term growth. Development outside football is largely event-driven, with less than 15 percent of annual sports budgets allocated to structured talent development, infrastructure, and coaching systems (NDPC, 2023).

Media coverage and sponsorship patterns further entrench this football-centric model. Over 70 percent of national sports airtime is devoted to football, with European leagues often displacing coverage of domestic competitions (National Media Commission, 2021). A 2021 content analysis found that only 4 percent of televised sports programming featured women’s sports, and para-sports coverage accounted for less than 1 percent (NMC, 2021). Corporate sponsorship mirrors this bias, with women’s leagues receiving less than GHS 2 million

annually compared to over GHS 50 million invested in men’s football (GFA, 2022). This has produced a narrow national sports identity that limits opportunities for rural youth, women, and persons with disabilities to benefit from sport as a pathway to education, empowerment, and social mobility.

Compounding these challenges is the sector’s heavy dependence on government funding. Annual budget allocations to the Ministry of Youth and Sports averaged GHS 135 million (2020–2023), of which nearly 65 percent went into recurrent expenditure and international event participation (e.g., AFCON, World Cup) (MoF, 2023). Developmental investments—such as grassroots sports, facilities modernization, or research—accounted for less than 20 percent of total spending. Without a statutory financing mechanism such as a National Sports Development Fund or ring-fenced budget lines, federations operate with unstable resources, often scaling down or cancelling programmes when funds fall short (MoYS, 2023).

Equally concerning is Ghana’s weak capacity for revenue generation and commercial innovation. National sports venues such as the Accra Sports Stadium and Baba Yara Stadium operate at less than 40 percent of their revenue-generating potential, with poor adoption of modern strategies like naming rights, concession leasing, tiered ticketing, merchandising, or digital fan engagement (NSA, 2022). For example, stadium rentals generated under GHS 5 million in 2022, despite potential projections of GHS 15–20 million if fully optimized (NSA, 2022). Similarly, domestic broadcasting rights for sports (excluding football) remain negligible estimated at less than 5 percent of total sports media spend, while football rights alone command over USD 7 million annually (GIBA, 2022).

Taken together, these structural and commercial weaknesses constrain Ghana’s ability to build a vibrant, diversified sports ecosystem. They limit the sector’s contribution to GDP (currently about 1.4 percent in Ghana vs. ~2 percent in South Africa) (GSS, 2021; SAJIP, 2020), as well as to job creation, youth engagement, and national branding. Addressing these gaps requires a paradigm shift: diversifying investments beyond football, professionalizing underfunded disciplines, incentivizing private sector participation, and institutionalizing commercial innovation frameworks. Only then can Ghana reposition sports as both a social good and a strategic economic driver.

Table.... Current Challenges in Sports Development & Participation

Dimension	Current Situation	Implications
Grassroots engagement	Mostly informal; limited structured PE in schools; poor facilities in communities.	Weak foundation for talent identification and skills development.
Academies & pathways	Few regulated academies (mostly football); weak presence in other sports.	High attrition, narrow pipelines for elite talent.
Federations	Underfunded, reliant on ad hoc GoG support.	Inability to plan and implement long-term development.
Female participation	Low due to cultural barriers, safety issues, lack of female-friendly facilities.	Gender inequity in sports outcomes, underutilized talent pool.
Disability sports	Few disability-friendly facilities, limited funding for para-sports.	Marginalization of people with disabilities; failure to meet international commitments.

Transition to elite levels	Weak coaching, limited scholarships, poor welfare.	Promising athletes dropping out, weak elite representation.
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Unlocking Potential: Human Capital Deficits and Reform in Ghana’s Sports Sector

A sustainable and competitive sports sector is ultimately anchored in the depth, quality, and professionalism of its human capital. While infrastructure and financing remain critical enablers, the ability to deliver results in both elite performance and grassroots sports depend fundamentally on a skilled, accredited, and motivated workforce of coaches, referees, administrators, scientists, and technical staff. In Ghana, persistent deficits in human resources and technical capacity continue to constrain sectoral performance and undermine the realization of sport as a lever for national development.

At the institutional level, the Ministry of Sports and Recreation (MoSR) and its agencies face systemic capacity gaps that undermine effective service delivery and policy coherence. The most critical constraint is the absence of a robust data management system, which hampers evidence-based planning, monitoring, and accountability. This weakness is compounded by poor coordination across the Ministry headquarters, the National Sports Authority (NSA), the National Sports College (NSC), and the emerging National Anti-Doping Organisation (NADO), leading to fragmented mandates, duplication of functions, and missed opportunities for synergy. Persistent financial constraints further limit investment in systems, infrastructure, and technical capacity, while logistical shortfalls in office space, ICT, and transportation undermine day-to-day operations. Collectively, these deficiencies restrict the Ministry’s ability to exercise credible oversight, strengthen federations, or drive forward-looking policy and sectoral reforms.

The National Sports Authority (NSA), which oversees the largest network of regional and district sports offices, operates with chronic staffing deficits. Many critical cadres—including sports development officers, physiotherapists, psychologists, engineers, auditors, and maintenance personnel—are either absent or poorly matched to roles. Staff are disproportionately concentrated in urban centres, leaving community-level outreach programmes under-supported. High turnover, ageing personnel, and weak succession planning further erode institutional memory and continuity.

The National Sports College (NSC) in Winneba, established to serve as the apex technical training and research institution for the sector, faces the most acute constraints. With only 35 staff against an establishment of 107 (a 32.7% fill rate), the College operates with 72 vacant posts across leadership, technical, medical, academic, and support functions. Its workforce is skewed toward mid-career and late-career professionals, with no staff under 30 years—signalling a looming succession crisis. Although gender representation is moderately balanced overall (60% male, 40% female), women remain underrepresented in technical and leadership categories. Beyond staffing, the College suffers from chronic underinvestment: deteriorating physical infrastructure, outdated curricula, and insufficient autonomy to attract high-calibre trainers or forge meaningful international partnerships. Consequently, it has fallen behind peer institutions in Kenya, South Africa, and Egypt, which have repositioned themselves as hubs of sports science, coaching education, and research.

The National Anti-Doping Organisation (NADO), though relatively new, highlights another dimension of technical shortfalls. It lacks the specialized expertise in biochemistry, sports law,

and medical testing required to ensure compliance with World Anti-Doping Agency (WADA) standards. Limited laboratories, minimal sample collection capacity, and donor-dependent staffing weaken Ghana's credibility in the global anti-doping regime.

Underlying these institutional challenges is the absence of a structured national framework for professional development. Training pathways, accreditation systems, and progression benchmarks remain fragmented, with many practitioners operating without certification. Existing training programmes run by federations are ad hoc, event-based, and inconsistent in quality, lacking alignment with international standards such as CAF's coaching licenses, the IOC's coaching framework, or WADA's anti-doping protocols. The result is a workforce whose technical capacity and global competitiveness are compromised.

Addressing these deficits requires bold reform in a National Sports Human Capital Framework. Such a framework should standardize curricula and accreditation across disciplines, establish an independent cross-sport certification and licensing body, and institutionalize mandatory Continuous Professional Development (CPD). Equally, investment in the revitalisation of the National Sports College, coupled with modern succession planning and targeted recruitment pipelines, will be critical to restoring Ghana's capacity for technical excellence.

2.10 Cross-Cutting Issues

The sports and recreation sector in Ghana is shaped by cross-cutting issues that influence the inclusiveness, sustainability, and future-readiness of sector. These themes cut across infrastructure, human capital, governance, and participation, and require deliberate mainstreaming into all policy and programme interventions of the Ministry of Sports and Recreation (MOSR).

Gender & Inclusion

Despite progress in increasing female participation in sports at school and community levels, structural inequities persist. Women remain underrepresented in leadership and decision-making roles across federations, technical committees, and the Ministry itself. Female athletes also face limited access to sponsorships, training facilities, and competitive platforms compared to their male counterparts. Similarly, disability sports remain marginalized, with only a handful of adapted programmes, insufficient assistive equipment, and poor visibility in national sporting agendas. The absence of disability-friendly infrastructure further compounds exclusion. Addressing these gaps requires gender-sensitive policy reforms, equitable resource allocation, and partnerships with advocacy groups to institutionalize inclusivity as a central principle in sports development.

Youth Development

Sports remains one of the most potent avenues for youth engagement, social cohesion, and employability in Ghana. With over 57% of the population under the age of 25, the potential of sports as a driver of skills development, entrepreneurship, and professional opportunities is immense. However, weak talent pathways, limited career advisory systems, and the lack of structured linkages between sports, education, and industry have restricted this potential. Harnessing sports for youth empowerment requires deliberate integration of skills training (coaching, refereeing, sports management), entrepreneurship incubation, and life-skills

development into grassroots and elite sports programmes. This will position sports not only as a recreational outlet but as a key driver of Ghana’s human capital and employment agenda.

Climate & Sustainability

The sustainability of sports infrastructure is increasingly threatened by climate and environmental pressures. Many facilities lack eco-friendly design features such as renewable energy systems, water harvesting, and waste recycling. Flooding, heat stress, and inadequate maintenance regimes have undermined the durability and safety of community pitches and stadia. The carbon footprint of major sporting events has also remained largely unmonitored. Mainstreaming green infrastructure, energy efficiency, and sustainable event management into sports planning is thus imperative. Leveraging global financing opportunities for climate-smart infrastructure, alongside public–private partnerships (PPPs), will help future-proof sports infrastructure while aligning with Ghana’s broader commitments to climate resilience.

Digitalization

Digital transformation is reshaping sports and recreation globally, and Ghana is only beginning to harness its potential. E-sports, digital fan engagement platforms, mobile fitness applications, and online training programmes are fast-growing opportunities that remain underdeveloped locally. Most federations lack the technical infrastructure to digitize data, streamline operations, or monetize digital fan bases. Equally, opportunities for digital inclusion—such as using mobile platforms for grassroots coaching, talent scouting, and wellness promotion—are underexplored. Integrating digital technologies into the sports ecosystem will not only modernize management and participation but also open new pathways for revenue generation, youth engagement, and international visibility.

2.11 List of development issues (Strengths, Weaknesses, Opportunities and Threats)

Problems (Current challenges impeding development)

- Chronic underfunding (only 15.5% of planned budget executed between 2022–2025).
- Overconcentration of public funding and media attention on football (80–90%).
- Weak institutional coordination (NSA, NSC, federations, local governments, wellness bodies).
- Absence of national HR policy and career pathways for sports, wellness, and recreation professionals.
- Poor Internally Generated Funds (IGF) mobilisation across agencies.
- Fragmented data systems and lack of real-time monitoring (sports + wellness outcomes).
- Limited grassroots access to quality sports and recreation infrastructure.
- Weak integration of wellness and recreation in urban planning, schools, and workplaces.
- High regional, gender, and income disparities in access to sports, fitness, and leisure facilities.
- Chronic underfunding (only 15.5% of planned budget executed between 2022–2025).
- Overconcentration of public funding and media attention on football (80–90%).
- Weak institutional coordination (NSA, NSC, federations, local governments, wellness bodies).

- Absence of national HR policy and career pathways for sports, wellness, and recreation professionals.
- Poor Internally Generated Funds (IGF) mobilisation across agencies.
- Fragmented data systems and lack of real-time monitoring (sports + wellness outcomes).
- Limited grassroots access to quality sports and recreation infrastructure.
- Weak integration of wellness and recreation in urban planning, schools, and workplaces.
- High regional, gender, and income disparities in access to sports, fitness, and leisure facilities.
- Rising sedentary lifestyles, increasing prevalence of obesity and non-communicable diseases (NCDs).
- Inadequate private sector investment outside football and elite sports.
- Weak enforcement of sports migration policies; persistent cases of youth exploitation.
-
- Rising sedentary lifestyles, increasing prevalence of obesity and non-communicable diseases (NCDs).
- Inadequate private sector investment outside football and elite sports.
- Weak enforcement of sports migration policies; persistent cases of youth exploitation.

Strengths

- Youthful population and strong interest in sports (57% of population under 25).
- Strong political commitment, evidenced by hosting the 13th African Games and policy prioritisation.
- Existing stadium infrastructure across regions (Accra, Kumasi, Cape Coast, UG, Borteyman, 10 Youth Resource Centres, over 150 community AstroTurfs).
- Hosting legacy of African Games and other regional events.
- National Sports Policy (draft revision, 2021) and regulatory frameworks in place.
- Visibility through international and regional sporting events.
- Active federations, associations, NGOs, and isolated private sector initiatives.
- Growing urban fitness and wellness culture (gyms, wellness clubs, lifestyle brands).
- Mahama Care Fund as a financing anchor for wellness programmes.
- The Big Push programme as a financing anchor for sports and recreational infrastructure.
- Emerging recognition of sports as a contributor to GDP and job creation (current share: <0.5%, but with high growth potential).

Weaknesses

- Inadequate structured capacity development pathways (over 67% vacancy rate in critical cadres across MoSR and agencies).
- Poor maintenance culture and chronic underfunding of facilities leading to rapid deterioration.
- Absence of a reliable sports data and analytics system, undermining evidence-based planning and accountability.
- Overdependence on football for recognition, funding, and public attention (80% of sports budget allocations historically skewed toward football).
- Limited inclusivity: persistent barriers for women, girls, PWDs, and the elderly in accessing programmes and facilities.

- Weak grassroots-to-elite pathways and underdeveloped school PE curricula.
- Rising prevalence of NCDs linked to sedentary lifestyles (NCDs now account for ~43% of annual deaths in Ghana).
- Absence of enforceable facility maintenance plans and commercialisation strategies.
- Fragmented institutional coordination across MoSR HQ, NSA, NSC, and NADO, leading to duplication and inefficiencies.

Opportunities

- AfCFTA integration and access to regional sports markets.
- Potential to position Ghana as a **regional sports hub** by leveraging flagship complexes like Borteyman.
- PPPs and private financing for infrastructure, innovation, and training.
- Expansion of wellness and recreation into education, workplaces, and urban planning.
- Alignment with SDGs and global health agendas enables access to donor and international funding.
- Growing demand for sports tourism and recreational activities.
- Youth bulge and high enthusiasm for sports as a platform for mobilisation, jobs, and innovation.
- Digital platforms, gyms, recreational parks, and e-sports expansion.
- Adoption of sports science, analytics, and technology for performance enhancement.
- Growing use of sports as a **social inclusion and economic empowerment tool** (particularly for women and youth).

Threats

- Labour migration leading to “muscle drain” and talent exploitation.
- Rising health costs from sedentary lifestyles and NCDs undermining productivity and public budgets.
- Fiscal vulnerability due to over-reliance on government subventions (GoG provides >90% of sector funding, with limited IGF mobilisation).
- Continued underfunding risks programme collapse.
- Climate change risks (heatwaves, flooding) affecting outdoor facilities.
- Encroachment on community lands designated for sports/recreation.
- Insecurity and trafficking risks in youth migration through informal agents.
- Digital divide may widen inequalities in access to facilities and programmes.
- Low donor confidence and inconsistent disbursement trends.
- Underutilisation or abandonment of mega-facilities without sustainable legacy plans.
- Intense competition from other African nations investing heavily in sports hubs (e.g., Morocco, Rwanda, South Africa).

SWOT Matrix of the Sports and Recreation Sector in Ghana

Strengths	Weaknesses
<ul style="list-style-type: none"> Youthful population and strong interest in sports. 	<ul style="list-style-type: none"> Inadequate structured capacity development pathways for technical staff.
<ul style="list-style-type: none"> Strong political commitment, evidenced by hosting the 13th African Games and policy prioritisation. 	<ul style="list-style-type: none"> Poor maintenance culture and chronic underfunding of facilities leading to deterioration.
<ul style="list-style-type: none"> Existing stadium infrastructure across regions (Accra, Kumasi, Cape Coast, UG, Borteyman, Youth Resource Centres, AstroTurfs). 	<ul style="list-style-type: none"> Absence of a reliable sports data and analytics system—undermining planning, monitoring, and accountability.
<ul style="list-style-type: none"> Hosting legacy of African Games and other regional events. 	<ul style="list-style-type: none"> Severe staffing gaps at MoSR and its agencies (only 32.7% of approved posts filled; critical cadres such as sports economists, statisticians, physiotherapists, and legal experts missing).
<ul style="list-style-type: none"> National sports policy and regulatory framework in place. 	<ul style="list-style-type: none"> Overdependence on football for recognition, funding, and public attention.
<ul style="list-style-type: none"> Visibility through international and regional sporting events. 	<ul style="list-style-type: none"> Limited inclusivity: barriers for women, girls, PWDs, and the elderly.
<ul style="list-style-type: none"> Active federations, associations, NGOs, and isolated private sector initiatives. 	<ul style="list-style-type: none"> Weak inter- and intra-agency coordination among MoSR HQ, NSA, NSC, and NADO—resulting in duplication and missed synergies.
<ul style="list-style-type: none"> Growing urban fitness and wellness culture (gyms, wellness clubs, lifestyle brands). 	<ul style="list-style-type: none"> Weak grassroots-to-elite pathways and underdeveloped school PE.
<ul style="list-style-type: none"> Mahama Care Fund as a financing anchor for wellness programmes. 	<ul style="list-style-type: none"> Rising prevalence of NCDs linked to sedentary lifestyles.
<ul style="list-style-type: none"> The Big Push Programme as a financing anchor for sports and recreational infrastructure. 	<ul style="list-style-type: none"> Absence of enforceable facility maintenance plans and commercialisation strategies.
<ul style="list-style-type: none"> Sector visibility through regional/global sporting calendars. 	<ul style="list-style-type: none"> Limited fiscal space—budget skewed toward recurrent costs and events, leaving less for systems, capacity, and infrastructure.
	<ul style="list-style-type: none"> Sector contribution to GDP <0.5% (vs. >3% in countries like South Africa).
Opportunities	Threats
<ul style="list-style-type: none"> AfCFTA integration and access to regional sports markets. 	<ul style="list-style-type: none"> Labour migration leading to “muscle drain” and talent exploitation.
<ul style="list-style-type: none"> Potential to position Ghana as a regional sports hub by leveraging flagship complexes. 	<ul style="list-style-type: none"> Rising health costs from sedentary lifestyles and NCDs undermining productivity.
<ul style="list-style-type: none"> PPPs and private financing for infrastructure, innovation, and training. 	<ul style="list-style-type: none"> Fiscal vulnerability due to over-reliance on government subventions.
<ul style="list-style-type: none"> Expansion of wellness and recreation into education, workplaces, and urban planning. 	<ul style="list-style-type: none"> Continued underfunding risks programme collapse.
<ul style="list-style-type: none"> Alignment with SDGs and global health agendas enables access to donor and international funding. 	<ul style="list-style-type: none"> Climate change risks (heatwaves, flooding) affecting outdoor facilities.

• Growing demand for sports tourism and recreational activities.	• Encroachment on community lands designated for sports/recreation.
• Youth bulge and high enthusiasm for sports as a platform for mobilisation, jobs, and innovation.	• Insecurity and trafficking risks in youth migration through informal agents.
• Digital platforms, gyms, recreational parks, and e-sports expansion.	• Digital divide may widen inequalities in access to facilities and programmes.
• Adoption of sports science, analytics, and technology for performance enhancement.	• Low donor confidence and inconsistent disbursement trends.
• Growing use of sports as a social inclusion and economic empowerment tool.	• Underutilisation or abandonment of mega-facilities without legacy plans.
	• Intense competition from other African nations investing in sports hubs.

2.12 Estimated Future Development Needs

As Ghana advances its sports and recreation agenda, future development must support projected demographic shifts, institutional gaps, and emerging sector trends. The country's growing and youthful population, rapid urbanization, and increasing demand for inclusive, competitive, and technologically enabled sports services underscore the urgency to build forward-looking capacity.

1. Legislative Overhaul and Modernization of the National Sports College (NSC)

- Reform the founding Act to grant governance autonomy and mandate R&D.
- Invest at least GHS 50 million in ICT systems, modern labs, and recruitment of research staff.
- Position NSC as a regional centre of excellence for sports innovation and science.
-

2. Establishment of a National Sports Professional Development Council

- Create a statutory body to regulate professional standards in sports.
- Develop a national digital registry to license and certify approximately 15,000 coaches, referees, and trainers by 2030.
-

3. Expansion of Community Sports Infrastructure (AstroTurfs, Parks, Recreation Centres)

- Ensure equitable access by targeting 1 AstroTurf per 50,000 people by 2030.
- Coordinate land acquisition with MMDAs and integrate facilities into urban planning frameworks.
-

4. Diversification of Public Investment Beyond Football

- Realign budgets to guarantee that at least 40% of sector funding supports non-football disciplines.
- Institutionalize performance-based financing for athletics, para-sports, and lesser-funded disciplines.
-

5. Upgrade and Expansion of National Stadia and Regional Sports Centres

- Retrofit and expand Accra and Kumasi stadia to 60,000+ capacity by 2030, with enhanced safety and smart systems.
- Commit at least GHS 300 million for modernization, including maintenance contracts and sustainability features.

National HR Development Framework for the Sports Sector

- Standardize career pathways for over 20,000 sports workers through competency frameworks, audits, and structured professional ladders.
- Institutionalize CPD (Continuous Professional Development) schemes.
-

6. Scaling Up of Youth Sports Leagues and Inter-School Competitions

- Integrate competitive sports into school curricula nationwide.
- Reach an estimated **12 million youth (15–35 years)** through annual nationwide leagues, requiring GHS 60 million annually.
-

7. PPP-Supported Scholarship and Coaching Innovation Hubs

- Establish five regional sports science and coaching hubs with blended PPP and CSR financing.
- Mobilize at least GHS 100 million to support bilateral exchanges, research, and innovation-driven coaching models.
-

8. Gender- and Disability-Inclusive Sports Infrastructure and Programming

- Ensure all new and existing facilities comply with universal design standards.
- Target 50% gender parity in participation and 100% accessibility for persons with disabilities by 2030.
-

9. Institutional Strengthening of NSA, NSC, and Sports Federations

- Roll out digitalization and e-governance systems across 20 regional and 200 district offices.
- Adopt performance contracting, retrain staff, and improve organizational accountability mechanisms.

11. Resource Mobilization through IGF & PPP Frameworks

- Increase IGF contribution from under 5% to at least 25% by 2030.
- Operationalize a National Sports Investment Fund to anchor PPP financing and donor engagement.

12. Sports Information Management System (SIMS) Full Rollout

- Deploy a centralized digital platform to capture athlete, facility, and finance data across all federations.
- Train at least 100 data officers nationwide and ensure system integration with national ID and health systems.

13. Sustainable Maintenance and Asset Management Framework

- Introduce performance-based facilities management for stadia, AstroTurfs, and youth centres.
- Establish a Sports Fund to reduce asset decay and ensure longevity.

14. Sports Medicine and Anti-Doping Capacity Enhancement

- Operationalize the new National Anti-Doping Agency (NADA) office with laboratories, personnel, and logistics.
- Develop national sports medicine and rehabilitation centres to support athlete welfare and international compliance.

15. Wellness, Recreation, and Lifestyle Integration

- Embed wellness and recreational facilities into land-use planning (parks, walkways, cycling tracks).

- Support the Mahama Care Fund vision by mainstreaming community wellness and fitness programmes.

16. Green and Climate-Resilient Sports Infrastructure

- Mandate climate-smart building codes for all new sports facilities (solar energy, rainwater harvesting, low-carbon materials).
- Position Ghana as a hub for sustainable sports architecture in West Africa.

17. Sports Tourism and Events Commercialization

- Develop a structured programme to host continental and global sports events beyond football.
- Establish PPP-driven “sports cities” to integrate hotels, retail, and training centres into sports venues.

18. Sports Technology, Innovation, and Biotech Integration

- Support start-ups and partnerships in wearables, AI-based performance analytics, and sports biotech.
- Create a National Sports Innovation Fund to back entrepreneurs and applied research.

19. Athlete Welfare and Post-Career Support Framework

- Introduce pension, insurance, and career transition schemes for athletes.
- Establish partnerships with universities and industries for post-career opportunities.

20. Regional and International Partnerships for Sports Diplomacy

- Strengthen MoUs with African Union Sports Council, CAF, IOC, and ECOWAS.
- Position Ghana as a training and competition hub in West Africa through hosting rights and bilateral exchange programmes.

CHAPTER THREE: KEY DEVELOPMENT PRIORITIES

3.1 Introduction

This chapter outlines the key development priorities for the Ministry of Sports and Recreation (MOSR) for the 2026–2029 plan period. These priorities based on the situational analysis (Chapter Two), which highlighted the constraints and emerging opportunities facing Ghana’s sports and recreation ecosystem.

3.2 Prioritization Methodology

The Ministry adopted the pairwise ranking tool- a participatory and evidence-based methodology in determining its strategic priorities. Key criteria used include:

- Alignment with national development goals and international commitments (Agenda 2063, SDGs)
- Responsiveness to identified sectoral weaknesses and constraints.
- Potential for inclusive growth and youth empowerment
- Cost-effectiveness and feasibility within fiscal constraints
- Synergies with other sectors (e.g., education, tourism, ICT, health)
- Opportunities for public-private partnerships and donor engagement

3.3 Strategic Development Priorities

Below is a list of development priorities. Each will be elaborated into thematic programmes and aligned to expected outcomes in subsequent sections.

Priority 1: Sports & Recreation Infrastructure Modernization and Equitable Access

Priority 2: Diversification of Sports Disciplines and Balanced Investment

Priority 3: Institutional and Human Capacity Reform

Priority 4: Integrated School Sports Development

Priority 5: Sustainable Sports Financing and Sector Resilience

Priority 6: Digital Innovation and Data-Driven Transformation

Priority 7: Labour Migration Governance and Athlete Protection

Priority 8: Local Economic Development and Sports Value Chains

Priority 9: public wellness, recreational engagement, and healthy lifestyles

CHAPTER FOUR: DEVELOPMENT GOALS, OBJECTIVES AND STRATEGIES

4.1 Introduction

This chapter translates the key development priorities identified in Chapter Three into clear, long-term goals and corresponding SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) objectives. It further outlines the strategies that the Ministry and its agencies will employ to achieve these objectives.

4.2 Development Goals

The Ministry of Sports and Recreation (MOSR) has articulated the following development goals to guide the transformation of Ghana's sports and recreation sector over the 2026–2029 plan period.

4.2.1. Development Goals

Goal 1: Expand Inclusive Access to Quality Sports and Recreation Infrastructure Nationwide

Goal 2: Diversify and Promote High-Potential Sports Disciplines Beyond Football

Goal 3: Build a Skilled, Professional, and Motivated Sports Sector Workforce

Goal 4: Institutionalize Sports in Schools and Youth Development Systems

Goal 5: Strengthen Sports Financing Mechanisms and Sector Resilience

Goal 6: Drive Digital Transformation and Innovation in Sports Development

Goal 7: Promote Safe and Regulated Labour Mobility of Athletes

Goal 8: Promote Sports-Led Local Economic Development under the 24-Hour Economy

Goal 9: Promote public wellness, recreational engagement, and healthy lifestyles.

4.3 Goal Compatibility Matrix

To ensure that the development goals are mutually reinforcing and do not operate in isolation, a goal compatibility analysis was undertaken. This process assessed the degree to which progress in one goal contributes to or complements the achievement of others.

The matrix below illustrates the level of compatibility among the eight strategic development goals. A rating of **High (H)**, **Medium (M)**, or **Low (L)** is used to indicate the degree of positive reinforcement between each pair of goals.

Table: Goal Compatibility Matrix

	G1	G2	G3	G4	G5	G6	G7	G8	G9
G1	—	H	H	M	H	M	M	H	H
G2	H	—	H	H	M	H	H	H	M
G3	H	H	—	H	H	M	H	H	H
G4	M	H	H	—	H	H	M	M	H
G5	H	M	H	H	—	H	H	H	M
G6	M	H	M	H	H	—	M	H	H
G7	M	H	H	M	H	M	—	H	M
G8	H	H	H	M	H	H	H	—	M
G9	H	H	H	H	H	H	H	H	H

4.4 National and Global Alignment

To ensure coherence with both global development frameworks and national policy priorities, each strategic goal of the Ministry of Sports and Recreation (MOSR) has been mapped to relevant Sustainable Development Goal (SDG) targets and Medium-Term National Development Policy Framework (MTNDPF) focus areas. This alignment ensures that the Ministry’s 2026–2029 interventions contribute meaningfully to Ghana’s transformation agenda and global obligations.

Alignment of Strategic Goals with SDG Targets and National Development Focus Areas

Goal No.	Strategic Goal	Relevant SDG Targets	National Focus Area (MTNDPF)
G1	Establish a sustainable and transparent funding system for sports and recreation.	SDG 17.1, 17.3	Strengthen domestic resource mobilization and financial governance
G2	Strengthening institutional capacity for coordination, monitoring, and evaluation.	SDG 16.6, 17.9	Build effective, accountable, and inclusive institutions
G3	Update policy and legal frameworks to enhance investment.	SDG 16.3, 17.14	Improve the legal and regulatory environment for development
G4	Develop technical and human capacity for sports and recreation.	SDG 4.4, 8.5	Enhance skills development and job creation
G5	Promote innovation and inclusive infrastructure investment in sports.	SDG 9.1, 10.2, 11.7	Expand inclusive, gender-sensitive, and resilient infrastructure

G6	Institutionalize school sports and youth development programming.	SDG 4.1, 4.5, 3.4	Improve educational outcomes and promote healthy lifestyles among youth
G7	Drive digital innovation and data systems in the sports and recreation sector.	SDG 9.c, 17.8	Promote digital transformation and access to ICT
G8	Promote sports-led local economic development and the 24-Hour Economy.	SDG 8.3, 8.9, 12. b	Deepen local economic development, tourism growth, and sustainable industrialization

Matrix on Development Goals, Objectives and Strategies.

Prioritised Issues	Goals	Objectives	Strategies	Link to National Objectives
Dimension/Thematic Area:				
Inadequate and unequal sports infrastructure	Promote inclusive, gender-responsive infrastructure	By 2029, increase access to modern, inclusive sports infrastructure by 40%	<ul style="list-style-type: none"> - Conduct national audit - Prioritise underserved areas - Apply universal design standards 	Expand infrastructure for inclusive and equitable service delivery
Overconcentration of investment in football	Update policy and legal frameworks	By 2027, develop and implement a multi-sport investment policy	<ul style="list-style-type: none"> - Draft multi-sport investment policy - Introduce federated budget model 	Promote balanced development across regions and sectors
Weak human capital and technical training systems	Develop technical and human capacity	By 2028, certify 70% of coaches, officials, and administrators	<ul style="list-style-type: none"> - Rebuild National Sports College - Create national certification framework 	Enhance workforce skills and competencies
Absence of sustainable financing mechanisms	Establish sustainable and transparent funding system	By 2027, operationalize a National Sports Fund with multi-source financing	<ul style="list-style-type: none"> - Legal framework for Fund - Design PPP toolkits - Launch Funding Campaign for sports fund 	Deepen financial sector and diversify financing sources
Fragmented institutional coordination	Strengthen institutional capacity	By 2027, operationalize sector-wide M&E and HRMIS systems	<ul style="list-style-type: none"> - Build M&E unit - Train institutional focal persons - Standardize HR planning 	Strengthen institutional coordination and service delivery

Weak school sports system	Institutionalize school sports	By 2027, integrate sports into 80% of public schools' curricula and extracurriculars	<ul style="list-style-type: none"> - Partner with GES - Rebuild Inter-Schools competitions - Train PE staff 	Enhance quality of basic education and youth development
Limited use of data and innovation	Drive digital innovation and data systems	By 2029, deploy five national digital platforms to support sector planning and delivery	<ul style="list-style-type: none"> - Digitise talent identification - Expand innovation hubs - Develop data systems 	Build digital economy and promote science, tech and innovation
Labour migration and athlete exploitation	Update policy and legal frameworks	By 2026, enact athlete protection and sports migration regulations	<ul style="list-style-type: none"> - Regulate sports academies - Register agents - Collaborate with INTERPOL and global bodies 	Safeguard rights and dignity of all citizens

CHAPTER FIVE: COMPOSITE DEVELOPMENT PROGRAMMES

5.1 Introduction

This chapter consolidates the strategies and objectives outlined in Chapter Four into broad, multi-year development programmes. These programmes represent the main pillars of the Ministry's efforts to achieve its strategic goals. Each programme groups related activities to enhance implementation efficiency, monitoring, and resource allocation.

5.3. Summary of Consolidated Development Programmes (2026–2029)

The Ministry of Sports and Recreation has structured its development interventions for the 2026–2029 period into eight (9) flagship programmes. These programmes are derived from the strategic goals and objectives outlined in Chapter Four and are designed to address the key development priorities identified in the sector's situational analysis. The programmes are categorized under the adopted Medium-Term National Development Framework, particularly focusing on the following four (4) critical Development Dimensions:

- a) Social Development
- b) Governance, Corruption, and Public Accountability
- c) Economic Development and Local Economic Empowerment
- d) Digital Transformation and Innovation

5.3. Summary of Consolidated Development Programmes (2026–2029)

The table below provides a consolidated summary of the nine development programmes under the Strategic Plan (2026–2029), highlighting their objectives, key projects, and focus areas for implementation.

Summary of Consolidated Development Programmes (2026–2029)

Programme	Objective	Key Projects	Strategies / Focus Areas
Sports Infrastructure Expansion & Equity	Deliver modern, inclusive, and sustainable sports facilities accessible to all regions.	National Stadium Rehabilitation & Modernisation Community Sports & Recreation Centres PPP Flagship Complex Development Facility Maintenance Programme School Facilities Upgrade	<ul style="list-style-type: none"> • Renovate stadia to international standards (ICT, smart systems) • Build multipurpose community facilities • Pilot PPP-led sports complexes • Institutionalise maintenance contracts • Upgrade school facilities and apply universal access standards
Human Capital & Technical Excellence	Build capacity for coaches, referees, scientists, and administrators.	NSC Curriculum Modernisation National Certification Framework Regional Training-of-Trainers Technical Exchange Fellowships Sports Medicine & Psychology Clinics Annual Coaching Conference E-Learning Platform Talent Pipeline Mentorship	<ul style="list-style-type: none"> • Modernise NSC curriculum & accredit diplomas • Certify coaches, referees, and managers • Run ToTs and mentorships • Facilitate exchange fellowships • Establish sports medicine hubs • Build digital learning systems
Sports Finance & Resource Mobilisation	Ensure predictable, diversified, and transparent sector financing.	National Sports Fund Secretariat	<ul style="list-style-type: none"> • Operationalise Sports Fund • Launch tax incentives for

		Corporate Sponsorship Tax Incentives Facility Naming Rights Campaign Federation IGF Optimisation Donor Partnership Framework	corporate support • Secure naming rights revenues • Train federations on IGF diversification • Forge donor co-financing agreements
Governance, Policy & Legal Reform	Modernise governance, strengthen accountability, and improve coordination.	Sports Act Revision & LIs Anti-Doping Authority Setup Inter-Agency Coordination Task Force Ethics & Compliance Unit Agent/Academy Regulation Policy Dissemination Workshops Annual Governance Scorecard	• Update Sports Act and LIs • Establish NADA • Strengthen inter-agency coordination • Regulate sports agents and academies • Publish annual governance scorecard
School & Youth Sports Development	Institutionalise school sports and create youth talent pathways.	National School Sports Calendar PE Teacher Certification Talent Identification Camps School Sports Clubs Facility Maintenance Fund Youth Games Media Campaign Student-Athlete Scholarships Security & Public Service Pathways	• Integrate sports into school curricula • Train & certify PE teachers • Run national school competitions • Support school clubs and facility upkeep • Provide scholarships and pathways to services
Digital Sports Transformation & Innovation	Digitise sports administration, fan engagement, and foster sports-tech innovation.	SIMS Development & Rollout Digital Facility Booking	• Develop SIMS platform & digitise data • Deploy online booking & payments

		System Sports-Tech Incubator	<ul style="list-style-type: none"> • Seed startups in sports analytics, VR, and e-sports
Local Economic Development & Sports Industry	Harness sports as a driver of jobs, enterprise, and industrial growth.	Sports MSME Incubation Made-in-Ghana Kit Initiative Microcredit for Sports Vendors Annual Sports Business Forum	<ul style="list-style-type: none"> • Incubate MSMEs and vendors • Scale Made-in-Ghana sports kits • Provide vendor financing & credit • Promote sports business investment
Athlete Protection & Ethical Migration	Safeguard athletes' rights, welfare, and ethical migration pathways.	Athlete Migration Guidelines Safe Migration Campaign Returnee Reintegration Scheme Doping Control Officer Training Cross-Border Liaison Networks Annual Ethical Migration Symposium	<ul style="list-style-type: none"> • Roll out migration guidelines • Run awareness & reintegration schemes • Train DCOs and strengthen NADA • Build cross-border sports migration networks
Recreation & Wellness Development	Promote mass participation in sports and recreation to reduce NCDs and improve health.	Community Wellness Parks Workplace Wellness Partnerships Senior Citizens Active Living “Walk Ghana” Campaign National Fitness Day Public-Private Wellness Partnerships	<ul style="list-style-type: none"> • Develop regional wellness parks • Partner with workplaces for wellness • Launch senior & community active-living programmes • Institutionalise fitness campaigns & National Fitness Day • Incentivise PPP

Matrix on Development Goals, Objectives and Strategies.

Prioritised Issues	Goals	Objectives (2026–2029)	Aligned National Objectives	Strategies	Development Programmes
Dimension/Thematic Area: Social Dimension					
Inadequate and unequal sports and recreation infrastructure	G5: Promote inclusive, gender-responsive infrastructure	By 2029, increase access to modern, inclusive sports infrastructure by 40%	Expand infrastructure for inclusive and equitable service delivery	<ul style="list-style-type: none"> • Conduct national audit and needs assessment <ul style="list-style-type: none"> • Construct 6 new mini stadia in 6 regions Renovate ministry HQ <ul style="list-style-type: none"> • Fence wall for Borteyman sports complex • Renovate hostel at NSC • Prioritise underserved areas region for sports infrastructure • Apply universal design standards to sports and recreational infrastructure • Construct community recreation centres • Roll out District AstroTurf programme • Retrofit stadiums for PWDs • Develop green sports parks • Deploy mobile sports 	Sports Infrastructure Expansion and Equity Programme

				units • Upgrade school sports facilities	
Weak human capital and technical training systems	G4: Develop technical and human capacity	By 2028, certify 70% of coaches, officials, and administrators	Enhance workforce skills and competencies	<ul style="list-style-type: none"> • Restructure National Sports College • Develop NSC curriculum and accredit new diplomas • Establish national certification framework • Conduct regional ToT workshops • Deploy e-learning platform • Organise technical exchange fellowships • Create talent pipeline mentorships • Set up sports medicine & psychology clinics • Hold annual national coaching conference 	Human Capital and Technical Excellence Programme
Absence of sustainable financing mechanisms	G1: Establish sustainable and transparent funding system	By 2027, operationalise a National Sports Fund with multi-source financing	Deepen financial sector and diversify financing sources	<ul style="list-style-type: none"> • Establish legal framework for Fund Operationalisation the National Sports Fund • Establish PPP and sponsorship facilitation unit • Implement corporate sponsorship tax 	Sports Finance and Resource Mobilisation Programme

				<ul style="list-style-type: none"> incentives • Launch sports lottery and crowdfunding initiatives • Optimise Agencies and sports federation IGFs • Mobilise donor partnerships 	
Fragmented institutional coordination & weak governance	G2: Strengthen institutional capacity and accountability	By 2027, strengthen governance, M&E, and compliance mechanisms	Modernise governance and improve sector transparency	<ul style="list-style-type: none"> • Review and update Sports Act and draft LIs • Establish and operationalize Anti-Doping Agency (NADA) • Form Inter-agency Coordination Task Force • Create Ethics and Compliance Unit • Regulate agents and academies (register 200) • Conduct policy dissemination workshops • Train 100 staff on public procurement • Publish annual governance scorecard 	Governance, Policy and Legal Reform Programme
Weak school sports system	G6: Institutionalise school sports	By 2027, integrate sports into 80% of public schools' curricula and extracurriculars	Enhance quality of basic education and youth development	<ul style="list-style-type: none"> • Partner with GES/TVET • Develop school sports curriculum • Train PE teachers and 	School and Youth Sports Development Programme

				<ul style="list-style-type: none"> certify 1,000 staff • Rebuild inter-school competitions • Establish after-school sports clubs • Fund school facility maintenance • Launch youth games media campaign • Award scholarships to student-athletes • Monitor progression into public/security services 	
Limited use of data and innovation	G7: Drive digital innovation and data systems	By 2029, deploy five national digital platforms to support sector planning and delivery	Build digital economy and promote science, tech and innovation	<ul style="list-style-type: none"> - Develop National Sports Information Management System (SIMS) deploy digital facility booking into SIMS • Create open data portal • Seed SportsTech incubator (10 startups) • Pilot online coach accreditation exams 	Digital Sports Transformation and Innovation Programme
Labour migration and athlete exploitation	G3: Update policy and legal frameworks	By 2026, enact athlete protection and sports migration regulations	Safeguard rights and dignity of all citizens	<ul style="list-style-type: none"> • Publish athlete migration guidelines • Roll out safe migration awareness campaigns • Establish returnee reintegration schemes • Train Doping Control 	Athlete Protection and Ethical Migration Programme

				<p>Officers</p> <ul style="list-style-type: none"> • Set up cross-border liaison networks • Launch monitoring & complaints platform • Convene annual ethical migration symposium 	
Untapped local economic and employment potential in sports	G8: Promote sports-led local economic development	By 2029, generate 10,000 jobs via sports MSMEs and value chains	Promote entrepreneurship and expand employment opportunities	<ul style="list-style-type: none"> • Support MSME incubation and business development (150 entrepreneurs) • Facilitate microcredit to 500 sports vendors • Promote domestic production (Made-in-Ghana kits) • Package sports tourism products and events • Host annual sports business forum • Introduce “Ghana Sports Quality” certification 	Local Economic Development and Sports Industry Programme
Low mass participation in sports and recreation	G9: Promote wellness and active lifestyles	By 2029, increase national physical activity levels and reduce NCDs	Improve public health and social well-being	<ul style="list-style-type: none"> • Develop community wellness parks and active transport corridors • Partner with workplaces and schools for wellness programmes • Run national campaigns and institutionalise mass 	Wellness and Recreation Development Programme

				participation days • Integrate wellness indicators into SIMS monitoring • Leverage Mahama Care Fund for recreational initiatives	
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5.4 Programme Financing

The table below presents a financing plan for the Ministry of Sports and Recreation’s key development programmes over the 2026–2029 period. It outlines the cost distribution, funding sources, implementation status, and institutional responsibilities for each programme.

Programme Cost & Financing Plan (Million GHS)

Development Programme	Time Frame				Total Cost	GoG	IGF	Sports Fund	DP/Donor	Corporate Ghana/Private Sector	Programme Status	Lead Institution	Collaborating Institutions
	2026	2027	2028	2029									
Sports Infrastructure Expansion & Equity	102.47	87.83	59.36	43.11	292.77	158.44	21.96	54.64	50.28	7.45	Ongoing	MoSR	MoF, Private Sector, NSA, MMDAs
Human Capital & Technical Excellence	31.16	31.16	31.16	31.16	124.63	66.84	9.35	26.94	18.44	3.05	Ongoing	NSC	OHCS, NSA, PSC, GTEC, MoSR
Sports Finance & Resource Mobilisation	24.70	21.59	21.97	20.00	88.23	47.13	6.24	19.46	12.78	2.62	Ongoing	MoSR / Sports Fund Board	MoF, DP, NSA, Sports Federations, Corporate Ghana
Governance, Policy & Legal Reform	25.71	25.71	25.71	25.71	102.84	58.50	7.48	19.84	13.70	3.32	Ongoing	MoSR	AG, Parliament, MDAs, MMDAs
School & Youth Sports Dev't	44.57	37.14	37.43	29.43	148.57	79.29	11.38	31.95	21.59	4.36	New	MoSR / School Sports Coordination Office	GES, District Assemblies, NSA, TVET
Digital Sports Transformati	26.60	39.90	39.90	26.60	132.98	71.45	10.29	28.50	20.75	2.00	New	MoCD	Private Tech Firms, MoSR, NITA

on & Innovation													
Local Economic Dev't & Sports Industry	28.57	28.57	28.57	28.57	114.29	62.73	8.24	23.95	16.38	2.99	New	Ministry of Trade	MMDAs, GIPC, MoSR
Athlete Protection & Ethical Migration	15.58	15.58	15.58	15.58	62.32	34.29	4.27	12.59	8.94	2.23	New	MoSR	NYA, IOM, NSA, GIS, Sports Federations, Academies
Recreation & Wellness Programme	28.95	38.62	47.69	47.33	162.59	87.37	12.49	34.83	24.64	3.28	New	MoSR	MoH, MMDAs, Private Health & Fitness Industry

5.5 Assumptions and Methodologies Used for Costing Programmes

The financial estimates for the development programmes outlined in this plan were prepared based on a combination of standard costing tools, sector-specific guidelines, and localized market intelligence. The following methodologies and assumptions were applied:

i. Public Procurement Authority (PPA) Average Price Database

Costing of common goods and services—such as office equipment, ICT tools, and standard operational supplies—relied on **the PPA’s Average Price Database**. This database is periodically updated and provides benchmark prices for frequently procured items.

ii. Infrastructure Cost Estimation Using PPA’s Unit Cost Estimator Tool

For all infrastructure-related interventions—including sports complex development, AstroTurf construction, hostels, and renovation of district facilities—the PPA’s Unit Cost of Infrastructure Estimator Tool was referenced.

- This tool served as a baseline for estimating cost per square metre or facility type.
- Where unit costs were unavailable or outdated, local market surveys and reference to recent BoQs (Bills of Quantities) were used to generate more precise figures.

iii. Consultancy Services and Professional Fees

To estimate costs for consultancy services related to architectural design, engineering supervision, sports research, feasibility studies, and M&E frameworks:

- The Scale of Fees for Consultancy Services provided by the Ministry of Works and Housing was adopted.
- These fees were applied proportionally to infrastructure budgets or based on fixed-rate assignments for studies and technical assistance.

iv. Technical and Ancillary Services

For non-core technical services such as:

- Maintenance of generators and electrical equipment at facilities,
- Janitorial and sanitation services for youth centres and sports halls, Unit rates were benchmarked against:
 - Existing service contracts of the Ministry,
 - Rates from similar MDAs,
 - Local contractor quotes obtained through competitive requests for information (RFIs) during the plan preparation.

v. Labour and Training Costs

For capacity-building, coaching programmes, and short-term training:

- Per diem and facilitation rates were guided by the Ministry of Finance circular.
- Venue hire, travel, and logistics were costed using historical expenditure data from prior programmes.

vi. Inflation and Exchange Rate Adjustments

- A 12–18% annual inflation rate was applied to recurrent cost projections.
- Exchange rate contingencies were factored into imported goods and equipment estimates, using average forward forecasts from the Ministry of Finance and Bank of Ghana.

vii. Resource Availability and Efficiency Assumptions

- GoG budget ceilings provided a baseline resource envelope.
- Contributions from Internally Generated Funds (IGF), Development Partners (DPs), and the private sector were projected based on historical trends, stakeholder consultations, and donor pipeline commitment.

5.6 Programme Financing Overview

The table below presents the projected programme costs alongside expected revenue inflows from various funding sources—namely Government of Ghana (GoG), Internally Generated Funds (IGF), the Sports Fund, and Development Partners (DPs)—for the Ministry’s priority development programmes. It highlights the total resource envelope anticipated for each programme, and the financing gap (where projected costs exceed expected revenues).

Projected Programme Costs, Expected Revenues, and Financing Gaps (GHS)

Dev't. Programme	Programme cost (A)	Expected Revenue and Sources of Funding (Millions) GHS				Total (B)	Gap (B-A)
		GoG	IGF	Sports Fund	DPs, PPP, Others		
Sports Infrastructure Expansion & Equity	292,768,920	158,437,220	21,962,380	54,638,920	50,283,600	285,322,120	-7,446,800
Human Capital & Technical Excellence	124,629,430	66,842,910	9,352,740	26,942,880	13,702,900	121,576,130	-3,053,300
Human Capital & Technical Excellence	124,629,430	66,842,910	9,352,740	26,942,880	18,437,600	121,576,130	-3,053,300
Sports Finance & Resource Mobilisation	88,231,540	47,125,980	6,238,415	19,462,770	12,781,330	85,608,495	-2,623,045
Governance, Policy & Legal Reform	102,843,570	58,497,320	7,482,260	19,836,510	13,702,900	99,519,000	-3,324,570
School & Youth Sports Development	148,574,380	79,285,430	11,384,720	31,945,670	21,592,400	144,208,220	-4,366,160
Digital Sports Transformation & Innovation	132,981,740	71,452,610	10,287,950	28,495,280	20,748,600	130,984,440	-1,997,300
Local Economic Development & Sports Industry	114,287,630	62,734,820	8,235,970	23,948,320	16,382,200	111,301,310	-2,986,320
Athlete Protection & Ethical Migration	62,318,210	34,285,640	4,265,390	12,592,780	8,942,210	-2,232,190	-2,232,190

Wellness & Recreation Development	162,594,850	87,365,420	12,489,840	34,825,760	24,638,200	159,319,220	-3,275,630

Programme Cost vs Available Revenue and Gaps (2026–2029)

(All figures in GHS)

Development Programme	Programme Cost (A)	GoG	IGF	Sports Fund	DPs/PPP/Others	Total Available (B)	Gap (B–A)
1. Sports Infrastructure Expansion & Equity	292,768,920	158,437,220	21,962,380	54,638,920	50,283,600	285,322,120	-7,446,800
2. Human Capital & Technical Excellence	124,629,430	66,842,910	9,352,740	26,942,880	18,437,600	121,576,130	-3,053,300
3. Sports Finance & Resource Mobilisation	88,231,540	47,125,980	6,238,415	19,462,770	12,781,330	85,608,495	-2,623,045
4. Governance, Policy & Legal Reform	102,843,570	58,497,320	7,482,260	19,836,510	13,702,900	99,519,000	-3,324,570
5. School & Youth Sports Development	148,574,380	79,285,430	11,384,720	31,945,670	21,592,400	144,208,220	-4,366,160
6. Digital Sports Transformation & Innovation	132,981,740	71,452,610	10,287,950	28,495,280	20,748,600	130,984,440	-1,997,300

7. Local Economic Development & Sports Industry	114,287,630	62,734,820	8,235,970	23,948,320	16,382,200	111,301,310	- 2,986,320
8. Athlete Protection & Ethical Migration	62,318,210	34,285,640	4,265,390	12,592,780	8,942,210	60,086,020	- 2,232,190
9. Wellness & Recreation Development	162,594,850	87,365,420	12,489,840	34,825,760	24,638,200	159,319,220	- 3,275,630

Grand Totals (All Programmes Combined)

- **Programme Cost (A): 1,229,230,870**
- **Total Available (B): 1,197,724,955**
- **Overall Gap: -31,505,915 GHS**

5.7 Measures to Fill Financing Gaps

1. Strengthening Domestic Financing Sources

- Enhanced Government of Ghana (GoG) Budgetary Allocations: Advocate for sports and recreation to be prioritised within the national budget under health, youth empowerment, and local economic development. Position sports as a cross-cutting enabler of wellness, jobs, and social cohesion.
- Retention of Internally Generated Funds (IGFs): Negotiate with the Ministry of Finance to allow MOSR and its agencies to retain a higher percentage of gate proceeds, facility rentals, and licensing revenues to directly reinvest into programmes.
- Sports Levy or Earmarked Tax: Introduce a small levy on betting, or alcohol/tobacco (sin taxes) dedicated to the Sports Fund. This could generate consistent funding without overburdening the fiscal framework.

2. Deepening the Sports Fund Mechanism

- Capitalisation of the Sports Fund: Structure the Fund to receive seed capital from GoG and progressively attract inflows from corporate sponsors, donor basket funds, and proceeds of naming rights.
- Incentivise private sector companies through tax breaks to contribute to the Sports Fund in exchange for branding rights, CSR alignment, and recognition as "National Sports Development Partners".

3. Crowding-In Development Partner (DP) Support

- Reframe sports projects as enablers of health (wellness, NCD prevention), education (school sports), gender equality (women's sports), and local economic development (sports enterprises). This widens eligibility for health, education, gender, and private sector development funding windows.
- Seek co-financing arrangements where DPs provide grant support for social and capacity-building components, while GoG/IGF cover infrastructure and recurrent costs.
- Leverage donor guarantees or concessional loans for Inclusive Infrastructure Investment Programme — with private operators contracted for facility management to ensure cost recovery.

4. Innovative Private Sector Financing

- Concession arrangements for stadiums, wellness parks, and recreation centres, where private entities design, finance, operate, and share revenue with government.
- Monetise broadcast rights, image rights, merchandise, and digital platforms through partnerships with media and fintech companies.

5. Efficiency and Cost-Optimisation Measures

- Performance-based Maintenance Contracts: Avoid recurring rehabilitation costs by ensuring long-term contracts tied to service delivery outcomes.
- Digitalisation of Ticketing & Revenues: Reduce leakages by moving to smart ticketing, electronic gate collections, and transparent revenue tracking under SIMS.
- Pooling Resources with MDAs: Align with Ministry of Health, Ministry of Education, and Ministry of Local Government to co-finance joint programmes (school sports, wellness initiatives, recreation parks).

5.8 Strategic Environmental Assessment (SEA) of Programmes (2026–2029)

The table below outlines the Strategic Environmental Assessment (SEA) conducted on the Ministry's programmes proposed for the 2026–2029 planning cycle.

Table: Strategic Environmental Assessment of Programmes (2026–2029)

Development Programmed	Environmental Considerations	Socio-Cultural Considerations	Economic Considerations	Governance and Institutional Risks
Sustainable Sports Financing Programme	Fund-supported infrastructure projects must follow environmental due diligence.	Promotes equity if funds are directed toward underfunded communities and marginalized groups.	Enhances fiscal sustainability and diversification of funding.	Requires strict fund governance and accountability mechanisms
Institutional Strengthening & Governance Reform Programme	Neutral environmental impact.	Improves transparency, citizen engagement, and inter-agency coordination.	Reduces inefficiencies and fosters better delivery of public services and fiduciary controls.	Success depends on leadership buy-in, HR reforms, and full adoption of new systems (M&E, HRMIS).
Sports Workforce Development Programme	Encourages training in green facility management and environmentally responsible coaching practices.	Improves inclusion by professionalizing local coaches and administrators, especially women and youth.	Generates skilled jobs and reduces reliance on foreign expertise.	Risk of uneven training access across regions requires clear accreditation framework and sectoral regulation.
Inclusive Infrastructure Investment Programme	Must meet EPA EIA guidelines; risks include land degradation and energy inefficiencies if not well-planned.	Expands access to facilities, especially in underserved rural areas. Boosts youth participation and disability inclusion.	Catalyzes local construction and facility management sectors; enables future revenue from usage fees and events.	High capital cost; requires transparency in procurement, maintenance contracts, and decentralised ownership models.
National School & Youth Sports	School-based facilities must adopt environmentally	High social benefit by reaching 80% of school-age youth; fosters social	Reduces the cost of long-term athlete development	Risk of low teacher buy-in and curriculum integration without strong GES-MOSR

Development Programme	friendly design (water, waste, noise control).	cohesion and early talent identification.	by strengthening grassroots pipeline.	collaboration and funding certainty.
Sports Data & Digital Transformation Programme	Low environmental footprint: however, digital waste and energy usage in data centers must be managed sustainably.	Enhance accessibility and inclusion through mobile platforms, especially in remote regions.	Enables new markets (e-sports, fan monetization, analytics), reducing long-term costs via automation.	Needs strong cybersecurity policies, data privacy laws, and interoperability standards across federations and ministries.
Local Economic Development & Sports Enterprise Programme	Opportunity to promote circular economic principles in sportswear, equipment production and event waste management.	Drives youth employment, community pride, and rural development through sports value chains.	Stimulates MSMEs in production, marketing, and hospitality; potential to support the 24-hour economic vision.	Requires effective local government coordination, private sector incentives, and MSME financing frameworks.

CHAPTER SIX: ANNUAL ACTION PLANS

6.1 Introduction

This chapter presents the detailed Annual Action Plans (AAPs) for the Ministry of Sports and Recreation (MOSR) for the period 2026–2029, as the operational blueprint for implementing the Development Programmes outlined in Chapter Five. The AAPs translate strategic priorities into time-bound, costed, and monitorable projects, ensuring alignment with the Medium-Term Expenditure Framework (MTEF).

6.2 Implementation of the Annual Action Plans

The implementation of the Annual Action Plans (AAPs) will be conducted through a programme-based approach to ensure coherence, efficiency, and accountability across all levels. Implementation will be guided by the following principles:

6.2.1 Institutional Coordination and Partnerships

The Ministry of Sports and Recreation (MOSR) will provide central leadership, while line agencies, Metropolitan/Municipal/District Assemblies (MMDAs), National Sports Federations, private sector actors, and civil society organisations will play complementary roles. Strong inter-ministerial collaboration, particularly with the Ministries of Health, Education, Tourism, and Local Government, will be emphasized to maximize synergies and avoid duplication.

6.2.2 Monitoring, Evaluation, and Learning (MEL)

A comprehensive Monitoring and Evaluation (M&E) system will be embedded in each year's AAP to track progress against defined indicators, generate lessons, and inform evidence-based decision-making. Annual sector performance reviews will be conducted, and results will be shared with stakeholders to enhance transparency and accountability.

6.2.3 Communication and Public Engagement

An initiative-taking communication strategy will go with the AAPs to create awareness, mobilize citizen participation, and showcase sector achievements. This will include

periodic press briefings, digital campaigns, and community outreach programmes aimed at strengthening the visibility of government investments in sports and recreation.

6.2.4 Sustainability and Maintenance

Each plan emphasizes not only the delivery of new infrastructure and programmes but also the maintenance and lifecycle management of existing facilities. This ensures that investments yield long-term value and remain functional for communities, athletes, and the broader public.

Ministry of Sports & Recreation – Annual Action Plan 2026 (All Programmes)

(Aligned with Medium-Term National Development Policy Framework, 2026–2029)

Programme 1 — Sports Infrastructure Expansion & Equity

Objective: Expand and modernise sports infrastructure nationwide, ensuring equitable access and sustainability.

Project	Location	Q1	Q2	Q3	Q4	Total (GHS)	GoG	IGF	Others	Status	Lead / Collaborating
Construct 4 solar-powered community arenas (pilot)	4 regions		X	X	X	155,003,311	155,003,311	0	0	New	Lead: NSA; Collab: MMDAs, Energy Comm, PPP Unit
Construct 6 new mini sports stadia in new regions	6 new regions	X	X	X	X	165,000,000	150,000,000	0	15,000,000	New	Lead: MoSR; Collab: NSA, MMDAs
Rehabilitation of NSC hostels	Winneba	X	X	X		3,000,000	3,000,000	0	0	New	Lead: NSC
Renovation of HQ building	Accra	X				1,000,000	1,000,000	0	0	New	Lead: MoSR
Procurement of vehicles & logistics	National	X	X			18,000,000	18,000,000	0	0	New	Lead: MoSR
Provision of sports infrastructure & equipment for Basic Schools & TVET	National		X	X	X	20,500,000	15,000,000	2,500,000	3,000,000	New	Lead: GES; Collab: MoSR
National Stadium Rehabilitation – Phase I	Accra, Kumasi, Borteyman		X	X	X	95,001,119	95,001,119	0	0	New	Lead: NSA; Collab: MoSR, Works

(Accra, Kumasi, Borteyman)											
Develop natural grass pitches (Phase I – 30 districts)	30 districts		X	X	X	77,003,213	77,003,213	0	0	New	Lead: NSA; Collab: MMDAs
Develop 10 community parks & playgrounds (pilot)	Urban/peri-urban clusters			X	X	7,701,113	7,701,113	0	0	New	Lead: MMDAs; Collab: NSA, Parks Dept
National Sports Infrastructure Audit & GIS Mapping	Nationwide	X	X	X		5,901,113	3,835,723	1,180,223	885,167	New	Lead: NSA; Collab: GSS, GIS Dept
PPP flagship sports complex — feasibility & investor engagement	Selected regions	X	X	X		3,901,115	2,535,725	780,223	585,167	New	Lead: MoF/NSA PPP Unit; Collab: Private Investors

Programme 2 — Human Capital & Technical Excellence (2026 Action Plan)

Objective: Build a high-performing workforce of athletes, coaches, and administrators while ensuring institutional readiness through logistics and equipment.

Project	Location	Q1	Q2	Q3	Q4	Total (GHS)	GoG	IGF	Others	Status	Lead / Collaborating
Annual National Coaching Conference (launch)	Accra			X		3,701,113	2,405,723	740,223	555,167	New	Lead: NSA; Collab: Universities, Coaching Org

Technical Exchange Fellowships (20 abroad / 10 inbound – pilot)	Abroad/Accra		X	X	X	7,901,113	5,135,723	1,580,223	1,185,167	New	Lead: MoSR/NSA; Collab: MFA, Donors
Talent Pipeline Mentorship (50 pairings – pilot)	Nationwide			X	X	2,101,111	1,365,723	420,223	315,165	New	Lead: NSA; Collab: NSC, GES
Capacity building for para-athletes (pilot cohort)	Accra			X	X	2,901,113	1,885,723	580,223	435,167	New	Lead: NPC Ghana; Collab: NSA
Staff development & leadership, finance, procurement, ERM embed (600 staff)	Accra, Winneba, & Regional offices	X	X	X		9,901,115	6,435,725	1,980,223	1,485,167	Ongoing	Lead: MoYS; MoF; OHLGS
Recruit technical & administrative staff (initial intake)	Accra/Regions		X	X		8,501,115	5,525,725	1,700,223	1,275,167	New	Lead: MoSR HR; Collab: OHRMD, NSA
Zonal Training of Trainers – consolidation (3 zones)	North / South / Central		X	X		6,701,113	4,355,723	1,340,223	1,005,167	Ongoing	Lead: NSA; NSC; Universities
E-learning platform pilot (1,500 users)	Online		X	X	X	5,101,113	3,315,723	1,020,223	765,167	New	Lead: NSA; Collab: GES, ICT Ministry
Procurement of vehicles for field operations & training logistics — 12 vehicles (SUVs + buses for federations & training)	National	X	X			8,501,115	6,001,115	1,000,000	1,500,000	New	Lead: NSA; MoYS Logistics; MMDAs
Procurement of logistics & equipment — training kits,	National	X	X			4,501,115	3,150,723	850,223	500,169	New	Lead: NSA; MoYS Procurement; NSC

IT hardware, and support tools for staff & athletes											
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Programme 3 — Sports Finance & Resource Mobilisation

Objective: Establish sustainable financing and resource mobilisation systems for sports.

Project	Location	Q1	Q2	Q3	Q4	Total (GHS)	GoG	IGF	Others	Status	Lead / Collaborating
National Sports Fund — operationalisation (secretariat, regs)	Accra	X	X	X		4,301,115	2,795,725	860,223	645,167	New	Lead: MoF; Collab: MoSR, Lotteries Comm.
PPP & Sponsorship Facilitation Unit	Accra	X	X	X	X	4,901,113	3,185,723	980,223	735,167	New	Lead: MoSR/PPP Unit; Collab: GRA, GIPC
Sports Tourism & Events Revenue Expansion (pilot)	Accra/Cape Coast		X	X	X	5,901,113	3				

Programme 4 — Governance, Policy & Legal Reform, M&E & Communication

Objective: Strengthen institutional governance, update legal frameworks, and embed robust M&E and communication systems.

Project	Location	Q1	Q2	Q3	Q4	Total (GHS)	GoG	IGF	Others	Status	Lead / Collaborating
Review of Sports Policy & prepare Implementation Plan	Accra	X	X	X		4,901,113	3,185,723	980,223	735,167	New	Lead: MoSR Policy; Collab: NDPC, Stakeholders

Review of National Sports Authority Act (drafting & consultations)	Accra		X	X	X	5,101,115	3,315,723	1,020,223	765,169	New	Lead: MoSR; Collab: AG's Dept, Parliament
Design M&E Framework (baseline indicators & dashboard spec)	Accra	X	X	X		3,101,113	2,015,723	620,223	465,167	New	Lead: MoSR M&E; Collab: NDPC, GSS
Compliance & grievance redress pilot (federation scorecards)	4 regions		X	X	X	2,501,113	1,625,723	500,223	375,167	New	Lead: MoSR; Collab: NSA, Federations
Baseline sector performance survey & dashboard procurement	Nationwide	X	X	X		3,901,113	2,535,723	780,223	585,167	New	Lead: MoSR/M&E; Collab: Survey Team, Stroll Net
Sector communication strategy & national launch	Nationwide	X	X	X	X	2,701,113	1,755,723	540,223	405,167	New	Lead: MoSR Comms; Collab: NMC, Broadcasters
National consultative forum (policy & programme launch)	Accra		X			1,501,113	975,723	300,223	225,167	New	Lead: MoSR; Collab: NSA, Federations, Private Sector

Programme 5 — School & Youth Sports Development

Objective: Integrate sports into education and youth systems to build early talent pathways.

Project	Location	Q1	Q2	Q3	Q4	Total (GHS)	GoG	IGF	Others	Status	Lead / Collaborating
School sports curriculum development & teacher training	Nationwide	X	X	X		4,301,113	2,795,723	860,223	645,167	New	Lead: GES; Collab: MoSR, Teacher Training Colleges

Establish 2 regional youth academies (pilot)	2 regions		X	X	X	6,701,113	4,355,723	1,340,223	1,005,167	New	Lead: NSA/GES; Collab: Private Sponsors
“Sports for All” programme (basic schools’ pilot)	Selected districts		X	X	X	3,701,113	2,405,723	740,223	555,167	New	Lead: GES; Collab: MoSR, NGOs
Girls’ mentorship & safe spaces pilot	6 regions			X	X	3,901,113	2,535,723	780,223	585,167	New	Lead: MoGCSP/MoSR; Collab: NSA, NGOs

Programme 6 — Digital Sports Transformation & Innovation

Objective: Harness ICT and innovation to modernise sports administration, fan engagement, and data systems.

Project	Location	Q1	Q2	Q3	Q4	Total (GHS)	GoG	IGF	Others	Status	Lead / Collaborating
SIMS Phase I — Architecture & Data Migration (procurement & pilot)	National	X	X	X	X	9,701,113	6,305,723	1,940,223	1,455,167	New	Lead: NSA IT; Collab: Stroll Net Ltd, MoICT
Prototype ticketing & streaming app (pilot)	Accra, Kumasi		X	X	X	7,001,113	4,550,723	1,400,223	1,050,167	New	Lead: NSA/ICT; Collab: PPP Tech Partner
Innovation & start-up support fund — hackathon & seed grants (launch)	Accra		X	X		3,301,113	2,145,723	660,223	495,167	New	Lead: MoSR/Innovation Unit; Collab: Incubators, Private Sector

Programme 7 — Local Economic Development & Sports Industry

Objective: Promote sports as a driver of local economic growth and industry expansion.

Project	Location	Q1	Q2	Q3	Q4	Total (GHS)	GoG	IGF	Others	Status	Lead / Collaborating
Support 3 SMEs — sports equipment & apparel (productive support)	Tema/Accra		X	X	X	4,901,113	3,185,723	980,223	735,167	New	Lead: MoTI; Collab: NSA, MSME Agencies
Pilot heritage sports festival (traditional wrestling)	Cape Coast/Regions			X	X	3,301,113	2,145,723	660,223	495,167	New	Lead: GTA/NSA; Collab: Cultural Affairs
MSME linkage & credit access pilot (events value chain)	Selected districts		X	X	X	4,101,113	2,665,723	820,223	615,167	New	Lead: MoTI/MoF; Collab: Banks, MSME Agencies

Programme 8 — Athlete Protection & Ethical Migration

Objective: Safeguard athletes' rights, ensure ethical migration, and provide welfare services.

Project	Location	Q1	Q2	Q3	Q4	Total (GHS)	GoG	IGF	Others	Status	Lead / Collaborating
Develop athlete safeguarding policies & child protection training	Nationwide	X	X	X	X	3,701,113	2,405,723	740,223	555,167	New	Lead: MoSR/NSA; Collab: UNICEF, MoGCSP
Draft Ethical Migration & Labour Rights Framework; pilot MOUs	Accra/Selected leagues	X	X			2,901,113	1,885,723	580,223	435,167	New	Lead: MoSR/MFA; Collab: IOM, Federations

Anti-exploitation national awareness campaign (launch)	Nationwide		X	X	X	3,301,113	2,145,723	660,223	495,167	New	Lead: MoSR/NSA; Collab: Civil Society, Media
Athlete counselling & mental health services (pilot)	Accra & 2 regions			X	X	2,701,113	1,755,723	540,223	405,167	New	Lead: NPC Ghana/MoH; Collab: Universities, NGOs

Programme 9 — Wellness & Recreation Development

Objective: Promote public wellness, community recreation, and preventive health through sports.

Project	Location	Q1	Q2	Q3	Q4	Total (GHS)	GoG	IGF	DPs	Status	Lead / Collaborating
Conduct baseline mapping of wellness/recreation facilities & community demand	Nationwide	X	X			2,150,000	1,000,000	0	1,150,000	New	Lead: MoSR; Collab: MoH, GSS
Pilot Community Wellness Centres (3 model hubs)	Accra, Kumasi, Tamale			X	X	4,500,000	2,000,000	500,000	2,000,000	New	Lead: MoSR; Collab: MMDAs, Private Sector
Workplace Wellness Pilots (10 workplaces – wellness breaks, aerobics, nutrition sessions)	National			X	X	3,200,000	1,200,000	500,000	1,500,000	New	Lead: MoSR; Collab: Employers Assoc., MoH
Community Recreational Parks Revitalisation (Phase I – 15 parks)	5 urban regions		X	X	X	6,750,000	3,500,000	1,250,000	2,000,000	New	Lead: MMDAs; Collab: MoSR, Parks Dept

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Programme 1: Sports Infrastructure Expansion & Equity

Objective: Expand and modernise sporting infrastructure with equitable regional distribution.

Project	Location	Q1	Q2	Q3	Q4	Total (GHS)	GoG	IGF	Others/DP/PPP	Status	Lead / Collaborating
Rehabilitate 3 regional stadia (Sunyani, Koforidua, Wa)	Regional Capitals	X	X	X	X	82,000,000	50,000,000	12,000,000	20,000,000	Ongoing	MoSR / NSA; MMDAs
Construct 10 community sports parks with multi-use courts	10 MMDAs	X	X	X		65,750,000	40,000,000	8,750,000	17,000,000	Ongoing	MoSR; MoF, Private PPP
Upgrade Borteyman Complex into Legacy Centre of Excellence	Accra		X	X	X	145,018,920	85,000,000	15,018,920	45,000,000	New	MoSR; NSA, Private PPP
Expand accessibility (ramps, facilities for para-sports) in 6 facilities	Nationwide			X	X	20,000,000	10,000,000	2,000,000	8,000,000	Ongoing	NSA; MoGCSP, MoSR

Programme 1 Total (2027): 312,768,920 GHS

Programme 2: Human Capital & Technical Excellence

Objective: Build skilled sports professionals and enhance technical excellence.

Project	Location	Q1	Q2	Q3	Q4	Total (GHS)	GoG	IGF	Others	Status	Lead / Collaborating
Expand National Sports College training modules	Winneba	X	X	X	X	48,000,000	28,000,000	8,000,000	12,000,000	Ongoing	NSC; GTEC, MoSR
Certify 500 new coaches & referees	Nationwide		X	X		24,318,210	15,000,000	3,318,210	6,000,000	Ongoing	NSC; PSC, GTEC
Establish Sports Science & Research Centre	Accra	X	X		X	40,000,000	25,000,000	5,000,000	10,000,000	New	NSC; MoSR, Univ. of Ghana
Scholarships for 200 athletes (STEM-sports integration)	Nationwide			X	X	30,000,000	20,000,000	5,000,000	5,000,000	New	NSC; MoE, MoSR

Programme 2 Total (2027): 142,318,210 GHS

Programme 3: Sports Finance & Resource Mobilisation

Objective: Strengthen the Sports Fund and diversify revenue streams.

Project	Location	Q1	Q2	Q3	Q4	Total (GHS)	GoG	IGF	Fund/DP	Status	Lead / Collaborating
Operationalise Sports Fund Secretariat	Accra	X	X			18,000,000	10,000,000	3,000,000	5,000,000	New	MoSR; MoF
Develop PPP framework for sports investment	National		X	X		15,000,000	7,500,000	2,500,000	5,000,000	New	MoSR; MoTI, GIPC
Earmark 5% lottery tax revenues to Sports Fund	National	X		X		30,231,540	15,000,000	5,231,540	10,000,000	Ongoing	MoSR; Lottery Authority
Establish corporate sponsorship drive	Accra, Kumasi			X	X	25,000,000	14,000,000	3,000,000	8,000,000	New	MoSR; AGI, Chamber of Commerce

Programme 3 Total (2027): 88,231,540 GHS

Programme 4: Governance, Policy & Legal Reform

Objective: Strengthen institutional frameworks, transparency, and sports legislation.

Project	Location	Q1	Q2	Q3	Q4	Total (GHS)	GoG	IGF	Others	Status	Lead / Collaborating
Review National Sports Act (2016)	Accra	X	X			12,000,000	8,000,000	1,000,000	3,000,000	Ongoing	MoSR; AG, Parliament
Establish monitoring unit (compliance & governance)	MoSR HQ		X	X		20,000,000	12,000,000	3,000,000	5,000,000	New	MoSR; NDPC
Develop gender equity & inclusion framework	National			X	X	15,000,000	8,000,000	2,000,000	5,000,000	Ongoing	MoSR; MoGCSP
Introduce Sports Governance Index (annual ranking)	National				X	18,000,000	10,000,000	3,000,000	5,000,000	New	MoSR; NSA, Civil Society

Programme 4 Total (2027): 65,000,000 GHS

Programme 5: School & Youth Sports Development

Objective: Institutionalise sports in schools and nurture young talent.

Project	Location	Q1	Q2	Q3	Q4	Total (GHS)	GoG	IGF	Others	Status	Lead / Collaborating
Expand inter-schools' zonal games (basic/SHS)	Nationwide	X	X	X		48,000,000	28,000,000	8,000,000	12,000,000	Ongoing	MoSR/GES
Roll out school sports curriculum integration	Nationwide		X	X		38,000,000	20,000,000	8,000,000	10,000,000	New	MoSR; GES
Youth Talent Academies (10 districts)	10 Districts			X	X	32,000,000	18,000,000	4,000,000	10,000,000	New	MoSR; NYA, NSA
Nationwide "Catch Them Young" campaign	National	X		X		30,574,380	17,000,000	5,574,380	8,000,000	New	MoSR; MoY, NGOs

Programme 5 Total (2027): 148,574,380 GHS

Programme 6: Digital Sports Transformation & Innovation

Objective: Build a robust digital backbone for sports data, innovation, and analytics.

Project	Location	Q1	Q2	Q3	Q4	Total (GHS)	GoG	IGF	Others	Status	Lead / Collaborating
Deploy Sports Information Management System (SIMS)	Accra HQ + 20 Federations	X	X			40,000,000	25,000,000	5,000,000	10,000,000	New	MoSR; NITA
Athlete biometric registration (20,000 athletes)	Nationwide		X	X		30,000,000	18,000,000	4,000,000	8,000,000	New	MoSR; NSA
Mobile app for fan engagement & ticketing	National			X	X	32,981,740	18,452,610	6,529,130	8,000,000	New	MoSR; MoCD, Tech Firms
E-Governance dashboard & M&E portal	MoSR HQ	X			X	30,000,000	15,000,000	5,000,000	10,000,000	New	MoSR; NDPC, NITA

Programme 6 Total (2027): 132,981,740 GHS

Programme 7: Local Economic Development & Sports Industry

Objective: Catalyse sports as a driver of jobs, MSME growth, and local economies.

Project	Location	Q1	Q2	Q3	Q4	Total (GHS)	GoG	IGF	Others	Status	Lead / Collaborating
Establish 5 Regional Sports MSME Hubs	5 Regions	X	X			45,000,000	25,000,000	5,000,000	15,000,000	New	MoTI; GIPC, MoSR
Sports equipment local manufacturing PPP	Tema, Kumasi		X	X		40,000,000	22,000,000	6,000,000	12,000,000	New	MoTI; AGI, MoSR
Market access platform for sports goods/services	Online + Trade Shows			X	X	29,287,630	15,734,820	4,552,810	9,000,000	New	MoSR; GEPA, MoTI

Programme 7 Total (2027): 114,287,630 GHS

Programme 8: Athlete Protection & Ethical Migration

Objective: Safeguard athletes' welfare and regulate migration pathways.

Project	Location	Q1	Q2	Q3	Q4	Total (GHS)	GoG	IGF	Others	Status	Lead / Collaborating
Establish Athlete Protection Desk	Accra + 5 Regions	X				20,000,000	12,000,000	3,000,000	5,000,000	New	MoSR; NYA, GIS
Develop athlete migration regulations	National		X			18,000,000	10,000,000	3,000,000	5,000,000	New	MoSR; AG, IOM
Welfare & insurance scheme for athletes	National			X	X	24,318,210	12,000,000	4,318,210	8,000,000	New	MoSR; Insurance Commission
Campaign against exploitation & trafficking	National	X		X		15,000,000	8,000,000	2,000,000	5,000,000	New	MoSR; NGOs, IOM

Programme 8 Total (2027): 77,318,210 GHS

Programme 9: Wellness & Recreation Development

Objective: Promote wellness and recreation to reduce NCDs and strengthen community well-being.

Project	Location	Q1	Q2	Q3	Q4	Total (GHS)	GoG	IGF	Others/DP/PPP	Status	Lead / Collaborating
Community Wellness Hubs (10 new sites)	10 Districts	X	X	X	X	45,301,179	30,000,000	5,301,179	10,000,000	New	MMDAs; NSA, MoH
Workplace & Urban Wellness Programmes	Accra, Kumasi, Tema		X	X	X	12,500,000	7,500,000	2,500,000	2,500,000	New	MoSR; Employers' Associations
National Wellness Awareness Campaign	Nationwide	X	X	X	X	8,000,000	4,000,000	1,500,000	2,500,000	New	MoSR Comms; NGOs
Expansion of Wellness Hubs (15 additional sites)	15 Districts			X	X	62,000,000	40,000,000	7,000,000	15,000,000	New	NSA; MMDAs, MoH
Wellness clubs & fairs in schools/universities	Nationwide		X	X	X	6,500,000	3,000,000	1,500,000	2,000,000	New	GES; MoSR

Construct 12 wellness parks (solar integrated)	12 Districts	X	X	X	X	38,000,000	25,000,000	5,000,000	8,000,000	New	MMDAs; Energy Commission
Wellness clubs in 200 workplaces/schools	Nationwide		X	X	X	15,000,000	9,000,000	2,000,000	4,000,000	New	MoSR; MoH
Publish wellness guidelines & standards	National				X	4,500,000	3,000,000	500,000	1,000,000	New	MoSR Policy; NDPC

Programme 9 Total (2027): 191,801,179 GHS

Total Cost (2027): 1,273,281,809 GHS

Annual Action Plan — 2028

Programme 1 — Sports Infrastructure Expansion & Equity

Objective: Expand equitable access to modern sports infrastructure and enhance community-based facilities nationwide.

Project	Location	Q1	Q2	Q3	Q4	Total (GHS)	GoG	IGF	Others	Status	Lead / Collaborating
Construct multipurpose solar-powered community arenas (Phase III: 6 regions)	6 regions	X	X	X	X	173,003,327	173,003,327	0	0	Ongoing	NSA; MMDAs; Energy Commission; PPP Unit
National Stadium Rehabilitation — completion (Cape Coast, Tamale, Sekondi)	3 cities	X	X	X		53,701,121	53,701,121	0	0	Ongoing	NSA; MoPW; GFA
Natural grass pitches (Phase III – 60 districts)	60 districts	X	X	X	X	81,001,229	81,001,229	0	0	Ongoing	NSA; MMDAs
District mini-pitches (Phase III – 40 units)	40 districts		X	X	X	16,101,117	16,101,117	0	0	Ongoing	NSA; MMDAs

Community parks & playgrounds (additional 15)	Urban/peri-urban		X	X	X	9,101,117	9,101,117	0	0	Ongoing	MMDAs; NSA; Parks Dept
Rooftop & vertical recreation spaces (2 pilots' expansion)	Accra & Kumasi	X	X			5,301,119	5,301,119	0	0	Ongoing	MMDAs; Private Developers; NSA
Rural/peri-urban multipurpose community centres (12 hubs)	12 districts		X	X	X	36,001,131	36,001,131	0	0	New	NSA; RCCs; MMDAs
Sports facilities accessibility upgrades (ramps, wayfinding, seating)	Nationwide	X	X			7,701,115	7,701,115	0	0	Ongoing	NSA; MoGCSP
PPP flagship sports complex — financial close & groundbreaking (1 site)	Selected region	X	X	X		41,001,137	41,001,137	0	0	New	MoF/NSA PPP Unit; Private Sponsors
Olympic-size swimming pool — construction phase	Winneba (NSC)	X	X	X	X	29,001,119	29,001,119	0	0	New	NSC; NSA; MoPW

Programme 2 — Human Capital & Technical Excellence

Objective: Build a high-performing workforce of athletes, coaches, and administrators.

Sub-programme A: Sports Human Resource Development (Athletes & Coaches)

Project	Location	Q1	Q2	Q3	Q4	Total (GHS)	GoG	IGF	Others	Status	Lead / Collaborating
National Coaching Conference (advanced tracks)	Accra			X		6,301,115	4,095,725	1,260,223	945,167	Ongoing	NSA; Universities; GOC

Advanced coaching certification & officials professionalisation (400 personnel)	12 regions	X	X	X	X	29,001,113	18,850,723	5,800,223	4,350,167	Ongoing	NSA; Federations; NSC
Technical Exchange Fellowships (30 abroad / 15 inbound)	Abroad/Accra	X	X	X	X	17,101,113	11,115,723	3,420,223	2,565,167	Ongoing	MoYS; MFA; Donor Partners
Talent pipeline mentorship (300 pairings)	Nationwide		X	X	X	13,101,113	8,515,723	2,620,223	1,965,167	Ongoing	NSA; NSC; GES
Para-athlete high-performance programme	Regional hubs		X	X	X	14,701,115	9,555,725	2,940,223	2,205,167	Ongoing	NPC Ghana; NSA
Women in Coaching Fellowship — expansion (120 fellows)	8 regions		X	X		7,701,113	5,005,723	1,540,223	1,155,167	New	NSA; MoGCSP; Federations

Sub-programme B: Staff Development (Admin & Institutional)

Project	Location	Q1	Q2	Q3	Q4	Total (GHS)	GoG	IGF	Others	Status	Lead / Collaborating
Recruitment – 3rd intake (technical/admin staff)	National	X	X			10,301,115	6,695,725	2,060,223	1,545,167	Ongoing	MoYS HR; OHRMD; NSA
Zonal Training of Trainers — consolidation (3 zones)	North/South/Central		X	X		6,701,113	4,355,723	1,340,223	1,005,167	Ongoing	NSA; NSC; Universities
E-learning platform scale to 5,000 users	Online	X	X	X	X	15,301,113	9,955,723	3,060,223	2,285,167	Ongoing	NSA; GES

Staff development: leadership, finance, procurement, ERM (600 staff)	Accra & Regions	X	X	X		9,901,115	6,435,725	1,980,223	1,485,167	Ongoing	MoYS; MoF; OHLGS
Collective Bargaining Agreement (NSC) review & implementation	Winneba / Accra	X	X			3,301,115	2,145,725	660,223	495,167	New	NSC; MoYS; Labour Dept

Programme 3 — Sports Finance & Resource Mobilisation

Objective: Strengthen financing mechanisms to ensure sustainable sector funding.

Project	Location	Q1	Q2	Q3	Q4	Total (GHS)	GoG	IGF	Others	Status	Lead / Collaborating
National Sports Fund — 2nd competitive grants cycle	Accra	X	X	X		13,701,115	8,905,725	2,740,223	2,055,167	Ongoing	MoF; MoYS; Lotteries Commission
PPP & Sponsorship Facilitation Unit — investor roadshows	Accra & regional	X	X	X	X	10,701,113	6,955,723	2,140,223	1,605,167	Ongoing	MoYS; PPP Unit; GIPC
National Sports Lottery Scheme — first year ops	National	X	X	X	X	12,301,113	7,995,723	2,460,223	1,845,167	New	NLA; MoYS; MoF
Sports tourism & events revenue expansion	Accra, Kumasi, Cape Coast		X	X	X	19,101,113	12,415,723	3,820,223	2,865,167	Ongoing	GTA; MoYS; NSA; Promoters

Programme 4: Governance, Policy & Legal Reform

Objective: Strengthen legal, institutional, and governance frameworks for efficient sector management.

Project	Location	Q1	Q2	Q3	Q4	Total (GHS)	GoG	IGF	Others (DP/PPP)	Status	Lead / Collaborating
Rollout of Enterprise Risk Management (ERM) systems across MoSR, NSA, NSC	National	X	X	X	X	6,500,000	4,000,000	500,000	2,000,000	Ongoing	MoSR / ERM Unit / NSA / NSC
Implementation of updated Sports Act 2027 (legal awareness, dissemination, enforcement guidelines)	National	X	X	X	X	9,800,000	5,500,000	1,300,000	3,000,000	New	MoSR / AG's Dept / Parliament
Annual SIMS (Sports Information Management System) data quality audits & compliance checks	National	X	X	X	X	4,200,000	2,500,000	700,000	1,000,000	Ongoing	MoSR / NITA / MoCD / NSA
Sector-wide Communications Strategy rollout (public education, policy briefs, digital platforms)	National	X	X	X	X	3,700,000	2,000,000	700,000	1,000,000	Ongoing	MoSR / ISD / Media Commission
Mid-term institutional performance review & governance scorecard	National	X		X		5,600,000	3,000,000	800,000	1,800,000	New	MoSR / NDPC / OHCS / DP Partners

Programme 5: School & Youth Sports Development

Objective: Institutionalise sports in schools and youth systems to enhance talent development, participation, and progression pathways.

Project	Location	Q1	Q2	Q3	Q4	Total (GHS)	GoG	IGF	Others (DP/PPP)	Status	Lead / Collaborating
Development and rollout of updated School Sports Curriculum (PE integration & modules)	National (GES schools)	X	X	X		28,952,400	15,432,000	2,222,000	11,298,400	New	MoSR / GES / NaCCA
Certification and training of PE teachers (1,000 staff across districts)	All Regions	X	X		X	29,848,750	16,152,000	2,394,000	11,302,750	Ongoing	MoSR / NSC / GES / PSC
Revival of inter-school competitions (district, regional, zonal games)	16 Regions		X	X	X	24,940,300	13,482,000	1,876,000	9,582,300	Ongoing	MoSR / GES / District Assemblies / NSA
After-school sports clubs (pilot in 500 schools, rollout of youth leagues)	Selected Districts	X	X	X	X	27,950,270	14,918,000	2,100,000	10,932,270	New	MoSR / GES / Local NGOs / PTAs
School sports facility rehabilitation and maintenance fund	National	X	X		X	27,827,300	14,652,000	1,872,000	11,303,300	Ongoing	MoSR / GES / GETFund / DAs
National Youth Games and scholarship scheme for talented athletes	Accra (National level)	X		X	X	39,000,100	21,649,000	1,920,000	15,431,100	New	MoSR / NSA / Universities / MoYS

Programme Total (2028): 148,574,380 GHS

Programme 6: Digital Sports Transformation & Innovation

Objective: Harness digital tools, data, and innovation to modernise sports administration, enhance performance, and expand fan engagement.

Project	Location	Q1	Q2	Q3	Q4	Total (GHS)	GoG	IGF	Others (DP/PPP)	Status	Lead / Collaborating
Full rollout of Sports Information Management System (SIMS) with federation compliance & analytics	National	X	X	X	X	15,701,113	10,205,723	3,140,223	2,355,167	Ongoing	NSA IT / MoICT / Stroll Net Ltd
National e-ticketing system operations — leakage reduction & integration with GRA	National Venues	X	X	X	X	10,901,113	7,085,723	2,180,223	1,635,167	Ongoing	NSA / Venue Managers / GRA
Athlete performance analytics (wearables + dashboards) expansion to 10 elite squads	NSC & Elite Centres	X	X	X	X	11,301,113	7,345,723	2,260,223	1,695,167	Ongoing	NSA / Universities / Private Tech Firms
Digital fan engagement platform — v2 (merch, loyalty, micro-subscriptions)	National	X	X	X	X	9,101,113	5,915,723	1,820,223	1,365,167	Ongoing	NSA / Private Tech & Telcos
Innovation & Start-up Support Fund (25 start-ups, 2 hackathons)	Accra & Kumasi	X	X	X		7,901,115	5,135,725	1,580,223	1,185,167	Ongoing	MoYS / Incubators / Private Foundations

Programme Total (2028): 54,905,567 GHS

Programme 7: Local Economic Development & Sports Industry

Objective: Stimulate jobs, enterprise, and local value addition in sports through industrial linkages, tourism

Project	Location	Q1	Q2	Q3	Q4	Total (GHS)	GoG	IGF	Others (DP/PPP)	Status	Lead / Collaborating
Sports equipment & apparel manufacturing — cluster scale-up (15 MSMEs)	Tema / Accra / Kumasi		X	X	X	11,301,115	7,345,725	2,260,223	1,695,167	Ongoing	MoTI / AGI / NSA
Sports tourism development zones — curated routes & festivals (3 zones)	Coastal, Middle, Northern belts		X	X	X	8,901,113	5,785,723	1,780,223	1,335,167	Ongoing	GTA / RCCs / NSA
Jobs & enterprise in sports value chain — credit & procurement access (300 SMEs)	Nationwide	X	X	X	X	9,701,113	6,305,723	1,940,223	1,455,167	Ongoing	SME Agency / Banks / MoF
Creative economy linkages — music/film/fashion at events (local content)	National events			X	X	5,301,113	3,445,723	1,060,223	795,167	New	MoC / NSA / Private Promoters
Sports museum & heritage experience — design & business case	Accra (concept)	X	X			4,501,113	2,925,723	900,223	675,167	New	GTA / NSA / Museums Board

Programme 8: Athlete Protection & Ethical Migration

Objective: Safeguard athletes' welfare, rights, and ethical participation while addressing exploitation and irregular migration risks.

Project	Location	Q1	Q2	Q3	Q4	Total (GHS)	GoG	IGF	Others (DP/PPP)	Status	Lead / Collaborating
Safeguarding compliance audits & refresher training (80 orgs)	Nationwide	X	X	X	X	9,101,115	5,915,725	1,820,223	1,365,167	Ongoing	MoYS / NSA / UNICEF / CHRAJ
Athlete insurance & welfare scheme — rollout (national panel & claims)	National	X	X	X	X	12,701,113	8,255,723	2,540,223	1,905,167	New	MoYS / NIC / Insurers
Sports Ombudsman Office — establish & operate	Accra	X	X	X	X	6,901,113	4,485,723	1,380,223	1,035,167	New	MoYS / CHRAJ / Judiciary
Athlete Migration Resource Centre — advisory, legal & counselling services	Accra & Kumasi		X	X	X	6,301,113	4,095,723	1,260,223	945,167	New	MoYS / IOM / Bar Association
Anti-exploitation & ethical migration public campaigns (all 16 regions)	Nationwide		X	X	X	7,301,113	4,745,723	1,460,223	1,095,167	Ongoing	MoYS / NGOs / Media Partners

Programme 9: Wellness & Recreation Development

Objective: Promote healthy lifestyles, community well-being, and equitable access to recreational opportunities nationwide.

Project	Location	Q1	Q2	Q3	Q4	Total (GHS)	GoG	IGF	Others (DP/PPP)	Status	Lead / Collaborating
National Fitness & Wellness Campaign (media + outreach in 16 regions)	Nationwide	X	X	X	X	12,501,113	8,175,723	2,480,223	1,845,167	Ongoing	MoYS / MoH / NGOs / Media
Construction of Community Recreation Parks (Phase II – 20 parks)	20 districts	X	X	X	X	51,301,113	33,345,723	10,060,223	7,895,167	New	MMDAs / NSA / Parks Dept
Wellness Integration into Workplaces (pilots in 50 institutions)	Accra, Kumasi, Takoradi, Tamale	X	X	X		9,901,113	6,535,723	1,980,223	1,385,167	Ongoing	MoYS / MoELR / Employers' Associations
Expansion of Inclusive Recreational Hubs (multi-use spaces, gyms, playgrounds – 12 hubs)	Regional Capitals		X	X	X	38,301,113	25,155,723	7,660,223	5,485,167	New	MoYS / RCCs / Private Developers
National Recreational & Wellness Data System (integration with SIMS)	Accra (HQ + Regional Nodes)	X	X	X	X	12,601,113	8,355,723	2,540,223	1,705,167	New	MoYS / NSA / NITA / Stroll Net Ltd
Public-Private Wellness Facility Upgrades (PPP model – gyms, pools, parks)	10 urban centres	X	X	X	X	37,989,665	25,796,805	7,857,533	4,335,327	Ongoing	MoYS / MoF PPP Unit / Private Investors

Annual Action Plan — 2029 (All Programmes)

Programme 1 — Sports Infrastructure Expansion & Equity

Objective: Expand and maintain equitable access to modern, safe, and sustainable sports and recreation infrastructure nationwide.

Project	Location	Q1	Q2	Q3	Q4	Total (GHS)	GoG	IGF	Others	Status	Lead / Collaborating
Multipurpose solar-powered community arenas — commissioning, defects & O&M onboarding (Phase IV, final)	16 regions	X	X	X	X	38,001,129	38,001,129	0	0	Ongoing	NSA; MMDAs; Energy Commission; PPP Unit
National Stadium Rehabilitation — final finishes & CAF/FIFA re-certification	Accra, Kumasi, Cape Coast, Tamale, Sekondi	X	X	X		21,301,117	21,301,117	0	0	Ongoing	NSA; MoPW; GFA
Natural grass pitches (Phase IV — final 40 districts)	40 districts	X	X	X	X	54,001,123	54,001,123	0	0	Ongoing	NSA; MMDAs
District mini-pitches (Phase IV — 25 additional units)	25 districts		X	X	X	10,501,115	10,501,115	0	0	Ongoing	NSA; MMDAs
Community parks & playgrounds (+10 new; rehab of earlier sites)	Urban/peri-urban		X	X	X	6,301,117	6,301,117	0	0	Ongoing	MMDAs; NSA; Parks Dept
Rural/peri-urban multi-purpose community centres (10 hubs)	10 districts		X	X	X	30,001,131	30,001,131	0	0	New	NSA; RCCs; MMDAs

PPP flagship sports complex — main construction year	Selected region	X	X	X	X	95,001,139	95,001,139	0	0	New	MoF/NSA PPP Unit; Private Sponsors
Olympic-size swimming pool (NSC Winneba) Completion & test events	Winneba (NSC)	X	X	X		17,001,121	17,001,121	0	0	Ongoing	NSC; NSA; MoPW
Sports facilities accessibility upgrades — final tranche	Nationwide	X	X			4,901,115	4,901,115	0	0	Ongoing	NSA; MoGCSP
Rooftop & vertical recreation spaces — 2 additional pilots	Accra & Kumasi	X	X			4,101,113	4,101,113	0	0	Ongoing	MMDAs; Private Developers; NSA
NSC training facilities upgrade — closeout & handover	NSC Winneba	X	X			8,301,119	8,301,119	0	0	Ongoing	NSC; NSA
National sports infrastructure GIS & audit — update & closeout	Nationwide	X	X			5,301,115	3,445,725	1,060,223	795,167	Ongoing	NSA; GSS; GIS Dept

Programme 2 — Human Capital & Technical Excellence

Objective: Build elite athlete, coaching, and institutional human capacity for sustained sporting excellence.

Project	Location	Q1	Q2	Q3	Q4	Total (GHS)	GoG	IGF	Others	Status	Lead / Collaborating
Annual National Coaching Conference — elite & specialist tracks	Accra			X		6,501,117	4,225,727	1,260,223	1,015,167	Ongoing	NSA; Universities; GOC

Coaching certification & officials professionalisation — Level III & recertification (500 personnel)	12 regions	X	X	X	X	31,901,117	20,735,727	6,380,223	4,785,167	Ongoing	NSA; Federations; NSC
Technical Exchange Fellowships — 30 abroad / 15 inbound (final tranche)	Abroad/Accra	X	X	X	X	18,301,115	11,905,725	3,660,223	2,735,167	Ongoing	MoYS; MFA; Donor Partners
Talent pipeline mentorship — 400 pairings & alumni tracking	Nationwide		X	X	X	14,301,113	9,295,723	2,860,223	2,145,167	Ongoing	NSA; NSC; GES
Para-athlete high-performance programme — Games-year prep	Regional hubs		X	X	X	15,901,115	10,335,725	3,180,223	2,385,167	Ongoing	NPC Ghana; NSA
Women in Coaching Fellowship — scale to 200 fellows	10 regions		X	X		9,101,115	5,915,725	1,820,223	1,365,167	Ongoing	NSA; MoGCSP; Federations
Recruitment stabilisation & succession planning (final intake & redeployments)	National	X	X			8,901,115	5,785,725	1,780,223	1,335,167	Ongoing	MoYS HR; OHRMD; NSA
Zonal Training-of-Trainers — capstone cycle (3 zones)	North/South/Central		X	X		6,301,115	4,095,725	1,260,223	945,167	Ongoing	NSA; NSC; Universities
E-learning platform O&M & content refresh (≥5,000 active users)	Online	X	X	X	X	12,901,115	8,385,725	2,580,223	1,935,167	Ongoing	NSA; GES; MoICT
Staff development — leadership, finance,	Accra & Regions	X	X	X		10,301,117	6,695,727	2,060,223	1,545,167	Ongoing	MoYS; MoF; OHLGS

procurement, ERM embed (700 staff)											
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Programme 3 — Sports Finance & Resource Mobilisation

Objective: Secure sustainable financing and innovative revenue generation mechanisms for sports.

Project	Location	Q1	Q2	Q3	Q4	Total (GHS)	GoG	IGF	Others	Status	Lead / Collaborating
National Sports Fund — 3rd competitive cycle & performance-based disbursements	Accra	X	X	X		15,301,115	9,945,725	3,060,223	2,295,167	Ongoing	MoF; MoYS; Lotteries Commission
PPP & Sponsorship Facilitation Unit — naming rights & pipeline management	Accra & regions	X	X	X	X	11,101,113	7,215,723	2,220,223	1,665,167	Ongoing	MoYS; PPP Unit; GIPC
National Sports Lottery — Year 2 scale-up & retail/digital mix	National	X	X	X	X	13,101,115	8,515,723	2,620,223	1,965,167	Ongoing	NLA; MoYS; MoF
Corporate Sports Sponsorship Tax Relief — rollout & compliance	National	X	X			4,301,113	2,795,723	860,223	645,167	New	MoF (Tax Policy); GRA; MoYS
Sports tourism & events revenue — international bids & dynamic pricing	Accra, Kumasi, Cape Coast		X	X	X	20,901,113	13,585,723	4,180,223	3,135,167	Ongoing	GTA; MoYS; NSA; Promoters

Programme 4 — Governance, Policy & Legal Reform

Objective: Deepen legal, institutional, and governance reforms to ensure compliance, accountability, and performance excellence across the sports sector.

Project	Location	Q1	Q2	Q3	Q4	Total (GHS)	GoG	IGF	Others	Status	Lead / Collaborating
Sports Act implementation & LI sensitisation — nationwide compliance drive	National	X	X			7,701,115	5,005,725	1,540,223	1,155,167	Ongoing	MoYS; AG's Dept; Parliament Secretariat
Sports Dispute Resolution Tribunal — operations & case management	Accra	X	X	X	X	6,101,115	3,965,725	1,220,223	915,167	New	MoYS; Judiciary; Bar Association
Digital Regulatory Compliance System — optimisation & integrations	National	X	X	X	X	9,701,113	6,305,723	1,940,223	1,455,167	Ongoing	NSA; MoICT; Federations
Sports Governance Index — Year 3 assessment & publication	National			X	X	4,101,115	2,665,725	820,223	615,167	Ongoing	MoYS; Civil Society; Academia
Enterprise Risk Management (ERM) assurance audits & refreshers	National	X	X			5,301,113	3,445,723	1,060,223	795,167	Ongoing	MoYS; NDPC; CAGD
Sector Operational Manual — institutionalisation & compliance audits	Accra	X		X		3,701,113	2,405,723	740,223	555,167	Ongoing	MoYS Policy; OHLGS
M&E: Endline evaluation (2026–2029) & Annual Sector Performance Report 2029	National	X	X	X	X	8,901,113	5,785,723	1,740,223	1,375,167	Ongoing	MoYS M&E; NDPC; GSS

Communication: National results campaign & citizen feedback loops	National	X	X	X	X	5,101,113	3,315,723	1,020,223	765,167	Ongoing	MoYS Communications; NMC; Media Houses
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Programme 4 Total (2029): GHS 50,608,910

Programme 5 — School & Youth Sports Development

Objective: Expand inclusive and competitive school and youth sports systems to nurture talent, instill values, and promote lifelong participation.

Project	Location	Q1	Q2	Q3	Q4	Total (GHS)	GoG	IGF	Others	Status	Lead / Collaborating
School sports curriculum — QA, teacher coaching & fidelity checks	Nationwide	X	X	X		7,101,113	4,615,723	1,420,223	1,065,167	Ongoing	GES; MoYS; NCTE
Talent Identification & Development — 4 new regional academies (ops)	4 regions		X	X	X	22,101,113	14,365,723	4,420,223	3,315,167	Ongoing	NSA; GES; Federations
National Inter-Schools Sports Festival — rotation & broadcast	Rotating host			X		8,101,113	5,265,723	1,620,223	1,215,167	Ongoing	GES; NSA; Media Partners
“Sports for All” — scale to 500 basic schools	Selected districts		X	X	X	7,501,113	4,875,723	1,500,223	1,125,167	Ongoing	GES; Community NGOs
Campus Recreation Enhancement — 15 additional tertiary zones	15 campuses	X	X			10,501,113	6,825,723	2,100,223	1,575,167	Ongoing	MoE; Universities; NSA
Junior referees & coaches’ development — senior high pathways	10 regions	X		X		5,301,113	3,445,723	1,060,223	795,167	Ongoing	GES; NSA; Federations
Girls’ & Inclusive Youth Sports — national safe-spaces network	16 regions		X	X	X	9,301,113	6,045,723	1,860,223	1,395,167	Ongoing	MoGCSP; NSA; NGOs

Programme 5 Total (2029): GHS 69,907,791

Programme 6 — Digital Sports Transformation & Innovation

Objective: Consolidate digital transformation, strengthen data systems, and drive innovation to modernize sports management and fan engagement.

Project	Location	Q1	Q2	Q3	Q4	Total (GHS)	GoG	IGF	Others	Status	Lead / Collaborating
SIMS — stabilisation, data governance & API services	National	X	X	X	X	12,701,113	8,255,723	2,540,223	1,905,167	Ongoing	NSA IT; MoICT; Stroll Net Ltd
E-ticketing — optimisation, reconciliation & leakage reduction	National venues	X	X	X	X	9,301,113	6,045,723	1,860,223	1,395,167	Ongoing	NSA; Venue Managers; GRA
Athlete performance analytics — full high-performance coverage	NSC & elite centres		X	X	X	13,301,113	8,645,723	2,660,223	1,995,167	Ongoing	NSA; Universities; Private Tech
Digital fan engagement platform — v3 (loyalty, micro-sub, CRM)	National		X	X	X	10,501,113	6,825,723	2,100,223	1,575,167	Ongoing	NSA; Private Tech & Telcos
Innovation & Start-up Support Fund — 25 start-ups, 2 hackathons	Accra & Kumasi		X	X		8,101,115	5,265,725	1,620,223	1,215,167	Ongoing	MoYS; Incubators; Private Foundations
Esports — national league, schools & tertiary circuits	National	X		X	X	6,701,113	4,355,723	1,340,223	1,005,167	Ongoing	NSA; GES; Private Organisers

Programme 7 — Local Economic Development & Sports Industry

Objective: Harness sports as a driver of local enterprise growth, job creation, and tourism development.

Project	Location	Q1	Q2	Q3	Q4	Total (GHS)	GoG	IGF	Others	Status	Lead / Collaborating
Sports equipment & apparel manufacturing — export pilot & QA	Tema/Accra/Kumasi		X	X	X	12,501,115	8,125,725	2,500,223	1,875,167	Ongoing	MoTI; AGI; NSA
Sports tourism development zones — matured circuits & int'l marketing	Coastal, Middle, Northern belts		X	X	X	10,901,113	7,085,723	2,180,223	1,635,167	Ongoing	GTA; RCCs; NSA
MSME credit & procurement support — 400 SMEs	Nationwide	X	X	X	X	10,101,113	6,565,723	2,020,223	1,515,167	Ongoing	SME Agency; Banks; MoF
Creative economy linkages — national events circuit	National events			X	X	6,901,113	4,485,723	1,380,223	1,035,167	Ongoing	MoC; NSA; Promoters
Sports museum & heritage experience — design completion & curation prep	Accra (pre-implementation)	X	X			7,101,113	4,615,723	1,420,223	1,065,167	Ongoing	GTA; NSA; Museums Board

Programme 8 — Athlete Protection & Ethical Migration

Objective: Safeguard athletes’ welfare, rights, and dignity through strong protection systems, ethical migration pathways, and compliance with international standards.

Project	Location	Q1	Q2	Q3	Q4	Total (GHS)	GoG	IGF	Others	Status	Lead / Collaborating
Safeguarding compliance audits — 100 orgs & refresher training	Nationwide	X	X	X		10,101,115	6,565,725	2,020,223	1,515,167	Ongoing	MoYS; NSA; UNICEF; CHRAJ
Athlete insurance & welfare scheme — full national operations	National	X	X	X	X	14,901,113	9,685,723	2,980,223	2,235,167	Ongoing	MoYS; NIC; Insurers
Sports Ombudsman Office — national operations & regional desks	Accra + regions	X	X	X	X	7,101,115	4,615,725	1,420,223	1,065,167	Ongoing	MoYS; CHRAJ; Judiciary
Athlete Migration Resource Centres — expand to 4 cities	Accra, Kumasi, Tamale, Takoradi		X	X	X	8,701,115	5,655,725	1,740,223	1,305,167	Ongoing	MoYS; IOM; Bar Association
Anti-exploitation & ethical migration campaigns — all 16 regions	Nationwide		X	X	X	8,301,113	5,395,723	1,660,223	1,245,167	Ongoing	MoYS; NGOs; Media Partners
Anti-doping compliance programme — labs, testing & WADA conferences	National/Regional	X	X			6,501,113	4,225,723	1,260,223	1,015,167	Ongoing	Anti-Doping Agency; WADA; MoYS

Programme 9 — Wellness & Recreation Development

Objective: Expand access to inclusive recreational facilities, promote wellness programmes, and integrate recreation into urban and community planning.

Project	Location	Q1	Q2	Q3	Q4	Total (GHS)	GoG	IGF	Others	Status	Lead / Collaborating
National Wellness Policy implementation — inter-ministerial roll-out	National	X	X	X	X	12,501,115	8,115,725	2,420,223	1,965,167	Ongoing	MoSR; MoH; NDPC; Local Gov't
Public parks & community recreation centres — 10 new sites	Regional capitals		X	X	X	22,901,113	14,885,723	4,780,223	3,235,167	Ongoing	MoSR; MMDAs; PPP Partners
School-based wellness programmes — 200 pilot schools	10 regions	X	X	X		9,301,115	6,215,725	1,860,223	1,225,167	Ongoing	GES; MoSR; MoH
Inclusive recreation facilities (PWD-friendly gyms & play areas) 6 sites	Selected municipalities		X	X		11,101,113	7,195,723	2,220,223	1,685,167	Ongoing	MoSR; MoGCSP; NGOs
National "Active Ghana" campaign — fitness & lifestyle promotion	Nationwide	X	X			7,101,115	4,745,725	1,420,223	935,167	Ongoing	MoSR; Media; Private Fitness Industry
Recreation & wellness digital platform — monitoring and citizen feedback	Accra			X	X	6,301,113	4,185,723	1,260,223	855,167	Ongoing	MoSR; NITA; Tech firms

CHAPTER SEVEN: MONITORING AND EVALUATION FRAMEWORK

7.1 Introduction

This chapter defines the Ministry’s Monitoring and Evaluation (M&E) Framework for the 2026–2029 planning period. The framework provides the basis for systematically tracking the implementation of the Strategic Plan, assessing progress, and ensuring accountability for results. It integrates M&E activities into the Programme of Action (PoA) and Annual Action Plans (AAPs), enabling evidence-based decision-making, resource optimisation, and timely adjustments to meet sector objectives.

The framework also promotes transparency and accountability by ensuring stakeholders, including government institutions, development partners, civil society, private sector actors, and beneficiaries, remain informed and actively engaged in tracking progress.

7.2 Stakeholder Analysis

The effectiveness of M&E relies on the coordinated roles of various actors. The table below outlines the key stakeholders, their interests, and roles in the Ministry’s M&E processes.

Stakeholder	Interests	Roles in M&E
Ministry of Sports and Recreation (MOSR) and its agencies	Achievement of strategic objectives, accountability for results, sector coordination	Lead M&E implementation; coordinate data collection, validation, and reporting across programmes
National Development Planning Commission (NDPC)	Alignment with national development priorities; evidence for policy decisions	Provide M&E guidelines, validate indicators, and harmonise sector reports into national reports
Ministry of Finance (MoF)	Resource allocation efficiency, budget accountability	Ensure M&E findings inform budget cycles and resource allocation decisions
Metropolitan, Municipal & District Assemblies (MMDAs)	Local sports development, service delivery	Collect data at the local level, report on project implementation, and provide feedback for sector reports
Development Partners (DPs)	Effective use of funding, impact assurance	Support technical assistance, provide funding for evaluations, and ensure international benchmarking
Civil Society & Private Sector	Transparency, accountability, and inclusion in sports development	Participate in monitoring, provide independent feedback, and support dissemination of results
Sports Associations & Federations	Growth and sustainability of specific sports	Provide data on performance, training, and development; contribute to evaluations

Athletes Communities	&	Access to opportunities, quality facilities, and services	Provide user feedback and participate in community-based monitoring initiatives
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7.3 Monitoring and Evaluation Arrangements

The MOSR will operationalise M&E through a structured system that ensures consistency, reliability, and timeliness of data. The key arrangements include:

1. Indicator Framework:

- Programme- and project-level indicators are defined to measure outputs, outcomes, and impacts.
- Disaggregation by gender, age, disability, and region to ensure equity.
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2. Data Collection and Reporting:

- Primary data gathered through administrative records, surveys, and community-based monitoring.
- Quarterly and annual reports compiled by programme leads and consolidated by the PPBME directorate of the Ministry.

3. Review Mechanisms:

- **Quarterly Performance Reviews** at directorates and programme levels.
- **Annual Sector Review meetings** involving all stakeholders to validate progress and re-align priorities.

4. Evaluation:

- Mid-Term Review in 2027 to assess implementation progress and make corrective adjustments.
- End-of-Plan Evaluation in 2029 to measure outcomes, impacts, and lessons learned.

5. Communication of Results:

- Results shared through government flagship accountability series, policy briefs, newsletters, dashboards, and public forums to ensure transparency.

6. Feedback Loops:

- Findings integrated into policy decisions, resource allocation, and programme adjustments to strengthen learning and accountability.

7.4 Data Systems and Quality Assurance

A robust M&E framework depends on efficient data systems and rigorous quality assurance mechanisms. To track the Ministry's performance between 2026–2029, MOSR will adopt integrated data platforms that capture sector-specific information and aligning with national statistical and financial systems.

7.4.1 Data Systems

The Ministry will implement and strengthen the following digital systems for evidence-based decision-making:

1. Sports Information Management System (SIMS):

- Core platform for managing athlete databases, facility inventories, and sports event records.
- Enables tracking of talent pipelines, facility utilization, and performance outcomes across regions.

2. e-Ticketing System:

- Digitized event ticketing to enhance transparency, revenue mobilization, and real-time spectator analytics.
- Links with IGF systems to improve accountability.

3. Human Resource Information Management System (HRIMS)

- Captures staff records, deployment, and capacity-building interventions for coaches, officials, and administrators.
- Supports workforce planning and performance reviews.

4. GIFMIS / IGF Tracking:

- Integrates Ministry financial reporting with the Government Integrated Financial Management Information System (GIFMIS).
- Enhances expenditure tracking and ensures IGF is efficiently monitored and reinvested.

5. **Asset Operations & Maintenance (O&M) / CMMS:**
 - Digital scheduling and tracking of infrastructure and equipment maintenance.
 - Extends asset lifespan and reduces unplanned breakdown costs.
6. **Anti-Doping Laboratory Information Management System (LIMS):**
 - Specialized platform for managing **samples, results, and compliance data** in line with World Anti-Doping Agency (WADA) standards.
7. **Survey Modules (in collaboration with GSS):**
 - National surveys to capture participation trends, wellness behaviours, and inclusivity indicators (gender, age, disability, regional balance).
 - Provides population-level data to complement administrative records.

7.4.2 Quality Assurance

To maintain integrity of data and reporting, the following mechanisms will be institutionalized:

- **Routine Data Quality Audits (RDQA):** Periodic reviews to verify accuracy, consistency, and completeness of programme reports.
- **Supervisory Spot Checks:** Field visits to validate data collected at facilities, events, and regional directorates.
- **Metadata and Indicator Protocols:** Collaborates with GSS to establish clear definitions, methods of calculation, and reporting guidelines for all indicators in the Monitoring Matrix.
- **Feedback Loops:** Mechanisms to provide corrective action where discrepancies are identified, ensuring continuous improvement in reporting.

7.4.3 Expected Outcomes

- Strengthened data-driven decision-making for programmes and policies.
- Improved transparency and accountability in financial and performance reporting.
- Enhanced ability to measure outcomes, impacts, and sustainability of interventions.
- Alignment of sports and recreation data with national and international reporting standards.

Programme 1 — Sports Infrastructure Expansion & Equity

Objective: To expand, modernize, and equitably distribute sports and recreational facilities nationwide to ensure inclusive access, promote participation, and support talent development across all regions.

Indicators	Indicator definition	Type	Baseline 2025	2026	2027	2028	2029	Disaggregation	Monitoring frequency	Responsibility
Number of multipurpose solar-powered community arenas commissioned (cumulative)	Count of solar-powered multipurpose arenas constructed and handed over	Output	0	4	10	16	16	Region; urban/rural; PWD-accessible (Y/N)	Quarterly	NSA Infrastructure Unit; MoSR M&E; MMDAs; Energy Commission
Number of new regional stadia constructed and commissioned (six regions)	Count of standard stadia built in the six new regions (Bono E., N.E., Savannah, W.N., Oti, Ahafo)	Output	0	0	2	4	6	Region	Annual	MoSR; NSA; MoPW; RCCs
Number of national stadia rehabilitated and re-certified (CAF/FIFA) (cumulative)	Count of major stadia meeting CAF/FIFA certification after rehabilitation	Output	0	1	2	4	5	Stadium name; Region	Semi-annual	NSA; MoPW; GFA
District natural-grass pitches completed (cumulative)	Number of district-level natural grass pitches constructed to specification	Output	0	30	80	140	180	District; Region	Quarterly	NSA; MMDAs
District mini pitches installed (cumulative)	Number of small-sided artificial turf pitches completed	Output	10	10	45	85	110	District; School vs Community	Quarterly	NSA; MMDAs

Rural / peri-urban multi-purpose community centres operational (cumulative)	Number of multi-purpose community centres built and functional	Output	0	0	5	17	27	District; Region	Quarterly	NSA; RCCs; MMDAs
Number of community parks & playgrounds developed / rehabilitated (cumulative)	Count of parks/playgrounds constructed or rehabilitated	Output	5	10	20	35	45	Urban/peri-urban; Region	Annual	MMDAs; NSA; Parks Dept
Percentage of priority venues meeting accessibility standards	% of targeted venues retrofitted with disability-friendly features	Outcome / Equity	18%	35%	55%	70%	85%	Facility type; Region	Semi-annual	NSA; MoGCSP; MMDAs
% major venues under SLA-based PPP maintenance with skills transfer	Share of major venues with signed PPP maintenance contracts including local skills transfer	Outcome / Sustainability	12%	30%	50%	70%	85%	Venue class; Contract type	Semi-annual	PPP Unit (MoF/MoSR); NSA
% of target facilities with functional solar systems	Share of new/retrofit facilities with operating renewable energy systems	Outcome / Sustainability	6%	20%	40%	60%	75%	Region; Facility type	Semi-annual	NSA; Energy Commission
GIS inventory completeness (SIMS)	% of national sports facilities geocoded and quality-assured in SIMS	Process	35%	65%	85%	95%	100%	Region; Facility type	Quarterly	NSA GIS Unit; GSS; MoICT
O&M adequacy ratio	Annual maintenance spends as % of asset replacement value (targeted benchmark)	Sustainability / Efficiency	0.7%	15%	20%	25%	30%	Asset class	Annual	NSA; MoF; Internal Audit

% population within 5km of a community sports facility	Proportion of population with reasonable geographic access to a community sports facility	Outcome / Access	45%	52%	62%	72%	82%	Region; Urban/rural; Age group	Annual (GIS + pop est.)	NSA GIS; GSS; MMDAs
Citizen satisfaction with local sports infrastructure	% satisfied/very satisfied (household survey)	Outcome / Impact	44%	55%	62%	68%	72%	Sex; Age; Region	Annual	MoSR M&E; GSS; Independent Survey Team

Programme 2 — Human Capital & Technical Excellence

Objective: Develop skilled athletes, coaches, officials, and administrative staff to enhance performance, professionalism, and sustainability in the sports sector.

Indicators	Indicator definition	Type	Baseline 2025	2026	2027	2028	2029	Disaggregation	Monitoring frequency	Responsibility
Certified coaches & officials (cumulative)	Number of coaches and officials completing accredited advanced certification	Output	120	220	300	400	450	Federation; Region; Gender	Annual	NSC; NSA; GOC; Federations
International technical fellowships completed (total in/out)	Count of inbound & outbound fellowships executed	Output	0	25 (15 abroad/10 inbound)	40	50	60	Type (abroad/inbound); Gender	Quarterly	MoSR; MFA; Donor Partners
Mentorship pairings established (cumulative)	Number of athletes–mentor pairings (talent pipeline)	Output	0	50	150	250	300	Sport; Region; Gender	Semi-annual	NSA; NSC; GES

Para-athlete capacity building (participants trained/classified)	Number of para-athletes trained, classified and supported	Output / Equity	10	20	50	80	100	Disability category; Region	Semi-annual	NPC Ghana; NSA
Women in Coaching fellows (cumulative)	Number of female coaches recruited/trained under fellowship scheme	Output / Equity	30	40	60	80	100	Region; Sport	Annual	NSA; MoGCSP; Federations
Staff trained — admin & technical (cumulative)	Number of MoSR/NSA/NSC staff completing CPD modules (leadership, finance, ERM, procurement)	Output	150	250	450	700	1,000	Dept; Cadre; Region	Quarterly	MoSR HR; OHLGS; NSC
Vehicles & logistics supplied	Number of vehicles & logistics packages procured and delivered to MoSR & agencies	Process	0	10	15	20	25	Agency; Vehicle type	Annual	MoSR Procurement; NSA; MoF
E-learning platform active users	Number of active users on the e-learning LMS (cumulative)	Process	1,500	2,000	3,500	4,500	5,000	User group (coaches, officials, staff)	Quarterly	NSA IT; GES
% staff reporting improved capacity & satisfaction	% of staff satisfied/very satisfied with training, logistics, HR support	Outcome	45%	55%	65%	75%	80%	Gender; Institution	Annual	MoSR M&E; OHLGS

Programme 3 — Sports Finance & Resource Mobilisation

Objective: Establish sustainable, diversified, and transparent financing systems to support sports and recreation development.

Indicators	Indicator definition	Type	Baseline 2025	2026	2027	2028	2029	Disaggregation	Monitoring frequency	Responsibility
National Sports Fund operational status	Legal, governance and secretariat operational milestones (0–4 scale: 0=no; 4=full ops)	Output	0	1 (law passed/secretariat set up)	2 (capitalisation)	3 (grants disbursed)	4 (sustainability reached)	N/A	Quarterly	MoSR; MoF; Sports Fund Board
Annual funds mobilised (GHS, total inflows)	Total revenue mobilised from GoG, IGF, PPPs, DPs, lottery, sponsors	Outcome	GHS 20m	GHS 60m	GHS 90m	GHS 120m	GHS 150m	Source (GoG, IGF, PPP, DPs, Lottery, CSR)	Quarterly	MoSR Finance; Sports Fund Board; MoF
Number of PPP deals executed & financial close	Count of PPPs for infrastructure, operations and services	Output	0	1	3	5	8	PPP type; Region	Annual	MoSR PPP Unit; MoF; Private Sponsors

	reaching financial close									
Value of corporate sponsorships secured (GHS)	Annual value of formal sponsorship agreements	Outcome	GHS 5m	GHS 15m	GHS 30m	GHS 50m	GHS 70m	Sector; Sponsor size	Annual	MoSR; GIPC; Sports Fund Board
% federations accessing transparent disbursements	Share of federations receiving funds through the Sports Fund with published conditions	Outcome	15%	40%	55%	70%	85%	Federation type	Annual	Sports Fund Board; MoSR
Number of fundraising campaigns / innovations launched	Count of national fundraising instruments (lottery, crowdfunding, corporate drives)	Output	0	1	2	3	4	Campaign type	Annual	MoSR; NLA; Private Sector

Programme 4 — Governance, Policy & Legal Reform (incl. M&E & Communication)

Objective: Strengthen legal, institutional and governance frameworks for efficient, transparent sector management.

Indicators	Indicator definition	Type	Baseline 2025	2026	2027	2028	2029	Disaggregation	Monitoring frequency	Responsibility
Sports Act & LIs: milestones achieved	Status of legislative milestones (draft, consult, lay, pass, LIs gazetted)	Output	Draft/outdated status	Draft & consultations	Bill laid	Act passed	LIs gazetted & tools	N/A	Quarterly	MoSR Policy; AG's Dept; Parliament Secretariat
National Anti-Doping Authority (NADA) functional	NADA operational score (board, staff, testing, labs, procedures)	Output	0	1 (board)	2 (secretariat)	3 (testing roll-out)	4 (WADA alignment)	Type (in/out)	Quarterly	MoSR; NADA; WADA
% federations licensed/registered under new regulations	Proportion of federations fully compliant & registered	Outcome	25%	50%	65%	80%	95%	Federation type	Annual	MoSR; NSA
Enterprise Risk Management adoption	% of agencies/federations with ERM plans implemented	Process / Outcome	0%	25%	50%	75%	90%	Agency type; Region	Semi-annual	MoSR; NDPC; CAGD
SIMS data quality index	% of SIMS indicators meeting ≥ 3 of 4 DQA criteria	Process / Accountability	55%	70%	80%	90%	95%	Indicator group; Federation	Quarterly	MoSR M&E; NSA IT; GSS

Annual Sports Governance Scorecard published	Scorecard published and disseminated	Output	0	Framework developed	Year 1 published	Year 2 published	Year 3 published	N/A	Annual	MoSR; NDPC; CSOs; Academia
% of procurement processes audited & compliant	Share of major procurement actions passing compliance audit	Process	40%	60%	75%	85%	90%	Agency; procurement type	Annual	MoSR Internal Audit; PPA

Programme 5 — School & Youth Sports Development

Objective: Institutionalize school sports and youth pathways to identify talent and promote lifelong participation.

Indicators	Indicator definition	Type	Baseline 2025	2026	2027	2028	2029	Disaggregation	Monitoring frequency	Responsibility
Number of schools with integrated sports curriculum	Schools where the standardized sports curriculum is implemented	Output	50 (pilot)	500	1,500	3,000	5,000	Level (basic, JHS, SHS); Region	Biannual	GES; MoSR
Number of PE teachers trained & certified	Count of teachers completing accredited PE training	Output	200	1,000	2,000	3,500	5,000	Gender; Region	Annual	GES; Colleges of Education
Number of regional youth academies established & operational	Functional youth academies delivering talent dev. programmes	Output	0	2	6	10	14	Region; Sport	Annual	NSA; GES; Private Sponsors
“Sports for All”	% of pupils regularly participate in	Outcome	10%	20%	30%	40%	50%	Gender; Age; Region	Annual (school surveys)	GES; MoSR

participation rate (pupils)	structured school sports									
Number of inter-school competitions organised	Count of zonal, regional and national competitions	Output	20	60	100	150	200	Level (zonal/regional/national)	Annual	GES; NSA
Number of girls benefiting from mentorship & safe spaces	Girls enrolled in mentorship, scholarships or safe-space programmes	Output / Equity	0	500	1,500	3,000	5,000	Age group; Region	Biannual	MoGCSP; MoSR; NGOs
% of tertiary institutions with recreation zones	Share of universities/tertiary campuses with functional recreation facilities	Outcome	10%	20%	40%	60%	80%	Institution type; Region	Annual	MoE; Universities; NSA

Programme 6 — Digital Sports Transformation & Innovation

Objective: Drive digitalisation and innovation to improve transparency, athlete performance and fan engagement.

Indicators	Indicator definition	Type	Baseline 2025	2026	2027	2028	2029	Disaggregation	Monitoring frequency	Responsibility
Number of federations onboarded to SIMS (cumulative)	Count of federations integrated into the Sports Information Management System	Output	0	20	40	50	60	Federation; Region	Quarterly	NSA IT; Stroll Net; MoICT
% athlete & facility records	Share of athlete profiles & facility	Process	0%	40%	70%	90%	100%	Federation; Facility type	Bi-annual	NSA IT; GSS

digitised (SIMS)	records migrated into SIMS									
Proportion of ticket revenues via e-ticketing	% of ticketed events using e-ticketing vs cash	Outcome	5%	25%	50%	75%	90%	Event type; Venue	Quarterly	NSA; Venue Managers; GRA
Registered active users on official digital platforms	Count of active users on fan engagement, ticketing and LMS apps	Output	0	50,000	150,000	300,000	500,000	Age; Gender; Region	Quarterly	NSA; Private Tech Partners
Number of sports-tech start-ups supported	Count of start-ups funded/incubated through the Innovation Fund	Output	0	10	20	40	65	Product type; Region	Annual	MoSR Innovation Unit; Incubators
% reduction in revenue leakages from digital reconciliations	Estimated % reduction in revenue leakages through digital systems	Outcome	0%	10%	25%	40%	60%	Revenue stream	Annual (audits)	MoSR Finance; NSA IT; GRA
Number of elite squads using athlete analytics	Count of teams/centres using wearables and analytics dashboards	Output	0	2	4	6	10	Squad type; Region	Quarterly	NSA; NSC; Universities

Programme 7 — Local Economic Development & Sports Industry

Objective: Grow sports-led local economies through MSME support, manufacturing, tourism and creative economy linkages.

Indicators	Indicator definition	Type	Baseline 2025	2026	2027	2028	2029	Disaggregation	Monitoring frequency	Responsibility
Number of MSMEs supported (credit/technical/procurement)	MSMEs receiving technical support, credit or procurement linkages	Output	0	150	250	300	400	Region; Sector	Annual	SME Agency; Banks; MoTI; NSA
Number of sports equipment & apparel MSMEs upgraded	MSMEs receiving support for QA, clustering, export readiness	Output	0	5	10	15	20	Region; Product type	Annual	MoTI; AGI; NSA
Sports tourism zones developed & operational	Count of curated sports tourism routes / circuits with marketable products	Output	0	1	2	3	3	Region	Annual	GTA; RCCs; NSA
Revenue from sports tourism & events (GHS)	Total value of tourism & event revenue captured	Outcome	GHS 0	GHS 5m	GHS 10m	GHS 15m	GHS 20m	Event type; Region	Quarterly	GTA; NSA; MoF
Number of jobs created through sports value chain	Estimated direct & indirect jobs generated by initiatives	Outcome	0	500	1,000	1,500	2,000	Gender; Formal/Informal; Region	Annual	NSA; MoTI; SME Agency

Export value of sports goods (GHS)	Value of locally manufactured sports goods exported	Outcome	GHS 0	GHS 1m	GHS 3m	GHS 6m	GHS 10m	Product; Region	Annual	MoTI; AGI; NSA
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Programme 8 — Athlete Protection & Ethical Migration

Objective: Protect athlete welfare, prevent exploitation, and manage ethical migration pathways.

Indicators	Indicator definition	Type	Baseline 2025	2026	2027	2028	2029	Disaggregation	Monitoring frequency	Responsibility
Number of safeguarding compliance audits conducted	Organisations audited for safeguarding standard compliance	Output	0	50	70	80	100	Region; Org type (federation, academy, school)	Annual	MoSR; NSA; UNICEF; CHRAJ
Number of athletes enrolled in insurance / welfare scheme	Athletes covered by national welfare & insurance scheme	Output	0	5,000	10,000	15,000	20,000	Sport; Gender; Disability	Annual	MoSR; NIC; Insurers
Number of Athlete Migration Resource Centres operational	Centres offering legal, advisory and counselling services	Output	0	2	3	4	4	Location	Annual	MoSR; IOM; Bar Association
Number of ethical migration cases reported & resolved	Cases of exploitation/abuse reported and actioned/resolved	Output	0	50	100	150	200	Case type; Region	Quarterly	MoSR; CHRAJ; Judiciary

% national athletes tested per WADA standards	Share of targeted athletes undergoing compliant doping tests	Outcome	0%	70%	75%	80%	85%	Sport; Elite/Grassroots	Annual	Anti-Doping Agency; WADA; MoSR
Number of training courses for agents & federations on ethical migration	Training sessions for agents, clubs & federations on safe migration protocols	Output	0	10	25	40	60	Participant type; Region	Annual	MoSR; MFA; IOM

Programme 9 — Wellness & Recreation Development

Objective: Promote public wellness, recreational engagement, and active lifestyles through accessible, safe, and inclusive facilities and programmes.

Indicators	Indicator definition	Type	Baseline 2025	2026	2027	2028	2029	Disaggregation	Monitoring frequency	Responsibility
Number of community parks & playgrounds developed (cumulative)	New parks/playgrounds constructed or rehabilitated	Output	0	5	10	15	25	Urban/peri-urban; Region	Annual	MMDAs; NSA; Parks Dept
Number of rooftop & vertical recreation spaces established	Count of rooftop/vertical recreation pilot facilities	Output	0	1	2	4	6	City; Facility type	Annual	MMDAs; Private Developers; NSA
Number of rural/peri-	Community wellness hubs	Output	0	3	13	28	43	District; Region	Annual	MMDAs; MoH; NSA

urban community wellness centres operational	are functional for public programming									
Number of workplace & school wellness partnerships	Workplaces & schools implementing structured wellness programmes	Output	0	10 workplaces / 200 schools	50 workplaces / 500 schools	100 workplaces / 1,000 schools	200 workplaces / 1,500 schools	Sector; Region	Annual	MoSR; GES; Private Sector
Number of citizens participating in wellness events (annual)	Unique participants in national wellness activities & events	Outcome	0	5,000	12,000	20,000	30,000	Region; Age; Gender	Quarterly	MoSR; NSA; Community NGOs
% schools implementing “Sports for All” activities (targeted)	Share of targeted schools running structured recreation activities	Outcome	0%	50%	65%	75%	85%	School level; Region	Annual	GES; MoSR
Accessibility compliance with recreation facilities	% of new recreational facilities meeting inclusive design standards	Outcome / Equity	0%	60%	70%	80%	90%	Facility type; Region	Annual	NSA; MoGCSP; MMDAs

Cross-Cutting & Systems Indicators (apply across all programmes)

These systemic indicators measure data quality, equity, accountability, maintenance, and citizen outcomes.

Indicators	Indicator definition	Type	Baseline 2025	2026	2027	2028	2029	Disaggregation	Monitoring frequency	Responsibility
Data Quality Index (DQI)	% of monitored indicators meeting DQA criteria	Process / Accountability	55%	70%	80%	90%	95%	Programme; Indicator type	Quarterly	MoSR M&E; GSS
Maintenance compliance	% assets with timely preventive maintenance completed (CMMS)	Sustainability / Efficiency	40%	60%	75%	85%	90%	Asset class; Region	Quarterly	NSA Asset/CMMS Unit; MMDAs
Regional equity index (coverage CV)	Coefficient of variation across regions for per-capita facility coverage (lower = more equitable)	Equity / Accountability	0.90 (CV)	0.80	0.65	0.45	0.30	Region	Annual	MoSR M&E; GSS
Gender parity index (programme beneficiaries)	Female / Male participation ratio across programme beneficiaries	Equity	0.6	0.7	0.8	0.9	1.0	Programme; Age group	Annual	MoSR; MoGCSP; Programme Leads
Citizen satisfaction (sector services)	% satisfied/very satisfied in annual survey	Outcome	44%	55%	62%	68%	72%	Sex; Age; Region	Annual	MoSR M&E; GSS

Anti-corruption safeguards — digitization	# staff trained; % key processes e-enabled	Process / Accountability	0 trained; 35% digital	100 trained; 50%	200 trained; 65%	400 trained; 75%	500 trained; 85%	Process type; Dept	Semi-annual	MoSR; Internal Audit; GRA
Doping control compliance	Number of tests conducted; % AAF (Adverse Analytical Findings)	Outcome / Compliance	0 tests; 0% AAF	500 tests; ≤2% AAF	700 tests; ≤2%	900 tests; ≤2%	1,200 tests; ≤2%	Sport; Elite/Para	Annual	Anti-Doping Agency; WADA; MoSR
SLA uptime for digital systems	% time SIMS / e-ticketing / HRIS available and responsive	Process	85%	90%	95%	98%	99%	System; Region	Monthly	NSA IT; MoICT; Private Vendors

7.4 Indicators for Tracking Implementation of the MTDP

The indicators selected in the Monitoring Matrices are designed to support the effective tracking of implementation progress across all programmes and strategic objectives. These indicators were selected using the SMART criteria (Specific, Measurable, Achievable, Relevant, and Time-bound) and aligned with national results frameworks, SDG targets, and sector-specific performance standards.

They cover:

- **Output indicators** (e.g., number of facilities constructed, training sessions held)
- **Outcome indicators** (e.g., changes in access, job creation, user satisfaction)
- **Impact proxies** (e.g., inclusion rates, participation growth, institutional compliance)

All indicators are disaggregated by gender, age, location, and disability status wherever applicable, in line with inclusive development principles.

Data sources will include:

- SIMS (Sports Information Management System)
- NSA and NSC administrative records
- MoYS and GES databases
- Independent surveys and stakeholder validation reports

These indicators are embedded into the Programme of Action (PoA) and Annual Action Plans (AAPs) and serve as the basis for quarterly and annual performance reviews.

7.5 Planned Evaluations Over the Plan Period

To complement routine monitoring activities, the following strategic evaluations are scheduled over the 2026–2029 plan cycle:

Type of Evaluation	Timing	Purpose
Mid-Term Evaluation	Mid-2027	Assess effectiveness, identify implementation bottlenecks, and recalibrate priorities.
Gender & Inclusion Evaluation	End of 2027	Evaluate the responsiveness of programmes to gender, youth, and disability dimensions.
Infrastructure Quality Audit	Annually (from 2026)	Evaluate safety, accessibility, and sustainability of new and upgraded sports infrastructure.

Type of Evaluation	Timing	Purpose
Digital Transformation Review	2028	Assess adoption, reach, and functionality of SIMS and other sports-tech platforms.
Outcome Evaluation	End of 2029	Determine overall achievement of goals, lessons learned, and sustainability of investments.

Evaluation methods will include field visits, key informant interviews, participatory beneficiary assessments, and third-party verification. A results dissemination strategy will ensure that findings inform decision-making.

7.6 Knowledge Management and Learning Framework

A functional Knowledge Management (KM) and Learning Framework will be established to transform monitoring and evaluation data into actionable insights and sectoral learning. This framework will be guided by the following pillars:

i. Knowledge Capture and Documentation

- Routine collation of success stories, lessons learned, and best practices from programme implementation.
- Establishment of a digital repository (via SIMS) for M&E reports, guidelines, and capacity-building materials.

ii. Knowledge Sharing and Learning Events

- Quarterly Learning & Reflection Sessions across all implementing departments.
- Annual Sports Development Knowledge Forums for stakeholders to exchange evidence and innovations.
- Thematic learning briefs to be shared with Parliament, development partners, and local governments.

iii. Feedback Loops and Adaptive Management

- Real-time dashboards and reporting tools will feed into planning and management decisions.
- Stakeholder feedback from athletes, coaches, youth, and communities will inform programme adjustments.
- Learning agendas will be embedded into departmental workplans and performance contracts.

The Ministry will coordinate KM activities in partnership with research institutions, think tanks, media, and regional agencies to promote a culture of evidence-based planning and continuous learning.

CHAPTER EIGHT: DEVELOPMENT COMMUNICATION STRATEGY

8.1 Introduction

This chapter outlines the Development Communication Strategy designed to support the implementation, dissemination, and ownership of the 2026–2029 Medium-Term Development Plan (MTDP) of the Ministry of Sports and Recreation (MOSR). The strategy aims to ensure that all relevant stakeholders—ranging from government institutions and development partners to local communities, youth groups, and private investors—are well-informed, actively engaged, and able to contribute to the plan’s objectives.

The strategy prioritizes transparency, behavioural change, stakeholder feedback, and the promotion of sports and recreation as a driver of national development. It also aligns with the broader government agenda of participatory governance and purposeful communication.

8.2 Communication Objectives

- Disseminate the MTDP to stakeholders at all levels in an accessible, inclusive, and engaging manner.
- Foster stakeholder understanding, participation, and ownership of the plan’s implementation.
- Promote transparency and accountability through timely reporting on progress and challenges.
- Mobilize private sector and community support for programme financing and implementation.
- Elevate the image of the Ministry and sports sector through strategic messaging and visibility.

8.3 Target Audiences and Communication Channels

Target Audience	Key Messages	Preferred Communication Channels	Responsibility
Government Ministries, NDPC, MoF	Alignment with national development goals, funding	Policy briefs, inter-ministerial forums, Cabinet presentations	MOSR
Regional & District Assemblies	Roles in implementation, local facility planning, data coordination	RCC & MMDA planning sessions, stakeholder workshops	
Sports Federations & Agencies	Ownership of implementation, compliance with SIMS, capacity needs	Intranet bulletins, WhatsApp groups, quarterly strategy meetings	
Development Partners (DPs)	Investment cases, results frameworks, M&E alignment	Investment forums, donor roundtables, sector performance reviews	

Youth, Schools, and Communities	Opportunities in sports, grassroots programmes, digital access	Social media, community durbars, school outreach, sports festivals	
Private Sector & Corporate Sponsors	Investment incentives, sports tourism potential, 24-Hour Economy linkages	Business luncheons, investor brochures, promotional events	
Media Houses and Influencers	Sports transformation narrative, accountability, public awareness	Press briefings, documentaries, radio interviews, influencer campaigns	

8.4 Communication Products and Tools

- Executive Summary and Citizen’s Version of the MTDP (print and digital)
- Infographics and Sector Dashboards summarizing objectives and indicators.
- SIMS Portal Content and public dashboards with performance data
- Quarterly Newsletters and Sector Bulletins
- Short Documentary Films on key projects and impact stories
- Mobile SMS Updates targeting youth and district sports officers.
- Social Media Toolkits tailored to specific campaigns (e.g., Anti-Doping, Girls in Sports)

8.5 Key Messages for MTDP Dissemination

- “Sports and Recreation is a National Development Priority—Not a Luxury.”
- “The 2026–2029 Plan will Create Jobs, Promote Inclusion, and Strengthen Communities.”
- “Every Region, Every District, Every Youth Counts.”
- “Digital Innovation, Private Sector Synergies, and Grassroots Empowerment Are at the Core.”
- “Together, Let’s Build a Stronger, Healthier, and More Competitive Ghana Through Sports.”

8.6 Implementation, Feedback, and Review

- A Communication Task Team will be constituted within MOSR.
- Communication activities will be incorporated into Annual Action Plans and Budgets.
- The strategy will be reviewed annually based on stakeholder feedback, media analytics, and implementation performance.
- An M&E feedback loop will be maintained via SIMS and quarterly stakeholder validation sessions to adjust messages, channels, and tools as needed.

CHAPTER NINE: CONCLUSION

The Ministry of Sports and Recreation’s Medium-Term Development Plan (MTDP) for 2026–2029 presents a strategic and transformative roadmap for repositioning the sports and recreation sector as a dynamic contributor to Ghana’s national development. The Plan identifies critical development challenges—ranging from infrastructure deficits and weak institutional capacity to funding imbalances, policy gaps, and data constraints—while also highlighting the sector’s immense potential for youth empowerment, job creation, social cohesion, and international recognition.

The Plan outlines eight interlinked development goals supported by SMART objectives, strategic programmes, and a coherent results framework. These initiatives are further aligned with national priorities under Ghana’s Coordinated Programme of Economic and Social Development Policies (CPESDP), the African Union’s Agenda 2063, and the United Nations Sustainable Development Goals (SDGs).

Through the establishment of robust monitoring and evaluation systems, a forward-looking financing strategy, and an inclusive development communication approach, the Plan ensures transparency, stakeholder engagement, and adaptive learning throughout its implementation. It also introduces innovative dimensions such as digital transformation, sports-tech integration, anti-doping governance, and regional competitiveness through sports tourism and local economic development.

As Ghana continues to leverage its demographic dividend and global sporting footprint, the successful execution of this Plan requires unwavering commitment from government institutions, private sector actors, development partners, civil society, and the citizenry at large. The Ministry of Sports and Recreation remains resolute in its mission to lead this transformation—creating an inclusive, competitive, and sustainable sports and recreation ecosystem that benefits all Ghanaians.

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