

MINISTRY OF THE INTERIOR



SECTOR MEDIUM TERM DEVELOPMENT PLAN (2026-2029)

THEME:

**“RESETTING GHANA AGENDA: CREATING JOBS, ENSURING
ACCOUNTABILITY AND PROMOTING SHARED PROSPERITY”**

OCTOBER 2025

FOREWORD



The critical role state security and safety plays in national development is becoming increasingly complex in light of globalization, technology, innovation and their attendant issues. This calls for a systematic and structured approach to engage citizens and security institutions to collectively understand their roles in the maintenance of peace, security and the protection of national assets.

The Medium-Term Development Plan (MTDP) 2026–2029 provides a clear strategic direction for the Ministry in fulfilling its mandate within the framework of the national development agenda. It reflects the priorities of the Ministry and aligns with the National

Development Planning Commission’s (NDPC) guidelines and the national policy framework built around the five development dimensions Economic Development, Social Development, Environment and Human Settlement Development, Governance and Institutional Development, and International Relations.

The preparation of this Plan was guided by extensive consultations and collaboration among key stakeholders, including the Ministry’s departments and agencies, security services, civil society actors, and development partners. Their valuable contributions have ensured that the Plan is both inclusive and responsive to the evolving security and governance landscape of Ghana.

The Ministry remains committed to implementing this Plan with transparency, accountability, and efficiency. It is our firm belief that the effective execution of the programmes and strategies outlined herein will contribute significantly to safeguarding national security, enhancing public safety, strengthening institutional resilience, and fostering peace and unity among all citizens.

We call on all stakeholders public institutions, private sector actors, civil society, and citizens to partner with the Ministry in realizing the vision of a safe, peaceful, and secure Ghana.



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**MINISTER
MINISTRY OF THE INTERIOR**

MINTER SMTDP 2026-2029

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ABBREVIATIONS AND ACRONYMS

| | |
|---------------|---|
| APR | Annual Progress Report |
| ARIC | Audit Report Implementation Committee |
| ATT | Arms Trade Treaty |
| BECE | Basic Education Certificate Examination |
| BNI | Bureau of National Investigations |
| CFO | Chief Fire Officer |
| CHRAJ | Commission on Human Right and Administrative Justice |
| CPA | Certificate in Public Administration |
| CSOs | Civil Society Organizations |
| DPA | Diploma in Public Administration |
| ECOWAS | Economic Community of West African States |
| EPA | Environmental Protection Agency |
| ES | Executive Secretary |
| FATS | Fire Academy and Training School |
| FPU | Formed Police Unit |
| GA | General Administration |
| GAFCSC | Ghana Armed Forces Staff College |
| GGC | Ghana Gaming Commission |
| GIMPA | Ghana Institute of Management and Public Administration |
| GIS | Ghana Immigration Service |
| GNFS | Ghana National Fire Service |
| GoG | Government of Ghana |
| GPS | Ghana Police Service |
| GRB | Ghana Refugee Board |
| GSGDA | Ghana Shared Growth and Development Agenda |
| HQ | Headquarters |
| HRMDD | Human Resource Management and Development Directorate |
| ICT | Information Communication Technology |
| ICMTC | International Correctional and Management Training Centre |
| IGF | Internally Generated Funds |
| IGP | Inspector General of Police |
| IHG | International Hospital Group |
| ISPs | Internet Service Providers |

| | |
|----------------|---|
| LI | Legislative Instrument |
| MDAs | Ministries Departments and Agencies |
| MDPI | Management Development and Productivity Institute |
| M&E | Monitoring and Evaluation |
| MINTER | Ministry of the Interior |
| MMDAs | Metropolitan Municipal and District Assemblies |
| MOF | Ministry of Finance |
| MTNDPF | Medium-Term National Development Policy Framework |
| MU | Migration Unit |
| NACSA | National Commission on Small Arms |
| NACOB | Narcotics Control Board |
| NADMO | National Disaster Management Organisation |
| NDPC | National Development Planning Commission |
| NIA | National Identification Authority |
| NPC | National Peace Council |
| NTR | Non-Tax Revenue |
| NVTI | National Vocational Training Institute |
| OHCS | Office of the Head of Civil Service |
| PACU | Public Affairs and Communication Unit |
| PIPS | Police Intelligence and Professional Standards |
| PNDCL | Provisional National Defence Council Law |
| PoA | Programme of Action |
| PPBMED | Policy Planning, Budgeting, Monitoring and Evaluation Directorate |
| PPP | Public Private Partnership |
| PS | Prisons Service |
| PPT | Passenger Processing Time |
| PSOs | Private Security Organisations |
| RSIMD | Research Statistics and Information Management Directorate |
| SEA | Strategic Environmental Assessment |
| SMTDP | Sector Medium-Term Development Plan |
| UNICEF | United Nations Children Fund |
| UCC | University of Cape Coast |
| VPT | Visa Processing Times |
| W/RP | Work/Residence Permit |

EXECUTIVE SUMMARY

The Ministry of the Interior (MINTER) is mandated to ensure internal security, maintain law and order, and promote public safety as a foundation for sustainable national development. The Ministry, in collaboration with its twelve (12) Agencies, plays a pivotal role in safeguarding Ghana’s stability through effective policing, border management, correctional services, disaster prevention, fire safety, migration and identity management, peacebuilding, and narcotics control.

The 2026–2029 Sector Medium-Term Development Plan (SMTDP) serves as a strategic blueprint to consolidate gains made under the previous plan (2022–2025) and addresses emerging security and governance challenges. The Plan aligns with the National Medium-Term Development Policy Framework (NMTDPF), and global frameworks such as the Sustainable Development Goals (SDGs) and AU Agenda 2063. It is anchored on the national theme: “Resetting Ghana Agenda: Creating Jobs, Ensuring Accountability, and Promoting Shared Prosperity.”

METHODOLOGY AND APPROACH

The preparation of the SMTDP adopted a participatory, evidence-based, and multi-sectoral approach consistent with the planning guidelines issued by the National Development Planning Commission (NDPC). The process was coordinated by the Policy Planning, Budgeting, Monitoring and Evaluation Directorate (PPBMED) under the leadership of the Chief Director, with technical support from the NDPC. A 37-member Plan Preparation Team, comprising representatives from all Directorates and Agencies under the Ministry, was constituted to steer the process. Stakeholder engagements, inter-agency consultations, and validation workshops were organized to ensure ownership, coherence, and alignment with national policy frameworks. Quantitative and qualitative data from institutional performance reports, sector reviews, and needs and field assessments were analysed to inform problem identification, prioritization, and strategy formulation.

A review of the 2022–2025 MTDP revealed notable achievements in enhancing border management, disaster preparedness, and migration control. Automation of entry points reduced passenger processing time from 1 minute 45 seconds to 45 seconds, while the issuance of work and residence permits met all service-level standards. Similarly, traceable state-owned weapons increased to 45%, and gaming revenue exceeded its target by 80%. However, key performance gaps were observed. The police-to-citizen ratio improved to 1:690 but fell

short of the 1:500 target of the UN. Overall crime incidence rose to 15%, reflecting persistent challenges in urban policing, logistics, and youth unemployment. Fire incidents increased by 28%, and prison overcrowding worsened to 47.5% above design capacity. Emerging threats—such as cybercrime, cross-border trafficking, and climate-related disasters underscore the need for stronger institutional resilience and inter-agency coordination. The 2026–2029 SMTDP focuses on strengthening internal security architecture, enhancing operational readiness, and modernizing institutional systems across all Agencies. The key development priorities are structured around the following five (5) development dimensions:

1. Economic Development
2. Social Development
3. Environment and Human Settlement Development
4. Governance and Institutional Development and
5. International Relations.

The overarching goal of the Ministry is to strengthen internal security and public safety through digitization, retooling, and capacity improvement for effective law enforcement and national stability. The Plan seeks to modernize Ghana’s internal security architecture by leveraging technology, data systems, and institutional reforms to enhance operational readiness across all Agencies. Through systematic retooling and continuous human capacity development, the Ministry aims to improve surveillance and intelligence gathering, enhance correctional and rehabilitation services, promote fire safety and disaster preparedness, strengthen migration and identity management systems, and foster peace, unity, and institutional coordination nationwide. These interventions are designed to build a professional, technology-driven, and responsive security sector capable of safeguarding lives, property, and the rule of law in support of Ghana’s socio-economic transformation agenda. The Plan is implemented through composite sector programmes, including Internal Security and Public Safety Improvement Programme; Disaster Risk Reduction and Emergency Response Programme; Fire Safety and Prevention Programme; Migration and Border Management Programme; Correctional and Rehabilitation Systems Strengthening Programme; Peace and Social Cohesion Promotion Programme; and Governance and Institutional Capacity Development Programme. An indicative cost framework has been developed under Chapter Five, drawing from the Medium-Term Expenditure Framework (MTEF) and other funding sources such as Government of Ghana budget allocations, IGF, and Development Partner Support.

A comprehensive Monitoring and Evaluation (M&E) framework has been developed to ensure systematic tracking of outputs and outcomes. The Ministry will employ periodic progress reviews, mid-term evaluations,

and participatory M&E mechanisms to enhance accountability. Chapter Seven provides indicators and performance tracking matrices, while Chapter Eight details a communication strategy for transparency, stakeholder engagement, and public awareness.

The 2026–2029 SMTDP reaffirms the Ministry’s commitment to building a safer, more secure, and resilient Ghana. Its successful implementation will depend on sustained government support, inter-agency collaboration, and adequate resource mobilization. By prioritizing modernization, innovation, and shared responsibility, the Ministry seeks to strengthen national security systems, promote peace and stability, and contribute significantly to Ghana’s socio-economic transformation.

1.0 CHAPTER ONE: GENERAL INTRODUCTION

1.1 Introduction

This chapter provides information on the background of the Ministry of the Interior (MINTER) and outlines its vision, mission, functions and mandate. It also presents the core values of the Ministry and its organizational structure with relevant map of the operational areas.

The chapter also presents MINTER's organizational structure through an organogram, a locational map situating MINTER geographically and introduces the layout of the subsequent chapters of the plan.

1.2 Background

The Ministry of the Interior (MINTER) was established by section 11 (2) of the Civil Service Act, 1993 (PNDCL 327) as the highest agency of government responsible for the internal security, maintenance of law and order in the country. The Ministry formulate policies, in line with the national development policy agenda, to ensure public safety and security through the maintenance of law and order in the country.

The policies are executed through key specialized security and law-enforcement agencies including the National Commission on Small Arms and Light Weapons (NACSA), Ghana National Fire Service (GNFS), National Disaster Management Organization (NADMO), National Peace Council (NPC), Ghana Police Service, Ghana Prison Service, Narcotics Control Commission (NACOC), Ghana Immigration Service (GIS), Ghana Refugee Board (GRB), Gaming Commission (GC), National Identification Authority (NIA) and National Security Council (NSC).

1.3 Mandate

The Ministry of the Interior (MINTER) is mandated to ensure internal security, maintenance of law and order in the country. It is guided by the 1992 Constitution, the Civil Service Act, 1993 (PNDCL 327) and other relevant enactments.

1.4 Vision

The vision of the Ministry of the Interior (MINTER) is to become a world-class institution with well-defined and functional operational internal security systems.

1.5 Mission

The mission of the Ministry is to ensure internal security, a stable and peaceful environment for sustainable national development through the initiation, formulation, monitoring and evaluation of policies, regulations and

programmes relating to the protection of life and property; disaster prevention and mitigation; migration, citizenship and identity management; crime control, prevention and detection; safe custody, reformation and rehabilitation of prisoners.

1.6 Values

The core values of the Ministry are:

- Integrity;
- Transparency;
- Effectiveness and Efficiency; and
- Employing and retaining well-trained and disciplined personnel.

1.7 Functions

The Ministry is empowered by section 13 of the Civil Service Act 1993 (PNDCL 327) to perform the following functions:

- Initiating and formulating policies that take into account the needs and aspirations of the people;
- Undertaking development planning in consultation with the National Development Planning Commission;
- Coordinating, monitoring, and evaluating the efficiency and effectiveness of the performance of the sector.

Specifically, the Ministry of the Interior:

- i. initiates and formulates internal security policies taking into account the needs and aspirations of the people
- ii. coordinates, monitors and evaluates the efficiency and effectiveness of the performance of the sector
- iii. develops and periodically reviews appropriate regulations, standards and guidelines to control and ensure effective performance of the sector
- iv. promotes the use of modern management practices, systems and procedures to ensure effective performance of the sector
- v. promotes innovation and Information Technology and information systems application, and e-service platforms
- vi. undertakes research and development, training and capacity building to enhance the performance of the sector
- vii. develops effective resource mobilization strategies and schemes to support the operations of the sector
- viii. builds and maintains effective networks and collaborations with international and local stakeholders, MDAs/MMDAs to support and enhance the performance of the sector

- ix. develops and establishes a framework for the assessment, adoption, ratification, and application of international protocols, conventions, treaties, charters etc relevant to the sector
- x. provides strategic policy and regulatory support to the operations of the sector
- xi. Promotes Ghana as a secure, peaceful and investor friendly nation.

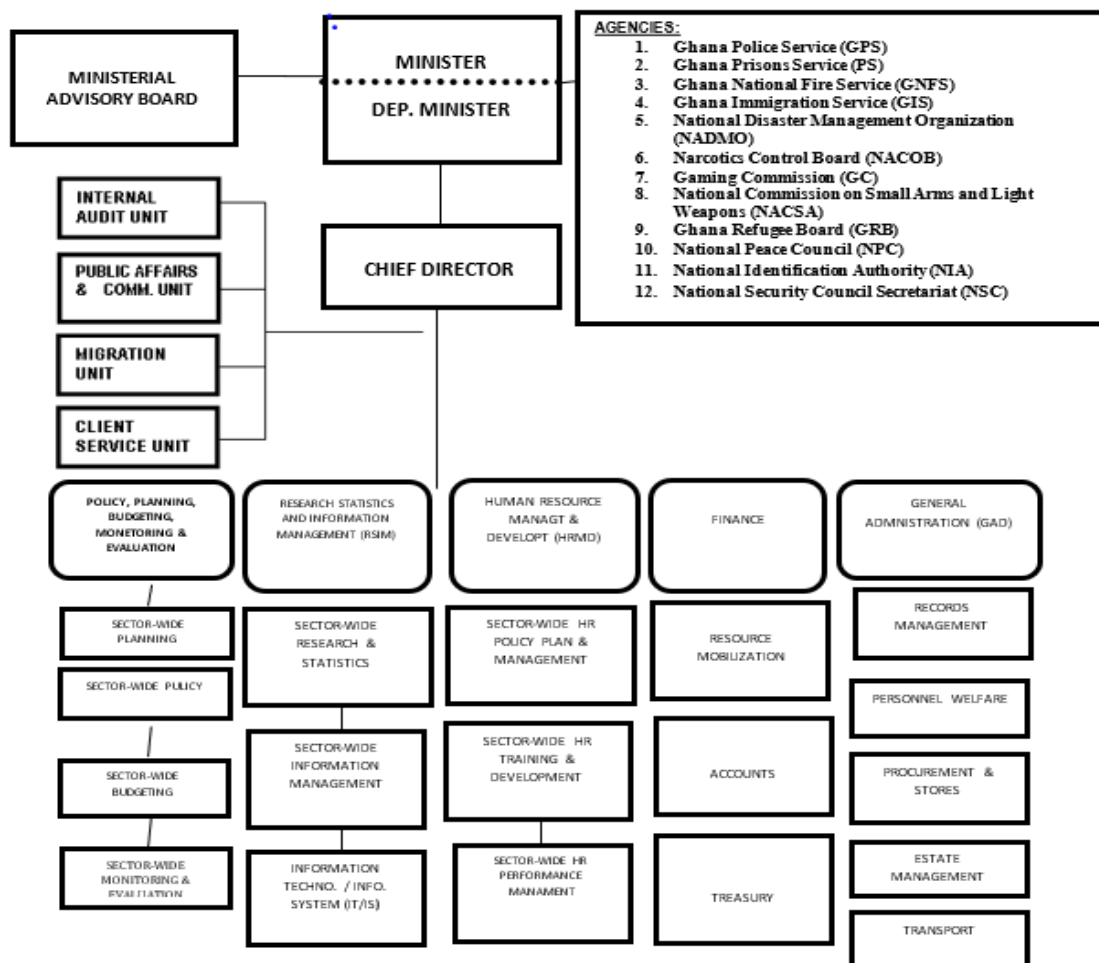
1.8 Organizational Structure

The Ministry is headed by a Hon. Minister and supported by a Hon. Deputy Minister. A Chief Director heads the administration of the ministry and oversees specialized units such as Internal Audit Unit, Public Affairs and Comm. Unit, Migration Unit, and Client Service Unit. The Chief Director also supervises Research, Statistics and Information Management (RSIM), General Administration Directorate (GA) Directorate, Policy Planning, Budgeting, Monitoring and Evaluation Directorate (PPBMED). The rest are Human Resources Management and Development Directorate (HRMD) and Finance Directorate (FD).

In addition to these directorates and units, the Ministry also oversees twelve (12) Agencies that provide specialized security and law-enforcement services. These agencies include:

- i. Ghana Police Service
- ii. Ghana Prison Service
- iii. Ghana National Fire Service (GNFS)
- iv. Ghana Immigration Service (GIS)
- v. Narcotics Control Commission (NACOC)
- vi. National Disaster Management Organization (NADMO)
- vii. National Peace Council (NPC)
- viii. National Commission on Small Arms and Light Weapons (NACSA)
- ix. Ghana Refugee Board (GRB)
- x. Gaming Commission (GC)
- xi. National Identification Authority (NIA)
- xii. National Security Council Secretariat (NSCC)

Figure: 1 MINTER ORGANOGRAM

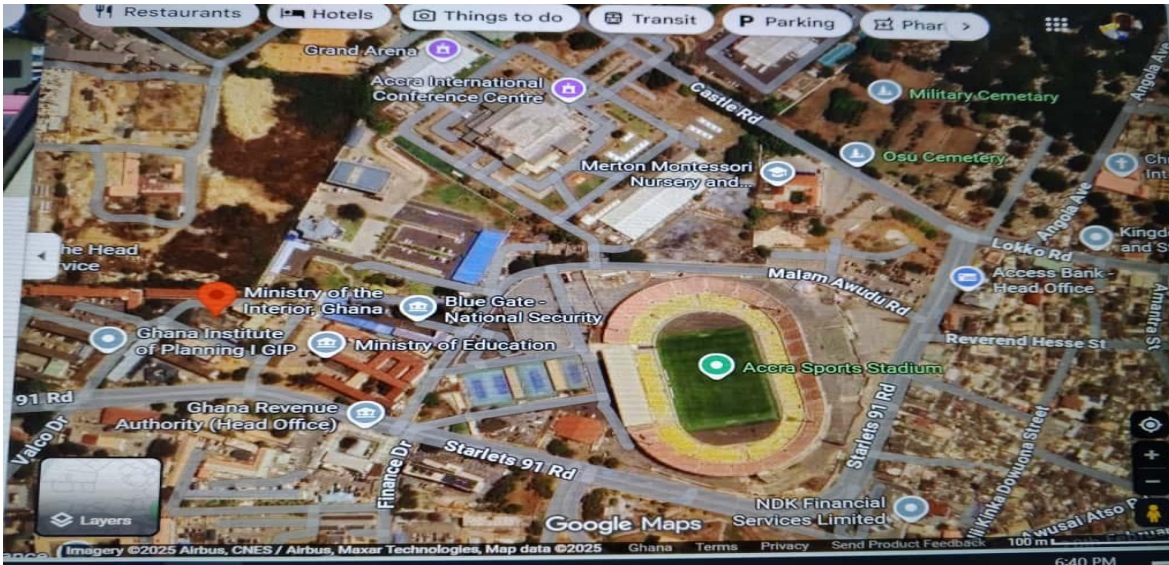


Source: Ministry of the Interior’s Organizational Manual; (2020)

1.9 Location

The Ministry of the Interior (MINTER) is headquartered in Accra, the national capital of Ghana, it is situated within the ministries enclave sharing the same premises as Ministry of Education (see figure 1.2). It has twelve (12) Agencies which maintain the Regional and District offices across the country.

Image 1 Location of MINTER



Source: Google map (2025)

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1.10 Structure of the Plan

The 2026–2029 Medium-Term Development Plan (MTDP) is structured to align with the National Development Planning Commission's (NDPC) guidelines and national policy frameworks such as the Ghana National Medium-Term Development Policy Framework (NMTDPF), Coordinated Programme of Economic and Social Development Policies (CPESDP), and the Sustainable Development Goals (SDGs). The document consists of eight interconnected chapters.

Chapter One provides the background of the Ministry, including its vision, mission, functions, mandate, core values, organizational structure, location and structure plan. Chapter Two presents an analysis of development outcomes to date, including a table of performance indicators and a financial performance review. This chapter also examines existing conditions using spatial expressions (maps and graphics), identifies development issues (via a SWOT analysis), and estimates future development needs.

Chapter Three lists the prioritized development issues for the sector and explains the criteria and process used for their prioritization. Chapter Four outlines the Ministry's development goals, objectives, strategies, and programmes, demonstrating alignment with national objectives. It includes a goal compatibility assessment matrix and integrates development proposals with spatial plans through illustrative maps and narratives.

Chapter Five details the financial planning and implementation framework. It explains the assumptions and methodologies used for costing, provides a Composite Development Programme Matrix with indicative costs and implementing agencies, and includes a programme financing matrix and revenue mobilization measures. This chapter also contains a Strategic Environmental Assessment of the proposed programmes. Chapter Six presents the Annual Action Plans for the four-year planning period, specifying timelines and responsible agencies for each activity.

Chapter Seven covers stakeholder analysis (with a descriptive table), the selection of performance indicators for tracking MTDP implementation, and the evaluation framework. It also outlines knowledge management and learning strategy to support continuous improvement. Finally, Chapter Eight outlines the development of communication strategy, focusing on effective stakeholder communication, transparency, and civic engagement throughout the planning, implementation, and monitoring processes.

2.0 CHAPTER TWO: SITUATIONAL ANALYSIS

2.1 Introduction

This Chapter presents a comprehensive assessment of the implementation of the 2022-2025 MTDP, providing a foundational understanding of its current state. It encompasses a review of past performance, an assessment of financial standing, and a diagnosis of existing conditions, including an identification of strengths, weaknesses, opportunities, and threats (SWOT). The chapter concludes with a medium-term needs assessment and estimated future development needs to guide future development interventions.

2.2 Performance review

Over the reporting period, the Ministry made notable progress in strengthening internal security, promoting public safety, and enhancing service delivery. These were achieved through improved coordination among the twelve (12) agencies of the ministry, modernization of security operations, and increased stakeholder collaboration.

2.2.1 Security and Safety

The security services, including the Ghana Police Service in the period under review, undertook massive recruitment to augment its personnel to improve Police Visibility and improve citizens' security and safety across the country. This saw an improvement in the Police-to-Citizen Ratio from 1:787 to 1:728 as at third quarter of 2025. Although recruitment and redeployment enhanced visibility, the medium term target of 1:500 was not achieved, a situation arising from among others, of personnel attrition and logisticals constraints. The failure to achieve the police coverage target potential to worsening crime situation in the country.

During the review period, reported cases of rape, armed robbery, defilement, and murder increased, driving the overall crime rate up from 12% to 15%, well above the 3.43% target. This deterioration reflects a mounting threat to national security, evidenced by expanding crime hotspots, rising youth unemployment, and constrained investigative capacity.

2.2.2 Prison System and Correctional Services

Prison System and Correctional Services did not see improvement regarding congestion at the prisons. The proportion of Unsentenced Detainees of prison population worsened from 10.6% in 2022 to 12% in the medium term 2024 against a target of 9% thereby putting pressure on prison facilities. The situation has worsened despite

the efforts initiated by the Government through the annual Presidential pardon and justice for all programme among others to decongest the prisons.

Moreover, prison occupancy rose from 34% to 47.5%, exceeding the 37.9% target and indicating severe overcrowding. Increased prison population growth and limited infrastructure have exacerbated congestion despite the commissioning of new facilities at Nsawam and Kumasi.

2.2.3 Fire Safety Management

In terms of Fire safety management, the service undertook approximately 91,000 public fire safety education for individuals, communities and institutions. The service also attended to approximately 16,000 fire outbreaks over the medium term, conducted over 70,000 Fire Audit/Inspection at Public/Residential Premises in line with fire safety standards to ensure the safety of occupants.

However, the service was not able to achieve its fire safety management targets. Although there was improvement in the average response time from 11 minutes to 8 minutes, the target of 5 minutes was not achieved. In addition, recorded fire incidents also rose from 21% to 28% against a target of 19% largely from domestic and market fires due to electrical faults.

2.2.4 Narcotics Control and Organized Crime

The Commission continued to intensify its coordinating efforts at dealing with the rising incidence of drug abuse in the country and the threatening dimensions that illicit drug trafficking. During the period the Commission examined approximately, 12,000 cargoes and registered 20,000 cargoes for export. Additionally, detective dogs were deployed at the various operational duty points in the country to enhance operations at the DHL Courier, Ghana Post, Aviance Cargo Village, Swiss Port, the main airport, the VIP and the Border posts.

The Commission also carried out surveillance and data gathering activities throughout the country resulting in two hundred and fifty (250) individual drug seizures, arrest of three hundred (300) suspected drug traffickers and investigated one hundred and twenty (120) drug related cases. Additionally, in collaboration with other security agencies approximately 4,000kg of various narcotic drugs were intercepted.

In combating narcotics related crimes, the Commission sensitized two thousand, one hundred (2100) institutions comprising of schools, faith-based groups and corporate bodies with a total number of nine hundred and eleven thousand, three hundred and forty-eight (911,348) audience on the harmful effects of drug abuse throughout the country. The Commission through media engagement also carried out one hundred and four (104) TV

programmes, four hundred and sixty-four (464) radio programmes and one hundred and thirty-six (136) public exhibitions nationwide on the harmful effects of drug abuse.

2.2.5 Immigration and Border Management

The sector achieved enhanced immigration and border management with the introduction of processing interventions like fingerprint and e-services contributing to reducing Passenger Processing Time (PPT) from 1 min 45s to 45s, while processing of Work/Residence Permit (W/RP) and Visa Processing Times (VPT) reduced to 10 days for permits, 5 days for extensions, 2 days for emergency visas, and 48 h for transit visas were achieved due to workflow digitalization.

The GIS undertook joint operations with the Police and the Military in Operation Conquered Fist, Operation Calm Life and Operation Stop and Search, rescued 89 human trafficking victims, intercepted in-country 629 irregular migrants at authorized and unauthorized border crossing points. The Service also arrested a total number of 2,998 foreign nationals and Ghanaians for breach of immigration laws, including illegal employment, suspected fraudulent activities, suspected human traffickers, smugglers, illegal stay, and stowaways. A total number of 1,978 foreign nationals were also repatriated for various immigration offences, and 269 others were refused entry into the country for not meeting entry requirements culminating in a fall of 15% against a 20% target, which may signal either reduced inflows or lower detection.

The Ghana Refugee Board registered approximately 3,000 asylum seekers comprising 1,800 males and 2,200 females. On the other hand, only 0.91% of the refugee population were resettled compared with a 5% target, due to limited third-country opportunities.

2.2.6 Disaster Risk Reduction and Emergency Response

In addressing disaster risk and addressing emergencies, NADMO in collaboration with the Ghana national Fire Service carried out 12,978 Public Education and Sensitization campaigns on good sanitation practices, floods prevention, earthquake, fire prevention and other disasters nationwide. The Organization also carried out over 8,000 community engagements on disaster risk reduction and information sharing on early warning through media discussions and community outreach whilst over 1,200,000 disaster victims were supported with relief items in the affected areas. The relief support victim ration remained at a 1:3 as targeted, although distribution timeliness varied by region.

2.2.7 Weapons Management and Security Agencies

Figure 1: Arms marking exercise



The NACSA works to reduce the proliferation of small arms in the country to reduce crime and enhance the safety of citizens. The NACSA therefore work with the relevant agencies in the sector and other allied organisations to ensure that small arms are traced, marked and in some situations retrieved. During the period the NACSA in collaboration with the HaloTrust organized weapons marking training for Ghana Armed Forces (GAF) and Commission staff at Michel Camp. Further collaboration with other state security agencies, led to the interception of thirty-two (32) boxes of AAA Red Star shot gun cartridges, four (4) boxes of BB Red Star shot gun cartridges and 440 packs of explosives at the Segbe, Kpoglo, Ezukorpe and Aflao borders respectively. The Commission also facilitated the voluntary surrender of 2 registered weapons, 1 pump action gun, 1 single barrel gun and 49 cartridges in Kumasi. As a result of these collaborations, the traceable state-owned weapons increased from 40% to 45% against a 42% target, following NACSA's marking exercises.

2.2.8 Economic and Financial Regulation

The Gaming Commission has progressively strengthened its monitoring operations to enhance regulatory oversight. During the review period the Commission inspected over 300 routs and carried out surveillance that led to the clampdown of illegal casinos nationwide. Improved enforcement and timely license renewals increased revenue by 80%, surpassing the 46% target. In reinforcing its mandate, the Commission is collaborating with the Attorney General's Office to review the Gaming Act 2006 (Act 721) and its Legislative Instrument.

2.2.9 Identification and Citizenship

The National Identification Authority issues, maintains, and promotes the use of the national identity card (Ghana Card) to support economic, political, and social activities. The NIA has expanded its presence nationwide, establishing offices in every district. As a result, verified Ghana Card coverage rose from 18% to 23.9% over the medium term, driven by increased accessibility and the card's designation as the sole means of verification for all financial transactions.

2.3.0 Factors Contributing to and Hindering the Attainment of Outcomes

The performance of the Ministry and the sector during the review period was shaped by a combination of enabling and constraining factors that directly and indirectly influenced the implementation of security, migration management, disaster response, and public safety programmes. The Ministry, through its agencies including the Ghana Police Service, Ghana Immigration Service, Ghana National Fire Service, National Disaster Management Organisation (NADMO), and the Ghana Prisons Service made notable strides in improving internal security, border management, and public safety. However, several challenges impeded the full attainment of sector objectives.

2.3.1 Enhanced Inter-Agency Collaboration and Coordination

The Ministry strengthened collaboration among its agencies through joint operations, inter-agency taskforces, and regular coordination meetings. This improved synergy in combating organized crime, managing cross-border migration, and coordinating disaster response efforts. The establishment of Regional Security Councils (REGSECs) and District/Municipal Security Councils (DI/MUSECs) further facilitated intelligence sharing and rapid response to emerging threats.

2.3.2 Government Commitment and Policy Support

Sustained political commitment and policy direction from central government, coupled with improved budgetary allocations for security infrastructure and logistics, enhanced operational capacity. The inclusion of internal security priorities in the national policy framework underscored the importance of peace and safety as prerequisites for sustainable development.

2.3.3 Capacity Building and Human Resource Development

The Ministry and its agencies organized targeted training for security and disaster management personnel in areas such as counter-terrorism, crowd control, search and rescue, cybercrime detection, and human rights-based policing. These capacity enhancement efforts improved professionalism and the effectiveness of law enforcement.

2.3.4 Stakeholder and Community Participation

Community-based policing and public awareness campaigns strengthened the relationship between security and other service agencies and citizens. This partnership improved intelligence gathering, community vigilance, and cooperation in crime prevention, disaster preparedness, and fire safety education.

2.3.5 Support from Development Partners and International Cooperation

The Ministry benefited from technical and financial assistance from international partners such as IOM, UNDP, and ECOWAS in strengthening border management, migration data systems, and disaster response mechanisms. Such partnerships facilitated access to specialized equipment and logistics, technology, and training.

2.3.6 Adoption of Technology and Data Systems

The introduction of biometric data systems for border control, CCTV installations in crime-prone areas, and digital communication tools for coordination enhanced operational efficiency. NADMO's early warning systems and GIS-based disaster mapping also contributed to proactive disaster response and management.

2.3.7 Inadequate Logistics and Infrastructure

Limited availability of vehicles, communication gadgets, firefighting equipment, and accommodation facilities for security personnel hampered effective operations, particularly in rural and border communities.

2.3.8 Insufficient Budgetary Allocation and Delays in Fund Release

Although government support remained steady, resource constraints affected the timely execution of planned programmes. The irregular release of funds often delayed project implementation and maintenance of critical assets.

2.3.9 Inadequate Human Resources and Uneven Deployment

A high police-to-citizen ratio, limited immigration and prison personnel, and overstretched fire service staff weakened the Ministry's capacity to provide comprehensive coverage across all jurisdictions. Recruitment gaps also limited the Ministry's ability to respond swiftly to emergencies.

2.3.10 Weak Data Integration and Monitoring Systems

Limited inter-agency data interoperability and inadequate ICT infrastructure affected effective monitoring, evaluation, and evidence-based decision-making. These inadequacies led to delays in reporting and coordination challenges in cross-border and multi-agency operations.

2.3.11 Rising Crime and Emerging Security Threats

The increasing incidence of cybercrime, extremism threats, and transnational organized crime continued to challenge internal security. These emerging risks demanded more sophisticated surveillance and intelligence resources than currently available accounting for the poor show in the cumulative performance over the medium term.

2.3.12 Poor Maintenance Culture and Asset Management

Inadequate maintenance of existing facilities and operational equipment led to frequent breakdowns, increasing operational costs and reducing efficiency in security and emergency response services.

2.4.0 Lessons for Future Planning

The overall performance of the sector leaves key lessons to inform the future planning of the sector. The key lessons among others include;

- i. **Institutional Strengthening:** Future planning should emphasize the decentralization and resourcing of security and other agencies of the sector at the district level to improve responsiveness and visibility and this include increasing personnel in the right skills mix, improving infrastructure and logistics.
- ii. **Sustainable Resource Mobilization:** Innovative financing mechanisms such as public-private partnerships (PPPs) should be explored to complement government funding for logistics and infrastructure.
- iii. **Enhanced Data Integration:** Establishing a unified security and emergency response data system will improve coordination, monitoring, and decision-making.
- iv. **Community Engagement and Sensitization:** Expanding public education on security, fire prevention, and disaster preparedness will strengthen preventive measures and reduce vulnerability.

- v. Continuous Training and Motivation: Regular training and incentive packages for security personnel will sustain professionalism and morale.

Proactive Risk Management: Integrating climate-related disaster risk assessments and early warning systems into planning will ensure timely and coordinated response to emergencies.

Table 1: Performance Review of the MTDP- 2022-2025

| Development Dimension | Indicator | Baseline (2021) | 2022-2025 Medium term target | Cumulative Achievement | | Remarks |
|--|--|-----------------------|------------------------------|------------------------|--|---|
| | | | | Year | Data | |
| Governance, Corruption and Public Accountability | Security and Safety Indicators: | | | | | Inadequate personnel |
| | % change in Crime cases | | | | | High crime rate |
| | • Rape | 2% | 1.97% | 2024 | 2% | |
| | • Armed robbery | 3% | 2% | 2024 | 3% | |
| | • Defilement | 5% | 7.50% | 2024 | 8% | |
| | • Murder | 2% | 8.08% | 2024 | 9% | |
| | Percentage change in overall crime level | 12% | 3.43% | 2024 | 15% | |
| | Prison System Indicators: | | | | | Overcrowding in prisons Human right abuse |
| | Percentage of unsentenced detainees in prison population | 12% | 9% | 2024 | 10.6% | |
| | Overcrowding rates in prisons (%) | 34% | 37.9% | 2024 | 47.5% | |
| | Fire Safety Indicators: | | | | | Inadequate personnel |
| | Fire Outbreaks: % change Recorded incidence of fire outbreaks. | 21% | 19% | 2025 | 28% | High incidence of fire outbreak leading to Loss of lives and properties |
| | Response Time: Turnaround time to respond to fire emergencies. | Average ly 11 minutes | Averagely 5 minutes | 2024 | Averagely 8 minutes | |
| % change in reported cases of drug trafficking | 10% | 0 | 2024 | 12% | High level of drug trafficking and crime | |
| % change in Drug-related crime | 5% | 0 | 2024 | 7% | | |

| Development Dimension | Indicator | Baseline (2021) | 2022-2025 Medium term target | Cumulative Achievement | | Remarks |
|--|---|-----------------|------------------------------|------------------------|-----------------|--|
| | Immigration and Border Control Indicators: | | | | | Unavailability of internet connectivity at most of the immigration facilities. |
| | Turnaround time for processing passenger documents | 1min:45 Second | 45 seconds | 2025 | 45 seconds | |
| | Processing times: • work permits or residence permits | 10 working days | 10 working | 2025 | 10 working days | |
| | • extensions of stay | 5 days | 5 days | 2024 | 5 days | |
| | • emergency entry/re-entry visas | 2 working days | 2 working days | 2024 | 2 working days | |
| | • Turnaround time for processing Transit Visa | 48 hrs | 48 hrs | 2025 | 48 hrs | |
| | Illegal Immigration: % change in illegal foreign immigrants arrested | 18% | 20% | 2024 | 15% | Porous borders, High cost of feeding detainees and paying their medical bills |
| | Asylum Seekers: Percentage of new asylum seekers registered | 100% | 100% | 2024 | 80.0% | Few more Burkinabes yet to be registered in the Upper West Region |
| | Refugee Resettlement: Percentage of refugees resettled | 4% | 5% | 2024 | 0.91% (158) | High cases on refugees yet to be resettled |
| | Disaster Management Indicators | | | | | High incidence of disaster Inadequate response in |
| Disaster Frequency: Number of disasters per 100,000 population Disaster Impact: | | | | | | |

| Development Dimension | Indicator | Baseline (2021) | 2022-2025 Medium term target | Cumulative Achievement | | Remarks | |
|---|--|-----------------|------------------------------|------------------------|--------------------------------|--|----------------------------|
| | <ul style="list-style-type: none"> death missing persons persons affected | | | | | providing support to affected persons | |
| | | 423 | 0.0 | 2024 | 600 | | |
| | | 102 | 50 | 2024 | 225 | | |
| | | 58 | 20 | 2024 | 35 | | |
| | | | | | | | |
| | Disaster Relief: Proportion of victims supported with disaster relief items | 1:3 | 1:3 | 2025 | 1:3 | | |
| | Security Agency Indicators | | | | | | High cases of gun violence |
| | Weapon Tracking: Percentage of State Security Agency weapons that can be traced easily through marking | 40% | 42and | 2024 | 45% | | |
| | Seized Weapons: Percentage of seized and confiscated weapons cleared from Police Armoury and exhibit stores | 68% | 72% | 2024 | 0% | | |
| | Percentage of seized and confiscated weapons eradicated | 67% | 75% | 2024 | 0% | | |
| Economic and Financial Indicators | | | | | | Underage gambling and Money laundering | |
| Gaming Revenue: Percentage change in Internal Generated Funds (IGF) from gaming | 40% | 46% | 2025 | 80% | | | |
| Licensed Gaming Operators: Percentage of licensed gaming operators | 60% | 75% | 2025 | 85% | | | |
| Drug Trafficking Percentage of illegal drugs prevented from entering financial networks. | 5% | 10% | 2024 | *% US\$31.5 million | | | |
| Identification and Citizenship Indicators | | | | | | | |
| Unique Identities Percentage of Ghanaians (6 | 18% | 8% | 2025 | 23.9% | Insufficient budgetary release | | |

| Development Dimension | Indicator | Baseline (2021) | 2022-2025 Medium term target | Cumulative Achievement | | Remarks |
|-----------------------|---|------------------|------------------------------|------------------------|------------------|--|
| | years and above) with verifiable unique identities. | | | | | |
| | Percentage of foreigners with verifiable unique identities. | 5% | 10% | 2025 | 18.6% | Weak enforcement and unrealistic minimum commencement number |
| | Global Peace Index | | | | | |
| | Global Peace Index Ranking Ghana's ranking on the Global Peace Index | 38 th | 1 st | 2025 | 61 st | Increase in chieftaincy and land disputes |

2.5 Financial Performance

The 2022-2025 plan was funded from internal and external financial resources. The internal resources (IGF) generated were used in financing both capital and administrative expenditure whereas the external financial resources were used primarily to finance capital projects.

Table 2: Financial Performance for the Sector (2022 – 2025)

| Source of Funds | Total Estimated Cost of Plan GH¢ | Total Amount Received GH¢ | Variance GH¢ |
|-----------------|----------------------------------|---------------------------|---------------------------|
| GoG | 205,108,270,770.49 | 12,234,470,253.01 | 192,873,800,517.48 |
| IGF | 180,687,530.05 | 350,000,279.51 | 169,312,749.50 |
| DPs | 0.00 | 12,802,487.06 | 12,802,487.06 |
| Others | 189,765,616.64 | 13,492,735,536.90 | 13,302,969,920.26 |
| Total | 205,478,723,917.18 | 26,090,008,556.48 | 192,881,450,897.60 |

Source: MINTER 2024

2.6.0 Analysis of Existing Conditions

The Ministry of the Interior (MINTER) plays a vital role in contributing to the overall stability of the country by maintaining internal security law and order. As the central government agency responsible for policy

formulation, coordination, and supervision of the various agencies, MINTER has made significant strides in forging strategic partnerships in executing its mandate. However, the ministry still faces challenges related to personnel, logistics, capacity, and resource allocation.

2.7.0 Location

The Ministry of the Interior is located within the Ministerial enclave in Accra, with a Digital Address of GA-111-5377. The Ministry's Agencies largely maintain Regional, Metropolitan Municipal and District offices throughout the country. This decentralized structure ensures that services relating to security, migration, citizenship and identity management, disaster management, and law enforcement are accessible to citizens across all regions of Ghana

2.8.0 Government and Institutional Development

The Ministry of the Interior (MINTER) plays a crucial role in maintaining peace, security, and upholding the rule of law. However, despite its importance, MINTER faces significant challenges that hinder its effectiveness. Key among these challenges are institutional coordination, data management, and resource adequacy.

The evolving nature of threats such as cybercrime, terrorism, and political violence demands a robust and adaptive response from MINTER. Unfortunately, the ministry's institutional weaknesses, including fragmented data systems and limited staff capacity, compromise its ability to respond effectively. Furthermore, the delayed implementation of reforms exacerbates these challenges.

The implications of these weaknesses are far-reaching. Weak coordination among agencies reduces operational efficiency, hindering the ministry's ability to respond to security threats. Moreover, the lack of digitized service delivery, such as e-policing, e-immigration, and e-disaster response, limits the ministry's ability to provide efficient and effective services.

To address these challenges, strengthening accountability mechanisms and citizen engagement is essential. This can be achieved through the implementation of robust oversight frameworks, enhancing transparency, and promoting citizen participation in decision-making processes. By addressing these institutional weaknesses and leveraging technology, MINTER can improve its effectiveness in maintaining peace, security, and upholding the rule of law.

2.9.0 Emergency Preparedness and Response

The National Disaster Management Organization (NADMO) and related agencies are tasked with managing disaster risks in Ghana. However, the country faces recurring disasters, including floods, fires, road accidents, and occasional epidemics. Despite efforts to mitigate these risks, several challenges persist, including limited early warning systems, outdated seismic equipment, and weak inter-agency coordination.

Fire outbreaks and accidents have become increasingly frequent and severe, with the Ghana National Fire Service (GNFS) recording an average of over 5,000 fire incidents annually between 2021 and 2024. These incidents are often linked to domestic, electrical, and market-related issues. Rapid urban growth, poor settlement planning, non-compliance with fire safety codes, and inadequate fire hydrant systems exacerbate the risk profile.

The GNFS faces significant challenges, including inadequate personnel, with an estimated one firefighter per 5,000 people, and inadequate coverage in rural areas. These limitations compromise the effectiveness of emergency response efforts.

The implications of these challenges are far-reaching. Ghana's vulnerability to climate-induced and industrial disasters is increased, highlighting the need for a robust national disaster database and simulation training. Strengthened logistics and communication systems are essential for rapid response, while rising economic losses from fires in markets and residential areas underscore the need for community-based fire education and strict enforcement of fire safety regulations.

Moreover, addressing logistics and maintenance gaps is critical to improving emergency response effectiveness. By prioritizing disaster risk reduction and management, Ghana can reduce the impact of disasters and create a safer, more resilient society.

2.10.0 Proliferation of Small Arms and Light Weapons (SALW)

Ghana faces a significant challenge with illicit small arms and light weapons, which are prevalent across the country and linked to various conflicts and crimes. These weapons are often used in thefts, targeted attacks, and escalations of localized disputes, which can have devastating consequences.

The main drivers of SALW proliferation in Ghana include weak control at porous land and coastal borders, as well as informal cross-border trade routes. Additionally, local production, illicit importation, and diversion from legal holders contribute to the prevalence of these weapons. Political tensions, electoral violence, and

unresolved chieftaincy and land disputes also sustain demand for SALW. Furthermore, the country's low capacity for weapons tracing, marking, and registration exacerbates the problem.

SALW-related violence and crime are often concentrated in areas with resource conflicts, such as mining zones, borderlands, and peri-urban hotspots around Accra and Ashanti regions, where youth unemployment is high. To address this issue, it is essential to prioritize SALW control as a cross-cutting priority that involves law enforcement, border security, community disarmament, and justice reforms.

Strengthening the roles of the National Commission on Small Arms (NACSA) and the Narcotics Control Commission (NACOC), as well as enhancing inter-agency intelligence sharing, is critical to combating SALW proliferation. Additionally, completing demobilization and disarmament operations can help reduce the number of SALW in circulation and promote peace and stability in affected areas. By taking a comprehensive approach to SALW control, Ghana can reduce the risks associated with these weapons and promote a safer and more secure environment for its citizens.

2.11.0 Migration, Immigration and Border Control

Ghana is a country of destination, origin, and transit for migrants, with regular and irregular migration flows occurring due to various economic and social factors. The country's borders are characterized by uneven infrastructure, with numerous informal entry points that pose challenges to effective border management.

Several factors drive migration to and through Ghana, including economic push and pull factors, regional migration patterns within the Economic Community of West African States (ECOWAS), seasonal labor movements, and crises in neighboring states. Weak border posts, limited technology, and limited interoperable databases for migration and biometrics further exacerbate the challenges.

Key areas of concern include the northern regions, which share land borders with Burkina Faso and Côte d'Ivoire, as well as coastal areas with sea routes and major airports and ports. Urban centers, such as Accra, Tema, and Kumasi, also concentrate migrant populations.

To address these challenges, Ghana would benefit from investing in integrated border management systems (IBMS), biometric systems, and interoperable databases. Additionally, providing training for personnel in geographic information systems (GIS) can enhance border management capabilities.

Furthermore, Ghana's migration policy should focus on regularizing migrants where appropriate and strengthening coordination with labor and social services, as well as ECOWAS mechanisms. By adopting a comprehensive and coordinated approach to migration management, Ghana can better manage migration flows and promote the well-being of migrants and citizens alike.

2.11.1 Refugee Management

Ghana provides asylum to refugees and asylum seekers, with the Ghana Refugee Board (GRB) coordinates management efforts in partnership with the United Nations High Commissioner for Refugees (UNHCR). The number of refugees and asylum seekers in Ghana can fluctuate significantly in response to regional crises.

Despite the efforts of the GRB and its partners, several challenges persist, including registration, provision of shelter, livelihood support, basic services, and social integration. Refugees often face difficulties in accessing essential services, finding employment, and integrating into local communities.

Refugee settlements and urban refugee populations are concentrated in specific districts, with varying levels of integration pressures depending on the region and community capacity. To address these challenges, it is essential to strengthen the capacity of the GRB to register and protect refugees, as well as develop sustainable livelihood and integration pathways.

Effective coordination with key stakeholders, including the National Disaster Management Organization (NADMO), Metropolitan, Municipal, and District Assemblies (MMDAs), and UNHCR, is also crucial. Additionally, ensuring that social and economic impact assessments are conducted for refugee settlements can help mitigate potential tensions and promote peaceful coexistence.

Furthermore, including refugee considerations in local security planning can help prevent tensions and ensure that the needs of both refugees and host communities are taken into account. By adopting a comprehensive and coordinated approach to refugee management, Ghana can better support refugees and asylum seekers while promoting stability and security in affected areas.

2.12.0 Citizen and Identification Management

The rollout of the National Identification has made significant progress. However, gaps still exist, and some population groups, including children, rural residents, people with disabilities, and certain migrants, lack usable identity credentials.

The limited integration of the Ghana Card across various service platforms reduces its effectiveness. For instance, linking the Ghana Card to movement permits, social services, and other relevant systems can enhance efficiency and reduce bureaucracy.

Several factors contribute to the challenges associated with the Ghana Card, including registration access barriers in remote areas, stringent documentation requirements, and limited public awareness. Additionally, fragmented data systems across government ministries, departments, and agencies (MDAs) hinder the effective use of the Ghana Card for verification purposes.

The issue disproportionately affects certain regions and groups, with higher non-registration rates often found in remote northern and rural districts, as well as among vulnerable populations. To address these challenges, the NIA prioritised universal registration strategies and conducting mobile registration drives to help increase access to the Ghana Card. Furthermore, Ghana Card was integrated into immigration, police, and social service databases to enhance its utility and effectiveness.

Hence, investing in digital identity interoperability and robust privacy safeguards was also essential to ensure securing the use of the Ghana Card and protect citizens' personal data. By addressing these challenges, Ghana created a more efficient and inclusive identity system that benefits all citizens.

2.13.0 Violence Extremism, Terrorism and Vigilantism

Ghana's Ghana faces a growing risk of organized violent extremism, although its exposure is currently lower than some of its neighbors. Localized radicalization, cross-border extremist influences, and the emergence of vigilante groups and land guards have become increasingly concerning in certain areas.

The rise of vigilantism and the activities of land guards often stem from a lack of trust in the state's ability to provide protection and resolve disputes. Weak community policing and slow dispute resolution mechanisms further exacerbate these issues.

Several factors contribute to the risk of violent extremism in Ghana, including socio-economic marginalization, particularly among youth, and political grievances. The country's porous borders facilitate transnational networks, and online radicalization poses a significant threat.

Consequently, the threat of violent extremism is more likely to manifest in border regions, mining communities, and peri-urban areas affected by chieftaincy and land conflicts. To address these challenges, Ghana should

prioritize community resilience programmes, deradicalization and reintegration initiatives, and inter-agency counter-terrorism capacity building.

Strengthening regional intelligence cooperation and legal measures to dismantle vigilantism are also essential. Providing alternatives to vigilantism and land guard activities can help reduce the risk of violent extremism and promote stability in affected areas. By taking a proactive and comprehensive approach, Ghana can mitigate the threat of violent extremism and promote peace and security.

2.4.0 Narcotics Control and Drug Abuse

Ghana faces significant challenges related to illicit drug trafficking and consumption, with the country serving as a point of import, transit, and domestic consumption. The exposure of children and youth to drugs is a particular concern, and efforts to address this issue are crucial.

While Ghana does not have a significant domestic drug production industry, its location in West Africa makes it vulnerable to trafficking routes that contribute to the availability of illicit drugs. Major urban centers, such as Accra, Kumasi, and Takoradi, are key demand and transit hubs, while some coastal and border towns serve as transit points.

The implications of drug trafficking and consumption are far-reaching, including an increased burden on the prison population due to drug-related detentions. To effectively address these challenges, Ghana should prioritize strengthening the capacity of the Narcotics Control Commission (NACOC) to enforce laws and interdict drug trafficking.

Additionally, public health interventions, including treatment and rehabilitation programs, are essential to addressing the root causes of addiction. Demand-reduction education initiatives can also help prevent drug use and reduce the demand for illicit substances.

Integrating drug control efforts with youth employment and social programs can help address the socio-economic factors that contribute to drug abuse and trafficking. By taking a comprehensive approach that combines enforcement, public health, and social interventions, Ghana can reduce the harm caused by illicit drugs and promote a safer and healthier society.

2.13.0 Development Implications

The situational assessment underscores the interconnected nature of Ghana’s internal security, environmental, and governance systems. Addressing these challenges requires a whole-of-government approach emphasizing:

- Modernization and digitalization of internal security operations;
- Climate–security integration into disaster management frameworks;
- Community engagement in safety and peace-building;
- Strengthening of institutional capacity, logistics, and financing; and
- Effective inter-agency collaboration and knowledge sharing.

These measures will ensure that the Ministry of the Interior continues to uphold national stability, protect lives and property, and promote sustainable peace and resilience.

2.14.0 Crosscutting and Emerging Development Issues

The ministry has considered as important crosscutting and emerging development in its operations in pursuing the desired outcomes. Such crosscutting and emerging development issues considered include;

1. **Urbanization and youth bulge:** The large and growing urban populations across the country concentrate risks -higher crime, drug use, anonymous networks. Policies must be spatially targeted.
2. **Borderlands vulnerability:** Northern and western border areas require special IBMS and community engagement due to smuggling and cross-border criminality.
3. **Prison and justice links:** High remand populations and overcrowding compound counter-narcotics and SALW challenges — faster judicial processes and alternatives to detention are critical.
4. **Illegal Mining:** The surge of illegal mining that is contributing to the degradation of the land and forest, the increment of the turbidity level of the water and the chemicals in the soil couple with the usage arms to terrorize the citizens is a security threat to the country which must be planned for.

Figure 2: Illegal mining



Illegal mining pits in Ahanta West Municipal, Western Region (Ahanta West MA Field Report)

Figure 3: Destruction of makeshift tents



Law Enforcement Activities on Illegal Mining at Cape Three Point enclave, Ahanta West Field Report

Figure 4: illegal logs



2.15.0 List of Development Issues

Security and Crime

1. High incidence of violence and crime
2. Proliferation of illicit small arms and ammunition
3. Weak conflict resolution mechanisms
4. Inadequate community and citizen involvement in combating crime
5. Transnational organized crime (terrorism, narcotics, human trafficking)

Public Safety and Infrastructure

1. Inadequate infrastructure and poor living conditions
2. Poor waste disposal practices
3. Poor spatial planning and weak enforcement of building codes
4. Inadequate early warning systems

Governance and Accountability

1. Inadequate and late releases of funds
2. Weak institutional coordination
3. Inadequate monitoring and evaluation systems
4. Low public awareness on safety and security issues
5. Weak enforcement of gaming regulations

Disaster Risk Reduction and Management

1. Limited awareness and knowledge on disaster risks
2. Weak enforcement of disaster risk reduction laws
3. Poor preparedness and response to emergencies

4. Inadequate capacity to combat emerging disasters
5. Climate change exacerbating disaster occurrence

Migration and Border Management

1. Border management
2. High cross-border organized crime
3. Increasing trend of irregular and precarious migration

2.16.0 SWOT Analysis

A SWOT analysis was carried out on the internal-security environment in Ghana as it relates to the Ministry of the Interior’s Medium-Term Development Plan (2026–2029). It draws on the situational diagnosis already developed.

Table 3: SWOT Analysis

| STRENGTHS | OPPORTUNITIES |
|--|---|
| 1) Clear constitutional mandate and legal framework 2) Established sector institutions and structures 3) Existing policy and planning architecture 4) Skilled staff 5) Public recognition of security priorities | 1) Leverage technology and digital ID (Ghana Card) 2) Regional cooperation and funding 3) Public–Private Partnerships (PPP) 4) Community policing and civil society engagement 5) Nature-based DRR and climate adaptation funding 6) Youth employment and rehabilitation linkages 7) Improved evidence base 8) Existence of partnerships and multilateral engagement 9) Growing digital initiatives |
| WEAKNESSES | THREATS |
| 1) Severe financing gap 2) Inadequate logistics and ageing infrastructure | 1) Escalation of SALW use and land-guard vigilantism |

| | |
|--|---|
| 3) Limited Human and financial resource | 2) Public trust and community relations gaps |
| 4) Fragmented data and ICT systems | 3) Transnational organised crime and narcotics flows |
| 5) Weak enforcement of codes/regulations | 4) Terrorism and violent extremism contagion |
| 6) Limited IGF base and reliance GoG | 5) Climate change-driven shocks |
| | 6) Rapid urbanisation without services |
| | 7) Cybersecurity threats and information manipulation |
| | 8) Political/electoral violence and instability. |
| | 9) Donor funding volatility and economic shocks |

To ensure the successful implementation of the Medium-Term Development Plan (MTDP), it is crucial to prioritize financing and maintenance. This can be achieved by addressing the funding gap early on through a combination of government prioritization, enhanced Internally Generated Funds (IGF), Public-Private Partnerships (PPPs), and donor funding. By doing so, the MTDP can be made achievable rather than just aspirational.

Furthermore, it is essential to target capacity and specialist skills to meet emerging threats. This requires urgent investments in areas such as cybercrime, forensics, seismic monitoring, and community policing skills. By building these capacities, the country can effectively respond to security challenges and protect its citizens.

Integrating climate and security planning is also critical. This can be achieved by embedding climate risk screening, nature-based disaster risk reduction, and resilient design into all infrastructure and community programs. This approach will help mitigate the impacts of climate change and ensure that development initiatives are sustainable and resilient.

In addition, systemic digital integration is necessary to improve efficiency and effectiveness. This can be achieved by fast-tracking interoperable ID and agency data platforms to enhance border management, policing, migration control, and monitoring and evaluation.

Building governance and community trust is also vital. This can be achieved by incorporating participatory monitoring and evaluation, transparency, and citizen feedback mechanisms into program roll-out. By doing so, legitimacy cooperation and ownership can be improved, leading to more effective programme implementation.

Moreover, conflict-sensitive programme is essential. This requires designing programmes such as Small Arms and Light Weapons (SALW) control, land and chieftaincy dispute resolution, and rehabilitation with social cohesion and local power dynamics in mind. By taking a conflict-sensitive approach, programmes can be designed to promote peace and stability.

Finally, risk-based spatial targeting is necessary to maximize impact. This involves allocating resources based on hotspots such as urban density, borderlands, and mining/lumbering zones. By targeting these areas, resources can be used more effectively, and the impact of interventions can be maximized.

2.17.0 Estimated Future Development Needs

2.17.1 Introduction

The estimation of future development needs identifies the critical investments, institutional reforms, and operational improvements required by the Ministry of the Interior (MINTER) and its agencies to effectively deliver on their mandate over the 2026–2029 planning period.

These needs are derived from the analysis of demographic, economic, environmental, and governance trends presented in the situational analysis. They also incorporate spatial dimensions - highlighting how regional disparities, population density, and ecological conditions shape the demand for internal security, safety, and disaster management services across Ghana.

2.17.2 Estimated Future Development Needs by Thematic Area

A. Protection of Lives and Property

Future needs:

- i. Expansion of police coverage, especially in emerging urban settlements and newly created districts.
- ii. Improving infrastructure including training facilities, offices and barracks
- iii. Improving staff strength and capacity
- iv. Improving logistics and equipment
- v. Deployment of early warning system and digital crime management systems (CCTV, drones, GIS-based crime mapping).
- vi. Enhanced community policing and public–private partnership for local security.
- vii. Integration of climate and fire risk data for preventive planning.
- viii. Establish sustainable livelihood alternatives in mining and forest fringe communities

- ix. Introduce alternative sentencing for crime.
- x. Strengthen Ghana Refugee Board operations and registration systems.
- xi. Integrate refugee management into local development planning.
- xii. Establish an integrated digital command and control platform linking all MINTER agencies.

3.0 CHAPTER THREE: KEY DEVELOPMENT PRIORITIES

3.1 Introduction

This chapter presents the prioritized development issues of MINTER, distilled from the analysis of existing conditions, institutional performance review, and stakeholder consultations in Chapter Two. The prioritization process applied NDPC's criteria of significance, urgency, impact, cross-sectoral linkages.

3.2 Prioritized Development Issues

Given the limited fiscal space and the growing complexity of internal-security and governance demands, prioritization of development needs has become an indispensable strategic process for the Ministry of the Interior (MINTER). To this end, a simple Ranking Matrix was used during inter-agency and stakeholder consultations to objectively evaluate and rank the identified issues. Each issue was rated on a 1 to 5 scale under the five criteria above. The total and average scores derived from this process informed the ranking of issues by importance and urgency. Where ties occurred, a tie-breaker rule was applied, giving preference to issues with higher total scores or broader national impact.

The exercise employed multi-dimensional criteria consistent with the National Development Planning Commission (NDPC) guidelines, namely:

- i. The severity and diversity of the development challenge;
- ii. The socio-economic multiplier effect of addressing the issue;
- iii. The extent to which the issue advances the fulfilment of basic human needs and rights;
- iv. The contribution to environmental sustainability, climate resilience, and disaster preparedness; and
- v. The spatial extent and strategic importance of the issue across national and regional jurisdictions.

The outcome of this process produced a ranked list of key development priorities addressing the Ministry's mandates in internal security, migration and border control, disaster and fire management, narcotics control, identity management, governance coordination, and environmental resilience. The results of this prioritization are presented in Table 5 below as informed by this process;

Table 5: Ranking of Key Development Issues

| ISSUES TO BE ADDRESSED | CRITERIA | | | | | Total Score | Average Score | Rank |
|---|--|--|--|--|--|-------------|---------------|------|
| | Social Impact (Educational, Health, security etc.) | Economic Impact (Eg. Employment Generation, Poverty Reduction) | Effect on meeting Human needs and rights (linkage in meeting human needs and rights) | Environmental Impact (Eg. Climate Change, green economy, etc.) | Spatial Impact (E.g. Nationwide/selected region) | | | |
| High incidence of violence and crime | 5 | 5 | 5 | 5 | 5 | 25 | 5 | 1 |
| Transnational organised crime (Terrorism) Weak Maritime Security | 5 | 5 | 5 | 4 | 5 | 24 | 4.8 | 2 |
| Increase incidence of flood | 5 | 5 | 5 | 5 | 4 | 24 | 4.8 | 2 |
| Limited technical capacity among key institutions responsible for flood management and emergency response | 5 | 5 | 4 | 4 | 5 | 23 | 4.6 | 4 |
| High incidence of fire outbreaks | 5 | 5 | 3 | 5 | 5 | 23 | 4.6 | 4 |
| Non-compliance of disaster risk reduction (DRR) laws | 5 | 4 | 5 | 4 | 5 | 23 | 4.6 | 4 |
| Increasing trend of irregular and precarious migration | 5 | 5 | 5 | 2 | 5 | 22 | 4.4 | 7 |
| Climate Change exacerbating disaster occurrence | 4 | 4 | 4 | 5 | 5 | 22 | 4.4 | 7 |
| Poor drainage systems and waste disposal practices | 5 | 3 | 3 | 5 | 5 | 21 | 4.2 | 9 |
| Weak social protection system for victims of disasters | 5 | 5 | 5 | 2 | 3 | 20 | 4 | 10 |
| Proliferation of illicit small arms and ammunition | 5 | 4 | 5 | 2 | 3 | 19 | 3.8 | 11 |

| ISSUES TO BE ADDRESSED | CRITERIA | | | | | Total Score | Average Score | Rank |
|---|--|--|--|--|--|-------------|---------------|------|
| | Social Impact (Educational, Health, security etc.) | Economic Impact (Eg. Employment Generation, Poverty Reduction) | Effect on meeting Human needs and rights (linkage in meeting human needs and rights) | Environmental Impact (Eg. Climate Change, green economy, etc.) | Spatial Impact (E.g. Nationwide/selected region) | | | |
| Inefficient early warning systems | 5 | 4 | 5 | 4 | 5 | 19 | 3.8 | 11 |
| Inadequate community and citizen involvement in combatting illicit arms and gun violence | 4 | 4 | 3 | 2 | 5 | 18 | 3.6 | 13 |
| Persistent political and electoral violence | 3 | 5 | 5 | 3 | 3 | 18 | 3.6 | 13 |
| Gun violence including chieftaincy disputes, land Disputes, political, electoral and ethnic tensions | 5 | 3 | 4 | 1 | 4 | 17 | 3.4 | 15 |
| Ineffective generation and utilisation of small arms data | 5 | 5 | 2 | 1 | 3 | 16 | 3.2 | 16 |
| Inadequate infrastructure and poor living and working conditions across state security services | 5 | 3 | 4 | 1 | 3 | 16 | 3.2 | 16 |
| High illegal gambling operations | 3 | 4 | 3 | 1 | 3 | 14 | 2.8 | 18 |
| Limited knowledge in the design and construction of earthquake-resistant structures | 2 | 2 | 2 | 5 | 3 | 14 | 2.8 | 18 |
| High cross-border organized crime (narcotics and arms smuggling, human trafficking, money laundering, piracy, etc.) | 3 | 3 | 3 | 3 | 2 | 14 | 2.8 | 18 |
| High gambling addiction especially under age gambling | 3 | 2 | 2 | 2 | 4 | 13 | 2.6 | 21 |
| Unintegrated border management | 3 | 2 | 3 | 1 | 3 | 12 | 2.4 | 22 |
| Porous borders | 3 | 4 | 2 | 1 | 1 | 11 | 2.2 | 23 |
| Weaknesses in conflict resolution mechanisms | 2 | 2 | 3 | 1 | 3 | 11 | 2.2 | 23 |
| Police-citizen ratio below UN standards | 2 | 1 | 1 | 1 | 5 | 10 | 2 | 25 |

| ISSUES TO BE ADDRESSED | CRITERIA | | | | | Total Score | Average Score | Rank |
|--|--|--|--|--|--|-------------|---------------|------|
| | Social Impact (Educational, Health, security etc.) | Economic Impact (Eg. Employment Generation, Poverty Reduction) | Effect on meeting Human needs and rights (linkage in meeting human needs and rights) | Environmental Impact (Eg. Climate Change, green economy, etc.) | Spatial Impact (E.g. Nationwide/selected region) | | | |
| Delay in payment for the execution of flood control works | 1 | 3 | 1 | 1 | 4 | 10 | 2 | 25 |
| Persistent overcrowding in prisons | 1 | 3 | 3 | 1 | 1 | 9 | 1.8 | 27 |
| Inadequate capacity to combat emerging crimes (e.g., cybercrime, cybersecurity terrorism, organized crime, etc.) | 2 | 1 | 2 | 1 | 2 | 8 | 1.6 | 28 |
| Low national preparedness for emergencies and risk reduction. | 2 | 1 | 2 | 1 | 2 | 8 | 1.6 | 28 |
| Low public awareness on refugee related issues and mandate of Ghana Refugee Board | 1 | 1 | 3 | 1 | 2 | 8 | 1.6 | 28 |
| Limited revenue streams and over reliance on government subvention | 1 | 3 | 1 | 1 | 1 | 7 | 1.4 | 31 |
| High rates of un sentenced detainees | 1 | 1 | 2 | 1 | 2 | 7 | 1.4 | 31 |
| Inadequate cross-border surveillance systems | 2 | 1 | 1 | 1 | 1 | 6 | 1.2 | 33 |
| Inadequate fire hydrants | 2 | 1 | 1 | 1 | 1 | 6 | 1.2 | 33 |
| Low community and citizen involvement in public safety and DRR awareness | 1 | 1 | 1 | 1 | 2 | 6 | 1.2 | 33 |
| Complex cross-border procedure | 1 | 1 | 1 | 1 | 1 | 5 | 1 | 36 |

3.3 List of key priorities

1. High incidence of violence and crime
2. Transnational organised crime (Terrorism)
3. Weak Maritime Security
4. Increase incidence of flood
5. Limited technical capacity among key institutions responsible for flood management and emergency response
6. High incidence of fire outbreaks
7. Non-compliance of disaster risk reduction (DRR) laws
8. Increasing trend of irregular and precarious migration
9. Climate Change exacerbating disaster occurrence
10. Poor drainage systems and waste disposal practices
11. Weak social protection system for victims of disasters
12. Proliferation of illicit small arms and ammunition
13. Inefficient early warning systems
14. Inadequate community and citizen involvement in combatting illicit arms and gun violence
15. Persistent political and electoral violence
16. Gun violence including chieftaincy disputes, land Disputes, political, electoral and ethnic tensions
17. Ineffective generation and utilisation of small arms data
18. Inadequate infrastructure and poor living and working conditions across state security services
19. High illegal gambling operations
20. Limited knowledge in the design and construction of earthquake-resistant structures
21. High cross-border organized crime (narcotics and arms smuggling, human trafficking, money laundering, piracy, etc.)
22. High gambling addiction especially under age gambling
23. Unintegrated border management
24. Porous borders
25. Weaknesses in conflict resolution mechanisms
26. Police-citizen ratio below UN standards
27. Delay in payment for the execution of flood control works
28. Persistent overcrowding in prisons
29. Inadequate capacity to combat emerging crimes (e.g., cybercrime, cybersecurity terrorism, organized crime, etc.)
30. Low national preparedness for emergencies and risk reduction.

31. Low public awareness on refugee related issues and mandate of Ghana Refugee Board
32. Limited revenue streams and over reliance on government subvention
33. High rates of un sentenced detainees
34. Inadequate cross-border surveillance systems
35. Inadequate fire hydrants
36. Low community and citizen involvement in public safety and DRR awareness
37. Complex cross-border procedure

4.0 CHAPTER FOUR: DEVELOPMENT GOALS, OBJECTIVES AND STRATEGIES

4.1.0 Introduction

This chapter presents the strategic development goals, objectives, and strategies of the Ministry of the Interior (MINTER) for the 2026–2029 planning period. These were developed through a comprehensive situational analysis, institutional performance review, and identification of key development priorities across the Ministry and its agencies. The strategic direction is guided by the Medium-Term National Development Policy Framework (MTNDPF 2026–2029), the African Union’s Agenda 2063, and the 2030 Sustainable Development.

To ensure internal coherence, a Goal Compatibility Matrix was developed to examine interlinkages among the Ministry’s goals and objectives. This analytical tool facilitates the identification of synergies, minimizes potential conflicts, and strengthens coordination in the implementation of programmes and projects across all agencies under the Ministry.

4.2.0 Formulation of Development Goals, Objectives and Strategies linked to MTNDPF, 2026 to 2029

Table 8 outlines the Ministry’s development goals, objectives, and strategies and illustrates their alignment with the national objectives. The alignment ensures that MINTER’s sectoral interventions directly contribute to the achievement of national priorities on peace, security, good governance, and sustainable development.

The goals and objectives also form the foundation for the preparation of the programme of Action (POA) and subsequent Annual Action Plans (AAPs) for the Ministry and its agencies.

4.2.1 Assessment of Goals Compatibility

To ensure coherence and synergy among the development goals formulated for the 2026–2029 Medium-Term Development Plan (MTDP), a goal compatibility analysis was undertaken. This analysis assesses potential contradictions, overlaps, and mutually reinforcing relationships among the Ministry’s goal and objectives thereby promoting a more integrated and efficient approach to planning and implementation.

The Goal Compatibility Matrix serves as an analytical and visual tool to assess the degree of consistency and alignment between each pair of goals. In the matrix, the development goals are arranged both horizontally and

vertically, with their pairwise relationships evaluated using a rating scale (e.g., High, Medium, Low compatibility).

This methodological approach ensures that no goal is pursued in isolation or at the expense of another. It facilitates the integration of cross-cutting and emerging issues such as climate-security linkages, digital transformation, peacebuilding, and disaster risk reduction, while fostering a harmonized and coherent development trajectory across all agencies and departments under the Ministry of the Interior.

Table 6: Matrix on Development Goals, Objectives and Strategies

| Prioritised Issues | Goal | Objective | Aligned National Objective | Strategies | Development programme |
|--|--|--|--|---|--|
| Social Development | | | | | |
| <ul style="list-style-type: none"> • Porous borders, weak surveillance • Irregular migration, cross-border organized crime | Achieve internal security and public safety for national stability | Increase border surveillance and reduce illicit flows by 50% by 2029. | Promote trade facilitation, safe migration, and regional security cooperation. | <ul style="list-style-type: none"> • Construct and equip border posts • Deploy surveillance drones and sensors • Develop integrated border management information systems | Integrated Border Security and Migration Management programme. |
| <ul style="list-style-type: none"> • Political and electoral violence • Ethnic tensions • Weak conflict resolution mechanisms | | Reduce conflict incidence by 50% by 2029 | Strengthen peace, justice, and strong institutions | Expand community policing and intelligence-led operations | Peacebuilding and Conflict Resolution programme. |
| <ul style="list-style-type: none"> • Rising crime, gun violence, chieftaincy/land conflicts, insecurity, and youth violence • Frequent road accidents and fatalities | | Reduce incidence of crime by 60% by 2029 Reduce incidence of road fatalities by 50% by 2029 | Promote peaceful and inclusive communities and ensure public safety Ensure safety and discipline in transport and public spaces | <ul style="list-style-type: none"> - Establish crime-mapping systems - Train and equip security personnel - Enhance collaboration with communities and traditional leaders | Public Safety and Crime Reduction programme |

| Prioritised Issues | Goal | Objective | Aligned National Objective | Strategies | Development programme |
|--|--|--|---|---|---|
| | | | | <ul style="list-style-type: none"> - Enforce traffic regulations - Strengthen highway patrols Conduct road safety campaigns and simulations | |
| Economic Development | | | | | |
| <ul style="list-style-type: none"> • Low IGF • Non-payment for services • limited financial sustainability | Achieve internal security and public safety for national stability | Increase internally generated funds by 100% | Enhance resource mobilization and fiscal discipline | <ul style="list-style-type: none"> - Develop IGF revenue strategies - Strengthen financial monitoring and reporting systems - Establish PPPs for infrastructure development | Institutional Financial Sustainability programme. |
| Governance and Institutional Development | | | | | |
| <ul style="list-style-type: none"> • Inadequate security personnel and logistics, • Weak operational capacity | Achieve internal security and public safety for national stability | Increase staffing, equipment, and mobility by 50% across all security agencies by 2029 | Strengthen institutional capacity for effective public service delivery | <ul style="list-style-type: none"> - Recruit and train new officers - Supply logistics (vehicles, protective gear, ICT equipment) - Upgrade training facilities and welfare housing | Security Infrastructure and Capacity Enhancement programme. |
| <ul style="list-style-type: none"> • Weak coordination • Perceived corruption • Limited M&E • Poor asset maintenance • Low staff morale | | Improve M&E mechanisms in the sector by 2029 | Deepen public sector reforms and accountability | <ul style="list-style-type: none"> - Establish integrated performance M&E framework - Develop asset maintenance plans- Implement integrity and ethics training - Digitize internal reporting systems | Governance and Institutional Effectiveness programme |

| Prioritised Issues | Goal | Objective | Aligned National Objective | Strategies | Development programme |
|---|------|---|--|--|---|
| <ul style="list-style-type: none"> • Inadequate technical capacity • Low knowledge sharing among personnel and agencies • Low ICT integration | | Achieve 100% digitalization of all services of the Sector by 2029. | Build a knowledge-driven and technology-enabled public sector | <ul style="list-style-type: none"> - Digitize security and administrative databases - Create e-learning and knowledge management platforms - Conduct regular training on ICT and data use | Knowledge and ICT Innovation programme. |
| <ul style="list-style-type: none"> • Weak correctional and rehabilitation systems • Overcrowding in prison facilities • Poor reintegration of ex-convicts • high recidivism | | Improve living conditions of inmates in all prison facilities by 100% by 2029 | Promote access to justice and rehabilitation for inclusive development | <ul style="list-style-type: none"> - Expand and modernize prisons - Promote non-custodial sentencing - Introduce vocational and behavioural reform programmes - Improve staff working conditions | Correctional and Rehabilitation Services Development programme. |
| Cybercrime, terrorism, and extremism threats | | Reduce by 50% the threat of cybersecurity and terrorism by 2029 | Strengthen national defence and internal security to combat emerging threats | <ul style="list-style-type: none"> - Establish cybercrime investigation units - Strengthen inter-agency intelligence collaboration - Conduct national simulation exercises- Train staff on cyber and counterterrorism | Cybersecurity and Counter-Terrorism programme. |
| | | | | | |

| Prioritised Issues | Goal | Objective | Aligned National Objective | Strategies | Development programme |
|--|--|---|---|--|---|
| Environment and Human settlement Development | | | | | |
| <ul style="list-style-type: none"> Increased floods poor waste disposal poor early warning systems High incidence of fire outbreaks inadequate fire personnel poor fire safety awareness | Achieve internal security and public safety for national stability | <p>Increase the national disaster preparedness and response by 50% by 2029</p> <p>Reduce the frequency and impact of fire outbreaks and increase emergency response from 12 mins. to 5 mins. by 2029.</p> | <ul style="list-style-type: none"> Strengthen climate adaptation, resilience, and disaster risk management Promote safety and resilience in human settlements | <ul style="list-style-type: none"> Modernize NADMO early warning systems Conduct public sensitization on disaster prevention- Enforce building and planning codes Restore natural drainage channels Expand fire stations and recruit personnel Conduct public fire safety education Enforce fire safety standards in buildings and markets | Disaster Risk Reduction and Emergency Response programme. |
| International Relations | | | | | |
| <ul style="list-style-type: none"> Refugee management challenges low public awareness inadequate integration of refugees | Achieve internal security and public safety for national stability | Reduce unregistered refugees and camps by 80% by 2029 | Strengthen international cooperation on migration and humanitarian response | <ul style="list-style-type: none"> Conduct refugee rights awareness Facilitate social and economic integration Improve coordination with UNHCR and NADMO | Refugee and Migration Management programme |

Table 7: Goal Compatibility Matrix

| No. | Goal | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 |
|-----|--|---|---|---|---|---|---|---|---|---|----|----|----|----|
| 1 | Attain internal security and public safety | — | H | H | M | H | H | H | M | H | H | H | H | M |
| 2 | Improve road safety and emergency response systems | | — | M | M | M | M | M | M | M | H | H | M | L |
| 3 | Improve correctional and rehabilitation systems | | | — | M | H | M | M | M | M | M | M | M | H |
| 4 | Improve financial sustainability of the Ministry and its agencies | | | | — | M | M | H | M | M | M | M | M | M |
| 5 | Promote peace, unity, and social cohesion | | | | | — | M | H | M | M | M | M | H | M |
| 6 | Improve operational readiness of security institutions | | | | | | — | H | M | H | H | H | H | M |
| 7 | Strengthen governance, accountability, and institutional coordination | | | | | | | — | H | H | M | M | H | M |
| 8 | Strengthen knowledge management and ICT-driven operations | | | | | | | | — | M | M | M | H | M |
| 9 | Strengthen border security and migration management | | | | | | | | | — | M | M | H | M |
| 10 | Enhance national disaster preparedness and response | | | | | | | | | | — | H | H | M |
| 11 | Strengthen national fire prevention and rescue readiness | | | | | | | | | | | — | H | M |
| 12 | Safeguard national security against emerging threats | | | | | | | | | | | | — | M |
| 13 | Promote humane and inclusive management of refugees and asylum seekers | | | | | | | | | | | | | — |

Per the consistency level, goals 2 to 13 are consistent with the sectoral goal of attaining internal security and public safety.

Summary of Observations

- **High consistency (H) means the goals are aligned and reinforce each other**
 - i. Exists among *internal security, operational readiness, border management, and national security* goals the core operational priorities.
 - ii. Governance, financial sustainability, and ICT goals strongly reinforce implementation efficiency across the Ministry.
 - iii. Peace and social cohesion goals align with security and correctional priorities.
- **Medium consistency (M): means the goals are aligned but do not reinforce each other**
 - Notable between enabling and support functions (e.g., finance, ICT) and thematic operations (e.g., road safety, disaster management).
- **Low consistency (L): means the goals are not aligned and do not reinforce each other**
 - Few direct linkages, such as between *road safety* and *refugee management*, which operate under distinct functional areas.

4.3 Integration of Spatial Plans

The Ministry of the Interior will liaise with Land Use and Spatial Planning Authority (LUSPA) for development of spatial plans where and when necessary

5.0 CHAPTER FIVE: COMPOSITE DEVELOPMENT PROGRAMMES

5.1 Introduction

This chapter focuses on assumption and methodologies used for costing the development programmes for the plan period, with the indicative cost programme status and the implementing institution. The chapter also presents programme financing matrix and revenue generation measures.

Costing of Development programmes

The estimated costs for implementing the Composite Development programmes over the medium term will include both new and ongoing projects. The Programme Costing is guided by:

1. Public Procurement Authority's Average Price Database for common user items
2. Market surveys to determine realistic prices for goods and services
3. Unit Cost of Infrastructure Estimator Tool from the PPA for construction works
4. Scale of Fees from the Ministry of Works and Housing for consultancy services
5. Supplier quotations for technical services such as janitorial and maintenance works

Each development programme will be accompanied by a cost breakdown including:

1. Medium-term cost estimates
2. Lifetime and total cost for capital projects
3. Assumptions and costing methodologies

The detailed costing framework and project-specific budgets are captured in Table 10 which links each programme to its corresponding objectives, strategies.

5.2 Programme of Action

The Programme of Action outlines the key strategic interventions, programmes to be implemented by the Ministry of the Interior and its agencies over the 2026–2029 planning period. It translates the Ministry’s goals, objectives, and strategies into programmes to respond to the key issues identified. The Programme of Action also serves as the operational framework for resource allocation.

Table 9: Programme of Action (2026-2029)

| Development programme | TIME FRAME | | | | COST | | | | | Programme Status | | Implementing Institutions | |
|--|------------|------|------|------|----------------|---------------|-------|---------------|--------|------------------|---------|---------------------------|---------------|
| | 2026 | 2027 | 2028 | 2029 | GOG | IGF | DAC F | DP | Others | New | Ongoing | Lead | Collaborating |
| Knowledge and ICT Innovation programme | | | | | 168,000,000.00 | 90,000,000.00 | | 0.00 | | | | MINTE R | All Agencies |
| Cybersecurity and Counter-Terrorism programme. | | | | | 150,000,000.00 | 95,000,000.00 | | 15,000,000.00 | | | | MINTE R | All Agencies |

| Development programme | TIME FRAME | | | | COST | | | | | Programme Status | | Implementing Institutions | |
|---|------------|------|------|------|----------------|----------------|-------|---------------|--------|------------------|---------|---------------------------|---------------|
| | 2026 | 2027 | 2028 | 2029 | GOG | IGF | DAC F | DP | Others | New | Ongoing | Lead | Collaborating |
| Security Infrastructure and Capacity Enhancement programme. | | | | | 560,000,000.00 | 285,000,000.00 | | 30,000,000.00 | | | | MINTE R | All Agencies |
| Disaster Risk Reduction and Emergency Response programme | | | | | 951,000,000.00 | 510,000,000.00 | | 19,000,000.00 | | | | MINTE R | All Agencies |
| Correctional and Rehabilitation Services Development | | | | | 364,000,000.00 | 210,000,000.00 | | | | | | MINTE R | All Agencies |

| Development programme | TIME FRAME | | | | COST | | | | | Programme Status | | Implementing Institutions | |
|--|------------|------|------|------|----------------|----------------|-------|---------------|--------|------------------|---------|---------------------------|---------------|
| | 2026 | 2027 | 2028 | 2029 | GOG | IGF | DAC F | DP | Others | New | Ongoing | Lead | Collaborating |
| t programme | | | | | | | | | | | | | |
| Integrated Border Security and Migration Management programme. | | | | | 84,000,000.00 | 60,000,000.00 | | | | | | MINTE R | All Agencies |
| Refugee and Migration Management programme | | | | | 112,000,000.00 | 75,000,000.00 | | 10,000,000.00 | | | | MINTE R | All Agencies |
| Institutional Financial Sustainability programme. | | | | | 280,000,000.00 | 135,000,000.00 | | | | | | MINTE R | All Agencies |

| Development programme | TIME FRAME | | | | COST | | | | | Programme Status | | Implementing Institutions | |
|--|------------|------|------|------|-------------------------|-------------------------|-------|----------------------|--------|------------------|---------|---------------------------|---------------|
| | 2026 | 2027 | 2028 | 2029 | GOG | IGF | DAC F | DP | Others | New | Ongoing | Lead | Collaborating |
| Governance and Institutional Effectiveness programme | | | | | 140,000,000.00 | 45,000,000.00 | | 11,000,000.00 | | | | MINTE R | All Agencies |
| Public Safety and Crime Reduction programme | | | | | 5,000,000.00 | 1,000,000.00 | | | | | | MINTE R | All Agencies |
| Peacebuilding and Conflict Resolution programme. | | | | | 2,000,000.00 | 1,000,000.00 | | | | | | MINTE R | All Agencies |
| Total | | | | | 3,510,000,000.00 | 1,500,700,000.00 | | 95,000,000.00 | | | | | |

5.3 Programme Financing

The programme financing table presents the estimated cost of implementing the development programmes and activities during the 2026-2029 period of the plan. It outlines the funding requirements, potential sources, and financing gaps to support the effective delivery of planned interventions. The table aggregates projected costs across thematic areas, indicating contributions from the Government of Ghana (GoG), Internally Generated Funds (IGF), Development Partners (DPs), the Private Sector, and other stakeholders. This financing framework serves as a guide for resource mobilization and allocation, ensuring transparency and accountability in the use of funds.

The budgetary allocation to development programmes is a crucial component of plan preparation, ensuring that resources are effectively utilized to achieve socio-economic objectives. This analysis assesses the socio-economic implications of the budgetary allocation for the four-year programme of Action.

Table 10: Development Programme Financing

| Development Programme | Programme Cost (A) | Expected Revenue and Sources of Funding | | | | | | | Total (B) | Gap (C) (B-A) |
|---|--------------------|---|----------|-----------------|----------------|----------|-----|---------------|------------------|------------------|
| | | GOG | DA CF | DAC F RFG | IGF | ABF A | DPs | Others | | |
| Knowledge and ICT Innovation programme | 258,000,000.00 | 80,000,000.00 | | | 10,000,000.00 | | | | 90,000,000.00 | 168,000,000.00 |
| Cybersecurity and Counter-Terrorism programme. | 260,000,000.00 | 97,000,000.00 | | | 53,000,000.00 | | | | 150,000,000.00 | 110,000,000.00 |
| Security Infrastructure and Capacity Enhancement programme. | 875,000,000.00 | 380,000,000.00 | | | 185,000,000.00 | | | 20,000,000.00 | 585,000,000.00 | 290,000,000.00 |
| Disaster Risk Reduction and Emergency Response programme | 1,480,000,000.00 | 549,000,000.00 | | | 448,000,000.00 | | | 17,000,000.00 | 1,014,000,000.00 | 466,000,000.00 |

| Development Programme | Programme Cost (A) | Expected Revenue and Sources of Funding | | | | | | | Total (B) | Gap (C) (B-A) |
|--|--------------------|---|----------|-----------------|----------------|----------|---------------|--------------|----------------|------------------|
| | | GOG | DA CF | DAC F RFG | IGF | ABF A | DPs | Others | | |
| Correctional and Rehabilitation Services Development programme | 574,000,000.00 | 250,000,000.00 | | | 190,000,000.00 | | | | 440,000,000.00 | 134,000,000.00 |
| Integrated Border Security and Migration Management programme | 154,000,000.00 | 50,000,000.00 | | | 45,000,000.00 | | 10,000,000.00 | | 105,000,000.00 | 49,000,000.00 |
| Refugee and Migration Management programme | 197,000,000.00 | 90,000,000.00 | | | 50,000,000.00 | | | 8,000,000.00 | 148,000,000.00 | 49,000,000.00 |
| Institutional Financial Sustainability | 415,000,000.00 | 210,000,000.00 | | | 110,000,000.00 | | | | 320,000,000.00 | 95,000,000.00 |

| Development Programme | Programme Cost (A) | Expected Revenue and Sources of Funding | | | | | | Total (B) | Gap (C) (B-A) | |
|--|-------------------------|---|-------|-----------|-------------------------|-------|----------------------|----------------------|-------------------------|-------------------------|
| | | GOG | DA CF | DAC F RFG | IGF | ABF A | DPs | | | Others |
| Governance and Institutional Effectiveness programme | 196,000,000.00 | 105,000,000.00 | | | 30,000,000.00 | | | 9,000,000.00 | 144,000,000.00 | 52,000,000.00 |
| Public Safety and Crime Reduction programme | 6,000,000.00 | 4,000,000.00 | | | 1,000,000.00 | | | | 5,000,000.00 | 1,000,000.00 |
| Peacebuilding and Conflict Resolution programme. | 3,000,000.00 | 1,000,000.00 | | | 1,000,000.00 | | | | 2,000,000.00 | 1,000,000.00 |
| Total | 4,418,000,000.00 | 1,816,000,000.00 | | | 1,123,000,000.00 | | 10,000,000.00 | 95,000,000.00 | 3,016,000,000.00 | 1,402,000,000.00 |

5.4 Revenue Generation Measures

The Ministry's programmes and projects are expected to be financed through a mix of funding sources broadly categorized into three: government budgetary allocations, support from development partners and NGOs, and internally generated funds (IGF). Specifically, funding will be mobilized from the following:

1. Government of Ghana (GoG) budget allocations through the Medium-Term Expenditure Framework (MTEF), guided by programme -Based Budgeting (PBB)
2. Bilateral and multilateral arrangements between GoG and Development Partners targeted at sector-specific interventions.
3. Donor-Specific Initiatives support
4. Contributions from Non-Governmental Organizations, primarily in the form of technical or in-kind support
5. Internally Generated Funds (IGF)

Revenue Mobilization Strategy to finance the gap

To enhance resource availability and sustainability to finance the finance gap of GHS 1,402,000,000.00 in the medium term, the Ministry intends to:

1. Strengthen engagement with Development Partners to secure grants, technical assistance, and bilateral loan agreements.
2. Build the capacity of staff on proposal writing to source funding from other sources.
3. Modernize IGF collection through digitization and automated revenue tracking tools
4. Enhance coordination with MoF and Parliament to advocate for increased budgetary support
5. Establish structured partnerships with traditional authorities and community stakeholders for local resource mobilization
6. Improve budgeting and financial controls through programme -based budgeting and performance tracking.

5.5 Strategic Environmental Assessment (SEA)

Strategic Environmental Assessment (SEA) was conducted to ensure that the Ministry of the Interior's composite programmes for 2026-2029 are environmentally sustainable, socially inclusive, economically viable, and institutionally sound. The analysis sought to balance social, economic, environmental and governance factors in programme design and implementation of the sector ensuring the sector's policies and programmes

advance sustainable development, strengthen community resilience, and align to the Sustainable Development Goals (SDGs), Nationally Determined Contributions (NDCs), and the Paris Agreement.

Methodology

The analysis adopted EPA’s recommended five-step approach:

1. Programme Description: Each of the 13 composite programmes was reviewed for scale, scope, and expected outcomes.
2. Classification: programmes were categorized as primarily *social*, *economic*, *environmental*, or *combined*.
3. Indicator Identification: Key indicators were developed to track progress (crime rates, disaster losses, energy use, etc.).
4. Performance Assessment: Each programme was scored (0–5) for Social, Economic, Environmental/Natural Resource, and Governance performance.
5. Summary and Recommendations: Results were synthesized and mitigation and enhancement measures proposed.

SEA scoring legend:

| Colour | Score | Effect on objective | Effect on sustainability |
|--------|-------|---|---|
| | 5 | Strong net <i>positive</i> contribution to sustainability objective | supports strongly |
| | 4 | Net <i>positive</i> contribution | supports). |
| | 3 | both positive and negative effects | no clear net gain |
| | 2 | Net <i>minor negative</i> effects | can be managed by mitigation |
| | 1 | Net <i>negative</i> effects | significant adverse impacts unless redesigned |
| | 0 | Strong net <i>negative</i> | programme conflicts with sustainability aim |

Table 11: Quick numeric SEA matrix

| Programme Number | Programme | Social | Economic | Natural / Environmental | Governance |
|------------------|--|------------|------------|-------------------------|------------|
| 1 | Public Safety and Crime Reduction | | | | |
| 2 | Peacebuilding and Conflict Resolution | | | | |
| 3 | Security Infrastructure and Capacity | | | | |
| 4 | Fire Prevention and Rescue | | | | |
| 5 | Road and Public Safety | | | | |
| 6 | Cybersecurity and Counter-Terrorism | | | | |
| 7 | Integrated Border and Migration Mgmt. | | | | |
| 8 | Correctional and Rehabilitation | | | | |
| 9 | Refugee and Migration Management | | | | |
| 10 | Disaster Risk Reduction and Emergency Response | | | | |
| 11 | Governance and Institutional Effectiveness | | | | |
| 12 | Financial Sustainability and PPP | | | | |
| 13 | Knowledge and ICT Innovation | | | | |
| | Average Score | 4.7 | 4.2 | 3.2 | 4.7 |

Table 12 Overall Findings

| Sustainability Dimension | Average Score (0–5) | Summary of Performance |
|--------------------------|---------------------|---|
| Social | 4.7 | Strong social benefits across all programmes safety, inclusion, protection of lives and property. |

| Sustainability Dimension | Average Score (0–5) | Summary of Performance |
|--|---------------------|---|
| Economic | 4.2 | Positive contribution through job creation, improved trade security, and institutional efficiency. |
| Environmental/Natural Resources | 3.2 | Moderate performance – infrastructure projects and logistics expansion require mitigation to manage emissions, waste, and land impacts. |
| Governance/Institutional | 4.7 | Significant gains in institutional capacity, accountability, and inter-agency coordination. |

The Ministry’s portfolio of programmes is highly compatible with sustainable development principles, with no programme presenting irreversible environmental or social risks. However, sustainability outcomes depend on integrating safeguards and effective monitoring during implementation. The outcomes of the assessment have therefore been integrated in the implementation framework, these include ensuring that environmental considerations, data protection and human rights, increased community participation are mainstreamed across all programme areas. This is to strengthen the sector’s commitment to responsible development whilst improving the credibility and resilience of the plan. By aligning sectoral interventions with sustainability principles, the sector is positioned to deliver environmentally sound, socially inclusive, and economically viable transformative results.

A supplementary risk analysis was carried out for the plan’s implementation, and mitigation measures were proposed to address the risks identified. The analysis concludes that the greatest threat to successful implementation is ICT and Surveillance, and Privacy and Data Protection which has the potential for higher operational cost and public mistrust and human rights complaints. (see Table 13).

Table 13: Key Risks and Challenges

| Risk Area | Description | Potential Impact | Recommended Response |
|------------------------------------|--|---|--|
| Infrastructure Construction | Barracks, border posts, training centres may affect land use and natural habitats. | Localized soil erosion, waste, energy demand. | Apply EPA environmental screening and site-specific EIA; adopt green building standards. |

| Risk Area | Description | Potential Impact | Recommended Response |
|--|---|---|--|
| ICT and Surveillance Energy Use | Data centres, CCTV and digital systems raise energy demand. | Higher operational emissions and cost. | Use energy-efficient equipment, renewable backup systems. |
| Privacy and Data Protection | Expansion of cyber and surveillance operations. | Public mistrust, human rights complaints. | Enforce Data Protection Act, transparent oversight mechanisms. |
| PPP Implementation | Private projects may overlook safeguards. | Social/environmental non-compliance. | Integrate EPA guidelines and environmental clauses in PPP contracts. |
| Refugee and Camp Management | Poor sanitation and drainage in camps. | Health and environmental degradation. | Plan with EPA and District Assemblies; regular environmental audits. |

6.0 CHAPTER SIX: ANNUAL ACTION PLAN

6.1 Introduction

Chapter Six formulates the Annual Action Plans (AAPs) which consists of projects formulated to implement the development programmes outlined in Chapter Five in the medium term. These comprises of new or ongoing projects fashioned out to improve the internal security of the country and forms the basis of the annual budget every year.

The AAP constitutes a detailed outline of projects or interventions, their locations, the timeframe for the execution of the projects, estimated costs, status of the project as well as the implementing institutions.

6.2 Annual Action Plan for 2026

Table 14: Annual Action Plan for 2026

| S/ N | Project | Location | Time Frame | | | | Cost | | | | Project Status | | Implementing Agency | |
|---|--|------------|------------|--------|--------|--------|----------------|----------|---------------|---------------------|----------------|---------|---------------------|---------------|
| | | | 2026 | | | | GoG | DAF C | IGF | Others (Specify) | New | Ongoing | Lead | Collaborating |
| | | | Q 1 | Q 2 | Q 3 | Q 4 | | | | | | | | |
| Objective: Achieve 100% digitalization of all services of the Sector by 2029 | | | | | | | | | | | | | | |
| Programme: Knowledge and ICT Innovation | | | | | | | | | | | | | | |
| 1 | Create a digital map indicating distribution of Security personnel stations/posts nationwide | Nationwide | X | X | X | X | 112,000,000.00 | | 60,000,000.00 | | | X | MINTE R | All Agencies |
| 2 | Digitize all security agency databases | Nationwide | X | X | X | X | 56,000,000.00 | | 30,000,000.00 | | | X | MINTE R | All Agencies |
| Objective: Reduce by 50% the threat of cybersecurity and terrorism by 2029 | | | | | | | | | | | | | | |

| S/ N | Project | Location | Time Frame | | | | Cost | | | | Project Status | | Implementing Agency | |
|---|--|------------|------------|--------|--------|--------|---------------|----------|---------------|---------------------|----------------|---------|---------------------|---------------|
| | | | 2026 | | | | GoG | DAF C | IGF | Others (Specify) | New | Ongoing | Lead | Collaborating |
| | | | Q 1 | Q 2 | Q 3 | Q 4 | | | | | | | | |
| Programme: Cybersecurity and Counter-Terrorism. | | | | | | | | | | | | | | |
| 3 | Establish and train a Cybercrime Investigation Unit in all regions | Nationwide | X | X | X | X | 56,000,000.00 | | 45,000,000.00 | | | X | MINTE R | Police |
| 4 | Partner with NCA and ISPs to strengthen online surveillance | Nationwide | X | X | X | X | 84,000,000.00 | | 45,000,000.00 | | | X | MINTE R | Police |
| Objective: Increase staffing, equipment, and mobility by 50% across all security agencies by 2029. | | | | | | | | | | | | | | |
| Programme: Security Infrastructure and Capacity Enhancement. | | | | | | | | | | | | | | |
| 5 | Recruit and train Security | Accra | X | X | X | X | 84,000,000.00 | | 75,000,000.00 | | | X | MINTE R | All Agencies |

| S/ N | Project | Location | Time Frame | | | | Cost | | | | Project Status | | Implementing Agency | |
|---------|--|---------------------|------------|--------|--------|--------|----------------|----------|----------------|---------------------|----------------|-------------|---------------------|-------------------|
| | | | 2026 | | | | GoG | DAF C | IGF | Others (Specify) | Ne w | Ongo ing | Lead | Collaborat ing |
| | | | Q 1 | Q 2 | Q 3 | Q 4 | | | | | | | | |
| | personnel for the Sector | | | | | | | | | | | | | |
| 6 | Construct and rehabilitate barracks, fire stations, and border posts | Ministries Accra | X | X | X | X | 140,000,000.00 | | 120,000,000.00 | 5,000,000.00 | | X | MINTE R | All Agencies |
| 7 | Procure, maintain and equip vehicles, motors and surveillance Van | Accra | X | X | X | X | 224,000,000.00 | | 45,000,000.00 | 15,000,000.00 | | X | MINTE R | All Agencies |
| 8 | Procure uniform, accoutrements and PPEs | Nationwid e | X | X | X | X | 84,000,000.00 | | 15,000,000.00 | | | X | MINTE R | All Agencies |

| S/ N | Project | Location | Time Frame | | | | Cost | | | | Project Status | | Implementing Agency | |
|--|---|------------|------------|--------|--------|--------|---------------|----------|---------------|---------------------|----------------|---------|---------------------|-----------------------------|
| | | | 2026 | | | | GoG | DAF C | IGF | Others (Specify) | New | Ongoing | Lead | Collaborating |
| | | | Q 1 | Q 2 | Q 3 | Q 4 | | | | | | | | |
| 9 | Construct and Rehabilitate existing office and residential accommodations | Nationwide | X | X | X | X | 28,000,000.00 | | 30,000,000.00 | 10,000,000.00 | | X | MINTE R | All Agencies |
| Objective: Reduce the frequency and impact of fire outbreaks and increase emergency response from 12 minutes to 5 minutes by 2029 | | | | | | | | | | | | | | |
| Programme : Disaster Risk Reduction and Emergency Response | | | | | | | | | | | | | | |
| 10 | Launch anti-bush fire campaign, gaming activities, peace campaign etc.) | Nationwide | X | X | X | X | 56,000,000.00 | | 75,000,000.00 | | | X | MINTE R | Ghana National Fire Service |

| S/ N | Project | Location | Time Frame | | | | Cost | | | | Project Status | | Implementing Agency | |
|---------|--|------------|------------|--------|--------|--------|----------------|----------|---------------|---------------------|----------------|-------------|---------------------|-------------------|
| | | | 2026 | | | | GoG | DAF C | IGF | Others (Specify) | Ne w | Ongo ing | Lead | Collaboratin g |
| | | | Q 1 | Q 2 | Q 3 | Q 4 | | | | | | | | |
| 11 | Sensitizations, Seminars and conferences on various activities on the Sector | Nationwide | X | X | X | X | 140,000,000.00 | | 60,000,000.00 | 2,000,000.00 | | X | MINTE R | All Agencies |
| 12 | DRR capacity building for staff at all levels | Accra | X | X | X | X | 112,000,000.00 | | 15,000,000.00 | 1,000,000.00 | | X | MINTE R | NADMO |
| 13 | Reactivate, train and equip disaster volunteer groups (DVGs) in communities | Nationwide | X | X | X | X | 28,000,000.00 | | 90,000,000.00 | 1,000,000.00 | | X | MINTE R | NADMO |

| S/ N | Project | Location | Time Frame | | | | Cost | | | | Project Status | | Implementing Agency | |
|---------|---|------------------|------------|--------|--------|--------|----------------|----------|----------------|---------------------|----------------|---------|---------------------|------------------|
| | | | 2026 | | | | GoG | DAF C | IGF | Others (Specify) | New | Ongoing | Lead | Collaborating |
| | | | Q 1 | Q 2 | Q 3 | Q 4 | | | | | | | | |
| 14 | Partnerships with research institutions | Nationwide | X | X | X | X | 168,000,000.00 | | 75,000,000.00 | 5,000,000.00 | | X | MINTE R | Peace Council |
| 15 | Simulation on Early warning systems | Accra, Kumasi | X | X | X | X | 140,000,000.00 | | 60,000,000.00 | | | X | MINTE R | All Agencies |
| 16 | Climate financing for small-holder farmers in the agriculture sector | Nationwide | X | X | X | X | 112,000,000.00 | | 105,000,000.00 | | | X | MINTE R | NADMO |
| 17 | Stockpile (food and non-food items) relief items for disaster victims | Nationwide | X | X | X | X | 196,000,000.00 | | 30,000,000.00 | 10,000,000.00 | | X | MINTE R | NADMO |

| S/ N | Project | Location | Time Frame | | | | Cost | | | | Project Status | | Implementing Agency | |
|---|--|------------|------------|--------|--------|--------|----------------|----------|---------------|---------------------|----------------|---------|---------------------|---------------------------|
| | | | 2026 | | | | GoG | DAF C | IGF | Others (Specify) | New | Ongoing | Lead | Collaborating |
| | | | Q 1 | Q 2 | Q 3 | Q 4 | | | | | | | | |
| Objective: Improve living conditions of inmates in all prison facilities by 100% by 2029 | | | | | | | | | | | | | | |
| Programme : Correctional and Rehabilitation Services Development | | | | | | | | | | | | | | |
| 18 | Supply of food items for inmates feeding (ration) | Nsawam | X | X | X | X | 56,000,000.00 | | 75,000,000.00 | | | X | MINTE R | Ghana Prisons Service |
| 19 | Enrol inmates on National Health Insurance Scheme | Prisons | X | X | X | X | 140,000,000.00 | | 90,000,000.00 | | | X | MINTE R | Ghana Immigration Service |
| 20 | Establishment of irrigation facilities and procure machinery | Nationwide | X | X | X | X | 168,000,000.00 | | 45,000,000.00 | | | X | MINTE R | All Agencies |

| S/ N | Project | Location | Time Frame | | | | Cost | | | | Project Status | | Implementing Agency | |
|--|---|------------|------------|--------|--------|--------|----------------|----------|---------------|---------------------|----------------|---------|---------------------|---------------------------|
| | | | 2026 | | | | GoG | DAF C | IGF | Others (Specify) | New | Ongoing | Lead | Collaborating |
| | | | Q 1 | Q 2 | Q 3 | Q 4 | | | | | | | | |
| | Ghana Prison Service | | | | | | | | | | | | | |
| Objective: Increase border surveillance and reduce illicit flows by 50% by 2029 | | | | | | | | | | | | | | |
| Programme: Integrated Border Security and Migration Management. | | | | | | | | | | | | | | |
| 21 | Operationalise the Maritime and Coast Guard Unit (MCGU) | Nationwide | X | X | X | X | 84,000,000.00 | | 60,000,000.00 | 10,000,000.00 | | X | MINTE R | Ghana Immigration Service |
| Objective: Reduce unregistered refugees and camps by 80% by 2029 | | | | | | | | | | | | | | |
| Programme: Refugee and Migration Management | | | | | | | | | | | | | | |
| 22 | Registration of refugees and asylum seekers | Nationwide | X | X | X | X | 100,000,000.00 | | 70,000,000.00 | 8,000,000.00 | | X | MINTE R | Ghana Refugee Board |

| S/ N | Project | Location | Time Frame | | | | Cost | | | | Project Status | | Implementing Agency | |
|---|--|------------|------------|--------|--------|--------|----------------|----------|---------------|---------------------|----------------|---------|---------------------|---------------------------|
| | | | 2026 | | | | GoG | DAF C | IGF | Others (Specify) | New | Ongoing | Lead | Collaborating |
| | | | Q 1 | Q 2 | Q 3 | Q 4 | | | | | | | | |
| 23 | Mapping and registration of refugee camps | Nationwide | | | | | 12,000,000.00 | | 5,000,000.00 | 2,000,000.00 | | X | MINTE R | Ghana Refugee Board |
| Objective: Increase internally generated funds by 100% | | | | | | | | | | | | | | |
| Programme: Institutional Financial Sustainability | | | | | | | | | | | | | | |
| 24 | Enhance IGF generation and retention by the Sector | Nationwide | X | X | X | X | 140,000,000.00 | | 30,000,000.00 | | | X | MINTE R | All Agencies |
| 25 | Enhance the payment of services by government Institutions | Nationwide | X | X | X | X | 56,000,000.00 | | 45,000,000.00 | | | X | MINTE R | All Agencies |
| 26 | Engage the services of private partner | Nationwide | X | X | X | X | 84,000,000.00 | | 60,000,000.00 | | | X | MINTE R | All Agencies |

| S/ N | Project | Location | Time Frame | | | | Cost | | | | Project Status | | Implementing Agency | |
|--|--|---------------------|------------|--------|--------|--------|----------------|----------|---------------|---------------------|----------------|---------|---------------------|---------------|
| | | | 2026 | | | | GoG | DAF C | IGF | Others (Specify) | New | Ongoing | Lead | Collaborating |
| | | | Q 1 | Q 2 | Q 3 | Q 4 | | | | | | | | |
| | to enhance revenue generation for the sector | | | | | | | | | | | | | |
| Objective: Improve M&E mechanisms in the sector by 2029 | | | | | | | | | | | | | | |
| Programme: Governance and Institutional Effectiveness | | | | | | | | | | | | | | |
| 27 | Develop joint training manuals across all agencies | Ministries Accra | X | X | X | X | 112,000,000.00 | | 15,000,000.00 | 5,000,000.00 | | X | MINTE R | All Agencies |
| 28 | Conduct Monitoring and Evaluations on various activities of the Sector | Nationwide | X | X | X | X | 20,000,000.00 | | 20,000,000.00 | 3,000,000.00 | | X | MINTE R | All Agencies |

| S/ N | Project | Location | Time Frame | | | | Cost | | | | Project Status | | Implementing Agency | |
|--|---------------------------------|------------|------------|--------|--------|--------|--------------|----------|---------------|---------------------|----------------|---------|---------------------|---------------|
| | | | 2026 | | | | GoG | DAF C | IGF | Others (Specify) | New | Ongoing | Lead | Collaborating |
| | | | Q 1 | Q 2 | Q 3 | Q 4 | | | | | | | | |
| 29 | Train staff on data management | Nationwide | X | X | X | X | 8,000,000.00 | | 10,000,000.00 | 3,000,000.00 | | X | MINTE R | All Agencies |
| Objective: Reduce road fatalities by 50% by 2029 | | | | | | | | | | | | | | |
| Programme: Public Safety and Crime Reduction | | | | | | | | | | | | | | |
| 30 | Streetlighting (including CCTV) | Nationwide | X | X | X | X | 4,600,000.00 | | 3,400,000.00 | | | X | MINTE R | All Agencies |
| Objective: Reduce incidence of crime by 60% by 2029 | | | | | | | | | | | | | | |
| Programme: Public Safety and Crime Reduction | | | | | | | | | | | | | | |
| 31 | Police visibility | Nationwide | X | X | X | X | 5,000,000.00 | | 5,000,000.00 | | | X | MINTE R | All Agencies |
| 32 | Public Education | Nationwide | X | X | X | X | 3,000,000.00 | | 2,000,000.00 | | | X | MINTE R | All Agencies |
| Objective: Reduce conflict incidence by 50% by 2029 | | | | | | | | | | | | | | |

| S/ N | Project | Location | Time Frame | | | | Cost | | | | Project Status | | Implementing Agency | |
|---|---|------------|------------|--------|--------|--------|--------------|----------|--------------|---------------------|----------------|---------|---------------------|---------------|
| | | | 2026 | | | | GoG | DAF C | IGF | Others (Specify) | New | Ongoing | Lead | Collaborating |
| | | | Q 1 | Q 2 | Q 3 | Q 4 | | | | | | | | |
| programme: Peacebuilding and Conflict Resolution | | | | | | | | | | | | | | |
| 33 | Strengthen the National Peace Council's mediation units | Nationwide | X | X | X | X | 2,000,000.00 | | 1,000,000.00 | | | X | MINTE R | All Agencies |

6.3 Annual Action Plan for 2027

Table15: Annual Action Plan for 2027

| S/N | Project | Location | Time Frame | | | | Cost | | | | Project Status | | Implementing Agency | |
|--|---|------------|------------|----|----|----|---------------|------|---------------|------------------|----------------|---------|---------------------|---------------|
| | | | 2027 | | | | GoG | DAFC | IGF/ | Others (Specify) | New | Ongoing | Lead | Collaborating |
| | | | Q1 | Q2 | Q3 | Q4 | | | | | | | | |
| Objective: Achieve 100% digitalization of all services of the Sector by 2029 | | | | | | | | | | | | | | |
| Programme : Knowledge and ICT Innovation | | | | | | | | | | | | | | |
| 1 | Build capacity in AI | Nationwide | X | X | X | X | 20,000,000.00 | | 20,000,000.00 | | | X | MINTER | All Agencies |
| Objective: Reduce by 50% the threat of cybersecurity and terrorism by 2029 | | | | | | | | | | | | | | |
| Programme: Cybersecurity and Counter-Terrorism | | | | | | | | | | | | | | |
| 2 | Strengthen border and intelligence collaboration with neighboring countries | Nationwide | X | X | X | X | 84,000,000.00 | | 45,000,000.00 | | | X | MINTER | Police |
| Objective: Increase staffing, equipment, and mobility by 50% across all security agencies by 2029 | | | | | | | | | | | | | | |
| Programme: Security Infrastructure and Capacity Enhancement | | | | | | | | | | | | | | |
| 3 | Recruit and train Security personnel for the Sector | Accra | X | X | X | X | 84,000,000.00 | | 75,000,000.00 | | | X | MINTER | All Agencies |

| S/N | Project | Location | Time Frame | | | | Cost | | | | Project Status | | Implementing Agency | |
|--|--|------------|------------|----|----|----|----------------|------|----------------|------------------|----------------|---------|---------------------|-----------------------------|
| | | | 2027 | | | | GoG | DAFC | IGF/ | Others (Specify) | New | Ongoing | Lead | Collaborating |
| | | | Q1 | Q2 | Q3 | Q4 | | | | | | | | |
| 4 | Review existing legislations and other Development Plans | Accra | X | X | X | X | 140,000,000.00 | | 120,000,000.00 | 5,000,000.00 | | X | MINTER | All Agencies |
| 5 | Procure vehicles, communication gadgets, and rescue equipment | Accra | X | X | X | X | 224,000,000.00 | | 45,000,000.00 | 15,000,000.00 | | X | MINTER | All Agencies |
| 6 | Develop an annual maintenance and asset replacement schedule | Nationwide | X | X | X | X | 84,000,000.00 | | 15,000,000.00 | | | X | MINTER | All Agencies |
| 7 | Construct residential units and welfare centers for officers | Nationwide | X | X | X | X | 28,000,000.00 | | 30,000,000.00 | 10,000,000.00 | | X | MINTER | All Agencies |
| Objective: Reduce the frequency and impact of fire outbreaks and increase emergency response from 12 minutes to 5 minutes by 2029 | | | | | | | | | | | | | | |
| Programme: Disaster Risk Reduction and Emergency Response | | | | | | | | | | | | | | |
| 8 | Conduct quarterly fire safety inspections in markets and public institutions | Nationwide | X | X | X | X | 56,000,000.00 | | 75,000,000.00 | | | X | MINTER | Ghana National Fire Service |
| Objective: Increase national disaster preparedness and response by 50% by 2029 | | | | | | | | | | | | | | |
| Programme: Disaster Risk Reduction and Emergency Response | | | | | | | | | | | | | | |

| S/N | Project | Location | Time Frame | | | | Cost | | | | Project Status | | Implementing Agency | |
|-----|---|------------|------------|----|----|----|----------------|------|----------------|------------------|----------------|---------|---------------------|---------------|
| | | | 2027 | | | | GoG | DAFC | IGF/ | Others (Specify) | New | Ongoing | Lead | Collaborating |
| | | | Q1 | Q2 | Q3 | Q4 | | | | | | | | |
| 9 | Collaborate with MMDAs to enforce building permit systems | Nationwide | X | X | X | X | 140,000,000.00 | | 60,000,000.00 | 2,000,000.00 | | X | MINTER | All Agencies |
| 10 | Organise capacity building on innovative disaster risk reduction strategy for staff at all levels | Accra | X | X | X | X | 112,000,000.00 | | 15,000,000.00 | 1,000,000.00 | | X | MINTER | NADMO |
| 11 | Reactivate, train and equip disaster volunteer groups (DVGs) in communities | Nationwide | X | X | X | X | 28,000,000.00 | | 90,000,000.00 | 1,000,000.00 | | X | MINTER | NADMO |
| 12 | Strengthen partnerships with research institutions and other stakeholders | Nationwide | X | X | X | X | 308,000,000.00 | | 135,000,000.00 | 5,000,000.00 | | X | MINTER | Peace Council |
| 13 | Innovative climate Financing Mechanisms for small-holder farmers | Nationwide | X | X | X | X | 112,000,000.00 | | 105,000,000.00 | | | X | MINTER | NADMO |

| S/N | Project | Location | Time Frame | | | | Cost | | | | Project Status | | Implementing Agency | |
|---|---|------------|------------|----|----|----|----------------|------|---------------|------------------|----------------|---------|---------------------|---------------------------|
| | | | 2027 | | | | GoG | DAFC | IGF/ | Others (Specify) | New | Ongoing | Lead | Collaborating |
| | | | Q1 | Q2 | Q3 | Q4 | | | | | | | | |
| 14 | Stockpile (food and non-food items) relief items for disaster victims | | X | X | X | X | 196,000,000.00 | | 30,000,000.00 | 10,000,000.00 | | X | MINTER | NADMO |
| Objective: Improve living conditions of inmates in all prison facilities by 100% by 2029 | | | | | | | | | | | | | | |
| Programme: Correctional and Rehabilitation Services Development. | | | | | | | | | | | | | | |
| 15 | Digitize case management and inmate tracking systems | Nsawam | X | X | X | X | 56,000,000.00 | | 75,000,000.00 | | | X | MINTER | Ghana Prisons Service |
| 16 | Enrol inmates on National Health Insurance Scheme | Prisons | X | X | X | X | 140,000,000.00 | | 90,000,000.00 | | | X | MINTER | Ghana Immigration Service |
| 17 | Ensure timely processing of suspects in remand | Nationwide | X | X | X | X | 168,000,000.00 | | 45,000,000.00 | | | X | MINTER | All Agencies |
| Objective: Increase border surveillance and reduce illicit flows by 50% by 2029 | | | | | | | | | | | | | | |
| Programme: Integrated Border Security and Migration Management. | | | | | | | | | | | | | | |
| 18 | Construct and equip new border posts | Nationwide | X | X | X | X | 84,000,000.00 | | 60,000,000.00 | 10,000,000.00 | | X | MINTER | Ghana Immigration Service |
| Objective: Reduce unregistered refugees and camps by 80% by 2029 | | | | | | | | | | | | | | |
| Programme: Refugee and Migration Management | | | | | | | | | | | | | | |

| S/N | Project | Location | Time Frame | | | | Cost | | | | Project Status | | Implementing Agency | |
|--|---|------------|------------|----|----|----|----------------|------|---------------|------------------|----------------|---------|---------------------|---------------------|
| | | | 2027 | | | | GoG | DAFC | IGF/ | Others (Specify) | New | Ongoing | Lead | Collaborating |
| | | | Q1 | Q2 | Q3 | Q4 | | | | | | | | |
| 19 | Registration of refugees and asylum seekers | Nationwide | X | X | X | X | 112,000,000.00 | | 75,000,000.00 | 10,000,000.00 | | X | MINTER | Ghana Refugee Board |
| Objective: Improve M&E mechanisms in the sector by 2029 | | | | | | | | | | | | | | |
| Programme : Governance and Institutional Effectiveness | | | | | | | | | | | | | | |
| 20 | Develop a unified M&E framework across agencies | Nationwide | X | X | X | X | 112,000,000.00 | | 60,000,000.00 | | | X | MINTER | All Agencies |
| 21 | Conduct annual joint monitoring missions | Nationwide | X | X | X | X | 56,000,000.00 | | 30,000,000.00 | | | X | MINTER | All Agencies |
| Objective: Reduce conflict incidence by 50% by 2029 | | | | | | | | | | | | | | |
| Programme: Peacebuilding and Conflict Resolution | | | | | | | | | | | | | | |
| 22 | Create district-level peace committees | Nationwide | X | X | X | X | 2,000,000.00 | | 1,000,000.00 | | | X | MINTER | All Agencies |
| 23 | Undertake national weapons marking and retrieval operations | Nationwide | X | X | X | X | 5,000,000.00 | | 1,000,000.00 | | | X | MINTER | All Agencies |

6.4 Annual Action Plan for 2028

Table16: Annual Action Plan for 2028

| S/N | Project | Location | Time Frame | | | | Cost | | | | Project Status | | Implementing Agency | |
|---|--|------------|------------|----|----|----|----------------|------|---------------|------------------|----------------|---------|---------------------|----------------|
| | | | 2028 | | | | GoG | DAFC | IGF | Others (Specify) | New | Ongoing | Lead | Collaborationg |
| | | | Q1 | Q2 | Q3 | Q4 | | | | | | | | |
| Objective: Achieve 100% digitalization of all services of the Sector by 2029 | | | | | | | | | | | | | | |
| Programme: Knowledge and ICT Innovation | | | | | | | | | | | | | | |
| 1 | Create a digital map indicating distribution of Security personnel stations/posts nationwide | Nationwide | X | X | X | X | 112,000,000.00 | | 60,000,000.00 | | | X | MINTER | All Agencies |
| 2 | Digitalize the services of the Sector | Nationwide | X | X | X | X | 56,000,000.00 | | 30,000,000.00 | | | X | MINTER | All Agencies |
| Objective: Reduce by 50% the threat of cybersecurity and terrorism by 2029 | | | | | | | | | | | | | | |
| Programme: Cybersecurity and Counter-Terrorism | | | | | | | | | | | | | | |
| 3 | Establishment of Anti – Robbery and land guard combat unit | Nationwide | X | X | X | X | 56,000,000.00 | | 45,000,000.00 | | | X | MINTER | Police |
| 4 | Enhancement of Community Policing Unit | Nationwide | X | X | X | X | 84,000,000.00 | | 45,000,000.00 | | | X | MINTER | Police |

| S/N | Project | Location | Time Frame | | | | Cost | | | | Project Status | | Implementing Agency | |
|--|---|---------------------|------------|----|----|----|----------------|------|----------------|---------------------|----------------|---------|---------------------|---------------|
| | | | 2028 | | | | GoG | DAFC | IGF | Others (Specify) | New | Ongoing | Lead | Collaborating |
| | | | Q1 | Q2 | Q3 | Q4 | | | | | | | | |
| Objective: Increase staffing, equipment, and mobility by 50% across all security agencies by 2029 | | | | | | | | | | | | | | |
| Programme : Security Infrastructure and Capacity Enhancement | | | | | | | | | | | | | | |
| 5 | Recruit and train Security personnel for the Sector | Accra | X | X | X | X | 84,000,000.00 | | 75,000,000.00 | | | X | MINTER | All Agencies |
| 6 | Review existing legislations and other Development Plans | Ministries Accra | X | X | X | X | 140,000,000.00 | | 120,000,000.00 | 5,000,000.00 | | X | MINTER | All Agencies |
| 7 | Implement hazard and risk insurance for front-line staff | Accra | X | X | X | X | 224,000,000.00 | | 45,000,000.00 | 15,000,000.00 | | X | MINTER | All Agencies |
| 8 | Procure uniform, accoutrements and PPEs | Nationwide | X | X | X | X | 84,000,000.00 | | 15,000,000.00 | | | X | MINTER | All Agencies |
| 9 | Construction and Rehabilitation of existing office and residential accommodations | Nationwide | X | X | X | X | 28,000,000.00 | | 30,000,000.00 | 10,000,000.00 | | X | MINTER | All Agencies |
| Objective: Reduce the frequency and impact of fire outbreaks and increase emergency response from 12 minutes to 5 minutes by 2029 | | | | | | | | | | | | | | |
| Programme: Disaster Risk Reduction and Emergency Response | | | | | | | | | | | | | | |

| S/N | Project | Location | Time Frame | | | | Cost | | | | Project Status | | Implementing Agency | |
|---|---|------------|------------|----|----|----|----------------|------|---------------|------------------|----------------|---------|---------------------|-----------------------------|
| | | | 2028 | | | | GoG | DAFC | IGF | Others (Specify) | New | Ongoing | Lead | Collaborating |
| | | | Q1 | Q2 | Q3 | Q4 | | | | | | | | |
| 10 | Train fire volunteers in communities | Nationwide | X | X | X | X | 56,000,000.00 | | 75,000,000.00 | | | X | MINTER | Ghana National Fire Service |
| Objective: Increase national disaster preparedness and response by 50% by 2029 | | | | | | | | | | | | | | |
| Programme : Disaster Risk Reduction and Emergency Response | | | | | | | | | | | | | | |
| 11 | Modernize NADMO's early warning communication systems | Nationwide | X | X | X | X | 140,000,000.00 | | 60,000,000.00 | 2,000,000.00 | | X | MINTER | All Agencies |
| 12 | Organise capacity building for staff at all levels | Accra | X | X | X | X | 112,000,000.00 | | 15,000,000.00 | 1,000,000.00 | | X | MINTER | NADMO |
| 13 | Install flood and seismic sensors in high-risk zones | Nationwide | X | X | X | X | 28,000,000.00 | | 90,000,000.00 | 1,000,000.00 | | X | MINTER | NADMO |
| 14 | Strengthen partnerships with research institutions | Nationwide | X | X | X | X | 168,000,000.00 | | 75,000,000.00 | 5,000,000.00 | | X | MINTER | Peace Council |
| 15 | Establish linkages with stakeholders | | X | X | X | X | 140,000,000.00 | | 60,000,000.00 | | | X | MINTER | All Agencies |

| S/N | Project | Location | Time Frame | | | | Cost | | | | Project Status | | Implementing Agency | |
|---|---|------------|------------|----|----|----|----------------|------|----------------|------------------|----------------|---------|---------------------|---------------------------|
| | | | 2028 | | | | GoG | DAFC | IGF | Others (Specify) | New | Ongoing | Lead | Collaborationg |
| | | | Q1 | Q2 | Q3 | Q4 | | | | | | | | |
| 16 | Climate financing for small-holder farmers in the agriculture sector | | X | X | X | X | 112,000,000.00 | | 105,000,000.00 | | | X | MINTER | NADMO |
| 17 | Stockpile (food and non-food items) relief items for disaster victims | | X | X | X | X | 196,000,000.00 | | 30,000,000.00 | 10,000,000.00 | | X | MINTER | NADMO |
| Objective: Improve living conditions of inmates in all prison facilities by 100% by 2029 | | | | | | | | | | | | | | |
| Programme : Correctional and Rehabilitation Services Development | | | | | | | | | | | | | | |
| 18 | Supply of food items for inmates feeding (ration) | Nationwide | X | X | X | X | 56,000,000.00 | | 75,000,000.00 | | | X | MINTER | Ghana Prisons Service |
| 19 | Digitize case management and inmate tracking systems | Nationwide | X | X | X | X | 140,000,000.00 | | 90,000,000.00 | | | X | MINTER | Ghana Immigration Service |
| 20 | Collaborate with Judiciary for mobile courts to expedite hearings | Nationwide | X | X | X | X | 168,000,000.00 | | 45,000,000.00 | | | X | MINTER | All Agencies |
| Objective: Increase border surveillance and reduce illicit flows by 50% by 2029 | | | | | | | | | | | | | | |
| Programme: Integrated Border Security and Migration Management | | | | | | | | | | | | | | |

| S/N | Project | Location | Time Frame | | | | Cost | | | | Project Status | | Implementing Agency | |
|---|--|------------------|------------|----|----|----|----------------|------|---------------|------------------|----------------|---------|---------------------|---------------------------|
| | | | 2028 | | | | GoG | DAFC | IGF | Others (Specify) | New | Ongoing | Lead | Collaborating |
| | | | Q1 | Q2 | Q3 | Q4 | | | | | | | | |
| 21 | Deploy drones and surveillance equipment along unapproved routes | Nationwide | X | X | X | X | 84,000,000.00 | | 60,000,000.00 | 10,000,000.00 | | X | MINTER | Ghana Immigration Service |
| Objective: Reduce unregistered refugees and camps by 80% by 2029 | | | | | | | | | | | | | | |
| programme : Refugee and Migration Management programme | | | | | | | | | | | | | | |
| 22 | Create public awareness on irregular migration risks | Nationwide | X | X | X | X | 112,000,000.00 | | 75,000,000.00 | 10,000,000.00 | | X | MINTER | Ghana Refugee Board |
| Objective: Improve M&E mechanisms in the sector by 2029 | | | | | | | | | | | | | | |
| Programme: Governance and Institutional Effectiveness | | | | | | | | | | | | | | |
| 23 | Public information for emergencies | Ministries Accra | X | X | X | X | 112,000,000.00 | | 15,000,000.00 | 5,000,000.00 | | X | MINTER | All Agencies |
| 24 | Conduct Monitoring and Evaluations on various activities of the Sector | Nationwide | X | X | X | X | 28,000,000.00 | | 30,000,000.00 | 6,000,000.00 | | X | MINTER | All Agencies |
| Objective: Reduce conflict incidence by 50% by 2029 | | | | | | | | | | | | | | |
| Programme: Peacebuilding and Conflict Resolution | | | | | | | | | | | | | | |

| S/N | Project | Location | Time Frame | | | | Cost | | | | Project Status | | Implementing Agency | |
|-----|---|------------|------------|----|----|----|--------------|------|--------------|---------------------|----------------|---------|---------------------|----------------|
| | | | 2028 | | | | GoG | DAFC | IGF | Others (Specify) | New | Ongoing | Lead | Collaborationg |
| | | | Q1 | Q2 | Q3 | Q4 | | | | | | | | |
| 25 | Conduct nationwide civic education on political tolerance | Nationwide | X | X | X | X | 2,000,000.00 | | 1,000,000.00 | | | X | MINTER | All Agencies |
| 26 | Train joint security task forces for peaceful elections | Nationwide | X | X | X | X | 5,000,000.00 | | 3,000,000.00 | | | X | MINTER | All Agencies |
| 27 | Establish early warning systems ahead of elections | Nationwide | X | X | X | X | 2,000,000.00 | | 2,000,000.00 | | | X | MINTER | All Agencies |
| 28 | Strengthen enforcement of the Small Arms and Light Weapons (SALW) regulations | Nationwide | X | X | X | X | 2,000,000.00 | | 2,000,000.00 | | | X | MINTER | All Agencies |

6.5 Annual Action Plan for 2029

Table 17: Annual Action Plan for 2029

| S/N | Project | Location | Time Frame | | | | Cost | | | | Project Status | | Implementing Agency | |
|--|--|---------------------|------------|----|----|----|----------------|------|----------------|------------------|----------------|---------|---------------------|---------------|
| | | | 2029 | | | | GoG | DAFC | IGF | Others (Specify) | New | Ongoing | Lead | Collaborating |
| | | | Q1 | Q2 | Q3 | Q4 | | | | | | | | |
| Objective: Reduce by 50% the threat of cybersecurity and terrorism by 2029 | | | | | | | | | | | | | | |
| Programme: Cybersecurity and Counter-Terrorism. | | | | | | | | | | | | | | |
| 1 | Establishment of Anti - Robbery and land guard combat unit | Nationwide | X | X | X | X | 56,000,000.00 | | 45,000,000.00 | | | X | MINTER | Police |
| 2 | Enhancement of Community Policing Unit | Nationwide | X | X | X | X | 84,000,000.00 | | 45,000,000.00 | | | X | MINTER | Police |
| Objective: Increase staffing, equipment, and mobility by 50% across all security agencies by 2029 | | | | | | | | | | | | | | |
| Programme : Security Infrastructure and Capacity Enhancement | | | | | | | | | | | | | | |
| 3 | Recruit and train Security personnel for the Sector | Accra | X | X | X | X | 84,000,000.00 | | 75,000,000.00 | | | X | MINTER | All Agencies |
| 4 | Review existing legislations and other Development Plans | Ministries Accra | X | X | X | X | 140,000,000.00 | | 120,000,000.00 | 5,000,000.00 | | X | MINTER | All Agencies |
| 5 | Train logistics and facility officers on asset management | Accra | X | X | X | X | 224,000,000.00 | | 45,000,000.00 | 15,000,000.00 | | X | MINTER | All Agencies |

| S/N | Project | Location | Time Frame | | | | Cost | | | | Project Status | | Implementing Agency | |
|--|---|------------|------------|----|----|----|----------------|------|---------------|------------------|----------------|---------|---------------------|-----------------------------|
| | | | 2029 | | | | GoG | DAFC | IGF | Others (Specify) | New | Ongoing | Lead | Collaborating |
| | | | Q1 | Q2 | Q3 | Q4 | | | | | | | | |
| 6 | Procure uniform, accoutrements and PPEs | Nationwide | X | X | X | X | 84,000,000.00 | | 15,000,000.00 | | | X | MINTER | All Agencies |
| 7 | Construction and Rehabilitation of existing office and residential accommodations | Nationwide | X | X | X | X | 28,000,000.00 | | 30,000,000.00 | 10,000,000.00 | | X | MINTER | All Agencies |
| Objective: Reduce the frequency and impact of fire outbreaks and increase emergency response from 12 minutes to 5 minutes by 2029 | | | | | | | | | | | | | | |
| Programme: Disaster Risk Reduction and Emergency Response | | | | | | | | | | | | | | |
| 8 | Train fire volunteers in communities | Nationwide | X | X | X | X | 56,000,000.00 | | 75,000,000.00 | | | X | MINTER | Ghana National Fire Service |
| Objective: Increase national disaster preparedness and response by 50% by 2029 | | | | | | | | | | | | | | |
| programme: Disaster Risk Reduction and Emergency Response | | | | | | | | | | | | | | |
| 9 | Conduct national simulation exercises and awareness campaigns | Nationwide | X | X | X | X | 140,000,000.00 | | 60,000,000.00 | 2,000,000.00 | | X | MINTER | All Agencies |
| 10 | Organise capacity building for staff at all levels | Nationwide | X | X | X | X | 112,000,000.00 | | 15,000,000.00 | 1,000,000.00 | | X | MINTER | NADMO |

| S/N | Project | Location | Time Frame | | | | Cost | | | | Project Status | | Implementing Agency | |
|---|---|------------|------------|----|----|----|----------------|------|----------------|---------------------|----------------|---------|---------------------|-----------------------|
| | | | 2029 | | | | GoG | DAFC | IGF | Others (Specify) | New | Ongoing | Lead | Collaborating |
| | | | Q1 | Q2 | Q3 | Q4 | | | | | | | | |
| 11 | Install flood and seismic sensors in high-risk zones | Nationwide | X | X | X | X | 28,000,000.00 | | 90,000,000.00 | 1,000,000.00 | | X | MINTER | NADMO |
| 12 | Strengthen partnerships with research institutions | Nationwide | X | X | X | X | 168,000,000.00 | | 75,000,000.00 | 5,000,000.00 | | X | MINTER | Peace Council |
| 13 | Establish linkages with stakeholders | Nationwide | X | X | X | X | 140,000,000.00 | | 60,000,000.00 | | | X | MINTER | All Agencies |
| 14 | Climate financing for small-holder farmers in the agriculture sector | Nationwide | X | X | X | X | 112,000,000.00 | | 105,000,000.00 | | | X | MINTER | NADMO |
| 15 | Stockpile (food and non-food items) relief items for disaster victims | Nationwide | X | X | X | X | 196,000,000.00 | | 30,000,000.00 | 10,000,000.00 | | X | MINTER | NADMO |
| Objective: Improve living conditions of inmates in all prison facilities by 100% by 2029 | | | | | | | | | | | | | | |
| Programme: Correctional and Rehabilitation Services Development | | | | | | | | | | | | | | |
| 16 | Supply of food items for inmates feeding (ration) | Nationwide | X | X | X | X | 56,000,000.00 | | 75,000,000.00 | | | X | MINTER | Ghana Prisons Service |

| S/N | Project | Location | Time Frame | | | | Cost | | | | Project Status | | Implementing Agency | |
|--|---|------------|------------|----|----|----|----------------|------|---------------|------------------|----------------|---------|---------------------|---------------------------|
| | | | 2029 | | | | GoG | DAFC | IGF | Others (Specify) | New | Ongoing | Lead | Collaborating |
| | | | Q1 | Q2 | Q3 | Q4 | | | | | | | | |
| 17 | Enrol inmates on National Health Insurance Scheme | Nationwide | X | X | X | X | 140,000,000.00 | | 90,000,000.00 | | | X | MINTER | Ghana Immigration Service |
| 18 | Collaborate with Judiciary for mobile courts to expedite hearings | Nationwide | X | X | X | X | 168,000,000.00 | | 45,000,000.00 | | | X | MINTER | All Agencies |
| Objective: Increase border surveillance and reduce illicit flows by 50% by 2029 | | | | | | | | | | | | | | |
| Programme: Integrated Border Security and Migration Management | | | | | | | | | | | | | | |
| 19 | Strengthen data sharing between GIS and Labour Department | Nationwide | X | X | X | X | 84,000,000.00 | | 60,000,000.00 | 10,000,000.00 | | X | MINTER | Ghana Immigration Service |
| Objective: Reduce unregistered refugees and camps by 80% by 2029 | | | | | | | | | | | | | | |
| Programme: Refugee and Migration Management | | | | | | | | | | | | | | |
| 20 | Registration of refugees and asylum seekers | Nationwide | X | X | X | X | 112,000,000.00 | | 75,000,000.00 | 10,000,000.00 | | X | MINTER | Ghana Refugee Board |
| Objective: Improve M&E mechanisms in the sector by 2029 | | | | | | | | | | | | | | |
| Programme: Governance and institutional Effectiveness | | | | | | | | | | | | | | |

| S/N | Project | Location | Time Frame | | | | Cost | | | | Project Status | | Implementing Agency | |
|--|--|------------|------------|----|----|----|----------------|------|---------------|------------------|----------------|---------|---------------------|---------------|
| | | | 2029 | | | | GoG | DAFC | IGF | Others (Specify) | New | Ongoing | Lead | Collaborating |
| | | | Q1 | Q2 | Q3 | Q4 | | | | | | | | |
| 21 | Develop performance dashboards and annual security sector scorecards | Nationwide | X | X | X | X | 112,000,000.00 | | 60,000,000.00 | | | X | MINTER | All Agencies |
| 22 | Train M&E officers on results-based management | Nationwide | X | X | X | X | 56,000,000.00 | | 30,000,000.00 | | | X | MINTER | All Agencies |
| Objective: Improve M&E mechanisms in the sector by 2029 | | | | | | | | | | | | | | |
| Programme: Governance and Institutional Effectiveness | | | | | | | | | | | | | | |
| 23 | Maintenance schedule for machinery and equipment | Agencies | X | X | X | X | 112,000,000.00 | | 15,000,000.00 | 5,000,000.00 | | X | MINTER | All Agencies |
| 24 | Conduct Monitoring and Evaluations on various activities of the Sector | Nationwide | X | X | X | X | 28,000,000.00 | | 30,000,000.00 | 6,000,000.00 | | X | MINTER | All Agencies |
| Objective: Reduce road fatalities by 50% by 2029 | | | | | | | | | | | | | | |
| Programme: Public Safety and Crime Reduction | | | | | | | | | | | | | | |
| 25 | Intensify community policing and neighborhood watch initiatives | Nationwide | X | X | X | X | 5,000,000.00 | | 1,000,000.00 | | | X | MINTER | All Agencies |

| S/N | Project | Location | Time Frame | | | | Cost | | | | Project Status | | Implementing Agency | |
|--|--|------------|------------|----|----|----|--------------|------|--------------|---------------------|----------------|---------|---------------------|---------------|
| | | | 2029 | | | | GoG | DAFC | IGF | Others (Specify) | New | Ongoing | Lead | Collaborating |
| | | | Q1 | Q2 | Q3 | Q4 | | | | | | | | |
| Objective: Reduce conflict incidence by 50% by 2029 | | | | | | | | | | | | | | |
| Programme: Peacebuilding and Conflict Resolution | | | | | | | | | | | | | | |
| 26 | National conflict data monitoring platform | Nationwide | X | X | X | X | 2,000,000.00 | | 1,000,000.00 | | | X | MINTER | All Agencies |

7.0 CHAPTER SEVEN: MONITORING AND EVALUATION ARRANGEMENTS

7.1 Introduction

This chapter outlines the monitoring and evaluation (M&E) framework to guide the systematic tracking and assessment of the Sector's performance in the medium term. The framework is designed to ensure that the Ministry and its agencies effectively measure the progress and results of all programmes and projects outlined in the Medium-Term Development Plan (MTDP).

7.2 Stakeholders Analysis

Effective implementation of the Ministry's M&E system requires collaboration among a wide range of stakeholders who play specific roles in data collection, analysis, reporting, and utilization. The main stakeholders and their respective roles are outlined below.

Table 18: Stakeholders Analysis

| Stakeholder | Role / Responsibility in M&E |
|---|--|
| Ministry of the Interior (Headquarters) | Overall coordination, policy direction, consolidation of reports from all implementing agencies, and submission of sector performance reports to NDPC and the Ministry of Finance. |
| Ghana Police Service | Collect and report data on crime rates, law enforcement activities, traffic management, and public safety outcomes. |
| Ghana Immigration Service | Provide data on border management, migration control, and issuance of residence and work permits. |
| Ghana National Fire Service (GNFS) | Report on fire incidence trends, response times, fire prevention campaigns, and rescue operations. |
| Ghana Prisons Service | Track data on inmate population, recidivism, rehabilitation programmes, and prison infrastructure. |
| National Disaster Management Organisation (NADMO) | Monitor disaster occurrences, emergency response activities, and disaster risk reduction outcomes. |
| Ghana Refugee Board | Track refugee protection and integration outcomes, and report on humanitarian coordination. |

| | |
|---|---|
| National Commission on Small Arms and Light Weapons (NACSA) | Monitor enforcement of arms control laws, and report on illegal arms retrieval, public awareness, and data on small arms trafficking. |
| National Peace Council (NPC) | Monitor peacebuilding interventions, mediation outcomes, and incidence of communal and chieftaincy conflicts. |
| NDPC (National Development Planning Commission) | Provide policy direction and technical support for M&E, review sector reports, and ensure alignment with national performance frameworks. |
| Ministry of Finance (MoF) | Monitor and release budgetary allocations, track financial performance and expenditure effectiveness. |
| Civil Society Organisations (CSOs) | Participate in citizen monitoring, advocacy, and validation of progress reports, especially on governance, safety, and security. |
| Development Partners (DPs) | Support capacity-building, provide technical assistance, and align donor-funded interventions with national M&E systems. |
| Media and Academia | Disseminate M&E results, undertake independent research and evaluations, and promote public awareness and transparency. |
| Metropolitan, Municipal and District Assemblies (MMDAs) | Collaborate in data collection at the local level on crime prevention, disaster management, and community safety interventions. |

Stakeholder coordination will be facilitated through periodic sector review meetings, joint monitoring missions, and validation workshops to ensure accountability and learning among all partners.

7.3 Monitoring Matrix

Table19: Monitoring Matrix

| Goal : Achieve internal security and public safety for national stability | | | | | | | | | | | |
|---|--|----------------|----------|---------|-------|-------|-------|----------------|--|----------------------|----------------|
| Objective: Increase staffing, equipment, and mobility by 50% across all security agencies by 2029 | | | | | | | | | | | |
| Programme: Security Infrastructure and Capacity Enhancement. | | | | | | | | | | | |
| Indicators | Indicator Definition | Indicator Type | Baseline | Targets | | | | | Disaggregation (Gender, location, etc) | Monitoring Frequency | Responsibility |
| | | | 2025 | 2026 | 2027 | 2028 | 2029 | | | | |
| Police-to-citizen ratio | The ratio of the total number of police officers to the country's population. | input | 1:756 | 1:500 | 1:500 | 1:500 | 1:500 | Male Female | Annually | Ghana Police Service | |
| Number of reported Crime cases: Rape Armed robbery Defilement Murder | Reported cases of major crimes including rape, armed robbery and murder, drug trafficking and drug-related crime | Output | 316 | 15% | 15% | 10% | 10% | Male Female | Quarterly | Ghana Police Service | |
| | | | 1,203 | 15% | 15% | 10% | 10% | | | | |
| | | | 1,296 | 15% | 15% | 10% | 10% | | | | |
| | | | 550 | 15% | 15% | 10% | 10% | | | | |
| Objective: Reduce the frequency and impact of fire outbreaks and increase emergency response from 12 mins. to 5 mins. by 2029 | | | | | | | | | | | |

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| Programme: Disaster Risk Reduction and Emergency Response programme. | | | | | | | | | | | |
|--|--|---------|--------------|-------------|-------------|-------------|-------------|-------------|-----------|---------------|------|
| Fire officer-citizen ratio | Fire officers to total population | input | 1:1,942 | 1:1,347 | 1:1,247 | 1:1,942 | 1:800 | Regions | Annually | Ghana Service | Fire |
| Number of fire outbreaks | Count of fire accidents recorded | Output | 6,436 | 6,432 | 6,110 | 6,202 | 6,202 | Regions | Quarterly | Ghana Service | Fire |
| Response rate to distress call | Time taken to response to distress calls on road crashes | Outcome | 8-11 minutes | 5-8 minutes | 5-8 minutes | 5-8 minutes | 5-8 minutes | Regions | Quarterly | Ghana Service | Fire |
| Number of disaster fatalities: <ul style="list-style-type: none">• Fire• Vehicular• Flood | Count of deaths in recorded | Impact | | | | | | Male female | Quarterly | Ghana Service | Fire |
| | | | 50m | 20m | 15m | 15m | 10m | Male female | Quarterly | Ghana Service | Fire |
| | | | 50m | 20m | 15m | 15m | 10m | Male female | Quarterly | Ghana Service | Fire |

| | | | | | | | | | | |
|---|---|---------|---------|---------|---------|---------|---------|-------------|-----------|---------------------------|
| | | | 608 | 400 | 200 | 200 | 150 | Male female | Quarterly | Ghana Fire Service |
| Objective: Increase border surveillance and reduce illicit flows by 50% by 2029. | | | | | | | | | | |
| Programme: Integrated Border Security and Migration Management programme. | | | | | | | | | | |
| % of foreigners without valid residence or work permits | number of foreigners without resident/work permit | Output | 680 | 500 | 200 | 180 | 120 | Regions | Annually | Ghana Immigration Service |
| Number of prosecutions or administrative sanctions applied | number of foreigners without resident/work permit prosecuted or sanctioned | Output | 450 | 300 | 300 | 200 | 150 | Regions | Annually | Ghana Immigration Service |
| Percentage of residents/work permit issued | Average time taken by GIS to process and approve or reject processing passenger documents | Outcome | 10 days | 10 days | 10 days | 10 days | 10 days | Regions | Quarterly | Ghana Immigration Service |
| <ul style="list-style-type: none"> Client Satisfaction Rate Work permit Visa | The proportion of passengers who express satisfaction with their overall experience, | Outcome | 80% | 90% | 90% | 90% | 90% | Regions | Annually | Ghana Immigration Service |
| Average processing time for permits/visas. | Average time taken by GIS to process and approve or reject work permits or residence permits | Outcome | 48 hrs | 48 hrs | 48 hrs | 48 hrs | 48 hrs | Regions | Quarterly | Ghana Immigration Service |
| % of border crossing points equipped with basic surveillance/biometric systems | the proportion of border crossing points that have been equipped with basic surveillance and biometric systems, enabling the effective monitoring and management of border traffic. | Outcome | 20% | 40% | 50% | 60% | 80% | Regions | Quarterly | Ghana Immigration Service |

| | | | | | | | | | | |
|---|---|---------|-------|-------|-------|-------|-------|---------|-----------|---------------------------|
| Number of detected irregular entries per quarter. | the total number of irregular entries detected at official border crossing points and unofficial entry points within a quarter. | Output | 400 | 300 | 200 | 200 | 100 | Regions | Quarterly | Ghana Immigration Service |
| % of migrants regularized or repatriated lawfully. | the proportion of migrants who are either regularized (i.e., their stay is legalized) or repatriated lawfully (i.e., returned to their country of origin in accordance with relevant laws and regulations). | Outcome | 20% | 20% | 20% | 30% | 30% | Regions | Quarterly | Ghana Immigration Service |
| Objective: Increase border surveillance and reduce illicit flows by 50% by 2029 | | | | | | | | | | |
| Programme : Integrated Border Security and Migration Management | | | | | | | | | | |
| No of permits issued No of companies registered No of companies using precursor chemicals No of re-exportation companies monitored | The number of precursor chemicals and psychotropic substances seized, intercepted, or regulated within a specified timeframe. | Outcome | | | | | | | Annually | NACOC |
| | | Output | 175 | 180 | 180 | 200 | 220 | Regions | Quarterly | NACOC |
| | | Output | 55 | 65 | 65 | 70 | 75 | Regions | Annually | NACOC |
| | | Output | 190 | 210 | 210 | 250 | 250 | Regions | Annually | NACOC |
| | | Output | 135 | 140 | 140 | 150 | 155 | Regions | Annually | NACOC |
| | | Output | 15 | 20 | 25 | 30 | 30 | Regions | Annually | NACOC |
| Prevalence rate of drug use among population (15–64 years) | Total number of interventions implemented to reduce | | 2,098 | 2,798 | 3,498 | 4,198 | 4,198 | Regions | Annually | NACOC |

| | | | | | | | | | | |
|---|--|---------|-------|-------|-------|-------|-------|-----------------------------------|----------|-------|
| <ul style="list-style-type: none"> Quantity of narcotics seized (kg) Number of international joint operations conducted Number of drug trafficking cases successfully prosecuted | drug trafficking and abuse within a specified timeframe | output | 20 | 25 | 30 | 35 | 40 | | Annually | NACOC |
| | | Output | 10 | 15 | 20 | 25 | 30 | | Annually | NACOC |
| | | Outcome | 30 | 30 | 30 | 50 | 50 | Regions | Annually | NACOC |
| Prevalence rate of drug use in targeted age groups (e.g., 15–34). | Incidence of illicit drug use among targeted age population | Outcome | N/A | 25 | 20 | 15 | 10 | Region | Annually | NACOC |
| <ul style="list-style-type: none"> Number of persons receiving treatment and successful rehabilitation rates. No of drug related cases identified at the psychiatric hospitals | Count of persons receiving treatment and successful rehabilitation expressed as % of total persons | Output | 30 | 30 | 30 | 30 | 30 | Regions | Annually | NACOC |
| | | Output | 1,100 | 1,100 | 1,000 | 1,000 | 1,000 | Regions | Annually | NACOC |
| Number of Security officers recruited | Total number of new officers recruited within a specified timeframe | Output | 700 | 2,500 | 2,500 | 2,500 | 2,500 | Prison, police, NACOC, Fire, GIS, | Annually | NACOC |
| No of sentinel site set up | Total number of sentinel sites set up to monitor and track specific trends, patterns, or activities, such as drug abuse, | Output | 0 | 5 | 10 | 16 | 16 | Regions | Annually | NACOC |

Objective: Increase staffing, equipment, and mobility by 50% across all security agencies by 2029

| Programme: Security Infrastructure and Capacity Enhancement | | | | | | | | | | |
|--|--|-----------------------|-------|-------|-------|-------|-------|--|-----------------------|--------------|
| Percentage increase in staff strength | Number of new officers graduated from the Prison Officers Training School | Performance indicator | 16.3% | 31.1% | 24.0% | 19.5% | 16.5% | GPS, GFS, GIS | Annually | All agencies |
| Percentage of officers trained | Number of officers trained in various management and professional course expressed as a percentage over total staff strength | Performance indicator | 11.2% | 23.8% | 19.4% | 16.4% | 14.2% | GPS, GIS, GFS | Quarterly | PRISONS |
| Procure vehicles, logistics and equipment. | Total number of vehicles, logistics, and equipment procured to support operational activities, such as transportation, communication, and surveillance | Output | | | | | | Regions | Annually | All agencies |
| No of: Vehicles | | Output | 100 | 25 | 50 | 70 | 100 | Utility Command Conveyance Welfare Operations | Annually | All agencies |
| No of: Motorcycle | | | 30 | 20 | 35 | 40 | | Regions | Annually | All agencies |
| Percentage of officers trained in parole service | Number of officers trained in parole service expressed as a percentage over total number of officers | Output | 0% | 3% | 6% | 10% | 10% | Senior and Junior Officers | Quarterly Annually | PRISONS |
| Proportion of officers provided with Uniforms and other accoutrement | Number of staff given uniforms and other accoutrements expressed as percentage over total staff strength | Output | 40% | 50% | 60% | 75% | 85% | All agencies | Quarterly Annually | MINTER |
| Percentage of AAP Implemented | Proportion of AAP Implemented | Input | 50% | 20% | 20% | 30% | 30% | All agencies | Quarterly Annually | MINTER |

| Objective: Improve living conditions of inmates in all prison facilities by 100% by 2029 | | | | | | | | | | |
|--|---|---------|--|---|--|--|--|---|-----------------------|----------------------|
| Programme : Correctional and Rehabilitation Services Development | | | | | | | | | | |
| Rate of Overcrowding in the prisons | Excess number of inmates in custody expressed as a percentage over the total holding capacity | Outcome | 36.6% | 32% | 27% | 19% | 12% | Total overcrowding rate | Quarterly | PRISONS |
| | | | 10.6% | 9% | 8.2% | 7% | 5% | Percentage of Unsented detainees | | |
| Percentage of prison population on remand | The percentage of detainees in custody who have not yet been convicted or sentenced by a court of law | Outcome | 12% | 10 | 10 | 5 | 5 | Male Female | Annually | Ghana Police Service |
| Acres of prison farmland cultivated | Acreage of prison farmland cultivated expressed as a percentage of total acreage of | output | 24.6% | 27.2% | 45.3% | 72.4% | 90.6% | | Quarterly Annually | PRISONS |
| School enrolment rate for inmates • NVTI • JHS • SHS | Number of inmates equipped with formal education and vocational skills expressed over total number of inmates | Outcome | Juvenile NVTI 32.0% JHS 25.5% SHS 7.1% Adult NVTI 14.9% JHS 8% SHS 5% Tertiary 2% | Juvenile NVTI 32.7% JHS 29.4% SHS 13.1% Adult NVTI 26.0% JHS 12% SHS 10% Tertiary 5% | Juvenile NVTI 39.2% JHS 32.7% SHS 15.7% Adult NVTI 36.0% JHS 15% SHS 15% Tertiary y | Juvenile NVTI 42.5% JHS 40% SHS 19.6% Adult NVTI 40.3% JHS 20% SHS 20% Tertiary y | Juvenile NVTI 45.8% JHS 45% SHS 22.9% Adult NVTI 50.9% JHS 21% SHS 22% Tertiary y | Juvenile NVTI JHS SHS Adult NVTI JHS SHS Tertiary | Quarterly Annually | PRISONS |

| | | | | | | | | | | |
|--|--|---------|-------|-------|-----|-----|-------|-------------------------|-----------------------|---------------------|
| | | | | | 9% | 10% | 11.4% | | | |
| Percentage of prisoner's released on parole | Number inmates on parole who have successfully integrate into society expressed as a percentage over total number of inmates released | Output | 0% | 5% | 10% | 18% | 23% | Male and female inmates | Quarterly Annually | PRISONS |
| Percentage of inmates enrolled onto the national health insurance scheme | Number of inmates registered with NHIA expressed as a percentage over total number of inmates | Output | 39.4% | 44.4% | 60% | 85% | 100% | Male female | Quarterly Annually | PRISONS |
| Objective: Reduce unregistered refugees and camps by 80% by 2029 | | | | | | | | | | |
| Programme: Refugee and Migration Management | | | | | | | | | | |
| • Number of registered refugees/asylum seekers by location. | The percentage of new asylum seekers who have been registered and interviewed within a specified timeframe | Output | 10% | 15% | 15% | 15% | 20% | Male female locations | Annually | Ghana Refugee Board |
| Enrolment and completion rate of refugees in; | The percentage of refugees participating in the Accelerated Learning Scheme (ALS) out of the total number of refugees eligible for JHS, SHS and First Degree | Outcome | | | | | | | Annually | Ghana Refugee Board |
| • JHS | | | 1:3 | 1:2 | 1:2 | 1:2 | 1:2 | Male/Female | Annually | Ghana Refugee Board |
| • SHS | | | 1:3 | 1:2 | 1:2 | 1:2 | 1:2 | Male/Female | Annually | Ghana Refugee Board |
| • First Degree | | | 1:3 | 1:2 | 1:2 | 1:2 | 1:2 | Male/Female | Annually | Ghana Refugee Board |

| | | | | | | | | | | |
|---|--|---------|-----|-----|-----|-----|-----|-----------------------------|----------|---------------------|
| % of refugees with access to basic services (health, education). • Employment • Health • Education | Count of registered refugees employed by Ghanaian institutions or foreign institutions in Ghana expressed as a percentage of the total registered Refugees | Outcome | 1:2 | 1:2 | 1:2 | 1:2 | 1:2 | Male/Female | Annually | Ghana Refugee Board |
| Percentage of refugees engaged in livelihood programme: • Livestock farming • Crop farming • Skills training | Count of refugees who are in farming, skills expressed as percentage of total refugees | | | | | | | | | Ghana Refugee Board |
| | | Output | 20% | 20% | 20% | 25% | 30% | Male/Female | Annually | Ghana Refugee Board |
| | | Output | 20% | 20% | 20% | 25% | 30% | Male/Female | Annually | Ghana Refugee Board |
| | | Output | 20% | 20% | 20% | 25% | 30% | Male/Female | Annually | Ghana Refugee Board |
| Objective: Reduce conflict incidence by 50% by 2029 | | | | | | | | | | |
| Programme : Peacebuilding and Conflict Resolution | | | | | | | | | | |
| Reported cases of violence (Communal, chieftaincy, electoral etc. | The total number of reported cases of violence related to communal, chieftaincy, electoral, or other forms of conflict within a specified timeframe | Output | 35 | 25 | 20 | 40 | 20 | Regions | Annually | NPC |
| Number of violent-extremism related incidents per year. | Count of violent extremism incidents reported in a year. | Output | 0 | 1 | 1 | 1 | 1 | Regions | Monthly | NPC |
| Number of community interventions and participants in CVE | Count of community interventions participants | output | 0 | 5 | 5 | 5 | 5 | District/Region Rural/Urban | Annually | GIS |

| (counter-violent extremism) programmes | | | | | | | | | | | |
|---|--|-------------------|----------|---------|------|------|------|-------------|--|----------------------|----------------|
| Objective: Reduce the frequency and impact of fire outbreaks and increase emergency response from 12 mins. to 5 mins. by 2029. | | | | | | | | | | | |
| Programme : Disaster Risk Reduction and Emergency Response | | | | | | | | | | | |
| Indicators | Indicator Definition | Indicator Type | Baseline | Targets | | | | | Disaggregation (Gender, location, etc) | Monitoring Frequency | Responsibility |
| | | | 2025 | 2026 | 2027 | 2028 | 2029 | | | | |
| Proportion of victims supported with disaster relief items | Count of victims receiving relief items from the total population impacted | Outcome | N/A | 1000 | 800 | 700 | 500 | Male/Female | Annually | NADMO | |
| Recorded incidence of disasters; • Bushfire • Floods • Wind/Rain Storm | Count of disaster incidence across the country | Output | N/A | | | | | | | | |
| | | | N/A | 24 | 35 | 56 | 80 | | Annually | NADMO | |
| | | | N/A | 40 | 30 | 20 | 10 | | Annually | NADMO | |
| | | | N/A | 40 | 30 | 20 | 10 | | Annually | NADMO | |
| Objective: Increase staffing, equipment, and mobility by 50% across all security agencies by 2029 | | | | | | | | | | | |
| Programme : Security Infrastructure and Capacity Enhancement | | | | | | | | | | | |
| Number of staff trained | Count of staff trained | Output | 78 | 100 | 100 | 100 | 100 | Male/Female | Quarterly | MINTER | |
| Number of staff injured on line of duty compensated | count of staff injured on duty | Output | 0 | 2 | 2 | 2 | 2 | Male/Female | Quarterly | MINTER | |
| Dual citizenship | Count of dual citizenship issued | Output | 75 | 100 | 100 | 100 | 100 | Male/Female | Annually | MINTER | |
| Renunciation | Count of renunciation | Output | 66 | 100 | 100 | 100 | 100 | Male/Female | Annually | MINTER | |
| Objective: Achieve 100% digitalization of all services of the Sector by 2029. | | | | | | | | | | | |
| Programme : Knowledge and ICT Innovation | | | | | | | | | | | |
| Indicator | indicator definition | Type of indicator | 2025 | 2026 | 2027 | 2028 | 2029 | | | | |

| | | | | | | | | | | |
|--|---|---------|--------|------|-------|-------|-------|----------------|-----------|-----|
| <ul style="list-style-type: none"> • % of population with functional Ghana Card (disaggregated by region, age). • 6 years and above • (0-5 years) • Diaspora • Foreigners | Count of population with functional Ghana card expressed as a percentage of total cards | Outcome | 18,777 | | | | | Region | Quarterly | NIA |
| | | | 0 | 1000 | 2000 | 5000 | 5000 | | | |
| | | | 3240 | 5000 | 10000 | 15000 | 15000 | | | |
| | | | 209531 | 5000 | 10000 | 15000 | 15000 | | | |
| Number of institutions on boarded into the National Identity Verification System | Count of institution joined the ID verification platform | Output | 211 | 10 | 15 | 20 | 25 | Public/Private | Quarterly | NIA |
| % of frontline agencies integrated with Ghana Card verification. | Count of frontline workers in agencies integrated expressed as a percentage | Output | 0 | 10 | 2 | 2 | 2 | Agencies | Annually | NIA |

Objective: Reduce incidence of crime by 60% by 2029

Programme : Public Safety and Crime Reduction

| Indicator | indicator definition | Type of indicator | 2025 | 2026 | 2027 | 2028 | 2029 | Disaggregation | Monitoring frequency | Responsibility |
|---|---|-------------------|-------|--------|--------|--------|--------|----------------|----------------------|----------------|
| Percentage of State Security Agency weapons marked | Count of weapons of state security marked | Output | 32 | 42 | 60 | 70 | 82 | Regions | Quarterly | NACSA |
| Number of Civilian arms marked | Count of civilians with marked arms | Output | 0 | 50,000 | 50,000 | 60,000 | 60,000 | Regions | Quarterly | NACSA |
| Number of SALW seizures per year (kg or units). | Total count of SALW ceased in a year | Output | 1,228 | 1,300 | 1,500 | 1,500 | 1,500 | Regions | Annually | NACSA |
| Number of seized weapons in Police Armoury and exhibit stores cleared | Count of weapons seized | Output | 0 | 1,300 | 1,500 | 1,500 | 1,500 | Region | Quarterly | NACSA |

| % of recovered weapons traced/registered. | Count of weapons registered/recovered expressed as a percentage | Output | 0 | 1,300 | 1,500 | 1,500 | 1,500 | Region | Quarterly | NACSA |
|--|--|-------------------|--------|--------|--------|--------|--------|--------------------|----------------------|-------------------|
| Number of people sensitized | Count of people sensitized | Output | 24,654 | 25,440 | 25,680 | 54,500 | 45,600 | Region | Quarterly | NACSA |
| Number of training programmes in small arms control organized | Count of training programmes in small arms | Output | 7 | 40 | 50 | 75 | 82 | Region | Quarterly | NACSA |
| Number of blacksmiths sensitised | Count of blacksmiths sensitised | Output | 85 | 125 | 132 | 250 | 280 | Region | Quarterly | NACSA |
| Number of incidents involving firearms per 100,000 population. | Count of incidents of firearm expressed as % of 100,000 | Output | 0 | 15 | 15 | 20 | 20 | Region | Annually | |
| Objective: Increase internally generated funds by 100% | | | | | | | | | | |
| Programme: Institutional Financial Sustainability | | | | | | | | | | |
| Indicator | indicator definition | Type of indicator | 2025 | 2026 | 2027 | 2028 | 2029 | Disaggregation | Monitoring frequency | Responsibility |
| Percentage change in IGF | Change in the IGF collected as a percentage of the previous year | Outcome | 46 | 100% | 100% | 100% | 100% | Greater Accra (HQ) | Quarterly | MoI |
| Number of monitoring exercises undertaken | Count of M&E exercises | Output | 4 | 4 | 4 | 4 | 4 | Agencies | Quarterly | PPME Dept |
| Percentage of Legislative Instrument passed | Count of LIs passed expressed as percentage | Outcome | 90 | 100 | 0 | 0 | 0 | Regions | Annually | Gaming Commission |
| Percentage change in underage gambling | Count of underage in gambling expressed as a percentage. | Outcome | 0 | 50 | 75 | 90 | 100 | Region | Quarterly | Gaming Commission |
| Percentage of licensed gaming operators | Count of licensed gaming operators expressed as percentage | Outcome | 85 | 85 | 90 | 95 | 100 | Regions | Quarterly | Gaming Commission |

The Ministry will ensure that all indicators in the Monitoring Matrix are integrated into the Programme of Action (PoA) and Annual Action Plans (AAPs), with clear responsibilities assigned to lead and collaborating institutions.

7.4 Evaluation Framework

Periodic evaluations will complement routine monitoring to assess the relevance, efficiency, effectiveness, impact, and sustainability of the Ministry's interventions. The Ministry will conduct the Mid-Term and Terminal Evaluations to assess the impact of interventions implemented.

The Ministry will employ both qualitative and quantitative methods, including field assessments, beneficiary feedback, cost-benefit analysis, and stakeholder consultations.

7.5 Reporting and Learning

Findings from monitoring and evaluation exercises will be documented in Quarterly and Annual Progress Reports (QPRs and APRs) for submission to the NDPC, Ministry of Finance, and other stakeholders. The Ministry will also organize annual sector performance reviews to disseminate results, share lessons, and enhance institutional learning.

To promote transparency, performance results will be communicated to the public through press briefings, websites, and social media platforms of the Ministry and its agencies. The M&E Unit will maintain a Knowledge Management System to archive reports, dashboards, and evaluation findings for continuous improvement and institutional memory.

7.7 Participatory Monitoring and Evaluation (P M&E)

Participatory Monitoring and Evaluation (P M&E) is a core element of the Ministry's M&E framework, aimed at ensuring inclusiveness, transparency, and ownership of results by all stakeholders. The Ministry of the Interior recognizes that the effectiveness and credibility of its programmes depend on the active involvement of beneficiaries, partner agencies, and civil society in tracking performance and assessing outcomes.

The Ministry will adopt **PM&E tools and techniques** that enable stakeholders at all levels - including citizens, local communities, civil society organizations (CSOs), and implementing agencies - to contribute to the design, monitoring, and evaluation of interventions. The main P M&E tools to be applied include:

- i. Citizen Score Cards and Beneficiary Assessment Surveys to obtain feedback on the quality and accessibility of services such as policing, immigration, and disaster response.
- ii. Community Meetings and Focus Group Discussions to assess community safety initiatives and conflict resolution outcomes.
- iii. Joint Monitoring Visits and Field Inspections involving the Ministry, its agencies (Police, Fire, Immigration, Prisons, NADMO, etc.), Development Partners, and community representatives.

- iv. Participatory Evaluation Workshops at the end of major programmes to discuss findings, validate results, and develop improvement plans.
- v. Social Audits and Public Hearings to allow citizens to review how resources have been used in the delivery of security and safety services.

PM&E will be conducted at key stages of programme implementation, particularly for large-scale infrastructure, community safety, disaster management, and rehabilitation programmes. Targeted beneficiaries and other stakeholders will therefore not only be data sources but also active participants in interpreting findings and recommending actions for improvement.

7.8 Knowledge Management and Learning

Knowledge Management and Learning (KML) is essential for ensuring that the Ministry continuously improves its policies, planning, and service delivery. The Ministry of the Interior will institutionalize a Knowledge Management and Learning Framework to promote learning, knowledge exchange, and informed decision-making across all departments and agencies.

The framework will focus on capturing, organizing, and sharing information generated through M&E activities and operational experience. The following key interventions will be implemented and integrated into the Programme of Action (PoA) and Annual Action Plans (AAPs):

1. Establishment of Communities of Practice (CoPs):

Functional CoPs will be formed within and across the Ministry's departments and agencies to promote collaboration, peer learning, and knowledge exchange on key thematic areas such as policing reforms, migration management, disaster response, and institutional governance.

2. Creation of Knowledge Sharing Platforms:

The Ministry will develop both digital and offline platforms, including intranet portals, online collaboration forums, and knowledge repositories, to store and disseminate research findings, M&E reports, and policy briefs among staff and stakeholders.

3. Documentation and Dissemination of Lessons Learned:

Systems will be instituted to document and share lessons from past and ongoing projects through post-project reviews, experience-sharing workshops, and annual learning events to ensure that best practices are mainstreamed and mistakes are not repeated.

4. Development of Data Management and Information Systems:

A comprehensive data and information management system will be established to support evidence-

based decision-making. This will involve creating centralized databases for operational statistics, M&E data, and sector indicators accessible to all implementing agencies.

5. **Capacity Building for Learning and Innovation:**

Regular training, knowledge exchange sessions, and collaborative research will be conducted with universities, think tanks, and development partners to build a learning culture across the sector.

7.9 Sustainability, Accountability, and Lessons Learned in M&E

a. Sustainability

To ensure the continuity and institutionalization of M&E functions, the Ministry will integrate all new M&E initiatives into its existing planning, budgeting, and reporting systems. This integration will enhance coherence, prevent duplication, and ensure that all agencies within the sector operate within a unified performance framework.

Key sustainability strategies include:

1. **System Integration:** Linking sector M&E systems with national platforms such as the NDPC's District Development Data Platform (DDDP) and the Ghana Integrated Financial Management Information System (GIFMIS).
2. **Capacity Development:** Continuous training for staff of the Ministry and its agencies on data collection, analysis, reporting, and the use of M&E tools.
3. **Digital Tools and Data Platforms:** Deployment of mobile-based data collection tools (e.g., KoboToolbox, DHIMS2-style dashboards) and GIS-enabled platforms for monitoring field operations and infrastructure projects.
4. **Stakeholder Collaboration:** Partnering with Development Partners, CSOs, and research institutions to share resources, expertise, and data for joint reviews and performance analysis.
5. **Mainstreaming M&E in Organizational Culture:** Embedding M&E responsibilities in all departmental work plans and ensuring that evidence from M&E informs policy formulation, budgeting, and management decisions.

b. Accountability

Accountability is a key pillar of the Ministry's M&E framework. It ensures that the use of public funds and the performance of programmes are transparent and responsive to citizens' needs. To strengthen accountability, the Ministry will:

- Establish SMART indicators and measurable targets for all programmes and projects to facilitate performance tracking.
- Regularly publish M&E findings through quarterly and annual performance reports, stakeholder briefings, and online dashboards.
- Involve stakeholders in data collection, validation, and analysis to promote transparency and credibility.
- Conduct independent and external evaluations periodically to provide objective assessments of performance and impact.
- Ensure that M&E findings are systematically used to inform policy and programme adjustments, thereby closing the feedback loop between evaluation and decision-making.
- Integrate citizen feedback mechanisms (hotlines, digital portals, satisfaction surveys) to enhance accountability to the public.

c. Lessons Learned

The Ministry will adopt structured approaches to identify, document, and apply lessons learned throughout the lifecycle of its programmes and projects. This will include:

- Systematic recording of successes, challenges, and lessons learned in project implementation reports and evaluation summaries.
- Conducting After-Action Reviews (AARs) and Post-Implementation Reviews (PIRs) at the conclusion of major interventions to reflect on what worked well, what did not, and how future programmes can be improved.
- Organizing annual learning and reflection workshops that bring together all agencies under the Ministry to share experiences and best practices.
- Disseminating lessons learned through policy briefs, newsletters, and internal bulletins to ensure that knowledge is accessible across all levels.
- Institutionalizing learning by integrating lessons into new policies, operational manuals, training curricula, and planning guidelines to ensure continuous improvement in performance and results.

8.0 CHAPTER EIGHT: COMMUNICATION STRATEGY

8.1 Introduction

This chapter focuses on how activities in this plan as well as its implementation will be communicated and disseminated to all relevant stakeholders. It also shows how awareness would be created, and the roles stakeholders are expected to play in promoting dialogue and generation of feedback on the performance of the various funding sources.

Goal

The Communication Strategy aims at strengthening transparency, accountability, and citizen participation in implementing the Ministry's 2026 to 2029 MTDP.

8.2.2 Objectives

In the context of the Ministry of the Interior, the communication strategy aims to establish effective channels and mechanisms that will:

1. Facilitate two-way communication between the Ministry, its agencies, and the public to ensure timely information sharing, stakeholder input, and feedback on security, migration, and governance matters.
2. Promote behavioural change and public awareness on national security, public safety, law enforcement, disaster and identity management, reformation and reintegration of prisoners and civic responsibility.
3. Enhance the visibility and credibility of the Ministry's programmes, reforms, and interventions, while promoting transparency and accountability in the management of internal security and public resources.
4. Disseminate accurate and consistent information on policies, initiatives, and outcomes to citizens, development partners, and the media to strengthen public trust and cooperation.
5. Foster inclusive stakeholder participation in the formulation, implementation, monitoring, and evaluation of policies and programmes related to internal security, disaster response, migration management, and community safety.

8.2.2 Key Target Audiences

The communication efforts of the Ministry of the Interior will be directed toward the following key audiences:

1. The general public and community members, whose cooperation and vigilance are essential to maintaining internal peace and security.
2. Security agencies under the Ministry (Ghana Police Service, Ghana Immigration Service, Ghana National Fire Service, Ghana Prisons Service, NADMO, and others).
3. Regional Coordinating Councils (RCCs), Metropolitan, Municipal, and District Assemblies (MMDAs), and their respective Security Councils (REGSEC, MUSEC, DISEC).

4. Traditional authorities, faith-based leaders, and opinion leaders, who serve as critical partners in promoting community safety, conflict resolution, and civic awareness.
5. Development partners and civil society organizations, supporting the Ministry's governance, humanitarian, and public safety programme.
6. Media houses and journalists, who serve as intermediaries in informing the public and promoting responsible communication on security and safety issues.
7. Educational institutions and youth groups, as key stakeholders in national peace education, civic engagement, and volunteerism.
8. The private sector and business associations, especially those engaged in security technology, logistics, and emergency response support services.

8.2.3 Communication Channels and Tools

The Ministry will utilize diverse and integrated communication tools to ensure effective and timely dissemination of information. These include:

The Ministry's official website and verified social media platforms (Facebook, X, WhatsApp, etc).

1. Press releases, briefings, and media engagements coordinated through the Public Affairs Directorate.
2. Community information centers, public address systems, and local FM stations for grassroots-level sensitization and emergency alerts.
3. Inter-agency coordination meetings, stakeholder dialogue sessions, and town hall engagements to encourage transparency and participation.
4. Public education campaigns, posters, flyers, and information bulletins on key national security and safety programme.
5. Workshops, conferences, and annual performance review meetings to disseminate progress reports and policy updates.

8.2.4 Feedback and Reporting Mechanisms

To promote accountability and citizen engagement, the Ministry will institutionalize the following feedback and reporting mechanisms:

1. Public complaint and suggestion boxes placed at the Ministry, agencies and their regional offices.
2. Regular stakeholder consultation forums and community feedback sessions during outreach programme.
3. Social media monitoring, online feedback forms, and hotlines for real-time citizen engagement and reporting of emergencies.
4. Field monitoring visits and joint evaluation missions with partner agencies to assess the effectiveness of communication and public outreach.

5. Post-event and post-campaign feedback sessions to assess public perception and improve communication strategies.

Through this communication strategy, the Ministry of the Interior will ensure that information related to national security, public safety, law enforcement, disaster and identity management, reformation and reintegration of prisoners and civic responsibility is accessible, accurate, and timely, enabling all stakeholders to play an active role in sustaining national peace and security.

The Ministry shall disseminate and communicate M&E results to all stakeholders for the purpose of raising their awareness, ensuring transparency and accountability, enhancing commitment and support for development interventions and building partnerships and ownership of the development process.

It would employ communication strategies and organize the activities so as to promote the widest dissemination of knowledge on the progress made in the implementation of the MTDP. These strategies will include workshops/seminars, internet publications, audio-visual documentaries, development of popular/simplified versions of the plan, APRs and other M&E outputs. Table 18 provides an overview of the dissemination and communication activities targeting the various stakeholders and the expected outcomes.

8.2.4 Key Messages

“Securing Ghana’s Future Through Peace, Safety, and Shared Responsibility.”

1. The Ministry of the Interior remains committed to ensuring a safe, peaceful, and resilient Ghana, where citizens, institutions, and communities work together to uphold internal security and the rule of law.
2. Our 2026 to 2029 Medium-Term Development Plan focuses on strengthening security governance, enhancing migration, identity and border management, deepening disaster preparedness, enhancing reformation and reintegration of prisoners and promoting civic responsibility.
3. Through transparency, accountability, and effective communication, the Ministry will continue to engage the public, coordinate national agencies, and empower communities to play an active role in building a peaceful and prosperous nation for all.
4. Internal security, a shared responsibility
5. “See something, say something”

Table20: Communication Activity Matrix

| Activity | Purpose | Audience | Method / Tool | Timeframe | Responsibility |
|---|--|--|---|--------------------------------|---|
| Develop and disseminate internal security policy briefs | To inform stakeholders and the public on key policies, reforms, and security updates | General public, media, security agencies, Development partners, NPOs, CSOs | Press engagement and releases, Ministry website, social media posts | Quarterly | Public Relations Unit, Policy Planning, Monitoring and Evaluation Directorate (PPMED) |
| Organize national and regional stakeholder engagement forums | To strengthen collaboration and feedback among security agencies, RCCs, and MMDAs | REGSEC, MUSEC, DISEC, traditional authorities, FBOs, NPOs, CSOs | Stakeholder forums, workshops, dialogue sessions | Bi-annually | Ministry of the Interior, RCCs, Security Agencies |
| Conduct public education campaigns on citizen safety and security | To raise awareness on crime prevention, fire safety, and emergency preparedness | General public, youth groups, PWDs, community groups | Radio/TV talk shows, social media, posters, community durbars | Continuous (monthly focus) | Ghana Police Service, NADMO, Ghana National Fire Service, Public Affairs Directorate, NCCE |
| Establish rapid communication channels for emergency alerts | To ensure timely dissemination of information during crises and disasters | General public, local authorities, media, emergency response teams | SMS alerts, WhatsApp broadcasts, public address systems, local FM | As needed / during emergencies | GNFS, NADMO, National Communications Authority, Ghana Police Service, Traditional Authorities |
| Strengthen inter-agency information sharing | To improve coordination and data exchange among security institutions | Security agencies, MOI departments, RCCs | Inter-agency dashboards, secured email platforms, coordination meetings | Quarterly | Ministry of the Interior (ICT Unit), National Security Secretariat All Agencies |
| Publish quarterly performance reports | To promote transparency and accountability on Ministry | General public, development partners, Parliament, media | Ministry website, newsletters, media briefings | Quarterly | Public Relation Unit, PPMED |

| Activity | Purpose | Audience | Method / Tool | Timeframe | Responsibility |
|---|--|---|--|--------------------------------|---|
| | programmes and outcomes | | | | |
| Engage media for accurate and responsible reporting on security issues | To build trust and ensure ethical reportage on sensitive security matters | Journalists, media houses, PR practitioners | Media sensitization workshops, press conferences, media breakfasts | Semi-annually | Public Relation Unit, MOI, Information Services Department |
| Conduct social media campaigns to promote civic responsibility and law compliance | To influence positive public behaviour and support for security interventions | General public, especially youth | Facebook, X (Twitter), TikTok, infographics, short videos | Monthly | Public Relation Unit, National Commission on Civic Education (NCCE) |
| Develop and distribute IEC materials on disaster preparedness | To inform communities on disaster prevention and response measures | Community members, schools, religious groups | Flyers, posters, community education, radio jingles | Pre-rainy season and as needed | GNFS, NADMO, Information Services Department |
| Set up feedback and grievance redress mechanisms | To collect public concerns, improve service delivery, and strengthen trust | Citizens, CSOs, media | Hotlines, online feedback forms, community suggestion boxes | Continuous | Public Relation Unit, All Agencies |
| Conduct internal staff briefings and capacity-building sessions | To enhance information flow, teamwork, and communication effectiveness within the Ministry | Ministry staff, agency communication officers | Internal memos, staff meetings, capacity-building workshops | Quarterly | Human Resource Department, Public Relation Units |
| Disseminate migration policy updates and border management information | To enhance understanding and compliance with migration laws and border protocols | Travelers, border communities, immigration officers | Flyers, billboards, border community radio, stakeholder meetings | Continuous | Ghana Immigration Service, Public Relation Unit |

| Activity | Purpose | Audience | Method / Tool | Timeframe | Responsibility |
|---|---|---|---|------------------|-----------------------------------|
| Document and publicize best practices and success stories | To showcase achievements and strengthen public confidence in Ministry interventions | General public, development partners, media | Newsletters, video documentaries, Ministry website | Bi-annually | Public Relation Unit, PPMED |
| Conduct annual review of communication strategy effectiveness | To assess performance and realign communication priorities | MoI, departments, agencies, RCCs | Review workshops, monitoring reports, feedback analysis | Annually | RSIMD/Public Relation Unit, PPMED |

Annexes

Plan preparation Team

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