



NATIONAL COMMISSION FOR CIVIC EDUCATION

MEDIUM-TERM DEVELOPMENT PLAN (MTDP)

2026 - 2029

**RESETTING-GHANA AGENDA: CREATING JOBS, ENSURING ACCOUNT
ABILITY AND PROMOTING SHARED PROSPERITY**

SEPTEMBER, 2025

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LIST OF ACRONYMS

<i>APR</i>	-	<i>Annual Progressive Report</i>
<i>AAP</i>	-	<i>Annual Action Plan</i>
<i>ARAP</i>	-	<i>Anti-corruption, Rule of Law and Accountability Program</i>
<i>CHRAJ</i>	-	<i>Commission on Human Rights and Administrative Justice</i>
<i>CSOs</i>	-	<i>Civil Society Organisations</i>
<i>DP</i>	-	<i>Development Partners</i>
<i>EC</i>	-	<i>Electoral Commission</i>
<i>EIU</i>	-	<i>Economist Intelligence Unit</i>
<i>EPA</i>	-	<i>Environmental Protection Agency</i>
<i>FGDs</i>	-	<i>Focus Group Discussions</i>
<i>ICT</i>	-	<i>Information & Communication Technology</i>
<i>ISD</i>	-	<i>Information Services Department</i>
<i>ILGS</i>	-	<i>Institute of Local Government Studies</i>
<i>IGI</i>	-	<i>Independent Governance Institutions</i>
<i>IPDC</i>	-	<i>Inter-Party Dialogue Committees</i>
<i>PIAC</i>	-	<i>Public Interest and Accountability Committee</i>
<i>GSGDA</i>	-	<i>Ghana Share Growth Development Agenda</i>
<i>GPI</i>	-	<i>Global Peace Index</i>
<i>GII</i>	-	<i>Ghana Integrity Initiative</i>
<i>GES</i>	-	<i>Ghana Education Service</i>
<i>GHS</i>	-	<i>Ghana Health Service</i>
<i>M&ED</i>	-	<i>Monitoring and Evaluation Division</i>
<i>MOGCSP</i>	-	<i>Ministry of Gender, Children and Social Protection</i>
<i>MOE</i>	-	<i>Ministry of Education</i>
<i>MOF</i>	-	<i>Ministry of Finance</i>
<i>MMDA</i>	-	<i>Metropolitan, Municipal and District Assemblies</i>
<i>MDGs</i>	-	<i>Millennium Development Goals</i>
<i>MTDPF</i>	-	<i>Medium-Term Development Plan Framework</i>

<i>MELR</i>	-	<i>Ministry of Employment and Labour Relations</i>
<i>MESTI</i>	-	<i>Ministry of Environment, Science, Technology and Innovation</i>
<i>NMTDPF</i>	-	<i>National Medium Term Development Policy Framework</i>
<i>NACAP</i>	-	<i>National Anticorruption Action Plan</i>
<i>NCCE</i>	-	<i>National Commission for Civic Education</i>
<i>NCPD</i>	-	<i>National Council on Persons with Disability</i>
<i>NDPC</i>	-	<i>National Development Planning Commission</i>
<i>NMC</i>	-	<i>National Media Commission</i>
<i>NALAG</i>	-	<i>National Association of Local Authorities of Ghana</i>
<i>NPRA</i>	-	<i>National Pensions Regulatory Authority</i>
<i>NYA</i>	-	<i>National Youth Authority</i>
<i>NPC</i>	-	<i>National Peace Council</i>
<i>NGO</i>	-	<i>Non-Governmental Organisation</i>
<i>OHLGS</i>	-	<i>Office of the Head of the Local Government Service</i>
<i>OSP</i>	-	<i>Office of the Special Prosecutor</i>
<i>PBMED</i>	-	<i>Policy, Budget, Monitoring and Evaluation Department</i>
<i>PPMED</i>	-	<i>Policy Planning, Monitoring and Evaluation Department</i>
<i>PPP</i>	-	<i>Public, Private Partnership</i>
<i>PPA</i>	-	<i>Public Procurement Authority</i>
<i>PRINPAG</i>	-	<i>Private Newspaper Publishers Association of Ghana</i>
<i>RCC</i>	-	<i>Regional Coordinating Council</i>
<i>SDGs</i>	-	<i>Sustainable Development Goals</i>
<i>TUC</i>	-	<i>Trades Union Congress</i>

FOREWORD

It is with great honour that I present the National Commission for Civic Education's (NCCE) Medium-Term Development Plan (2026–2029), which is firmly anchored in the vision of His Excellency, President John Dramani Mahama's **Resetting Ghana Agenda**. This agenda calls for the renewal of our institutions, the restoration of national values, and the strengthening of citizen participation as the foundation for inclusive development and democratic consolidation. The Medium-Term Development Plan (MTDP) will guide the Commission's programmes and interventions over the next four years, in alignment with the medium-term national development policy agenda and the aspirations of the Ghanaian people.


The preparation of this MTDP has been the result of extensive collaboration and commitment. I acknowledge with appreciation the dedicated efforts of the contributing authors, viz. Dr. Imurana Mohammed (Director, Programmes), Ms. Monica Mamattah (Director, Finance), Dr. Henrietta Asante-Sarpong (Director, Research, Monitoring and Evaluation), Ms. Abena Boadiwaa Daako (Deputy Director, Finance), Dr. Michael Amponsah (Assistant Director, Research, Monitoring and Evaluation), Ms. Abena Yeboah Adjei (Assistant Director, Finance), Ms. Hagar Ampah (Principal Civic Education Officer, Programmes), and Mr. Eric Djabatey (Senior Civic Education Officer, Programmes) who worked diligently to analyse the existing conditions, identify emerging challenges, and propose innovative strategies for civic education delivery. The technical guidance and support received from Ms. Vera Bafoe (Senior Planning Officer), Mr. Christopher Papa Kojo Conduah (Senior Planning Officer) of the National Development Planning Commission (NDPC) and Mr. Kwabena Britwum (Principal Economic Officer), Budget Division of the Ministry of Finance (MoF) were invaluable in ensuring that this Plan is consistent with national planning frameworks, resource mobilisation strategies, and overall development priorities.

The role of the Management and Executive leadership of the NCCE cannot be overstated. Their vision, direction, and steadfast commitment to the mandate of the Commission provided the foundation for this Plan. Equally important has been the contribution of regional and district officers, whose grassroots experiences and insights enriched the priorities and interventions outlined herein.

As we look ahead, the MTDP 2026–2029 provides not only a roadmap for the current planning period but also important lessons and recommendations for the next cycle. Key among these is the need for continuous investment in civic education to keep pace with social, demographic,

and technological changes; enhanced collaboration with state and non-state actors; and sustainable resourcing of the Commission to ensure effective nationwide engagement.

I hope that this Plan will serve as a step for practical action, a guide for policy implementation, and an inspiration for all stakeholders committed to the strengthening of Ghana's democracy.



Ms. Kathleen Addy
Chairman
National Commission for Civic Education

EXECUTIVE SUMMARY

The National Commission for Civic Education (NCCE), established under Article 231 of the 1992 Constitution and Act 452 of 1993, is mandated to promote and sustain democracy by creating awareness of rights, obligations, and civic responsibilities among citizens. Building on the successes and lessons from its 2022–2025 Medium-Term Development Plan (MTDP), the Commission has prepared this 2026–2029 MTDP to align with the Medium-Term National Development Policy Framework (2026–2029) and national priorities such as the 24-Hour Economy, MahamaCare, and other governance and social development initiatives.

The plan was developed through a bottom-up, participatory process involving management, regional, and district offices of the Commission. It outlines a four-year roadmap with strategies anchored on five national development dimensions: Economic Development, Social Development, Environmental and Spatial Development, Governance and Institutional Development, and International Relations.

The situational analysis highlights progress made under the 2022–2025 MTDP, including outreach to approximately 5.98 million citizens (19% of the population) through civic education activities, school visitations, and thematic programmes on democracy, human rights, peacebuilding, political tolerance, and environmental governance. However, gaps remain in coverage, especially in the informal sector, in addressing misinformation, corruption, low trust in institutions, and threats of violent extremism. Institutional challenges such as chronic underfunding, inadequate logistics, aging infrastructure, and staffing imbalances continue to constrain performance, with a funding shortfall of over 50% against the projected budget for the last cycle.

The key development priorities for 2026–2029 include:

1. Constitutional awareness creation programme
2. Social Auditing and Tax Education
3. Child protection Campaign Programme
4. Patriotism & Good Citizenship
5. Capacity Building Programme
6. Policy Coordination and Implementation

The development goals and strategies outlined in the plan seek to deepen constitutional awareness, civic responsibility, environmental stewardship, and democratic participation. They

also emphasize strengthening institutional capacity, resource mobilisation, and collaboration with government, civil society, development partners, and the private sector.

The MTDP further details composite programmes, annual action plans, monitoring and evaluation arrangements, and a communication strategy to track progress, measure impact, and ensure accountability. Implementation will require a pragmatic financing strategy that addresses persistent funding gaps, leverages partnerships, and prioritises efficient resource use.

Ultimately, the 2026–2029 MTDP provides a clear framework for consolidating Ghana’s democracy by empowering citizens, fostering inclusive participation, and strengthening the NCCE’s institutional capacity to respond to evolving national and global challenges.

CHAPTER ONE

GENERAL INTRODUCTION

1. Introduction

This chapter introduces the National Commission for Civic Education (NCCE), its mandate, vision, mission, functions, core values, organisational structure, and various departments. The chapter concludes with the outline of the plan.

1.2 Background

The National Commission for Civic Education (NCCE) is an independent constitutional commission provided under Chapter 19, Article 231-239 of the 1992 Fourth Republican Constitution of Ghana and created by Act, 1993 (Act 452). The Commission works to promote and sustain democracy and inculcate in the Ghanaian citizenry, the awareness of their rights and obligations, through civic education. Since its establishment, the NCCE continuously plays key roles in enhancing citizens' participation in governance, empowering the people, especially, marginalized groups to demand accountability from public office holders, and promoting civic duties and obligations to the state.

1.3 Vision

The vision of the NCCE is to be an *effective Independent Governance Institution (IGIs) delivering civic education to all Ghanaians and working towards sustaining Ghana's Democracy.*

1.4 Mission

The mission of the Commission is *to promote and sustain democracy and inculcate in the Ghanaian citizenry the awareness of their rights and obligations through civic education*

1.5 Functions

The specific functions of NCCE as stated in Section 2 of Act 452 are to: -

- a. Create and sustain within the society, the awareness of the principles and objectives of the constitution as the fundamental law;
- b. Educate and encourage the public to defend the constitution at all times, against all forms of abuse and violation;
- c. Formulate for the consideration of Government, programmes at the national, regional and district levels to realize the objectives of the constitution;
- d. Formulate, implement and oversee programmes intended to inculcate in the citizens an awareness of their civic responsibilities and an appreciation of the rights and obligations of citizens;
- e. Assess for the information of Government, the limitations to the achievement of true democracy arising from the existing inequalities between different strata of the population and make recommendations for re-dressing these inequalities;

1.6 Mandate

NCCE mandate as stated in Chapter 19, Articles 231 – 239 of the 1992 Constitution and Act 452 of 1993 is to create and promote through civic education, understanding and commitment to democracy and inculcate in the citizenry the awareness of their rights and obligations including the responsibility of defending the Constitution against all forms of abuse and violations.

1.7 Core Values

- Integrity
- Presence
- Independence

1.8 Organisational Structure

The organisational structure of the Commission is depicted by the organogram presented in Figure 1. The organogram is informed by the mandate and function of the Commission, and reflects the internal institutional working arrangements aimed at facilitating the achievement of organisational goals and objectives. It also shows the direction of leadership to improve the performance of the Commission.

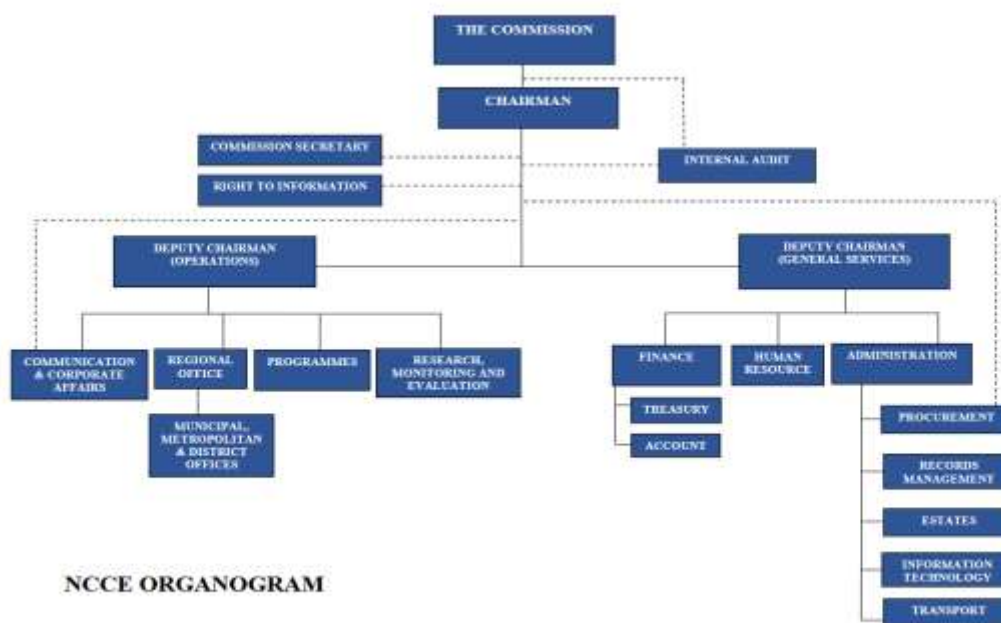


Figure 1: NCCE Organogram

1.8.1 The Commission

The Governing Body

The commission is made up of a Chairman, two Deputy Chairmen and four other Commission Members. The seven Commission Members constitute the governing body of the commission. The commission members are supported by six (6) line Directorates and the Office Of the Commission Secretary who have direct responsibility for the departments of the commission.

These are:

- Finance
- Administration
- Human resource
- Programmes
- Communications and corporate affairs
- Research, Monitoring and Evaluation
- Office of the Commission Secretary

The commission has one (1) head office, sixteen (16) regional offices headed by regional directors, and two hundred and sixty-three (263) district, municipal and metropolitan offices, all headed by district, municipal and metropolitan directors who coordinate and supervise the commission's work in our regional and district offices nationwide.

1.9 Location

Geographically, the National Commission for Civic Education is located at located at No. E199/2, 8th Avenue, Castle Road, Ridge, Accra.

1.10 Structure of The Plan

The MTDP is organized into eight chapters. Chapter One provides a general introduction to the NCCE, outlining its mandate, vision, mission, core functions, and values. Chapter Two presents a `situational analysis of the Commission and assessment of its performance in the 2022-2025 planning period, highlighting the strides made, challenges encountered, and the lessons learned. Chapter Three prioritizes the identified key development issues that need to be addressed. Chapter Four outlines the goals, objectives, and strategies to be pursued in the planned period to address the identified issues. Chapter Five details the development programmes earmarked for implementation in achieving the set objectives. Chapter Six

outlines the annual action plans to be implemented within the planning period, 2026-2029. Chapter Seven describes the Monitoring and Evaluation arrangements to be used to track progress, and measure, document, and report results. Chapter Eight concludes the plan by outlining strategies to effectively engage its stakeholders on the plan.

CHAPTER TWO

SITUATIONAL ANALYSES

2.1 Introduction

This chapter provides a comprehensive assessment of the Commission's current status. It evaluates the Commission's performance in relation to its stated programme outcomes, including a review of financial performance over the planned period (2022-2025). It also presents the existing condition of the pillars in which the institution operates, within the Governance space. It concludes with identification of key development issues.

2.2 Performance Review

Our 2022-2025 MTDP, informed by behavioural change issues such as poor attitudes towards national development, threats to national security, which include the likely spill over effect of the violent extremist activities in the Sahel region, prioritises civic engagements on peaceful co-existence, national cohesion, attitudinal change, gender equality, climate change and related environmental issues as major development concerns. While the majority of the citizens prefer democracy to any other kind of government¹, research results point to low citizens' participation and unequal gender representation in politics. For instance, 70.9% never contacted their Assembly member and 85.0% never contacted MP over the past year², according to Afrobarometer survey.

The European Union Observer Mission to the 2020 elections, decried low women's representation in parliament and suggested the passage of an affirmative action law that would introduce a quota for women in governance of at least 30 per cent³. The NCCE shall intensify civic educational activities on civic participation, which include attention to the emerging middle class residing in the urban areas of the country. Also, recent discussions in the media point to low sense of patriotism, declining adherence to social values such as integrity, honesty, trustworthiness, diligence, as well as, poor work ethics, which include absenteeism, dereliction of duty and other acts of indiscipline are issues that will be given much attention by the NCCE.

¹ https://afrobarometer.org/sites/default/files/publications/Summary%20of%20results/summary_of_results-ghana_r8-19feb20-updated.pdf

² https://afrobarometer.org/sites/default/files/publications/Summary%20of%20results/summary_of_results-ghana_r8-19feb20-updated.pdf

³ https://eeas.europa.eu/election-observation-missions/eom-ghana-2020/96504/eu-election-observation-mission-presents-final-report-recommendations_en

The tables below drawn from the development matrix of the National Medium Term Development Framework (NMTDF) summarise NCCE’s key civic educational issues for the planning period of 2022-2025.

2.3 Performance Review Matrix, 2022-2025

Table 1: Performance Review

Development Dimension	Indicator	Baseline (2021)	2022-2025 Medium-term target	Cumulative Achievement		Remarks
				Year	Data	
Social Development	% Increase in the number of women the next parliament	14.5%	20%			
	Significant positive change in attitudes among the citizenry					Significant positive change in attitudes, work ethics among the majority of Ghanaians
Governance, Corruption and Public Accountability	Ghana’s score on the DI	6.5	7.0 (6.5, 2022)			More outreach programmes contributed to success
	Ghana’s score on the GPI	(1.776 , 43rd, 3rd in sub-Saharan Africa)	1.6 (1.759, 40th, 2022, 2nd in sub-Saharan Africa)			
	Ghana’s score on the CPI	(43/100 , 75th)	47/100 (43/100 2021, 73rd)			
	Number of assessments on constitutional democracy conducted	-	8			

Development Dimension	Indicator	Baseline (2021)	2022-2025 Medium-term target	Cumulative Achievement		Remarks
				Year	Data	
	Number of Monitoring and Evaluation reports produced	3	9			
	NCCE Gender Policy Produced		1			
	Number of assessments on citizens knowledge of corruption and institutions for Public Accountability	-	1			
Emergency Response	People's acceptance of COVID-19 vaccines	-	70%			

2.2.1 Overall Implementation of the 2022-2025 MTDP of the Commission

Since its establishment, the National Commission for Civic Education (NCCE) has anchored its mandate on carefully defined thematic areas to keep civic education responsive to the evolving needs of Ghanaian society. Between 2022 and 2025, the Commission engaged citizens nationwide on key issues such as the 1992 Constitution, democracy, human rights, peacebuilding and conflict resolution, political and religious tolerance, inclusion of marginalised groups, sustainable environmental management, and voter education. Over this period, it implemented 20,287 outreach programmes and 23,643 school visitations that promoted public understanding of constitutional governance, rights, and civic responsibilities, reaching an estimated 5,978,229 people, reached approximately 19 percent of the population, of which 63 percent were students across all levels of education (see Table 2 and 3).

Table 2: Number of Constitution Week Celebrations by Region, 2022-2024

Regions	Number Of Activities			Number Of People Reached		Total
	2022	2023	2024	Male	Female	
Head Office	5	32	45	445	431	875
Ahafo	72	59	63	890	861	1,751
Ashanti	1,178	1,319	1,385	101,801	121,970	223,771
Bono East	192	215	226	36,307	38,307	74,614
Bono	228	255	268	53,314	52,200	105,514
Central	3	3	4	392	392	784
Eastern	4	125	215	593	664	1,257
Greater Accra	1,015	1,137	1,194	71,458	91,977	163,435
North East	1,085	1,215	1,276	61,434	71,423	132,856
Northern	113	127	133	12,280	12,561	24,841
Oti	196	220	230	75,239	79,934	155,173
Savannah	98	110	115	14,878	16,514	31,392
Upper West	7	8	8	638	185	823
Upper East	40	45	47	6,195	5,874	12,069
Volta	329	368	387	24,640	31,182	55,822
Western	365	409	429	142,981	181,242	324,224
Western North	1032	1,156	1,214	87,739	674,257	761,996
Total	6,048	6,899	7,340	735,094	1,436,161	2,171,255

While this coverage is significant, it underscores a sizeable gap in direct civic engagement. Large segments of the population remain without sufficient exposure to constitutional education, which has important implications for Ghana's democratic development. Limited reach can slow the consolidation of democratic culture and weaken citizens' ability to hold institutions accountable. It also heightens the risk of misinformation and political apathy, potentially reducing voter participation and informed public debate.

Table 3: Number of Schools visited by Region, 2022-2024

Regions	Number of Schools Visited			Male	Female	Total Number Of Pupils
	2022	2023	2024			
Head office	26	28	27	11,689	13,287	24,976
Ahafo	230	248	234	36,736	40,299	77,036
Ashanti	1,608	1,737	1,640	367,362	402,995	770,356
Bono East	205	221	209	35,202	39,940	75,141
Bono	356	384	363	54,550	52,680	107,230
Central	375	405	383	61,734	70,671	132,406
Eastern	825	891	842	189,650	199,866	389,516
Greater Accra	1,068	1,153	1,089	211,206	242,036	453,242
North East	64	69	65	267,663	324,404	592,066
Northern	207	224	211	46,781	33,419	80,200
Oti	505	545	515	149,436	172,182	321,618

Regions	Number of Schools Visited			Male	Female	Total Number Of Pupils
Savannah	350	378	357	71,466	53,170	124,636
Upper West	13	14	13	7,711	3,473	11,183
Upper East	3	3	3	4,189	3,813	8,002
Volta	208	225	212	41,607	42,896	84,503
Western	1102	1,190	1,124	166,646	178,830	345,476
Western North	482	521	492	95,847	113,541	209,388
Total	7,627	8,237	7,779	1,819,473	1,987,500	3,806,974

In areas prone to tension or conflict, inadequate civic education can undermine peacebuilding and efforts to foster political and religious tolerance. Marginalised groups, particularly those in rural communities, the youth, and persons with disabilities, may continue to face barriers to meaningful participation in governance. Likewise, insufficient education on environmental stewardship and human rights may delay behavioural changes needed to address climate challenges and protect vulnerable populations.

2.2.2 Environmental Governance and Sustainability

The Commission intensified its environmental governance and sustainability agenda during 2022–2025, creating nationwide awareness on critical issues such as waste disposal, plastic pollution, illegal mining, and climate change. Through these efforts, the Commission promoted responsible citizenship and collective action to protect natural resources and strengthen climate resilience. Over the period, a total of 55,130 environmental sustainability promotion programmes were carried out across the country.

Regional outreach data show significant growth in activities, rising from 16,539 programmes in 2022 to 33,078 in 2023, before declining to 5,513 in 2024, mainly due to the preparations towards the national elections. The Ashanti Region consistently recorded the highest number of engagements, followed by Greater Accra, Eastern, and Central Regions, indicating strong presence in both urban and semi-urban centres. However, regions such as Savanna, North East, Oti, and Upper West consistently reported lower numbers of programmes (see Table 4).

Table 4: Number of Environmental Governance Promotion Activities, 2022-2024

ACTIVITIES ON ENVIRONMENTAL GOVERNANCE			
REGION	2022	2023	2024
Ashanti Region	2625	5250	875
Ahafo Region	477	954	159
Bono Region	495	990	165
Bono East Region	627	1254	209

ACTIVITIES ON ENVIRONMENTAL GOVERNANCE			
REGION	2022	2023	2024
Greater Accra Region	3954	7908	1318
Eastern Region	1926	3852	642
Central Region	1698	3396	566
Savanna Region	453	906	151
Northern Region	681	1362	227
North East Region	504	1008	168
Upper East Region	771	1542	257
Upper West	381	762	127
Volta	411	822	137
Oti	180	360	60
Western	552	1104	184
Western North	804	1608	268
TOTAL	16,539	33,078	5,513

2.2.3 Human Rights and Civic Responsibility

The Commission in order to raise awareness of fundamental rights and freedoms guaranteed by the Constitution and international conventions, it intensified activities aimed at empowering citizens to claim, protect, and respect human rights while fulfilling their civic responsibilities. Between 2022 and 2024, it conducted 21,428 education and compliance activities, directly reaching an estimated 2,746,899 participants—1,227,004 men and 1,519,895 women. This outreach represents roughly 17 percent of Ghana’s economically active population, a noteworthy accomplishment given that about 80 percent of the workforce is engaged in informal employment.

While this level of engagement reflects meaningful progress, a significant share of working-class individuals, particularly those in the informal sector remains unreached. The higher female participation underscores positive gender inclusion, aligning with the reality that many informal workers are women.

2.2.4 Voter Education

The Commission provided non-partisan education on electoral processes, voting rights, and civic responsibilities to help citizens make informed choices, resist electoral malpractice, and safeguard Ghana’s democratic stability. During the 2024 Limited Registration Exercise, it conducted 3,266 sensitization activities nationwide, reaching about 95,478 participants 44,074 men and 51,404 women (see Table 5), reflecting a stronger female turnout.

Table 5: Number of sensitization Activities on Limited Registration Exercise

Region	Number of activities	Male	Female	Total
Head Office	15	100	85	185
Ashanti	573	18200	20726	38926
Ahafo	72	1566	1799	3365
Bono East	134	4942	5462	10404
Bono	89	1250	2060	3310
Central	90	1080	1670	2750
Eastern	74	1650	1970	3620
Greater Accra	112	461	893	1354
North East	90	4156	4683	8839
Northern	320	4100	3789	7889
Oti	268	104	186	290
Savanna	156	890	1270	2160
Upper East	267	960	1260	2220
Upper West	166	1782	1562	3344
Volta	255	1233	1225	2458
Western North	369	1200	2389	3589
Western	216	400	375	775
Grand Total	3266	44074	51404	95478

When compared with the national voter register of 18.7 million, this outreach represents only around 0.5 percent of the total electorate. However, measured against the Electoral Commission’s target of 623,000 new registrants, the sensitization covered roughly 15 percent of the intended audience. This indicates that while the programme contributed meaningfully to encouraging new voter registration, it fell well short of reaching the broader pool of eligible but unregistered citizens.

To generate evidence and insights on governance, participation, and civic education, the NCCE’s flagship research initiative, “Matters of Concern to the Ghanaian Voter,” is undertaken every four years by the Research, Monitoring and Evaluation Department ahead of the country’s general elections. The study captures the views and expectations of citizens, examining their priorities and the emerging issues that shape Ghana’s electoral landscape.

The 2024 edition highlights key voter concerns such as vote-buying, election-related violence, and the quality of political representation. It explores electorate expectations of their political leaders, factors influencing voter participation and behaviour, and perceptions surrounding the

prevalence of vote-buying ahead of the upcoming polls. In addition, the report identifies potential triggers of electoral violence and proposes measures to prevent such incidents, providing critical evidence to guide policymakers, political actors, and civil society in safeguarding the integrity of Ghana’s democratic process.

2.3 Financial Performance Review- (2022-2025)

The National Commission for Civic Education (NCCE) plays a critical role in promoting civic awareness, democratic values, and active citizenship in Ghana. To fulfil its mandate effectively, the Commission prepared a Medium-Term Development Plan (MTDP) with an estimated funding requirement of C964,282,566.00 over the implementation period. This report outlines the financial implications of the funding status and its potential impact on the Commission’s operations. The total funding gap of C516.8 million represents a 53.6% shortfall against the projected needs. This underfunding directly threatens the implementation of core civic education programs nationwide as a result in fiscal constraints and policy shifts.

Table 6: Financial Performance Matrix (2022-2025)

Source of funds	Total estimated cost of plan (A)	Total amount received (B)	Variance (C)=(A-B)
GOG	820,175,126.00	412,465,951.51	407,709,174.49
DPs	144,107,440.00	35,051,387.56	109,056,052.44

*Source: Finance Department(** figures provided are up to June 2025)*

Only 24% of the expected C144 million from potential development partners was realized. Donor dependence and volatility which is not a regular stream of income and does not cover the entire nation hinders the Commission in achieving its mandate. These funds are not sustainable and are mostly limited to specific scope and target areas.

Strategies employed in improving revenue mobilization over the period was collaborations and partnerships with the development and corporate partners through improved partner engagements, proposal development and credibility- building mechanisms. The Commission faces a critical funding gap of over 50% of its planned budget. Its overreliance on government subventions and limited inflows from other partners weaken its financial sustainability. This situation threatens the Commission’s ability to deliver nationwide civic education, affecting democratic consolidation, citizen awareness, and accountability efforts.

2.4 Existing Conditions and Diagnosis

The existing condition of the National Commission for Civic Education (NCCE) is presented within the broad framework of strengthening Governance and Public Accountability. The analysis covers the period 2022-2024, under the broad headings of National Dialogue, Annual Constitution Week, Citizenship Week, Civic Education Clubs, Sensitization on NACAP, Communications and Corporate Affairs. The details of the situational analysis are presented below:

2.4.1 Institutional conditions

Human Resource

The Commission has 1,645 staff at post against 1,767 established posts, leaving a net shortfall of 122 (7%). However, this net figure masks significant imbalances across grades: some grades are over-staffed while others are critically under-staffed. Deputy directors for instance with an established post of 42, have 98 staff at post currently, additionally, assistant directors with an established post of 100, have 300 assistant directors at post, similarly, chief field officers with an established post of 105, currently have 243 officers at post. In contrast, principal Civic Education officers with as established post of 201, currently have only 153 officers at post, similarly, for assistant Civic Education Officers, with an established post of 434, currently have only 213 at post, as seen in Table 7.

Table 7: Human Resource

DESIGNATION	ESTABLISHED POST	NO. AT POST	GAP
Chairman	1	1	-
Deputy Chairman	2	2	-
Commission Members	4	4	-
Commission Secretary	1	1	-
Directors (5 Line Directors/16 Regional Directors)	21	23	(2)
Deputy Directors	42	98	(56)
Asst. Directors	100	300	(200)
Principal Civic Education Officer	201	153	48
Senior Civic Education Officer	216	118	98

DESIGNATION	ESTABLISHED POST	NO. AT POST	GAP
Civic Education Officers	498	434	64
Assistant Civic Education Officer	434	213	221
Chief Field Officer	105	243	(138)
Principal Field Officer	100	55	45
Senior Field Officer	42	0	42
Total	1767	1645	122

Source: Human Resource Department, 2025

The workforce is predominantly mid-career with aged 35-49 constituting 58 percent, 18-34 constituting 20 percent and those nearing retirement (50-60) constituting 22 percent. In terms of gender, male staff form 933 (57%) while females account for 712 (43%)

Collectively, these patterns present risks for succession, institutional memory, and the Commission's ability to deliver on national development planning, especially at the regional level, where senior and technical staff shortages are most likely to be felt. (See Table 8).

Table 8: Age distribution of Staff

<i>Age</i>	<i>Sex</i>		<i>Total</i>
	<i>Male</i>	<i>Female</i>	
18 - 34	186	140	326
35 - 49	529	424	953
50 - 60	218	148	366
TOTAL	933	712	1645

Source: Human Resource Department, 2025

Overall, the figures reveal a workforce dominated by mid-career professionals, a significant proportion approaching retirement, and a relatively limited share of younger employees, underscoring the importance of targeted recruitment and succession planning to maintain a balanced age profile.

Qualification levels are dominated by first degree holders 57 percent, with postgraduate/professional staff at 22 percent and HND/Diploma/Certificate holders at 21 percent. (See Table 9)

Table 9: Staff Qualification

Qualification	Number Required
Post Graduates/Professional	363
First Degree	933
HND/Diploma/Certificates	349

Source: Human Resource Department, 2025

Office and related infrastructure

Although NCCE plays a key role in consolidating democracy in Ghana, it has no permanent office facilities for its Head Office. The present head office location of NCCE, within the Electoral Commission building, is inadequate and makes effective delivery of work challenging. Staff have no offices as over 120 staff share eight rooms provided within the Electoral Commission building, with rest room access limited. There are no facilities for storage and maintenance of files, materials and information.

Whilst a large number of the Commission's offices are in the Regional and District Administration blocks, others operate from rented premises with very high rental charges. In view of the low budgetary allocation, a number of offices have defaulted in rent payment and are under threat of eviction. It is also important to note that some of the Regional and District Offices have been unable to honour utility bills including electricity, water, telephones and internet. Consequently, utility providers have disconnected such facilities rendering a non-conducive working environment. It is equally important to state that some of our District offices have been allocated to us by the District Assemblies and this has lessened the burden of rent payment for office accommodation. Most of our Regional and District Directors lack duty posts and are saddled with high rent advances being demanded by landlords. Table 10 Provides status of Office Accommodation. (See Table 10)

Table 10: Office Accommodation

Cost Centre	Districts			Regions		Office under Construction
	Rented	Own Property	Non-Rented	Rented	Non-Rented	
Gt. Accra	2	2	31	--	1	--
Eastern	6	--	27	--	1	--
Western	1	--	15	--	1	--
Ashanti	2	1	40	--	1	--
Bono	1	--	11	--	1	--

Cost Centre	Districts			Regions		Office under Construction
	Rented	Own Property	Non-Rented	Rented	Non-Rented	
Northern Region	-	--	16	--	1	--
Upper East	-	--	15	--	1	--
Upper West	-	--	11	--	1	--
Volta	1	2	15	--	--	1
Central	1	--	21	--	1	--
Oti	-	--	9	--	1	---
North East	--	--	6	--	1	--
Western	--	---	9	--	1	--
North	1	---	6	--	1	--
Ahafo	--	---	11	1	--	--
Bono East	---	---	7	1	--	--
Savanah				--	1	--
Total	15	5	250	1	15	1

Logistics and materials/teaching aids

The Commission's aging vehicular fleet is a huge obstacle in reaching the citizenry for effective delivery of civic education. Most of the existing operational equipment, vehicles and materials are inadequate, outmoded and obsolete.

See Table 11 below for details of logistics and equipment in the Commission. The gap shown is affecting the quality of civic education delivery of the NCCE.

Table 11: Logistics and Materials

S/No.	Item	Current Status	Actual Requirement	Gap
1	Computers	385	725	380
2	Printers	248	725	477
3	UPS	230	725	495
4	Photocopiers	22	185	163
5	Scanners	18	190	172
6	Vehicles	193	306	167
7	Air Conditioners	50	215	165
8	Refrigerators	40	100	60
9	TV Sets	35	226	191
10	Public Address Systems	290	550	260
11	Motorbikes	113	250	113

S/No.	Item	Current Status	Actual Requirement	Gap
12	Cabinets	103	615	512
13	Smoke Detectors	24	40	16
14	LG LED TV	4	14	10
15	Subwoofer	4	14	10
16	Mobile phones	-	-	-
17	Solatek Multiguard	15	15	-
18	Laptops	42	226	184
19	Crash Helmets	172	226	88
20	Camcorders	2	20	18
21	Network Tools	3	12	9
22	Power Amplifier	2	2	-
23	12 Channel Mixer	2	2	-
24	Graphic Equalizer	2	1	-
25	Speakers	4	10	6
26	megaphones	100	500	400
27	Car horns	120	306	186
28	car amplifier	90	306	216
29.	Cord microphones	56	612	556
30.	Steel cabinet	103	615	512
31.	Office desk	104	715	611
32.	Office swivel chair	104	715	611
33.	Water tank	2	18	16
34	Mobile desk phone	2	299	297

2.4.2 Strategic Pillars

i. Education on the Constitution of Ghana

The Commission, in line with its constitutional mandate to promote public understanding of the 1992 Constitution and the principles of constitutional governance, has so far empowered about 19 percent of Ghana's population with knowledge of their rights, responsibilities, and the workings of the state. This outreach equips citizens to participate

more actively in national decision-making, policy reforms, and community governance processes.

While this level of engagement reflects significant progress in raising awareness of constitutional rights and civic duties, it also reveals a considerable gap: over four-fifths of the population remain without direct exposure to structured constitutional education. This limits the ability of many Ghanaians to effectively claim their rights, fulfill civic responsibilities, and hold public institutions accountable.

a. National Dialogues

Between 2022 and 2024 the Commission consolidated its role as a convener of national conversations on high-stakes governance and security topics, moving from regionally focused fora to dialogues with national resonance and strategic partners. In 2022 the Commission hosted its Third NORPREVSEC dialogue in Tamale on violent extremism and political instability in the sub-region, an event that combined scholarly, civil-society and security perspectives and was broadcast to enlarge its reach; by 2024 the Commission's national dialogues were commonly anchored to the election cycle and to broad themes of national renewal (captured in the 2024 theme "Together, We Can Build Ghana: So, Get Involved"), and they increasingly involved traditional authorities and security actors in ways designed to shore up electoral peace and local legitimacy. Across the period the emphasis shifted from single-issue grant-funded projects (notably donor-supported PCVE programming launched in 2022) to a hybrid model that blends externally funded technical projects with institutionally driven national conversations. The trend is therefore one of amplified profile and strategic alignment with national security and civic priorities, but it also exposes a structural vulnerability: heavy reliance on donor finance for specialist dialogues risks uneven continuity and raises questions about domestic ownership of preventive and public-safety messaging. The development implication is clear—while national dialogues have become an important channel for shaping public understanding of complex threats and for building coalitions for peace, their long-term contribution to national resilience will depend on predictable domestic resourcing, stronger institutional linkages with security and local government actors, and systematic follow-through that translates discussion into community-level prevention and social-cohesion measures.

ii. Annual Constitution Week

Over the three-year window Constitution Week remained the Commission's flagship mass civic literacy moment, evolving in scale, location and tactical partnerships. In 2022 the Week marked three decades of constitutional rule with high-level lectures and panel discussions that

interrogated reform agendas and engaged the judiciary and security institutions; the programme's frequency and geographic coverage, produced hundreds of regional and district engagements and mass events that reached very large audiences; and in 2024 the launch in Kumasi signalled a deliberate strengthening of relationships with traditional authorities and an operational focus on election security, with specific outreach to security personnel (443 officers engaged during the 2024 week). The trend therefore shows continuity in purpose (defending constitutional awareness) combined with tactical adaptation — deeper cultural engagement in 2024 and an explicit linkage to electoral stability. The key issues are twofold: first, counting events and participants shows growing activity but does not guarantee penetration into under-served communities or repeated exposure needed for durable attitude change; second, the Week's expanded engagement with security and traditional authorities positions the Commission to influence election-period behaviour but also requires careful management to preserve the Commission's impartiality. For national development, the implication is that Constitution Week contributes materially to democratic legitimacy and electoral peace when paired with sustained, year-round civic programming and harmonised metrics that measure changes in civic knowledge and behaviour rather than inputs alone.

iii. Citizenship Week Celebration

Citizenship Week remained the Commission's principal vehicle for formative civic education in schools and showed a steady increase in reach and thematic breadth from 2022 through 2024. In 2022 the "catch them young" strategy was evident in outreach to 7,447 schools, where resource persons mentored pupils on patriotism and integrity; 2023 sustained this high tempo and extended subject matter to contemporary risks, while 2024 recorded visits to 8,130 schools under the sub-theme "Children, Let Us Build Ghana Together," explicitly linking civic values to emerging social problems such as cyberbullying and teenage pregnancy. The trend is a sustained and modestly expanding school footprint, with growing attention to social-protection and child-safety issues. The principal challenge is distributional: while aggregate school numbers are high, regional variability and the persistent exclusion of out-of-school youth and remote communities mean that formative civic messages are unevenly absorbed across cohorts. Development implications are significant: the school-based strategy builds long-term social capital and can reduce future governance deficits, but unless complementary channels reach informal youth and remote populations, national efforts to generate inclusive civic norms may leave structural gaps that undermine participatory governance and youth employment programmes.

iv. Civic Education Club (Cecs) Activities

Civic Education Clubs persisted as the Commission's most durable youth engagement platform, but their footprint and functional dynamics varied over the period. In 2022 there were about 6,213 active clubs delivering 6,907 club activities including 229 institutional excursions that exposed youth to the legislature and judiciary; 2023 saw large numbers of club engagements and an explicit push to reactivate dormant tertiary chapters, while 2024 recorded some 5,447 clubs and 6,132 activities, with an expanded topical focus that included child online protection and internet fraud. The trend points to an established nationwide network that periodically expands or contracts in activity depending on resourcing and campaign priorities, and to a programme that is responsive to contemporary risks affecting young people. The main issue is impact translation: despite the scale of club activity, measurable improvements in youth civic participation and turnout in local decision-making have not matched input volumes, suggesting a gap between knowledge acquisition and civic action. For development, this means CECs are an invaluable investment in human capital and democratic socialisation, but to leverage them fully the Commission and partners must invest in mentorship, leadership pipelines, outcome-oriented curricula and linkages to youth employment and civic leadership opportunities so that club membership yields concrete life-course and governance impacts.

v. Sensitization On Nacap / Social Auditing

The Commission's accountability strand — sensitisation on the National Anti-Corruption Action Plan (NACAP) and social auditing — showed pilot-scale intensity with growing conceptual clarity but limited breadth. In 2022 the Commission conducted follow-ups on roughly 400 community projects to monitor completion and to catalyse citizen oversight; subsequent years deepened district-level roll-outs and promoted social-auditing committees as institutional interfaces between citizens and duty-bearers, though activity counts remained modest relative to the scale of governance deficits. The trend is therefore one of careful piloting and incremental expansion rather than rapid scale-up. The central challenges are resource intensity and citizen mobilisation: social auditing requires trained committees, reliable data and sustained follow-up, and mobilising communities around public financial oversight is harder than mobilising around high-visibility events. Development implications are weighty — when expanded and institutionalised, NACAP/social auditing can directly improve service delivery, reduce leakages in public investment and strengthen public trust, but without systematic scaling, dedicated capacity building and formal linkages to district assemblies and oversight

institutions, the programme will remain a promising but partial corrective to corruption and poor governance.

vi. *Communications And Corporate Affairs (Cca)*

Across 2022–2024 Communications and Corporate Affairs emerged as both an amplifier and a diagnostic lens for the Commission’s effectiveness. The department managed multi-platform campaigns that delivered large social-media audiences, substantial ICE material production and creative civic campaigns (for example human billboards and the “Dance to the Beat of Peace” initiative in election contexts), and these activities were crucial in 2024’s election environment. Nevertheless, the period exposed fragilities: a dramatic fall in website metrics in 2022 was linked to constrained activity coverage, and while social audience size and content output expanded through 2023–2024, conversion into sustained engagement and measurable civic action was inconsistent. The trend therefore is one of growing technical sophistication and reach but mixed effectiveness in converting visibility to behaviour change. The key issues are capacity bottlenecks, analytics and audience segmentation: without sustained funding for content, better analytics to target hard-to-reach populations, and integrated campaigns that marry digital messaging with on-the-ground follow-up, CCA’s reach risks remaining largely informational rather than transformational. The development implication is that CCA can be a force multiplier for democratic resilience—countering misinformation, amplifying social auditing and galvanising youth engagement—but only if communications investments are linked to programme outcomes, decentralised outreach, and resource plans that ensure year-round content production and monitoring.

vii. *Cross-cutting trend analysis and overall development implications*

Overall, the six pillars show a consistent pattern from 2022 to 2024: programming expanded in scale and thematic scope, the Commission deepened strategic partnerships (notably with security, traditional authorities and international technical partners), and it experimented with blending digital and grassroots approaches. Yet this productivity sits alongside persistent constraints — uneven regional coverage, logistical and financial fragility, reliance on donor financing for specialised interventions, and a measurable gap between input volumes (events, club meetings, school visits) and outcome-level indicators (sustained civic behaviour, broadened citizen oversight, improved service delivery). The development implications are consequential. NCCE’s activities clearly support democratic consolidation, electoral peace and citizen awareness; however, to convert activity into durable development outcomes the Commission must pursue predictable domestic resourcing, harmonise monitoring systems to

prioritise outcomes over counts, scale and institutionalise social-audit mechanisms with formal links to local governance, and invest in CECs and communications strategies that deliberately translate awareness into civic action and livelihood linkages for youth. If these steps are taken, the Commission's expanding footprint will be a substantive engine of inclusive governance and national resilience; if they are not, expanded activity risks remaining a headline metric with limited transformational effect on the country's governance and development trajectory.

ix. Environmental Governance and Sustainability

The Commission is a key national actor in environmental governance and sustainability, focusing on public awareness of waste disposal, plastic pollution, illegal mining, and climate change. These efforts are crucial as Ghana faces interconnected environmental threats that endanger health, natural resources, and climate resilience. Only about 14 percent of municipal solid waste is properly collected; the rest is dumped, burned, or mismanaged, causing blocked drains, flooding, disease, and land degradation. Plastic pollution adds pressure, with over 3,000 metric tons generated daily about 1.1 million tons a year and roughly 86 percent mismanaged, releasing toxins and greenhouse gases. Illegal mining (galamsey) has degraded more than 670 square kilometres of land, destroying vegetation, depleting soil fertility, and contaminating rivers and groundwater with mercury and arsenic, threatening water security and public health. Meanwhile, climate change intensifies these problems through erratic rainfall, droughts, rising temperatures, and coastal erosion, while deforestation and land-use change from mining and waste dumping amplify greenhouse gas emissions and weaken national adaptation capacity. Together, these challenges underscore the importance of the Commission's environmental governance work in raising awareness, fostering responsible citizenship, and mobilizing collective action to protect Ghana's environment and safeguard long-term sustainability.

x. Human Rights and Civic Responsibility

The Commission works to deepen public understanding of fundamental rights and civic duties guaranteed by the Constitution and international conventions. At present, its programmes have directly empowered only about 17 percent of Ghana's economically active population with knowledge of their human rights and civic responsibilities. This leaves the majority of citizens, especially those in the informal sector, which accounts for roughly 80 percent of the workforce unreached.

2.5 List of Development Issues

1. Weak citizen participation in governance and fragile national cohesion.
2. Low participation of citizens in national elections.
3. Public apathy and declining trust in state institutions.
4. High perception of corruption and weak citizen demand for accountability.
5. Low compliance with tax obligations and limited citizen engagement.
6. Low inclusion and limited participation of marginalized groups in governance.
7. Growing threats of violent extremism and ethnic conflicts.
8. Insecurity in some parts of Northern Ghana.
9. Abuse of child rights and weak youth civic responsibility.
10. Insufficient civic education on constitutional and democratic governance.
11. Inadequate public education, particularly for the informal sector, on human rights and civic responsibilities.
12. Insufficient education on environmental governance, including poor awareness of the impacts of illegal mining and climate change.
13. Weak institutional capacity due to inadequate staffing and limited staff skills.
14. Inadequate funding to support the Commission’s mandate.
15. Inadequate logistics to effectively implement activities nationwide.
16. Lack of permanent office space at the national and district levels.
17. Inadequate, outmoded, and obsolete operational equipment, vehicles, and materials.
18. Low visibility of the Commission’s work and limited recognition of its role.

2.6 IDENTIFYING STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT) Analysis

Table 12: SWOT Analysis Matrix

Strengths	Weaknesses
<ul style="list-style-type: none"> • Constitutional Mandate & Credibility: The 1992 Constitution established the NCCE with authority to educate citizens on civic rights, duties, and responsibilities. • Nationwide Presence: The Commission has sixteen (16) Regional Offices headed by Regional Directors who coordinate the Commission’s work in 268 District offices across the country. • Experienced Human Resource Base: The Commission has trained civic 	<ul style="list-style-type: none"> ▪ Chronic Underfunding: Inadequate budgetary allocations and delayed release of funds continue to constrain effective programming. ▪ Overdependence on Donor Support: The Commission relies heavily on external funding to sustain its flagship programmes. ▪ Weak Logistics Base: Limited vehicles, ICT tools, and office infrastructure hinder operational efficiency.

<p>educators with long institutional memory, field experience and the ability to educate in local dialect.</p> <ul style="list-style-type: none"> • Track Record in Elections & Peacebuilding: The NCCE plays a recognized role in fostering tolerance, non-violence, and peaceful coexistence, particularly during electoral cycles. • Strategic Partnerships: The Commission maintains strong collaborations with civil society organizations, religious bodies, educational institutions, the media, and development partners such as UNDP, EU, FCDO, and GIZ. • Youth Engagement Structures: Civic Education Clubs in schools and tertiary institutions serve as effective platforms for grooming and mentoring future leaders. • Neutrality & Non-Partisan Reputation: The Commission is widely regarded as an impartial institution, trusted across political divides 	<ul style="list-style-type: none"> ▪ Limited Digital Presence: Slow adaptation to digital civic education platforms and weak social media engagement reduce outreach. ▪ Low Visibility of Impact: Gaps in documentation, monitoring, and publicity of outcomes undermine the Commission’s perceived relevance. ▪ Aging Staff & Limited Recruitment: Retirements and slow recruitment have created workforce gaps that affect institutional capacity. ▪ Limited Research & Policy Advisory Capacity: Weak systems for evidence-based research constrain the Commission’s ability to provide timely policy inputs on emerging governance issues.
Opportunities	Threats

<ul style="list-style-type: none"> • Constitutional Review Process (2025 onward): Provides an avenue to intensify citizen participation and raise awareness on governance reforms. • Growing Youth Population: With over 70% of Ghanaians under 35, there is significant potential for large-scale civic re-orientation. • Advancements in ICT & Social Media: Expanding digital platforms offer cost-effective tools for civic education, especially in engaging the youth. • Decentralisation & Governance Reforms: Opportunities exist to embed civic education into local governance structures and processes. • Increased Global Focus on Democracy & Extremism Prevention: Rising international support strengthens civic education as a means to counter violent extremism and disinformation. • Potential for Private Sector Partnerships: Corporate social responsibility initiatives from telecoms, media, and financial institutions present avenues to support civic programmes. • Alignment with SDGs & AU Agenda 2063: Civic education directly contributes to inclusive governance and sustainable development goals at both national and continental levels. 	<ul style="list-style-type: none"> ▪ Rising Misinformation & Disinformation: Manipulation of social media narratives undermines the effectiveness of civic education messages. ▪ Influence of Money in Politics: Vote buying and the monetization of elections continue to erode democratic values and citizen trust. ▪ Youth Unemployment & Social Discontent: High unemployment levels increase the risk of radicalization, violence, and civic disengagement. ▪ Ethnic & Religious Intolerance: Persistent divisions can become flashpoints for conflict if not mitigated through targeted civic education. ▪ Climate Change & Environmental Crises: Emerging challenges around sustainability, migration, and resource conflicts demand new approaches to civic education. ▪ Economic Instability: Inflation, debt, and fiscal pressures may further reduce state funding for the Commission. ▪ Public Apathy & Distrust in Institutions: Weakening of the social contract undermines citizens' receptiveness to civic messages. ▪ Security Threats in the Sub-Region: The spread of violent extremism in West Africa poses risks of spillover into Ghana, necessitating stronger civic resilience.
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2.7 Estimated Future Development Needs

Assumptions

The estimation of the future development needs of NCCE is informed by the assessment of its current operational capacity, existing gaps and evolving demands. Table 13 below are estimations for the 2026-2029 medium-term plan period

Table 13: Projection of Development Needs

Development Needs	Current Situation	Projection
Finance (Head Office, 16 Regional Account Officers)	40	45

Development Needs		Current Situation	Projection
Build capacity and professionalism (Local and International)		Limited knowledge with the Accounting Standards	Skilled finance team with high ethical standards to enhance compliance and to reduce audit queries
Equipment	<ul style="list-style-type: none"> • Laptops • Desktops • Printers • LCD • Projector • Water Dispensers • Furnitures • Stationeries (Arch Files/Calculators/Staplers-Giant/small, etc • Value Books (Payment Vouchers-Regions 	<ul style="list-style-type: none"> • Regional Accts and some specific account staff not having • Few regional Accts having • Not available making in-house training difficult • Not available making in-house training difficult • Generation of plastic waste • Not enough • Not enough • Not enough • Not enough 	<ul style="list-style-type: none"> • 25 • 25 • 20 • 2 • 2 • 3 • 2 • 37 • 350

CHAPTER THREE

KEY DEVELOPMENT PRIORITIES

3 Introduction

This chapter highlights the prioritization of key development issues that emerged from the situational analysis identified in Chapter Two (2). These development priorities are critical to the achievement of the Commission’s long-term goals and serve as the foundation for formulating the medium-term goals, objectives, and strategies.

3.1. Prioritisation of key development issues

The Commission prioritised the identified development issues by assessing their severity, cross-cutting implications, and the potential benefits of addressing them. Emphasis was placed on issues with strong multiplier effects on institutional efficiency, direct linkages to staff welfare and capacity needs, and their contribution to the attainment of the SDGs as the 2030 deadline approaches. The process was highly participatory, engaging key decision-makers within the Commission, and the issues were systematically ranked using a prioritisation tool to ensure objectivity and consensus. This approach provided a clear basis for aligning institutional priorities with both staff needs and national development objectives. The table below shows the issues and their respective ranks. Out of the 18 key development issues, 8 issues were prioritised.

3.2. List of Key Development Priorities

Priorised Development Issues	Rank
Weak institutional capacity, limited staff skills, and inadequate logistics	4th
Low compliance with tax obligations and limited citizen engagement	5th
Weak citizen participation in governance, and fragile national cohesion	1st
Growing threats of violent extremism and ethnic conflicts	3rd
Poor waste management, illegal mining, and climate change	8 th
High perception of corruption and Weak Citizen demand for accountability	2 nd
Abuse of child rights and weak youth civic responsibility	6th
Low inclusion and limited participation of marginalised groups in governance	7th

CHAPTER FOUR

DEVELOPMENT PROJECTIONS, GOALS, OBJECTIVES AND STRATEGIES

4 Introduction

This chapter outlines the goals, objectives, and strategies for the medium-term. It also provides interventions for the prioritised development issues of the Commission. These have been aligned with the Medium-Term National Development Framework (2026-2029) to reflect the National Development Agenda.

4.1. Formulation of Development Goals, Objectives, and Strategies

Table 14: Matrix on Development Goals, Objectives, Strategies and Programmes.

Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
Development Dimension: Governance and Institutional Development					
Weak citizen participation in governance, and fragile national cohesion	Deepen citizen participation in governance and promote national unity.	To increase citizens' knowledge of constitutional provisions and strategies for citizens' participation in governance by 50% by 2029.	Promote attitudinal change and patriotism	Stakeholder forums, Community Engagements, engagements of identifiable groups, TV/Radio/social media, CIC, FGDs, Regional and National Dialogues Conduct at least 1,200 public forums, civic club activities, and media campaigns nationwide. Conduct targeted civic education in all 16 regions for at least 500,000 citizens (youth, women, vulnerable groups, traditional authorities)	Constitutional awareness creation programme

Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
High perception of corruption and Weak Citizen demand for accountability	Foster transparency, enhance integrity, and citizen oversight in governance.	To revive and sustain functional Social Auditing Committees in all 261 districts by 2029	Deepen transparency and public accountability	Conduct stakeholders/Social Auditing Committees meetings, TV/Radio/CIC discussions, engagements of identifiable groups, community durbars, FGDs, educational visits to institutions. Conduct annual nationwide anti-corruption campaigns using radio, TV, and community durbars, reaching at least 1 million citizens cumulatively.	Social Auditing and Tax Education
Growing threats of violent extremism and ethnic conflicts	Build civic awareness and resilience for peace and security.	To conduct peacebuilding and security awareness programmes in at least 100 high-risk districts, reaching over 10,000,000 citizens by 2029	Enhance public safety and security	Conduct Community Engagements of identifiable groups, Excursions for CECs, visits to CECs, Visits to youth groups, visits to Okada riders/artisans, TV/Radio/social media, CIC, Cinema Van Shows Hold at least 270 stakeholder dialogues with youth, women,	Constitutional awareness creation programme

Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
				faith leaders, and security services to build resilience against radicalisation and violent extremism.	
Weak institutional capacity, limited staff skills, and inadequate logistics	Enhance NCCE's institutional capacity for effective civic education	To improve the efficiency of NCCE staff by 80% by 2029		<p>Conduct Training workshops/short courses</p> <p>Train at least 1,000 NCCE staff in gender mainstreaming, monitoring & evaluation, and digital civic education delivery.</p> <p>Provide modern logistics and ICT resources to 80% of regional and district offices.</p> <p>Train Staff of RM&ED and Key National, Regional and District level staff on M&E techniques and tools for effective tracking of the Commission's activities</p>	Capacity Building Programme
Development Dimension: Economic Development					
Low compliance with tax obligations and limited	Strengthen public awareness and compliance	To ensure that 50% of informal sector associations	Promote attitudinal change and patriotism	Dialogue platforms, stakeholder meetings, community	Social Auditing and Tax Education

Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
citizen engagement	with tax obligations	and identifiable groups are engaged at least once by 2029.		engagements, engagements with identifiable groups, TV/Radio/social media, CIC, FGDs, Conduct tax education campaigns in all districts annually, ensuring Facilitate at least 500 dialogue platforms between GRA/MMDAs and citizens to improve transparency and voluntary compliance.	
Development Dimension: Social Development					
Abuse of child rights and weak youth civic responsibility	Safeguard children's rights and nurture a culture of youth participation in governance.	To create awareness on child protection to at least 40,000 schools nationwide by 2029	Promote attitudinal change and patriotism	Dialogue platforms, stakeholder meetings, community engagements, engagements with identifiable groups, TV/Radio/social media, CIC, FGDs, CEC activities, engagements with youth groups, mobile van announcements Engage at least 2,000.000 youth through civic	Child protection Campaign Programme

Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
				education clubs, leadership programmes, and civic competitions to nurture responsible citizenship.	
Low inclusion and limited participation of marginalised groups in governance	Promote inclusiveness and equitable participation of marginalised groups in democratic governance and decision-making processes.	To increase the participation of marginalised groups (women, persons with disabilities, and vulnerable communities) in governance processes by 25% by 2029.	Promote attitudinal change and patriotism		Constitutional Awareness Creation Programme
Development Dimension: Environmental and Human Settlements Development					
Poor waste management, illegal mining, and climate change	Promote community responsibility for sustainable environmental management.	To roll out environmental governance campaigns in all 16 regions annually, with at least 8000 community engagements on waste management, illegal mining, and climate change.	Promote efficient and sustainable waste management	Engagements with traditional authorities, youth (Galamsey operators) and identifiable groups, TV/Radio, CIC discussions, Tree planting, community durbars, Press briefing, Regional and National dialogues Mobilise citizens to undertake at least 500 tree-	Patriotism & Good Citizenship

Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
				planting, clean-up, and conservation activities as part of civic education efforts.	

CHAPTER FIVE

COMPOSITE DEVELOPMENT PROGRAMMES

5.0. Introduction

This chapter presents the Composite Development Programmes developed from the strategies to achieve the objectives and goals in the medium term. The section also outlines the assumptions underlying the formulation of these programmes and implementation schedule.

The costing of programmes in the Medium-Term Development Plan (MTDP) was guided by a set of key assumptions and a pragmatic methodology to ensure realistic financial planning and alignment with implementation expectations.

Cost estimates were derived using historical cost data, market rates, and inputs from technical experts across. Inflation adjustments and exchange rate projections were applied consistently across multi-year estimates to reflect potential cost escalations.

Assumptions:

The total cost estimates were developed based on the following critical assumptions:

- **Timely Government Funding:** It was assumed that the Government of Ghana would release approved budgetary allocations on schedule to avoid implementation delays.
- **Stable Macroeconomic Conditions:** The costing relied on the assumption of a relatively stable economic environment, especially in terms of inflation and exchange rates, to minimise volatility in project costs.
 - Specifically, the framework applied an average exchange rate of GH¢12.4041 to US\$1 and GH¢14.5512 to €1, with an annual inflation rate of 10% factored into cost projections.
- **Consistent Donor Inflows:** Continued support and contributions from Development Partners were expected to supplement government funding and ensure adequate funding for programme implementation.
- **Flexibility in Resource Allocation:** The costing framework assumed that budget allocations could be adjusted throughout the plan period to respond to emerging economic conditions or funding shortfalls, allowing for reallocation and realignment of resources as necessary.

5.1. Composite Development Programmes for the Plan Period

Over the medium term (2026–2029), a total of six (6) development programmes are planned for implementation to enhance the overall performance of the Commission. The total estimated cost for these programmes is approximately **GHS 400,000** and funding is expected to be sourced from the Government of Ghana (75%) and Development Partners (25%).

Table 15 below presents the implementation schedule of the development programmes, including the implementation timeframe, estimated cost, programme status and the respective divisions responsible.

Table 15: Programme of Action

Development Programme	Time Frame				Cost				Programme Status		Implementation Institution/ Department	
	2026	2027	2028	2029	GOG	DACF	DP	Others	New	Ongoing	Lead	Collaborating
Constitutional awareness creation programme					40,680,502.01		22,050,000.00	10,245,359.00		x	NCCE	OoP, Parliament, Constitution Review Committee, Traditional Authorities, CSOs, Political Party Reps, MMDAs, RCC, FBOs, Media, OSP, Judicial Service, Security Services, FBOs, GES,CECs, Public Accounts Committee, Unit Committees, IPDCs EOCOCHRAJ, Public Interest and Accountability Committee (PIAC),
Social Auditing and Tax Education					-8,700,848.10			13,197,251.00		x	NCCE	GRA, MMDAs, Media, Unit Committees, Security Services, CHRAJ, Public Interest and Accountability

												Committee (PIAC), CSOs
Child protection Campaign Programme					5,209,282.00		6,000,000.00	1,303,300.00		x	NCCE	Department of children, DOVVSU, GHS, UNFPA, GIZ, Ministry of Communication and Digitisation, Ghana Police Service (GPS), Cyber Security Authority (CSA), Media, Traditional Authorities, Media, FBOs, CSOs, Social welfare dpt
Patriotism & Good Citizenship					5,617,935.00			7,000,000.00		x	NCCE	EPA, Forestry Commission, Media Coalition against illegal Mining, Min of Lands and Natural Resources, Security Agencies, Mining Associations
Capacity Building Programme					16,584,667.62					x	NCCE	NCCE Human Resource dpt., Research, Monitoring and Evaluation dpt, Programmes dpt

Policy Coordination and Implementation					33,982,767					x	NCCE	All Departments of NCCE
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Table 16: Programme Financing

Development Programme	Programme cost (A)	Expected Revenue and Sources of Funding (B)				Total (B)	Gap (B-A)
		GoG	IGFA	DPs	Others		
Constitutional awareness creation programme	77,047,903.01	4,072,042.00		22,050,000.00	10,245,359.00	36,367,401.00	-40,680,502.01
Social Auditing and Tax Education	21,898,099.10	0.00			3,697,251.00	13,197,251.00	-8,700,848.10
Child protection Campaign Programme	12,512,582.00	0.00		6,000,000.00	1,303,300.00	7,303,300.00	-5,209,282.00
Patriotism & Good Citizenship	12,617,935.00	4,000,000.00			7,000,000.00	11,000,000.00	-1,617,935.00
Capacity Building Programme	16,584,667.62	0.00					
Policy, Coordination, Implementation	157,714,022	3,855,916.00				3,855,916.00	-30,126,851.00

Total	298,375,208 .73					71,723,868. 00	- 226,651,340.73
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Over the period, an amount of GHS298,375,208.73 would be required to fully implement the medium-term development plan. Of this amount, per the budget ceilings from Ministry of Finance, that is GoG and other funding sources from Development Partners and corporate organisations, the institution is expected to mobilise GHS71,723,868. This leaves a financing gap of GHS226,651,340.73.

Resource Mobilisation Strategies

Given a financing gap of GHS226,651,340.73, the strategies to mobilise additional funding include:

1. Proposal writing to targeted institutions
2. Negotiating with other government departments to execute public education activities within their medium-term plans and special programmes
3. Engaging with Ministry of Finance to improve on resource allocation to the institution.

CHAPTER SIX ANNUAL ACTION PLANS

6.0 Introduction

The chapter presents the arrangements for the annual implementation of the development plan over the four years, guided by the Programme of Action. The Annual Action Plan outlines the specific projects to be implemented over the medium term, including their locations, timelines, estimated costs, implementation status, and the institutions responsible for their execution.

Table 17: 2026 Annual Action Plan

Objective:													
i. to increase citizens' knowledge of constitutional provisions and strategies for citizens' participation in governance by 50% by 202													
ii. to conduct peacebuilding and security awareness programmes in at least 100 high-risk districts, reaching over 10,000.000 citizens by 2029													
iii. to increase the participation of marginalised groups (women, persons with disabilities, and vulnerable communities) in governance processes by 25% by 2029													
Programme 1: Constitutional awareness creation programme													
Projects	Location	Time Frame				Cost				Project Status			
		Q 1	Q 2	Q 3	Q 4	GOG	DAC	IG	Other	Not started	Ongoing	Lead	Collaborating Institution/Department
Organise Regional and District Levels	Nationwide	X	X			855,000.00					X	NCC E	OoP, Parliament, Constitution

<p>Consultative/Validation Forums on the Constitution Review Process</p> <p>1992 Constitution of Ghana, Articles 1, 21, 55, 62 (citizens' rights to participate in governance and public affairs)</p>												<p>Review Committee, Traditional Authorities, CSOs, Political Party Reps, MMDAs, RCC, FBOs, Media</p>
<p>Engagement of Youth/CECS and Identifiable Groups on the functions and structures of the District Assemblies (Head office, Regional and District Offices)</p> <p>1992 Constitution of Ghana, Articles 243–257, Local</p>	Nationwide	X	X	X		858,000.00						<p>NCC E</p> <p>GES, CECs, youth groups, FBOs, Security Services, Parliamentary Services, Judicial Service, MMDAs, Media</p>

Governance Act, 2016 (Act 936)												
Mobile Information Van Operations on citizens' participation in Constitution Review Process, Articles 1, 21, 55, 62	Nationwide	X	X			672,500.00					X	NCC E RCC, Traditional Authorities, CSOs, Political Party Reps, MMDAs, FBOs, Media
Engagements on NACAP II using Social Auditing to drive citizens' campaign for Transparency and Accountability Articles 35(8) 41(f) 1992 Constitution, SDG 16.5	Nationwide	X	X	X	X	1,710,000					X	NCC E Public Accounts Committee, Unit Committees, EOCO, Security Services, MMDAs CHRAJ, Public Interest and Accountability Committee (PIAC), OSP, CSOs
Citizenship Week Celebration emphasis on good society campaign to promote	Nationwide		X			960,102.00					X	NCC E GES, Media, CSOs, FBOs, Traditional Authorities, Opinion Leaders.

positive national values, attitudinal change, patriotism, trust, pursuit of excellence and discipline Article 41, SDG Target 4.7													
Constitution Week Celebration (engagements with security agencies)	Nationwide		X			729,586.00					X	NCC E	Security Agencies, Corporate/Professional Bodies, Media, IPDCs, FBOs, MDAs
Quarterly National Dialogue on National Values Policy and Rewards Systems (SDG Target 17.14)	National and Regional Offices	X	X	X	X	240,000.00					X	NCC E	MoI, RCC, Traditional Authorities, FBOs, CSOs, MDAs, MMDAs, Educational Institutions, Media,
Field Monitoring of 2026 Programme Activities	Nationwide	X	X	X	X	442,560.00					X	NCC E	Management

Election 2024: Matters of Concern to the Ghanaian Voter: Mid-term Study	Nationwide		X	X		1,102,166.78					X	NCC E	NCCE Research, Monitoring and Evaluation (M&E) Dept.
Facilitate, educate and lead the dissemination of information and public awareness creation on civics Create corporate visibility and promote media publicity for planned programmes, projects and policies	Nationwide	X	X	X	X	400,000.00					X	NCC E	NCCE Communications and Corporate Affairs Dept.
Objective: To revive and sustain functional Social Auditing Committees in all 261 districts by 2029													
Programme 2: Social Auditing and tax education Tax Education Programme													
Projects	Location	Time Frame			Cost			Project Status					

		Q 1	Q 2	Q 3	Q 4	GOG	DAC F	IG F	Other	Ne w	Ongoin g	Lead	Collaborating Institution/Departm ent
Dialogue Platforms Between GRA Officials and Occupational Groups (Districts). National Anti-Corruption Action Plan (NACAP) Chpt 6. Art.41 (j), Tax Act, 2015 (Act 896 Assembly By-laws)	Nationwi de	X				874,250.00					X	NCC E	GRA, MMDAs, Media
Dialogue Platforms Between MMDAs and Landlords/Resident Associations (Districts). National Anti-Corruption Action Plan	Nationwi de	X	X			874,250.00					X	NCC E	GRA, MMDAs, Media

(NACAP)/Chpt 6. Art.41 (j), Tax Act, 2015 (Act 896 Assembly By-laws)													
Using Social Auditing Committees to ensure public accountability (Districts, Sub-metro and Zonal) Articles 35(8) 41(f) 1992 Constitution, SDG 16.	Nationwi de	X	X	X		1,716,000. 00					X	NCC E	Unit Committees, Security Services, MMDAs CHRAJ, Public Interest and Accountability Committee (PIAC), CSOs
Use of Local Radio and Community Information Centers	Nationwi de	X	X	X	X	858,000.00					X	NCC E	Media
Mobile Van broadcasts	Nationwi de		X	X		858,000.00					X	NCC E	GRA, MMDAs, Media
Supervision of activities	Nationwi de	X	X	X	X	400,000.00					X	NCC E	Management

Awareness raising Campaigns on economic empowerment, i.e. African Continental Free Trade area (AFCFTA) 1992 Constitution of Ghana (Articles 1, 36, 36A), Trade Act, 2016 (Act 930)	Nationwide			X	X	1,001,000.00					X	NCC E	MoTI, GIPC, MoF, Local Government, CSOs, Media, GRA, MMDAs,,
Objective: To create awareness on child protection to at least 40,000 schools nationwide by 2029													
Programme 3: Child protection Campaign Programme													
Projects	Location	Time Frame				Cost				Project Status		Lead	Collaborating Institution/Department
		Q 1	Q 2	Q 3	Q 4	GOG	DAC F	IG F	Other	New	Ongoing		
Sensitisation Against Cyber-Bullying (Internet Fraud) Domestic Violence	Nationwide	X	X	X	X	837,900.00					X	NCC E	Department of children, DOVVSU, GHS, Ministry of Communication

Act, 2007 (Act 732), Cyber Security Act, 2020 (Act 1038)													and Digitisation, Ghana Police Service (GPS), Cyber Security Authority (CSA), Media, Traditional Authorities, Media, FBOs, CSOs
Community And School-Based Engagements on Child Marriage/ Labour/ Trafficking/ Adolescence Reproductive Health (Family Planning), Gender Based Violence (16 Regions & 269 Districts). 1992 Constitution, Domestic Violence Act, 2007 (Act 732),	Nationwi de		X	X	X	837,900.00						X	NCC E GIZ, UNFPA, Social Welfare Dpt, Department of Children CSOs & NGOs, GES, Security Agencies

Child and Family Welfare Policy, (Cyber Security Act, 2020 (Act 1038) Sections 59 to 68,													
Civic Education Club Activities in Schools	Nationwide	X	X	X	X	1,075,360.00					X	NCEE	GES, SRCs, GRASAG, Educational Units, CSOs
Objective: To roll out environmental governance campaigns in all 16 regions annually, with at least 8000 community engagements on waste management, illegal mining, and climate change													
Programme 4: Patriotism & Good Citizenship													
Projects	Location	Time Frame				Cost				Project Status		Lead	Collaborating Institution/Department
		Q1	Q2	Q3	Q4	GOG	DAC F	IG F	Other	New	Ongoing		
Education on against illegal mining/sand winning (Districts & Regional Offices) Chpt 6 Art 41 (g & k), Assembly By-	Nationwide	X	X	X	X	943,350.00					X	NCEE	EPA, Forestry Commission, Media Coalition against illegal Mining, Min of Lands and Natural

laws, NCCE-HB&M Pg. 46 (No.6), SDG 6, 11,13,14 &15, Minerals Commission Act, 1993 (Act 450), Minerals and Mining Act, 2019 (Act 995) Sec.99, Assembly By-laws,												Resources, Security Agencies, Mining Associations
Sensitization against indiscriminate waste disposal/dealing with plastic waste/bush fires/floods (Districts, Regional & Head office). Article 4 of the Constitution, Environmental Sanitation Policy, 2010, Plastics	Nationwide		X	X	X	929,500.00					X	NCC E EPA, MMDAs, Traditional Authorities, CSOs, Faith Based Organisations

Management Policy, 2017, Forestry Commission Act, 1999 (Act 571)													
Objective: To conduct peacebuilding and security awareness programmes in at least 100 high-risk districts, reaching over 10,000.000 citizens by 2029													
Programme 5: Patriotism & Good Citizenship													
Projects	Location	Time Frame				Cost				Project Status		Lead	Collaborating Institution/Department
		Q 1	Q 2	Q 3	Q 4	GOG	DAC F	IG F	Other	New	Ongoing		
Conduct civic education and stakeholder engagements, dialogue platforms, workshops to build community resilience, foster tolerance, and prevent radicalisation	Selected	X	X	X	X				2,112,562.00			NCC E	COGINTA, Security Agencies, Educational Institutions, FBOs, CSOs, Media, Youth Groups, Women Groups, Traditional Authorities, Community Members

and recruitment into violent extremism													
Objective: To improve the efficiency of NCCE staff by 80% by 2029													
Programme 6: Capacity Building Programme													
Projects	Location	Time Frame				Cost				Project Status		Lead	Collaborating Institution/Department
		Q 1	Q 2	Q 3	Q 4	GOG	DAC F	IG F	Other	New	Ongoing		
Capacity-building for selected staff on Gender Policy		X				2,433,303.81						NCC E	NCCE Research, Gender and Equality Dept., HR
Capacity Building on Monitoring & Evaluation for staff			X			60,000.00						NCC E	NCCE Research, M&E Dept., HR
Capacity Building for Selected Staff of NCCE on the Affirmative Action Law			X			1,248,240.00						NCC E	NCCE Research, M&E Dept., HR, Programmes Dept.,
Train staff annually to improve capacity		X				666,380.00						NCC E	NCCE Programmes Dept., HR

for the delivery of civic education														
Undertake Internal Audit program in all 227 Administrative Centres		X	X	X	X	10,000.00						x	NCC E	Admin
Management participation in international programs annually		X	X	X	X	150,000.00						x	NCC E	HR
Annual maintenance of Assets and Liabilities		X	X	X	X	600,000.00						x	NCC E	Admin
Organize quarterly Management/Committee meetings		X	X	X	X	55,000.00						x	NCC E	Admin
Commencement and completion of Head office building		X	X	X	X	800,000.00						x	NCC E	Admin
Continue and complete NCCE Ho Regional Office		X	X	X	X	500,000.00						x	NCC E	Admin

Objective: to increase citizens' knowledge of constitutional provisions and strategies for citizens' participation in governance by 50% by 2029

Programme 6: Policy Coordination and Implementation

Projects	Location	Time Frame				Cost				Project Status			
		Q 1	Q 2	Q 3	Q 4	GOG	DAC F	IG F	Other	Not w	Ongoing	Lead	Collaborating Institution/Department
Administrative Support	Nationwide	X	X	X	X	33,982,767					X	NCC E	Finance, Admin

Table 18: 2027 Annual Action Plan

Objective:													
i. to increase citizens’ knowledge of constitutional provisions and strategies for citizens’ participation in governance by 50% by 202													
ii. to conduct peacebuilding and security awareness programmes in at least 100 high-risk districts, reaching over 10,000.000 citizens by 2029													
iii. to increase the participation of marginalised groups (women, persons with disabilities, and vulnerable communities) in governance processes by 25% by 2029													
Programme 1: Constitutional awareness creation programme													
Projects	Location	Time Frame				Cost				Project Status		Lead	Collaborating Institution/Department
		Q 1	Q 2	Q 3	Q 4	GOG	DAC F	IGF	Other	`New	Ongoing		
Organise regional and national validation forums to engage key stakeholders to review draft constitutional amendment proposals, build consensus, and ensure inclusiveness		X	X			1,111,500.00					x	NCC E	OoP, Parliament, Constitution Review Committee, Traditional Authorities, CSOs, Political Party Reps, MMDAs, RCC, FBOs, Media

in the constitution review process.”													
A study to assess the extent to which citizens have improved their knowledge of constitutional provisions and civic duties			X			2,233,298.00							Research, Monitoring and Evaluation dpt.
Intensify awareness creation on citizens’ participation as important elements of national development (Art. 41 of the Const. SDG Targets 16.7, 16.8).	Nationwide	X	X	X	X	1,287,000.00					X	NCC E	Ministry of Local Government, Chieftaincy, and Religious Affairs (MoLGC&RA), NDPC, IMCC, OoP, MMDAs, CSOs, FBOs, Media, NGOs, Traditional Authorities
Sensitisation to promote citizens’ ownership and	Nationwide	X	X	X	X	1,282,500.00					X	NCC E	Parliament, NDPC, CHRAJ, ISD, OoP, MDAs, MMDAs,

demand for accountability.												Judicial Service, CSOs, Security Services, FBOs, MediaNGOs, Traditional Authorities
NCCE Civic Forums for Entrenching Democratic Culture. <i>SDG 16, 1992 Constitution Article 41</i>	Nationwide	X	X	X	X	1,056,000.00					X	NCC E Parliament, NDPC, CHRAJ, ISD, OoP, MDAs, MMDAs, Judicial Service, CSOs, Security Services, FBOs, NGOs, Traditional Authorities, Media
Mobile Information Van Operations on citizens' participation in governance Processes	Nationwide		X	X		1,008,750.00						MMDAs, RCCs, Traditional Authorities, FBOs, CSOs, Media
School based/Civic Education Clubs (CECs)activities/Citi	Nationwide		X			1,440,153.00					X	NCC E GES, Media, CSOs, FBOs, Traditional

zenship Week Celebration emphasis on positive national values, attitudinal change, patriotism, trust, pursuit of excellence and discipline Article 41, SDG Target 4.7												Authorities, Opinion Leaders.
Constitution Week Celebration (engagements with security agencies)	Nationw ide		X			1,094,37 9.00					X	NCC E Security Agencies, Corporate/Professional Bodies, Media, IPDCs, FBOs, MDAs
Quarterly National Dialogue on National Values Policy and Rewards Systems (SDG Target 17.14)	National and Regiona l Offices	X	X	X	X	264,000. 00					X	NCC E MoI, RCC, Traditional Authorities, FBOs, CSOs, MDAs, MMDAs, Educational Institutions, Media,

A study to assess the extent to which NCCE engagements, built, tolerance, trust, and resilience against radicalization	Nationwide					715,990.00					X	NCEE	Research, Monitoring and Evaluation dpt
Organise stakeholder engagements to build community resilience, foster tolerance, and prevent violent extremism and ethnic conflicts	Nationwide	X	X	X	X	917,962.00					X	NCEE	Security Agencies, Educational Institutions, FBOs, CSOs, Media, Youth Groups, Women Groups, Traditional Authorities, Community Members
Organise regional and national dialogues on Counter Arms, Religious Tolerance, National Cohesion and peaceful co-existence		X	X	X	X	1,311,375.00					X	NCEE	Security Agencies, Educational Institutions, FBOs, CSOs, Media, Youth Groups, Women Groups, Traditional Authorities, Community Members

Intensify community engagements on Tolerance to enhance peaceful co – existence and national integration		X	X	X	X	1,051,050.00					X	NCC E	Security Agencies, Educational Institutions, FBOs, CSOs, Media, Youth Groups, Women Groups, Traditional Authorities, Community Members
Cinema Van Shows on peace and Counter-Arms in selected locations			X	X	X	1,513,125.00					X	NCC E	Security Agencies, Educational Institutions, FBOs, CSOs, Media, Youth Groups, Women Groups, Traditional Authorities, Community Members
Mid-Term Assesement of Programme Activities 2026-2027			X		X	1,212,383.46					X	NCC E	

Facilitate, educate and lead the dissemination of information and public awareness creation on civics Create corporate visibility and promote media publicity for planned programmes, projects and policies	Nationwide	X	X	X	X	1,000,000.00						X	NCEE	NCCE Communications and Corporate Affairs Dept.
Engagements on District Level Elections (DLE) Article 35, Article 240, Chapter 20,1992 Constitution: Decentralization & Local Government, SDG 16.7: Inclusive	Nationwide	X	X	X		2,565,000.00						X	NCEE	MoLGC&RA, ISD, OoP, MMDAs, IMCC, NALAG, ILGS, CSOs, Traditional and Religious Groups

& Participation in Decision-making. SDG 10, The Preamble of the 1992 Constitution, The Affirmative Bill, Article 42, District level election Act 1994, Act 473.													
Carry out civic engagements to encourage the youth, women and PWDs participation in local governance. 1992 Constitution Article 17 (1), 17 (2), SDG 5		X	X	X		1,256,850.00					X	NCC E	National House of Chiefs, OAJ&MOJ, MoGCSP, MOE, GES, NCPD, MLGDRD, CSOs, Labour Department, Media, DSW, Political Parties
Mobile van broadcasts on citizens'		X	X	X		1,008,750.00					X	NCC E	MLGRD, ISD, OoP, MMDAs, NMC, NALAG, ILGS, CHRAJ, CSOs,

participation in DLEs												Security Services, Media
Cinema van shows on peaceful elections		X	X	X		1,513,125.00					X	NCC E MLGRD, ISD, OoP, MMDAs, NMC, NALAG, ILGS, CHRAJ, CSOs, Security Services, Media
Engagements with Inter-Party Dialogue Committees (IPDCs)		X	X	X	X	2,574,000.00					X	NCC E MLGRD, ISD, OoP, MMDAs, NMC, NALAG, ILGS, CHRAJ, CSOs, Security Services, Media
Monitoring and Evaluation of NCCE Programmes and Activities						486,816.00					X	NCC E Research, M&E dpt,

Objective: To revive and sustain functional Social Auditing Committees in all 261 districts by 2029

Programme 2: Social Auditing and tax education Tax Education Programme

Projects	Location	Time Frame	Cost	Project Status
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		Q 1	Q 2	Q 3	Q 4	GOG	DAC F	IGF	Other	Ne w	Ongoi ng	Lead	Collaborating Institution/Department
Organise Social Auditing Committees meetings to ensure public accountability Articles 35(8) 41(f) 1992 Constitution, SDG 16.	Nationwide	X		X		1,801,800.00					X	NCEE	MMDAs, OSP, Unit Committees, EOCO, Security Services, MMDAs CHRAJ, Public Interest and Accountability Committee (PIAC), CSOs
Engagements on NACAP II using Social Auditing to drive citizens' campaign for Transparency and Accountability Articles 35(8) 41(f) 1992 Constitution, SDG 16.5	Nationwide		X		X	1,801,800.00					X	NCEE	OoP, OSP, Unit Committees, EOCO, Security Services, MMDAs CHRAJ, Public Interest and Accountability Committee (PIAC), CSOs

Intensify public engagements on tax compliance	Nationwide	X	X	X	X	917,962.50					X	NCEE	GRA, MMDAs, Media
Use of Local Radio and Community Information Centers	Nationwide	X	X	X	X	900,900.00					X	NCEE	Media
Mobile Van broadcasts	Nationwide	X	X	X	X	900,900.00					X	NCEE	GRA, MMDAs, Media

Objective: To create awareness on child protection to at least 40,000 schools nationwide by 2029

Programme 3: Child protection Campaign Programme

Projects	Location	Time Frame				Cost				Project Status			Collaborating Institution/Department
		Q1	Q2	Q3	Q4	GOG	DAC F	IGF	Other	New	Ongoing	Lead	
Civic education on civic values and patriotism in educational institutions, youth groups, and political parties' youth activists' workshops	Nationwide	X	X	X	X	1,182,896.00					X	NCEE	MoYS, NYA, EC, GES, MOE, Political Parties

(SDG Targets 10.2, 16.7)													
Engagement of Youth/CECS and Identifiable Groups on the functions and structures of the District Assembly 1992 Constitution of Ghana, Articles 243–257, Local Governance Act, 2016 (Act 936)	Nationwide	X	X	X	X	1,182,896.00					X	NCEE	MoLGC&RA, IMCC, NALAG, CECs, youth groups, FBOs, Secu, MMDAs, Media
Election-Related Civic Engagements With in-School Youth (Civic Challenge/Project citizen, Youth-Led, CivicFest)	Nationwide	X	X	X	X	943,800.00					X	NCEE	GES, MoLGC&RA, OoP, MMDAs, NALAG, ILGS, ILGS, CSOs, Security Services, Media

Sensitisation Against Cyber-Bullying (Internet Fraud Domestic Violence Act, 2007 (Act 732), Cyber Security Act, 2020 (Act 1038)	Nationwide	X	X	X	X	879,795.00						X	NCC E	Department of children, DOVVSU, GHS, Ministry of Communication and Digitisation, Ghana Police Service (GPS), Cyber Security Authority (CSA), Media, Traditional Authorities, Media, FBOs, CSOs
Community and School-Based Engagements on Child Marriage/ Labour/ Trafficking/ Adolescence Reproductive Health (Family Planning) 1992 Constitution, Domestic Violence Act, 2007 (Act 732),	Nationwide	X	X	X	X	879,795.00						X	NCC E	UNFPA, GIZ, Social Welfare dpt, Department of Children CSOs & NGOs, GES, Security Agencies

Child and Family Welfare Policy, (Cyber Security Act, 2020 (Act 1038) Sections 59 to 68,													
Objective: To roll out environmental governance campaigns in all 16 regions annually, with at least 8000 community engagements on waste management, illegal mining, and climate change													
Programme 4: Patriotism & Good Citizenship													
Projects	Location	Time Frame				Cost				Project Status		Lead	Collaborating Institution/Department
		Q 1	Q 2	Q 3	Q 4	GOG	DAC F	IGF	Other	New	Ongoing		
Education against illegal mining/sand winning (Districts & Regional Offices) Chpt 6 Art 41 (g & k), Assembly By-laws, SDG 6, 11,13,14 &15, Minerals Commission Act,	Nationwide	X	X	X	X	990,517.00						NCC E	EPA, Forestry Commission, Media Coalition against illegal Mining, Min of Lands and Natural Resources, Security Agencies, Mining Associations

1993 (Act 450), Minerals and Mining Act, 2019 (Act 995) Sec.99, Assembly By-laws,													
Sensitization against indiscriminate waste disposal/dealing with plastic waste/bush fires/floods (Districts, Regional & Head office). Article 36, National Environmental Sanitation Policy, 2010, Plastics Management Policy, 2017, Forestry Commission Act, 1999 (Act 571)	Nationw ide	X	X	X	X	975,975. 00					X	NCC E	EPA, MMDAs, Traditional Authorities, CSOs

Tree planting campaigns and civic festivals on environmental sustainability with CECs	Nationwide	X	X	X	X	645,720.00					X	NCEE	EPA, Forestry Commission, GES, Media
Objective: To improve the efficiency of NCCE staff by 80% by 2029													
Programme 5: Capacity Building Programme													
Projects	Location	Time Frame				Cost				Project Status			
		Q 1	Q 2	Q 3	Q 4	GOG	DAC F	IGF	Other	New	Ongoing	Lead	Collaborating Institution/Department
Capacity building for RM&ED and Key National, Regional and District level staff on M&E techniques and tools for effective tracking of the Commission's activities			X			63,000.00					X	NCEE	NCCE Research, M&E Dept.

Undertake Internal Audit program in all 227 Administrative Centres		X		X		10,000.00					X	NCC E	
Management participation in international programs annually		X	X	X	X	150,000.00					X	NCC E	
Train staff annually to improve capacity for the delivery of civic education		X				1,125,063.81					X	NCC E	NCCE Programmes Dept., HR
Annual maintenance of Assets and Liabilities		X	X	X	X	700,000.00					X	NCC E	
Organize quarterly Management/Committee meetings		X	X	X	X	70,000.00					X	NCC E	
Commencement and completion of Head		X	X	X	X	800,000.00					X	NCC E	

office building by Dec. 2019														
Continue and complete NCCE Ho Regional Office by December, 2025		X	X	X	X	600,000.00					X	NCC E		
Objective: to increase citizens' knowledge of constitutional provisions and strategies for citizens' participation in governance by 50% by 2029														
Programme 6: Policy Coordination and Implementation														
Projects	Location	Time Frame				Cost				Project Status		Lead	Collaborating Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GOG	DAC	IG	Other	New	Ongoing			
Administrative Support	Nationwide					37,381,044						X	NCC E	

Table 19: 2028 Annual Action Plan

Objective:													
i. to increase citizens’ knowledge of constitutional provisions and strategies for citizens’ participation in governance by 50% by 202													
ii. to conduct peacebuilding and security awareness programmes in at least 100 high-risk districts, reaching over 10,000.000 citizens by 2029													
iii. to increase the participation of marginalised groups (women, persons with disabilities, and vulnerable communities) in governance processes by 25% by 2029													
Programme 1: Constitutional awareness creation programme													
Projects	Location	Time Frame				Cost				Project Status		Lead	Collaborating Institution/Department
		Q 1	Q 2	Q 3	Q 4	GOG	DA CF	IGF	Other	Done	Ongoing		
7th January 2028; Constitution Day – National level Press Conference to commemorate the day and indicate its significance in relation to election 2028.	Nationwide	X	X			65,000.00					X	NCCE	MoI, Media, ISD, Media Commission
Consultative Meetings with Political Parties. Article 35 (9) of the 1992 Constitution	Nationwide	X	X	X		102,000.00			X		X	NCCE	Political Parties, EC, IPDC

Inter-Faith Dialogue Platforms for Peaceful Elections	Nationw ide	X	X		1,049,10 0.00					X	NCCE	Faith Based Groups, Political Parties, Security Services, Traditional Authorities, Christian Council, Office of the Chief Imam
2028 Matters of Concern study					1,432,81 6.81						NCCE	
Conduct civic education campaigns to create awareness and provide citizens with accessible information on the Constitution Review Process.	Nationw ide	X	X		1,201,20 0.00					X	NCCE	OoP, Parliament, Constitution Review Committee, Traditional Authorities, CSOs, Political Party Reps, MMDAs, RCC, FBOs, Media
Civic Education Club Activities in Schools	Nationw ide									X	NCCE	GES, GFD

Article 28, 1992 Constitution, SDG 4.		X	X	X	X	1,329,60 0.00							
Cinema Van Shows, Mobile Information Van Operations on violence- free election and peaceful coexistence	Selected Hotspot	X	X	X	X	1,081,08 0.00					X	NCCE	CSO's, Security Agencies, Traditional Authorities, MMDAs, Youth Groups, Women Groups, FBOs (Church of Pentecost)
First Time Voters' Programme (Sensitization on Registration, Voting Procedures and Non- violence). Article 45 (d), 35 (9) - 1992 Constitution	Nationw ide	X	X			2,052,00 0.00					X	NCCE	EC, Peace Council, Ghana Police, GES
Constitution, and Citizenship Week Activities (National, 16 Regions & 264 Districts)	National and Regiona l Offices	X	X	X	X	1,094,37 9.00					X	NCCE	GES, Security Agencies, Media

Inter-party Dialogue Committees' Engagements (IPDCS)	Nationwide	X	X	X	X	1,716,000.00					X	NCCE	Political Parties, National Peace Council, Womens Groups, Youth Groups, EC, CSOs, Security Agencies, Traditional Authorities
Dialogue Series and Discussions on Credible and Peaceful Elections. Article 35 (9) of the 1992 Constitution, SDG 16.7	Nationwide		X	X		1,049,100.00					X	NCCE	EC, CSOs, Political Parties, Security Agencies, Youth Groups, Women Groups, Traditional Authorities, FBOs, Media, Independent Candidates
Election-related Civic Engagements with CECs. (Quizzes, Debates, Symposia/ Civic Challenge, Civic festivals, and Constitution Game	Nationwide	X	X	X	X	1,115,400.00					X	NCCE	GES, EC, SRCs

Competitions) on the significance of Elections . Article 35 (9) of the Constitution, SDG 16.7												
Engagements on promoting participation of women and other marginalised groups Article 35(6d) 1992 Constitution, SDG 5.5, SDG 16.7	Nationwide				1,290,432.00					X	NCCE	EC, CSOs, Political Parties, Ghana Federation of Disability Organisation (GFD) , Women Groups, Traditional Authorities, FBOs, Department of Gender, Department of Social welfare
Rally Round the Flag Campaign & Procession/ Human Billboard Campaigns on Peaceful Elections Article 35 (9) of the 1992 Constitution	Nationwide				288,000.00					X	NCCE	Security services, CSOs
Production of Regional Analytical Reports on election 2024: Matters of					1,322,600.14					X	NCCE	Tertiary Institutions (Research Consultants)

Concern to the Ghanaian Voter												
Parliamentary Candidates' Debate	Nationwide				2,230,800.00					X	NCCE	Media, Political parties, traditional authorities, IPCS (Youth) security services, local council of churches, Electoral Commission, FBOs, Media
Workshop For Political Party Youth Activists on electoral laws, the need for credible and non-violent Elections					1,290,432.00					X	NCCE	EC, Youth Groups, CSOs, Security Services, Political parties, IPDCs, Peace council
Presidential Candidates Debate Article 35 (9) of the 1992 Constitution, SDG 16.7					743,600.00					X	NCCE	Political parties, independent candidates, media
Election Observation (National, 16 Regions & 264 Districts)					630,450.00					X	NCCE	Electoral Commission, CDD, International observers

Post-election public engagement on national cohesion and peaceful coexistence 41(c) of the 1992 Constitution					1,115,400.00					X	NCCE	CSOs, Security Agencies, FBOs, Youth Groups, Womens Groups, Traditional Authorities, National Peace Council	
Facilitate, educate and lead the dissemination of information and public awareness creation on civics Create corporate visibility and promote media publicity for planned programmes, projects and policies					1,500,000.00						NCCE	NCCE Communications and Corporate Affairs Dept.	
Organise stakeholder engagements to build community resilience, foster tolerance, and prevent violent	Nationwide	X	X	X	X	917,962.00					X	NCCE	Security Agencies, Educational Institutions, FBOs, CSOs, Media, Youth Groups, Women

extremism and ethnic conflicts													Groups, Traditional Authorities, Community Members
Organise regional and national dialogues on Counter Arms, Religious Tolerance, National Cohesion and peaceful co-existence		X	X	X	X	1,311,375.00					X	NCCE	Security Agencies, Educational Institutions, FBOs, CSOs, Media, Youth Groups, Women Groups, Traditional Authorities, Community Members
Intensify community engagements on Tolerance to enhance peaceful co –existence and national integration		X	X	X	X	1,051,050.00					X	NCCE	Security Agencies, Educational Institutions, FBOs, CSOs, Media, Youth Groups, Women Groups, Traditional Authorities, Community Members
Cinema Van Shows on peace and Counter-Arms in selected locations			X	X	X	1,513,125.00						NCCE	Security Agencies, Educational Institutions, FBOs,

													CSOs, Media, Youth Groups, Women Groups, Traditional Authorities, Community Members
Objective: To revive and sustain functional Social Auditing Committees in all 261 districts by 2029													
Programme 2: Social Auditing and tax education Tax Education Programme													
Projects	Location	Time Frame				Cost				Project Status			Collaborating Institution/Department
		Q 1	Q 2	Q 3	Q 4	GOG	DA CF	IGF	Other	New	Ongoing	Lead	
A study on how civic education has influenced citizen's understanding of tax obligations		X				1,436,699.00					X	NCCE	
Engagements on NACAP II using Social Auditing to drive citizens' campaign for Transparency and Accountability Articles 35(8) 41(f) 1992 Constitution, SDG 16.5	Nationwide	X		X		2,230,800.00					X	NCCE	OoP, OSP, Unit Committees, EOCO, Security Services, MMDAs CHRAJ, Public Interest and Accountability Committee (PIAC), CSOs

Sensitisation on laws against tax evasion, non-compliance, and avoidance	Nationwide	X	X	X	X	1,136,525.00					X	NCCE	GRA, MMDAs, Media	
Progress Monitoring of 2028 Programme Activities			X		X	535,497.60					X	NCCE		
Objective: To create awareness on child protection to at least 40,000 schools nationwide by 2029														
Programme 3: Child protection Campaign Programme														
Projects	Location	Time Frame				Cost				Project Status		Lead	Collaborating Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GOG	DA CF	IGF	Other	New	Ongoing			
Sensitisation Against Cyber-Bullying Internet Fraud & Child online abuse Domestic Violence Act, 2007 (Act 732), Cyber Security Act, 2020 (Act 1038)	Nationwide	X	X	X	X	1,089,270.00						X	NCCE	Ministry of Communication and Digitisation, Ghana, Cyber Security Authority (CSA), Ministry of education, Security Agencies, EOCO, NCA
Community and School-Based Engagements on	Nationwide		X	X	X	1,089,270.00						X	NCCE	Traditional authorities, GES, DOVSU,

Child Marriage/ Labour/ Trafficking/ Prostitution 1992 Constitution, Domestic Violence Act, 2007 (Act 732), Child and Family Welfare Policy													Department of children, FBOs, CSOs, Department of social welfare, MMDAs, Department of gender, CHRAJ
Objective: To roll out environmental governance campaigns in all 16 regions annually, with at least 8000 community engagements on waste management, illegal mining, and climate change													
Programme 4: Patriotism & Good Citizenship													
Projects	Location	Time Frame				Cost				Project Status		Lead	Collaborating Institution/Department
		Q 1	Q 2	Q 3	Q 4	GOG	DA CF	IGF	Other	Ne w	Ongoing		
Education on against illegal mining/sand winning Chpt 6 Art 41 (g & k), Assembly By-laws, NCCE-HB&M Pg. 46 (No.6), SDG 6, 11,13,14 &15, Minerals Commission Act, 1993	Nationw ide	X	X	X	X	1,226,35 5.00					X	NCCE	EPA, Forestry Commission, Media Coalition against illegal Mining, Min of Lands and Natural Resources, Minerals Commission, MMDAs, Traditional authorities, CSOs, Security Agencies

(Act 450), Minerals and Mining Act, 2019 (Act 995) Sec.99, Assembly By-laws,													
Sensitisation on good sanitary practices, desilt of gutters, etc	Nationwide		X	X	X	1,208,350.00					X	NCCE	Min of Sanitation and Water Resources, One-Ghana Movement, EPA, GHS & DEITO, environmental health officers, Zoomlion MMDAs, EPAs, CSO on Environment, Ghana National Fire Service
Tree Planting/Green Ghana campaign						240,000.00					X	NCCE	Ministry of Lands and Natural Resources, EPA, CECs, Forestry Commission, MMDAs, GES
Objective: To improve the efficiency of NCCE staff by 80% by 2029													
Programme 5: Capacity Building Programme													
Projects	Location	Time Frame	Cost				Project Status						

	Q 1	Q 2	Q 3	Q 4	GOG	DA CF	IGF	Other	Ne w	Ongoing	Lead	Collaborating Institution/Department
Train staff annually to improve capacity for the delivery of civic education	X				500,000.00					X	NCCE	HR
Undertake Internal Audit program in all 227 Administrative Centres	X	X	X	X	10,000.00					X	NCCE	Admin
Management participation in international programs annually	X	X	X	X	150,000.00					X	NCCE	HR
Annual maintenance of Assets and Liabilities	X	X	X	X	800,000.00					X	NCCE	Admin
Organize quarterly Management/Committee meetings	X	X	X	X	80,000.00					X	NCCE	Admin
Continue and complete NCCE Ho Regional Office by December, 2025	X	X	X	X	700,000.00					X	NCCE	Admin

Objective: to increase citizens' knowledge of constitutional provisions and strategies for citizens' participation in governance by 50% by 2029

Programme 6: Policy Coordination and Implementation

Projects	Location	Time Frame				Cost				Project Status		Lead	Collaborating Institution/Department
		Q 1	Q 2	Q 3	Q 4	GOG	DA CF	IGF	Other	New	Ongoing		
Administrative support						41,119,148.37						NCCE	Finance, Admin

Table 20: 2029 Annual Action Plan

Objective:													
i. to increase citizens’ knowledge of constitutional provisions and strategies for citizens’ participation in governance by 50% by 2029													
ii. to conduct peacebuilding and security awareness programmes in at least 100 high-risk districts, reaching over 10,000,000 citizens by 2029													
iii. to increase the participation of marginalised groups (women, persons with disabilities, and vulnerable communities) in governance processes by 25% by 2029													
Programme 1: Constitutional awareness creation programme													
Projects	Location	Time Frame				Cost				Project Status		Lead	Collaborating Institution/Department
		Q1	Q2	Q3	Q4	GOG	DA CF	IGF	Other	New	Ongoing		
Sensitise citizens on the importance of peaceful coexistence and national cohesion as key aspects of post-election governance. 1992 Constitution, SDG Targets 16.7, 16.8).	Nation wide	X	X			1,287,000.00					X	NCC E	National Peace Council, CSO’s, Security Agencies, IPDCs, Traditional Authorities, MMDAs, Youth Groups, Women Groups, FBOs, GES, Media

Intensify awareness on the Constitution Review Process.	Nation wide	X	X	X	X	1,441,440.00					X	NCC E	
Enhance awareness of citizens' participation in national development. 1992 Constitution, SDG Targets 16.7, 16.8).	Nation wide	X	X	X		1,282,500.00					X	NCC E	Parliament, NDPC, CHRAJ, ISD, MMDAs, Judicial Service, CSOs, Security Services
Engagement of Youth/CECS and Identifiable Groups on the functions and structures of arms of government and other state institutions	Nation wide	X	X			1,282,500.00					X	NCC E	GES, CECs, youth groups, FBOs, Security Services, Parliamentary Services, Judicial Service, MMDAs, Media

Citizenship Week Celebration emphasis on good society campaign to promote positive national values, attitudinal change, patriotism, trust, pursuit of excellence and discipline Article 41, SDG Target 4.7	Nation wide		X			1,440,153.00					X	NCC E	GES, Media, CSOs, FBOs, Traditional Authorities, Opinion Leaders.
Constitution Week Celebration	Nation wide		X			1,094,379.00					X	NCC E	Security Agencies, Corporate/Professional Bodies, Media, IPDCs, FBOs, MDAs
Field Monitoring of 2028 Programme Activities	Nation wide	X	X	X	X	663,840.00					X	NCC E	NCCE Research, M&E Dept.
Facilitate, educate and lead the dissemination of	Nation wide	X	X	X	X	1,000,000.00					X	NCC E	Communications and Corporate Affairs Dept.

information and public awareness creation on civics Create corporate visibility and promote media publicity for planned programmes, projects and policies													
Quarterly Dialogues on National Values Policy and Rewards Systems (SDG Target 17.14)	Nation wide	X	X	X	X	360,000.00					X	NCC E	ISD, MOE, GES, Faith-based Organisations, three arms of government, Media, Traditional Authorities, Creative Arts Industry, Association of Ghana Industries, Private Enterprises Federation, Multi-

													National Corporations, Ghana Employers' Association, TUC, Financial Institutions
Civic Education Clubs (CECs) activities	Nation wide	X	X	X	X	1,613,040.00						NCC E	GES, SRCs, GRASAG, Educational Units, CSOs
Objective: To revive and sustain functional Social Auditing Committees in all 261 districts by 2029													
Programme 2: Social Auditing and tax education Tax Education Programme													
Projects	Location	Time Frame				Cost				Project Status			Lead Collaborating Institution/Department
		Q1	Q2	Q3	Q4	GOG	DA CF	IGF	Other	New	Ongoing		
Engagements on NACAP II using Social Auditing to drive citizens' campaign for Transparency and		X	X	X	X	2,342,340.00					X	NCC E	Public Accounts Committee, Unit Committees, EOCO, Security Services, MMDAs CHRAJ, Public

Accountability. (1992 Constitution, Article 41f) (SDG. 1, Target 1.2, 1.3, 1.4)													Interest and Accountability Committee (PIAC), CSOs
Sensitisation on Laws against tax evasion, non- compliance, and avoidance	Nation wide	X	X	X	X	1,311,375.0 0					X	NCC E	GRA, MMDAs, Media
Objective: To create awareness on child protection to at least 40,000 schools nationwide by 2029													
Programme 3: Child protection Campaign Programme													
Projects	Locatio n	Time Frame				Cost				Project Status			Collaborating Institution/Departm ent
		Q1	Q2	Q3	Q4	GOG	DA CF	IGF	Othe r	Ne w	Ongoin g	Lead	
Sensitisation Against Cyber-Bullying Internet Fraud & Child online abuse Domestic Violence Act, 2007 (Act 732),	Nation wide	X	X	X	X	1,256,850.0 0					X	NCC E	Department of children, DOVVSU, GHS, Ministry of Communication and Digitisation, Ghana Police

Cyber Security Act, 2020 (Act 1038)													Service (GPS), Cyber Security Authority (CSA), Media, Traditional Authorities, Media, FBOs, CSOs
Community and School-Based Engagements on Child Marriage/ Labour/ Trafficking/ Prostitution# 1992 Constitution, Domestic Violence Act, 2007 (Act 732), Child and Family Welfare Policy, (Cyber Security Act, 2020 (Act 1038) Sections 59 to 68,	Nation wide		X	X	X	1,256,850.00						X	NCC E Social Welfare Dpt, Department of Children CSOs & NGOs, GES, Security Agencies

Objective: To roll out environmental governance campaigns in all 16 regions annually, with at least 8000 community engagements on waste management, illegal mining, and climate change

Programme 4: Patriotism & Good Citizenship													
Projects	Location	Time Frame				Cost				Project Status		Lead	Collaborating Institution/Department
		Q1	Q2	Q3	Q4	GOG	DA CF	IGF	Other	New	Ongoing		
Education on against illegal mining/sand winning Chpt 6 Art 41 (g & k), Assembly By-laws, NCCE-HB&M Pg. 46 (No.6), SDG 6, 11,13,14 &15, Minerals Commission Act, 1993 (Act 450), Minerals and Mining Act, 2019 (Act 995) Sec.99, Assembly By-laws,	Nation wide	X	X	X	X	1,415,025.00					X	NCC E	EPA, Forestry Commission, Media Coalition against illegal Mining, Min of Lands and Natural Resources, Security Agencies, Mining Associations

Sensitization on early warning and response mechanisms for disasters	Nation wide		X	X	X	943,350.00					X	NCC E	NADMO, Media, ISD, MDAs, NDPC, EPA, MESTI, MLGDRD, CSOs, Ghana Meteorological Agency, Traditional Authorities
Sensitization on natural hazards and human induced disasters		X	X	X		1,394,250.00					X	NCC E	
Tree Planting/Green Ghana campaign			X			360,000.00					X	NCC E	Ministry of Lands and Natural Resources, EPA, GES, Media, MMDAs
Assessing the extent to which citizens are adopting positive				X		1,345,543.00					X	NCC E	Research, Monitoring and Evaluation dpt.

environmental practices													
Objective: To improve the efficiency of NCCE staff by 80% by 2029													
Programme 5: Capacity Building Programme													
Projects	Location	Time Frame				Cost				Project Status		Lead	Collaborating Institution/Department
		Q1	Q2	Q3	Q4	GOG	DA CF	IGF	Other	New	Ongoing		
Train staff annually to improve capacity for the delivery of civic education	Nation wide	X				700,000.00					X	NCC E	Programmes dpt, HR
Progress Monitoring of 2029 Programme Activities		X	X	X	X	589,047.36					X	NCC E	
Terminal Evaluation of Programme activities for 2026 - 2029			X		X	1,543,033.49					X	NCC E	
Undertake Internal Audit program in all		X	X	X	X	10,000.00					X	NCC E	

227 Administrative Centres													
Management participation in international programs annually			X	X		200,000.00					X	NCC E	
Annual maintenance of Assets and Liabilities		X	X	X	X	900,000.00					X	NCC E	
Organize quarterly Management/Committee meetings		X	X	X	X	100,000.00					X	NCC E	
Continue and complete the NCCE Ho Regional Office by December, 2025		X	X	X	X	261,599.15					X	NCC E	

Objective: to increase citizens' knowledge of constitutional provisions and strategies for citizens' participation in governance by 50% by 2029

Programme 6: Policy Coordination and Implementation

Projects	Location	Time Frame	Cost	Project Status		Cost	Project Status		Cost	Project Status		
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		Q1	Q2	Q3	Q4	GOG	DA CF	IGF	Othe r	`Ne w	Ongoin g	Lead	Collaborating Institution/Departm ent
Administrative Support		X	X	X	X	45,231,063					X	NCC E	Finance, Admin

CHAPTER SEVEN

MONITORING AND EVALUATION ARRANGEMENTS

7.1 Introduction

The Monitoring and Evaluation (M&E) exercise forms an integral part of the National Commission for Civic Education's (NCCE) mandate to promote civic awareness, good governance, and citizen participation. For the period 2026–2029, the M&E plan provides a structured framework for tracking the implementation of NCCE's annual programmes and projects. It is designed to ensure accountability, measure progress, and generate evidence to guide decision-making and programme delivery.

The framework positions NCCE at the centre of the process, with a monitoring matrix included to guide the tracking of objectives, activities, and results outlined in the Commission's Programmes of Action (PoA) and Annual Action Plans (AAPs). The matrix incorporates indicators to assess outcomes, thereby aligning planned interventions with expected results.

Evaluation

The plan also makes provision for evaluations at ex-ante, mid-term, and terminal stages to determine the relevance, efficiency, effectiveness, and sustainability of programmes. These evaluations are intended to generate insights that inform evidence-based decisions and strengthen programme design and implementation.

Participatory M&E

Participatory approaches are integrated into the M&E framework, ensuring that citizens and beneficiaries of NCCE programmes contribute feedback and assess results. Knowledge management and learning are also mainstreamed to capture lessons, strengthen institutional memory, and support adaptive planning and reporting.

Overall, the M&E plan for 2026–2029 sets out a systematic mechanism for NCCE to monitor progress, evaluate outcomes, and foster continuous learning, ensuring that interventions remain impactful and aligned with national priorities

7.2 Stakeholder Analysis

The monitoring and evaluation activities are spearheaded by the Research, Monitoring and Evaluation Department (RM&ED) of the NCCE, which provides leadership, develops monitoring tools, sets indicators, and consolidates reports at the national level. The Management of the Commission, together with the Directors of Programmes, Communication

and Corporate Affairs (CCA), Administration, Finance, and Human Resources, support RM&ED in ensuring that monitoring is aligned with institutional priorities, resource allocation, and the overall strategic direction of the Commission.

At the decentralized level, Regional and District Directors supervise data collection and reporting, validate findings, and ensure that monitoring outcomes reflect local realities. They also coordinate with Social Auditing Committees, civic clubs, and other local actors to strengthen accountability and community participation.

At the operational front line, field officers and programme staff collect activity and outcome data, engage communities through forums, school clubs, media platforms, and civic campaigns, and capture citizen feedback to inform programme adjustments. They are central to tracking outcome indicators such as awareness of constitutional duties, adoption of positive environmental practices, tax compliance, and resilience against extremism.

Oversight and reporting flow upward, ensuring that field-level evidence feeds into district, regional, and national reporting systems. The Head Office provides final quality assurance, consolidates findings into national-level reports, and aligns them with policy frameworks and national development priorities.

In addition to internal structures, the Commission collaborates with external partners such as the National Development Planning Commission (NDPC), the Ghana Revenue Authority (GRA), Environmental Protection Agency (EPA), security agencies, and civil society actors where necessary. These partnerships strengthen data quality, ensure inter-agency collaboration, and enhance evidence-based decision-making across the monitoring period (Table 21).

Table 21: Stakeholder Analysis

No	Stakeholders	Classification	Interests and Responsibilities	Involvement in M&E Activities
1	Research, Monitoring and Evaluation (RM&E) Department, NCCE	Primary	Leading M&E planning, provision of technical expertise	Coordination, reporting, supervision, data generation and compilation from operational levels
2	NCCE Head Office Departments and Units (Programmes,	Primary	Information sharing, uptake of lessons, incorporation of	Communication, dissemination of results, reporting

No	Stakeholders	Classification	Interests and Responsibilities	Involvement in M&E Activities
	CCA, Administration, Finance, HR)		findings into programming	
3	Regional Offices, NCCE	Primary	Oversight at the regional level, ensuring quality and timely reporting	Data validation, compilation, reporting
4	District Offices, NCCE	Primary	Local-level engagement, frontline data collection	Data collection, initial reporting
5	Beneficiary Community Groups and Individuals	Secondary	Participation in civic education activities, providing perspectives and feedback	Respondents, study participants, community feedback
6	National Development Planning Commission (NDPC)	Secondary	Ensuring alignment with national development priorities, technical backstopping	Data sharing, policy feedback, joint evaluations
7	Ghana Revenue Authority (GRA)	Secondary	Revenue mobilisation, improving tax compliance	Data sharing, joint monitoring of tax sensitisation programmes
8	Environmental Protection Agency (EPA)	Secondary	Promoting environmental sustainability and compliance	Data sharing, technical advice, joint monitoring on environmental governance

No	Stakeholders	Classification	Interests and Responsibilities	Involvement in M&E Activities
9	Security Agencies (Police, Immigration, Military, etc.)	Secondary	Promoting peace, security, and prevention of violent extremism	Collaboration in monitoring peacebuilding/PVE activities, feedback on community resilience
10	Civil Society Organisations (CSOs) and NGOs	Secondary	Advocacy, accountability, and grassroots engagement	Community feedback, independent monitoring, collaboration in participatory M&E
11	Faith-Based Organisations (FBOs) and Traditional Authorities	Secondary	Mobilisation of communities, promoting values and ethics	Providing feedback, facilitating participatory M&E at community level
12	Media (TV, Radio, Social Media, CIC, Cinema Vans)	Secondary	Information dissemination, shaping public opinion	Media monitoring, dissemination of evaluation findings

Table 22: Monitoring Matrix

<p>Goal: Deepen citizen participation in governance and promote national unity.</p> <p>Objective: i. To increase citizens’ knowledge of constitutional provisions and governance processes</p> <p>ii. To promote inclusiveness and tolerance by reaching at least 500,000 citizens (youth, women, vulnerable groups, traditional authorities)</p> <p>through targeted civic education in all 16 regions.</p> <p>Programme: Constitutional Awareness Creation</p>										
Outcome Indicator	Indicator Definition	Indicator Type	Baseline 2025	Target				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Proportion of citizens demonstrating improved knowledge of constitutional provisions and governance processes	% of citizens who can correctly identify rights and duties as enshrined in the 1992 Constitution	Outcome	19%	30%	40%	50%	60%	Sex, Age, Location, Education Level	Annual (surveys, FGDs, reports)	RM&ED, Programmes Dept., CCA, Regional & District Offices

<p>Completion and utilization of the <i>Election 2024 “Matters of Concern (MOC) to the Ghanaian Voter – Mid-term Study”</i>.</p>	<p>This indicator tracks whether the mid-term study is conducted, its findings are disseminated, and how the evidence informs NCCE’s civic education planning and programme design in the years following Election 2024.</p>	<p>Output/Outcome Indicator</p>	<p>Election 2024 MoC Study</p>	<p>Mid-term study completed, report finalized and validated.</p>	<p>Findings disseminated to at least 5 key stakeholder groups (EC, political parties, media, academia, civil society</p>	<p>Mid-term study used as a benchmark to compare emerging voter concerns, findings from the 2028 MoC Study.</p>	<p>NCC Electoral reports demonstrate that both the 2024 mid-term and the 2028 MoC Studies inform at least 60%</p>	<p>Stakeholder groups (Political parties, Media, Civil society, Academia, Electoral Commission, Traditional/Religious leaders, Youth groups). Geographic coverage (National, Regional, District).</p>	<p>Annually</p>	
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					y, youth group s) and integr ated into at least 3 NCC E civic educat ion progra mmes		of civic educat ion interv ention s and policy dialog ues			
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Goal: Strengthen public awareness and compliance with tax obligations

Objective: i. To conduct tax education campaigns in all districts annually, ensuring that 90% of informal sector associations and identifiable groups are engaged at least once.

ii. To facilitate at least 500 dialogue platforms between GRA/MMDAs and citizens to improve transparency and voluntary compliance

iii. To establish and sustain functional Social Auditing Committees in all 261 districts to strengthen public accountability.

Programme: Social Auditing and Tax Education										
Proportion of citizens and occupational groups reporting improved understanding of tax obligations and voluntary compliance	% of Occupational Groups/companies with evidence of tax compliance	Outcome	17%	25%	35%	50%	65%	Region, Occupational Group, Gender	Annual	RM&ED, Programmes Dept., Regional & District Offices, GRA, MMDAs
	% of citizens acknowledging awareness of tax laws (ACT 896)								Annual/ Bi- Annual	
Proportion of Social Auditing Committees reporting actions taken on identified accountability issues	% of committees that influence corrective actions in districts/sub-metros through social auditing	Outcome	13%	20% functional with 1 action reported	30% functional with 2+ actions	40% functional with annual reports	50% functional with ≥50% of issues acted upon	Region, District, Gender of committee members	Quarterly & Annual	RM&ED, Programmes Dept., Regional & District Offices, Social Auditing Committees

Goal: Safeguard children’s rights and nurture youth as responsible citizens.

Objectives: i. To implement child protection sensitisation in at least 10,000 schools nationwide, covering issues such as cyber safety, child labour, and reproductive health.

ii. To engage at least 500,000 youth through civic education clubs, leadership programmes, and civic competitions to nurture responsible citizenship.

Programme: Child Protection & Youth Empowerment

Proportion of children and youth demonstrating increased awareness of child rights, protection issues	% of students/youth who can identify child protection issues (cyber-bullying, child marriage, labour, reproductive health) and demonstrate positive behaviour	Outcome	27.8%	35%	40%	45%	50%	Age (children, youth), Gender, Region, School/Community	Annual (surveys, school reports, FGDs)	RM&ED, Programmes Dept., Regional & District Offices, MoGCSP
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Goal: Promote community responsibility for sustainable environmental management.

Objective: i. To roll out environmental governance campaigns in all 16 regions annually, with at least 2000 community engagements on waste management, illegal mining, and climate change.

ii. To mobilise citizens to undertake at least 500 tree-planting, clean-up, and conservation activities as part of civic education efforts.

Programme: Environmental Sustainability & Climate Civic Education

Proportion of citizens reached with education on positive environmental practices (waste disposal, reduced bush burning & illegal mining, tree planting,)	% of citizens educated on positive environmental practices	output	-	20%	30%	50%	65%	Region, Gender, Environmental Issue	Annual (community reports, observational surveys)	RM&ED, Programmes Dept., Regional & District Offices, EPA
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Goal: Build civic awareness and resilience for peace and security

Objective: i. To conduct peacebuilding and security awareness programmes in at least 100 high-risk districts, reaching over 300,000 citizens.

ii.To hold at least 120 stakeholder dialogues with youth, women, faith leaders, and security services to build resilience against radicalisation and violent extremism.

Programme: Peacebuilding, Security & Resilience Against Extremism

Proportion of citizens (esp. youth & vulnerable groups) demonstrating improved tolerance, trust, and resilience	% of citizens/groups engaged by NCCE who show awareness of extremism risks and positive behaviour fostering tolerance/resilience	Outcome	84.3% (PCVE End-line 2024 Survey)	86.6%	88.1%	89.3%	90.2%	Region, Stakeholder Group (youth, women, artisans, FBOs, traditional leaders), Gender	Quarterly & Annual (surveys, FGDs, media monitoring)	RM&ED, Programmes Dept., Regional & District Offices, Security Agencies, CSOs
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Goal: Enhance NCCE’s institutional capacity for effective civic education

Objectives: i. To train at least 1,000 NCCE staff in gender mainstreaming, monitoring & evaluation, and digital civic education delivery.

ii. To provide modern logistics and ICT resources to 80% of regional and district offices, enhancing efficiency and outreach capacity.

Programme: Capacity Development & Institutional Strengthening

Proportion of staff demonstrating improved capacity in gender mainstreaming, M&E, and digital civic education delivery	% of staff trained who apply new skills in programme planning, reporting, and digital delivery	Outcome	<20% staff trained/applied skills	40%	55%	70%	85%	Region, Department, Gender of staff	Annual (training evaluations, performance appraisals)	RM&ED, HR Dept., Admin Dept., Regional & District Offices
<p>Goal: Create an inclusive, motivated, and sustainable working environment.</p> <p>Objective: Improve human resource capacity and staff empowerment</p>										
The number of personnel with requisite capacity and improved conditions of work that meet their	The total number of qualified personnel officially recruited with requisite capacity and	Output	To be sourced from HR	10	15	20	20	Sex	Annually	Human Resource Unit

career progression needs.	improved conditions of work that meet their career progression needs.									
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CHAPTER EIGHT

COMMUNICATION STRATEGY

Introduction

The purpose of this chapter is to formulate strategies and to bring the approved NCCE’s Medium-Term Development Policy Framework (2018-2021) to all stakeholders with the view of soliciting the co-operation and collaboration of all stakeholders so as to facilitate successful implementation of planned programmes and projects, disseminate the Commission’s policies, programmes, projects, and progress reports.

Objectives

This is to create awareness on the expected roles of all stakeholders in the implementation of Commission’s programmes and projects, promote dialogue and generate feedback on the performance of the Commission, and to access and manage the expectation of the public concerning the services being delivered by the Commission.

The NCCE Medium-Term Development Policy Framework (2018-2021) argues for the best delivery of civic education channels such as the media, billboards, focus group discussions, workshops, community meetings etc are important visibility mechanisms.

Table 23: Communication Channels

No.	ACTIVITY	PURPOSE	AUDIENCE	METHOD/TOL	TIMEFRAME
1	Periodic Staff Durbar	Increase knowledge of Staff on the activities the Commission	Staff	<ul style="list-style-type: none"> • Notice boards • Circulars • Social Media and Website 	Quarterly
2	Media/ press Briefing	Enhance awareness and visibility of activities of the Commission	Media (Print, radio, television, online)	<ul style="list-style-type: none"> • Press releases-print and online • Social Media • Website 	Quarterly/Annually

3	Education and sensitization through Social Media	Enhance awareness and visibility of activities of the Commission.	General public	<ul style="list-style-type: none"> • Social media platforms (Facebook, twitter, instagram, Youtube) • Website 	Daily
4	Education and sensitization through audio visuals and documentaries	Deepening civic consciousness among the citizenry.	General public	<ul style="list-style-type: none"> • Short films • Documentaries • Jingles • Animation • Motion graphics 	Quarterly/Annually
5	Mounting of suggestion boxes	Garner feedback from staff and visitors to improve civic education delivery.	General public and staff of the Commission.	Suggestion box	Monthly
6	Media coverage of key activities of the Commission	To increase awareness and visibility of the Commission	Media (Print, radio, television, online)	<ul style="list-style-type: none"> • Social media platforms • Notice board • Circulars • Posters, banners, brochures, flyers etc. • Mini float 	Annually
7	NCCE's participation in Ghana@ 60	<ul style="list-style-type: none"> • Educate citizens on the importance 	General public	<ul style="list-style-type: none"> • Social Media • Website 	Quarterly/Annually

	independence day celebrations	of independence <ul style="list-style-type: none"> • Promotion of patriotism and nationalism 		<ul style="list-style-type: none"> • Newspaper publications • TV and radio • Floats • Posters, banners, brochures, flyers etc 	
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