


2026-2029 MEDIUM TERM
DEVELOPMENT PLAN FOR
THE RIGHT TO INFORMATION
COMMISSION



Foreword

Access to information is a fundamental human right enshrined in Ghana's 1992 Constitution and operationalised through the Right to Information Act, 2019 (Act 989). The Right to Information Commission (RTIC, the Commission), as the independent body mandated to promote, monitor, protect, and enforce this right, remains committed to advancing transparency, accountability, and citizen participation in governance.

This Medium-Term Development Plan (MTDP) represents a major milestone in strengthening the institutional foundations of the Commission. It consolidates insights from performance reviews, situational analyses, and stakeholder consultations to chart a forward-looking path for delivering our mandate effectively. The Plan outlines clear priorities and strategies to expand access to Right to Information (RTI) services nationwide, enhance compliance across public institutions, and deepen public awareness of the law, particularly among marginalised groups and youth.

The Commission acknowledges the continued support of Government, Parliament, civil society organisations, the media, and our international partners in helping us navigate challenges faced over the past years. Through this MTDP, the Commission reaffirms its commitment to fostering a culture of openness in Ghana and ensuring that every citizen, irrespective of location or status, can exercise their right to information.

We invite all stakeholders to join us in the implementation of this Plan and to partner with the Commission in consolidating Ghana's democratic credentials through transparency and accountability.

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Executive Secretary,
Right to Information Commission

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List of Acronyms

Acronym	Meaning
ABFA -	Annual Budget Funding Amount
ANIC -	African Network of Information Commissioners
CSOs -	Civil Society Organisations
DACF -	District Assemblies Common Fund
DACF-RFG -	District Assemblies Common Fund - Responsive Factor Grant
DPs -	Development Partners
EIC -	Enforcement Investigation & Compliance
GBC -	Ghana Broadcasting Corporation
GES -	Ghana Education Service
GHS -	Ghana Cedi
GoG -	Government of Ghana
ICIC -	International Conference of Information Commissioners
IGF -	Internally Generated Funds
LI -	Legislative Instrument
M&E -	Monitoring and Evaluation
MDAs -	Ministries, Departments and Agencies
MJAG -	Ministry of Justice and Attorney General's Department
MMDAs -	Metropolitan, Municipal and District Assemblies
MTDP -	Medium-Term Development Plan
NDPC -	National Development Planning Commission
PPBME -	Policy, Planning, Budgeting, Monitoring and Evaluation
RTI -	Right to Information
RTIC -	Right to Information Commission
SOEs -	State-Owned Enterprises
UNESCO -	United Nations Educational, Scientific and Cultural Organization

EXECUTIVE SUMMARY

The Right to Information Commission (RTIC, the Commission) was established under Act 989 to guarantee citizens' constitutional right to access information and to promote transparency and accountability in governance. In line with its mandate, the Commission has developed this Medium-Term Development Plan (MTDP) to guide its operations over the 2026 – 2029 period.

The Plan is anchored on a comprehensive situational analysis, which highlighted progress made since 2021, including the monitoring of 568 public institutions for compliance, expansion of staff strength from 23 to 117, sensitization workshops across all 16 regions, and the resolution of 93% of RTI review applications submitted. However, systemic challenges persist, chief among them the absence of a Legislative Instrument (L.I.), inadequate and delayed funding, limited regional presence, backlogs of complaints, low awareness among youth and marginalized groups, and weak digitization systems.

The MTDP identifies six key development priorities:

1. Operationalising the Legislative Instrument to strengthen legal clarity and enforcement.
2. Strengthening compliance among public institutions through monitoring and enforcement.
3. Expanding regional accessibility by establishing additional RTIC offices across the country.
4. Enhancing awareness among marginalised groups and communities to promote inclusivity.
5. Promoting youth awareness and civic engagement through abridging the RTI Act.
6. Fostering international learning and partnerships for knowledge exchange and institutional growth.

To address these priorities, the Commission has outlined flagship programmes, including the RTI Legislative Framework Programme, Compliance Strengthening Exercise, RTIC Regional Expansion Programme, Marginalized Groups Empowerment Initiative, Youth Awareness Initiative, and the International Learning and Partnership Initiative. The total estimated cost of implementation is GHS 30.9 million, to be financed through government allocations, development partners, and internally generated funds.

The MTDP also incorporates a robust Monitoring and Evaluation (M&E) framework, stakeholder engagement mechanisms, and a development communication strategy to ensure accountability, effectiveness, and widespread dissemination of RTI messages.

In conclusion, this Plan provides a clear roadmap for strengthening Ghana's access to information regime, consolidating democratic governance, and empowering citizens to hold public institutions accountable. Its successful implementation will require strong political will, sustainable financing, and active collaboration among government, civil society, and development partners.

CHAPTER ONE: GENERAL INTRODUCTION

1.0 Introduction

The Right to Information Commission (RTIC, the Commission) is a constitutionally mandated and independent regulatory body established under the Right to Information Act, 2019 (Act 989) to promote, monitor, protect, and enforce the right of access to information in Ghana. Rooted in Article 21(1)(f) of the 1992 Constitution, the Commission's mandate seeks to advance transparency, accountability, and good governance by empowering citizens to access information held by public institutions. With a vision to facilitate access to information and promote awareness among citizens and institutions alike, the Commission's strategic operations are guided by core values such as independence, professionalism, transparency, and accountability.

As part of its institutional development, the RTIC has developed a comprehensive Medium Term Development Plan (MTDP) to align its strategic goals with national development priorities. This plan, covering a multi-year period, outlines the Commission's objectives, priority programmes, and budgetary projections to ensure the sustainable implementation of its mandate. The MTDP integrates findings from extensive situational analyses, as well as stakeholder consultations and performance reviews. It serves as a blueprint for enhancing RTI compliance across all sectors, deepening citizen engagement, expanding regional presence, and strengthening internal systems for monitoring, enforcement, and public education.

The MTDP preparation process has also provided the Commission an opportunity to institutionalize its planning and evaluation mechanisms. With inputs from all the Directorates and Units of the Commission, the plan defines measurable development outcomes and aligns with Ghana's national planning frameworks as outlined by the National Development Planning Commission (NDPC). Moreover, the plan responds to operational challenges such as inadequate funding, low public awareness, and regional disparities in access to RTI services. Through this plan, the RTIC aims to strengthen institutional resilience, promote legal and policy reforms, and consolidate its role as a cornerstone of democratic governance and access to information in Ghana.

1.1 Vision

To facilitate the right of access to information; promote and sustain awareness of the citizen in their right of access to information and of institutions in their obligation to disclose information (Act, 989).

1.2 Mission

To build an informed citizenry, to promote transparency in public discourse, protect, monitor and enforce the right of access to information and to hold public institutions accountable (Act, 989).

1.3 Mandate

To Promote, Monitor, Protect, and Enforce the rights to information that is granted to a person under paragraph (f) of clause (1) of article 21 of the Constitution and the provisions of Act 989. (Act 989).

1.4 Core Values

1. Transparency
2. Accountability
3. Fairness
4. Professionalism
5. Independence (Act 989).

1.5 Functions

The functions of the Commission as outlined in Section 44 of Act 989 are as follows:

1. Issue written orders requesting for the production of information;
2. Examine, reproduce, take extracts from or hold information for unlimited periods, including information found in any premises entered pursuant to an inspection conducted by the Commission in the performance of the monitoring function of the Commission;
3. Take appropriate action that is necessary to enable the Commission resolve a complaint before it;
4. Conduct matters with as little technicality or formality and as expeditiously as possible;
5. Hold hearing in public unless it is considered inappropriate to do so;
6. Publish its findings recommendations, orders, decisions, and directives quarterly; and
7. Undertake any other action that the Commission considers necessary for the effective performance of its functions

1.6 Organisational Structure

The Commission is governed by a seven-member Board, the Executive Secretary is the administrative head of the Commission and there are six Directorates headed by General Managers in the Commission. These Directorates are Tribunal, Legal, Policy Planning, Budgeting,

Monitoring and Evaluation, Enforcement, Investigation and Compliance, Finance, and Administration, which also has ten Units under it.

1.6.1 Organogram

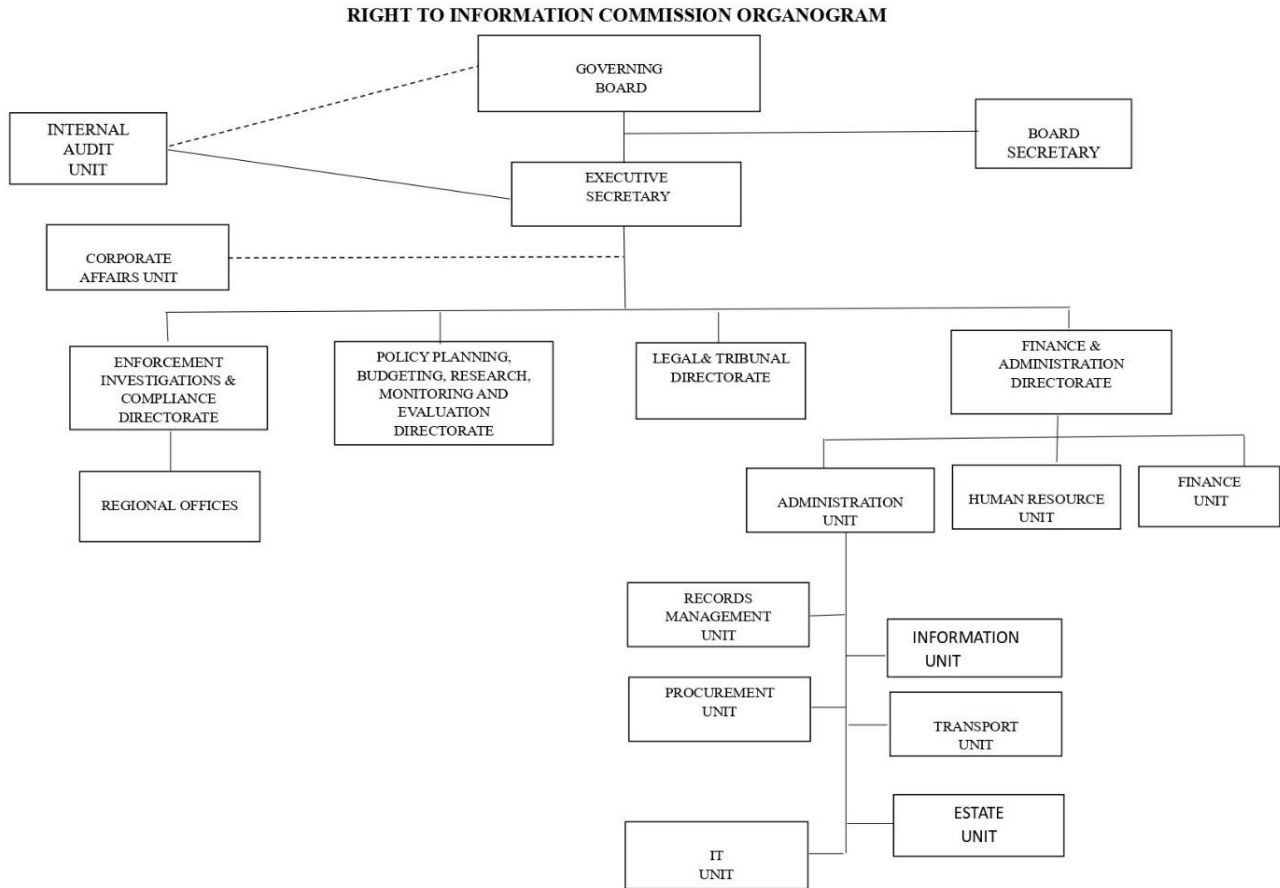


Figure 1.1 Graphical Representation of Organogram of the Right to Information Commission

Source: RTIC, 2025

1.6.2 Governing Board

The Commission is governed by a board consisting of a Chairperson, a Deputy Chairperson, four other persons, two of whom are women, and the Executive Secretary. The Board ensures the proper and effective performance of the functions of the Commission.

1.6.3 Executive Secretary

The Executive Secretary is responsible for the day-to-day administration of the Commission and is answerable to the Board in the performance of the functions under the Act. The Executive Secretary delegates functions to officers of the Directorates of the Commission.

1.6.4 Legal & Tribunal Directorate

The Legal and Tribunal Directorate represents the Commission on all legal issues, conducts research necessary for the attainment of the objectives of the Commission and Act 989, ensures effective correspondence between the Commission and applicants, writes decisions on behalf of the Commission, and supervises the prosecution of offences under Act 989. The Directorate plays a key role in the Commission's sensitisation activities by offering advice on the Act to aid public education and also undertakes research activities for law reforms. In addition, it is responsible for adjudicating disputes and determining questions based on facts, the law, or discretion that arise in matters brought before it. Applications for review from users of Act 989 are received, registered, and assigned file numbers with dockets opened for each case. To resolve such disputes, the Directorate employs Alternative Dispute Resolution (ADR) mechanisms including negotiation, mediation, conciliation, and arbitration, thereby ensuring both legal clarity and accessible redress for applicants.

1.6.5 Enforcement, Investigations and Compliance Directorate (EIC)

The EIC directorate enforces compliance with legislation and guidelines put in place for the implementation of Act 989. The Directorate also conducts inspections and undertakes search/investigation exercises across public institutions. The Directorate is set up to design strategies that will enhance and enforce compliance with the RTI Act by public institutions.

1.6.6 Policy Planning, Budgeting, Monitoring and Evaluation Directorate (PPBME)

The PPBME Directorate is tasked with leading the facilitation for the development and review of policies, programmes, projects, plans and budgets of RTI, to conduct research into all related RTI topics to inform decision making and help the Commission adopt current and efficient programmes approach, and also responsible for the coordination of the preparation of annual and quarterly work programmes. The Directorate also monitors the targets of policies, programmes and projects in line with RTIC's goals and objectives as well as being responsible for the designing and application of monitoring and evaluation systems for purposes of assessing RTIC's operational effectiveness.

1.6.7 Finance & Administration Directorate

The Finance and Administration Directorate is responsible for providing comprehensive financial management and administrative support to the Commission. It manages all accounting and financial activities, including statement preparation, ledger maintenance, and coordination with the Ministry of Finance and Controller and Accountant-General's Department to secure timely release of funds. Administratively, the Directorate manages eleven critical units: including the Administration, Procurement, Estate, Human Resource, IT, Records, Library, Transport, Information, and Finance, ensuring effective resource management, staff support, and logistical services. The Directorate ensures that the Commission's resources are efficiently managed and that its operations run smoothly in alignment with its mandate.

1.6.7.1 Administration Unit

The Administration Unit is responsible for the day-to-day general administrative activities of the Commission. The Unit liaises with the various Units and Directorates to provide the needed support in the execution of their activities.

1.6.7.2 Procurement Unit

The Procurement Unit coordinates the preparation of a procurement plan for the Commission as well as the processes for the procurement of goods and services for the Commission in accordance with the Public Procurement Act of Ghana.

1.6.7.3 Estate Unit

The Estate Unit ensures maintenance of the Commission's Estates. It administers adequate security and safety for all physical assets/properties and personnel of the Commission against potential threats. Maintenance of the infrastructure is also considered a priority for the Unit.

1.6.7.4 Human Resources Unit

The Human Resource Unit is responsible for the workforce of the Commission. It is charged with all recruitment processes of the Commission as well as administering essential employee benefit programs, capacity building programs and regulating employee appraisals programs.

1.6.7.5 Library Unit

The Library Unit is responsible for providing leadership and direction in the management and delivery of library and information services for the Commission. The Unit ensures the effective acquisition, organisation, preservation, and dissemination of relevant information resources to support the operations of the Commission. It facilitates access to both physical and electronic information, promotes inter-library cooperation, and upholds professional standards in line with the Ghana Library Board Act, 1970 (Act 327). The Unit also contributes to policy development, supports the Commission's knowledge management.

1.6.7.6 IT Unit

IT Unit is one of the most crucial units in contemporary organisational architecture. The main job of the IT Unit is to facilitate the implementation of guidelines and procedures on IT of the Commission as well as provide effective user support services for the Commission. The IT Unit handles the back end of the Commission website and server. They also handle the basic troubleshooting, which includes computers, printers, scanners, internet connections etc.

1.6.7.7 Records Unit

The Records Unit has a vital role to play in achieving the mandate of the Commission. The Unit keeps records of files, maintains documents for easy retrieval, indexing, and coding of files.

1.6.7.8 Transport Unit

The Transport Unit supervises the day-to-day function and operation of official vehicles, which include routine vehicle pre-departure examinations, managing travel request, vehicle allocation, vehicle maintenance and service works.

1.6.7.9 Information Unit

The Information Unit is responsible for receiving requests for information for the Commission and providing accurate feedback in terms of furnishing information to request applications within the stipulated 14 (fourteen) days.

1.6.7.10 Corporate Affairs

Corporate Affairs unit coordinates the development and implementation of short to long-term communication strategies for the Commission. The unit also coordinates the development of public relations strategies to promote the corporate image of the Commission. Mandated to establish rapport between the Commission and major players in the media industry both domestic and international. They deploy both traditional and social media tools such as radio, television, Facebook, Twitter, Linked-In, Instagram, website, public forums and lectures, workshops, and engagements in publicising the works of the Commission.

1.6.7.11 Account Unit

The Account Unit deals with the entire aspect of accounting and finance for the Commission. From financial statements preparation, account ledger maintenance, and all financial aspects of the Commission. The Unit coordinates with the Ministry of Finance and Controller and Accountant Generals Department to ensure remunerations and funds are released timely for the Commission to carry out its activities.

1.6.7.12 Internal Audit

The Internal Audit ensures accountability and transparency. Based on Act 989 and the Financial Management Act, the Internal Audit gives assurance on financial statement-related items, pre-auditing, and post-auditing works, and evaluating the effectiveness of internal control processes.

The Unit is also in charge of performing operational audits and evaluating the organisation's compliance with laws, regulations, and company policies.

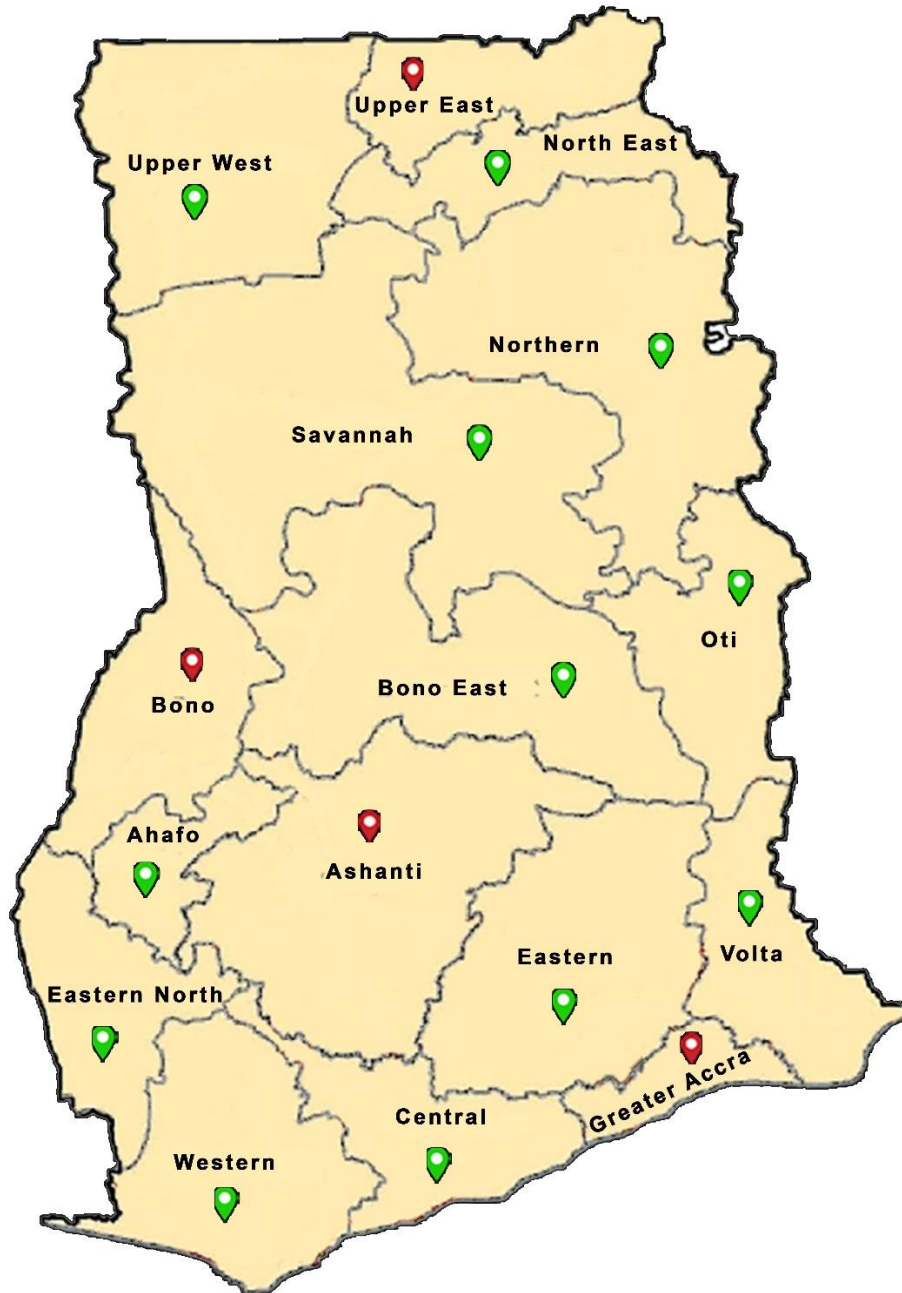
1.6.7.13 Board Secretary

The Board Secretary, by Section 58 of Act 989, is appointed by the President in accordance with article 195 of the Constitution. The functions of the Board Secretary are determined by the Executive Secretary or the Governing Board, and is answerable to the Executive Secretary and the Board in the performance of its functions.

1.7 Locational Map of Commission's Offices

The Commission has plans of opening offices in all the sixteen (16) Regional Capitals of the country to decentralise its operations and ensure that all stakeholders have direct and equal access to the Commission towards the implementation of the right to information law.

The Commission presently has four (4) offices located in the Greater Accra, Ashanti, Bono and Upper East Regions.




KEY TO MAP SYMBOLS	
	Regions where the Commission currently operates.
	Additional offices planned to become operational by 2029.

Figure 1.2 Graphical Representation of Locational Map of Commission's Offices

Source: RTIC, 2025

1.8 Structure of Plan

The MTDP is structured as follows:

Chapter One - Introduction

This chapter presents an overview of the RTIC, highlighting its constitutional and legal foundation under Act 989. The Commission is tasked with promoting, monitoring, and enforcing the right to access information in Ghana. The chapter outlines the Commission's vision, mission, core values, and functional responsibilities. It also details its organisational structure, including directorates and units critical to implementing its mandate. The introduction sets the tone for the MTDP, explaining the rationale behind the plan and how it is aligned with national development objectives and the institutional needs of the RTIC.

Chapter Two - Situational Analysis of RTIC

The situational analysis provides a comprehensive assessment of the internal and external factors influencing the Commission's operations, focusing on the core functions of the Commission, which is to, promote, protect, monitor and enforce the tenets of Act 989. This chapter also includes performance and financial reviews, a SWOT analysis, and needs assessment projections. Key challenges identified include limited regional presence, inadequate funding, limited awareness among the marginalised, and ICT gaps, while opportunities include digitalisation, stakeholder partnerships, and increasing public demand for transparency, accountability and civic inclusion in the governance of the country at both the sub-national and national level.

Chapter Three - Key Development Priorities

This chapter defines the strategic priorities of the Commission over the medium term. It consolidates the needs assessment into focused development areas such as expanding regional access, enhancing public education on RTI, strengthening institutional capacity, and improving monitoring and compliance mechanisms. These priorities form the foundation for subsequent goal setting and programme planning in the MTDP.

Chapter Four - Development Goals, Objectives and Strategies

Based on the priorities identified, Chapter Four presents specific goals, objectives, and strategies designed to guide RTIC's development agenda. It links these goals to national development frameworks and thematic areas. The strategies focus on enhancing access to information, institutional capacity building, and improving legal and regulatory frameworks for RTI enforcement.

Chapter Five - Composite Development Programmes

This chapter outlines detailed programmes of action, including timeframes, estimated costs, funding sources, and implementation responsibilities. It classifies initiatives as new or ongoing and identifies lead and collaborating institutions. It also includes a strategic environmental assessment, ensuring that development programmes are aligned with environmental sustainability goals.

Chapter Six - Annual Action Plans

The Annual Action Plans break down the broader development programmes into yearly actionable projects with specified objectives, timelines, budgets, and Directorates responsible for the projects. This structured approach allows for measurable implementation tracking and ensures alignment with available resources and institutional capacity on a yearly basis.

Chapter Seven - Monitoring and Evaluation Arrangements

This chapter details the monitoring and evaluation framework necessary for tracking progress and ensuring accountability. It includes a stakeholder analysis, performance indicators, a monitoring matrix, and knowledge and competency mapping tools. The framework supports a culture of learning and continuous improvement within the Commission.

Chapter Eight - Development Communication Strategies

The final chapter addresses the Commission's communication strategy for effectively engaging stakeholders and disseminating information on RTI. It outlines approaches for using both traditional and digital media platforms to increase public awareness and promote transparency. The strategy ensures that RTI messages reach diverse audiences across all Regions of Ghana.

CHAPTER TWO: SITUATIONAL ANALYSIS OF RTIC

2.0 Introduction

The Commission as established under Act 989 is mandated to oversee the implementation of the Act, ensure public institutions comply with its provisions, and promote public awareness of the right to access information. This mandate not only reflects Ghana's constitutional commitment to good governance under Article 21(1)(f) of the 1992 Constitution but also aligns with international standards of open government and citizen participation. However, the effective execution of this mandate does not operate in a vacuum. The Commission's performance is deeply influenced by a range of contextual factors such as political will, economic conditions, societal awareness, technological advancement, environmental considerations, and the strength of legal and institutional frameworks. This situational analysis provides a comprehensive overview of the internal and external conditions influencing the RTIC's mandate implementation. It draws on performance data, financial trends, legal obligations under Act 989, and stakeholder feedback to assess progress, and identify gaps. By situating the Commission's operations within its broader developmental and regulatory context, this analysis aims to inform planning decisions, institutional reforms, and investment priorities for the medium term.

2.1 Performance Review

The Commission has made commendable progress across its operational areas under the governance, corruption, and public accountability dimension. Its efforts reflect a mix of achievements and persistent challenges in entrenching transparency, improving institutional responsiveness, and promoting public access to information in alignment with Act 989.

1. Monitoring of RTI Implementation

The Commission launched its monitoring programme in 2023 with the target of completing monitoring of 950 public institutions by the end of 2025. At the close of year 2024, 568 public institutions had been monitored, representing nearly 60% of the total target. This progress is significant given the zero baseline in 2021, with monitoring starting effectively in 2023.

The rate of monitoring suggests that the Commission is on track to meet the 2025 target, provided resources and institutional cooperation remain consistent. There is the need to sustain and expand the exercise through investment in logistics, staffing, and inter-agency collaboration.

2. Enforcement and Processing of Applications

Between the years 2022 and 2024, the Commission processed 283 applications for review and successfully resolved 262, representing a 93% resolution rate. This demonstrates strong responsiveness which has enhanced public confidence in the Commission's oversight role.

Nonetheless, a small backlog of unresolved cases remains, mainly due to the complexity of adjudication of those cases. These complexities call for further strengthening of the Commission's investigative and legal capacity.

3. Public Education and Engagement

The Commission has met its public education and capacity-building at the regional level targets by conducting sensitisation workshops in all 16 Regional capitals of the country. This achievement has significantly advanced public awareness of the RTI Act and strengthened citizen engagement.

Despite this, the Commission's reach remains limited at the grassroots level, with marginalised groups, local communities, and students still underserved. Awareness is therefore unevenly spread across different social groups. Future strategies must focus on targeted grassroots engagement to deepen impact.

4. Legal and Regulatory Framework

The development of a Legislative Instrument (LI) for Act 989 advanced from 40% completion in 2021 to 90% by 2024. Key milestones, including stakeholder engagements, drafting, and validation, have been achieved. However, the 21-day statutory period for the LI to pass into law after its submission to plenary could not pass due to national election activities and early adjournment of the 8th Parliament.

The absence of a binding LI continues to weaken enforcement. Passage of the L.I. by 2026 would significantly strengthen compliance mechanisms and provide regulatory clarity.

In addition, the Commission developed and distributed guidelines to support public institutions in preparing information manuals. By the close of the year 2022, 595 out of the 600 shortlisted institutions had received the guidelines, a near-complete achievement that has strengthened institutional readiness for RTI compliance.

5. Decentralisation and Regional Expansion

To increase public access to the Commission's services, the Commission planned to open RTI offices in 8 Regional capitals namely, Kumasi, Sunyani, Bolgatanga, Koforidua, Cape Coast, Ho, Takoradi, and Tamale. As of 2024, only 3 out of the targeted 8 offices, which are Kumasi, Sunyani and Bolgatanga had been established. The remaining 5 offices were deferred to 2026 due to financial and logistical constraints.

The lack of full decentralisation limits citizens' ability to access RTI services promptly and hampers the Commission's outreach and oversight functions in underserved regions.

6. Institutional Capacity

To support its expansion mandate, the Commission increased its staffing from 23 in 2021 to 117 by close of 2024, almost achieving the target of 120. This expansion significantly boosted the Commission's operational capacity.

The shortfall was primarily due to high employee turnover and recruitment challenges, common within the public sector. Going forward, the Commission aims to focus on staff retention, continuous training, and adequate resourcing to safeguard institutional knowledge and operational effectiveness.

Development Dimension	Indicator	Baseline (2021)	2022-2025 Medium-term target	Cumulative Achievement		Remarks
				Year	Data	
Governance, Corruption and Public Accountability	Adherence to RTI Act and provisions across public institutions enforced. (Monitor 950 public institutions)	0	950	2024	568	The Commission commenced monitoring public Institutions in 2023, targeting 950 institutions over the 3 years spanning 2023 to 2025 as of 2024 the Commission completed monitoring 568 institutions
	Legislative Instrument (LI) passed to facilitate the implementation of the Right to Information Act, 2019 (Act 989). (Pass one LI)	40%	100%	2024	90%	The Commission commenced preparations towards the passage of the LI in 2021. It has thus far completed all engagements but was unable to have it laid in parliament due to the long rise of the 8 th parliament during its last days.
	Guidelines developed for public institutions for the preparation of RTI manuals. (Distribute guidelines to 600 public institutions)	0	600	2022	595	The Commission commenced and completed the development and dissemination of the guidelines for public institutions to prepare their RTI manual
	RTIC offices across the regional capitals opened. (Operationalise 8 Regional Offices)	1	8	2024	3	The Commission opened offices in Kumasi, Sunyani and Bolgatanga. It intends to open new offices by the close of 2025 in Tamale, Ho and Cape Coast.
	Applications for review under the RTI framework resolved and determinations made. (Resolve and issue decisions on 283 applications for review)	14	283	2024	262	The Commission has successfully resolved and issued decisions on 262 applications for review out of the 273 received within the period 2022 to 2024.

	Build capacity and create awareness on Act 989 for public institutions and the general public	6	10	2023	10	The Commission successfully completed regional sensitisation in all 16 Regional capitals.
	Recruit and train personnel to strengthen institutional capacity. (Recruit and train 120 new staff)	21	120	2024	117	The Commission successfully completed recruitment of 120 staff. Due to staff attrition over the period, the Commission had 117 staff at post as at the end of 2024.

Table 2.1 Performance Indicator Measurement Framework

The performance indicators reveal that the RTIC has made substantial progress in implementing Act 989, particularly in compliance monitoring, public engagement, and institutional development. While the LI and decentralisation goals faced external or resource-related delays, the Commission is largely on track to meet or exceed its medium-term targets.

2.2 Financial Performance Review

The RTIC's financial performance over the period under review reflects both progress and structural challenges in resource mobilisation, allocation, and utilisation. The Commission's activities were primarily funded by three sources: the Government of Ghana (GoG), Internally Generated Funds (IGF), and Development Partners (DPs). This section provides a detailed analysis of the funding status, budget execution, and implications for programme implementation. The total estimated budget required to implement the Commission's medium-term development plan stood at GHS 76,963,112.00. However, the total actual funds received during the period amounted to GHS 64,550,420.50, creating a funding shortfall of GHS 12,412,691.50, representing 16.1% variance between estimated and actual inflows.

Table 2.2 Financial Performance

Source of funds	Total estimated cost of plan (A)	Total amount received (B)	Variance (C) = (A-B)
GOG	71,891,354.00	60,797,783.00	11,093,571.00
IGF	3,570,000.00	2,769,500.00	800,500.00
DPs	1,501,758.00	983,137.50	518,620.50
ABFA	-	-	-
Others (Specify)	-	-	-
TOTAL	76,963,112.00	64,550,420.50	12,412,691.50

The Commission had projected to receive GHS 71.89 million from the Government of Ghana to cover compensation (salaries), goods and services, and capital expenditures. As of the end of 2024, a total of GHS 60.8 million representing 84.6% of the expected amount was disbursed. A detailed breakdown reveals that only GHS 12.4 million was released to support goods and services and capital investments, against a projected need of GHS 17.5 million. The shortfall of over GHS 5 million representing 28.9% directly impacted the Commission's ability to implement key strategic programmes, including the digitization of information access platforms and the abridgement of

Act 989 for public education. On average, the Commission receives GHS 3.1 million over the period for both capital expense, and goods and services from GoG.

In alignment with its mandate, the Commission levied penalties on public institutions that failed to comply with Act 989. By the end of 2024, the Commission had imposed a total of GHS 3.5 million in penalties, of which GHS 2.77 million had been recovered. On average, the Commission receives just over GHS 900 thousand annually. However, despite successfully collecting these funds, the Commission was not granted clearance to retain or utilise the amount for its operations, thereby limiting the Commission's flexibility in meeting operational and programme-based financial needs. The Commission is currently in dialogue with the Ministry of Finance to secure clearance for these funds to be used in its subsequent development planning cycle.

To supplement domestic funding, the Commission reached out to development partners and other external stakeholders to finance specific interventions. The Commission's target for external fundraising was GHS 1.5 million. However, only GHS 983,137.50, approximately 65.5% of the expected amount was received. The shortfall of over GHS 500,000 further constrained the scope and depth of donor-funded programmes. Notwithstanding this gap, the funds received were instrumental in covering selected programme expenses, likely including training, regional sensitisation, and RTI month celebration.

The underfunding experienced across all primary sources significantly hindered the Commission's ability to fully execute its medium-term strategic priorities. Notable affected initiatives include:

- **Second Cycle Sensitisation Campaigns:** Planned outreach to secondary schools and youth organisations could not be effectively rolled out, limiting awareness among young people who are potential information seekers and future public servants.
- **Abridgement of Act 989:** The simplification of the Act into accessible formats for lay audiences, particularly non-legal and rural stakeholders, was stalled.
- **Digitisation of Access to Information:** Plans to implement digital portals to streamline RTI requests and enhance tracking, transparency, and citizen engagement were delayed due to lack of capital investment.

The financial review highlights the critical importance of stable, predictable, and flexible financing for the Right to Information Commission to fulfill its mandate effectively. While significant strides have been made, particularly in resource mobilisation from government and penalties, the inability to retain IGF and limited donor funding curtailed the scope of planned interventions.

To ensure long-term sustainability and impact, the Commission is:

- **Advocating for Retention of IGF:** The Commission is working with relevant authorities to secure approval to retain a percentage of its IGF to reinvest in compliance and public engagement activities.

- **Strengthening Donor Engagement:** A focused resource mobilization strategy targeting international governance and transparency-focused donors is underway to help bridge critical gaps.
- **Enhancing Budget Advocacy:** Through proactive engagement with the Ministry of Finance and Parliamentary committees, the Commission seeks to ensure timely and full releases of approved budgets, particularly for capital and service-related activities.

In sum, while the Commission has demonstrated prudent financial management and resource mobilization under challenging fiscal conditions, sustained investment remains essential for it to drive Ghana’s transparency and accountability agenda forward.

2.3 Existing Conditions and Diagnostics

The Commission continues to make progress across governance, corruption, and public accountability dimensions, but several systemic gaps constrain the full implementation of the RTI Act. The diagnosis below reflects the current situation, outcomes achieved, and areas requiring urgent attention.

2.3.1 Promotion of the RTI Act

The Commission currently undertakes extensive public education through regional tours, institutional sensitisation sessions, and media engagements. These ongoing activities have increased visibility of the RTI Act and improved public discourse on information access, particularly in urban areas and among public institutions. However, awareness remains uneven, with rural communities, marginalised groups, and youth showing persistently low knowledge about their right under the Act. The absence of RTI materials in most local languages and the lack of integration of the RTI Act into the formal education curriculum further limit early civic engagement and inclusive awareness.

2.3.2 Monitoring Implementation of the RTI Act

The Commission currently conducts nationwide monitoring of public institutions, assessing compliance with Act 989. Since its launch in 2023, the monitoring programme has covered over 560 institutions, providing valuable insights into progress and limitations in RTI implementation. This effort has increased accountability by exposing non-compliant institutions and encouraging public officers to perform their obligations under the Act. Nonetheless, many institutions still lack designated Information Officers, functional RTI units, and robust compliance mechanisms. In addition, the absence of a centralised digital monitoring system hinders real-time data analysis, while limited staffing and delayed government funding constrain systematic nationwide oversight.

2.3.3 Compliance Enforcement of the RTI Act

The Commission enforces compliance through administrative penalties, sensitisation, and annual reporting. These measures have increased the awareness of public institutions about their legal obligations and compelled some non-compliant institutions to improve their response to RTI applications. However, the absence of a Legislative Instrument (L.I.) continues to weaken the enforceability of some directives and sanctions, creating legal ambiguities that allow some public institutions to evade accountability. While standardised guidelines for information manuals have been issued, many institutions struggle to produce manuals due to limited capacity and the lack of a binding legal framework.

2.3.4 Processing Complaints, Issuing Orders, Decisions, and Directives

The Commission currently processes complaints and review applications submitted by citizens, with 276 cases handled between 2021 and 2024. This function has enhanced public trust by providing avenues for restitution when information requests are denied. The high-resolution rate demonstrates growing effectiveness in the adjudication processes of the Commission. However, case backlogs persist due to the absence of a digital case management system, institutional resistance, and limited public awareness of the review process. These challenges undermine the principle of timely redress and risk discouraging citizens from pursuing their right of access to information.

2.3.5 Institutional Capacity and Resources

The Commission has significantly expanded its staffing, growing from 23 personnel in 2021 to over 100 by 2024. This increase has strengthened institutional capacity and broadened the Commission's ability to implement its mandate. However, high staff attrition and delays in recruitment have created gaps in expertise and continuity. Financially, the Commission remains heavily dependent on central government allocations, which are often delayed and inadequate. This over-reliance limits long-term planning, hinders outreach and monitoring activities, and constrains opportunities for strategic partnerships that could supplement state resources.

2.3.6 Regional Accessibility

The Commission continues to expand its regional presence, with four offices operational and three more scheduled to open in 2026. These offices have improved citizens' access to RTI services in the regions covered, strengthening decentralisation and the Commission's responsiveness. Nevertheless, the majority of regions remain without a Commission office, leaving many citizens geographically excluded from timely services. This gap restricts equity in access to RTI mechanisms and limits nationwide service coverage.

2.3.7 International Learning and Partnerships

The Commission actively participates in international forums and collaborates with partners such as Central Information Commission (India), the Centre for Law and Democracy (Canada), the

Scottish Information Commission (Scotland), GIZ, and UNESCO. These partnerships have provided technical support and capacity-building opportunities that enhance the Commission’s development. Despite these engagements, exposure to wider global networks remains limited, restricting access to international best practices, exchange programmes, and sustained external support. This gap reduces the Commission’s ability to benchmark progress and continuously strengthen its institutional growth.

2.4 SWOT Analysis

Table 2.3 SWOT Analysis of the Right to Information Commission

Strength	Weakness
<ul style="list-style-type: none"> ▪ A strong legal mandate under Article 21(1)(f) of the 1992 Constitution and the Right to Information Act, 2019 (Act 989), providing a solid foundation for oversight. ▪ Statutory enforcement powers, including authority to review decisions and impose administrative penalties under Section 47(5). ▪ Significant growth in staffing from 23 in 2021 to over 100 by 2024, boosting institutional capacity. ▪ Demonstrated capacity in nationwide sensitisation, with thousands of citizens and institutions engaged through media, institutional tours, and outreach programmes. ▪ Productive partnerships with development partners (e.g., GIZ, IRI, GDCA, OGP/EU, MFWA), offering technical and financial support. ▪ Increasing recognition in international forums such as ICIC and ANIC, enhancing credibility and knowledge exchange. ▪ Ongoing decentralisation with regional offices operational in four regions and three more in progress. 	<ul style="list-style-type: none"> ▪ Absence of a Legislative Instrument (L.I.), creating legal ambiguities and limiting enforcement of Act 989. ▪ Heavy overreliance on delayed and inadequate government funding, undermining sustainability of programmes. ▪ Limited regional accessibility, with many citizens outside Accra and a few regions excluded from services. ▪ Case backlogs in review and complaints processing, reflecting gaps in adjudication efficiency and institutional responsiveness. ▪ Low awareness of Act 989 among youth, women, persons with disabilities, and rural communities. ▪ Inadequate localisation of materials, non-available in local languages, restricting accessibility. ▪ Limited exposure to global networks for long-term learning and strategic partnerships.
Opportunity	Threats
<ul style="list-style-type: none"> ▪ Strong public demand for accountability and transparency, particularly from CSOs, media, and citizens. 	<ul style="list-style-type: none"> ▪ Continued delay in passing the L.I. risks weakening legal clarity and institutional authority.

<ul style="list-style-type: none"> ▪ Passage of the pending L.I. would standardise compliance procedures and strengthen enforcement. ▪ Digitisation initiatives present an opportunity to streamline monitoring, case management, and data-driven decision-making. ▪ Collaboration with MDAs/MMDAs through internal audits could mainstream RTI compliance into institutional performance assessments. ▪ Strategic partnerships with development partners can help bridge financial gaps and expand outreach. ▪ Integration of RTI into NDPC and local governance frameworks provides potential for mainstreaming access to information into development planning. ▪ Decentralisation offers an opportunity to expand services and promote inclusivity in underserved regions. ▪ RTI Act integrated into formal education curriculum, encouraging early civic awareness. 	<ul style="list-style-type: none"> ▪ Chronic underfunding and overdependence on central government allocations threaten operational continuity. ▪ Persistent staff attrition undermines institutional memory and consistency in service delivery. ▪ Non-compliance and resistance from public institutions may erode the Commission’s authority and discourage public trust. ▪ Limited regional presence risks deepening inequalities between urban and rural citizens in exercising their rights. ▪ Rising number of unresolved complaints may reduce confidence in the Commission’s adjudicatory capacity. ▪ Limited digitisation could leave the Commission behind as national service delivery shifts to digital platforms. ▪ Growing judicial reviews and delayed enforcement of Commission directives may undermine credibility. ▪ Persistent staff shortages, high attrition rates, and skills gaps despite overall growth in personnel.
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Source: RTIC, 2025

2.5 Needs Assessment and Projections

1. **Absence of a Legislative Instrument (L.I.)**

- Development Issue: Lack of an L.I. continues to weaken enforcement of Act 989 and creates legal ambiguities for compliance.
- Projected Need: Fast-tracking the adoption of the L.I. and sustained stakeholder engagement with Parliament and MoJAGD to ensure operationalisation by 2026.

2. **Inadequate Staffing and High Attrition Rates**

- Development Issue: Persistent staff shortages and attrition threaten continuity and undermine the Commission’s effectiveness.
- Projected Need: Expansion of staff strength to at least 200 by 2029, coupled with professional development programmes and retention strategies to preserve the Commission’s performance.

3. **Overdependence on Government Funding and Delayed Disbursements**

- Development Issue: Financial sustainability is undermined by reliance on GoG allocations that are often delayed or inadequate.

- Projected Need: Diversification of funding sources through IGF mobilisation, development partner support, and innovative financing mechanisms to complement government subventions.
4. **Backlogs of Review Applications**
 - Development Issue: Persistent case backlogs undermine timely redress and weaken public confidence.
 - Projected Need: Establishment of a digital case management system, recruitment of additional legal officers, and strengthening investigative procedures to ensure timely resolution.
 5. **Widespread Non-Compliance by Public Institutions**
 - Development Issue: Many public institutions continue to disregard provisions of Act 989 due to ignorance or lack of capacity.
 - Projected Need: there is the need for continuous compliance monitoring, stronger enforcement mechanisms, and integration of RTI benchmarks into institutional performance assessments.
 6. **Absence of a Functional Digital Platform**
 - Development Issue: Lack of digitisation creates inefficiencies in managing requests, complaints, and monitoring data.
 - Projected Need: Development of an integrated digital RTI platform for nationwide service delivery and data analysis, will improve the Commission's efficiency.
 7. **Limited Regional Accessibility**
 - Development Issue: Citizens in many regions face exclusion from the Commission's services due to limited physical presence.
 - Projected Need: Establishment of offices in all 16 regions by 2029, coupled with mobile sensitisation units to serve rural communities will promote RTI responses.
 8. **Limited Youth Awareness of the RTI Law**
 - Development Issue: Low awareness among youth undermines long-term civic engagement and accountability.
 - Projected Need: Integrating RTI into second-cycle and tertiary education curricula, and expansion of RTI clubs and school-based campaigns is essential.
 9. **Low Awareness within Marginalised Groups and Communities**
 - Development Issue: Marginalised groups remain excluded from accessing RTI due to barriers of knowledge and accessibility.
 - Projected Need: Targeted engagement programmes, localisation of materials in local languages, and partnerships with disability and minority groups is crucial.
 10. **RTI Law Not Integrated into Formal Education**
 - Development Issue: Absence of structured civic education on RTI law limits early citizen awareness.
 - Projected Need: Policy advocacy with GES and MoE for integration of RTI into Civic Education curricula at basic and secondary levels increases RTI engagement.
 11. **Language and Literacy Barriers**

- Development Issue: Unavailability of RTI materials in local languages and widespread illiteracy constrain access.
- Projected Need: Translation of Act 989 and awareness materials into major Ghanaian languages, complemented with community radio and visual/audio outreach is essential in the promotion of Act 989.

12. Limited Exposure to International Learning and Partnerships

- Development Issue: Limited access to global peer networks restricts exposure to best practices and technical support.
- Projected Need: Strengthening bilateral and multilateral partnerships, active participation in international RTI forums, and mobilising technical assistance increases the Commission's effectiveness.

CHAPTER THREE: KEY DEVELOPMENT PRIORITIES

3.0 Introduction

This chapter presents the methodology, tools, and guiding principles applied in identifying and prioritising the key development issues confronting the RTIC. The prioritisation exercise was critical for streamlining the Commission’s strategic direction and ensuring that resource allocation is focused on areas of greatest impact. The prioritisation framework is aligned with the Commission’s mandate under Act 989, and further guided by national development priorities and relevant international commitments, particularly the Sustainable Development Goals (SDGs).

3.1 Key Development Priorities

To systematically assess and rank the Commission’s development challenges, a multi-criteria prioritization model was adopted. This model employed 8 comprehensive metrics, each reflecting critical dimensions of the Commission’s operational and developmental objectives. The approach ensures that selected priorities are both evidence-driven and results-oriented.

The following metrics were used to evaluate and score each identified development issue:

1. **Severity of the Problem and Intended Benefit:** This assesses the gravity of the issue and the extent to which its resolution will enhance public access to information, thereby fulfilling the core mandate of the RTI Commission.
2. **Economic Efficiency and Value for Money:** Issues were evaluated based on their potential to yield significant returns relative to cost, including efficiency gains in service delivery and institutional performance.
3. **Linkages to Basic Human Rights and Needs:** Consideration was given to how addressing each issue would advance human rights, particularly the fundamental right to access public information as enshrined in the Constitution and Act 989.
4. **Sustainable Spatial Development Impact:** This metric evaluated the potential for geographical inclusiveness and the promotion of equitable access across urban, peri-urban, and rural spaces.
5. **Addressing Crosscutting Development Themes:** Special attention was paid to the extent to which each issue, if addressed, would contribute to broader national goals such as gender equality, the inclusion of marginalised and vulnerable populations, and equitable development.
6. **Impact on Institutional Accountability and Transparency:** The capacity of the solution to foster effective, accountable, and transparent public institutions was also assessed, in line with SDG target 16.6.
7. **Enhancement of Proactive Disclosure:** This measured the potential for improved voluntary disclosure of information by public institutions, thus reducing the administrative burden of access requests.

8. **Enforcement of Compliance with Act 989:** The significance of each issue in strengthening regulatory compliance across public institutions was evaluated to support consistent and lawful implementation of the RTI framework.

Each issue was scored on a scale of 1 to 5 under each metric, with:

- **5** indicating a very strong impact,
- **4** a strong impact,
- **3** an average impact,
- **2** a weak impact, and
- **1** a very weak impact.

The cumulative scores were then used to rank the development priorities in descending order of criticality, from most pressing to least urgent. Based on the scoring model and ranking, the following key development issues were selected to be addressed in the medium-term plan, based on availability of resources and long-term impact:

1. **Limited Regional Accessibility:** Many citizens outside the capital have minimal access to the Commission's services. This urban-centric service delivery model excludes a significant portion of the population, especially in rural areas.
2. **Low Awareness within Marginalised Groups and Communities:** Marginalised groups, including persons with disabilities, women, and rural populations, remain largely unaware of the RTI law and how to assert their rights under it.
3. **Absence of a Legislative Instrument (L.I.):** The lack of a Legislative Instrument to operationalise the Act continues to hinder the full implementation of its provisions and creates legal ambiguities.
4. **Widespread Non-Compliance by Public Institutions:** Despite the enactment of Act 989, many public institutions continue to disregard its provisions, either due to ignorance, lack of capacity, or institutional inertia.
5. **Limited Youth Awareness of the RTI Law:** There is a general lack of awareness among the youth regarding their constitutional right to access information. This gap undermines long-term civic engagement and accountability.
6. **Limited Exposure to International Learning and Partnerships:** The Commission has minimal access to global networks and platforms for continuous learning, policy exchange, and strategic partnerships that could enhance institutional growth and effectiveness.

CHAPTER FOUR: DEVELOPMENT GOALS, OBJECTIVES AND STRATEGIES

4.0 Introduction

This chapter outlines the development goals, objectives, strategies, and programmes of the Right to Information Commission. It builds directly on the prioritised issues identified in the situational analysis and aligns them with national development objectives, particularly those focused on governance, transparency, accountability, and public sector reform.

The goal of this MTDP is to *promote an inclusive access to information, strengthen legal and regulatory compliance, and institutional capacity.*

Each prioritised issue is systematically mapped to specific objectives, national development priorities, tailored strategies, and actionable development programmes. This structured approach ensures that the Commission's interventions are focused, measurable, and aligned with Ghana's broader medium- to long-term development vision, including commitments under the Sustainable Development Goals (SDGs).

4.1 Development Goals, Objectives, Strategies and Programmes

This table presents the Commission’s development goals, objectives, strategies and programmes for the 2026–2029 period under the governance, corruption and public accountability thematic area. It highlights six prioritised issues including; absence of a Legislative Instrument, widespread non-compliance by public institutions, limited regional accessibility, low awareness among marginalised groups, limited youth awareness, and limited exposure to international partnerships. For each issue, the Commission sets clear objectives, aligns them with national development objectives, and proposes strategies that translate into six flagship programmes. Collectively, these interventions are designed to strengthen the legal and regulatory framework, improve institutional compliance, expand regional reach, promote inclusivity and awareness, empower young people, and foster international collaboration.

Table 4.1 Development goals, objectives, strategies and programmes of the Commission

Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
Dimension/Thematic Area: Governance, Corruption and Public Accountability					
Absence of a Legislative Instrument (L.I.)	Promote an inclusive access to information, strengthen legal and regulatory compliance and, institutional capacity.	<ul style="list-style-type: none"> To operationalize the Legislative Instrument (LI) to enforce Act 989 by June 2026. 	Deepen transparency and public accountability	Fast-track the adoption of the RTI Legislative Instrument.	RTI Legislative Framework
Widespread Non-Compliance by Public Institutions		<ul style="list-style-type: none"> To attain 90 percent compliance level of public institutions with RTI provisions at the end of every Quarter. 	Deepen transparency and public accountability	Enhance monitoring, and enforcement mechanisms across public institutions.	Compliance Strengthening Exercise

Limited Regional Accessibility		<ul style="list-style-type: none"> To establish RTIC offices in 12 regional capitals by end of 2028. 	Deepen transparency and public accountability	Establish RTIC regional offices.	RTIC Regional Expansion Programme.
Low Awareness within Marginalised Groups and Communities		<ul style="list-style-type: none"> To promote awareness and usage of RTI law among one marginalized group by the end of every quarter. 	Deepen transparency and public accountability	Design and roll out targeted groups engagement programmes.	Marginalised Groups and Community Empowerment Initiative
		<ul style="list-style-type: none"> To promote awareness and usage of RTI law in one marginalised community by the end of every quarter. 		Design and roll out targeted community engagement programmes.	
Limited Youth Awareness of the RTI Law		<ul style="list-style-type: none"> To promote awareness of RTI law in 200 second cycle schools by end of 2029. 	Deepen transparency and public accountability	Abridge Act 989 and launch second-cycle school RTI education campaigns.	Youth Awareness Initiative
Limited Exposure to International Learning and Partnerships		<ul style="list-style-type: none"> To identify, build and collaborate with one international institutional partner by end of every year. 	Deepen transparency and public accountability	Establish cooperation frameworks with international RTI and governance bodies.	International Learning and Partnership Initiative

4.2 Spatial Representation of Proposed Goals and Objectives

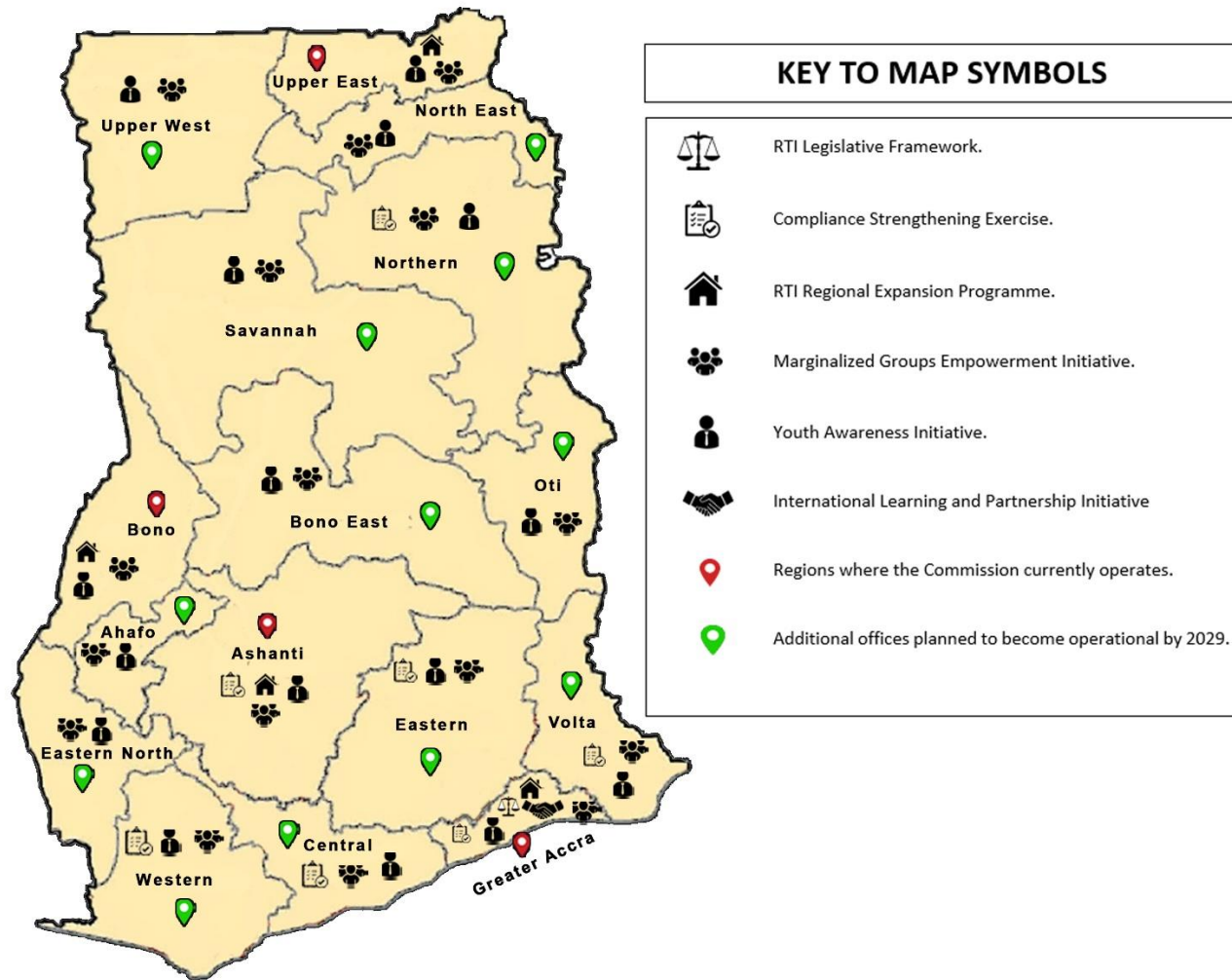


Figure 4.1 Graphical Representation of Spatial Representation of Proposed Goals and Objectives

The RTI Legislative Framework programme will be anchored at the Head Office in Accra and will focus on building a robust legal foundation for the effective implementation of Act 989. Central to this initiative is the finalisation and operationalisation of the Legislative Instrument (L.I.), the preparation of standardised compliance guidelines, and the updating of manuals to ensure consistency in practice across all public institutions. By clarifying regulatory obligations, the programme will provide the legal certainty required for effective enforcement and uniform implementation of the law.

Also, Commission's experience from monitoring public institutions revealed varied levels of compliance, particularly at the local government level. As such, the Commission will enhance compliance with Act 989 through a nationwide compliance programme covering all nine regional capitals where active engagements have already been piloted. These include Accra, Kumasi, Sunyani, Bolga, Tamale, Ho, Cape, Sekondi-Takoradi, Koforidua. Through regular monitoring, capacity-building for information officers and public institutions, and sanctions where necessary, the Commission aims to standardise practices and improve the responsiveness of public institutions.

The Compliance Strengthening Exercise will be a nationwide intervention designed to improve the levels of compliance of public institutions with Act 989. Building on lessons from earlier monitoring exercises, the programme will expand systematic oversight, introduce continuous capacity-building for Information Officers, and establish more effective enforcement mechanisms. Where necessary, sanctions will be applied to reinforce accountability and ensure that public institutions meet their statutory obligations under the Act.

The RTI Regional Expansion Programme represents the Commission's effort to decentralise its operations and extend accessibility to underserved areas. Through the phased establishment of new regional offices, beginning with four in 2026 and extending to eight more by 2029, the Commission will bring its services closer to citizens and public institutions. This expansion will not only support sensitisation and monitoring at the local level but also provide a stronger institutional presence for complaint resolution and stakeholder engagement across the country.

The Marginalised Groups Empowerment Initiative will focus on reaching underserved, rural and vulnerable communities, many of which face barriers to exercising their right to information. The programme will adopt community-based sensitisation, participatory engagement with traditional and religious leaders, and tailored awareness strategies that respond to the needs of women, persons with disabilities, and other marginalised groups. By targeting these populations, the Commission seeks to ensure that the right to information is equitably realised across all sections of society.

The Youth Awareness Initiative will aim to instil values of transparency and accountability in younger generations. Working in collaboration with the Ghana Education Service (GES) and the National Commission for Civic Education (NCCE), the programme will introduce RTI awareness into civic education, school curricula and youth outreach platforms. The focus will be on basic, secondary and tertiary institutions across all 16 regions, ensuring that young people are empowered with knowledge about their rights and responsibilities under Act 989.

Finally, the International Learning and Partnership Initiative will be coordinated from Accra and will strengthen the Commission's external linkages with global RTI institutions, development partners, and civil society organisations. This initiative will promote knowledge exchange, attract technical cooperation, and mobilise resources to enhance institutional sustainability. By benchmarking against international best practice and fostering collaborative networks, the Commission will improve its own operational effectiveness while contributing to global discourses on access to information.

CHAPTER FIVE: COMPOSITE DEVELOPMENT PROGRAMMES

5.0 Introduction

This chapter outlines the composite development programmes of the Commission for the 2026–2029 MTDP, presenting the flagship initiatives, their implementation timelines, and institutional responsibilities. It also sets out the financing framework, indicating potential sources of support, and provides a strategic environmental assessment to ensure that implementation aligns with sustainability and accountability standards. Together, these programmes serve as the roadmap for delivering on the Commission’s mandate during the plan period.

5.1 Programme of Action

This table outlines the composite programme of action for the 2026–2029 MTDP period. It details the six flagship initiatives of the Commission, specifying indicative costs, implementation timelines, and institutional responsibilities. All programmes are scheduled to commence within the plan period as new initiatives, with the RTI Commission serving as the lead implementing body and working in close collaboration with Parliament, relevant ministries, public institutions, civil society organisations, and international partners. The total indicative budget across the four-year period is estimated at GHS 30.9 million, with financing expected from Government of Ghana (GoG), development partners, internally generated funds (IGF), and other sources.

Table 5.1 Programme of Action Commission

Development Programme	Time Frame				Cost				Programme Status		Implementation Institution/Department	
	2026	2027	2028	2029	GoG	DP	IGF	Others (Specify)	New	On-going	Lead	Collaborating
RTI Legislative Framework	✓					600,000				YES	RTIC	Parliament, Government Communications, MJAG, CSOs

Compliance Strengthening Exercise	✓	✓	✓	✓	420,000					YES	RTIC	Public Institutions, CSOs
RTI Regional Expansion Programme	✓	✓	✓	✓	4,200,000		9,700,000			YES	RTIC	RCCs, Regional Minister's Office, CSOs
Marginalised Groups Empowerment Initiative	✓	✓	✓	✓	1,000,000	1,000,000			YES		RTIC	Ghana Institute of Languages, Community Media, Ghana Federation of Disability Org., CSOs, DPs
Youth Awareness Initiative	✓	✓	✓	✓	2,600,000	7,400,000			YES		RTIC	DPs, CSOs, GES, Second Cycle Schools
International Learning and Partnership Initiative	✓	✓	✓	✓	2,000,000	2,000,000			YES			ANIC, ICIC, UNESCO, DPs
TOTAL					10,220,000	11,000,000	9,700,000					

Source: RTIC, 2025

5.2 Programme of Financing

The total cost of implementing the Commission's flagship programmes for 2026-2029 is estimated at GHS 30.92 million, to be financed through Government of Ghana (GoG) allocations, Internally Generated Funds (IGF), and Development Partner (DP) support. While the Legislative Framework, Compliance Strengthening Exercise, and Marginalised Groups Empowerment Initiative are fully funded, financing gaps remain in the RTI Regional Expansion Programme (GHS 4.5 million), Youth Awareness Initiative (GHS 7.4 million), and International Learning and Partnership Initiative (GHS 2 million).

To close these gaps, the Commission will intensify engagement with development partners, pursue co-funding with CSOs and private sector sponsors, and expand IGF mobilisation through training and consultancy services. In addition, high-cost projects such as regional expansion will be phased over the plan period, while stronger engagement with the Ministry of Finance will ensure timely GoG releases. These strategies are expected to secure sustainable financing and reduce reliance on a single funding source.

Table 5.2 Programme Financing Framework

Devt. Programme	Programme cost (A)	Expected Revenue and Sources of Funding							Total (B)	Gap (C)=(B-A)
		GoG	IGF	DAC F	DAC F-RFG	ABF A	DPs	Others (Specify)		
RTI Legislative Framework	600,000.00						600,000.00		600,000.00	-
Compliance Strengthening Exercise	420,000.00	420,000.00							420,000.00	-
RTI Regional Expansion.	13,900,000.00	2,400,000.00	7,000,000.00						9,400,000.00	4,500,000.00
Marginalised Groups and Community Empowerment Initiative	2,000,000.00	1,000,000.00					1,000,000.00		2,000,000.00	-
Youth Awareness Initiative	10,000,000.00	2,600,000.00							2,600,000.00	7,400,000.00
International Learning and	4,000,000.00	2,000,000.00							2,000,000.00	2,000,000.00

Partnership Initiative										
TOTAL	30,920,000.00	8,420,000.00	7,000,000.00				1,600,000.00		17,020,000.00	13,900,000.00

Source: RTIC, 2025

5.3 Strategic Environmental Assessment of Programmes

The Strategic Environmental Assessment (SEA) is a planning tool that ensures the Commission's programmes are implemented in a way that promotes sustainability, equity, and resilience. It assesses the likely environmental, social, cultural, and economic impacts of the Commission's flagship programmes, ensuring that they do not create unintended risks while maximising benefits for citizens. Detailed SEA matrices for each of the Commission's six programmes are presented in the tables in the annex (Annex 3). They also provide measurable criteria and performance scales (0-5) to guide monitoring and ensure the Commission's interventions align with the national sustainability and development goals.

RTI Legislative Framework

The RTI Legislative Framework is expected to strengthen the cohesion of local communities by clarifying obligations and empowering citizens to exercise their right to information. This process fosters trust between communities and public institutions, ensuring inclusivity in governance. The framework also integrates gender considerations, empowering women to demand accountability and participate more actively in decision-making processes.

Compliance Strengthening Exercise

The Compliance Strengthening Exercise promotes equity by ensuring that the benefits of transparency and accountability are distributed fairly across all social groups. By addressing non-compliance uniformly, the programme prevents discrimination and guarantees that vulnerable and excluded populations enjoy equal access to information and public services.

RTI Regional Expansion

The establishment of RTIC regional offices enhances and strengthens community cohesion by bringing services closer to citizens. The initiative also empowers women by facilitating access to information that supports them economically and socially. Furthermore, regional expansion creates new spaces for citizen participation, especially for vulnerable groups, while ensuring equitable access to RTI services across the country.

Marginalized Groups and Community Empowerment Initiative

This initiative reinforces the cohesion of local communities by actively engaging their opinions during community sensitisations. It places emphasis on gender empowerment by targeting women as both beneficiaries and advocates of RTI usage. Participation of vulnerable and excluded groups is prioritised, ensuring that their voices are recognised in governance. The programme further promotes equity by guaranteeing that no group is left behind in accessing information and its benefits.

Youth Awareness Initiative

The Youth Awareness Initiative nurtures cohesion within communities by fostering civic responsibility among young people. Through sensitisation initiatives, student and youth groups are encouraged to express their opinions and participate in shaping governance. The programme empowers female students in particular, ensuring that gender balance is integrated in youth civic education. It also reinforces equitable access by reaching diverse social and economic backgrounds, ensuring inclusivity in building a future generation of informed citizens.

International Learning and Partnership Initiative

Through international partnerships, the Commission strengthens local participation by incorporating global best practices that benefit communities. These collaborations also support gender empowerment, as joint programmes with partners often prioritise inclusive strategies that increase women's access to information and participation in governance.

CHAPTER SIX: ANNUAL ACTION PLANS

6.0 Introduction

Chapter 6 presents the Commission's annual action plans for 2026-2029, translating strategic priorities into concrete, time-bound projects with clear targets, budgets and institutional responsibilities. The plans operationalise six flagship programmes including; Legislative Framework, Compliance Strengthening, Regional Expansion, Marginalised Groups Empowerment, Youth Awareness, and International Partnerships.

The chapter also aligns these interventions with the spatial expansion and priorities shown in earlier chapters such as operationalising the Legislative Instrument by June 2026, sustaining 90% compliance each quarter, expanding to 12 regional offices by 2028, conducting quarterly Sensitisation exercises to marginalised groups and communities, engaging 200 second-cycle schools by 2029, and securing at least one international partner annually. Each plan specifies activities, timelines and institutional roles, providing a structured basis for monitoring, accountability and timely delivery.

6.1 Action Plans

6.1.1 2026 Action Plan

The Legislative Framework programme prioritises the adoption of the LI to operationalise Act 989, ensuring legal clarity for enforcement. The Compliance Strengthening Exercise focuses on quarterly notices, training, monitoring, and follow-ups to achieve 90% institutional compliance. The Regional Expansion programme aims to establish five new offices, strengthening decentralisation and citizen access. Through the Marginalised Groups and Community Empowerment Initiative, the Commission will sensitise vulnerable groups and underserved communities each quarter using local mechanisms of engagement. The Youth Awareness Initiative will introduce RTI to 50 second-cycle schools through abridged publications, sensitisation, and monitoring of student awareness. Finally, the International Partnership Initiative seeks to build and sustain collaborations with global institutions for capacity building, knowledge exchange, and joint projects.

Table 6.1 2026 Action Plan for RTI Commission Flagship Programmes

Objective: To operationalize the Legislative Instrument (LI) to enforce Act 989 by June 2026.														
Programme: RTI Legislative Framework														
Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department		
		Q1	Q2	Q3	Q4	GoG	IGF	DP	Others	New	Ongoing	Lead	Collaborating	
Engage Parliamentary Sub-Committee for Subsidiary Legislation	Accra	✓						600,000				YES	RTIC, Government Communications	Parliament, Government Communications, MJAG, CSOs
Legislative Instrument laid in Parliament and subsequently adopted.			✓								YES		Government Communications, Parliament	RTIC

Objective: To attain 90 percent compliance level of public institutions with RTI provisions at the end of every quarter.

Programme: Compliance Strengthening Exercise

Send notice to selected institutions	All regional capitals with RTIC office	✓	✓	✓	✓						YES	RTIC	All Public Institution
Capacity building on institutional compliance		✓	✓	✓	✓	35,000					YES	RTIC	All Public Institution
Undertake compliance monitoring of selected institutions		✓	✓	✓	✓	35,000					YES	RTIC	All Public Institution
Follow up to enforce directives and orders as a result of compliance monitoring		✓	✓	✓	✓	35,000					YES	RTIC	All Public Institution
Objective: To establish RTIC offices in 5 regional capitals by end of 2026.													
Programme: RTIC Regional Expansion													
Renovate and furnish office space	Cape Coast, Takoradi	✓	✓			750,000	3,750,000				YES	RTIC	RCCs, Regional Minister's Office, CSOs,

	Koforidua, Ho, Tamale												GBC, Ghana Post
Deploy staff to these offices			✓	✓		1,000,000					YES	RTIC	RCCs, Regional Minister's Office, CSOs, GBC, Ghana Post

Objective: To promote awareness and usage of RTI law among one marginalised group by the end of every quarter.

Programme: Marginalised Group and Community Empowerment Initiative

Identify and select marginalised group	TBD	✓	✓	✓	✓					YES		RTIC	Ghana Institute of Languages, Community Media, Ghana Federation of Disability Org., CSOs, DPs
Develop communication materials and sensitise marginalised group		✓	✓	✓	✓	200,000				YES		RTIC	Ghana Institute of Languages, Community Media, Ghana Federation of Disability

													Media, Ghana Federation of Disability Org., CSOs, DPs
Develop communication materials and sensitise marginalised community		✓	✓	✓	✓	100,000				YES		RTIC	Ghana Institute of Languages, Community Media, Ghana Federation of Disability Org., CSOs, DPs
Objective: To promote awareness of RTI law in 50 second cycle schools by end of 2026.													
Programme: Youth Awareness Initiative													
Abridge and print copies of RTI Law	All regions	✓						5,400,000		YES		RTIC	DPs, CSOs, GES, Second Cycle Schools
Engage second-cycle schools to Distribute copies of Abridged Act	with RTIC office			✓		300,000		250,000		YES		RTIC	DPs, CSOs, GES, Second Cycle Schools

and sensitise them on Act 989													
Monitor and Evaluate impact of exercise on student's RTI awareness			✓			350,000	250,000			YES		RTIC	DPs, CSOs, GES, Second Cycle Schools
Objective: To identify, build and collaborate with one international institutional partner by the end of each year													
Programme: International Learning and Partnership Initiative													
Develop pipeline through networking, workshop and conferences to identify and select strategic partners	Case Based		✓			500,000	250,000	250,000			YES	RTIC	DPs, CSOs
Engage selected partners to			✓							YES		RTIC	DPs, CSOs

build relationship													
Negotiating and drafting MOUs and joint project concept development.			✓							YES	RTIC	DPs, CSOs	
Joint implementation of project or exchange programmes.			✓	✓						YES	RTIC	DPs, CSOs	
Sustaining and monitoring partnership through regular review meetings.	✓			✓						YES	RTIC	DPs, CSOs	

Source: RTIC, 2025

6.1.2 2027 Action Plan

In 2027, the Commission will prioritise compliance, regional expansion, and public awareness. About GHC105,000 will support quarterly notices, capacity building, monitoring, and enforcement, while four new regional offices in Wa, Sefwi Wiawso, Dambai, and Techiman will be established at a cost of GHC4.8 million with stakeholder support. Public education will target marginalised groups and communities through sensitisation, radio outreach, and leadership engagement, with GHC400,000 allocated. Youth awareness will be advanced in 50 second-cycle schools with abridged copies of Act 989 and impact monitoring at GHC1.15 million. International partnerships will be deepened through networking, MOUs, and joint projects, backed by GHC1.0 million.

Table 6.2 2027 Action Plan for RTI Commission Flagship Programmes

Objective: To attain 90 percent compliance level of public institutions with RTI provisions at the end of every quarter.													
Programme: Compliance Strengthening Exercise													
Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	IGF	DP	Others	New	Ongoing	Lead	Collaborating
Send notice to selected institutions	All regional capitals with RTIC office	✓	✓	✓	✓						YES	RTIC	All Public Institution
Capacity building on institutional compliance		✓	✓	✓	✓	35,000					YES	RTIC	All Public Institution
Undertake compliance monitoring		✓	✓	✓	✓	35,000					YES	RTIC	All Public Institution

of selected institutions													
Follow up to enforce directives and orders as a result of compliance monitoring		✓	✓	✓	✓	35,000					YES	RTIC	All Public Institution

Objective: To establish RTIC offices in 4 regional capitals by end of 2027.

Programme: RTIC Regional Expansion

Search, Renovate and furnish office space	Wa, Sefwi Wiawso, Dambai, Techiman	✓	✓			600,000	3,400,000				YES	RTIC	RCCs, Regional Minister's Office, CSOs, GBC, Ghana Post
Deploy staff to these offices			✓	✓		800,000					YES	RTIC	RCCs, Regional Minister's Office, CSOs, GBC, Ghana Post

Objective: To promote awareness and usage of RTI law among one marginalised group by the end of every quarter.

Programme: Marginalised Group and Community Empowerment Initiative

Identify and select marginalised group	TBD	✓	✓	✓	✓					YES		RTIC	Ghana Institute of Languages, Community Media, Ghana Federation of Disability Org., CSOs, DPs
Develop communication materials and sensitise marginalised group		✓	✓	✓	✓	200,000				YES		RTIC	Ghana Institute of Languages, Community Media, Ghana Federation of Disability Org., CSOs, DPs

Objective: To promote awareness and usage of RTI law among one marginalised community by the end of every quarter.

Programme: Marginalised Group and Community Empowerment Initiative

Identify and select marginalised community	TBD	✓	✓	✓	✓					YES		RTIC	Ghana Institute of Languages, Community Media, Ghana
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													Federation of Disability Org., CSOs, DPs
Courtesy calls on community leaders		✓	✓	✓	✓	20,000				YES		RTIC	Ghana Institute of Languages, Community Media, Ghana Federation of Disability Org., CSOs, DPs
Publicity on community radio		✓	✓	✓	✓	80,000				YES		RTIC	Ghana Institute of Languages, Community Media, Ghana Federation of Disability Org., CSOs, DPs
Develop communication materials and sensitise		✓	✓	✓	✓	100,000				YES		RTIC	Ghana Institute of Languages, Community Media, Ghana

marginalised community													Federation of Disability Org., CSOs, DPs
Objective: To promote awareness of RTI law in 50 second cycle schools by end of 2027.													
Programme: Youth Awareness Initiative													
Engage second-cycle schools to Distribute copies of Abridged Act and sensitise them on Act 989	All regions with RTIC office			✓		300,000		250,000		YES		RTIC	DPs, CSOs, GES, Second Cycle Schools
Monitor and Evaluate impact of exercise on student's RTI awareness			✓			350,000		250,000		YES		RTIC	DPs, CSOs, GES, Second Cycle Schools
Objective: To identify, build and collaborate with one international institutional partner by the end of each year													
Programme: International Learning and Partnership Initiative													

Develop pipeline through networking, workshop and conferences to identify and select strategic partners	Case Based		✓			500,000	250,000	250,000			YES	RTIC	DPs, CSOs
Engage selected partners to build relationship			✓								YES	RTIC	DPs, CSOs
Negotiating and drafting MOUs and joint project concept development.				✓							YES	RTIC	DPs, CSOs
Joint implementation of project				✓	✓						YES	RTIC	DPs, CSOs

or exchange programmes.													
Sustaining and monitoring partnership through regular review meetings.		✓			✓						YES	RTIC	DPs, CSOs

Source: RTIC, 2025

6.1.3 2028 Action Plan

In 2028, the Commission will drive compliance to a 90 percent quarterly target through notices, capacity building, monitoring, and enforcement, while investing over GHS 3.1 million to expand its presence with new offices in Damongo, Nalerigu, and Goaso. Inclusivity remains central, with more than GHS 400,000 dedicated to engaging marginalised groups and communities through sensitisation, community radio, and tailored communication. Youth awareness will be deepened in 50 second-cycle schools nationwide, with GHS 1.15 million allocated for outreach and impact evaluation. At the international level, RTIC will build and sustain strategic partnerships through conferences, MOUs, and joint projects, supported by an investment of about GHS 1 million.

Table 6.3 2028 Action Plan for RTI Commission Flagship Programmes

Objective: To attain 90 percent compliance level of public institutions with RTI provisions at the end of every quarter.													
Programme: Compliance Strengthening Exercise													
Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	IGF	DP	Others	New	Ongoing	Lead	Collaborating
Send notice to selected institutions	All regional capitals with RTIC office	✓	✓	✓	✓						YES	RTIC	All Public Institution
Capacity building on institutional compliance		✓	✓	✓	✓	35,000					YES	RTIC	All Public Institution
Undertake compliance monitoring		✓	✓	✓	✓	35,000					YES	RTIC	All Public Institution

of selected institutions													
Follow up to enforce directives and orders as a result of compliance monitoring		✓	✓	✓	✓	35,000					YES	RTIC	All Public Institution

Objective: To establish RTIC offices in 3 regional capitals by end of 2028.

Programme: RTIC Regional Expansion

Search, Renovate and furnish office space	Damongo, Nalerigu, Goaso	✓	✓			450,000	2,550,000				YES	RTIC	RCCs, Regional Minister's Office, CSOs, GBC, Ghana Post
Deploy staff to these offices			✓	✓		600,000					YES	RTIC	RCCs, Regional Minister's Office, CSOs, GBC, Ghana Post

Objective: To promote awareness and usage of RTI law among one marginalised group by the end of every quarter.

Programme: Marginalised Group and Community Empowerment Initiative

Identify and select marginalised group	TBD	✓	✓	✓	✓					YES		RTIC	Ghana Institute of Languages, Community Media, Ghana Federation of Disability Org., CSOs, DPs
Develop communication materials and sensitise marginalised group		✓	✓	✓	✓	200,000				YES		RTIC	Ghana Institute of Languages, Community Media, Ghana Federation of Disability Org., CSOs, DPs

Objective: To promote awareness and usage of RTI law among one marginalised community by the end of every quarter.

Programme: Marginalised Group and Community Empowerment Initiative

Identify and select marginalised community	TBD	✓	✓	✓	✓					YES		RTIC	Ghana Institute of Languages, Community Media, Ghana
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													Federation of Disability Org., CSOs, DPs
Courtesy calls on community leaders		✓	✓	✓	✓	20,000				YES		RTIC	Ghana Institute of Languages, Community Media, Ghana Federation of Disability Org., CSOs, DPs
Publicity on community radio		✓	✓	✓	✓	80,000				YES		RTIC	Ghana Institute of Languages, Community Media, Ghana Federation of Disability Org., CSOs, DPs
Develop communication materials and sensitise		✓	✓	✓	✓	100,000				YES		RTIC	Ghana Institute of Languages, Community Media, Ghana

marginalised community													Federation of Disability Org., CSOs, DPs
Objective: To promote awareness of RTI law in 50 second cycle schools by end of 2028.													
Programme: Youth Awareness Initiative													
Engage second-cycle schools to Distribute copies of Abridged Act and sensitise them on Act 989	All regions with RTIC office		✓		300,000	250,000		YES			RTIC		DPs, CSOs, GES, Second Cycle Schools
Monitor and Evaluate impact of exercise on student's RTI awareness			✓		350,000	250,000		YES			RTIC		DPs, CSOs, GES, Second Cycle Schools
Objective: To identify, build and collaborate with one international institutional partner by the end of each year													
Programme: International Learning and Partnership Initiative													

Develop pipeline through networking, workshop and conferences to identify and select strategic partners	Case Based		✓			500,000	250,000	250,000			YES	RTIC	DPs, CSOs
Engage selected partners to build relationship			✓								YES	RTIC	DPs, CSOs
Negotiating and drafting MOUs and joint project concept development.				✓							YES	RTIC	DPs, CSOs
Joint implementation of project				✓	✓						YES	RTIC	DPs, CSOs

or exchange programmes.													
Sustaining and monitoring partnership through regular review meetings.		✓			✓						YES	RTIC	DPs, CSOs

Source: RTIC, 2025

6.1.4 2029 Action Plan

In 2029, the Commission aims for 90% institutional compliance with RTI provisions, dedicating about GHC105,000 to quarterly notices, capacity building, monitoring, and enforcement. Public awareness will focus on marginalised groups and communities through targeted sensitisation, leadership engagement, and community radio, with GHC400,000 allocated. Youth awareness will expand to 50 second-cycle schools nationwide, combining distribution of abridged Acts, sensitisation, and impact monitoring at a total cost of GHC1.2 million. International partnerships will be strengthened through networking, MOUs, joint projects, and exchange programmes, supported by GHC1.0 million.

Table 6.4 2029 Action Plan for RTI Commission Flagship Programmes

Objective: To attain 90 percent compliance level of public institutions with RTI provisions at the end of every quarter.													
Programme: Compliance Strengthening Exercise													
Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	IGF	DP	Others	New	Ongoing	Lead	Collaborating
Send notice to selected institutions	All regional capitals with RTIC office	✓	✓	✓	✓						YES	RTIC	All Public Institution
Capacity building on institutional compliance		✓	✓	✓	✓	35,000					YES	RTIC	All Public Institution
Undertake compliance monitoring		✓	✓	✓	✓	35,000					YES	RTIC	All Public Institution

of selected institutions													
Follow up to enforce directives and orders as a result of compliance monitoring		✓	✓	✓	✓	35,000					YES	RTIC	All Public Institution
Objective: To promote awareness and usage of RTI law among one marginalised group by the end of every quarter.													
Programme: Marginalised Group and Community Empowerment Initiative													
Identify and select marginalised group	TBD	✓	✓	✓	✓						YES	RTIC	Ghana Institute of Languages, Community Media, Ghana Federation of Disability Org., CSOs, DPs
Develop communication materials and sensitise		✓	✓	✓	✓	200,000					YES	RTIC	Ghana Institute of Languages, Community Media, Ghana Federation of

marginalised group													Disability Org., CSOs, DPs
Objective: To promote awareness and usage of RTI law among one marginalised community by the end of every quarter.													
Programme: Marginalised Group and Community Empowerment Initiative													
Identify and select marginalised community	TBD	✓	✓	✓	✓					YES		RTIC	Ghana Institute of Languages, Community Media, Ghana Federation of Disability Org., CSOs, DPs
Courtesy calls on community leaders		✓	✓	✓	✓	20,000				YES		RTIC	Ghana Institute of Languages, Community Media, Ghana Federation of Disability Org., CSOs, DPs

Publicity on community radio		✓	✓	✓	✓	80,000				YES		RTIC	Ghana Institute of Languages, Community Media, Ghana Federation of Disability Org., CSOs, DPs
Develop communication materials and sensitise marginalised community		✓	✓	✓	✓	100,000				YES		RTIC	Ghana Institute of Languages, Community Media, Ghana Federation of Disability Org., CSOs, DPs
Objective: To promote awareness of RTI law in 50 second cycle schools by end of 2029.													
Programme: Youth Awareness Initiative													
Engage second-cycle schools to Distribute copies of Abridged Act	All regions with RTIC office			✓		300,000		250,000		YES		RTIC	DPs, CSOs, GES, Second Cycle Schools

and sensitise them on Act 989													
Monitor and Evaluate impact of exercise on student's RTI awareness			✓			350,000	250,000			YES		RTIC	DPs, CSOs, GES, Second Cycle Schools
Objective: To identify, build and collaborate with one international institutional partner by the end of each year													
Programme: International Learning and Partnership Initiative													
Develop pipeline through networking, workshop and conferences to identify and select strategic partners	Case Based		✓			500,000	250,000	250,000			YES	RTIC	DPs, CSOs
Engage selected partners to			✓							YES		RTIC	DPs, CSOs

build relationship													
Negotiating and drafting MOUs and joint project concept development.			✓							YES	RTIC	DPs, CSOs	
Joint implementation of project or exchange programmes.			✓	✓						YES	RTIC	DPs, CSOs	
Sustaining and monitoring partnership through regular review meetings.	✓			✓						YES	RTIC	DPs, CSOs	

Source: RTIC, 2025

CHAPTER SEVEN: MONITORING AND EVALUATION ARRANGEMENTS

7.0 Introduction

This chapter outlines the monitoring and evaluation framework that will guide the implementation of the Commission’s 2026-2029 Medium-Term Development Plan. It sets out the roles of key stakeholders, the criteria for assessing progress, and the indicators for tracking results. The framework also provides a structured approach for measuring compliance, outreach, and institutional growth, while ensuring accountability and transparency.

7.1 Stakeholder Analysis

The stakeholder landscape reflects a mix of actors with varying degrees of interest and influence. At the core, the RTIC leads implementation, with Parliament and the Attorney General’s Department playing decisive roles in finalising the Legislative Instrument and shaping the legal framework. Public institutions remain central to compliance, while CSOs, media, and educational bodies drive advocacy, awareness, and youth engagement. marginalised groups and community leaders are both beneficiaries and active participants in empowerment initiatives, though their influence is uneven. Development partners and international institutions provide critical technical and financial support, complementing domestic efforts. Ultimately, citizens stand as the end-users of the law, their demand for accountability reinforcing the system’s effectiveness.

Table 7.1 Stakeholder Analysis of RTI Commission Programmes

#	Institution	Role	Interest	Influence
1	Right to Information Commission	Lead implementing agency for all objectives.	High	High
2	Parliament of Ghana	Approval and gazetting of the Legislative Instrument; oversight on compliance.	High	High

3	Attorney General's Department & Ministry of Justice	Legal vetting of LI, legal interpretation of RTI Act provisions.	Medium	High
4	Public Institutions (MDAs, MMDA, SOEs, etc.)	Key actors in compliance strengthening, adoption of RTI processes, and reporting.	Varies (Low–High)	High
5	Civil Society Organizations (CSOs) & Media	Advocacy, awareness creation, watchdog role, training for marginalized groups, and youth engagement.	High	Medium–High
6	Educational Institutions (GES, Secondary Schools, Teachers, Student Unions)	Implement youth awareness activities, host RTI clubs, and integrate RTI into civic education.	Medium–High	Medium
7	Marginalized Groups & Community Leaders	Direct beneficiaries of empowerment programmes; engage in awareness campaigns, submit RTI requests.	High	Varies (Low– Medium)
8	Development Partners & International Institutions	Provide technical assistance, funding, training, and international collaboration opportunities.	High	Medium–High

9	Citizens/Public	End-users of the RTI law; submit requests, demand accountability, and monitor service delivery.	High	Medium–High
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Source: RTIC, 2025

7.2 Monitoring Matrix

The 2026-2029 monitoring framework targets full operationalisation of the Legislative Instrument by 2026, achieving and sustaining 90% compliance across public institutions, and expanding to 12 regional offices by 2028 to improve service access. Public awareness will be deepened through quarterly outreach to marginalised groups and communities, while youth initiatives will cover 200 second cycle schools and over 400,000 students by 2029, with at least 75-90% demonstrating improved knowledge of the RTI law. International partnerships will also be pursued annually to support capacity building, research, and technical cooperation.

Table 7.2 Monitoring and Evaluation Matrix for RTI Commission Programmes

Goal : Promote an inclusive access to information, strengthen legal and regulatory compliance and institutional capacity.										
Objective: To operationalize the Legislative Instrument (LI) to enforce Act 989 by June 2026.										
Programme: RTI Legislative Framework										
Indicators	Indicator Definition	Indicator Type	Baseline 2024	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Legislative Instrument approved and gazetted	LI laid in parliament and become operational after 21 days	Output	90% completed	100%				Laid in Parliament 95% Gazetted 100%	1 - end of year	Legal and PPBME

indicating all processes completed.										
Objective: To attain 90 percent compliance level of public institutions with RTI provisions at the end of every Quarter.										
Programme: Compliance Strengthening Exercise										
Indicators	Indicator Definition	Indicator Type	Baseline 2024	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Percentage of public institutions compliant.	Percentage of public institutions meeting compliance benchmarks per quarter	Outcome	67%	90%	90%	90%	90%	Ministries, Departments, Agencies - 250 Municipal and District Assemblies - 85 SOE - 15	4 – every quarter	EIC
Objective: To establish RTIC offices in 12 regional capitals by end of 2028.										
Programme: RTI Regional Expansion Programme										
Indicators	Indicator Definition	Indicator Type	Baseline 2024	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Number of RTIC regional offices established	Total RTI requests received and closed (granted, refused,	RTI Output	4	5	4	3		Northern Sector – 4 Middle Sector – 4	1 – end of year	Admin, Finance,

and operational.	transferred) by new regional offices in the year.								Southern Sector - 4		
Number of RTI requests processed at new regional offices annually.	Total requests received and closed (granted, refused, transferred) by new regional offices in the year.	RTI Outcome -		10	15	20			Northern Sector – 15 Middle Sector – 15 Southern Sector - 15	1 – end of year	EIC, Information Unit
Objective: To promote awareness and usage of RTI law among one marginalized group by the end of each quarter.											
Programme: Marginalised Groups and Communities Empowerment Initiative											
Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility	
				2026	2027	2028	2029				
Number of participants from marginalised groups reached with	Number of individuals from identified marginalized groups reached	Output	-	200	250	300	300	Persons with Disabilities - Market Women – Minority Ethnic groups –	4 – every quarter	EIC, PPBME	

awareness activities.	through RTI sensitisation activities per quarter.							Transport Unions -		
Percentage of marginalised group members demonstrating increased knowledge of RTI law.	Percentage of participants from marginalized groups who show improved knowledge on a post-sensitisation assessment in the quarter.	Outcome -		75%	75%	75%	75%	Persons with Disabilities - Market Women – Minority Ethnic groups -	4 – every quarter	EIC, PPBME
Objective: To promote awareness and usage of RTI law among one marginalized community by the end of each quarter.										
Programme: Marginalised Groups and Communities Empowerment Initiative										
Indicators	Indicator Definition	Indicator Type	Baseline	Targets				Disaggregation	Monitoring Frequency	Responsibility
			2025	2026	2027	2028	2029			
Number of participants from marginalised community	Number of individuals in targeted communities reached	Output -		400	500	600	800	Persons with Disabilities - Market Women –	4 – every quarter	EIC, PPBME

reached with awareness activities.	through RTI sensitisation activities per quarter.							Minority Ethnic groups – Transport Unions -		
Percentage of marginalised community members demonstrating increased knowledge of RTI law.	Percentage of participants in targeted communities who show improved knowledge on a post-engagement assessment in the quarter.	Outcome -	75%	75%	75%	75%		Persons with Disabilities - Market Women – Minority Ethnic groups -	4 – every quarter	EIC, PPBME
Objective: To promote awareness of RTI law in 200 second cycle schools by end of 2029.										
Programme: Youth Awareness Initiative										
Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Number of second cycle schools covered with	Number of second-cycle schools where RTI awareness	Output	-	50	50	50	50	Northern Sector – 50 Middle Sector – 70	End of Every Awareness Campaign	PPME, EIC, Admin, Legal

awareness campaign	sessions were conducted during the sensitisation period.							Southern Sector - 80			
Number of students reached through awareness campaigns.	Total students who participated in RTI awareness sessions during the sensitisation period.	Output	-	100,000	100,000	100,000	100,000	Male – 180,000 Female 220,000	End of Every Awareness Campaign	PPME, Admin, Legal	EIC,
Percentage of students demonstrating improved knowledge of RTI law	Percentage of participating students who show improved knowledge on a post-campaign assessment.	Outcome	-	90%	90%	90%	90%	Male – 90% Female – 90%	Three Months After Every Awareness Campaign	PPME, Admin, Legal	EIC,
Objective: To identify, build and collaborate with one international institutional partner by end of every year.											
Programme: International Learning and Partnership Initiative											

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Number of joint initiatives launched with partners.	Number of MOUs, co-developed projects, trainings, and exchanges initiated with international partners within the year.	of Output	-	1	1	1	1	Capacity Building – 2 Research – 1 Technical Assistance - 1	1 – end of year	Admin, PPBME, Legal, EIC

Source: RTIC, 2025

7.3 Knowledge Management and Learning Frameworks

1. RTI Regional Expansion Programme to establish RTIC offices in 12 regional capitals by the end of 2028 to enforce the law and ensure equal access to the right to information. Expected outcome is to improved access to RTI services across all regions.
2. Marginalized Groups and Communities Empowerment Initiative to promote awareness and usage of the RTI law among one marginalized community each quarter. Expected outcome is to increased knowledge and engagement of marginalized communities with RTI provisions.
3. RTI Legislative Framework Initiative to operationalize the Legislative Instrument (L.I.) for the full enforcement of Act 989 by June 2026. Expected outcome is to enhanced legal backing for the implementation of RTI Act 989.

4. Compliance Strengthening Exercise to achieve 90% compliance by public institutions with RTI provisions at the end of every quarter. Expected outcome is to higher compliance rates leading to better transparency and accountability.
5. Youth Awareness Initiative to promote awareness of the RTI law in 200 second-cycle schools by the end of 2029. Expected outcome is to increase youth participation and understanding of the right to information.
6. International Learning and Partnership Initiative to identify, establish, and collaborate with one international institutional partner annually. Expected outcome is to increased global best practice adoption and strengthened international partnerships.

CHAPTER EIGHT: DEVELOPMENT COMMUNICATION STRATEGY

8.0 Introduction

This Chapter presents the Communication Strategy to be adopted by the Commission in the implementation of the MTDP. It outlines the goals, target audiences, messages, channels, and monitoring mechanisms to effectively disseminate information about the MTDP and encourage active participation from stakeholders.

8.1 Communication Goals

The strategy seeks to:

1. Promote transparency by sharing RTIC's programmes, projects, and results with stakeholders.
2. Increase citizen and stakeholder awareness of their roles and responsibilities in the implementation of Act 989.
3. Foster ownership and participation among citizens, civil society, and public institutions.
4. Enhance institutional visibility of the Commission as a leading body championing access to information.
5. Strengthen advocacy for resource mobilization and partnerships to support the Commission's activities.

8.2 Communication Objectives

Aligned with NDPC guidelines:

- Who to reach? Citizens, civil society, public institutions, media, development partners, and vulnerable groups.
- Why reach them? To ensure they understand the Commission's mandate, contribute to implementation, and benefit from improved access to information.
- What to convey? The Commission's priorities, expected results, and opportunities for stakeholder participation.
- How to deliver? Through the use of multiple audience-tailored channels (traditional and digital media, and face-to-face), timed strategically for impact.

8.3 Target Audiences

1. Primary Audiences

- General public (including youth, women, and vulnerable groups).
- Public institutions and Information Officers.
- Civil society and community-based organizations.

2. Secondary Audiences

- Media (traditional and digital).
- Development partners.
- Executive, Parliament and Judiciary arm of government (for policy advocacy and resource mobilization).

8.4 Key Messages

- To the public: “You have the right to access information. The RTIC is here to help you exercise that right.”
- To Public Institutions: “Compliance with Act 989 strengthens accountability, transparency, and civic inclusivity in the governance of the country.”
- To Civil Society and Media: “Partnership with RTIC amplify awareness and accountability.”
- To Development Partners: “Supporting RTIC contributes to stronger governance and democratic consolidation in Ghana.”
- To the Executive/Parliament: “Investing in RTIC is investing in accountability and sustainable development.”

8.5 Communication Channels

- Traditional Media: Radio discussions, TV interviews, press releases, community information centres.
- Digital Media: RTIC website, social media platforms (Facebook, X/Twitter, LinkedIn, YouTube), infographics.
- Face-to-Face Engagements: Stakeholder workshops, townhall meetings, community sensitization programmes.
- Print Materials: Policy briefs/concept notes, annual reports, newsletters, posters, flyers in local languages.

- Partnership Channels: CSOs, GDCA networks, media associations, Information Officers' platforms.

8.6 Communication Approaches

- Inclusive Communication: Messages will be tailored for vulnerable groups, using local languages and accessible formats (abridged Act & braille).
- Two-Way Engagement: Create feedback loops (e.g., hotlines, surveys, digital polls) to capture stakeholder perspectives.
- Evidence-Based Messaging: Use data from RTIC's compliance monitoring activities to strengthen credibility.
- Strategic Advocacy: Position RTIC as a strategic actor in governance reforms to secure resources and partnerships.

8.7 Implementation Plan

Table 8.1 Implementation Plan for RTI Act 989 Awareness and Engagement Activities

Activity	Target Audience	Channel/Tool	Frequency	Lead Unit
Public awareness campaigns on Act 989	All Stakeholders	Radio, social media posts	Quarterly	Corporate Affairs/EIC
Stakeholder workshops or sensitisations on Act 989	Public institutions, CSOs	Training workshops	Quarterly	PPBME/EIC
Press briefings on RTIC activities/performance	Media, Public	Press releases	Quarterly	Executive Secretary/Corporate Affairs
Production of Act 989 simplified booklets	Students	Print/digital	Once (2026)	PPBME/Corporate Affairs/Legal
Feedback mechanisms	General public	Hotline, online surveys	Continuous	Corporate Affairs

Source: RTIC, 2025

8.8 Monitoring and Evaluation (M&E)

Indicators will be developed to measure effectiveness of communication efforts, such as:

- Number of citizens sensitised through campaigns.
- Increase in number of RTI requests filed annually.
- Number of institutions trained and complying with Act 989.
- Media coverage of RTIC activities.
- Stakeholder satisfaction levels (through periodic surveys).

8.9 Knowledge Management and Learning

- Lessons from communication activities will be documented and shared internally for continuous improvement.
- Annual review sessions will be held to review the effectiveness of communication strategies.
- Partnerships with media and CSOs will be leveraged to disseminate lessons learned.

ANNEXES

Annex 1: Bibliography

Parliament of Ghana. (2019). *Right to Information Act, 2019 (Act 989)*. Accra: Government of Ghana.

Annex 2: Knowledge Mapping Matrix & Competency Mapping Matrix for Learning

Annex 2.1: Knowledge Mapping Matrix

Knowledge Area	Knowledge Holders	Knowledge Sources	Knowledge Gaps
Project Management	Administration and Finance Department	Project Manual, Training	Lack of advanced project management tools and techniques
Knowledge and Understanding of RTI Act	EIC Team	Act 989, Sensitization Materials	Ability to interpret complex provisions Lack of direct interaction/sanitization for Persons with disabilities (Blind, Deaf etc.) Unavailability of RTI learning materials for persons with visual and hearing impairment
Legislative Framework	Legal Department of RTIC	Act 989, Draft L.I., Legal Precedents	Absence of finalised Legislative Instrument
Monitoring and Evaluation	PPBME	M&E Framework, Performance Reports	Insufficient data analytics skills for evidence-based reporting
Public Education and Awareness	EIC Team	Advocacy Materials, Media Engagement Reports	Low penetration in marginalized and youth groups
Compliance and Enforcement	PPBME, EIC, Legal	Compliance Reports, Institutional Submissions	Weak enforcement mechanisms and lack of compliance culture

Annex 2.2: Competency Mapping Matrix for Learning

Competency	Training Program	Evaluation Criteria	Learning Objectives
Project Management	Project Planning and Execution Workshop	Ability to develop and implement project plans	Equip staff to effectively manage RTIC projects from inception to closure
Act 989 Interpretation	Legal Framework and Act 989 Masterclass	Accuracy in interpreting Act 989 provisions	Deepen understanding of RTI provisions for better implementation
Legislative Drafting	Legislative Instrument Development Training	Draft quality and compliance with statutory guidelines	Build capacity to finalize and implement RTI Legislative Instrument
Monitoring & Evaluation (M&E)	Data-Driven Decision-Making and M&E Workshop	Quality and timeliness of M&E reports	Enhance ability to track, analyze, and report on RTI activities
Public Engagement and Advocacy Presentation Skills	Community Sensitization and Media Engagement Training	Increased awareness levels among target communities	Strengthen communication skills for marginalized and youth outreach
Compliance Enforcement	Compliance Auditing and Enforcement Training	Increase in institutional compliance rate	Equip staff with tools for effective compliance monitoring
Ethics and Integrity	Professional Ethics in Public Service		Instill values of impartiality, confidentiality and anti-corruption in staff

Annex 3: Strategic Environmental Assessment of Programmes

Table 5.3 Strategic Environmental Assessment Framework for the RTI Legislative Programme

Programme: RTI Legislative Framework							
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
EFFECTS ON NATURAL RESOURCES							
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0)	1	2	3	4	5
Energy: The Activity should encourage efficient energy use, and maximise use of renewable rather than fossil fuels.	Quantity and type of fuel/ energy to be identified	(0)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	Quantity/type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communities to be assessed	(0)	1	2	3	4	5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0)	1	2	3	4	5
Gender: The activity should empower women.	Number of women empowered	(0)	1	2	3	4	5

Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0)	1	2	3	4	5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5
EFFECTS ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5

Table 5.4 Strategic Environmental Assessment Framework for the Compliance Strengthening Exercise

Programme: Compliance Strengthening Exercise							
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
EFFECTS ON NATURAL RESOURCES							
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0)	1	2	3	4	5
Energy: The Activity should encourage efficient energy use, and maximise use of renewable rather than fossil fuels.	Quantity and type of fuel/ energy to be identified	(0)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	Quantity/type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communities to be assessed	(0)	1	2	3	4	5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0)	1	2	3	4	5
Gender: The activity should empower women.	Number of women empowered	(0)	1	2	3	4	5

Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0)	1	2	3	4	5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5
EFFECTS ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5

Source: RTIC, 2025

Table 5.5 Strategic Environmental Assessment Framework for the RTI Regional Expansion Programme

Programme: RTI Regional Expansion.							
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
EFFECTS ON NATURAL RESOURCES							
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0)	1	2	3	4	5
Energy: The Activity should encourage efficient energy use, and maximise use of renewable rather than fossil fuels.	Quantity and type of fuel/ energy to be identified	(0)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	Quantity/type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communities to be assessed	(0)	1	2	3	4	5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0)	1	2	3	4	5
Gender: The activity should empower women.	Number of women empowered	(0)	1	2	3	4	5

Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0)	1	2	3	4	5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5
EFFECTS ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5

Table 5.6 Strategic Environmental Assessment Framework for the Marginalized Groups and Community Empowerment Initiative

Programme: Marginalized Groups and Community Empowerment Initiative							
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
EFFECTS ON NATURAL RESOURCES							
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0)	1	2	3	4	5
Energy: The Activity should encourage efficient energy use, and maximise use of renewable rather than fossil fuels.	Quantity and type of fuel/ energy to be identified	(0)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	Quantity/type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communities to be assessed	(0)	1	2	3	4	5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0)	1	2	3	4	5
Gender: The activity should empower women.	Number of women empowered	(0)	1	2	3	4	5

Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0)	1	2	3	4	5
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Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5
EFFECTS ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5

Source: RTIC, 2025

Table 5.7 Strategic Environmental Assessment Framework for the Youth Awareness Initiative

Programme: Youth Awareness Initiative							
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
EFFECTS ON NATURAL RESOURCES							
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4	5
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Gender: The activity should empower women.	Number of women empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0)	1	2	3	4	5

Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0)	1	2	3	4	5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0)	1	2	3	4	5
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Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5
EFFECTS ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0)	1	2	3	4	5
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Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5

Source: RTIC, 2025

Table 5.8 Strategic Environmental Assessment Framework for the International Learning and Partnership Initiative

Programme: International Learning and Partnership Initiative							
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
EFFECTS ON NATURAL RESOURCES							
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4	5
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Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0)	1	2	3	4	5
Gender: The activity should empower women.	Number of women empowered	(0)	1	2	3	4	5

Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0)	1	2	3	4	5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5
EFFECTS ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5

Source: RTIC, 2025

Annex 4: Glossary

1992 Constitution - The supreme law of Ghana that enshrines the right to information under Article 21(1)(f). It provides the legal foundation for Act 989 and the establishment of the Right to Information Commission.

Act 989 - Right to Information Act, 2019 - The law that guarantees the constitutional right of every person to access information held by public institutions in Ghana. It establishes the RTIC to oversee compliance, enforcement, and promotion of transparency among public institutions in Ghana.

Compliance Monitoring - The Commission's system of periodically checking institutions to ensure they follow their obligations under Act 989. It includes audits, inspections, and annually reporting on access-to-information practices.

Development Partners (DPs) - External donor agencies, international organisations, and institutions (e.g., USAID, EU, UNDP) that provide financial resources, technical expertise, and capacity-building support to strengthen the Commission's operations.

Enforcement Orders / Directives - Legally binding instructions issued by the Commission to public institutions found in breach of Act 989. Non-compliance with such orders can attract administrative penalties.

Exempt Information - Categories of information restricted from disclosure under Act 989, such as national security data, Cabinet records, and sensitive personal information.

Gazetting - The official publication of laws, regulations, and notices in the Ghana Gazette. Once gazetted, a law (such as the LI for Act 989) becomes legally enforceable.

Information Manual - A document every public institution must prepare under Act 989. It details the categories of information available, how to access them, timelines, and procedures for requesting.

Legislative Instrument (LI) - A form of subsidiary legislation passed by Parliament to operationalise an Act. For Commission, the LI under Act 989 provides the legal clarity and procedures required for full implementation.

Media Engagements - Strategic interactions between Commission and the media (radio, TV, print, and digital platforms) to promote transparency, share updates on compliance, and educate the public on Act 989. Media engagement also strengthens advocacy and extends the Commission's reach nationwide.

Right to Information Commission (RTIC, the Commission) - An independent statutory body created under Act 989. It regulates, monitors, and enforces compliance with the RTI law, while promoting transparency, accountability, and citizens' access to information.

Sensitisation - Activities carried out by the Commission and its partners to create awareness and improve public understanding of the RTI Act. This includes training workshops, community outreach, and school-based programmes aimed at empowering citizens to exercise their right to information.