



Beyond the Text: **Making Ghana's Constitution Deliver Democracy**

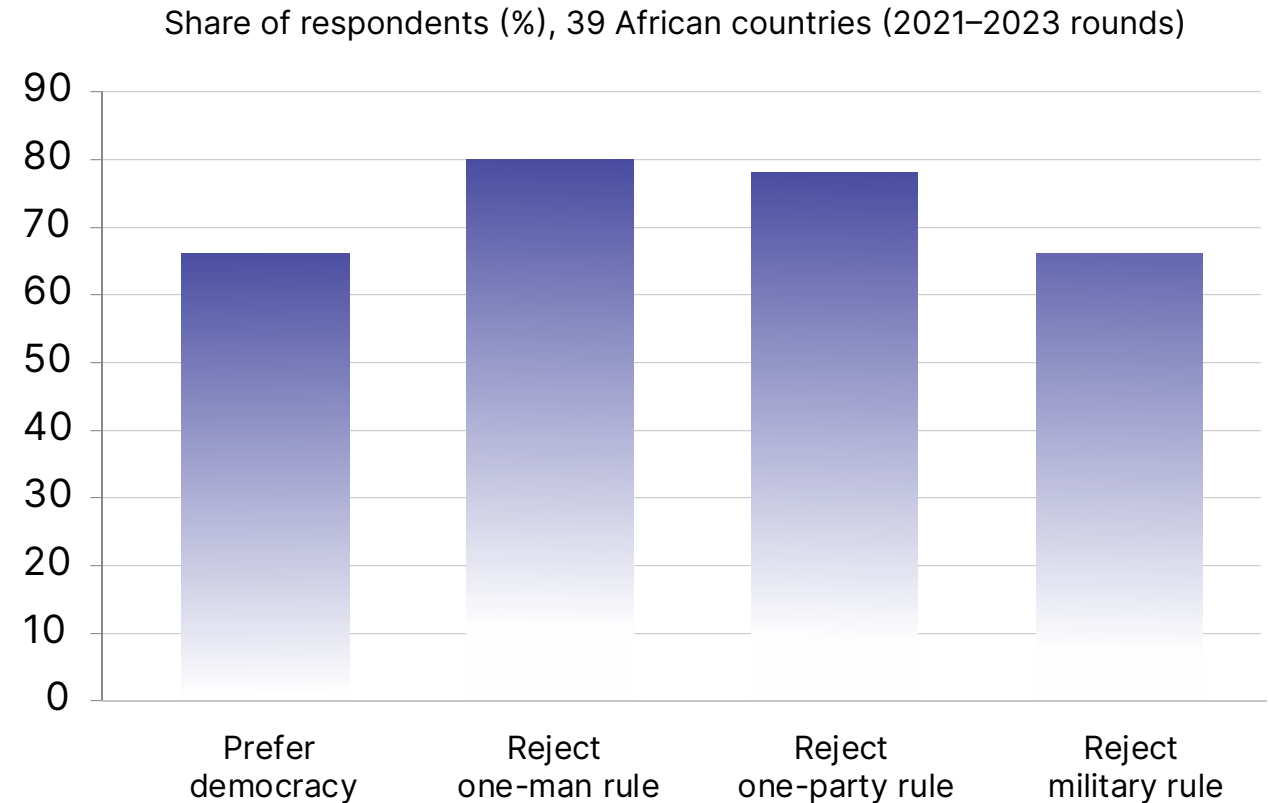
A Message from

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30 August 2025

Democratic Norms (Afrobarometer R9)



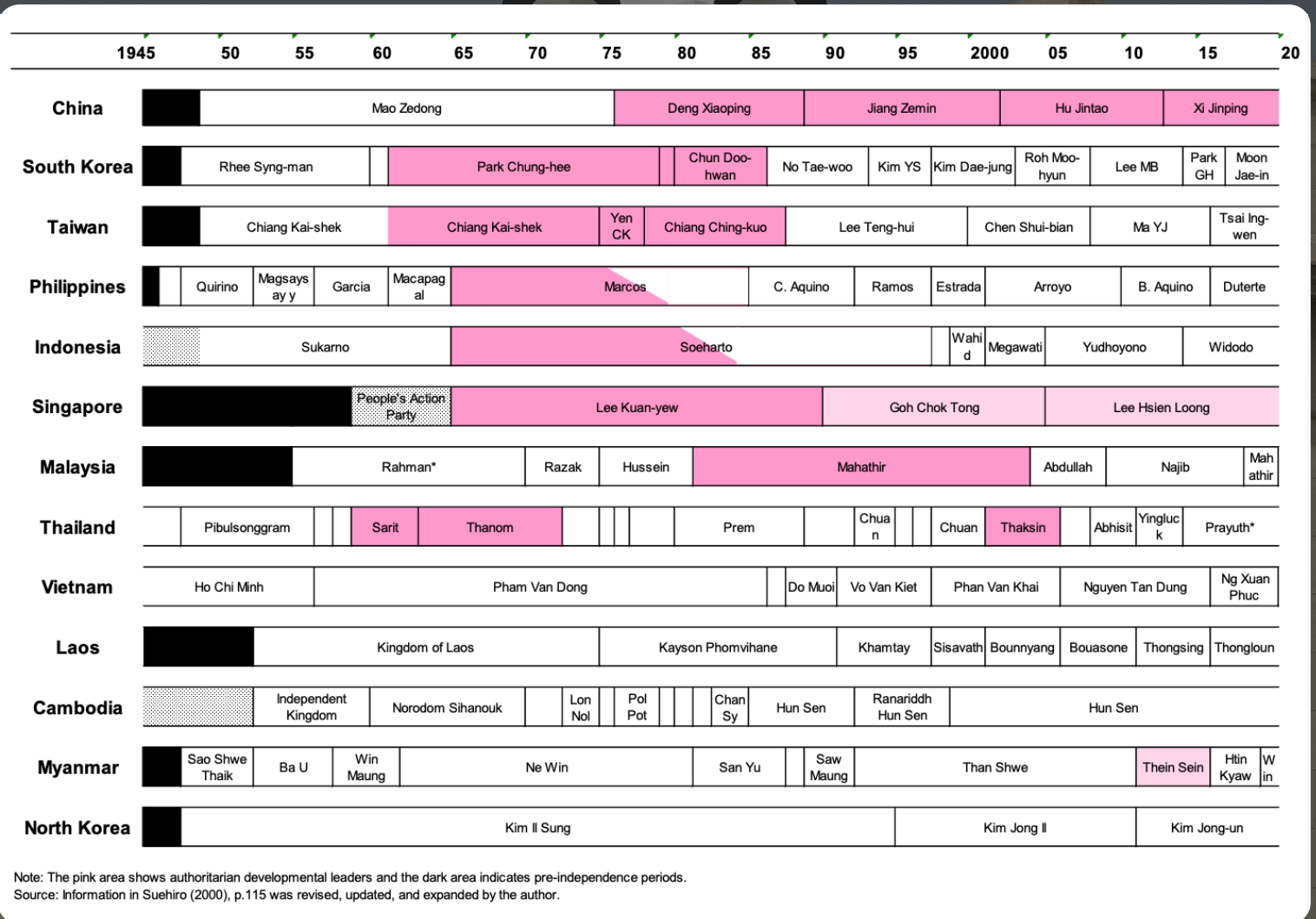
Source: Afrobarometer Flagship Report 2024 (pan-Africa average).

DEMOCRACY IS NOT
JUST A POLITICAL
SYSTEM, BUT A WAY OF
LIVING **TOGETHER.**

Works because of an inherent desire to build a good society

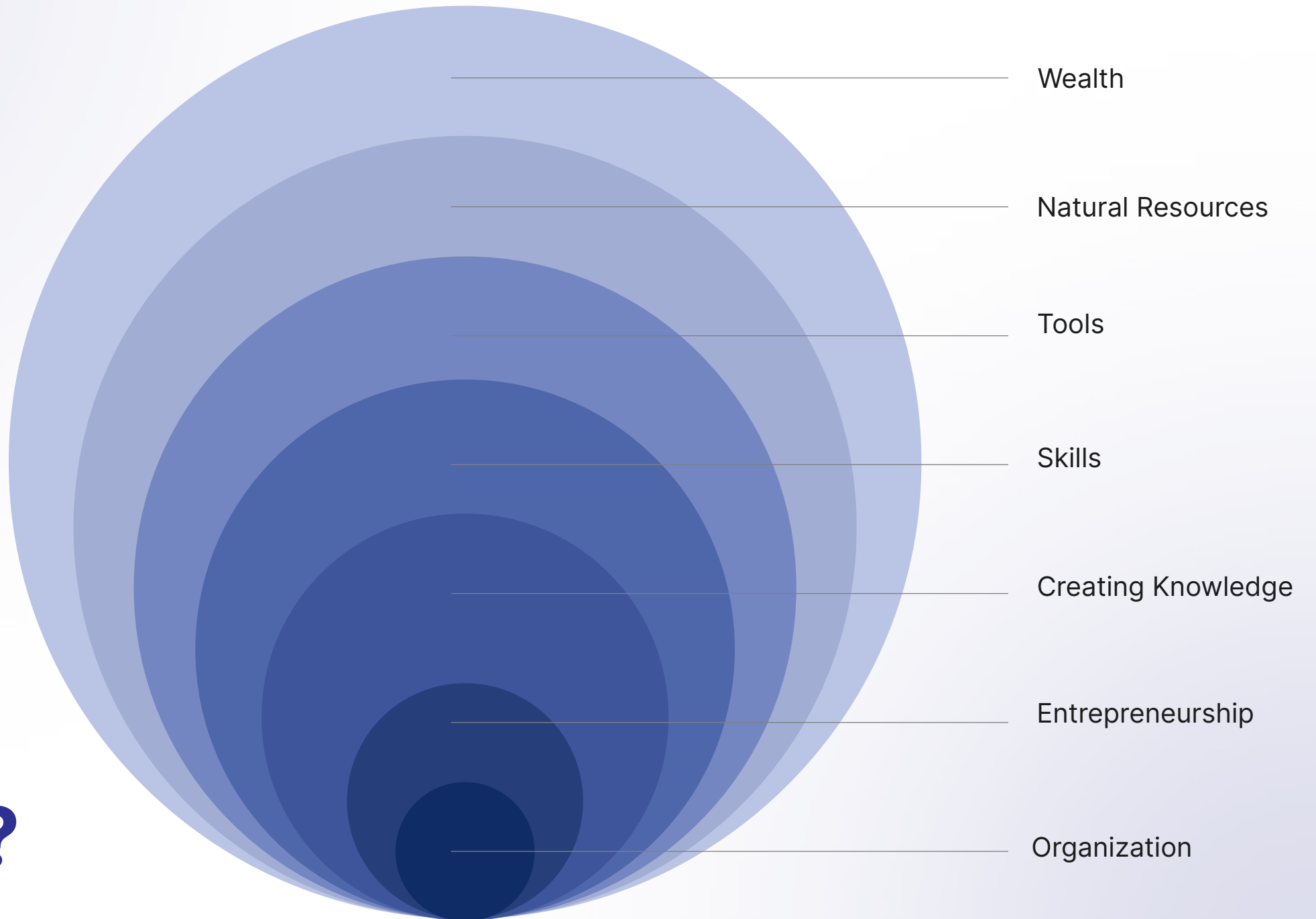


Which country can Ghana be like?



**WHAT IS GOING TO
TAKE TO REACH
TAKEOFF**

Ghana's Reality ?



THE SOCIAL FRAMEWORK

↗ Wealth

↗ Natural & Environmental
Resources

↗ Tools (Capital Investment)

↗ Skills

↗ Creating Knowledge (R&D)

↗ Entrepreneurship

↗ Social Organization

The Road to Wealth of Nations

01. Growth is not the enemy of environmentalism. It is necessary if the environment is to be improved.
02. Economic progress and wealth are direct functions of capital investment in factories, equipment, housing, and infrastructure.
03. Skilled people are needed to discover new knowledge, invent new products and processes, and even to use the new products and processes.
04. Knowledge generates the basic breakthroughs in technology that create high economic growth rates.
05. Individuals who recognize that new things can be done and who take the initiative to get them done.
06. Ability to organize socially, maintain public order, build or repair infrastructure, organize and staff schools, deliver health services.

Understanding Society's Operating System

Societies function like complex systems: architecture, culture, and action must align.

01

**Hardware →
Social
Infrastructure**

Hardware: institutions, laws, property rights, schools, public order, physical & digital infrastructure.

02

**Software →
Culture &
Underlying Values**

Software: norms, mindsets, trust, fairness, responsibility—the moral culture of cooperation. Mindsets, culture, norms, and underlying values that guide behaviour.

03

**Processes →
Change Mgmt &
Learning from Mistakes**

Processes: how society changes, evaluates, improves, and learns—audits, open data, iterative planning.

Where the System Breaks



**Misaligned Social
Infrastructure**



**Corrupted
Culture/Values**



**Weak Learning
Processes**

1. Imported designs & borders misfit local realities → **brittle institutions**
2. **Erosion of trust** → tribalism, short-termism, dependency
3. Policies chase quick wins; **systems seldom learn from failure**

Social Infrastructure (Hardware) Problems



Economy

Commodity dependence, limited value-add



Education

Outdated curricula; weak STEM & critical thinking



Governance

private gain over public good



Broken Processes (Change & Learning)

1. **Politics:** pre-election handouts vs. institutional reforms
2. **Aid dependency:** undermines self-reliance
3. **Environmental neglect:** extraction without protection

Populism

Short-term wins

Dependency

Donor-driven

Neglect

Externalities

Inequality

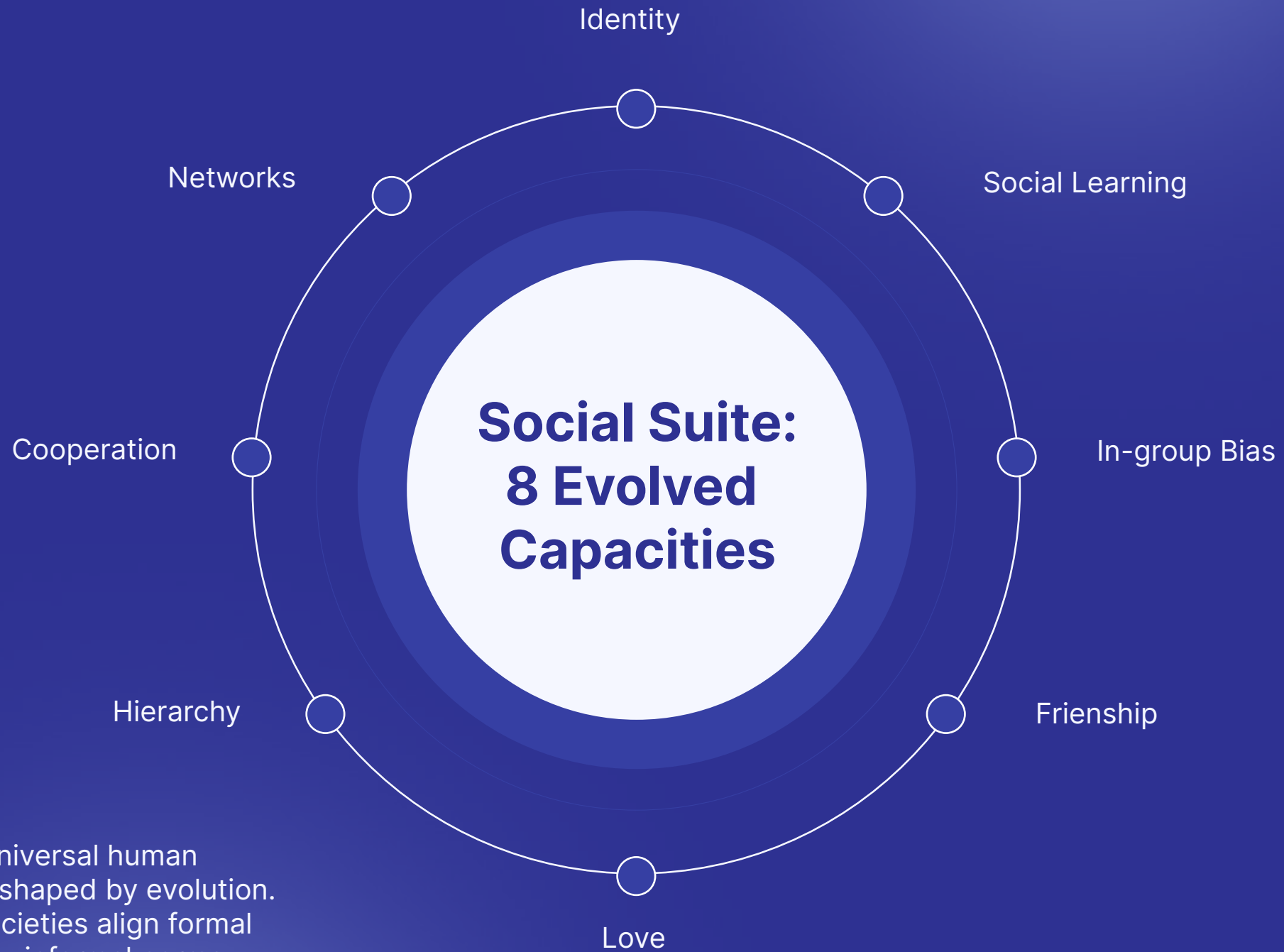
Widening gaps

Feedback: Outcomes reshape culture and drive redesign of institutions.

The Human Potential for a Good Society

Social Suite to design institutions that scale trust, cooperation, fairness, and trade

**Aligning Social
Infrastructure (Hardware),
Culture (Software), and
Change Processes**



1. These are universal human tendencies shaped by evolution.
2. Effective societies align formal institutions + informal norms.

The Non-negotiable foundation to Take-off

Effective Social Organization does so by building institutions that:

a.

Leverage our capacity for love and friendship into broader **trust**.

b.

Channel our tendency for cooperation into **constructive collective action**.

c.

Structure our acceptance of hierarchy around **legitimate, competent authority**.

d.

Embed our desire for fairness into **impartial rules and laws**.

e.

Channel our tendency for cooperation into **constructive collective action**.

From Capacities to Policy Levers

a.

**Trust
(love & friendship)**



Family protections,
civil associations,
contract
enforcement

b.

**Cooperation
& networks**



Tax morale,
public-goods
provision, civic
service

c.

Hierarchy



merit-based civil
service, leadership
pipelines,
anti-patronage
rules

d.

**Fairness/
reciprocity**



independent courts,
open justice data,
equal treatment
under law

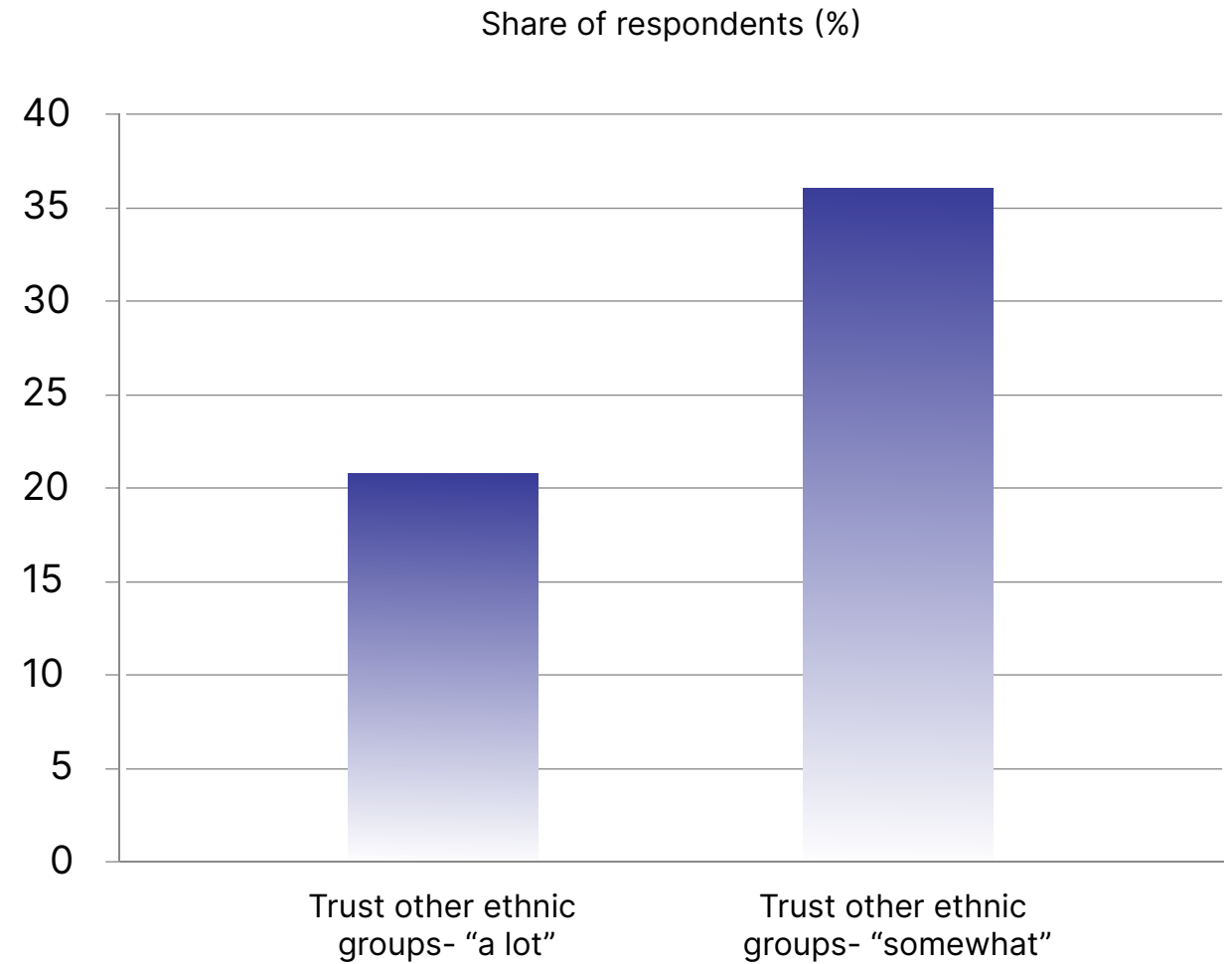
e.

**Trade &
exchange**



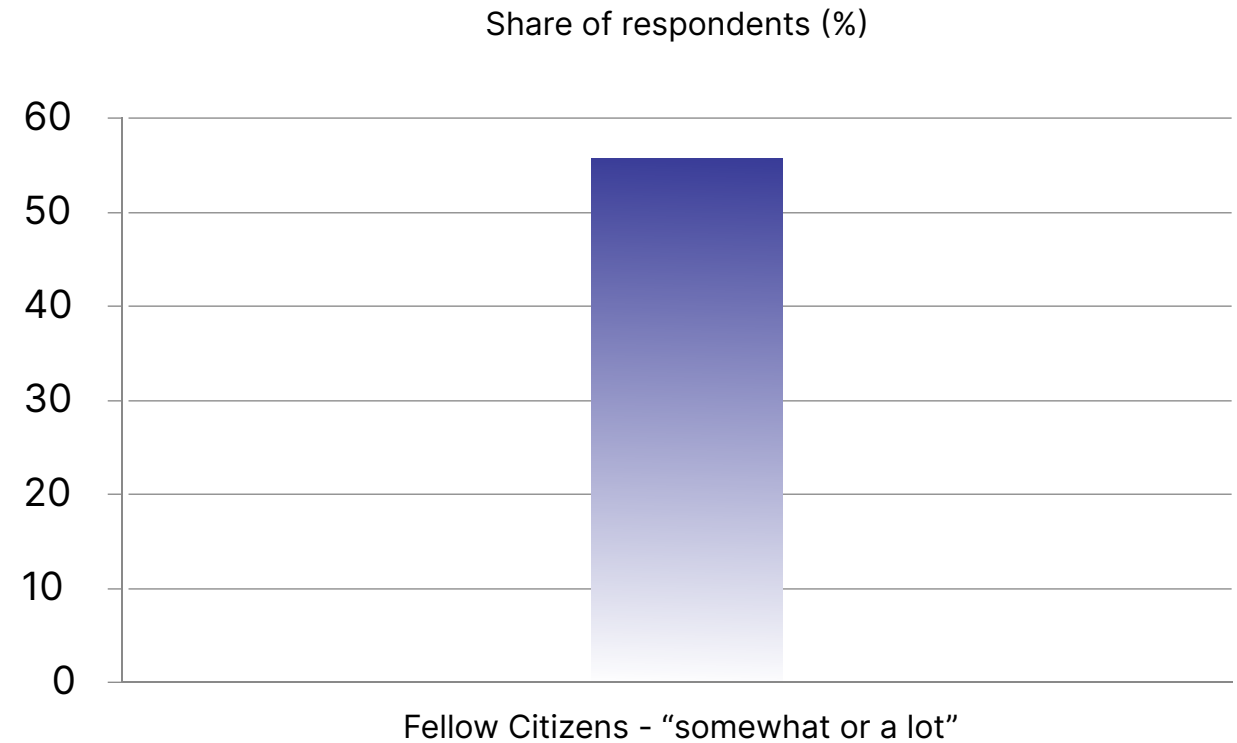
stable currency,
property rights,
safe markets &
logistics

Trust Across Groups (Afrobarometer R9, 33–39 countries, 2021–2023)



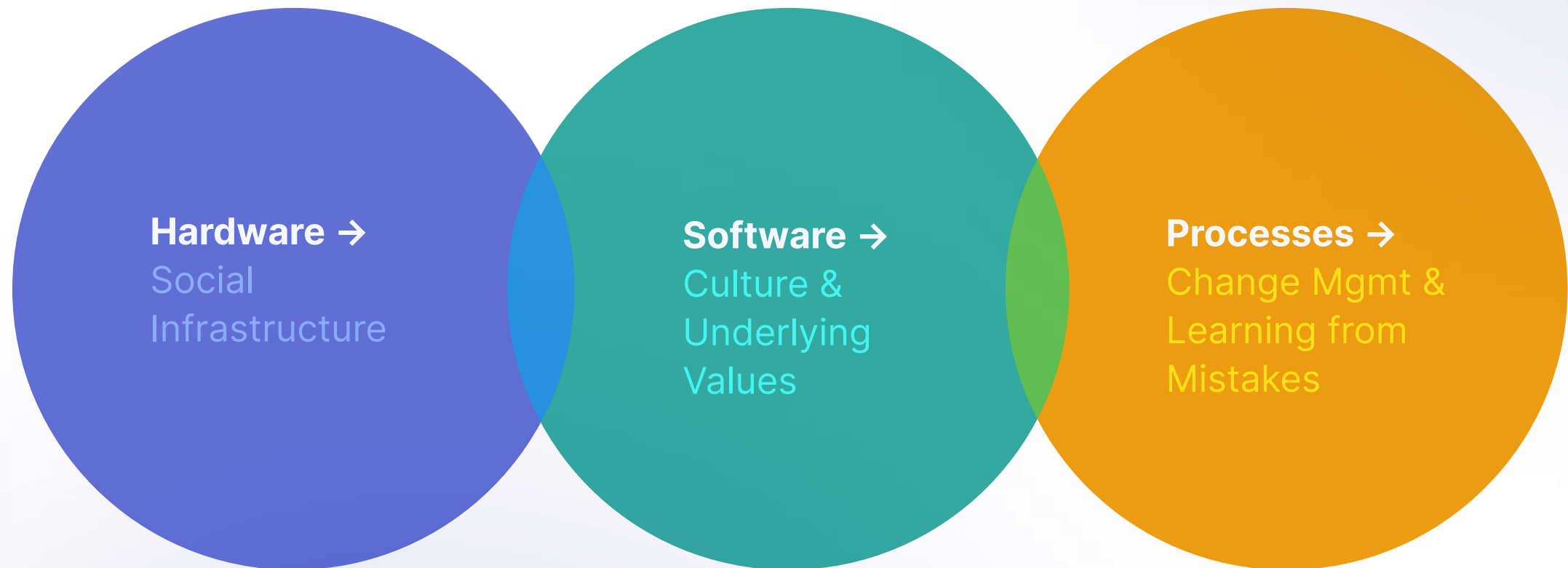
Source: Afrobarometer Pan-Africa profiles, Round 9 (2021–2023).

Generalized Trust in Fellow Citizens



Source: Afrobarometer AD871 (2024): 39 countries surveyed 2021–2023.

The 3 Thrusts



The essence of this presentation

01.

Context & Urgency

Why reform is needed

02.

Community Framework

Decentralisation & standards

03.

Leadership & Institutions

Roles, Senior House & Parliament

04.

Challenges & Vision

Barriers & way forward

CHANGING THE SOCIAL INFRASTRUCTURE.

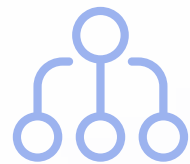
Works because of an inherent desire to build a good society

STANDARDS

Improving problem-solving and effectiveness of government

Why Reform?

1. Imported designs & borders misfit local realities → **brittle institutions**
 2. **Erosion of trust** → tribalism, short-termism, dependency
 3. Policies chase quick wins; **systems seldom learn from failure**
-



Solid Structure

Define clear roles and connections



Robust Control

Assign authority and accountability



Continuous Improvement

Identify problems & adapt

Without a solid foundation, even the best control systems and improvement processes fail.

Decentralisation: Classifying Communities



Village

< 5K residents
Agriculture & trading



Town

< 5K residents
Agriculture & trading



City

> 100K residents Finance,
manufacturing & services

Classification ensures consistent service standards and equitable development across Ghana.

Clear definitions align expectations and drive equitable development across rural and urban Ghana.

Village Standards



Clean Water & Sanitation

Borehole and public toilets



Primary Education

Accessible local school



Basic Healthcare

Community health post



Rural Electrification

Reliable electricity for households



Feeder Roads & Market

Maintained roads & weekly market



**Essential services
provide dignity and
opportunity.**

Access to Basic Services

Current gaps

Nearly

90%

of Ghanaians have electricity, but less than half have safe drinking water.

11%

still rely on unsafe sources

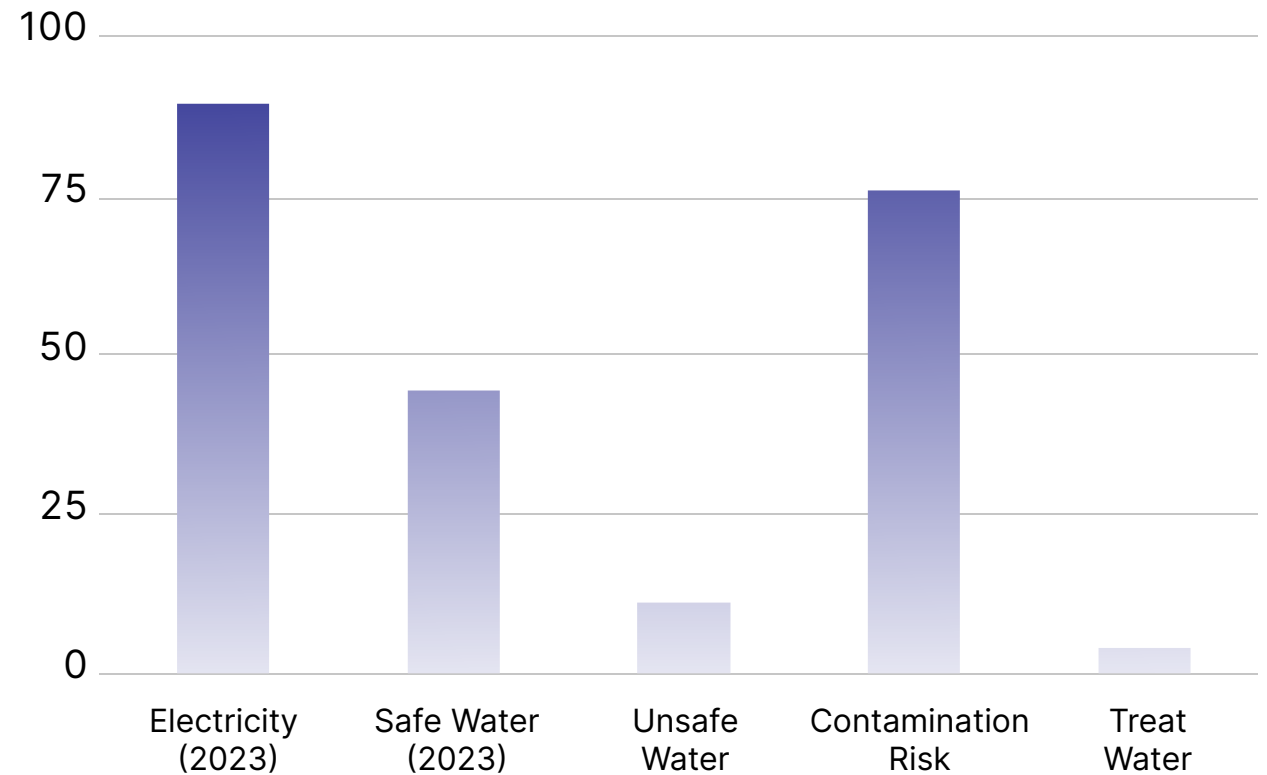
76%

risk contamination

and only

4%

treat water



Source: Afrobarometer Flagship Report 2024 (pan-Africa average).

Town Standards



Piped water & waste

Reliable supply & collection



District hospital

More complex healthcare



Banking & Internet

Access to finance & connectivity



Local governance

Council sets priorities & budgets



Secondary school

Quality education close to home



Public transport

Regular bus routes



Enhanced infrastructure

Roads, lighting & public spaces

**Towns
connect
villages to
national
opportunities.**



City Standards



24/7 utilities

Reliable supply & collection



Higher education

Universities & research



Urban planning

Zoning, parks & disaster response



Cultural amenities

Libraries, museums & sports



Tertiary healthcare

Advanced treatments & specialist care



Integrated transport

Buses, taxis & rail



Economic hubs

Finance, tech & manufacturing



Environmental management

Clean air, water & waste

Cities drive innovation and national growth when well-managed.



Summary of Community Standards

Community	Population & Economy	Minimum Services
Village	< 5K residents Agriculture & trading	Sanitation & clean water Primary school Health post Electrification Feeder roads & markets
Town	5K – 100K residents Trade, services & light manufacturing	Piped water & waste Secondary school District hospital Public transport Banking & internet Better roads & lighting Effective governance
City	> 100K residents Finance, manufacturing & services	24-hr utilities Tertiary hospital & university Integrated transport Urban planning & parks Economic hubs Culture & recreation Environmental management

Why Standards Matter

01.

Clarity

Defined roles & responsibilities

02.

Equity

Objective allocation of resources

03.

Accountability

Citizens can measure results

04.

Balanced growth

Opportunities across regions

Standards bring order, fairness and momentum to Ghana's development journey.

Professional Leadership

Cultural Advisors

- Traditional leaders
- Guardians of customs & cohesion
- Mediation & cultural guidance

Village Managers

- Appointed by district
- Deliver 5 essential services
- 6-yr term; non-renewable

Town Managers

- Appointed by elected council
- Manage 7 service categories
- 6-yr term; renewable once

Mayors

- Directly elected
- Lead urban planning & budgets
- 4-yr term; renewable once

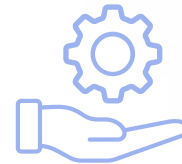
Clean water infrastructure depends on professional management

Village Managers



Appointment & Term

Appointed by District Assemblies
6-year term, non-renewable in same village



Responsibilities & Review

Oversee water, schools, health posts, electricity & roads
Annual performance reviews by District Assemblies

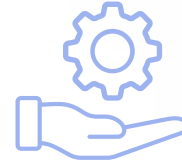
Merit-based managers bring professional skills to the grassroots.

Town Managers



Appointment & Term

Appointed by elected Town Councils
6-year term, renewable once with good performance



Responsibilities & Oversight

Manage infrastructure, budgets & service delivery
Evaluated by Town Councils & audited by Regional Ministers

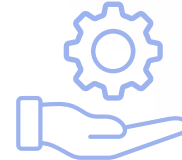
Professional oversight strengthens towns as engines of growth.

Mayors & Cities



Election & Term

Directly elected by city residents
4-year term, renewable once



Responsibilities & Accountability

Lead urban planning & budgets; foster economic growth
Subject to audits & impeachment by City Councils

Mayors drive complex cities with democratic legitimacy.

Pathways & Accountability

Career Ladder

Village Managers → Town Managers → Mayors → Regional/National roles

Merit-based promotion encourages excellence.

Accountability Tools

Annual reviews, audits, citizen feedback & performance metrics ensure transparency.

Professional pathways motivate performance and empower local talent.

SOLVING OVERLAPPING STRUCTURES & MODERNIZING CHIEFTAINCY

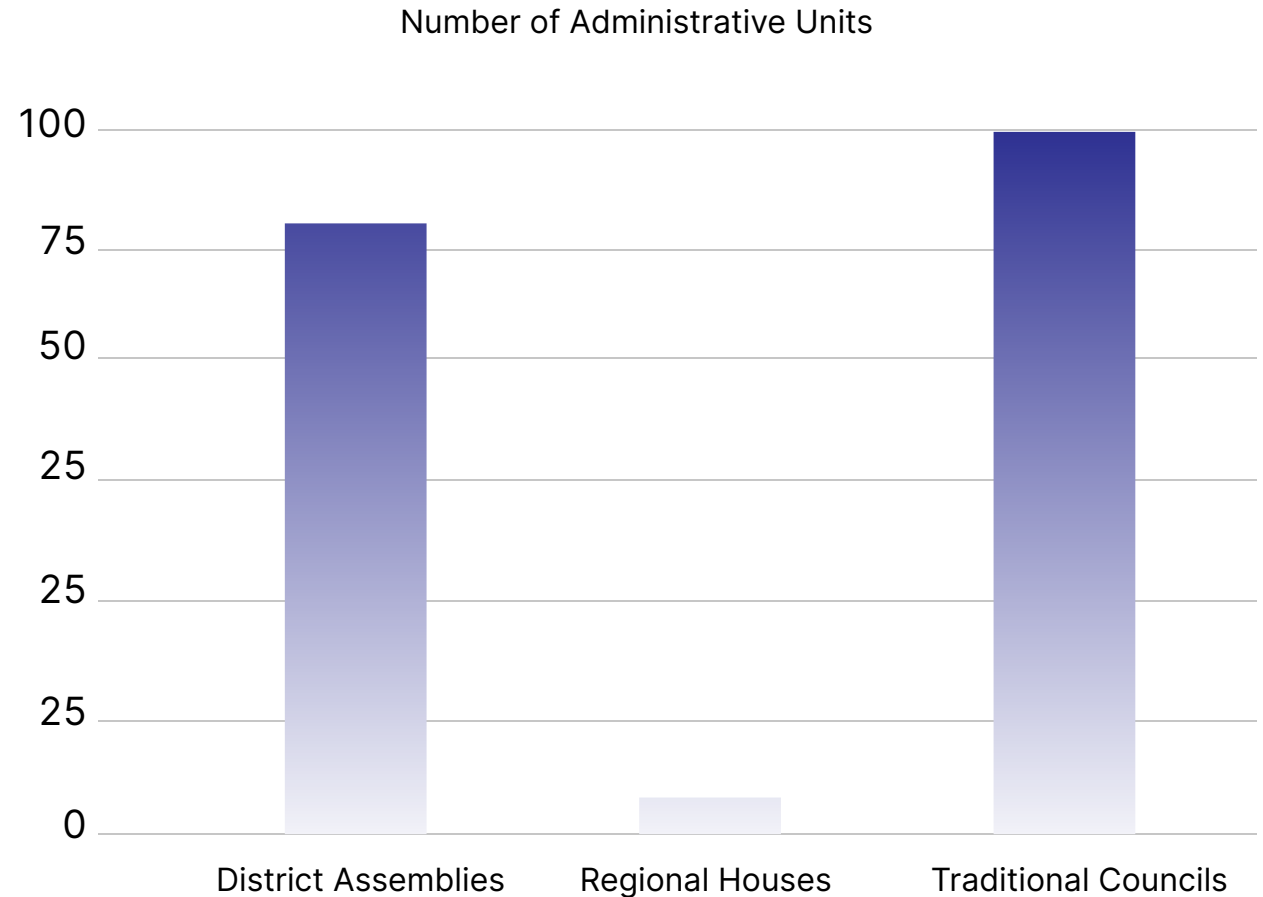
Improving problem-solving and effectiveness of government

Overlapping Governing Structures

Ghana operates **261 local assemblies**, **16 regional houses** and around **300 traditional councils**. These overlapping layers often duplicate functions, confuse citizens and waste resources.



Fragmented structures hinder service delivery and accountability.



Consequences of Duplication



Confusion & Conflict

Competing mandates blur accountability and spark jurisdictional disputes.



Inefficient Use of Funds

Parallel systems duplicate spending on staff and facilities, reducing impact.



Disconnected Citizens

Ordinary people struggle to navigate overlapping authorities, weakening trust.

Clarity & Modernisation



Unified Architecture

Streamline layers of government and tradition into a coherent system.



Integrate Tradition & Expertise

Respect cultural heritage while introducing professional management.



Clear Roles & Responsibilities

Assign distinct mandates to each level to prevent overlap.



Accountable Leadership

Introduce term limits, performance reviews and transparent oversight.

The Senior House Solution

Why do we need it?

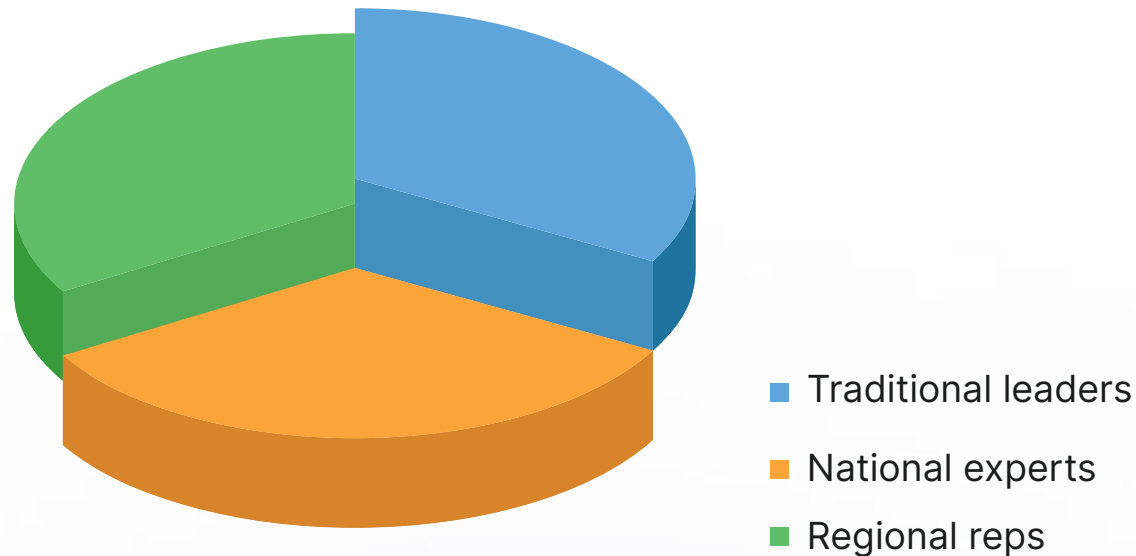
Complex challenges such as climate change, economic diversification and healthcare require specialised knowledge. Parliament represents the people but cannot master every technical field.

What it brings

Complex challenges such as climate change, economic diversification and healthcare require specialised knowledge. Parliament represents the people but cannot master every technical field.

The Senior House

Composition of the Senior House



Rationale

- Provide wise counsel and long-term perspective
- Protect tradition and constitutional continuity
- Offer expertise on complex national issues
- Act as a check through a suspensive veto

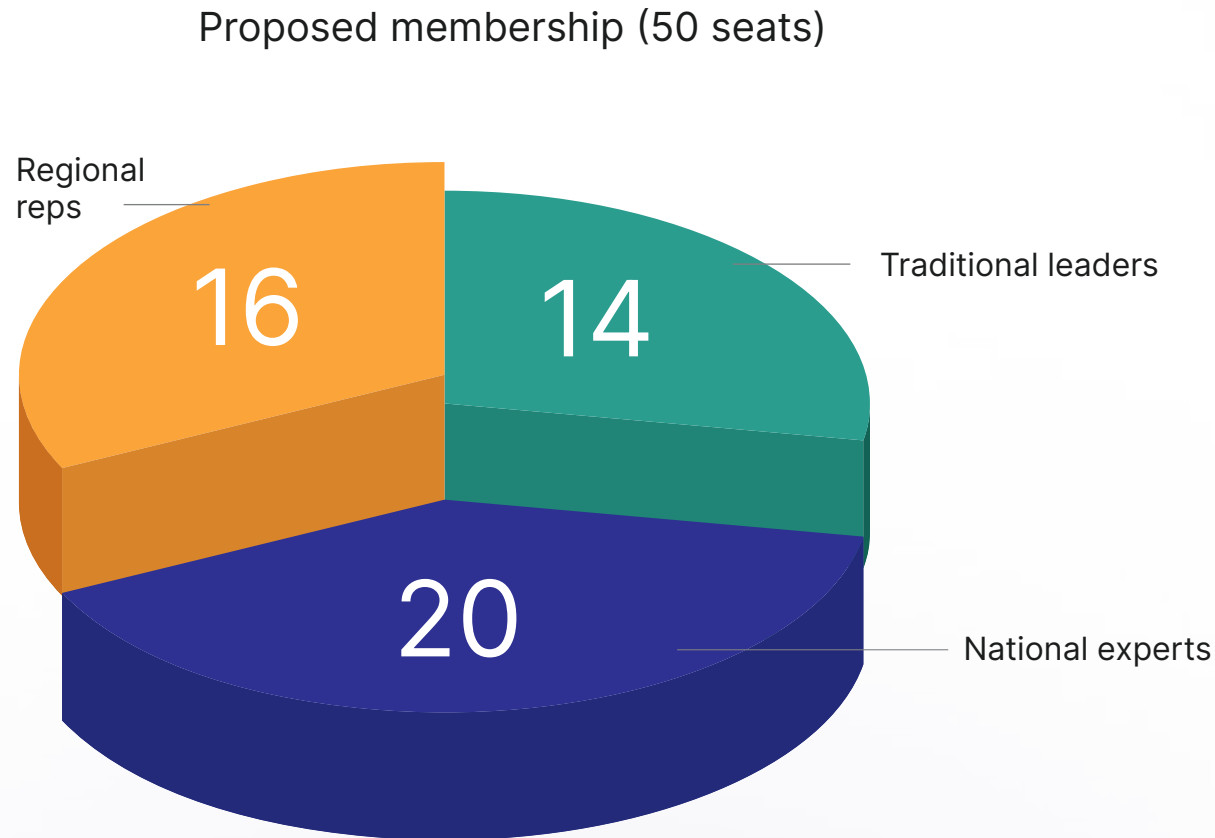
Functions

- Review and improve legislation
- Initiate policy on complex national issues
- Oversee major national projects
- Provide crisis advice during emergencies

Legislative process

Bills originate in Parliament. The Senior House reviews and may recommend amendments or delay implementation for refinement. Parliament can override suggestions by a simple majority, ensuring democracy prevails.

Composition of the Senior House



Traditional Leaders:

Paramount chiefs with proven success in community development provide cultural wisdom and grassroots insight.

National Experts

Distinguished professionals (economists, engineers, health specialists, jurists) ensure technical rigour and innovation.

Regional Representatives

Elected by Regional Assemblies, they channel local priorities into national deliberations.

The background of the slide features a series of concentric circles in a light blue color, centered on the left side. The circles vary in size, creating a sense of depth and movement. The main title is positioned within the innermost circle.

Core Functions of the Senior House

- **Legislative Review**

Scrutinise bills for technical quality, equity and feasibility; suggest improvements or apply a suspensive veto.

- **Policy Initiation**

Draft legislation on complex issues like healthcare, climate resilience and digital transformation.

- **Project Oversight**

Monitor major national projects to prevent corruption, delays and cost overruns.

- **Crisis Advisory**

Advise the President and Parliament during pandemics, natural disasters or security threats.

Legislative Process & Collaboration

Parliament

MPs draft and pass bills

Senior House

Reviews bills; proposes amendments or delays for up to 6 months

Parliament

Considers recommendations and takes final decision

Parliament can override with a simple majority

Parliament & Regional Coordination

Parliament

- Primary legislative body with democratic legitimacy
- Consults Senior House during drafting
- Retains ultimate authority: may override Senior House suggestions
- MPs remain directly elected; Cabinet drawn from MPs

Regional Ministers

- Appointed by the President; approved by Parliament
- Supervise local leaders and ensure alignment with national policies
- Coordinate emergency responses, budgets and major projects
- Serve four-year terms tied to presidential tenure

Terms & Accountability

Community	Term Length	Renewal	Accountability
Traditional Leaders	10 years	No	Performance reviews by regional assemblies; removal for misconduct
National Experts	8 years	No	Independent ethics audits; removal for conflicts of interest
Regional Representatives	6 years	Yes	Recall by Regional Assemblies; transparency in votes

Longer, non-renewable terms ensure stability while strict ethics rules protect integrity.

Regional Ministers: Coordinating the Regions

Presidential Coordinators

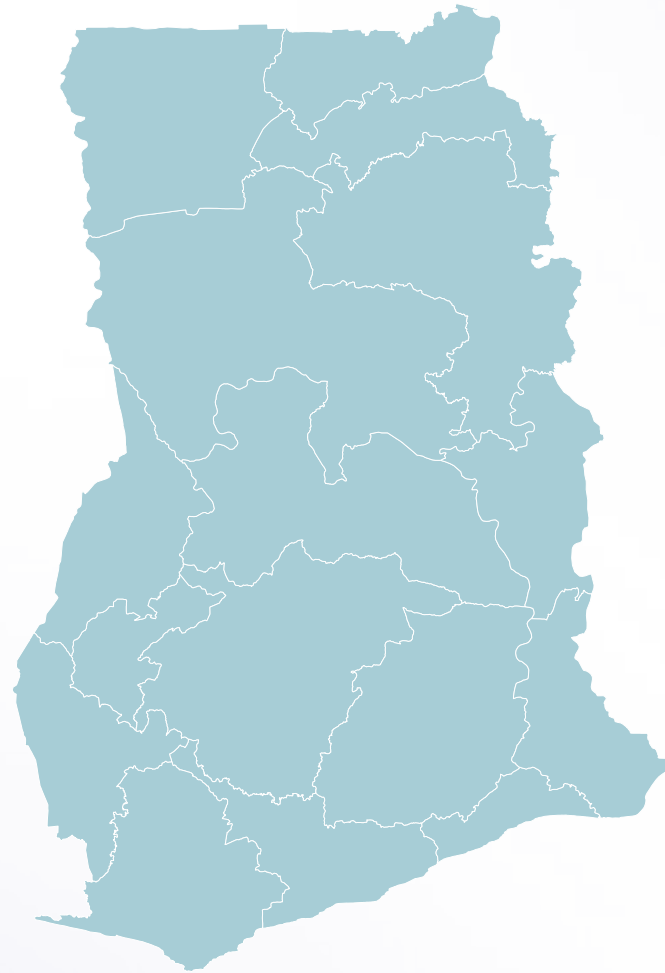
Appointed by the President with Parliamentary approval; serve four-year terms aligned with the Presidency.

Supervision & Implementation

Oversee Mayors, Town & Village Managers; ensure local projects align with national priorities; coordinate emergency responses.

Communication & Accountability

Report regional progress to the President; answer to Parliament and engage citizens through regional forums.

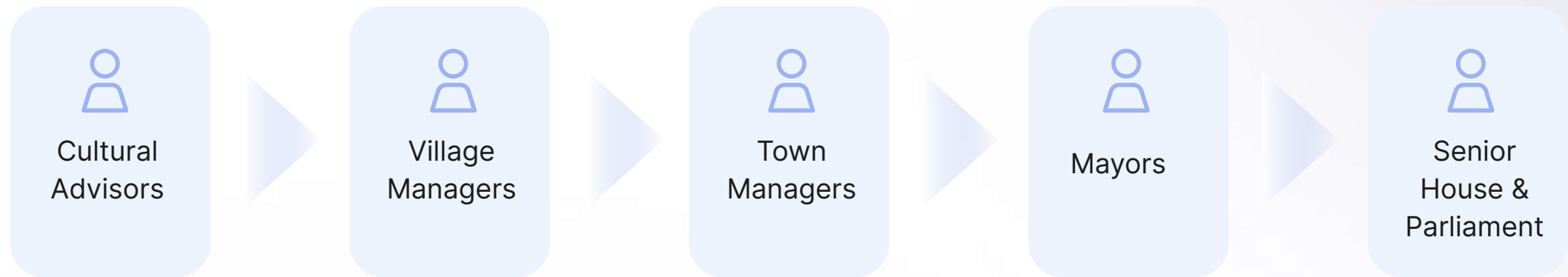


Ghana's Regions

16 regions span the country from the coastal south to the savannah north. Regional Ministers ensure policies are adapted to these diverse contexts.

Fair distribution of resources and coordinated project oversight depend on strong regional leadership.

Bridging Tradition & Governance



1. Chiefs provide cultural cohesion & mediation
2. Professional managers deliver service standards
3. Senior House synthesises tradition & expertise
4. Parliament retains democratic authority & oversight

Checks & Balances

Vertical Accountability

- Citizens elect MPs and local leaders
- Village, Town & City Managers report to District/Town/City Councils
- Regional Ministers supervise local managers and answer to Parliament & President
- Senior House members face ethics audits and term limits

Horizontal Accountability

- Parliament retains final say on all legislation
- Senior House offers expert review without permanent veto
- Joint committees foster collaboration on complex issues
- Public debates and transparent records build trust

Checks & Accountability

Senior House

- No permanent veto – only suspensive
- Transparency: public debates & records
- Independent ethics tribunal & removal for corruption

Senior House

- Annual performance reviews & audits
- Removal for incompetence or corruption
- Fixed terms encourage fresh perspectives

Senior House

- Regular elections for MPs & Mayors
- Parliamentary oversight of appointments & budgets
- Dual accountability of Regional Ministers to President & MPs

Challenges & Solutions

Elitism Fears

Public may see the Senior House as an exclusive club of elites.

Solution: Hold town halls, invite citizen testimony, elect regional reps

Elitism Fears

New bodies could clash over jurisdiction and mandates.

Solution: Clarify roles, establish joint committees and dispute protocols.

Regional Bias

Risk of parochial interests dominating national debates.

Solution: Mix local voices with national experts; emphasise unity in orientation.

Transition Complexity

Implementing reforms requires resources and capacity building.

Solution: Phase implementation, train managers and ensure adequate funding.

DECENTRALIZE THE MONEY

Fixing the Consolidated Fund Challenge through Rules-Based Transfers
2025-09-03

The Problem: Over-Centralized Consolidated Fund

**Revenues
Nationwide**

**Consolidated
Fund (Accra)**

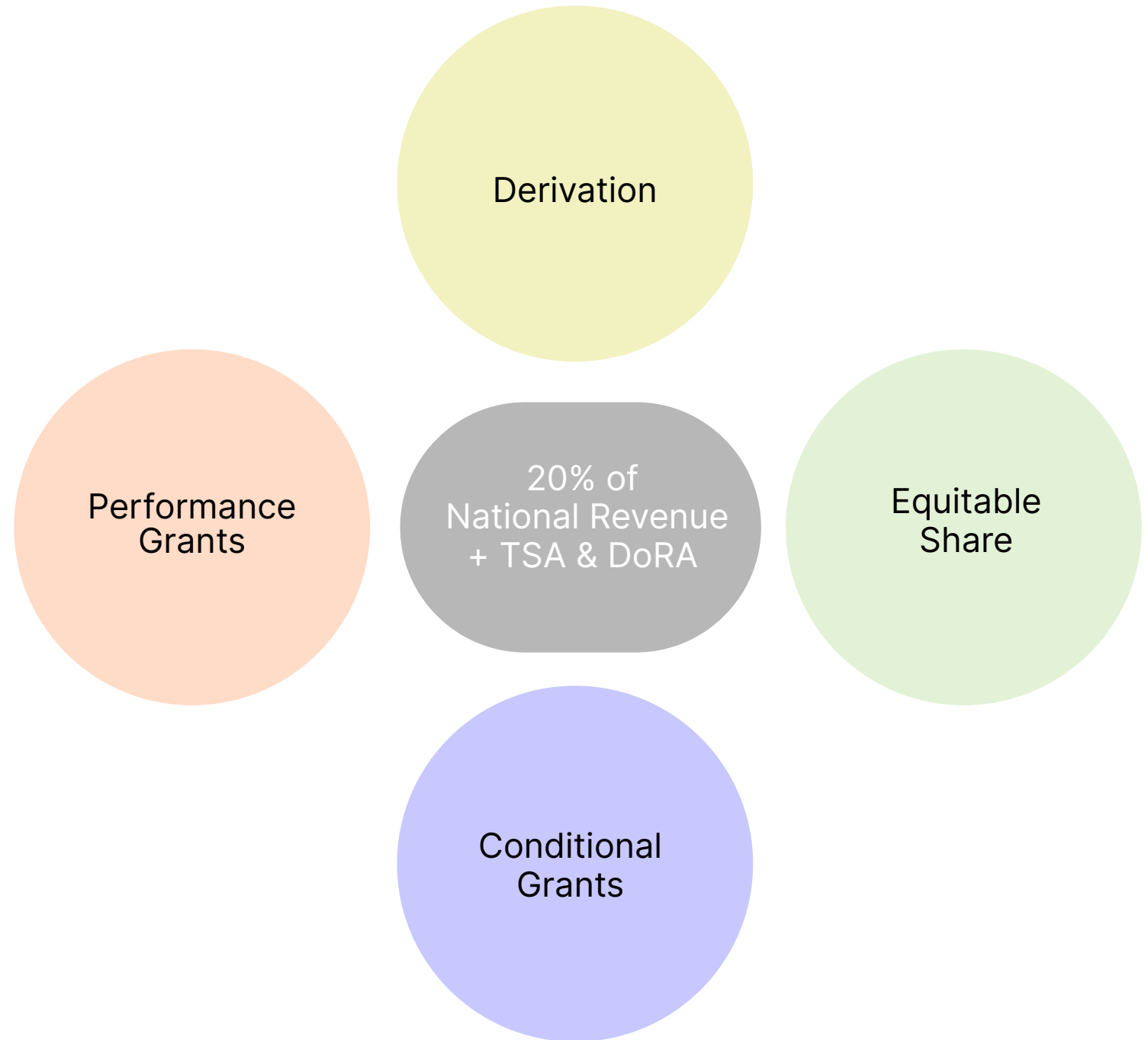
**Ad-hoc Releases
to MMDAs**

1. All tax receipts and revenues flow into a single Consolidated Fund in Accra.
2. MMDAs wait for ad-hoc releases; unpredictable and delayed.
3. Origin communities see little benefit from resources extracted locally.
4. Weak incentives for local revenue effort and accountability.

Why It Matters

1. Local development stalls — schools, clinics, roads delayed.
2. Trust in decentralization erodes: 'all decisions/money are in Accra'.
3. Regions rich in natural resources feel shortchanged.
4. Ghana's Constitution (Art. 252) requires $\geq 5\%$ to districts — undermined by weak releases.

Sample Architecture



Proposed Architecture for Ghana

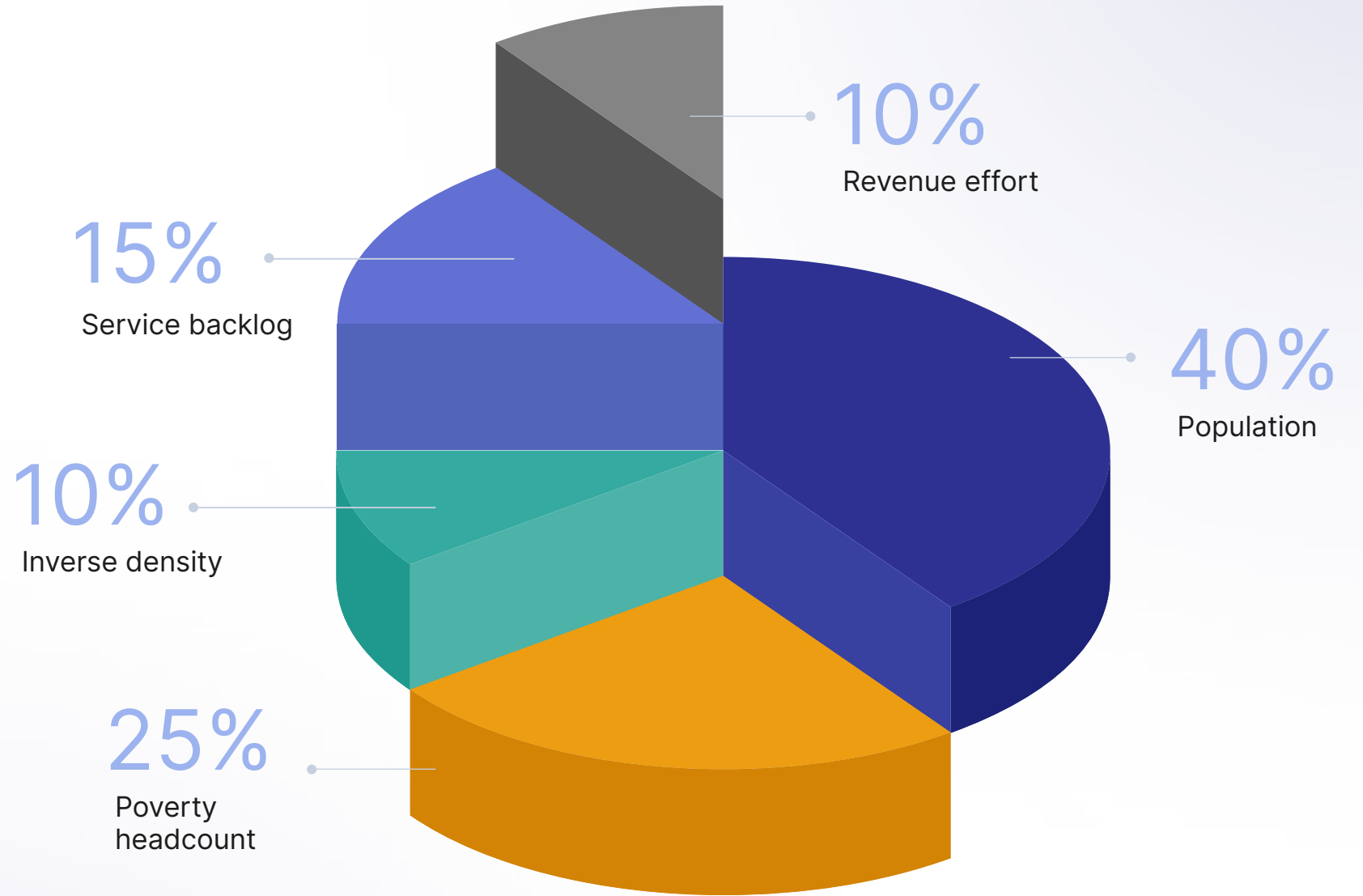
1. Equitable Share (unconditional): formula (pop, poverty, density, backlog, revenue effort).
2. Conditional Grants: Health, Education, Roads, WASH.
3. Performance Grants: Clean audits, PFM, service delivery.
4. Derivation: capped share of royalties back to source districts.

Anchor:

1. Sub-national share = 20% of national revenue (phased).
2. Division of Revenue Act annually.
3. Independent Ghana Grants Commission.
4. TSA sub-accounts, quarterly date-certain releases.
5. Public dashboard: 'Transfers to My District'.

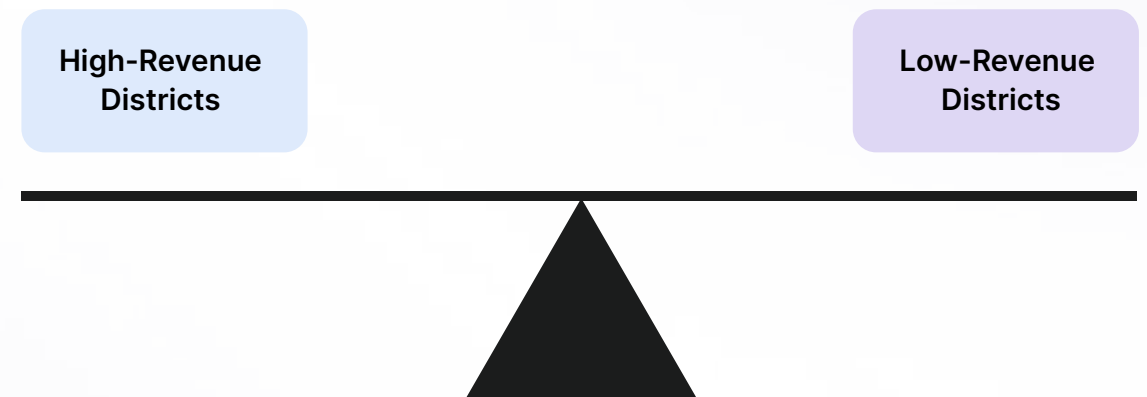
Equitable Share Formula (Illustrative)

Ensures fairness and incentives
without punishing effort.



Benefits of the Reform

1. **Fairness** – poor and sparsely populated districts get a boost.
2. **Predictability** – quarterly releases by law, not discretion.
3. **Incentives** – performance top-ups and derivation show local effort pays.
4. **Discipline** – TSA control and legal formula reduce arrears.
5. **Visibility** – dashboard empowers citizens to track funds.
6. **Efficiency** – managing the gaps between transfers and local revenues across districts lowers national costs and ensures balanced growth.



DECENTRALIZING MINISTERIAL HEADQUARTERS IN GHANA

Policy Proposal for Balanced National Development

Creating regional economic hubs

- Ghana's development is hindered by the overconcentration of ministries in Accra.
- This creates economic imbalance, congestion, and suppresses regional growth.
- Relocate ministries to resource-relevant regions to foster balanced development.
- Decongest Accra, expand regional economies, create a dynamic and resilient economy.

The Challenge of Centralization

- Nearly all ministries are headquartered in Accra.
- Infrastructure pressure: traffic, housing shortages, flooding.
- Regional underdevelopment despite natural resource endowments.
- Widening inequality and increased rural-urban migration.

The Case for Realignment

- Locating ministries in resource regions boosts value chains.
- Stimulates SMEs, logistics, housing, and regional investment.
- Creates multiple economic hubs across Ghana.
- Enhances national resilience by reducing dependence on Accra.

Decentralize Ministries' Headquarters

Ministry of Agriculture →
Tamale (Northern Region)

Ministry of Lands & Natural Resources →
Kumasi (Ashanti Region)

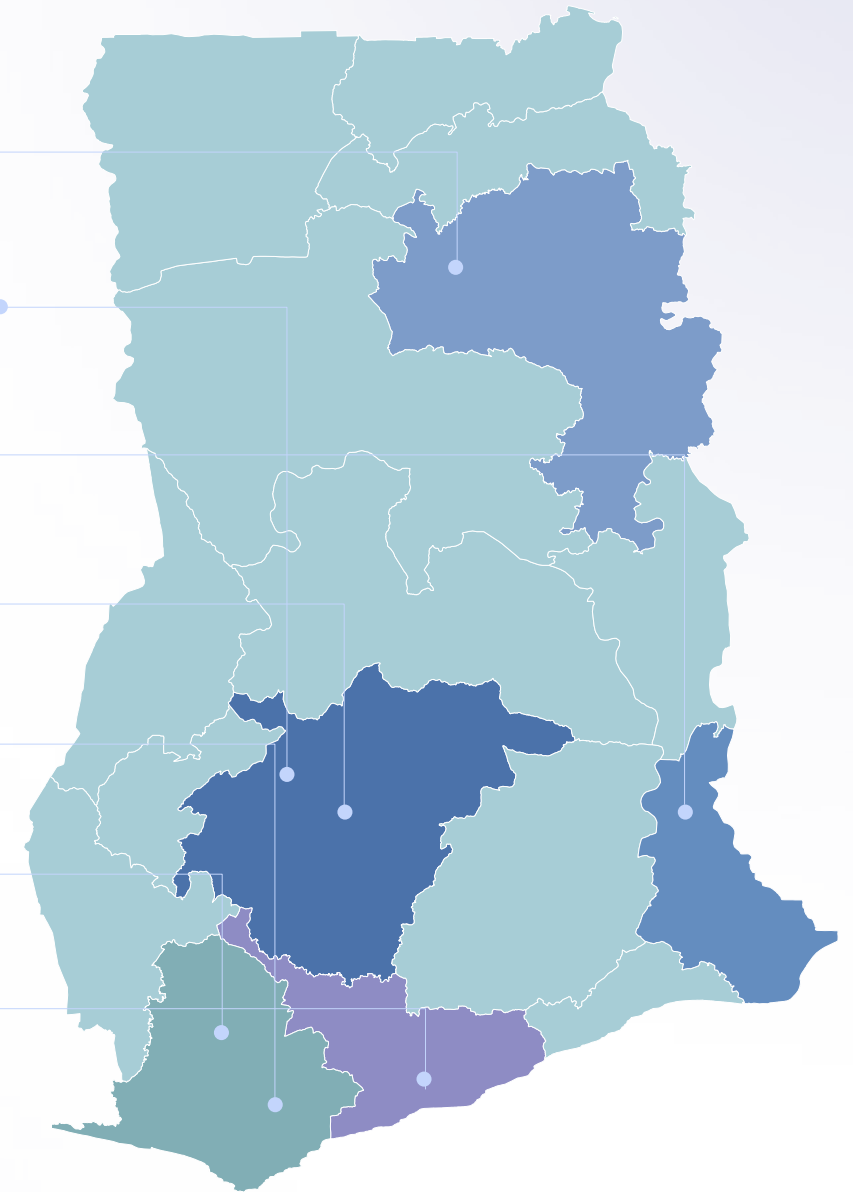
Ministry of Tourism →
Ho (Volta Region)

Minerals Commission →
Obuasi (Ashanti Region)

Ministry of Energy →
Takoradi (Western Region)

Ministry of Fisheries & Aquaculture →
Takoradi (Western Region)

Ghana Education Service →
Cape Coast (Central Region)



Benefits of Decentralization

- Balanced economic growth across regions.
- Decongestion of Accra (traffic, housing, services).
- Improved infrastructure and living standards nationwide.
- Stronger national cohesion and inclusive development.
- Decentralization is a nation-building strategy.
- By redistributing ministries across resource-rich regions, Ghana can:
- Create a dynamic, balanced, and resilient economy.
- Decongest Accra and unlock rapid nationwide development.
- The time for bold action is now.

UPDATING THE SOFTWARE VERSION.

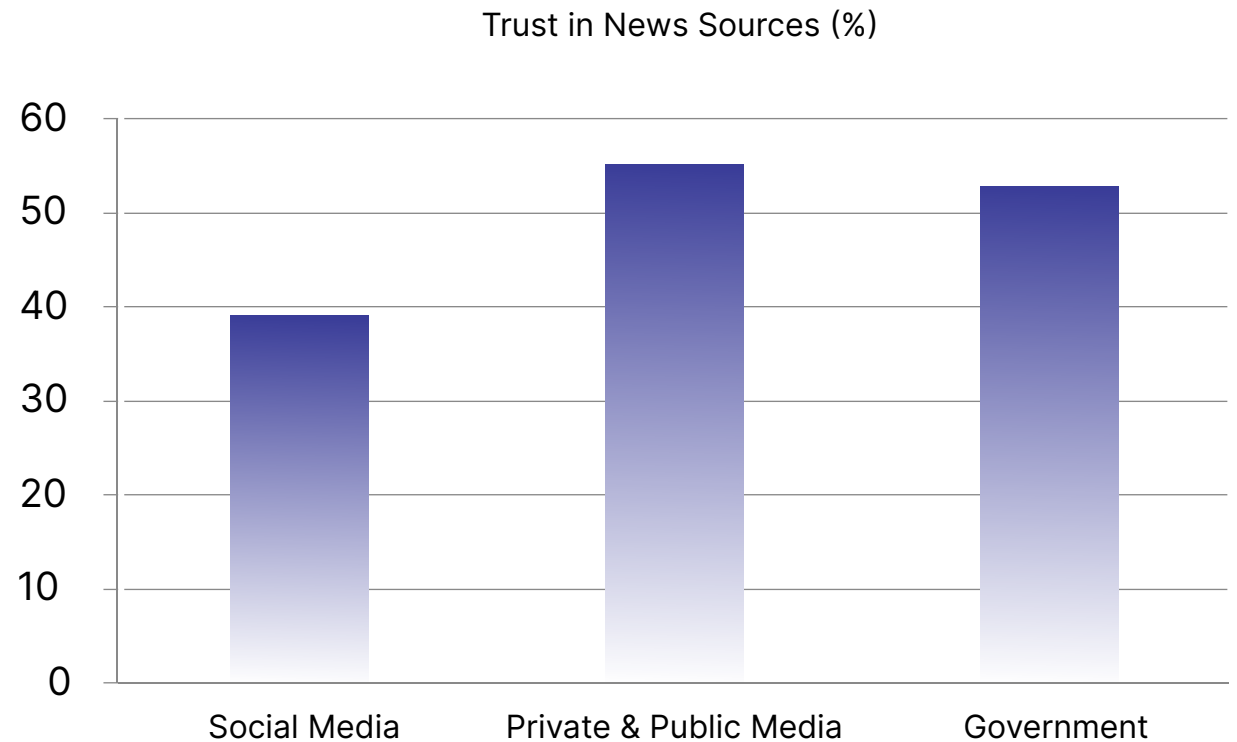
Works because of an inherent desire to build a good society

GHANA NEWS AGENCY (GNA) WHEN A NATIONAL WIRE FALLS SILENT

How GNA's weakened posture fuels distrust—and what Ghana can do about it

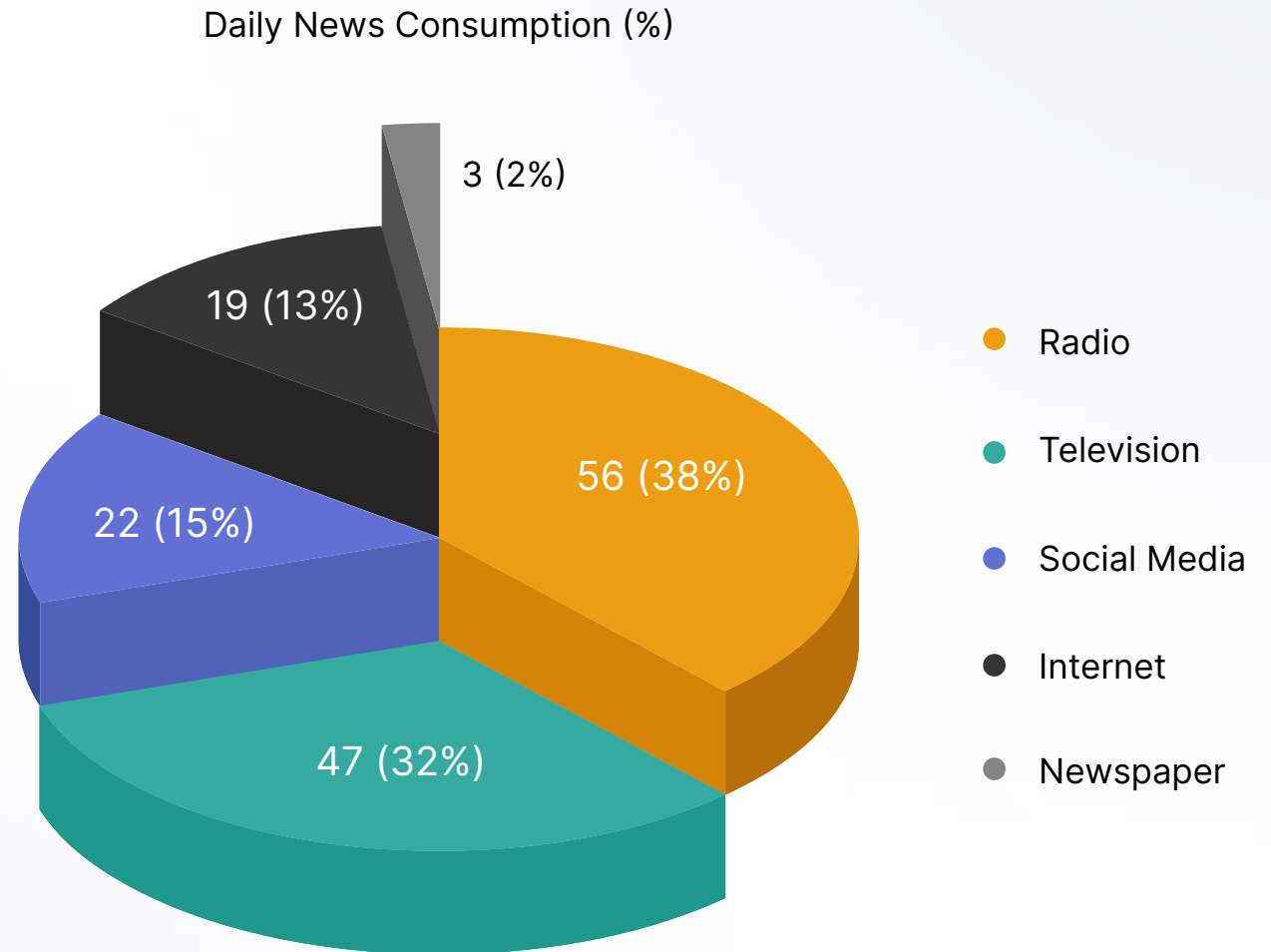
The Problem

- Verification gap: rumours spread faster than facts via WhatsApp & social media
- Brown-envelope journalism erodes trust in news
- Weak standards and under-resourced regulators enable bias
- Disinformation thrives around elections and public health crises
- Mistrust and polarisation undermine democracy



Why Posture Matters

- A strong national wire is the factual backbone of democracy
- Sets the first draft of verified news for all outlets
- Without it, facts are replaced by rumours, partisanship & manipulation
- GNA must be fast, independent & collaborative to reclaim relevance



Ghana's Digital News Landscape

40%

get daily news
via social media

39%

trust social
media for news

92% / 86%

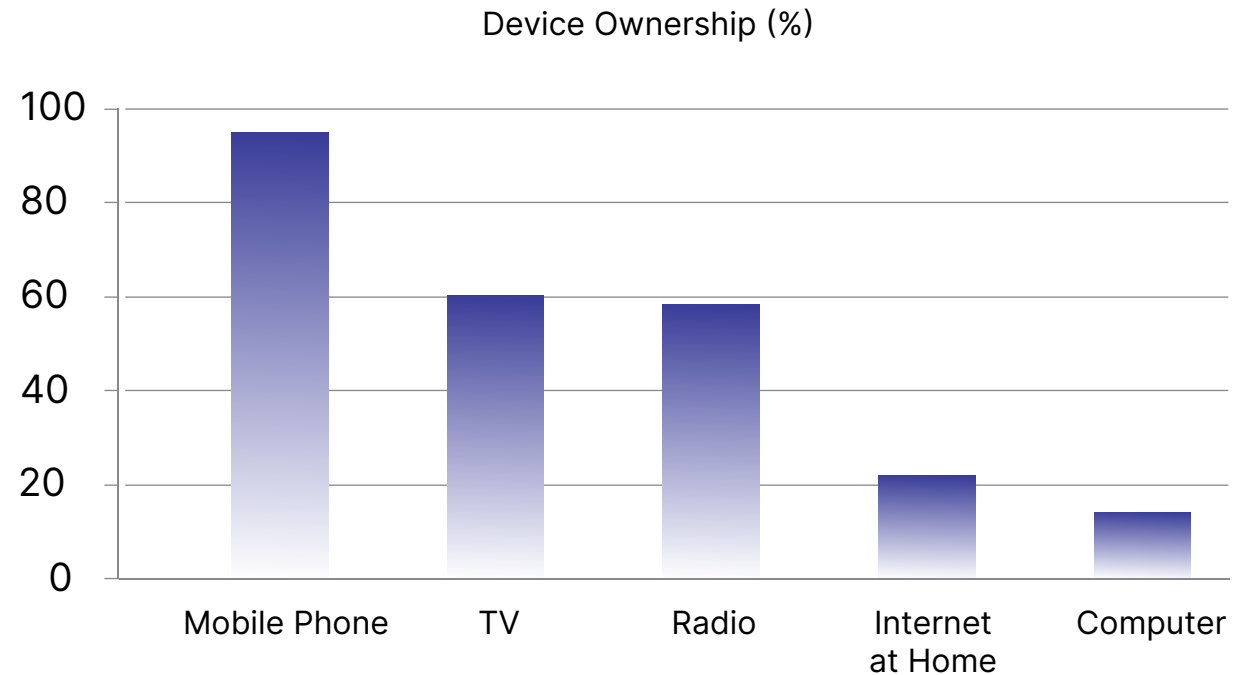
say social media raises awareness / fuels
fake news

24% / 87%

use Internet daily / own a mobile phone

Media Access & Technology

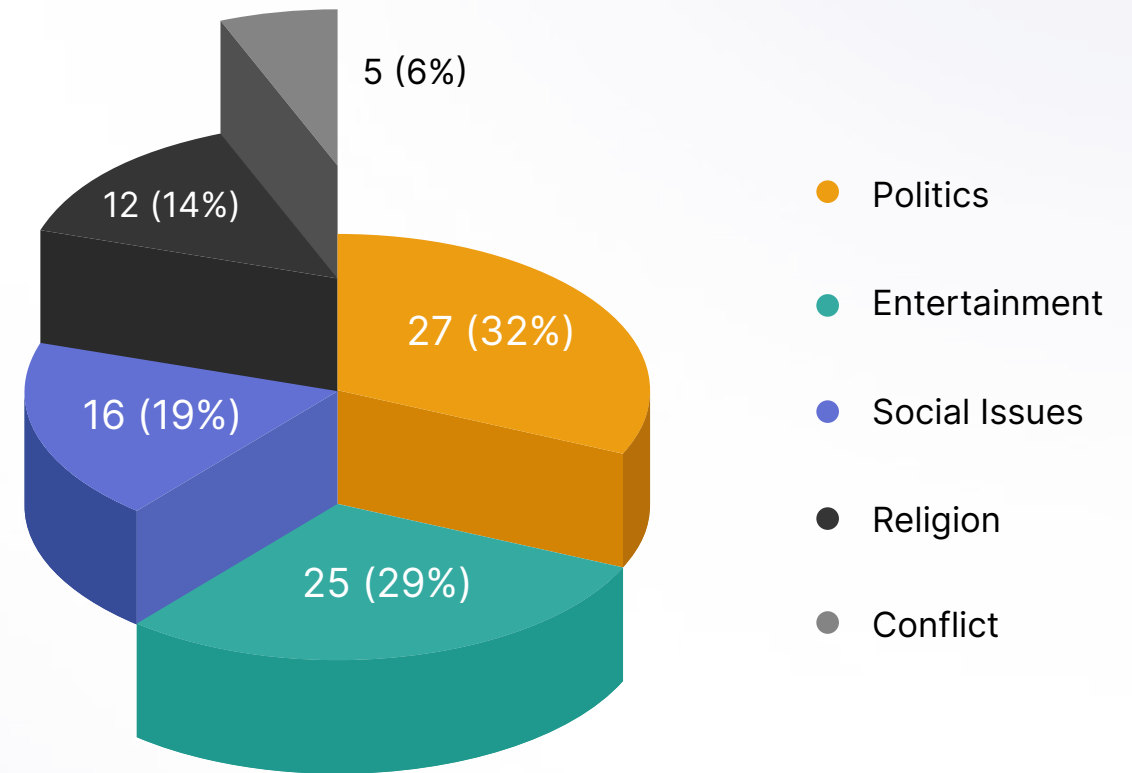
- Men use the internet more than women (35% vs. 15%)
- Mobile phone usage: 88% men vs. 82% women
- Radio ownership: 59% urban vs. 55% rural households



Misinformation Content Areas

- Politics dominates misinformation but other domains also contribute
- Entertainment & social topics account for over 40% of false stories
- Religious and conflict narratives are less frequent but still harmful

Share of Misinformation Cases (%)



Why Reform?

Independence & Funding

Secure statutory independence & stable budgets (AP/AFP models)

Collaborative Fact-checking

Build a Ghana Verification Network (CrossCheck model)

Impartiality Rules

Adopt broadcast impartiality rules (Ofcom model)

Platform Accountability

Negotiate transparency compacts (EU DSA)

Journalism Fund

Establish a public-interest fund for reporters

Media Literacy & Resilience

Educate citizens to spot and resist false news

Trust by Design

Implement The Trust Project's principles

Audience-first Delivery

Distribute news via WhatsApp & community radio

FROM RELIGIOUS & MORAL EDUCATION (RME) TO CIVIC & MORAL EDUCATION (CME)

From Ancestral Soil to Civic Ground

Context: A Nation in Ethical Crisis

1. Rising indiscipline; weakened respect for institutions
2. Hostile, polarised discourse amplified by social media
3. Guiding question: how do we nurture civic-minded, ethical youth?
4. Proposal: curriculum reform aligned to today's ethical challenges

Discipline

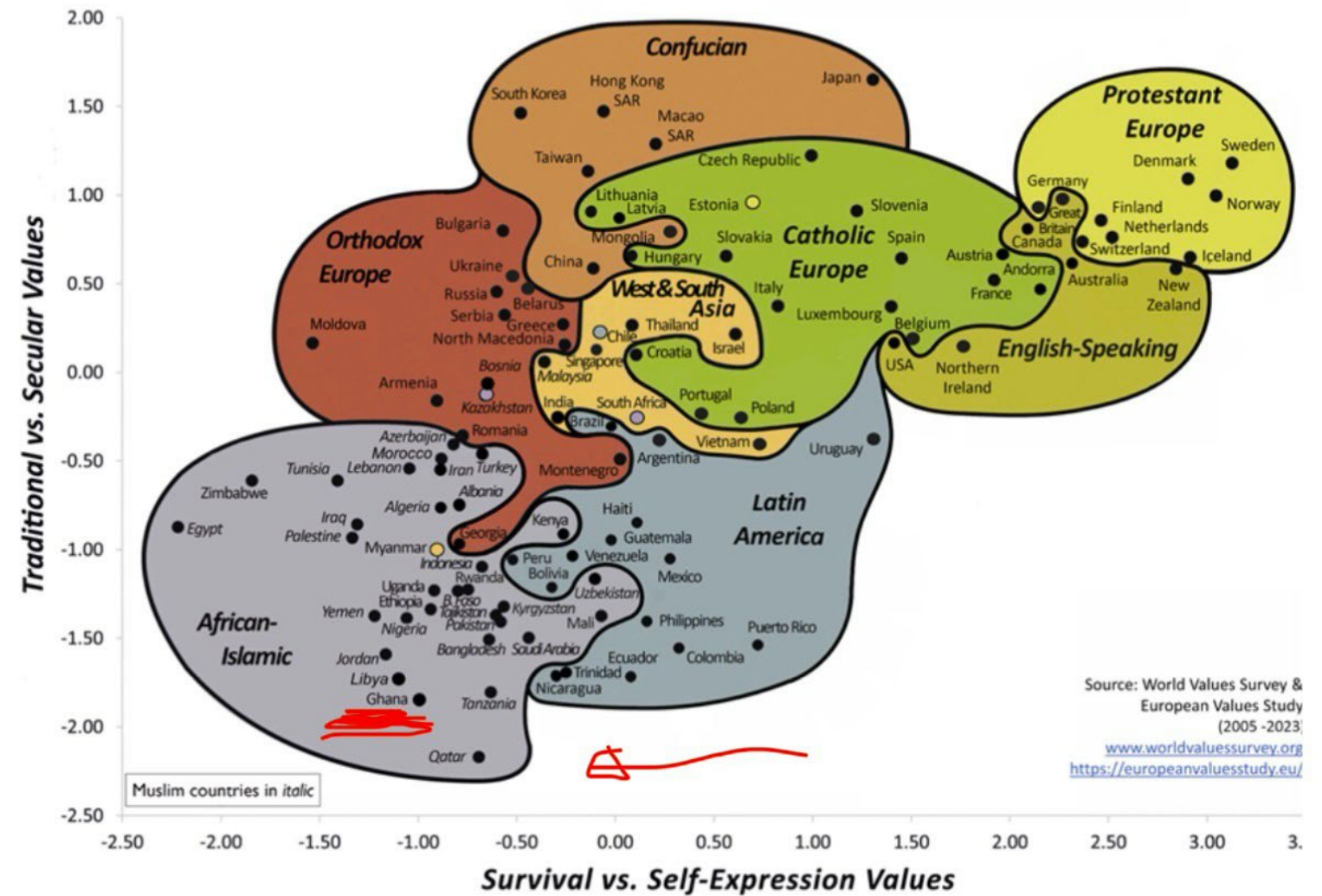
Civic Duty

Digital Decorum

Why the Current RME Falls Short

- Overemphasis on religious texts without practical ethics
- Limited civic education: weak grasp of rights, duties & institutions
- No structured digital responsibility (misinformation, cyberbullying)
- Ethical leadership & work ethics not systematically reinforced

Our comparative values view....



What is Civic & Moral Education (CME)?

- A practical course that integrates ethics, citizenship, and leadership
- Prepares learners for a tech-driven world while upholding core values
- Outcome: disciplined, respectful citizens who strengthen institutions

Ethics

Citizenship

Leadership

CME: Five Core Themes



Theme	Key Lessons	Societal Impact
Moral & Ethical Decision-Making	Integrity, honesty, respect	Fair, decorous choices
Citizenship & Civic Engagement	Governance, rule of law	Informed participation
Digital & Social Media Ethics	Online decorum, fact-checking	Healthier discourse
Ethical Leadership & Work Ethics	Accountability, transparency	Anti-corruption culture
Environmental & Social Responsibility	Sustainability, service	Unity & stewardship

12 Core Traits of Ethical Citizens

1. **Transcendence:** optimistic, creative, future-oriented
2. **Drive:** perseverance; excellence via hard work
3. **Collaboration:** teamwork, open-mindedness, flexibility
4. **Humanity:** empathy, kindness, forgiveness
5. **Humility:** self-awareness, curiosity, respect
6. **Courage:** bravery, resilience, principled stands
7. **Accountability:** ownership, reliability
8. **Justice:** fairness, equality, social responsibility
9. **Temperance:** self-control, patience, emotional intelligence
10. **Judgment:** critical thinking, adaptability
11. **Integrity:** honesty, transparency, consistency
12. **Circumspection:** thoughtfulness, strategic, risk-aware

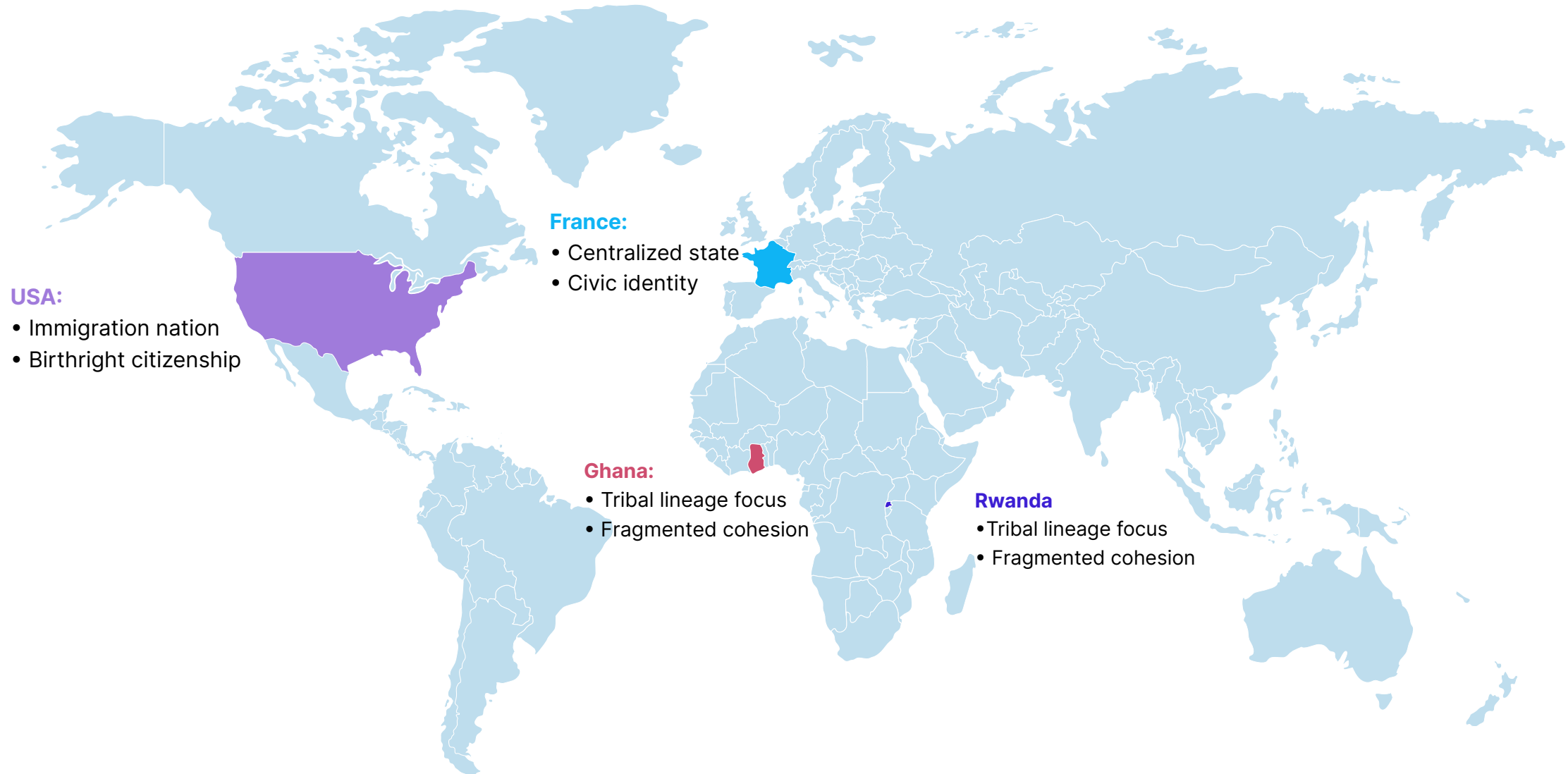
JUS SOLI: REDEFINING HOMETOWN FOR MODERN GHANA

From Ancestral Soil to Civic Ground

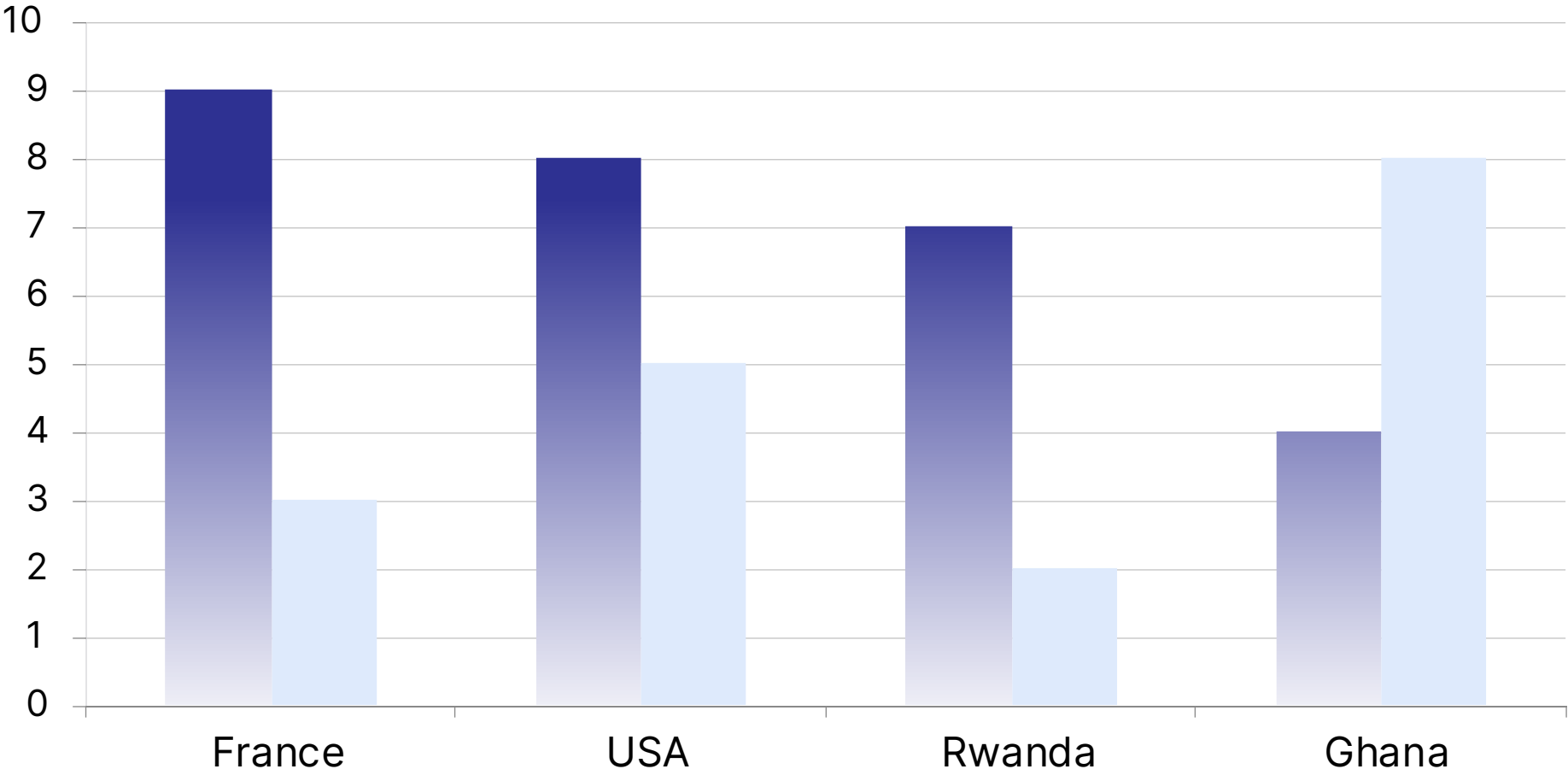
The Ghanaian Conundrum

- Hometown defined by ancestry (jus sanguinis)
- Challenges: Political tribalism, development inequity, social exclusion
- Need to shift to birthplace/residency (jus soli) for national cohesion

Comparative Models of Belonging



Comparative Models: France, USA, Rwanda, Ghana



Benefits of Jus Soli for Ghana

- Enhanced national cohesion
- Improved governance and service delivery
- Reduced tribalism and discrimination
- Simplified administration and processes
- Hometown definition is crucial for social order
- Jus soli fosters unity, equity, and functional governance
- Ghana can build a coherent future based on shared residence and civic identity

OUR TOWER OF BABEL PROBLEM - LANGA -

How GNA's weakened posture fuels distrust—and what Ghana can do about it

The Problem – A Nation of Many Tongues

- Linguistic Fragmentation: Over 80 indigenous languages create invisible barriers.
- The English Divide: Only 28% speak English fluently, creating an elite-mass divide.
- Consequences:
 - Education: High dropout rates due to English-only instruction.
 - Tribalism: Language fuels political and social divisions.
 - Economy: Hindered trade and communication across regions.
 - Culture: Indigenous knowledge and languages are at risk of erosion.

We are united by nationality but divided by communication.

Language Reform Board (National Language Institute)

- Design and steward 'Ghanalang' aka Langa (status, corpus, acquisition)
 - Coordinate research and public consultation
 - Publish standards: orthography, lexicon, grammar
 - Develop teacher training, curricula, and learning materials
 - Produce digital assets: keyboard, spellcheck, TTS/ASR datasets
 - Oversee pilots in schools, media, public services

The Cost of Inaction

- Without a unifying language, Ghana risks:
 - Permanently fractured education system.
 - Deepening tribal and political divides.
 - Economic inefficiency and lost potential.
 - Erosion of cultural heritage.

The status quo is not an option.

The Vision: One Language for National Unity (Ghanalang / Langalanga)

- A scientifically crafted second national language.
- The Goal: A linguistic common ground for all Ghanaians.
- Core Principles:
 - Inclusive: Fairly integrates elements from Twi, Ga, Ewe, and Dagbani.
 - Accessible: Simple grammar and familiar sounds for easy adoption.
 - Modern: Equipped with vocabulary for the 21st century.
- Not a Replacement: Complements mother tongues and English.
- Deeper comprehension when STEM is taught in a familiar tongue.
- National Unity: Shared identity and reduced tribalism.
- Economy: Seamless business from Accra to Tamale.
- Governance: Inclusive access to government and justice.

Addressing Concerns about Ghanalang (Langalanga)

- Will it erase our mother tongues?
 - No. The 'Three-Tongue Model' ensures preservation:
 1. Mother Tongue (L1)
 2. Ghanalang (L2)
 3. English (L3)
- Why not just use Twi?
 - Fairness: Hybrid design ensures no group dominates.
- Is it realistic?
 - Yes. Examples: Indonesia (Bahasa Indonesia), Tanzania (Swahili).

The Linguistic Framework: A True Hybrid

- Phonology:
 - 7 Oral Vowels (a, e, ε, i, o, ɔ, u) + 5 Nasal Vowels (ã, ě, ĩ, õ, ũ)
 - Key consonants: /kp/, /gb/, /ŋ/, /ts/
- Grammar (S-V-O):
 - Past Tense: na- + verb (Twi) → na-me dzi (I ate)
 - Future Tense: be- + verb (Dagbani) → be-e va (She will come)
 - Negation: n- + verb + -o (Twi) → n-me fo o (I didn't go)
- Vocabulary:
 - sù (water: Ewe tsi + Dagbani kom)
 - nyonyo (beautiful: Ewe)
 - ade (thing: Twi)

CLARIFYING CHANGE MANAGEMENT.

Works because of an inherent desire to build a good society

THE CHANGE PROCESS – NDPC NEEDS CHANGE

How GNA's weakened posture fuels distrust—and what Ghana can do about it

Change Management

National Development Corporation

Competing mandates blur accountability and spark jurisdictional disputes.

Sovereign Fund

Launch Ghana Verification Network & collaborative fact-checking inside GNA

Central Bank

Impartiality rules & platform transparency compact; regulatory capacity building

National Institute of Languages

Public-interest journalism fund (50 reporters) & WhatsApp/community radio products

“

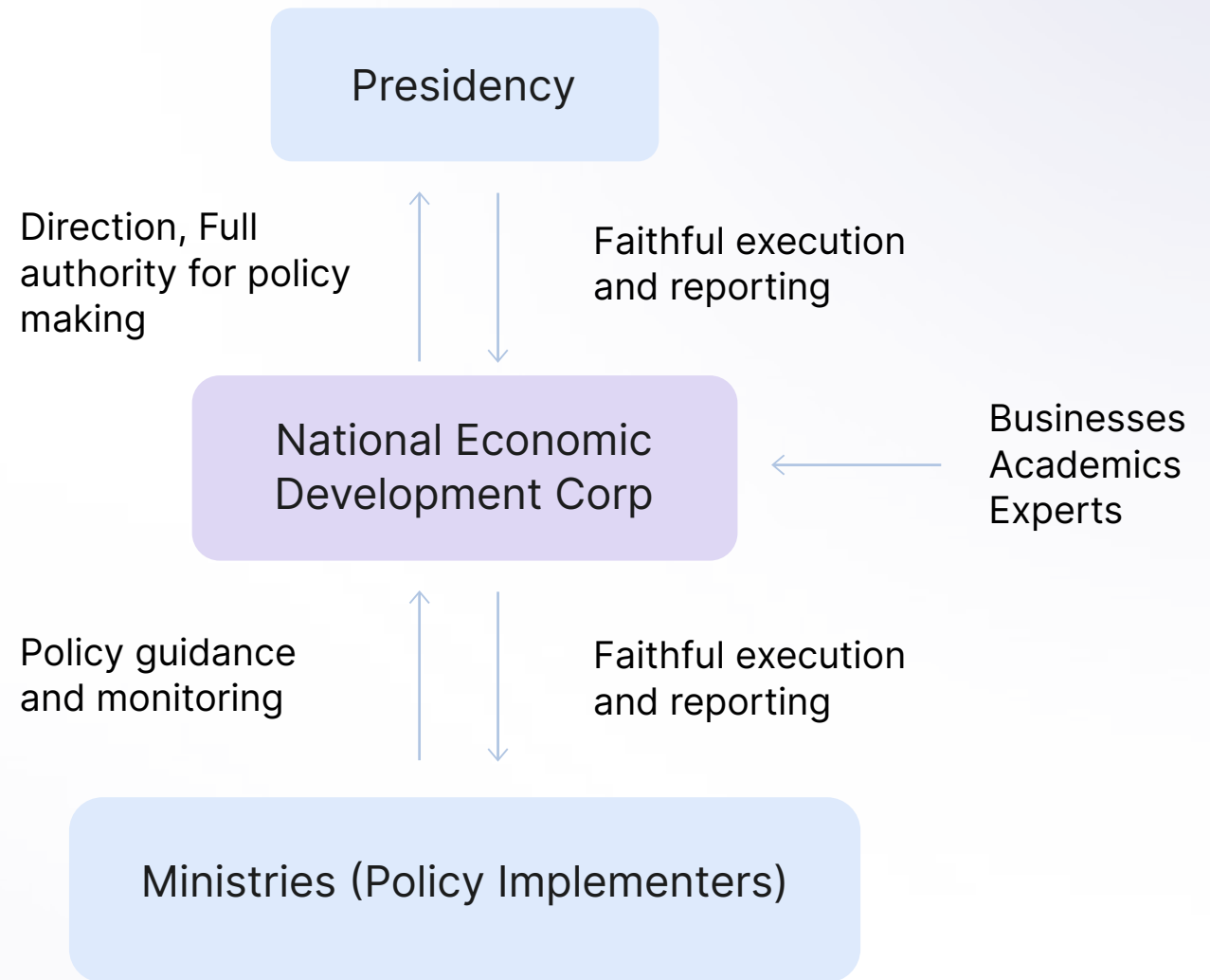
The creation of a competent, powerful but accountable group of technocrats is one of the most original and successful of the institutional innovations that distinguish the high-performing East Asian economies from the patterns characteristic of Latin America and Africa.”

The Key to the Asian Miracle: Making Shared Growth Credible, by J.E. Campos & H.L. Root, 1996)

”

Change Management – rationalize NDPC

National Economic
Development
Corporation (NEDC)



Why NDPC Change is Needed

- Fragmented planning and oversight across multiple agencies.
- Over GHS 300 million annually spent on overlapping development bodies with poor coordination.
- Ministry of Finance: ~40% of government projects are delayed or abandoned due to weak planning/oversight.
- Ghanaians deserve agility, innovation, accountability, and visible results.

We need a lean, performance-led vehicle to plan, monitor, and deliver.

The Proposal: National Economic Development Corporation (NEDC)

- Create National Economic Development Corporation (NEDC) to replace NDPC and consolidate scattered agencies.
- Redesign to attract global talent
- Nonprofit development corporation modeled on global best practices.
- Laser-focused on efficient planning, rigorous project monitoring, and national competitiveness.

NEDC — Regional Operating Divisions

Term Length	Primary Focus
NEDC – Sahel	Northern regions; climate adaptation, irrigation, agri-productivity.
NEDC – South	Coastal regions; infrastructure, fisheries, blue economy, tourism.
NEDC – West	Western Ghana; mining governance, agriculture, energy value chains.
NEDC – East	Eastern corridors; trade logistics, agro-processing clusters.
NEDC HQ	Strategy, capital allocation, performance tracking, and accountability.

What NEDC Will Do

Feasibility & Planning

Actionable plans for national & regional priorities

Budget Oversight

Value-for-money scoring across the public investment pipeline

Eliminating Waste

Detect overlaps and inefficiencies; recommend consolidations

National Project Delivery and Monitoring

Track timelines, cost, and quality; publish regular reports

Competitiveness Reporting

Benchmark Ghana vs. peers; surface gaps and opportunities

Staffing & Leadership: Hiring the Best

CEO via Global Search

Actionable plans for national & regional priorities

Talent from Private Sector

Value-for-money scoring across the public investment pipeline

Merit-Based Recruitment

Skills over politics; performance contracts and KPIs

Why This Matters for Ghana

Financial Efficiency

Save an estimated GHS 100–150m annually in overhead

Faster Delivery

Reduce delays/abandonments through disciplined oversight

Accountability

Transparent reporting on performance and spend

Competitiveness

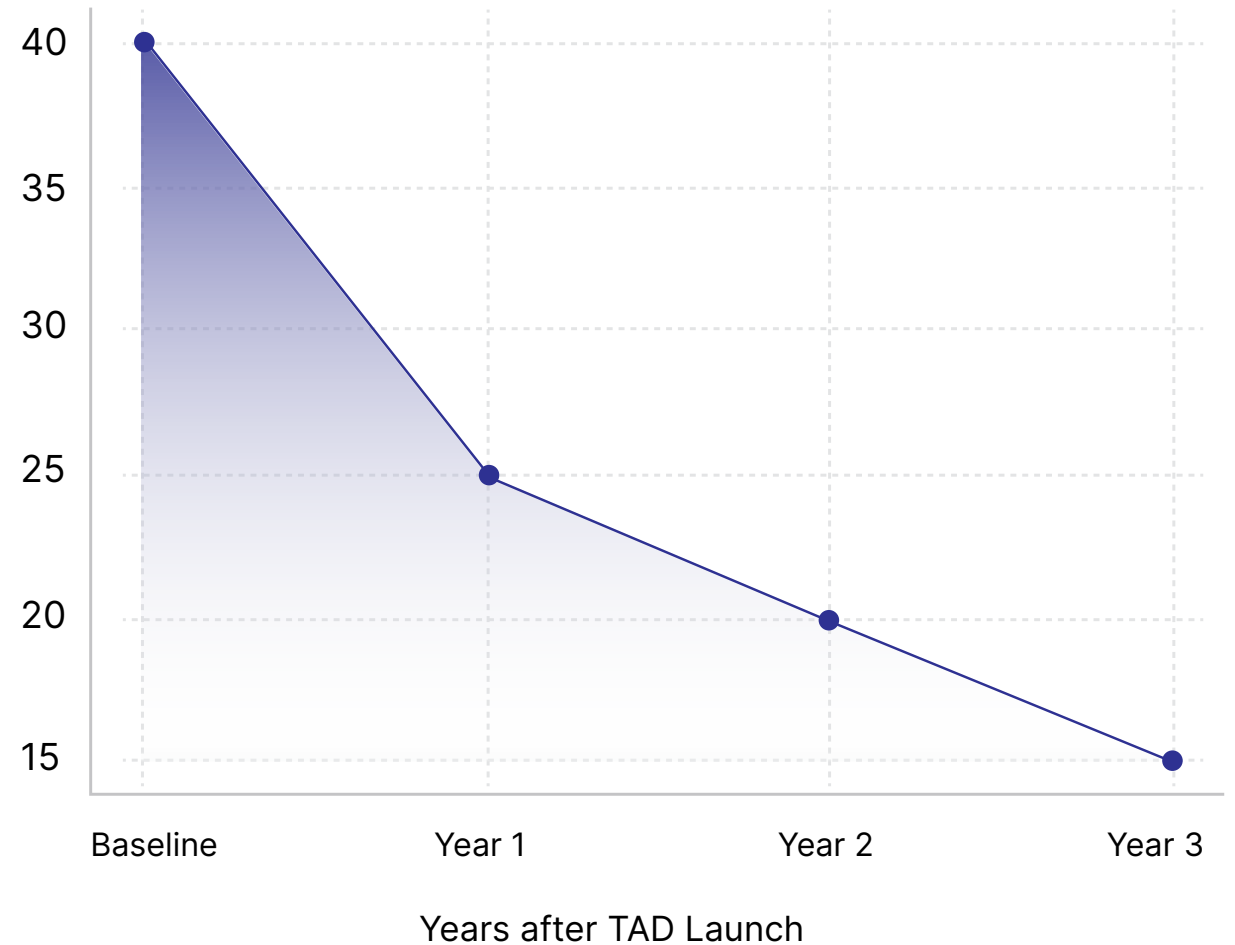
Benchmarking to guide reforms and attract investment

Illustrative reference:

Rwanda's streamlined model shows what's possible.

Execution Discipline — Targeting Fewer Delays

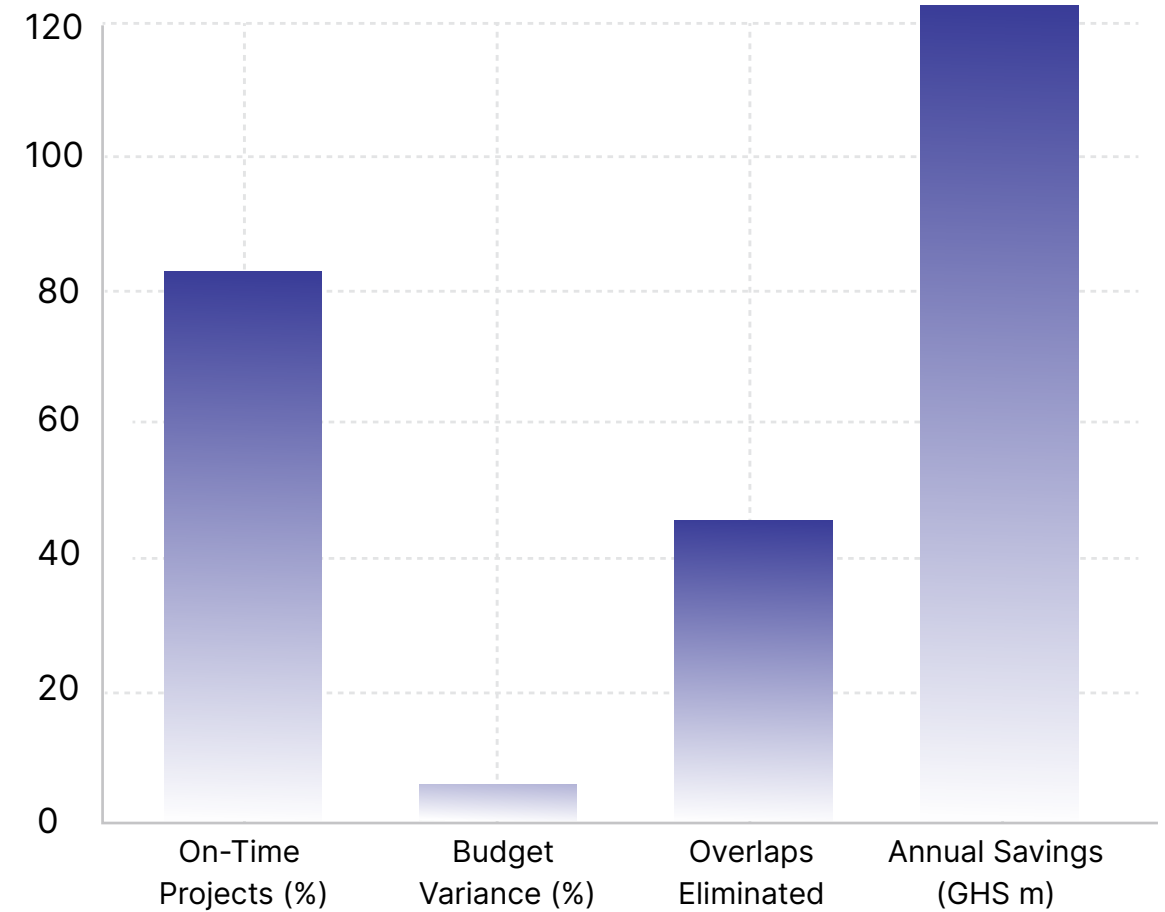
Project Delay/Abandonment Rate-Target Trajectory



From ~40% baseline to $\leq 15\%$ by Year 3 (illustrative targets).

Accountability — KPI Targets

KPI Targets at Steady State (illustrative)



Targets for visibility and public reporting (illustrative)

Governance & Accountability

Value-for-Money Board

Independent oversight; publish scoring of major projects

Value-for-Money Board

Quarterly dashboards and open data on project status

Performance Contracts

Executives tied to delivery KPIs; clawbacks for failure

Audit & Risk

Continuous internal audit and risk registry with mitigations

Position NEDC as Ghana's Owner's Representative for mega/major projects

Mandate & Authority

- Owns end-to-end delivery of Ghana's top 50–100 capital projects
- Holds stage-gate authority (G0–G5) and value-for-money sign-off
- Sets standards, methods, and data for all MDAs on major projects

Scope

- Transport, energy, water, health, education, digital infrastructure
- PPP, EPC/EPCM, DBO/DB-FM models supported

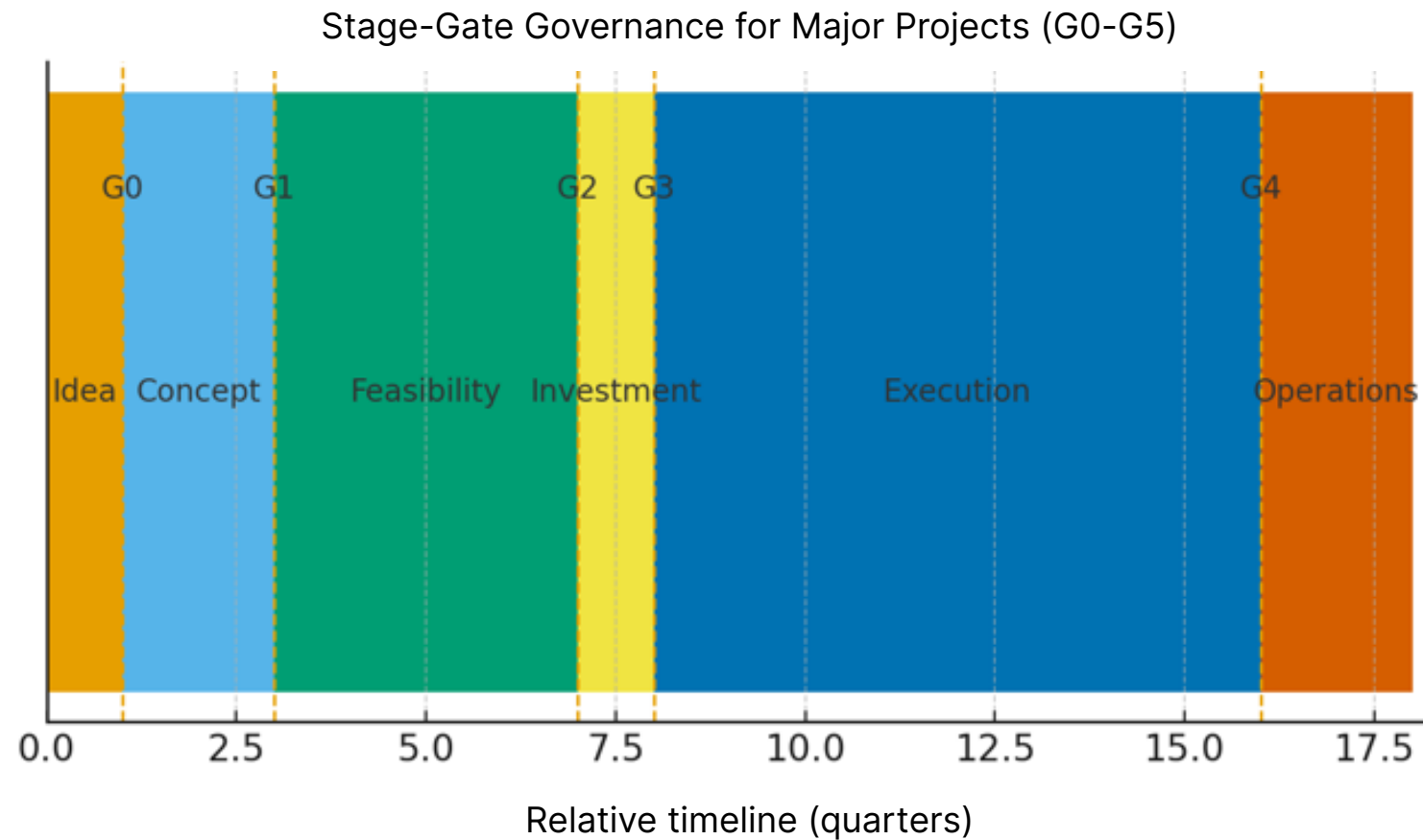
Core Capabilities

- Owner's project controls (schedule, cost, risk, change)
- Commercial & contracts (FIDIC/NEC), claims & dispute resolution
- Engineering assurance, HSE, quality, commissioning & handover

Outcomes

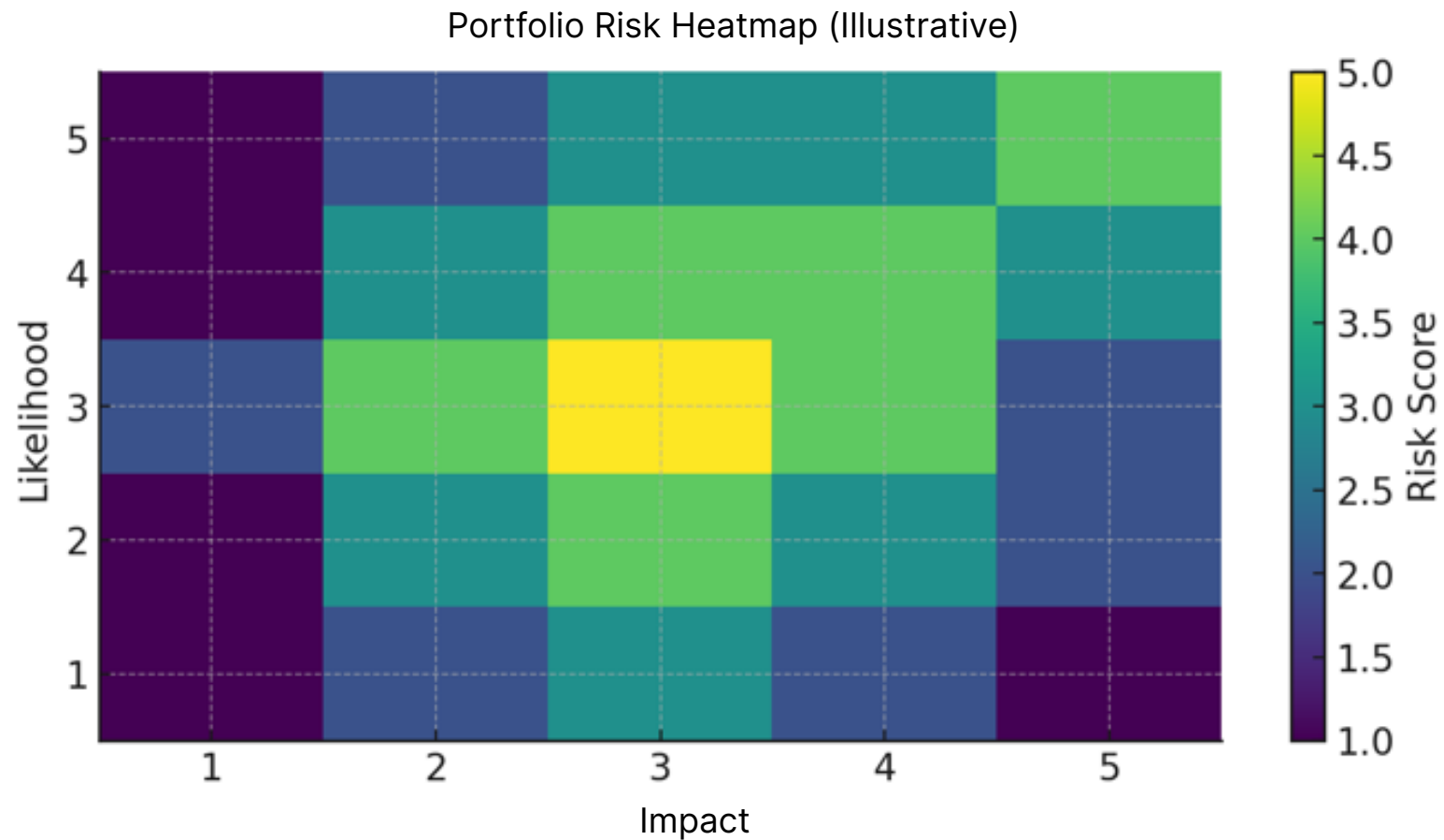
- On-time/on-budget delivery, lifecycle value, transparency, local content

Stage-Gate Governance — G0 to G5



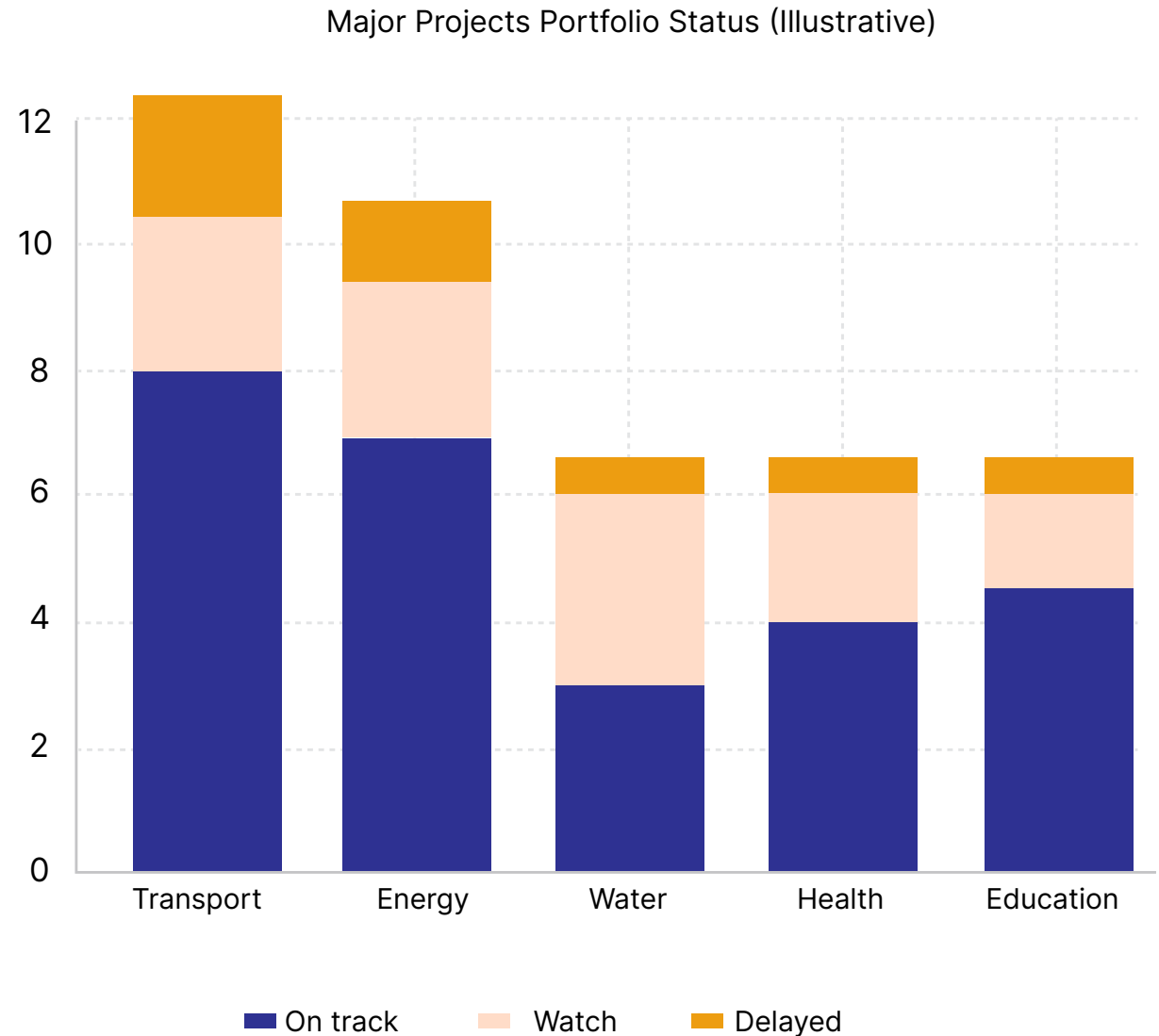
Single source of truth: proceed/hold decisions at each gate; benefits tracking and risk review embedded.

Risk & Readiness — Portfolio Heatmap



Early warning via integrated risk registers; mitigation owners and dates tracked in the control room.

Portfolio Delivery Dashboard — Status by Sector



Weekly dashboard: RAG status, SPI/CPI trends, critical risks, and gate forecasts per sector.

Delivery Models & Commercial Strategy

Model Selection

- PPP, EPC/EPCM, DB, DBO, DBFM based on risk-transfer and VfM analysis
- Standardized option appraisal (PSC vs. PPP) and affordability tests

Contracts & Claims

- Standard forms (FIDIC/NEC); clear risk allocation; incentive mechanisms
- Early dispute avoidance boards; claims analytics

Supply Chain

- Prequalification, vendor scorecards, framework agreements for repeat work
- Local content targets with supplier development programmes

Assurance, Readiness & Change Control

Independent Assurance

- Technical advisor/owner's engineer reviews at G1–G3; cost & schedule audits

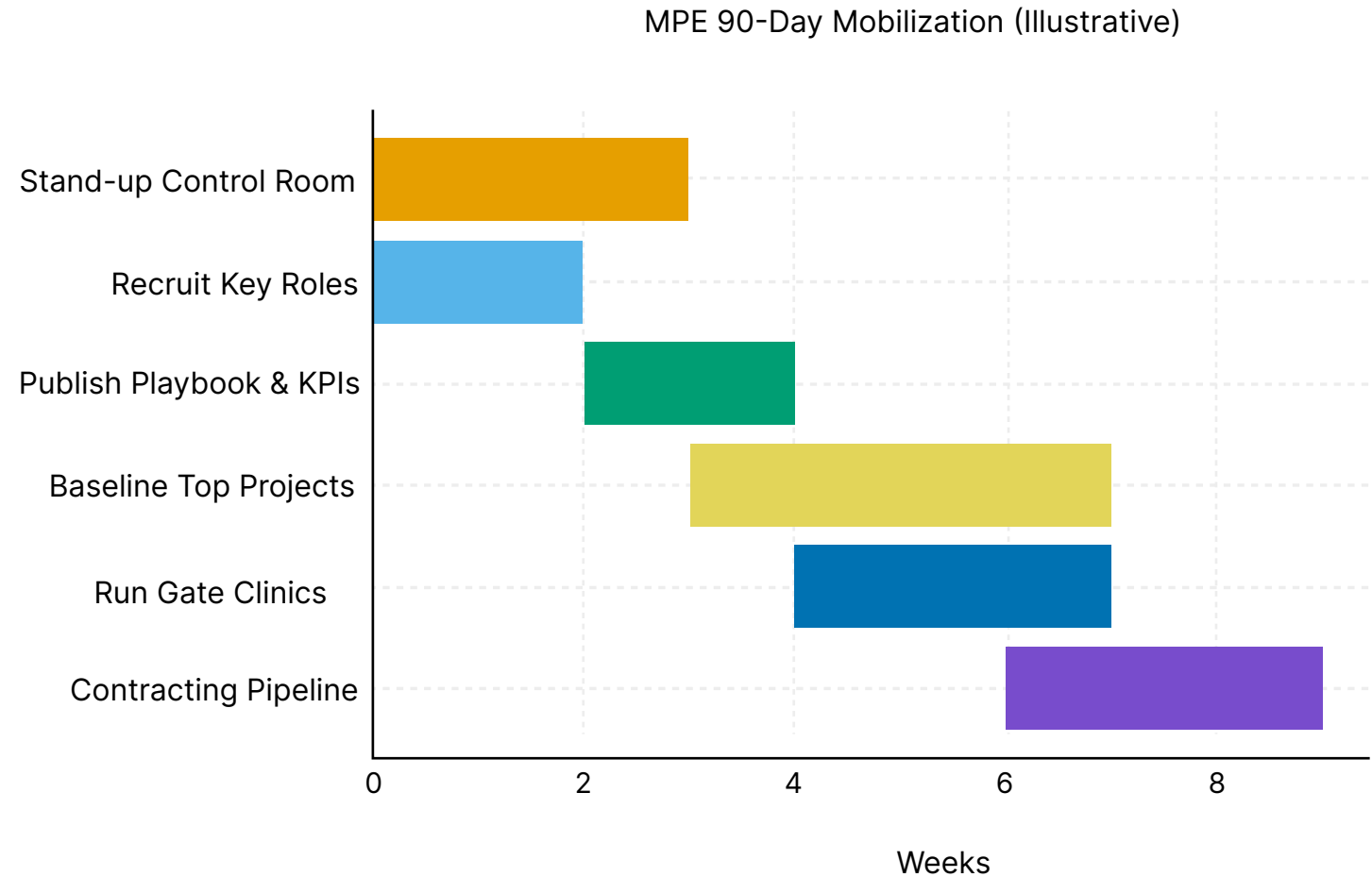
Readiness to Execute

- Land, permits, utilities, resettlement, and financing achieved before G4

Change Control

- Single change board; quantified impacts; value engineering pathway

First 90 Days — Mobilize MPE



Control room live in Month 1; baseline top portfolio and start gate clinics by Month 2.

Decision Rights (RACI) — Major Projects

Activity	NEDC MPE	Line Ministry/Agency	Ministry of Finance	Contractor
G1 Concept Approval	A	C	C	I
G2 Feasibility Approval	A	C	C	I
G3 Investment Decision	A	C	A	I
G4 Notice to Proceed	A	R	C	R
Cost/Schedule Baseline	A	R	C	C
Change Control Board	A	R	C	C

About The Author

Hene Aku Kwapong is a Fellow at Center for Democracy & Development (CDD) Ghana and a board member Park Street in Denmark, Ecobank Ghana and Development Bank Ghana Guarantee.

A graduate of MIT, Cambridge, where he holds a BS, MS and MBA, with a PhD from Columbia University School of Graduate School of Arts & Sciences.

He is a former Head of Management & COO - Royal Bank of Scotland EMEA & Asia Credit Markets, CRO at Park Street Private Equity in London, Former VP - Deutsche Bank Global Markets Structured Products, Former Treasurer & SVP Finance - New York City Economic Development Corporation and had Senior Manager roles at Microsoft, General Electric and Exxon Mobil.

He is of the conviction that unless sub-Saharan countries rearchitect the social organization of their societies, they risk permanently remaining appendages to a world that will cease to care about their interests.

An aerial photograph showing a multi-lane highway running vertically through the center. To the left of the highway is a vast, dense green forest. To the right is a residential area with various houses, some with swimming pools, and a parking lot with several cars. The text is overlaid on the left side of the image.

A Modern Ghana for Everyone

Genuine decentralisation means clean water in every village, modern services in every town and world-class opportunities in every city.

Now is the time for bold reform. Let us join hands to build a government that truly serves its people.