



National
Development
Planning
Commission

GUIDELINES FOR PREPARING 2026-2029 MEDIUM-TERM DEVELOPMENT PLANS

- Ministries, Department and Agencies
- Regional Coordinating Councils
- Metropolitan, Municipal, District Assemblies

DECEMBER 2024

GUIDELINES FOR PREPARING 2026-2029 MEDIUM-TERM DEVELOPMENT PLANS

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FOREWORD

As we embark on the seventh edition of the Planning Guidelines for the 2026-2029 planning period, it is important to reflect on the transformative changes that have shaped our planning landscape in recent years.

Since the enactment of the National Development Planning (System) Regulation, 2016 (L.I. 2232), the Local Governance Act, 2016 (Act 936), the Land Use and Spatial Planning Act 2016 (Act 925), and the Public Financial Management Act, 2016 (Act 921), our planning system has evolved significantly. The regulatory framework outlined in L.I. 2232 emphasises the alignment of development plans with the National Development Policy Framework and Planning Guidelines.

The development paradigm of the Medium-Term National Development Policy Framework, coupled with global commitments including the African Union (AU) Agenda 2063 and the 2030 Agenda for Sustainable Development (SDGs), has ushered in a new era of development focus. Also, the emphasis on the five prioritised SDG targets, the welfare of children, local economic development, green jobs, technological

advancements, resilience planning and public-private partnerships, underscores the dynamic nature of our planning landscape.



As we adapt to these changes, it is essential for Ministries, Departments, and Agencies (MDAs), Regional Coordinating Councils (RCCs) and Metropolitan, Municipal, and District Assemblies (MMDAs) to align their development plans with the nation's development focus and planning regulations. It is also crucial to find the right balance between addressing local needs and aligning to national plans, to ensure that no one is left behind for equitable distribution of the development benefits.

These Guidelines were developed in consultation with key stakeholders, including MDAs, RCCs, MMDAs, Development Partners, Civil Society Organisations, and the Private Sector. These Guidelines aim to facilitate the preparation of medium-term development plans aligned with national aspirations. The Guidelines

comprehensively address critical issues such as climate change mitigation and adaptation, ensuring access to clean water, sanitation, and hygiene (WASH) facilities, promoting gender equality, and safeguarding the rights of children, among others. By integrating these critical issues into the planning process, the Commission aims to foster holistic and resilient development outcomes.

The plans prepared using these Guidelines are anticipated to meet the highest quality standards and contribute significantly to our collective journey toward sustainable development. All stakeholders must respond to the call to effectively use these Guidelines in the preparation and implementation of their development plans.

Together We Build!



Prof. George Gyan-Baffour,
Chairman - NDPC



Ministry of Finance

STATEMENT FROM THE MINISTRY OF FINANCE

The Ministry of Finance acknowledges the critical role of the 2026-2029 Planning Guidelines in shaping the development agenda for Ministries, Departments, and Agencies (MDAs), Regional Coordinating Councils (RCCs) and Metropolitan, Municipal, and District Assemblies (MMDAs). Developed through extensive consultation with a broad range of stakeholders, these Guidelines are aligned with our national development aspirations and address both regional and global frameworks, such as the African Union Agenda 2063 and the Sustainable Development Goals (SDGs). We commend the National Development Planning Commission (NDPC) for its leadership in establishing a comprehensive framework that emphasises sustainable development, inclusivity, and resilience.

As a key partner in the development planning system, the Ministry of Finance plays a vital role in the planning and budgeting processes. Our responsibilities are closely linked to ensuring that all development initiatives are adequately financed and that resource allocations are aligned with national priorities in the Medium-

Term National Development Policy Framework (MTNDPF). To facilitate the budgeting processes, the Ministry provides indicative budget ceilings, financial projections, and guidelines to MDAs, RCCs, and MMDAs, ensuring that resources are mobilised efficiently, and development plans are grounded in financial realities.

Our role extends beyond merely providing resources; the Ministry actively collaborates with the NDPC to coordinate policy and technical hearings. This collaboration ensures that proposed programmes and projects are financially sustainable and aligned with their respective Medium-term Development Plans, reinforcing the seamless link between planning and budgeting processes as highlighted in the Public Financial Management Act, 2016 (Act 921).

Effective monitoring and evaluation are essential to the success of our development plans. The Ministry of Finance is committed to working with the NDPC and other stakeholders to establish robust monitoring and evaluation frameworks. These frameworks will enable

us to track progress, identify challenges, and make informed decisions, thereby enhancing the impact of our development initiatives.

Throughout the planning period, the Ministry remains dedicated to ensuring that MDAs, RCCs, and MMDAs have access to the necessary financial resources to implement their development programmes. The Ministry provides oversight on the mobilisation of funds from both internal and external sources, including Public-Private Partnerships (PPPs) and contributions from Development Partners. Additionally, the Ministry is focused on enhancing the capacity of MMDAs to generate their Internally Generated Funds (IGFs), thereby

empowering them to support local development initiatives.

In conclusion, the Ministry of Finance is resolute in its commitment to support the successful implementation of the 2026-2029 Medium-Term Development Plans. By ensuring the availability of adequate resources, fostering efficient financial planning, and aligning budgets with national development objectives, the Ministry aims to contribute significantly to the shared vision of sustainable and inclusive development. The Ministry looks forward to continued collaboration with all stakeholders in this endeavour.

Mohammed Amin Adam (PhD),
Minister for Finance



STATEMENT FROM THE LAND USE AND SPATIAL PLANNING AUTHORITY

The 2026-2029 Planning Guidelines for the preparation of medium-term development plans (MTDPs) of Ministries, Departments and Agencies (MDAs), Regional Coordinating Councils (RCCs), Metropolitan, Municipal and District Assemblies (MMDAs) is the seventh in the series of such Guidelines prepared by the National Development Planning Commission (NDPC) since 1996.

Although these Guidelines have shaped and helped focus the development trajectory of Ghana on a path to sustainable growth, much of the local and national development targets have been missed due to weak integration of the policy and spatial components of planning. The strategic role of spatial planning in helping realise specific development aspirations has not been prominent in the previous Guidelines leading to misalignment between strategic national development policies and the prospects for their spatial realisation through appropriate zoning policies.

Currently, only 13 percent of District Assemblies have prepared their Spatial Development Frameworks (SDF) as does 9 percent for the number of urban settlements with Structure Plans. This signals very poor preparedness to rationally express development policies in space and facilitate national development.

With the mandate of performing the spatial, land use and human settlements planning functions of the National Development Planning System established under the National Development Planning Commission Act, 1994 (Act 479) and the National Development Planning (System) Act, 1994 (Act 480), the Land Use and Spatial Planning Authority (LUSPA) is mandated to provide for sustainable development of land and human settlements through collaboration with the NDPC in the production and dissemination of relevant Guidelines.

In accordance with the three-tier spatial planning systems established under Act 925, all District Planning Authorities are required

to prepare SDFs, Structure Plans and Local Plans, as appropriate, to ensure a direct connection between national development objectives and the spatial realisation of these aspirations through a chain of conformity on the basis of the three levels of spatial plans. Additionally, Section 56 (1) of Act 925 requires that every development plan comes with a spatial component. In essence, the spatial dimensions of development interventions as indicated in their SDF should be reflected in the development aspirations of the districts over the four-year planning period and beyond.

LUSPA remains committed to playing a central role in the successful implementation of the

2026-2029 Planning Guidelines by ensuring that spatial planning considerations are fully integrated into national development efforts. In addition to these Guidelines, District Planning Authorities are required to make use of the specialised Guidelines and manuals prescribed by the Land Use and Spatial Planning Authority (LUSPA), for the Preparation of Spatial Plans.

Through continued collaboration with all stakeholders, LUSPA will guide the development of sustainable, balanced, and resilient human settlement, ensuring that Ghana's infrastructure and land use meet the needs of both present and future generations.

Kwadwo Yeboah (PhD, FGIP),
Chief Executive Officer - LUSPA

STATEMENTS FROM DEVELOPMENT PARTNERS



GIZ, GHANA

The programme Participation, Accountability, and Integrity for a Resilient Democracy (PAIReD) supports public institutions in Ghana in implementing citizen-oriented, trustworthy and accountable governance structures at national and local level. PAIReD works on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ), co-financed by the European Union (EU) and the Swiss State Secretariat for Economic Affairs (SECO) in partnership with the Ministry of Finance in Ghana and is implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.

The preparation of the Planning Guidelines for 2026-2029 medium-term developments plans serves as a critical framework for promoting sustainable and inclusive development across the country. Fostering an integrated planning approach, where development plans, budgets, and spatial plans are harmonised, aims to contribute to more coherent and efficient development outcomes based on the prioritised needs of citizens. This alignment not

only improves the coordination of resources but also ensures that local and national priorities are effectively addressed, and that prioritised investments and service delivery are implemented. The PAIReD Programme remains fully committed to supporting this process, as it enhances the overall planning and development space in Ghana. Together, we are to create a more resilient and forward-looking Ghana.



UNICEF, GHANA

UNICEF is happy to be associated with NDPC's new Planning Guidelines for MDAs, RCCs and MMDAs, and is proud to have provided technical support and made inputs towards its preparation. UNICEF's mandate to uphold the rights of children in Ghana has consistently been expressed in its support for strengthening government's policy-making, planning, monitoring and evaluation systems and processes, in order to ensure that children's rights and issues are prioritised for implementation at national and district levels. The NDPC has demonstrated itself to

always adopt a professional, consultative, and inclusive approach to the review and revision of these Planning Guidelines, and we sincerely appreciate this. It is UNICEF's expectation, that MDAs, RCCs and MMDAs will abide by the Planning Guidelines to enable them produce and implement child-friendly medium-term development plans and their related annual action plans and budgets, so that, together, we can achieve the SDGs and the African Union Agenda 2063 targets.



UNDP, GHANA

UNDP is proud to support the National Development Planning Commission (NDPC) in developing comprehensive Guidelines to assist Metropolitan, Municipal, and District Assemblies (MMDAs) in formulating their medium-term development plans. These Guidelines will mainstream the principles of the Integrated Assembly Financing Framework (IAFF), which has proven effective in enhancing local revenue mobilisation. Building on the positive outcomes from the initial pilot districts, which saw up to a 17.5% increase in Internally Generated Funds (IGF), this framework will ensure that all MMDAs are trained and equipped to align their financial strategies with Sustainable Development Goals,

fostering inclusive growth across Ghana.

These Planning Guidelines are expected to unlock both private and public financing at the subnational level, while mainstreaming disability and vulnerability effectively within all national development plans by integrating disability considerations into government services and administrative units. UNDP remains firmly committed to supporting Ghana's planning and policy processes, reinforcing our collective efforts toward achieving the SDGs and ensuring that no one is left behind.



WaterAid WATERAID, GHANA

WaterAid Ghana was privileged to be part of the process to review the Planning Guidelines. WaterAid Ghana found the approach and process participatory and enriching. The approach adopted by the NDPC was good and enabled us to contextualise and reflect our experiences over the years in working with Local Government Authorities. The feedback session provided by NDPC also enabled us to gain insights on some opportunities and perspectives on alternative ways to influence planning process at both the NDPC and Local Government levels. WaterAid appreciate the leadership role of

NDPC, and is ready to collaborate with NDPC to enrich national development planning and implementation.



The United Nations Capital Development Fund (UNCDF) mobilises and catalyses an increase in capital flows for SDG impactful investments to Member States, especially Least Developed Countries (LDCs), contributing to sustainable economic growth and equitable prosperity. In partnership with UN entities and Development Partners, UNCDF operates with speed and agility to deliver scalable, blended finance solutions to drive systemic change, pave the way for commercial finance, and contribute to the SDGs. UNCDF utilises its unique investment mandate to crowd-in finance for the scaling of development impact where the needs are greatest. Among its various interventions, UNCDF is working in Ghana to strengthen the capacities of local government officials in climate risk-informed planning and to deliver green and resilient local infrastructures

and investments through the Local Climate Adaptive Living (LoCAL) Facility mechanism and a Performance-Based Climate Resilience Grants (PBCRG) system in selected Municipal and District Assemblies.

At UNCDF, we share a common vision of creating a more resilient and forward-looking Ghana. UNCDF is pleased to support the National Development Planning Commission (NDPC) in formulating Guidelines for the medium-term development plan (MTDP). We recognise that these Planning Guidelines are essential for implementing urgent action on climate adaptation into local development strategies, as this will empower local governments to assess climate risks and integrate climate considerations into development planning. We commend NDPC for supporting local government in developing climate-adaptive district medium-term development Planning Guidelines for the upcoming planning cycle. UNCDF remains committed to using its unique investment mandate to support the integration of climate adaptation into local development planning and budgeting. UNCDF is committed to creating a brighter future for Ghana and working with NDPC to make this vision a reality.

ACKNOWLEDGEMENTS

The Commission extends its deepest gratitude to all those who have contributed to preparing the 2026-2029 Planning Guidelines. The dedication and expertise of the technical staff of the NDPC have been instrumental in shaping this document, ensuring its relevance and effectiveness in guiding development planning efforts.

Sincere appreciation to the MDAs, RCCs and MMDAs for their invaluable cooperation and feedback throughout the preparation processes. The insights and perspectives have enriched the content of these Guidelines and enhanced applicability at various levels of governance.

The support and collaboration of our esteemed Development Partners have been invaluable in refining the content and approach of the Guidelines. A heartfelt thanks is extended to all Development Partners for their commitment to promoting sustainable development and for the unwavering support in this endeavour. The contributions of Academia and Professional Bodies, whose expertise and research have provided critical insights and recommendations for improving the quality and comprehensiveness of the Guidelines is duly acknowledged.

Special recognition to GIZ, UNCDF, UNDP, UNICEF, WaterAid, the World Bank, Conrad Hilton Foundation and IRC Ghana for their generous financial and technical support, which has enabled the development and dissemination of these Guidelines.

ACRONYMS

AAP	Annual Action Plan
ABFA	Annual Budget Funding Amount
AfCFTA	African Continental Free Trade Area
CAP	Community Action Planning
CAPs	Community Action Plans
CPESDP	Coordinated Programme of Economic and Social Development Policies
CSOs	Civil Society Organisations
DA	District Assembly
DACF	District Assemblies Common Fund
DACF-RFG	District Assemblies Common Fund – Response Factor Grant
DMTDP	District Medium-Term Development Plan
DPCU	District Planning Coordinating Unit
DPs	Development Partners
EPA	Environmental Protection Authority
GIS	Geographic Information System
GIZ	Gesellschaft für Internationale Zusammenarbeit GmbH
GoG	Government of Ghana
GSS	Ghana Statistical Service
IGF	Internally Generated Funds
IMCCoD	Inter-Ministerial Coordinating Committee on Decentralisation

IAFF	Integrated Assembly Financing Framework
INFF	Integrated National Financing Framework
L.I.	Legislative Instrument
LED	Local Economic Development
LUSPA	Land Use and Spatial Planning Authority
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MMDAs	Metropolitan, Municipal and District Assemblies
MMDCEs	Metropolitan, Municipal, District Chief Executives
MoF	Ministry of Finance
MSMEs	Micro, Small and Medium-Sized Enterprises
MTDP	Medium-Term Development Plan
MTNDPF	Medium-Term National Development Policy Framework
NDPC	National Development Planning Commission
PBCRG	Performance-Based Climate Resilience Grants
PFM	Public Financial Management
PM&E	Participatory Monitoring and Evaluation
PoA	Programme of Action
PPA	Public Procurement Authority
PPP	Public Private Partnership
PWD	Persons with Disabilities
RCCs	Regional Coordinating Councils

RIPs	Regional Integrated Plans
RPCU	Regional Planning Coordinating Unit
SDF	Spatial Development Framework
SDGs	Sustainable Development Goals
SEA	Strategic Environmental Assessment
SWOT	Strengths, Weaknesses, Opportunities and Threats
UNCDF	United Nations Capital Development Fund
UNDP	United Nations Development Programme
UNICEF	United Nations Children’s Fund

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SECTION ONE

INTRODUCTION

SECTION ONE: INTRODUCTION

1.1 BACKGROUND

The National Development Planning Commission (NDPC) plays a pivotal role in guiding and coordinating the country's development planning efforts. Established under Article 86 of the Constitution of the Republic of Ghana and mandated by the National Development Planning (System) Act, 1994 (Act 480), the NDPC serves as the apex planning authority responsible for providing advice to the President on development planning policy and strategy.

Given its central role in the national development agenda, the NDPC is tasked with coordinating the planning functions of Ministries, Departments, and Agencies (MDAs), Regional Coordinating Councils (RCCs), and Metropolitan, Municipal, and District Assemblies (MMDAs). The NDPC seeks to use this Planning Guidelines as a tool to coordinate and standardise planning processes and outcomes at all levels of the decentralised planning system.

1.2 OBJECTIVES

The objectives for the Guidelines, amongst others, seek to;

- i. Facilitate the preparation of medium-term development plans within the context of national, regional and global development agendas;
- ii. Encourage a wide range of stakeholders, including government agencies, local authorities, Civil Society Organisations, and the private sector, to harness diverse perspectives, expertise, and resources to inform the development planning process;
- iii. Promote consistency and coherence in the formulation of development plans across different sectors and regions;
- iv. Recommend tools and analytical techniques to facilitate plan preparation;
- v. Ensure provision for monitoring and evaluating the implementation of



- development plans;
- vi. Serve as reference material for civil society, private sector, academia and all other potential users.

1.3 CHARACTERISTICS OF A GOOD PLAN

Well prepared plans should respond to development issues, however, the quality in terms of the process and content should have common characteristics including;

- The plan should be simple, clear for easy understanding, and must be generally accepted by key stakeholders including Heads of Institutions;
- The plan should be inspired by, and also be consistent with national development agendas grounded on the strategic endowments and competitiveness of the MDAs, RCCs and MMDAs;
- Visual representation (Maps) of spatial expression of economic, social, environmental and cultural situation of the area;

- Proposed interventions should meet the needs of a diverse society including the marginalised and vulnerable groups, both present and future;
- Promote continuity of ongoing projects as well as maintenance arrangements for existing projects or infrastructure and;
- Well-structured and effective implementation arrangements, innovative financing mechanisms, coordination and collaboration arrangement, monitoring and evaluation framework, and communication strategy.

1.4 PROCESS FOR DEVELOPING THE GUIDELINES

The development of the Planning Guidelines involved engagement with wide range of stakeholders, aimed at leveraging expertise from relevant Institutions and individuals (Figure 1).



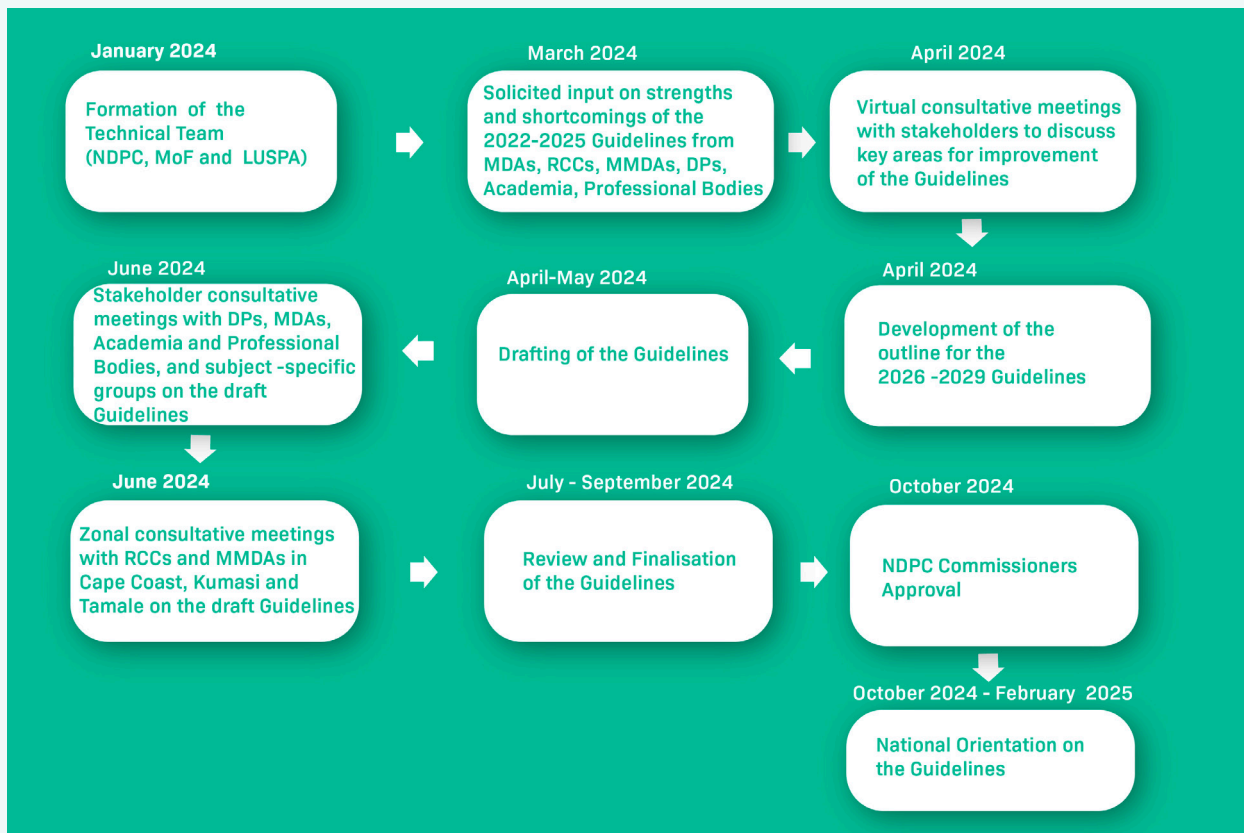


Figure 1: Processes for the development of guidelines

Stakeholder consultations were conducted (as depicted in Figure 2) to gather feedback on the draft Guidelines, ensuring that all identified issues were adequately addressed, and the Guidelines met the expectations of the intended users.





Figure 2: Pictures of various consultation sessions to review draft guidelines



1.5 STRUCTURE OF THE GUIDELINES

The Planning Guidelines is organised in four sections.

Section One: General Introduction. This section offers insights into the background and objectives for the development of the Planning Guidelines.

Section Two: National Development Planning System. This section delves into the roles of various Institutions within the planning system, emphasising the synergy and complementarity among them. This section also explores the contributions of Institutions in the planning process.

Section Three: Process for the Preparation of the 2026-2029 Medium-Term Development Plans. This section outlines the procedural steps involved in formulating medium-term development plans.

Section Four: Format and Contents for Medium-Term Development Plans. The final section of the Guidelines delineates the format, content, and analytical tools for developing the 2026-2029 medium-term development plans.



SECTION TWO

NATIONAL
DEVELOPMENT
PLANNING
SYSTEM

SECTION TWO: NATIONAL DEVELOPMENT PLANNING SYSTEM

2.1 INTRODUCTION

The National Development Planning System¹ consists of three levels – National, Regional and District. The levels are interlinked and allow for horizontal and vertical flow of information and data. The major state actors at the national level are: NDPC and the MDAs, whereas the RCCs and the MMDAs operate at the regional and district levels respectively. The process for planning within the system is described as top-down and bottom-up, as depicted in Figure 3.

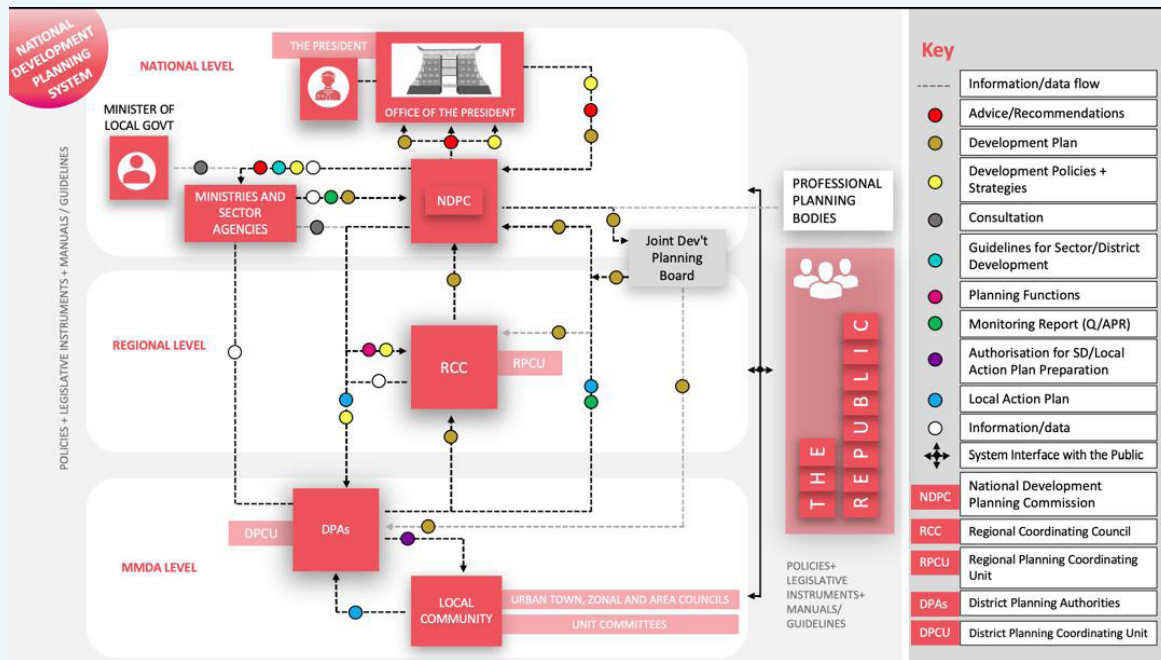


Figure 3: National Development Planning System.

¹ Also known as the Decentralised Planning System.

2.2 LEGAL ARRANGEMENTS FOR PLAN PREPARATION AND IMPLEMENTATION

The mandate of the Commission for plan preparation and implementation is empowered by Articles 86 and 87 of the 1992 Constitution of the Republic of Ghana. Table 1 provides a catalogue of key legal provisions for plan preparation and implementation.

Table 1: Legal Provisions for plan preparation and implementation

Acts of Parliaments	Legislative Instruments
National Development Planning Commission Act, 1994 (Act 479)	National Development Planning Commission Regulations 2020, L.I. 2402
National Development Planning (System) Act, 1994 (Act 480)	National Development Planning (System) Regulations 2016, L.I. 2232
Local Governance Act, 2016 (Act 936)	Local Governance (Permit and Notices) Regulations 2020, L.I.2407
Land Use and Spatial Planning Authority Act, 2016 (Act 925)	Land Use and Spatial Planning Regulations 2019, L.I. 2384
Public Financial Management Act, 2016 (Act 921)	Public Financial Management Regulations 2019, L.I. 2378

2.3 INSTITUTIONAL ARRANGEMENTS FOR PLAN PREPARATION AND IMPLEMENTATION

2.3.1 National Level

- i. The National Development Planning Commission (NDPC)

Articles 86 and 87 of the 1992 Constitution of the Republic of Ghana established NDPC

to “advise the President of the Republic of Ghana, on development planning policy and strategy” and “at the request of the President or Parliament, or on its own initiative, prepare broad national development plans, among others. Accordingly, the National Development Planning Commission Act, 1994 (Act 479) was enacted and prescribes the membership of the Commission and details its broad mandate



– highlighting the planning, coordination, monitoring and evaluation functions as the apex planning body in the country.

NDPC by Act 480 and L.I. 2402 is to prescribe the format and content of development plans. Approval of development plans serve as the basis for national budget preparation and allocation. The programmes and projects implemented under the development plans of MDAs, RCCs and MMDAs are coordinated, monitored and evaluated. The spatial, land use and human settlements planning functions of the Commission including the formulation of Guidelines for the regulation of physical development are supported by the Land Use and Spatial Planning Authority through Act 925.

ii. Ministries, Departments and Agencies (MDAs)

The Civil Service Act, 1993 (PNDC Law 327), Act 480 and L.I. 2232 require MDAs to undertake development planning functions in consultation with NDPC. The MDAs are required to formulate, implement, monitor and evaluate policies based on national development goals and objectives. Development plans of MDAs are required to be submitted to NDPC for consideration, approval and certification before implementation.

2.3.2 Regional Level

iii. Regional Coordinating Councils (RCCs)

Article 255 of the 1992 Constitution and Section 186 of Act 936 establishes the RCCs. The planning functions of RCCs are performed by the Regional Planning Coordinating Unit (RPCU), established under Section 190 of Act 936. RCCs are required to prepare their development plans in line with the requirements set out by the NDPC. RCCs are required to facilitate the preparation, coordination, harmonisation, monitoring and evaluation of MMDAs development plans. RCCs are to facilitate the preparation of Regional Integrated Plans (RIPs) as specified in Schedules 8 of L.I. 2232.

2.3.3 District Level

iv. Metropolitan, Municipal and District Assemblies (MMDAs)

The MMDAs are established by Section 3 of Act 936. Section 82 of Act 936 enjoins MMDAs to mobilise resources to prepare, implement, monitor and evaluate district development plans and spatial plans - with the active participation of the citizenry in the district. MMDAs make use of the Planning Guidelines issued by NDPC and the Guidelines prescribed by Land Use and Spatial Planning Authority (LUSPA) for spatial plans



(SDFs, Structure Plans and Local Plans). The development plans are to be submitted to NDPC through the RCCs for consideration, approval and certification. MMDAs are also required to monitor and evaluate their development plans and submit the report through the RCCs to NDPC. The planning functions of MMDAs are performed by the District Planning Coordinating Unit (DPCU), which includes decentralised heads of departments at the district level as prescribed by section 84 of Act 936.

v. Sub-District Structures

As a key component of the District Assembly structure, the Sub-Metropolitan, Urban, Town, Zonal and Area Councils, together with the Unit Committees serve as rallying points of local enthusiasm in support of the development objectives of the District Assembly. The Sub-Districts directed by the Planning Authority, as required by Section 87 of Act 936, should prepare Sub-District Plans or Local Action Plans referencing the Community Action Planning (CAP) Guidelines.

The Unit Committees in particular, are to mobilise the communities for public hearings, education, and communal labour - for the implementation of development plans; raising revenue and ensuring environmental cleanliness; facilitating registration of births and deaths; providing

data; and monitoring and evaluating community development plans. The Committees are also requested to prepare Community Action Plans (CAPs). These are to inform the preparation of medium-term development plans.

2.4 LINKING PLANNING AND BUDGETING

MDAs, RCCs and MMDAs are expected to ensure that all programmes and projects budgeted for in a financial year are captured in their development plans in compliance with provisions under Section 21 sub-section 5 of the Public Financial Management Act, 2016 (Act 921). Budget preparation and implementation processes include the development of programme-based budgets (PBBs) by MDAs, RCCs and MMDAs in line with their approved and certified MTDPs. The process is facilitated by budget guidelines with indicative budget ceilings for each entity, issued by the Ministry of Finance (MoF).

The MoF in collaboration with NDPC is to organise policy and technical hearings on the draft budgets submitted to ensure they are aligned with their respective MTDPs and ultimately the Medium-Term National Development Policy Framework (MTNDPF). Following the policy and technical hearings, final budget ceilings are provided by the MoF for finalising the respective budgets. Implementation of the



MTDPs is to commence after the passage of the Appropriations Bill by Parliament. Figure 4 presents the National Development Planning and Budgeting Process.

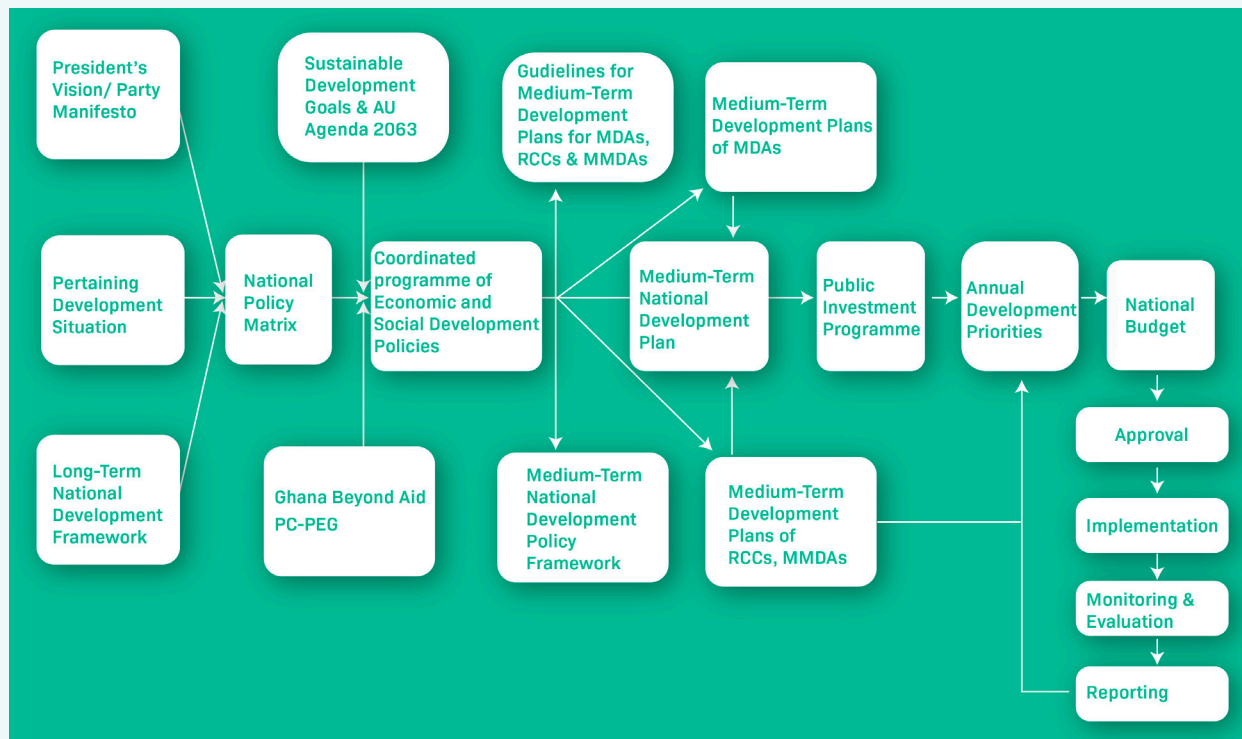


Figure 4: National Development Planning and Budgeting Process

2.5 JOINT OR SPECIAL DEVELOPMENT PLANNING AREAS

MDAs, RCCs and MMDAs have the authority to propose to the Commission the declaration of a joint or special development planning area where necessary. This process is guided by Act 480, specifically Sections 12 and 14, which outline the procedures for declaring a Joint or Special Development Planning Area with distinct physical or socio-economic characteristics. An area designated as a Special Development Area will be exempt from the administrative oversight of the local District Planning Authority.



SECTION THREE

PROCESS FOR THE
PREPARATION OF
2026-2029 MEDIUM-
TERM DEVELOPMENT
PLANS

SECTION THREE: PROCESSES FOR THE PREPARATION OF 2026-2029 MEDIUM-TERM DEVELOPMENT PLANS

3.1 INTRODUCTION

This section discusses the roles that Heads of Institutions must undertake to facilitate timely preparation of the MTDPs. Additionally, it outlines how effectively teams could be composed for the drafting of the MTDPs.

3.2 ROLES OF THE HEAD OF THE INSTITUTION

Sector Ministers, Heads of Agencies, Regional Ministers and MMDCEs are primarily responsible for the timely preparation of the MTDPs. The Head of the Institution should;

- i. Ensure that the necessary financial and logistical requirements are provided for the plan preparation;
- ii. Ensure that members of the MTDP preparation committee fully participate;
- iii. Support and motivate members of the committee to prepare the plan timely;

- iv. Ensure that the MTDP captures all relevant programmes, projects, and activities of the MDA/RCC/MMDA; and
- v. Ensure that the MTDP reflects the development aspirations of the Medium-Term National Development Policy Framework (2026-2029)

3.3 COMPOSITION OF PLAN PREPARATION TEAM

MDAs, RCCs, and MMDAs should compose a team of representatives from all departments or units. For MMDAs, the Local Governance Act, 2016 (Act 936) stipulates that, “The District Co-ordinating Director shall lead the District Planning Co-ordinating Unit in the preparation of the District Development Plan”.

It is recommended that Sector Ministers, Heads of Agencies, Regional Ministers and MMDCEs be actively involved in plan preparation to ensure adequate technical inputs and financial resources are provided. The development plan



team must include members with the variety of knowledge and experience needed to complete the plan preparation.

3.4 TECHNICAL SUPPORT

MDAs, RCCs, and MMDAs should request technical help from other state agencies mandated to handle the subject matter under review. MMDAs plan preparation teams should, as far as practicable, include a representative from the RCC. NDPC, MoF and LUSPA will provide technical support for the plan preparation exercise.

3.5 COLLABORATION WITH OTHER INSTITUTIONS AND STAKEHOLDERS

Collaboration among Institutions is important for effective planning, formulation and implementation of programmes and projects. MDAs, RCCs, and MMDAs should establish communication channels to share relevant information on programmes and projects. This can be done through formal meetings, workshops or informal discussions. Through these communication channels, stakeholders can come together to identify common goals

and objectives to ensure all stakeholders are aligned and working towards a shared vision.

3.6 PUBLIC HEARING AND POPULAR PARTICIPATION

Section 3, sub-sections 1, 2 and 3 of the National Development Planning (System) Act, 1994 (Act 480) spells out the main tenets of participation. A Planning Authority or a local community authorised by a Planning Authority must hold a public hearing on any proposed development plan and consider the comments made during the hearing before adopting the plan.

Public hearing should include an electronic platform, to enhance the communication of views by not only selected administrative heads but the public as clearly stated under section 42(a) of the Local Governance Act, 2016 (Act 936). Further Guidelines on participation are contained in the Popular Participation Action Plan Manual prepared by the Inter-Ministerial Coordinating Committee on Decentralisation (IMCCoD) and under Section 40 of the Local Governance Act, 2016 (Act 936).



SECTION FOUR

FORMAT AND
CONTENTS FOR
MEDIUM-TERM
DEVELOPMENT PLANS

SECTION FOUR: FORMAT AND CONTENTS FOR MEDIUM-TERM DEVELOPMENT PLANS

4.1 INTRODUCTION

This section entails the sequence for preparing a medium-term development plan. It provides the format and content for the 2026-2029 MTDP. It is organised in line with chapters of the MTDP and associated outputs.

4.2 SEQUENCE FOR MTDP PREPARATION

The preparation of MTDPs, just like other development planning and forecasting endeavours begins with an inward retrospection of the prevailing circumstances within the jurisdiction of the Planning Authority (Figure 5). The preparation of plans should take-off with an analysis of the existing conditions in addition to the review of the performance of the previous MTDP (2022-2025). Applicable inferences are to be made to inform the assessment of needs and development projections. The prioritisation of development issues emanating from the analysis of prevailing development conditions is to inform the formulation of goals, objectives and strategies, as well as the formulation of development programmes and projects.

The intended development programmes and projects are to be broken down into yearly implementable activities with appropriate implementation schedule. Consequently, monitoring and evaluation arrangements, as well as accountability and learning mechanisms are to be instituted. This is to provide a basis to track progress of implementation, followed by a defined communication strategy to disseminate and enhance the ownership of intended development efforts. Figure 5 presents the sequence for MTDP preparation.





Figure 5: Chart on sequence for MTDP preparation



4.3 CROSS-CUTTING AND EMERGING DEVELOPMENT THEMES

Contemporary planning practice has evolved to include current approaches and technologies arising from outcomes of development endeavours. These themes are identified as important and affect all aspects of development. These should therefore be integrated and mainstreamed throughout all stages of the MTDP preparation (Figure 5). Table 2 provides the list of key cross-cutting development themes.

Table 2: Cross-cutting and emerging development themes and their major focus

Themes	Major focus to be considered in MTDP preparation
AfCFTA	Identification of product(s) that has competitive advantage based on the analytical process of trade patterns; analysis of existing infrastructure and facilities within the jurisdiction that support trade, as well as bottlenecks and barriers that could impede participation of local MSMEs in continental trade; and market access information and business support services. [Read more on the AfCFTA Guidelines for Local Authorities in Ghana]
Air Quality	Air quality index; ambient air quality; air pollution (particulate matter); air quality monitoring network; and air quality management.
Biodiversity	Habitat loss and degradation; invasive species; land use change; urbanisation; pollution; unsustainable mining; and over exploitation.
Blue Economy	Ocean health; ocean wealth; ocean equity; ocean knowledge; ocean security; ocean finance; in-land water resource development and utilisation.
Climate Change	Climate change mitigation and adaptation; climate smart agriculture; circular economy; and green economy
Digitalisation	Integration of digital technologies and innovation.

Themes	Major focus to be considered in MTDP preparation
Disability Inclusion	Specific needs of PWDs; mainstreaming of PWDs into planning and budgeting; equitable access; and equal participation.
Disaster Risk Management	Disaster risk reduction; management of residual risk; strengthening of resilience; disaster preparedness and response; and reduction of disaster losses.
Food Systems Transformation, Nutrition Security and Climate Action	Safe and nutritious food; healthy and sustainable food environment and diets; food loss, waste and safety; affordable and sustainable consumption patterns; building resilience to vulnerabilities, shocks and stresses; nutrition specific and sensitive programmes, particularly for women and children; climate friendly and sustainable agriculture and food processing.
Gender	Societal roles and responsibilities of men, women, boys and girls (including unpaid care work), as well as power relations between them and how these influence access and control over resources such as land, credit and technology; access to time, markets, information (especially on available public services), and public institutions; decision-making; practical needs and interests (basic services such as education, health, water and sanitation etc.); and the strategic needs/interests (which will lead to a change in the status of men and women, such as facilitating access to rights and entitlements, and empowerment); and their implications for service delivery.
Local Economic Development	Assessing the local economic landscape; optimal conditions for economic growth and employment generation; leveraging local resources; addressing unique challenges; capitalising on inherent strengths; finance and resource mobilisation; and fostering partnerships and collaboration.
Migration	Labour migration; legal and institutional frameworks on migration; regular and irregular migration (human trafficking and smuggling); remittances; diaspora engagement.



Themes	Major focus to be considered in MTDP preparation
Natural Capital Accounting (NCA)	Environmental opportunity and risk; natural assets; land and ecosystem services; and Natural Capital Accounting (stock of natural assets such as mineral deposits, forest reserves, water resources among others).
Peace and Security	Cross-border crimes; threat of terrorism and cybercrimes; small arms; armed robberies; land disputes; and chieftaincy, ethnic and religious conflicts; illegal mining (Galamsey) and Invasion of farmlands by cattle Herdsmen.
Social, Child Welfare and Protection	Social work force quantity and quality of services at all levels; collaboration with other key service providers; preventions and responses to violence against children e.g. exploitation, child labour, end of change child marriage; birth vital registration; public finance for children; justice for children; and streetism; care for the aged; Labour.
WASH	Service levels; service delivery models; performance of service providers and service authority; and strength of local WASH systems.
Youth	Job creation; skills; training; and entrepreneurship.

NDPC would continue to work with key stakeholders including development partners to build capacity for the mainstreaming of these key cross-cutting and emerging development themes. Explanatory note would be provided as an addendum to the Guidelines to provide more information on emerging and crossing cutting development themes.

4.4 FORMAT AND CONTENT OF MEDIUM-TERM DEVELOPMENT PLAN

The model table of content for the 2026-2029 MTDPs is provided in Annex 1. Refer to Annex 3 for applicable tools to assist with the preparation of the various sections of the MTDP.



CHAPTER ONE: GENERAL INTRODUCTION

Introduction

Provide a brief introduction to highlight the contents of Chapter One.

Background of MDA, RCC and MMDA

Provide a brief background of MDA, RCC or MMDA. This should include the vision, mission, functions, mandate, core values, organogram (organisational structure) and locational map *where applicable*. This chapter should also provide a structure of the various chapters of the document.

Outputs of Chapter One:

Vision, Mission, Functions, Mandate and Core Values
Organogram - Organisational Structure
Locational Map (<i>where applicable</i>)
Structure of the Plan

CHAPTER TWO: SITUATIONAL ANALYSIS OF MDA/RCC/MMDA

Introduction

Provide a brief introduction to highlight the contents of Chapter Two.

Existing Conditions and Diagnosis

Provide a concise overview of the existing condition supplemented by maps, tables, charts, and other pictorial representations of

issues where possible and their development implications. Discuss potential implications these may have on current and future development. The analysis should clearly show the causes and effects, and reflect the spatial context of the issues.

This should include an analysis of issues relating, but not limited to:



- i. **Demographic Characteristics** - population size and growth rate, population density, household characteristics, religious compositions, age and sex composition, occupation distribution, rural-urban split, dependency ratio, etc.
- ii. **Physical Characteristics** - topography, vegetation, weather, water resources, soils, plant and animal life, etc.
- iii. **Economy** - IGF, LED, agriculture, employment, business/private sector development, etc.
- iv. **Social** - education, health, social and child protection, nutrition, water and sanitation, housing, gender, migration, aged care, family life, youth, etc.
- v. **Environment** - human settlement (built environment), climate change, infrastructure (e.g. transportation network, communication and energy), asset maintenance, etc.
- vi. **Governance** - peace and security, community action planning, popular participation, interaction with Traditional Authorities, corruption, social accountability, and Implementation, Coordination, Monitoring and Evaluation , etc.
- vii. **Emergency Preparedness and Response** - disaster incidents (biological, geological, industrial, nuclear, etc.), disaster risk management, disaster preparedness and response.

Identifying Strengths, Weaknesses, Opportunities and Threats (SWOT)

Undertake an analysis of the strengths and opportunities that exist that could be utilised to address identified issues. Weaknesses and threats that can derail development efforts should also be identified and analysed so that corrective measures would be formulated. Sample questions to guide SWOT analysis are presented in Table 3.



Table 3: Sample questions to aid in SWOT analysis

<p>Strengths</p> <ol style="list-style-type: none"> 1. What is our competitive advantage? 2. What resources do we have? 3. What products are performing well? 	<p>Weaknesses</p> <ol style="list-style-type: none"> 1. Where can we improve? 2. What products are underperforming? 3. Where are we lacking resources?
<p>Opportunities</p> <ol style="list-style-type: none"> 1. What new technology can we use? 2. Can we expand our operations? 3. What new segments can we test? 	<p>Threats</p> <ol style="list-style-type: none"> 1. What regulations are changing? 2. What are competitors doing? 3. How are consumer trends changing?

Performance Review

A review of the implementation of the 2022-2025 MTDPs should be assessed to identify the development outcomes achieved for the period. The review should focus on the following:

- i. What factors contributed to the attainment of the outcomes
- ii. What factors worked against the development efforts
- iii. What lessons were learnt that are useful for development planning going forward

In addition to a brief narrative, summarise the performance of the 2022-2025 MTDP using the template provided in Table 4. The review should be categorised under the pertinent dimensions of the 2022-2025 Medium-Term National Development Policy Framework (MTNDPF) - Agenda for Jobs II; and also informed by the findings reported in the Annual Progress Reports prepared during the period.



Table 4: Template for performance review (2022 -2025)

Development Dimension	Indicator	Baseline (2021)	2022-2025 Medium-term target	Development Outcomes		Remarks
				Year	Data	
				Year	Data	
Economic Development						
Social Development						
Environment, Infrastructure and Human Settlement						
Governance, Corruption and Public Accountability						
Emergency Planning and Response (Including COVID-19 Recovery Plan)						
Implementation, Coordination and Monitoring and Evaluation						

NB: Impact indicators are preferred. In the absence of impact indicators, use outcome indicators. Do not report on output indicators.



Financial Performance

A review of financial resources for the implementation of the 2022-2025 MTDP should be undertaken and presented in the template provided in Table 5. This review should highlight sources of funds, estimated costs of plan, amount received, and its implication on the implementation of the MTDP. Provide a brief narrative highlighting the strategies implemented resulting in improvements in revenue mobilisation, as well as the challenges to revenue mobilisation.

Table 5: Template for financial performance (2022-2025)

Source of funds	Total estimated cost of plan (A)	Total amount received (B)	Variance (C) = (A-B)
GOG			
IGF			
DACF			
DACF-RFG			
DPs			
ABFA			
Others (specify)			
TOTAL			

Medium-Term Needs Assessment and Projections

This section must provide the medium-term needs of MDA, RCC and MMDA. For all focus areas identified under the existing condition, the future needs for the periods of 2026-2029 should be identified and analysed.

The process for needs assessment is illustrated in Figure 6. The needs of future population must be estimated and harmonised with community solicited needs through various public fora and consultations (in the case of DMTDPs). For MMDAs, the planned actions of specific



communities and localities (through the preparation of Community Action Plans –CAPs) should contribute to informing the overarching needs and desired state of the District. MMDAs should encourage communities to prepare their CAPs with guidance from the Community Action Planning Guidelines. Figure 7 depicts community engagement sessions for the preparation of CAPs for some communities in the Lawra Municipality of the Upper West Region.

Figure 6: Needs assessment/ projection process

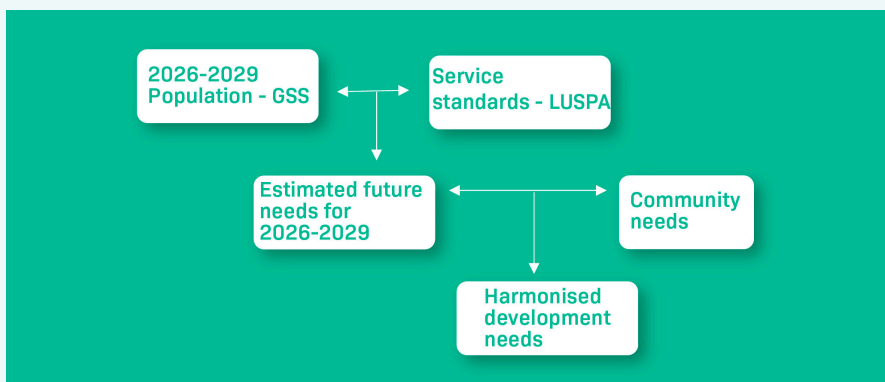


Figure 7: Pictures of community engagements for the preparation of CAPs



Outputs of chapter two:

Analysis of existing conditions with adequate spatial expressions depicted in maps and the use of graphics

A table of performance on development outcomes

Analysis of financial performance

List of development issues (problems, potentials, opportunities and constraints)

Estimated future development needs

CHAPTER THREE: KEY DEVELOPMENT PRIORITIES**Introduction**

Provide a brief introduction to highlight the contents of Chapter Three.

Key Development Priorities

The key development issues from Chapter Two should be prioritised based on an agreed criteria and a prioritisation tool. Some factors that may be considered in the prioritisation of development issues identified include:

- i. Severity and diversity of the problem and intended benefits (social, economic, environmental, etc.) of addressing it.
- ii. Significant multiplier effect on economic efficiency, e.g., attraction of investors, job creation, increases in incomes and growth.
- iii. Significant linkage to meeting basic human needs and rights.
- iv. Significant multiplier effects in the sustainable spatial development of designated spaces or corridors.
- v. Opportunities for addressing key cross-cutting development themes such as;
 - a) marginalised and vulnerable groups.








- b) gender equality and equity with respect to practical and strategic needs and interests. Provide a brief narrative on how prioritisation was done and why specific issues were prioritised. Indicate the steps and tool(s) that were used for the prioritisation and provide brief reasons for its usage.
- c) environmental concerns including climate, biodiversity, disaster risk reduction, etc.

Other Prioritisation for Consideration - the 2030 SDGs Prioritised Targets

NDPC working with SDGs-Implementation Coordination Committee has prioritised five SDGs targets to accelerate national attainment of the SDGs. The five priority targets have strong synergies and strong positive inter-linkages with all the 17 goals. These priority targets are shown in Table 6.

Table 6: The Five National Prioritised SDGs Goals and Targets

Goal	Target
 4 QUALITY EDUCATION	4.1: By 2030, ensure that all girls and boys complete free, equitable, and quality primary and secondary education leading to relevant and effective learning outcomes.
 6 CLEAN WATER AND SANITATION	6.2: By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations
 7 AFFORDABLE AND CLEAN ENERGY	7.3: By 2030, double the global rate of improvement in energy efficiency
 8 DECENT WORK AND ECONOMIC GROWTH	8.5: By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.
 16 PEACE, JUSTICE AND STRONG INSTITUTIONS	16.6: Develop effective, accountable and transparent institutions at all levels

MDAs, RCCs and MMDAs should consider the priority SDGs targets as part of the prioritisation process.



Outputs of Chapter Three:

A list of the prioritised development issues

Provide a brief narrative on how prioritisation was done

CHAPTER FOUR: DEVELOPMENT GOALS, OBJECTIVES AND STRATEGIES**Introduction**

Provide a brief introduction to highlight the contents of Chapter Four.

Formulation of Development Goals, Objectives and Strategies**Goals**

Formulate goals aimed at addressing the identified prioritised development issues. Goals formulated should take into consideration cross-cutting and emerging development themes.

The aim of the compatibility matrix tool is to evaluate and compare the compatibility or consistency of the goals against each other to avoid conflicts. The matrix is created using the following steps:

- list a set of goals down the rows in the first column.
- list the same goals across the columns in the top row.

Example:

Goal	Goal 1	Goal 2	Goal 3
Goal 1			
Goal 2			
Goal 3			

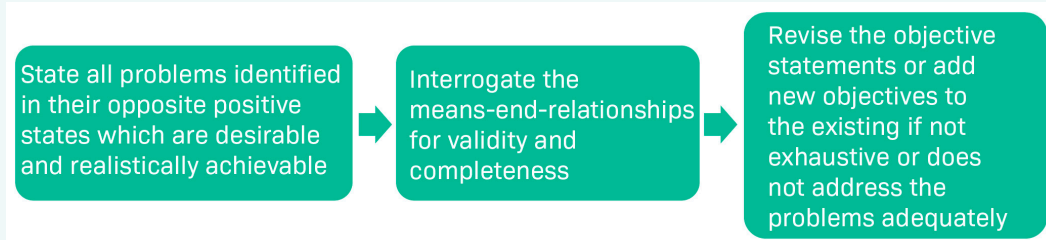
- Determine the ratings by evaluating goals against each other to indicate the level of consistency using a rating system (e.g., high, medium, low, etc.)
- Fill the matrix with the ratings, indicating the level of consistency among the goals.



Objectives

Objective analysis should be undertaken to establish the means-end relationship that relates to the cause-effect relationship between identified problems [Figure 8].

Figure 8: Objective analysis



Objective analysis will facilitate objective statements. The objective statements must meet the “SMART” criteria (Table 7).

Table 7: SMART criterion for objectives

S	Specific	Specify what needs to be done, who needs to do it and how it should be done. It should not be ambiguous.
M	Measurable	The objective must explain expected results in terms of quantity, quality, and the threshold to determine the level of achievement of the objective. Threshold is informed by needs assessment as determined under Chapter Two. This will also provide a basis for target setting for indicators under monitoring and evaluation in Chapter Seven.
A	Achievable	It must be possible to achieve the objective with the resources available to encourage people to work towards it.



R	Realistic	<p>Is the objective worthwhile?</p> <p>Is this the right time to work towards this objective?</p> <p>Does it meet other needs?</p> <p>Is this initiative being led by the right person?</p> <p>Does it align with current social or economic trends?</p>
T	Time-bound	Clearly indicate when the objective is expected to be achieved (i.e. timelines)

Strategies

Strategies must be developed to indicate how the objective will be achieved. Decisions regarding the most suitable strategies can be guided by factors including but not limited to the following;

- **Financial Considerations:** Assess the implementation cost.
- **Resource Availability:** Availability of staff (including technical expertise), financial resources, and time for implementation.
- **Target Population:** Consider whether the proposed strategy aligns with the preferences of the 2026-2029 planning cycle.
- **Social and Environmental Costs:** Evaluate the long-term positive and negative impacts of the strategy on the target population and the environment.
- **Intended Objectives:** Ensure the strategy aligns with the desired development goals and objectives.
- **Technology:** Explore the availability of technology to facilitate strategy adoption while considering ease of use for the target population.



Matrix on Development Goals, Objectives and Strategies.

The matrix on development goals, objectives and strategies as depicted in Table 8 should be used to capture formulated goals, objectives and strategies and its alignment to National Objectives.

Table 8: Matrix on Development Goals, Objectives and Strategies.

Prioritised Issues	Goals	Objectives	Strategies	Link to National Objectives
Dimension/Thematic Area:				

Integration of Spatial Plans

Section 2 (1a) of the National Development Planning (System) Act, 1994 (Act 480) requires that every development plan comes with a spatial component in a manner prescribed by the NDPC. As such, MDAs, RCCs and MMDAs must reflect spatial dimensions of their development proposals in their MTDPs.

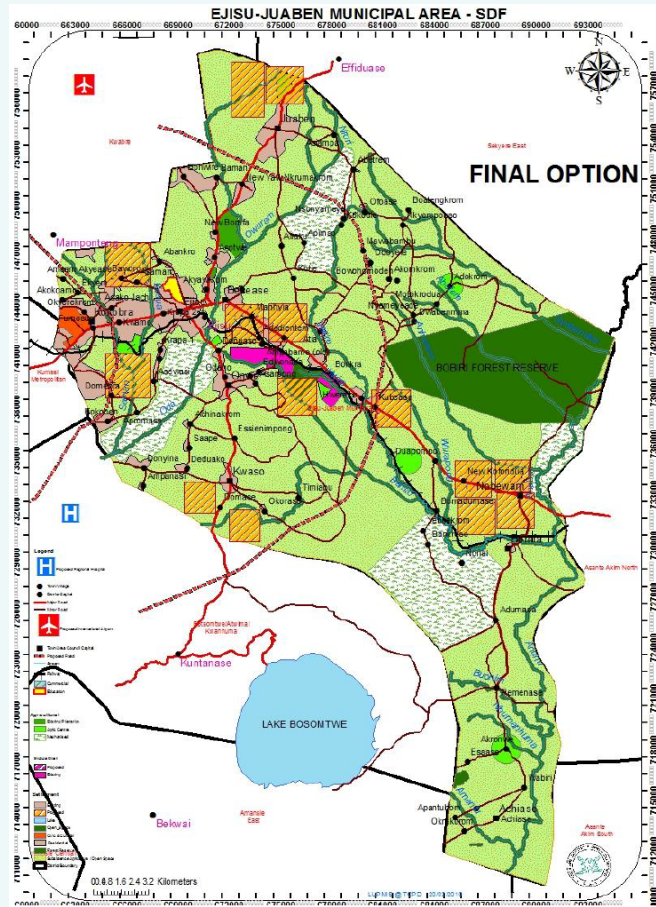
MDAs are to provide spatial contexts of development proposals for the MTDP where applicable. Development proposals for infrastructure in all sectors such as transportation, energy, education, health, agriculture, communication, among others are to be represented spatially. This should be depicted on maps detailing the future desired situation.

MMDAs are required to make use of guidelines prescribed by the Land Use and Spatial Planning Authority (LUSPA) for the preparation of spatial plans (Spatial Development Frameworks (SDFs), Structure Plans and Local Plans).

The SDF, which is supposed to be a long-term (20-year) indicative plan for the entire territorial area of the MMDA focuses on achieving defined social, economic and environmental policies.



This includes the location of key strategic policy interventions aimed at achieving the desired development goals. A sample SDF for Ejisu Municipality is depicted in Figure 9.



Source: LUSPA, 2024 (Spatial Development Framework for Ejisu Municipal Assembly (2010-2030)



MMDAs should also prepare Structure Plans to cover all urban areas or towns and their peripheries within their jurisdiction. Structure plans are a 15-year plan showing coordinated land uses and trunk infrastructure proposals and areas with substantial development that is usually categorised into zones such as industrial, commercial, residential, educational, civic developments, agricultural and open space enclaves. Structure Plans serve as a guide for the preparation of Local Plans which focus on neighbourhoods in a township. It should also show primary transport corridors such as arterial roads, airports, rail networks, water transport terminals and routes. Other highlights of a Structure Plan include essential utilities, such as water supply, drainage, sewerage, and electricity. A sample Structure Plan of Ejisu is depicted in Figure 10.

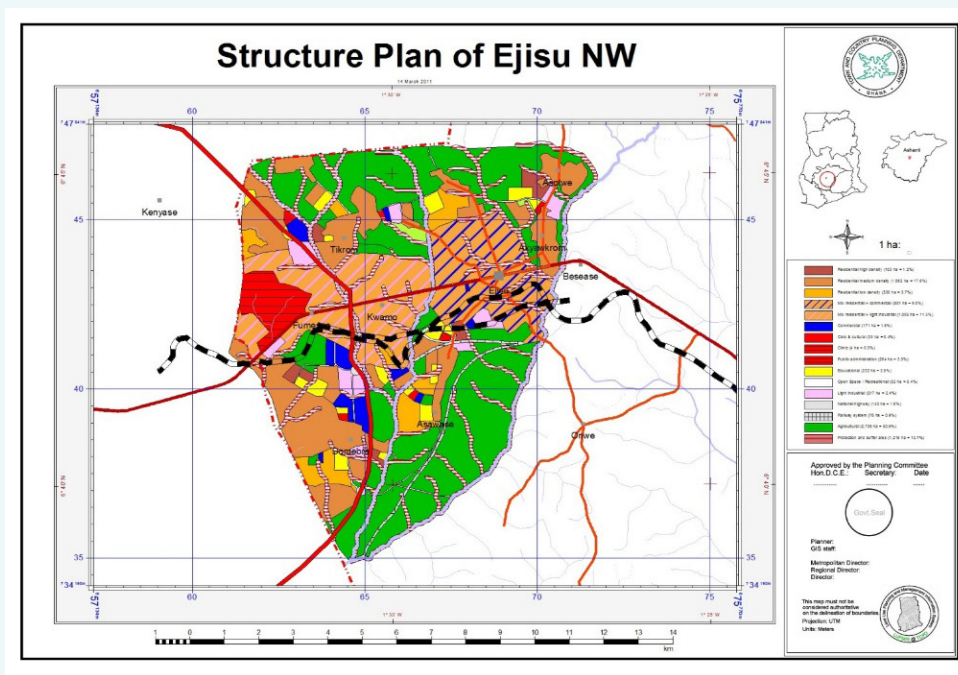


Figure 10: Structure Plan of Ejisu

Source: LUSPA, 2024 (Structure Plan for Ejisu Municipal Assembly (2010-2025))



Where an SDF or Structure Plan already exist, the MTDP should be integrated with the SDF. The integration should occur at all stages of the planning process using various spatial tools. Some of these tools include Problem Maps, Accessibility Maps, Geographic Information System (GIS), Scalogram Analysis, Services and Facility Distribution Maps and Zoning Maps. It is required that relevant qualitative models are combined with quantitative methods and spatial models to ensure effective problem analysis and solution modelling. The aim is to ensure a rational organisation of territory, environment, economic, and social objectives, which should be highly sustainable.

The procedure for the preparation of the spatial plans including SDF and Structure Plans is detailed in the Manual for the Preparation of Spatial Plans and the Land Use and Spatial Planning Regulations, 2019 (L.I. 2384). By adhering to these Guidelines, MMDAs can create robust Structure Plans that foster sustainable development, enhance quality of life and promote efficient resource allocation and utilisation.

The integration of Spatial Plans for MMMDAs should capture:

- i. Statement of development goals, objectives and strategies linked to national development agenda
- ii. An SDF showing composite map of development proposals over a 20-year period and highlighting the following:
 - a. Summary of the existing situation of the SDF
 - b. Summary of desired scenarios / development option
 - c. Proposals and strategy for development in the SDF
 - d. A composite map of the proposals for development in the SDF
 - e. The implementation framework
- iii. Structure Plans for all urban areas and towns in the MMDA and highlighting the following:
 - f. Summary of the existing situation of the Structure Plan
 - g. Summary of desired scenarios / development option
 - h. Proposals and strategy for development in the Structure Plan
 - i. A composite map of the proposals for development in the Structure Plan



j. The implementation framework

MMDAs are to provide an indication of how development proposals in the MTDP are integrated with spatial plans through relevant maps and desired future situation, accompanied with a brief narrative.

Outputs of Chapter Four:	Statement of development goals, objectives, and strategies linked to national objectives
	Assessment of goal compatibility using goal compatibility matrix
	An indication of development proposals integrated with spatial plans, through the relevant maps and desired future situation, accompanied with a brief narrative (a spatial representation of proposed goals and objectives).

CHAPTER FIVE: COMPOSITE DEVELOPMENT PROGRAMMES

Introduction

Provide a brief introduction to highlight the contents of Chapter Five.

Development Programmes

Development Programmes should be formulated based on strategies in Chapter Four. Categorising related strategies contributing to the same objective under common programmes facilitates cohesive alignment of strategies. The programme should be broad to encompass multiple strategies.

Development programmes for the medium-term must include:

- i. Monitoring and evaluation
- ii. Communication



- iii. Maintenance of assets
- iv. Knowledge management and learning
- v. Joint development programmes²

Programme

A programme is a framework of related projects aligned in a specific sequence to achieve intended outcomes or objective.

Examples:

- health promotion programme;
- women socio-economic empowerment programme;
- youth empowerment and leadership skills programme;
- parks and open-air spaces for wellbeing programme.

In formulating the programme, the socio-economic context of the development issues being faced should be taken into consideration.

Joint programming

Dependency situation where one entity relies on the other requires joint planning. The programme to achieve the Joint Planning objective should be incorporated into the MTDPs of both entities and ensure adequate resources for its implementation.

In line with the Public Financial Management Act, 2016 (Act 921) and the accompanying Regulation 31 of L.I. 2378, MTDP programmes should cover:

- i. Medium-term costs of new and ongoing programmes

² Include laws on joint planning



- ii. Lifetime, total and medium-term cost of new and ongoing development projects
- iii. Assumptions and methodologies used for the costing.

MDAs, RCCs and MMDAs must use Table 9 to capture development programmes and related information.

Table 9: Template for Programme of Action (PoA)

Goal:												
Objective:												
Strategy(ies):												
Development Programme	Time Frame				Cost				Programme Status		Implementation Institution/ Department	
	2026	2027	2028	2029	GoG	DACF	IGF	Others (Specify)	New	Ongoing	Lead	Collaborating

Programme Financing

Indicative financial strategy covering the period 2026-2029 should be developed for development programmes. Table 10 should be utilised in assessing the potential resources available for executing all programmes throughout the planning period.



Table 10: Template for programme financing

Development Programme	Programme cost (A)	Expected Revenue and Sources of Funding							Total (B)	Gap(B-A)
		GoG	IGF	DACF	D A C F - RFG	ABFA	DPs	Others (Specify)		

Revenue Generation Measures

In instances where resource deficits are detected in Table 10, a narrative should be provided on how additional financing will be secured to bridge the funding gap. Special emphasis should be placed on exploring measures such as Public Private Partnership (PPP), philanthropic funding, Global Climate Financing, among others.

NDPC in collaboration with partners such as Ministry of Finance, Institute of Local Government Studies, Ministry of Local Government, Decentralisation and Rural Development, University of Ghana Business School, the United Nations Development Programme and Academia has developed financing and investment options that could be utilised by MDAs, RCCs and MMDAs. These include:

1. The Integrated Assembly Financing Framework:

At the 2019 UN General Assembly, Ghana was one of 16 countries to commit to pioneering an Integrated National Financing Framework (INFF). As part of the operationalisation of the INFF, Ghana has adapted the methodology to enhance revenue generation capacity of the District Assemblies through the preparation of the Integrated Assembly Financing Framework (IAFF). The IAFF seeks to:

- Better align planning and financing within the regulatory framework of revenue improvement strategies
- Identify new and innovative financing solutions to finance health, education, water, infrastructure and other needs aligned to the SDGs



2. Toolkit for investment development strategy:

In Ghana, Metropolitan, Municipal and District Assemblies (MMDAs) face unique challenges in attracting investment, including limited infrastructure, resource constraints, and a limited awareness about investment opportunities. However, these MMDAs also have vast potentials for economic growth, with abundant natural resources, a rich cultural heritage, and a strategic location for trade and investment. To tap and guide the process of identifying these investment opportunities and the strategies to enable local authorities take advantage, NDPC in collaboration with the United Nations Development Programme and with funding from the UN Peacebuilding Fund have developed this toolkit.

The toolkit provides a sequence of step-by-step process, tools, and resources to help MMDAs to identify and attract investment opportunities. The toolkit is designed to be user-friendly and adaptable to the specific needs and context of each MMDA. MMDAs are expected to apply the toolkit in coming out with their **investment development strategies** and ensure that it is mainstreamed into their annual action plans and medium-term development plans for implementation. Results are expected to be measured over time to assess outcomes and impact of the strategy implementation.

It is expected that MMDAs apply these toolkits in enhancing domestic revenue mobilisation and attracting private investment aimed at transforming the local economy and creating jobs. These toolkits could be assessed on the Commission's website at www.ndpc.gov.gh.

Strategic Environmental Assessment (SEA)

The programmes that have been identified must undergo a thorough analysis to ensure their long-term sustainability and alignment with strategic goals. This can be achieved through the application of Strategic Environmental Assessment (SEA) tools, which provide a comprehensive framework for evaluating the environmental, social, economic, and governance implications of formulated programmes. By subjecting the programmes to SEA, MDAs, RCCs and MMDAs can assess their potential impacts across various dimensions and identify opportunities to enhance their overall effectiveness and sustainability.

MDAs, RCCs and MMDAs could request for assistance from the Environmental Protection Authority (EPA) in the conduct of SEA. Refer to Annex 2 for SEA tool.



Outputs of Chapter Five:

Assumptions and methodologies used for the costing

Matrix on Composite Development Programme for the plan period, with the indicative costs, programme status, and implementing institutions

Programme financing matrix and revenue generation measures

Strategic Environmental Assessment of formulated programmes

CHAPTER SIX: ANNUAL ACTION PLANS**Introduction**

Provide a brief introduction to highlight the contents of Chapter Six.

Annual Action Plans

An annual action plan consisting of projects should be formulated to implement the development programmes in Chapter Five. These could be new or ongoing projects. The cost of the project should take into consideration the medium-term expenditure framework as provided by Ministry of Finance. The projects should include monitoring and evaluation, communication strategy, maintenance of key infrastructure, and cross cutting and emerging development themes.

Table 11 is to be used to capture annual actions plans for the medium-term. Four action plans (i.e. 2026, 2027, 2028, and 2029) are to be provided in the MTDP.



Table 11: Template for Annual Action Plans

Objective:													
Programme:													
Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/ Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating

Outputs of Chapter Six:

Annual Action Plans (for the four-year planning period)

Brief narrative on the implementation of the Annual Action Plans

CHAPTER SEVEN: MONITORING AND EVALUATION ARRANGEMENTS

Introduction

Provide a brief introduction to highlight the contents of Chapter Seven.

All M&E activities should be captured in the PoA and AAP to facilitate implementation. Refer to the National M&E Manual for additional guidance on how to plan and conduct M&E. The manual can be accessed on NDPC website (www.ndpc.gov.gh).

Stakeholder Analysis

Stakeholders are a vital component of the M&E plan. Provide analysis of all organisations and groups of people with interests, roles and responsibilities in the conduct of M&E.



Monitoring Matrix

MDAs, RCCs and MMDAs should formulate indicators to track the objectives and level of implementation of programmes and projects as contained in the PoA and AAP. The indicators should track the expected outputs, outcomes and impacts of planned programmes and projects.

A must:

Once indicators have been formulated, MDAs, RCCs and MMDAs must design a system for obtaining data to assess the performance. The system would entail identifying relevant responsible institutions, and modifying data collection processes to capture the needs of identified indicators.

Consideration should be made on sustainability of development interventions and accountability when selecting indicators. To ensure results are measured appropriately, all programmes should be measured by a set of indicators. Indicators on cross-cutting issues should also be highlighted in the matrix.

Indicators must meet the criteria of “CREAM” (Table 12).

Table 12: Meaning of CREAM criteria of indicators

“CREAM” Criteria	Meaning
Clear	Precise and unambiguous.
Relevant	Appropriate to subject at hand.
Economic	Available at reasonable cost
Adequate	Sufficient to assess performance
Monitorable	Easily monitored, and amenable to independent validation.

Moreover, MDA, RCCs and MMDAs could review and adopt indicators formulated for national and global agendas³. Table 13 should be used to present the monitoring matrix for the medium-term.

³ Global Agendas include African Agenda 2063 and 2030 Agenda for Sustainable Development



Table 13: Template for Monitoring Matrix

Goal:										
Objective:										
Programme:										
Indicators	Indicator Definition	Indicator Type ⁴	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Objective:										
Programme:										
Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			

Evaluation

Evaluation is key in improving decision making and providing insights for effective programme and project design and implementation. In view of this, MDAs, RCCs and MMDAs are expected to plan for the evaluation of programmes and projects in their PoAs and AAPs to inform evidence-based decision-making. Ex-ante, mid-term, and terminal evaluations are therefore recommended to be conducted.

Participatory M&E (PM&E)

MDAs, RCCs and MMDAs should indicate the tools and techniques to be used for PM&E. The conduct of PM&E should be selected for interventions during the life span or after the implementation of a programme or project. PM&E must ensure that targeted beneficiaries or recipients of development

⁴ Indicator type refers to whether indicator is input/process/output/outcome/impact.



interventions as well as other key identifiable stakeholders are involved in the conduct of the monitoring and evaluation exercises.

Knowledge Management and Learning

The concept of knowledge management and learning has become critical in the context of sustainability and continuous improvements. The MDA, RCC, and MMDA should indicate the knowledge management and learning frameworks to be used in enhancing planning, decision-making, implementation, and reporting processes. The interventions to be adopted should be factored into the PoA and AAPs.

Sample knowledge management and learning frameworks

- i. Establishment of Communities of Practice (CoPs) within and across MDAs, RCCs, and MMDAs to promote collaboration, learning, and knowledge sharing among employees working on similar tasks, or projects.
- ii. Establishment of Knowledge Sharing Platforms (digital or offline) such as intranets, online forums, and collaboration tools that can facilitate the sharing and dissemination of knowledge.
- iii. Development of systems for capturing, documenting, and sharing lessons learned from past projects and initiatives to avoid repeating mistakes, improve decision-making, and enhance performance. This includes conducting post-project reviews, and knowledge exchange sessions.
- iv. Designing and implementing robust data management systems, information repositories, and knowledge bases to support MDAs in organising, storing, and accessing data and information relevant to development planning and decision-making.

Table 14 and Table 15 should be applied and presented under annexes of the MTDP.



Table 14: Knowledge Mapping Matrix

Knowledge Area	Knowledge Holders	Knowledge Sources	Knowledge Gaps
Example 1: Project Management	John Doe, Jane Smith	Project Manuals, Training	New Tools Needed
Example 2: Data Analysis	Alex Brown, Jane Smith	Data Reports, Software	Advanced Methods

Table 15: Competency Matrix for Learning

Competency	Training Program	Evaluation Criteria	Learning Objectives
Example 1: Communication	Effective Communication Workshop	Peer Feedback	Improve Oral Presentation Skills
Example 2: Leadership	Leadership Development Programme	360-Degree Feedback	Develop Team Management Skills
Example 3: Technical Skills	Advanced-Data Analysis Training	Performance Assessment	Enhance Data Interpretation

Sustainability, Accountability, and Lessons Learned in Monitoring and Evaluation (M&E)

M&E processes must be sustainable and accountable and generate valuable lessons learned to inform future programming and decision-making.



Sustainability

- MDAs, RCCs and MMDAs should describe the process they will adopt to integrate new M&E initiatives with existing systems to ensure alignment with organisational processes and systems. This integration will enhance coherence, avoid duplication, and leverage established practices for more effective monitoring and evaluation.
- MDAs, RCCs and MMDAs should explain how they will conduct comprehensive training for their staff and stakeholders to ensure they understand and can take ownership of M&E processes.
- MDAs, RCCs and MMDAs should define and explain the digital tools and data platforms they intend to leverage to enhance the efficiency and effectiveness of data collection, analysis, and dissemination. Utilising modern technology will improve the accuracy, accessibility, and timeliness of M&E data, facilitating better decision-making and reporting.

- MDAs, RCCs and MMDAs should describe how they intend to actively collaborate with stakeholders to share resources, expertise, and knowledge products. It is good practice to show how this collaboration will promote synergies, enhance learning, and ensure that diverse perspectives are incorporated into the M&E processes, leading to more comprehensive and informed outcomes.
- MDAs, RCCs and MMDAs should show direction on how they would mainstream M&E into their organisational culture and decision-making processes.

Accountability

- MDAs, RCCs and MMDAs should establish measurable targets and indicators for all projects and programmes. These targets and indicators should be specific, achievable, relevant, and time-bound (SMART) to facilitate effective tracking and assessment of progress and outcomes.
- MDAs, RCCs and MMDAs should establish how they will regularly share



M&E findings with stakeholders.

- MDAs, RCCs and MMDAs should indicate how they will involve stakeholders in data collection and analysis in a participatory manner.
- MDAs, RCCs and MMDAs should as far as practicable conduct regular external evaluations of programmes and projects. Independent evaluations provide an objective assessment of performance, highlight areas for improvement, and ensure accountability to stakeholders.
- MDAs, RCCs and MMDAs should describe how they would ensure that M&E findings are systematically used to adjust programmes and projects.

Lessons Learned

- MDAs, RCCs and MMDAs should

indicate how they would systematically record successes, challenges, and lessons learned throughout the lifecycle of programmes and projects.

- MDAs, RCCs and MMDAs should indicate how they would conduct after-action reviews to reflect on completed programmes and projects. These reviews should involve all relevant stakeholders and focus on what worked well, what did not, and how similar initiatives can be improved in the future.
- MDAs, RCCs and MMDAs should indicate how they would actively share knowledge through the dissemination of lessons learned.

MDAs, RCCs and MMDAs should express how they intend to institutionalise learning by integrating lessons learned into organisational policies and procedures.

Outputs of Chapter Seven:

- A brief narrative accompanied with a table on stakeholder analysis
- Indicators selected for tracking implementation of MTDP presented in the matrix
- A brief narrative on intended evaluation(s) to be conducted over the plan period
- A knowledge management and learning framework



CHAPTER EIGHT: DEVELOPMENT COMMUNICATION STRATEGY

Introduction

Provide a brief introduction to highlight the contents of Chapter Eight.

Formulating Communication Strategy

Consider the following in formulating a successful communication strategy.

- i. Clearly define the communication goals and develop a specific strategy to effectively communicate the plan to all stakeholders, including decision-makers and the citizenry. A clearly defined communication goal helps in transparency and citizen ownership of the plan.
- ii. Raising knowledge of the expected responsibilities of the parties involved in carrying out the programmes and projects of the MDA, RCC, and MMDA.
- iii. Clearly identify the target audience including gender and vulnerable groups; make sure the right people hear your message when they are ready and, in a way, that you want them to hear it.
- iv. Develop key messages tailored to target audience; develop a concise and impactful message.
- v. Communication objectives should be to answer these questions.
 - Who do you need to reach?
 - Why do you need to reach them?
 - What will your communications convey?
 - How will you deliver the message at the time that will have the best impact on the targeted audience?
- vi. Identify and determine the best channels to reach your target audience. Consider a more modern style of information dissemination such as social media, blogs, vlogs etc. These channels serve different purposes and audience segment.
- vii. Develop indicators to assess the effectiveness of communication strategy




Outputs of chapter eight

A communication strategy with:

- Defined communication channels for specific targeted audiences
- Communication messages for MTDP dissemination





**BIBLIOG-
RAPHY**

BIBLIOGRAPHY

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Ministry of Environment, Science and Technology (2011), Manual for the Preparation of Spatial Plans, Town and Country Planning Department

National Development Planning (System) Act, 1994 (Act 480)

National Development Planning (System) Regulations 2016, L.I. 2232

National Development Planning Commission (2014), National Monitoring and Evaluation Manual

National Development Planning Commission Act, 1994 (Act 479)

National Development Planning Commission Regulations 2020, L.I. 2402

Public Financial Management Act, 2016 (Act 921)

Public Financial Management Regulations 2019, L.I. 2378

The 1992 Constitution of the Republic of Ghana



ANNEXES

ANNEXES

Annex 1: Format and Content of MTDPs

The MTDP should follow the outline below:

Foreword

Table of Content

List of Tables and Figures

List of Acronyms

Executive Summary

Chapter One: General Introduction

Brief background of the MDA, RCC, MMDA including

- Vision, Mission, Functions, Mandate and Core Values
- Organogram - Organisational Structure
- Locational map (where applicable)

Pointers to note:

- The Foreword should be signed by the Head of Institution
- The Executive Summary should be in line with the requirements stipulated in L.I. 2232
- Districts are to attach a signed copy of public hearing report(s) to the plan; as an annex.

Chapter Two: Situational Analysis

- Analysis of the MDA/RCC/MMDA existing conditions
- Performance review including analysis of financial performance
- A summary of key issues
- Medium-term needs assessment

Chapter Three: Key Development Priorities

- Summary of process for prioritisation of development priorities
- List of key development priorities



Chapter Four: Development Goals, Objectives and Strategies

- A matrix of Development Goals, Objectives and Strategies to respond to prioritised issues identified (Key Development Priorities)
- An indication of development proposals integrated with spatial plans.

Chapter Five: Composite Development Programmes

- Assumptions and methodologies used for the costing
- Summary and matrix of a designed programmes to achieve set objectives
- Summary on joint programming/planning activities if applicable
- Analysis on SEA of programmes
- Indication on how assets will be maintained for the planning period
- Summary and matrix on Programme financing

Chapter Six: Annual Action Plans

- Provision summary and matrix on interrelated projects under programmes

to be implemented for each year within the planning period

- Brief on innovative measures to mobilise resources (Human and Capital) for the implementation of the projects.

Chapter Seven: Monitoring and Evaluation Arrangement

- Monitoring matrix
- A summary and matrix on stakeholder analysis
- A brief narrative on intended evaluation and PM&E
- A summary on a framework to enhance knowledge management and learning

Chapter Eight: Communication Strategy

- A communication strategy for the MTDP

Annex 1: Bibliography

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

Annex 3: Glossary

Annex 4: Public Hearing Reports (*applicable to MMDAs*)

**** IT IS RECOMMENDED THAT THE ENTIRE DEVELOPMENT PLAN MUST NOT EXCEED 120 PAGES – EXCLUDING THE ANNEXES****



ANNEX 2: SUSTAINABILITY TOOLS

SUSTAINABILITY TEST - EXPLANATORY NOTE

This matrix provides a simple technique that can be used by all stakeholders without needing specialist knowledge (although that helps) to analyse programmes. The tool is designed to give a visual and quantitative measure of the extent to which a particular programme can provide sustainable growth and development. It is different from an impact assessment matrix, in that, it gives equal weight to social/cultural, economic and natural resource issues.

There are five basic steps to follow:

1. Describe the programme as identified in Chapter Five and provide enough information to allow an informed judgment about the programme's likely effects on each of the Sustainability Criteria (for example, area affected, number of jobs created, value of future production, etc.).
2. Classify the basic aim or objective as primarily economic, social, environmental, or a combination of these.
3. Identify the theme and develop relevant indicators that describe the environmental state, human pressures, and responses to pressures to track progress and inform decision-making.
4. Assess the performance of the programme with each criterion and score that performance.
5. Summarise the findings in a report to decision-makers.

For each criterion and indicator, a scale of 0-5 with appropriate colour code is used to reflect the extent to which the activity supports, is neutral to, or works against the sustainability aim. The scale and colour code are as follows:

Scale:	0	1	2	3	4	5
Effects:	Not Relevant	Works strongly against the aim	Works against the aim	On balance has neutral effects on the aim	Supports the aim	Strongly supports the aim
Colour:	Black	Red	Red	Yellow	Green	Green



EXAMPLE - SUSTAINABILITY CRITERIA MATRIX

Programme: Extension of piped water supply system							
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

***Refer to EPA's Strategic Environmental Assessment Training Manual, 2020.**



ANNEX 3: TOOLBOX – PLANNING PROCESSES

Planning Stage	Recommended Tools/ Approaches	Resources
Situational Analysis	Problem Tree Analysis	<ul style="list-style-type: none"> • https://youtu.be/-j_Y7D35H4 • https://youtu.be/aj74ebMn55w • https://youtu.be/q6qYZiW5BWU
	SWOT Analysis	<ul style="list-style-type: none"> • https://youtu.be/NapLmUxSxyo • https://youtu.be/I_6AVRGLXGA • https://youtu.be/JXXHqM6RzZQ
	Scalogram Analysis	<ul style="list-style-type: none"> • https://youtu.be/Cv4PtoFVjrA
	Needs Assessment	<ul style="list-style-type: none"> • https://youtu.be/0g9sGNWFuVc • https://youtu.be/624PSIIFWsA
Performance Review	Use of outcome and impact indicators	<ul style="list-style-type: none"> • https://youtu.be/yQKTIGCGxbE • https://youtu.be/t7-T74y4--k
Prioritisation of Development Issue	Cost and Benefit Analysis	<ul style="list-style-type: none"> • https://youtu.be/6nwEf9GGdDA • https://youtu.be/K32wuh_oEvw
	Prioritisation Matrix	<ul style="list-style-type: none"> • https://youtu.be/TzIzWFqEoEc • https://youtu.be/cuJ8Q5jVT2M
	ABC Analysis	<ul style="list-style-type: none"> • https://youtu.be/BWbnKgFNcKg • https://youtu.be/tzosTe2UOvs
	Multi-Criteria Decision Analysis	<ul style="list-style-type: none"> • https://youtu.be/70oKJHvsUbo • https://youtu.be/47kiWwTmqkg

Planning Stage	Recommended Tools/ Approaches	Resources
Prioritisation of Development Issue	Importance-Urgency Matrix	<ul style="list-style-type: none"> https://youtu.be/XcevoFdNSaI https://youtu.be/Z1R8MMnVnt8
	Decision Matrix/ Pairwise Ranking	<ul style="list-style-type: none"> https://youtu.be/DLjBxOC4kdk https://youtu.be/orrQFHKlocs
	PESTLE Analysis	<ul style="list-style-type: none"> https://youtu.be/bYn4CyL3r5w https://youtu.be/NaofchxbhXo
Formulation of Goals, Objectives, and Strategies	Objective Tree Analysis	<ul style="list-style-type: none"> https://youtu.be/HofK-0HZ2gM https://youtu.be/z9pd3cww3uM
Formulation of Development Programmes	Logical Framework	<ul style="list-style-type: none"> https://youtu.be/xsWmlarToBM
	Gantt Chart	<ul style="list-style-type: none"> https://youtu.be/4DSV-_2pqml https://youtu.be/R5IUNGnM2Fo
	Strategic Environmental Assessment	<ul style="list-style-type: none"> https://youtu.be/KTHKqx-C_C8 https://youtu.be/QzfPADnXY7g https://youtu.be/MWiEgGoTSXI
	Environmental Impact Assessment	<ul style="list-style-type: none"> https://youtu.be/RWtTOEfhNsE https://youtu.be/N7MpIVS8dQs
Identification of Implementation Activities	Gantt Chart	<ul style="list-style-type: none"> https://youtu.be/4DSV-_2pqml https://youtu.be/R5IUNGnM2Fo
	Logical Framework	<ul style="list-style-type: none"> https://youtu.be/xsWmlarToBM



Planning Stage	Recommended Tools/ Approaches	Resources
Planning for Monitoring and Evaluation	PM&E tools	<ul style="list-style-type: none"> • https://youtu.be/eCNQW9_V7EM
	Participatory Rural Appraisal (mapping, transect walks, Venn diagrams, rankings, etc.)	<ul style="list-style-type: none"> • https://youtu.be/9VPeAOzdSr0 • https://youtu.be/1Q1dzchtJDM • https://youtu.be/_fktHa8APcY
	Community Score Card (CSC)	<ul style="list-style-type: none"> • https://youtu.be/6MqgozwVP-U
	Most Significant Change (MSC)	<ul style="list-style-type: none"> • https://youtu.be/i_DLCRHI_YM
Planning for Communication	Communication Strategy	<ul style="list-style-type: none"> • https://youtu.be/GxwvKGatSEI • https://youtu.be/ZY3RFWKOTNU • https://youtu.be/HM0L3jOHCJE

NB: This is not an exhaustive list; other applicable tools could be used in the preparation of development plans.



ANNEX 4: PLAN PREPARATION TIME TABLE

Timelines are provided for by fifteenth schedule of L.I. 2232, and are informed by the annual budget calendars.

ACTIVITY	TIMELINE
Initiation and preparation of district development plan	January - April
Submission of draft district development plan that includes the M&E plan to the Regional Coordinating Council	April - May
Submission of draft district development plan from the Regional Coordinating Council to the NDPC	May
Approval of the draft district development plan by NDPC	June
Feedback and approval for district development plans	End of June
Re-submission of the revised plan to the Commission	End of July
Issuance of certificate of approval	First Week in August

Source: The Fifteenth Schedule of L.I. 2232



ANNEX 5: GLOSSARY

Term	Definition
Activities	The collection of tasks to be carried out in order to achieve an output.
Assumption	Positively-stated external factors which are important for the success of the intervention, are probable (not certain/unlikely) to happen, and are beyond its control.
Evaluation	The systematic and objective assessment of an on-going or completed project, programme or policy, its design, implementation and results. The aim is to determine the relevance and fulfilment of objectives, developmental efficiency, effectiveness, impact and sustainability.
Goal	The long-term result that an intervention seeks to achieve, which may be contributed to by factors outside the intervention.
Impact	Positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended.
Indicator	A unit of measurement that helps determine what progress is being made towards the achievement of an intended result (objective).
Monitoring	The routine collection and analysis of information in order to track progress, check compliance and make informed decisions for project/programme management



Objective	The intended results of an intervention which can split by levels of increasing significance, for example outputs, outcomes and goal.
Outputs	These are goods and services to be produced in given period in order to achieve stated objectives.
Policy	A general course of action or proposed overall direction that a government or other institution is, or would be, pursuing and which guides ongoing decision making.
Problem	An existing negative situation
Programme	A coherent, organised policy framework or schedule of commitments, proposals, instruments and/or activities that elaborates and implements policy, eventually comprising several projects.
Project	A proposed capital undertaking, typically involving the planning, design and implementation of specified activities.
Stakeholder	A functional category of actors with a direct dependency on certain environmental resources, in terms of their use and management for specific goals. In many cases the stakeholder is also the 'primary actor'.
Strategy	This identifies what is needed to achieve a policy goal. They are specific and measurable targets for accomplishing a goal. They mark interim steps towards achieving an agency's long-term mission and goal





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