

NATIONAL DEVELOPMENT PLANNING COMMISSION



REPUBLIC OF GHANA

GUIDELINES

**FOR THE PREPARATION OF DISTRICT MEDIUM-TERM DEVELOPMENT PLANS
UNDER
THE MEDIUM-TERM NATIONAL DEVELOPMENT POLICY FRAMEWORK
AN AGENDA FOR JOBS: CREATING PROSPERITY AND EQUAL OPPORTUNITY FOR ALL
2018-2021**

NDPC JANUARY 2018

FOREWORD

These Guidelines are being provided to facilitate the preparation of district medium-term development plans in accordance with Sections 1 (2 to 4), 11 of the National Development Planning (System) Act 1994 (Act 480), Sections 1 to 13 of the National Development Planning (System) Regulation, 2016, LI 2232, Sections 83 ((1a-h), 3, 4) and 86 (1-4) of the Local Governance Act, 2016 Act 936.

This document is the fifth in a series, launched in 1996 and the second set of combined guidelines for the preparation of i) district medium-term development plans (DMTDPs) including monitoring and evaluation (M&E), and ii) Annual Progress Reports (APRs) from 2018 to 2021. The current guidelines are designed to assist in the translation of policy goals, objectives and strategies of the “Medium-Term National Development Policy framework, An Agenda for Jobs: Creating Prosperity and Equal Opportunity for All; (Agenda for Jobs)” as informed by the *President’s Coordinated Programme of Economic and Social Development Policies, 2017-2024*.

The Agenda for Jobs, 2018-2021 is driven by the vision of: “*Create an optimistic, self-confident and prosperous nation, through the creative exploitation of our human and natural resources, and operating within a democratic, open and fair society in which mutual trust and economic opportunities exist for all.*”

It has been mainstreamed with the Sustainable Development Goals (SDGs), African Union Agenda 2063 and the Paris Climate Change Agreement (COP21). Agenda for Jobs, 2018-2021 has four main goals in relation to the vision as follows;

- i. Create opportunities for all Ghanaians;
- ii. Safeguard the natural environment and ensure a resilient, built environment;
- iii. Maintain a stable, united and safe society; and
- iv. Build a prosperous society.

To achieve these goals, the medium-term priority policies, programmes and projects will be anchored on the following strategic areas: restoring the economy; transforming agriculture and industry; strengthening social protection and inclusion; revamping economic and social infrastructure; and reforming public service delivery institutions. The policy objectives, strategies and flagship initiatives of Government contained in Agenda for Jobs, 2018-2021 are organized under the following broad themes: Economic development; Social development; Environment, Infrastructure and human settlements; Governance, corruption and public accountability; and Ghana’s role in international affairs. The details are provided in the Agenda for Jobs, which should be used together with these guidelines in the preparation of the district medium-term development plans (DMTDPs).

The document is divided into four chapters. Chapter 1 introduces the background, rationale, process and structure of the Guidelines. Chapter 2 presents the national development planning system, detailing the legal framework, institutional arrangements, planning and the budgeting process. Chapter 3 addresses the role of key actors in the preparation of the MTDP while Chapter 4 deals with the steps for preparing the medium-term development plan, including M&E and communication arrangements.

It is important to note that the Commission will be instituting an award system for the best performing MDAs in terms of planning and budgeting. The modalities will be communicated appropriately.

Director General

ABBREVIATIONS

AAB	-	Appeals Advisory Board
AIDS	-	Acquired Immuno Deficiency Syndrome
ASFR	-	Age-Specific Fertility Rate
CBO	-	Community Based Organisation
CBPRP	-	Community Based Poverty Reduction Project
CBRDP	-	Community Based Rural Development Project
CBR	-	Crude Birth Rate
CDR	-	Crude Death Rate
CSOs	-	Civil Society Organisations
DACF	-	District Assembly Common Fund
DAs	-	District Assemblies
DCDs	-	District Co-ordinating Directors
DDF	-	District Development Facility
DHIS	-	District Health Insurance Scheme
DMTDPs	-	District Medium-Term Development
DoP	-	Department of Planning
DPCU	-	District Planning Coordinating Unit
DPs	-	Development Partners
EIA	-	Environmental Impact Assessment
EU	-	European Union
GPRS I	-	Ghana Poverty Reduction Strategy
GPRS II	-	Growth and Poverty Reduction Strategy
GIZ	-	German International Development
GSGDA	-	Ghana Shared Growth and Development Agenda
HIPC	-	Highly Indebted Poor Countries
HIV	-	Human Immuno-deficiency Virus
HRD	-	Human Resource Development
HRDBS	-	Human Resource Development and Basic Services
ICT	-	Information and Communication Technology
ILGS	-	Institute of Local Government Studies
IMR	-	Infant Mortality Rate
KNUST	-	Kwame Nkrumah University of Science and Technology
LE	-	Life Expectancy
LED	-	Local Economic Development
LGPRSP	-	Local Governance – Poverty Reduction Support Programme
M&E	-	Monitoring and Evaluation
MDAs	-	Ministries, Departments and Agencies
MDGs	-	Millennium Development Goals
MPSP	-	Manual for the Preparation of Spatial Plans
MTDP	-	Medium-Term Development Plan
MTEF	-	Medium Term Expenditure Framework
NDPC	-	National Development Planning Commission
NDPS	-	National Development Planning Systems
NEPAD	-	New Partnership for Africa’s Development

NGO	-	Non-Governmental Organisation
NM	-	Net Migration
PA	-	Planning Authority
PoA	-	Programme of Action
POCC	-	Potentials, Opportunities, Constraints and Challenges
PPD	-	Physical Planning Department
PPO	-	Physical Planning Officer
PPM	-	Poverty Profiling and Mapping
PPP	-	Policies, Programmes and Projects
PPSC	-	Priorities for Private Sector Competitiveness
PSC	-	Private Sector Competitiveness
RCCs	-	Regional Co-ordinating Councils
RPCUs	-	Regional Planning Co-ordinating Units
SD	-	Sustainable Development
SDCP	-	Sub-District Council Plans
SDCs	-	Sub-District Councils
SDDP	-	Sub-District Development Plans
SDS	-	Sub-District Structures
SEA	-	Strategic Environmental Assessment
SIF	-	Social Investment Fund
SMART	-	Specific, Measurable, Achievable, Realistic and Time- bound
SNV	-	Netherlands Development Organisation
SWOT	-	Strengths, Weaknesses, Opportunities and Threats
TCPD	-	Town and Country Planning Department
TFR	-	Total Fertility Rate
TMR	-	Total Mortality Rate
TOR	-	Terms of Reference
U5MR	-	Under Five Mortality Rate
UNICEF	-	United Nations Children's Fund

TABLE OF CONTENTS	PAGE
ABBREVIATIONS	iii
CHAPTER ONE	1
INTRODUCTION	1
1.0 Background	1
1.1 Rationale	1
1.2 Process of Developing the Guidelines	1
1.3 Structure of the Guidelines	1
1.4 Award System	2
CHAPTER TWO	3
NATIONAL DEVELOPMENT PLANNING SYSTEM	3
2.0 Introduction	3
2.1 Legal Foundations of the National Development Planning System.....	3
2.2 Institutional Arrangements (Planning Authorities) of the Planning System.....	4
2.3 The Planning and Budgeting Processes	7
CHAPTER THREE	9
ROLE OF KEY PLAYERS IN PREPARATION OF THE DISTRICT MEDIUM-TERM DEVELOPMENT PLAN	9
3.0 Introduction	9
3.1. The Role of the DCEs	9
3.2. Composition of DPCU	9
3.3 The role of the Regional Coordinating Council (RCC) and Regional Planning Coordinating Unit (RPCU).....	11
3.4 The role of NDPC	11
3.5 The role of the MoF.....	11
3.6 The role of Ghana Statistical Service (GSS).....	12
3.7 The role of the Office of the President (OoP).....	12
3.8 The role of the Local Government Service.....	12
CHAPTER FOUR	13
STEPS FOR PREPARING THE DISTRICT MEDIUM-TERM DEVELOPMENT PLAN (2018-2021)	13
4.0 Introduction	13
4.1 Sequence of Steps.....	13
GLOSSARY OF TERMS	33
ANNEXES	37
Annex 1: Members of Metropolitan, Municipal and District Planning Coordinating Units...37	37
Annex 2: Members of Statutory Planning Committee.....	39
Annex 3: Format and Content of DMTDPs.....	40
Annex 4: Example of a DPCU Capacity and Management Index	42
Annex 4a: Some Questions that could Guide the Situation Analysis.....	45
Annex 5: Examples of Green Economy Options by Sector.....	46

Annex 6: Potential Climate Impacts and Proposed Adaptation and Mitigation Strategies ..	50
Annex 7: Water Resources Assessment Tool.....	52
Annex 8: Demographic Transition and Dividend.....	53
Annex 9: Scale Up Nutrition (SUN) Movement.....	56
Annex 9a: Indicators to Guide Planning for Food and Nutrition Security.....	57
Annex 10: Sample Guidance for inclusion of Social Protection in MTDPs and AAPs of MMDAs	60
Annex 11: Guidelines for Public Hearing /Public Hearing Report of District Development Plans.....	62
Annex 11a: Grievance Procedures for the Administration of Act 480	67
Annex 11b: Procedure for Prioritization of community needs (Urban/Town/Area Council level)	69
Annex 12: Use of Compatibility matrix	63
Annex 13: The Exponential Method for population projection	64
Programmes	65
Annex 14a: Use of Sustainability Test	67
Annex 15: Programmes and Sub-Programmes of MMDAs	69
Annex 16: MMDAs Programme of Action (PoA)	70
Annex 16a: Examples of sanitation activities	71
Annex 17: Template for Indicative Financial Strategy	73
Annex 18: Annual Action Plan of MMDAs	74
Annex 19: Stakeholders’ Analysis at the District Level	75
Annex 20: General Evaluation Norms and Standards.....	76
BIBLIOGRAPHY	78

LIST OF FIGURES, TABLES AND BOXES

FIGURES

Figure 1: National Development Planning System	3
Figure 2 Decentralized national development planning process	8
Figure 3: Map of future desires of the MMDA sectors	25
Figure 4: Framework for actions to achieve optimum foetal and child nutrition and development	56

TABLES

Table 1: Performance of the MMDA from 2014 to 2017	14
Table 2: Total Releases from Government of Ghana	15
Table 3: All Sources of Financial Resources for the MDAs	15
Table 4: Summary of Key Development Issues of GSGDA II	19
Table 5: Scoring	20
Table 6: Harmonisation of Community needs and aspirations with Identified Development Problems/Issues from review of Performance and Profiling from 2010-2013	20
Table 7: Key development issues under GSGDA II with implications for 2018-2021.. 20	
Table 8: Identified Development Issues under GSGDA II and Agenda for Jobs	21
Table 9: Adopted Development Dimensions and Issues of SMTDP of MMDAs	21
Table 10: Example of application of POCC Analysis	21
Table 11: Sustainable prioritised issues as categorised under themes and goals	23
Table 12: Definition of score	24
Table 13: Prioritisation programme Matrix	25
Table 14: Example of M&E Activities	26
Table 15: Monitoring/Results Matrix	28
Table 16: Data Collection Matrix	29
Table 17: An example of communication activity matrix	30
Table 18: Evaluation Matrix	31

BOXES

Box 1: Members of the Regional Planning Co-ordinating Unit	6
Box 2: An Example of the Role/TOR of the Facilitator	10
Box 3: Vision, Mission etc	13
Box 4: Thematic Areas of the GSGDA II	13
Box 5: Criteria for determining rate of implementation	14
Box 6: Chapter 6, Article 35 (7) 1992 Constitution of Ghana:	20
Box 7: Application of Sustainability Tools II	23
Box 8: Programme and Sub-Programme as used in Programme-Based Budgeting.. 24	
Box 9: Example of a map of the desired future	25
Box 10: Monitoring and Evaluation (M&E)	28
Box 11: Programme/Project Register Format	28
Box 12: Quarterly and Annual Progress Reports Format	29

CHAPTER ONE

INTRODUCTION

1.0 Background

The vision of Ghana as contained in the Agenda for Jobs, 2018-2021 is to “*Create an optimistic, self-confident and prosperous nation, through the creative exploitation of our human and natural resources, and operating within a democratic, open and fair society in which mutual trust and economic opportunities exist for all*”. The vision is to be accomplished through the formulation and implementation of 4-year medium-term development plans (MTDPs) by the districts and sectors in relation to the planning guidelines issued by the National Development Planning Commission.

1.1 Rationale

The National Development Planning (System) Act, 1994, Act 480 mandates the National Development Planning Commission (NDPC) to *prescribe the format and content of development plans for districts, ministries and sector agencies*. Act 480 also requires district assemblies to *initiate and prepare district development plans and settlement structure plans in a manner prescribed by the Commission and ensure that the plans are prepared with full participation of the local economy*.

The Guidelines have, therefore, been developed to help achieve the foregoing. Specifically, the guidelines have been prepared to:

1. Enhance knowledge of the institutional context for plan preparation;
2. Provide the medium-term national development policy context for plan preparation by districts;
3. Present a step-by-step guide for preparing a district development plan;
4. Define the format and content of a district development plan;
5. Provide some recommended tools and analytical techniques to support the process of plan preparation by a district assembly;
6. Enhance understanding of the link between the national development policy framework and implementation of international development frameworks such as au agenda 2063, un agenda 2030 (SDGs), etc.; and
7. Provide a guide for ensuring effective public participation in the preparation of a district plan.

1.2 Process of Developing the Guidelines

The guidelines were developed based on extensive consultations and consensus building with stakeholders including MDAs, MMDAs, academia, NGOs, experts in the relevant field and Development Partners. This process was to ensure ownership in relation to the preparation and utilisation of the guidelines, mobilization of resource for planning, plan implementation, monitoring and evaluation.

1.3 Structure of the Guidelines

The document is divided into four chapters. Chapter 1 introduces the background, rationale, process and the structure of the Guidelines. Chapter 2 presents the national development planning system, detailing out the legal framework, institutional arrangements, planning and budgeting processes. Chapter 3 addresses the role of key players in the preparation of the

medium-term development plan while Chapter 4 deals with the steps for preparing the medium-term development plan, including monitoring and evaluation (M&E) and Communication arrangement.

1.4 Award System

The Commission will institute an award system as a morale booster for the best performing district assembly in planning and budgeting. The details of the award system will be communicated in due course.

- b) Articles 86 and 87 of the 1992 Constitution

2. Acts of Parliament

- a) National Development Planning Commission Act, 1994 (Act 479)
- b) National Development Planning (System) Act, 1994 (Act 480)
- c) Environmental Protection Agency Act, 1994 (Act 490)
- d) Institute of Local Government Studies Act, 2003 (Act 647)
- e) Petroleum Revenue Management Act, 2011 (Act 815)
- f) Ghana Infrastructure Investment Fund Act, 2014 (Act 877)
- g) Public Financial Management Act, 2016 (Act 921)
- h) Land use and Spatial Planning Act, 2016 (Act 925)
- i) Local Governance Act, 2016 (Act 936)

3. Legislative Instruments

- a) Environmental Assessment Regulations, 1994 (L.I. 1652)
- b) Financial Administration Regulation, 2004
- c) Local Government (Depts. of District Assemblies) (Commencement) Instruments, 2009 (L.I.1961)
- d) National Development Planning (System) Regulations, 2016 (L.I. 2232)

4. Other statutory laws

- a) Statistical Service Law, 1985 (PNDC Law 135)
- b) Civil Service Act, 1993 (PNDC Law 327)

2.2 Institutional Arrangements (Planning Authorities) of the Planning System

The planning authorities of the planning system are as follows;

i. National Development Planning Commission

NDPC was created by Article 86 of the 1992 Constitution and its broad functions prescribed by Article 87 same. These broad functions include advising the President of the Republic of Ghana on development planning policy and strategy, at the request of the President or Parliament, or on its own initiative, studying and making strategic analyses of macro-economic and structural reform options. Others include making proposals for the development of multi-year rolling plans; preparing broad national development plans; monitoring, evaluating and co-ordinating development policies, programmes and projects; among others.

The National Development Planning Commission Act 1994, Act 479, enables Articles 86 and 87 by prescribing the structure and general functions of NDPC while the National Development Planning (System) Act, 1994 (Act 480) specifies the planning, coordination and M&E functions of the Commission together with the other planning authorities. As the apex planning body, NDPC is required by Act 480 to regulate the decentralised national development planning system with legislative instruments and guidelines as well as prescribe the format and content of development plans (usually through the guidelines), for districts, ministries, departments and agencies (MDAs).

Moreover, NDPC is mandated to coordinate district development plans and programmes submitted through the regional coordinating councils; integrate the economic, spatial and sectoral plans of ministries and sector agencies and ensure that all these plans are compatible with national development objectives. The other planning functions of the Commission include advising the relevant agencies on the formulation of guidelines for the regulation of physical development; and in collaboration with relevant agencies, monitoring physical development to ensure that any proposed development conforms to the approved development plan for the area. Nonetheless, NDPC is required to issue approved development policies as directed by the President for the guidance of the public and private sectors; and perform such other functions, reasonably relating to development planning, policy and strategy.

In performing its planning functions, NDPC uses the Cross-Sectoral Planning Groups (CSPGs). The CSPGs are formed around thematic areas or development dimensions with membership drawn from the governing board of NDPC, known as the Commission, relevant sector ministries, and public sector institutions, private sector organisations, civil society organisations (CSOs), and individuals selected for their knowledge and expertise as determined by NDPC. The CSPGs are, therefore, composed of state and non-state actors and their additional functions include integrating and coordinating the planning and development activities of the thematic/dimension group and other sectoral activities.

ii. Ministries, Departments and Agencies

The Ministries, Departments and Agencies (MDAs) are required by the Civil Service Law 1993, PNDCL 327, Act 480 and LI 2232, to undertake development planning functions in consultation with the Commission. They are required to prepare and submit for approval by the Commission a development plan based on and compatible with national development priorities and sectoral development guidelines issued by NDPC. The MDAs are further required to monitor the implementation of approved development plans and submit a monitoring report in the prescribed form to the Commission at predetermined intervals.

The above activities are to be performed by a committee of the MDAs. It is, therefore, recommended that for purposes of planning and budgeting, the membership of the budget committee established under Section 150 of the Financial Administration Regulations, 2004, should be reconstituted as the Medium-Term Development Plan Preparation Committee (MPC) as detailed under Section 3.1 of these guidelines.

iii. Regional Co-ordinating Councils (RCCs)

The RCCs were established by Act 936 in accordance with article 255 of the 1992 Constitution. A Regional Co-ordinating Council comprises: (a) the Regional Minister and the deputy or deputies, (b) the presiding member of each District Assembly and the District Chief Executive of each district in the Region, (c) two chiefs from the regional House of Chiefs elected by the chiefs at a meeting of the House, and (d) the regional heads of the decentralised Ministries in the region as members without the right to vote. The Regional Minister is the chairman of the regional co-ordinating council and Regional Co-ordinating Director (Chief Director) is the secretary to the regional co-ordinating council.

The planning functions, in accordance with both Acts 936 and 480, include providing relevant data and information to the district planning authorities to facilitate the preparation of district development plans, coordinating the plans and programmes of the district planning authorities

and integrating the plans and programmes into national development policies and priorities for consideration and approval by the Commission. Other functions include monitoring and evaluating the implementation of the programmes and projects of the district planning authorities within the region. The planning functions of the RCC are performed by the Regional Planning Coordinating Unit (RPCU), established under Section 190 of Act 936

The RPCU is composed of regional heads of department under the chairmanship of the Chief Director (CD) of the RCC (see Box 1). To perform its planning functions effectively, in accordance with Section 190 of Act 936, the RPCU should co-opt regional heads of other sector agencies, representatives of the private sector and civil society organisations.

The Regional Economic Planning Office is the secretariat to the RPCU and provides the planning a documentation centre. The Regional Economic Planning Officer (REPO) is the secretary and is required to lead monitoring visits. The CD and REPO should serve as a link between the RPCU and the RCC.

Box 1: Members of the Regional Planning Co-ordinating Unit

1	Regional Co-ordinating Director (as Head)
2	Regional Economic Planning Officer (as Secretary)
3	Regional Budget Officer
4	Regional Finance Officer/Internal Auditor
5	Regional Director of Health
6	Regional Director of Education
7	Regional Director of Agriculture
8	Chief Works Engineer
9	Regional Town and Country Planning Officer
10	Regional Statistician
11	Regional Co-ordinating Council Nominee
12	One representative each from chiefs and traditional authorities, CSOs, private sector, and other relevant regional departments and organisations identified and selected by the Regional Co-ordinating Council

Source: National Development Planning (System) Regulations, 2016 (LI 2232)

iv. Metropolitan, Municipal and District Assemblies (MMDAs)

The DAs, and for that matter MMDAs, are planning authorities as prescribed by Act 936. They are composed of (a) the District Chief Executive, (b) one person from each electoral area within the district elected by universal adult suffrage in accordance with Regulations made for the purpose by the Electoral Commission, (c) the member or members of Parliament from the constituencies that fall within the area of authority of the DA, without voting right, and (d) any other persons not exceeding thirty percent of the total membership of the Assembly appointed by the President in consultation with the traditional authorities and any other interest groups in the district. District heads of departments as available in the district provide technical support.

In relation to their planning functions, the MMDAs are required to initiate and prepare for the approval of the Commission district development plans and settlement structure plans in the manner prescribed by NDPC and ensure that the plans are prepared with the full participation of the local community. They are to carry out studies on development planning matters in the district including economic, social, spatial, environmental, sectoral and human settlement issues and policies, and mobilise human and physical resources for development in the district.

Other planning functions include initiating and coordinating the processes of programming, budgeting and implementation of district development plans, programmes and projects, integrating and ensuring that sector and spatial policies, plans, programmes and projects of the district are compatible with each other and with national development objectives issued by the Commission. The rest are synthesising the policy proposals on planning in the district into a comprehensive framework for the economic, social and spatial development of the district, including human settlements and ensuring that the policy proposals and projects are in conformity with the principles of sound environmental management. MMDAs are also to

monitor and evaluate the development policies, programmes and projects in the district, and provide the Commission with such data and information as it may require. The planning functions of the MMDAs are to be performed through the district planning coordinating units (DPCUs).

Section 84 of the Local Governance Act, 2016 (Act 936) established the DPCU while Section 85 prescribes its functions to assist the DA to execute designated planning functions. The DPCU consists of heads of department of the district as indicated in Annex 1, with the District Coordinating Director as chairperson. The District Planning Officer serves as the secretary of the DPCU, provides the planning documentation centre and lead monitoring visits.

Section 2 of LI 2232 enjoins a department of the DA to prepare a district sectoral plan in consultation with stakeholders as an input into the drafting of the DMTDP by the DPCU. The functions of DPCU therefore, include collating and synthesising the district sectoral plans in preparing the DMTDP, coordinating planning activities of sectoral departments in the district and providing data as may be required by NDPC.

v. Sub-metropolitan district councils, Urban/Town/Zonal and Area Councils

Sub-metropolitan district councils, Urban/Town/Zonal and Area Councils are subordinate bodies of the district assemblies serving as rallying point of local enthusiasm in support of the development objectives of the district assembly. They prepare sub-district plans as input into the DMTDP, mobilise resources for implementation, monitoring and evaluating sub-district development plans.

vi. Unit Committees

Unit committees are in close touch with the people. They play the role of mobilizing the communities for public hearings, education, organizing communal labour for implementation of development plans, raising revenue and ensuring environmental cleanliness, registering birth and deaths, providing data, monitoring and evaluating community development plans.

2.3 The Planning and Budgeting Processes

The planning process starts with the formulation of the national development policy framework comprising national development goals, policy objectives and strategies. These are implemented through development plans prepared by the MDAs and MMDA as illustrated in figure 2, below. The plan preparation, implementation and M&E are facilitated by guidelines issued by the Commission. The plans of MDAs and MMDAs are the means for implementing the national development policy frameworks and budgeting at all levels.

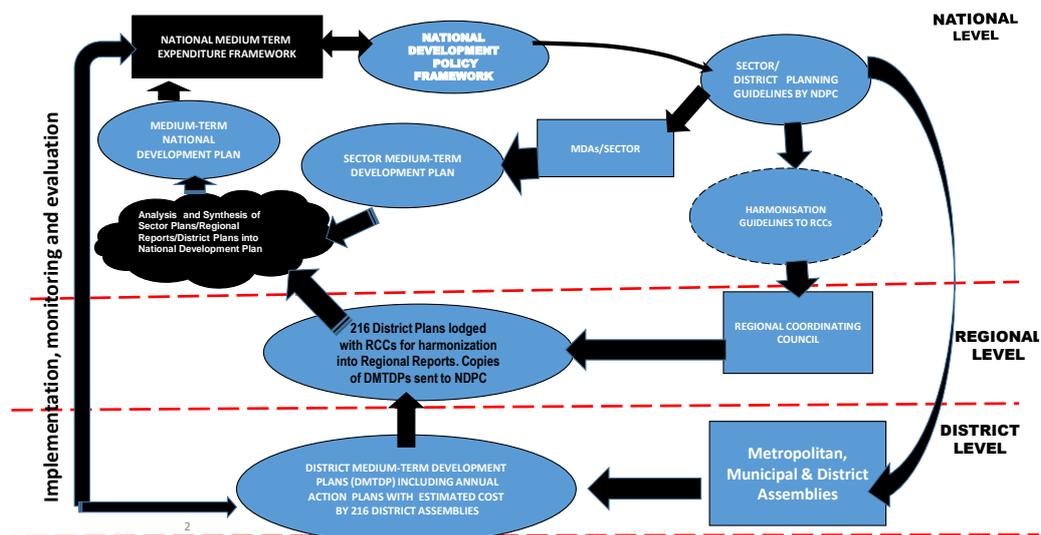


Figure 2 Decentralized national development planning process

The 2018-2021 DMTDP will be implemented after it has been approved and certified by NDPC to ensure that it is consistent with national development policies and priorities as required by Section 18, Subsection 1 of the National Development Planning (System) Regulations, 2016 (L.I. 2232).

MMDAs will be expected to ensure that all programmes and projects, budgeted for, in the financial year come from their Annual Action Plans. The Annual Action Plan forms the basis for the preparation of the district programme-based budget in relation to the public financial management act 2016 (Act 921). Data and information should be collected on the indicators to assess the level of achievement of set targets. This should be analysed and reported in the quarterly and annual progress reports. These reports should inform policy reviews and initiate a new cycle of policy formulation.

CHAPTER THREE

ROLE OF KEY PLAYERS IN PREPARATION OF THE DISTRICT MEDIUM-TERM DEVELOPMENT PLAN

3.0 Introduction

Active participation, collaboration and support of key players in the successful preparation of DMTDP is indispensable. This chapter therefore presents these players and their roles, namely the District Chief Executive (DCE)¹, DPCUs, facilitators, District Statutory Committee, NDPC and other agencies in the planning process.

3.1. The Role of the DCEs

The DCEs in collaboration with Heads of District Departments are requested to ensure that:

- i. The DPCUs initiate DMTDP preparation process.
- ii. Assume full oversight responsibility for the preparation, implementation, M&E of the DMTDPs.
- iii. Members of the DPCUs fully participate in the preparation exercise
- iv. The DMTDPs capture all the planned programmes, projects and activities for 2018-2021.
- v. The DMTDPs reflect the development aspirations of the local people and Medium-Term National Development Policy Framework, 2018-2021.
- vi. The district assemblies adopt the DMTDPs before submission to the RCCs and NDPC.

3.2. Composition of DPCU

As stated elsewhere, Section 84 of the Local Governance Act, 2016 (Act 936) established the DPCU to assist the DA to execute designated planning functions. The composition of the DPCUs has been elaborated by the First schedule (Regulation 1 (2)) of the National Development Planning System Regulation, 2016, Legislative Instrument 2232 (See annex 1).

The DPCU is to be chaired by the District Coordinating Director, while the District Planning Officer who is a member, serves as secretary, and provides a planning documentation centre. The office of the planning unit of the district assembly should serve as the secretariat. It is highly recommended that adequate logistics and other resources are made available in addition to motivation to enhance the performance of the DPCU.

3.2.1. The role of the DPCU in the DMTDP preparation

In relation to their planning functions, as prescribed in Section 83 of Act 936, the DAs, through their DPCUs, are required to:

- i. Initiate and prepare for the approval of the Commission, district development plans and settlement structure plans in the manner prescribed by NDPC
- ii. Ensure that the plans are prepared with full participation of the local community.
- iii. Carry out studies on development planning matters in the district including studies on economic, social, spatial, environmental, sectoral and human settlement issues and policies

¹ District Chief Executive also refers to Metropolitan or Municipal Chief Executive

- iv. Mobilize human and physical resources for development in the district.
- v. Initiate and co-ordinate the processes of planning programming, budgeting and implementation of district development plans, programmes and projects,
- vi. Integrate and ensure that sector and spatial policies, plans, programmes and projects of the district are compatible with each other and with national development objectives issued by the Commission.
- vii. Synthesize the policy proposals on development planning in the district into a comprehensive framework for the economic, social and spatial development of the district including human settlement
- viii. Ensure that the policy proposals and projects are in conformity with the principles of sound environmental management.
- ix. Monitor and evaluate the development policies, programmes and projects in the district; and
- x. Provide the Commission with such data and information as it may require.

To facilitate the DMTDP preparation effectively, DPCUs may form sub-committees to work on various sections. The outputs of these sub-committees should be discussed by the DPCU and integrated into the relevant chapters of the DMTDP.

Where there may be shortfalls of expertise relating to specific areas of the plan preparation exercise, which may not be available at the RCC, DPCUs should liaise with NDPC in engaging the services of a Facilitator. The basic role of the facilitator is to assist the DPCU to prepare the DMTDP and not to prepare it for them. He or she should have a clear Terms of Reference (TOR) accordingly.

Box 2: An Example of the Role/TOR of the Facilitator

- i. Facilitate the larger district discussions on results of the situation analysis including the baseline situation/conditions, consensus building on 2010-2013 district development goals, priorities etc. collate and analyse in detail all the major problems/issues arising out of the above discussions
- ii. Facilitate the formulation of programmes, projects and activities.
- iii. Finalise the DMTDP after adoption by the DAs.

3.2.2 Role of Statutory Planning Committees (SPCs)

The composition of the District Spatial/Statutory Planning Committee (SPCs) is presented as Annex 2 in this document.

The District SPCs should ensure that spatial plans are prepared as part of the DMTDPs in accordance with laid down procedures and standards. The District SPCs should actively participate in the preparation of DMTDPs and ensure formulation of vision, alternate development options, the selection of a preferred development option and evaluate proposed provisions for Structure Plans.

3.2.3. The Role of members of the DAs and Sub-District Councils²

Members of the DAs and the Sub-District Councils are required to

- i. Participate fully during
 - o the data collection exercise

²Sub-District Council refers to the Urban, Town, Zonal and Area Councils.

- public hearings
- ii. Mobilize community members to support the planning exercise by providing data and sharing their views on development issues at the local level
- iii. Facilitate the needs assessment in the communities during community dialogue meetings and workshops
- iv. Adopt finally, the DMTDP

3.3 The role of the Regional Coordinating Council (RCC) and Regional Planning Coordinating Unit (RPCU)

In order to facilitate the preparation of the DMTDPs by the DAs, it is recommended that the RCCs and for that matter the RPCUs should;

- i. Provide relevant data, maps and information for the preparation of the DMTDP on request
- ii. Organize periodic planning orientation/workshops for the DPCU members
- iii. Assist in identification of development programmes/projects where necessary
- iv. Participate in Public Hearings
- v. Harmonise the DMTDP and monitor its implementation
- vi. Assess facilitators before selection and engagement by the DA to complement gap of expertise
- vii. Assist districts without planning officers to prepare the DMTDPs.

3.4 The role of NDPC

To ensure effective linkage of planning and budgeting, NDPC, in collaboration with Ministry of Finance (MoF), should coordinate and facilitate the DMTDP preparation exercise at the national level by:

- i. Providing Guidelines for the preparation of development plans
- ii. Organising orientation on the use of the Guidelines for the preparation of the DMTDP
- iii. Where necessary, organising follow up exercises to provide technical support, in collaboration with the RPCUs during the preparation of the DMTDPs
- iv. Monitoring the DMTDP preparation exercise through meetings, consultations and collaboration to:
 - a) Agreeing on inter and intra-sector district trade-offs
 - b) Ensuring synergy in programming
 - c) Ensuring efficient use of resources
- v. Ensuring that DAs strategies, programmes and activities are consistent with national development goals and objectives
- vi. Considering and approving DMTDPs and consequential budget appropriately

3.5 The role of the MoF

The MoF in collaboration with the NDPC should;

- i. Facilitate the review and formulation of Programmes and Sub-programmes.
- ii. Ensure that annual budgets of DAs are based on their Annual Action Plans.
- iii. Ensure adherence to implementation of approved programmes, sub-programmes and budgetary expenditure of DMTDP.
- iv. Release budgetary allocation to only DAs with Programmes, Sub-programmes and Annual Action plans actually reflecting the priorities of their DMTDPs and national development objectives.

3.6 The role of Ghana Statistical Service (GSS)

The GSS, a sectoral agency, is established by the Statistical Service Law, 1985 (PNDC Law 135) with the responsibility for collection, compilation, analysis, publication and dissemination of official statistics in Ghana for general and administrative purposes. The GSS collects data through censuses and surveys and administrative records. The GSS is the main source of data for some of the National Development Policy Framework's indicators. It is therefore required to support the planning including M&E system by helping in the design of methodologies, approaches and the instruments employed in collecting and making data available at the national, sector, regional and district levels.

3.7 The role of the Office of the President (OoP)

As a key stakeholder in planning, and a recipient and user of M&E information, the OoP has a key role to play in ensuring that planning (including M&E) by all MDAs and MMDAs is taken seriously and adequately resourced. In addition, the State of the Nation Address (SONA) should be informed by the development plans of the MDAs and MMDAs.

3.8 The role of the Local Government Service

The Local Government Service (LGS) was established under Local Governance Act, 2016 (Act 936) to provide technical assistance to RCCs and MMDAs, in their planning and M&E activities, conduct organisational and job analysis, undertake management audits and assist them to perform their functions.

CHAPTER FOUR

STEPS FOR PREPARING THE DISTRICT MEDIUM-TERM DEVELOPMENT PLAN (2018-2021)

4.0 Introduction

Chapter Four outlines the steps for the preparation of the DMTDP. It focuses on planning including implementation, monitoring, evaluation and budgeting processes. Each step generates an output which feeds into the relevant chapters of the DMTDP. (See Annex 3 for template for format and content of DMTDP).

4.1 Sequence of Steps

Step 1: Vision, Mission, Functions and Core Values

The DPCUs are required to review and state the vision, mission, functions and core values of the MMDAs in relation to their functions to enable them contribute to the achievement of the national vision. The vision of Ghana as contained in the Coordinated Programme of Economic and Social Development Policies (2017-2024) and Medium-Term Development Policy framework (2018-2021) both referred to as An Agenda for Jobs: Creating Prosperity and Equal Opportunity for All is *“Create an optimistic, self-confident and prosperous nation, through the creative exploitation of our human and natural resources, and operating within a democratic, open and fair society in which mutual trust and economic opportunities exist for all.”* The language should be simple and easily understood by the public.

Box 3: Vision, Mission etc.

Vision describes the desired future state of the district

Mission states in clear terms what the DA does to achieve the vision. It relates to the practical aspects of the actual actions of the DA and indicated in its law.

Core values are fundamental to the performance of the DA. They influence the thinking and performance of staff towards the stated vision.

Functions are prescribed by law and define the boundary of actions of the DA.

Output of Step 1 as input into Chapter One of the DMTDP: - Vision, mission, functions and core values of the MMDA outlined (See Box 4).

Step 2: Performance Review

It is required that the DPCU of the MMDAs collect data and information to review their performance from 2014 to 2017 to ascertain (a) progress made and (b) lessons learnt. This review should be based on the programmes and projects under the thematic areas of their Medium-Term Development Plans (DMTDPs) under the Ghana Shared Growth and Development Agenda (GSGDA II), 2014-2017.

Sources of information for Performance Review etc.

Box 4: Thematic Areas of the GSGDA II

- i. Ensuring and Sustaining Macroeconomic Stability
- ii. Enhancing Competitiveness of Ghana's Private Sector
- iii. Accelerated Agricultural Modernisation and Sustainable Natural Resource Management
- iv. Oil and Gas Development
- v. Infrastructure and Human Settlements
- vi. Human Development, Productivity and Employment
- vii. Transparent, Responsive and Accountable Governance

The District monitoring reports as informed by inputs from the district departments, mid-term, terminal and participatory evaluation reports, and baseline study reports constitute sources of information for the performance review. Other sources include studies in the district, national population projections, results of national and international surveys, censuses, national policy documents, plans, reports from relevant MDAs, technical and methodological reports produced by development agencies and Management Information Systems (MIS) as well as relevant maps and graphs (which present visual explanations), where available.

The assessment of performance, largely in trend analysis, should cover:

- i. The extent of implementation of all broad projects/activities under the programmes and sub-programmes as well as achievement of the policy objectives in relation to the indicators from 2014 to 2017 with respect to the appropriate thematic areas of GSGDA II.
- ii. Statement on income and expenditure of the MMDA.
- iii. Statement on the problems/issues/challenges identified during implementation and actions taken to address them.
- iv. Relevant lessons for the next planning phase.

Box 5: Criteria for determining rate of implementation

- (i) Fully implemented;
- (ii) On-going (indicating the level of implementation);
- (iii) Started but abandoned (indicating level of implementation);
- (iv) Suspended (indicating whether started at all and level of implementation);
- (v) Not implemented; and
- (vi) Implemented but not in the MTDP.

These performance reviews should be discussed by the DPCU at a forum and the outcome used to determine the baselines for the DMTDP, 2018-2021.

Outputs of Step 2 as input into Chapter One of the DMTDP include:

- i. Performance of the MMDA in the appropriate thematic areas of the DMTDP under the GSGDA II (2014-2017) as summarised in Table 1;
- ii. Performance of other interventions including cross-cutting issues from 2014 to 2017;
- iii. Visual representations such as tables, graphs and pie charts showing yearly budgetary allocations and expenditure by ministries and sector agencies (see Table 2 and 3),
- iv. Key challenges encountered during the implementation stage; and
- v. Lessons learnt which have implications for the DMTDP (2018-2021).

Table 1: Performance of the MMDA from 2014 to 2017

Period	Thematic Area:						
	Policy Objective:						
	Program mes	Sub-progra mme	Broad project/ activity	Indicators			Remarks in relation to criteria in Box 7 with reasons
Baseline (2013)				MTDP Target	Achievement		
2014							
2015							
2016							
2017							
	Thematic Area:						
	Policy Objective:						
2014							
2015							
2016							
2017							

Table 2: Total Releases from Government of Ghana

PERSONNEL EMOLUMENTS (wages and salaries)							
Year	Requested As planned (A)	Approved As per ceiling (B)	Released C	Deviations		Actual Expenditure D	Variance (C-D)
				A-B	B-C		
2014							
2015							
2016							
2017							
CAPITAL EXPENDITURES/ASSETS							
Year							
2014							
2015							
2016							
2017							
GOODS AND SERVICES							
2014							
2015							
2016							
2017							

Table 3: All Sources of Financial Resources for the MDAs

Sources	2014			2015			2016			2017		
	Planned	Actual received	Variance									
GoG												
IGF												
DACF												
DDF												
UDG												
Development Partners												
GETFund												
Other (please, specify)												
Total												

Step 3: Analysis of Existing Situation/Compilation of the District Profile

Using the outcome of step 2, together with other relevant data, the DA through the DPCU should provide a brief description of the current state of affairs of the district supported by maps, tables, charts and other pictorial representations and their development implications for the future. This should include analysis of the nature of current development issues facing the district that needs to be rectified to achieve the district and national development goals and objectives. The analysis should show clearly the causes, effects and their implication for national development. It should also reflect the spatial context of the issues.

- i. **Institutional capacity needs** - The DAs through the DPCUs are required to assess their capacity to develop and implement the DMTDPs. The rationale is to ensure that the appropriate incentives, material and human resources are in place for effective DMTDP

implementation, monitoring and evaluation. The assessment should provide a brief description of the organisational structure of the DA, human resource capacity, (disaggregated into sex, age, staff strength and qualifications), infrastructure and facilities (current stock and conditions) and their spatial distribution. The description should identify what is required, what is available, and the gap to be filled (issues) in relation to implementing the DMTDP and undertaking its monitoring and evaluation. (Refer to Annex 4 for an example of DPCU capacity and management index and 4a for some guide).

- ii. **Physical and Natural Environment** – a brief description of interaction between human and the physical environment and its development implication with respect to the location and size, climate and vegetation. (See Annex 5 for mapping green economic development options for cities and the built environment, Eco city planning techniques, green building tool)
- iii. **Biodiversity, climate change, green economy and environment in general-** Analysis of biodiversity/natural capital, climate change/low carbon and environment in general should indicate risks/challenges and opportunities inherent in them and their implication for the medium to long-term development of the district and the country as a whole. (Refer to Annex 6 for additional information on climate change and green economy strategies and options).
- iv. **Water security** - The extent to which water security affects the development of the district and its performance with implication for the future. (See Annex 7 for information on water resources assessment). Water service management should be analysed in terms of service providers (i.e. GWCL, CWSA, Private sector, NGOs), coverage areas, status of the water supply systems and water safety planning facilitate monitoring at the community level.
- v. **Natural and man-made disasters** - Natural and man-made disasters, such as flooding, earthquake, bush fires etc. should be analysed to determine their potential threats to the development of the district, its performance as well as the issues to be addressed.
- vi. **Natural resource utilization** (water, minerals, forest products, etc.) - Positive natural resources utilization has opportunities for development. The analysis on natural resources utilisation should provide in-depth insight into the challenges with implication for the medium to long-term development.
- vii. **Population** - A brief description and statement on population relating to the demographic characteristics (age and sex structure using the population pyramid, population growth rate, fertility rate, dependency ratio). Analysis of the population (changing age structure - increasing youth population from the ages 15 to 24 years or ageing population of farmers, reduced fertility rate; location of population (urban/rural). and their development implications on the district. Districts are encouraged to make use of the Population Integration Modules Manual in association with the web-based interactive Population and Integration Planning System (PIPS) produced by National Population Council.

Effective management of population variables contributes to the harnessing of the demographic dividend. Demographic dividend refers to the process of accelerated economic growth that begins with changes in the age structure of a country's population as it moves through the demographic transition from high to low birth and death rates. (See Annex 8 for further information).

- viii. **Migration (Emigration and Immigration)** - The analysis of migration should include the extent to which the causes and impacts of migration is contributing to and or affecting the development of the District.
- ix. **Gender equality** - Gender analysis of the District should include societal roles and responsibilities of men, women, boys and girls, as well as power relations between them and how these power relations 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). It should also identify the practical needs and interests (basic services such as education, health, water and sanitation including waste management 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. The analysis should identify the key gender issues affecting the development of the district.
- x. **Settlement systems** – This should account for existing land-use patterns shown on appropriate maps and indicating the following among others:
 - a. The district boundary, land uses and settlement systems as related to the distribution of services and infrastructure including accessibility to facilities such as health, agriculture extension, banking, police, production and market centres, and other jurisdictions beyond the district.
 - b. Types of available transportation infrastructure (motorized, non-motorized, public transit) and associated issues such as safety.
 - c. Existing drainage, sanitation and waste management infrastructure.
 - d. Information on the Poverty Profiling Mapping, pro-poor programming etc. should be updated and used. Thus, the use of scalograms and geo-referenced data, which will show the actual location of services and infrastructure and their hierarchies are recommended.
- xi. **Culture** – a brief description of cultural characteristics of the people. This should include the traditional set up, ethnic diversity, situation of communal spirit, traditional knowledge, attitudes, core values, and practices, participation, religious composition, positive cultural practices such as festivals, necessary to promote development, negative cultural practices widowhood rites (if any) must be stated.
- xii. **Governance** - description of the administrative structures for district management (including DAs’ LI 1961 Departments etc., sub-district structures, Social accountability- involvement of traditional authorities, community mobilization,- participation of citizenry (communities, CBOs, CSOs, NGOs) and application of communication strategies/public hearing throughout the planning, budgeting and financial management processes including dissemination and promotion of dialogue) etc. and their development implications.
- xiii. **Security** - The extent to which the security situation of the nation and district affects the development of the DAs should be analysed. E.g. Land litigation, Chieftaincy disputes, armed robbery, alien herdsmen (Fulani) menace, vigilanteism, etc.
- xiv. **Local economic development** - The local economic development analysis should indicate the opportunities and challenges that affect the development of local businesses, as determined by national policy frameworks. It should include challenges associated with technological and managerial capabilities of micro, small and medium enterprises (lack of basic machinery to

enhance productivity, poor business development services in the areas of marketing of products, technical and management training etc.

- xv. **Economy of the District** - Analysis relating to the structure of the district economy, household income and expenditure, major economic activities (farming, fishing, mining, manufacturing industries, energy, services-tourism, banking, communication, income levels analysis etc.). Revenue and expenditure status, revenue base, economic resources, inter/intra-trade, economically active population (disaggregated labour force, i.e. employed, unemployed etc), potential growth rate, commodity export, etc. and their development implication.
- xvi. **Food security** - a brief description and statement on food security (availability, accessibility, utilisation and stability) and its implication for district development. The analysis should consider among others, issues of food safety, food management systems, diets, and their implications for food and nutrition security for current and projected populations
- xvii. **Nutrition Security:** The analysis should document the nutrition profile of the district using indicators in Annex 9a including nutrition specific interventions such as breast-feeding, complementary feeding, provision of iron-folic supplements etc. and nutrition-sensitive interventions in the areas of water, sanitation education and social protection. (Please refer to Annex 9 for information on the Scale Up Nutrition agenda)
- xviii. **Social Services** and their development implications (including accessibility analysis) with respect to:
- Education: - i.e. enrolment levels, infrastructure, availability of teachers, school performance etc.,
 - Health care: - incidence of diseases (Malaria, Guinea worm etc) availability of health professional and infrastructure, status of the District Health Insurance Scheme, access to health facilities, infant mortality rate, maternal mortality rate, etc
 - HIV and AIDS: - The analysis on HIV and AIDS should cover but, not limited to, HIV prevalence, incidence of HIV and AIDS, opportunistic infections and STI, characteristics of vulnerable population subgroups, stigmatisation etc.
- xix. **Information and Communication Technology (ICT)** - A brief description of ICT with respect to and not limited to district capacity to effectively manage application of ICT, ICT human resource challenges, infrastructure, and ICT investment. Development implications of ICT to the District should be stated.
- xx. **Poverty, Inequality and Social Protection:** Analysis of the social, economic, political and spatial conditions predisposing people into poverty, inequalities and weak social protection should be conducted in relation to the extent to which they affect the development of the district. It should take into account adverse policy impacts, weak early warning systems, low priority given to semi subsistence food farmers and allied occupations, Children in difficult circumstances (child poverty, child abuse, children in conflict with the law, child trafficking, child labour, orphans and vulnerable children), people in disaster prone areas e.g. flooding and fire, PLHIV, persons with disabilities, The analysis should provide the underlying issues to be addressed in the future etc. (See Annex 10 for further information).
- xxi. **Science, Technology and Innovation (STI):** The analysis relating to Science, Technology and Innovation should indicate the extent to which STI affects the development of the DAs.

Step 3.1: Summary of key development issues

The DPCU should summarise and categorise under the appropriate thematic areas of the GSGDA II, the key development issues from the performance review and district profiling as indicated in Table 4 below.

Table 4: Summary of Key Development Issues of GSGDA II

Thematic areas of GSGDA II	Key Identified issues (as harmonised with inputs from the performance review, profiling and community needs and aspirations)
Ensuring and Sustaining Macro-Economic Stability	
Enhancing Competitiveness of Ghana's Private Sector	
Accelerated Agricultural Modernisation and Sustainable Natural Resource Management	
Oil and Gas Development	
Infrastructure and Human Settlements	
Human Development, Productivity and Employment	
Transparent, Responsive and Accountable Governance	

Output of step 3 as inputs into Chapter One of the DMTDP include:

- Current situation of development of the district (which includes updated social, economic, political and spatial district profile/baseline, indicators, graphs and other pictorial presentations) for visioning into the desired future of the district.
- A list of key development issues/gaps or challenges
- Maps showing summaries of key development issues and reflecting appropriate thematic areas.

Step 4: Identification of development issues with implication for 2018-2021

On the basis of the summarised key development issues from Step 3, the DPCU should follow the process outlined below to determine prioritised development issues for 2018-2021;

Step 4.1: Community needs and aspirations

District Assemblies are encouraged to facilitate the preparation of Local/Community Development Plans (CDPs). These will represent community needs and aspirations as inputs into the DMTDP through the district sectoral plans. The CDPs may also serve as the medium for implementing the DMTDP at the community level. In a situation where community plans do not exist, community needs and aspirations should be captured in the form of issues through public hearings/consultations (See Annex 11).

Step 4.2: Harmonisation of community needs and aspirations with identified key development gaps/problems/issues (from the Review of Performance and Profile)

Community needs and aspirations identified in Step 4.1. should be harmonized with the summarized key development issue. Thus, each community's needs and aspirations should be matched against the summarized key development issues and scored. Where there is a strong relationship, it should be scored 2. The criteria for harmonisation is as follows;

Table 5: Scoring

Definition	Score
Strong relationship	2
Weak relationship	1
No relationship	0

Table 6: Harmonisation of Community needs and aspirations with Identified Development Problems/Issues from review of Performance and Profiling from 2010-2013

Community needs and aspirations	Identified key development gaps/problems/issues (from Performance and Profile)	Score

The scores should be added together and divided by the number of community needs and aspirations to obtain the average score. Where the score is very high, it indicates that there is strong harmony of community needs and aspirations and key development issue, which has implication for 2018 – 2021. A weak and no relationship signal new or emerging concerns which need to be considered. The harmonised key development issues with implication for 2018-2021 should be presented in a matrix under GSGDA II as indicated in table 7 below;

Table 7: Key development issues under GSGDA II with implications for 2018-2021

Thematic areas of GSGDA II	Key development issues under GSGDA II with implications for 2018-2021
Ensuring and Sustaining Macro-Economic Stability	
Enhancing Competitiveness of Ghana’s Private Sector	
Accelerated Agricultural Modernisation and Sustainable Natural Resource Management	
Oil and Gas Development	
Infrastructure and Human Settlements	
Human Development, Productivity and Employment	
Transparent, Responsive and Accountable Governance	

Step 4.3: Harmonisation of key development issues under GSGDA II with implication for 2018-2021 with Agenda for Jobs, 2018-2021.

For continuity of relevant ongoing programmes and in accordance with Chapter 6, Article 35 (7) of the 1992 Constitution of Ghana, the DPCU should harmonise the issues associated with programmes and projects commenced under GSGDA II, 2014-2017 (from step 4-4.2) with those issues of the Agenda for Jobs, 2018-2021. In order to achieve this, the DPCU should present a table showing both the issues of GSGDA II and that of the Agenda for Jobs as indicated in the table below.

Box 6: Chapter 6, Article 35 (7) 1992 Constitution of Ghana:

“As far as practicable, a government shall continue and execute projects and programmes commenced by the previous Governments” (p. 32)

Table 8: Identified Development Issues under GSGDA II and Agenda for Jobs

GSGDA II, 2014-2017		AGENDA FOR JOBS, 2018-2021	
THEMATIC AREAS	ISSUES	DEVELOPMENT DIMENSIONS	ISSUES

The sets of the two issues in Table 8 should be matched to determine their relationships in terms of similarity for adoption. Where there are similarities, the similar issues from GSGDA II should be adopted by replacing them with those of the Agenda for Jobs together with their corresponding goals, sub-goals and focus areas. These should be in addition to others identified as relevant new development issues from the Agenda for Jobs. The adopted dimensions and issues for the DMTDP should be presented as indicated in Table 9 below.

Table 9: Adopted Development Dimensions and Issues of SMTDP of MMDAs

DMTDP DIMENSIONS 2018-2021	ADOPTED ISSUES
Economic Development	
Social Development	
Environment, Infrastructure and Human Settlement	
Governance, Corruption and Accountability	
Ghana's role in international affairs	

Output of step 4 includes identified development issues with implication for 2018-2021 as input into Chapter Two of DMTDP.

Step 5: Prioritisation of development issues

Development issues adopted from Step 4 may be a shopping list, which should be prioritised by the DPCU. The prioritisation process should be objective and supported by evidence of records. (See Annex 11b). The following should also be used in the prioritisation process;

Step 5.1: Application of potentials (strength), opportunities, constraints (weakness) and challenges (threats) (POCC or SWOT) analysis

The adopted issues should be further subjected to the analysis of the **Potentials, Opportunities, Constraints and Challenges (POCC)** of the District. This will facilitate in identifying issues with potentials and opportunities to be addressed as priorities while considering other measures to address those with constraints and challenges. (See the glossary for definition of POCC). An example of the application of the POCC is presented in Table 10 below:

Step 1: For each issue (from Table 10) identify its corresponding potentials, opportunities, constraints and challenges.

Step 2: Relate/match the issue against the identified Potentials, opportunity, constraints and challenges to determine its feasibility/viability. E.g. Inadequate skills and entrepreneurial development (issue) may be addressed by enrolling staff in the entrepreneurial training institutions to acquire skills. (Opportunity)

Table 10: Example of application of POCC Analysis

Adopted Issue to be addressed	Potentials (from Baseline situation etc)	Opportunities	Constraints	Challenges

Inadequate skills and entrepreneurial development	-Entrepreneurial Training institutions - Skilled trainers	-Additional resources from development partners, - HIPC Initiative	- inadequate Curricula - inadequate logistics	- Untimely release of support from Development Partners, - Threats posed by HIV and AIDS to trainers and trainees
Conclusion: Inadequate skills and entrepreneurial development can be positively addressed since significant potentials and opportunities exist. The Constraint can be addressed through developing synergies in designing the programme. Challenges can be managed through dialogue with development partners regarding funding and technical support for skills and entrepreneurial development.				

Step 5.2. Impact Analysis

The impacts of the issues considered as priorities from the POCC analysis should be assessed with the following criteria:

- i. Significant linkage effect on meeting basic human needs/rights – e.g. immunisation of children and quality basic schooling linked to productive citizens in future, reduction of gender discrimination linked to sustainable development;
- ii. Significant multiplier effect on economic efficiency, e.g. attraction of investors, job creation, increases in incomes and growth.
- iii. Impact on:
 - a. The different population groups (e.g. girls, aged, disabled);
 - b. Balanced development;
 - c. Natural resource utilisation;
 - d. Cultural acceptability;
 - e. Resilience and disaster risk reduction;
 - f. Climate change mitigation and adaptation;
 - g. Institutional reforms.
- iv. Opportunities for the promotion of cross-cutting issues such as
 - a. HIV and AIDS in terms of the target groups in the district for targeted interventions e.g. elimination of stigmatisation;
 - b. Gender equality with respect to practical and strategic needs and interests;
 - c. Nutrition.

Step 5.3. Sustainability analysis of the issues (internal consistency/compatibility)

The prioritised issues with positive significant impacts should be subjected to strategic environment analysis. This involves assessing the internal consistency/compatibility of the prioritised issues to determine how they relate to or support each other to achieve the objectives of the DMTDP. Where the relationship is positive, it draws attention to the fact that the issues should be addressed holistically. On the other hand, where the relationship is negative, there is a need to reconsider the issues adopted. (For detailed application of the internal consistency/compatibility analysis, see Annex 12).

The conduct of the sustainability analysis should lead to sustainable prioritised issues, which should be presented as shown in Table 11 below:

Table 11: Sustainable prioritised issues as categorised under themes and goals

DEVELOPMENT DIMENSION	FOCUS AREAS OF MTDP 2018-2021	ADOPTED SUSTAINABLE PRIORITISED ISSUES

Output of Step 5 includes information and matrices from steps 5 to 5.3 as inputs into Chapter Two of DMTDP.

Step 6: Development projections

MMDAs through the DPCUs are required to state their development projections for 2018 to 2021 in relation to the adopted issues. This is to ascertain the additional social, economic and infrastructural services that should be provided within the medium-term in order to achieve national development objectives. The additional services required are driven by the projected target population of the district as determined by development standards in the district.

MMDAs are entreated to collaborate with the Ghana Statistical Service for projections of their target population. (See Annex 13 for a formula for projecting the population where such information is not already available). Where applicable, MMDAs may consult the Physical Planning Department for standards on land use and other related infrastructural developments of the districts. The projected development requirements for the target population of the district should be an input into determining medium-term targets for the district.

Output of step 6; Projected medium-term development requirements for the district, as inputs into Chapter Three of the DMTDP. This information should be presented appropriately on various maps.

Step 7. Adoption of District Development Goals

Each DA through the DPCU should adopt the suitable development goals in relation to the dimensions of the Agenda for Jobs that that reflect their development aspirations.

Output of step 7 includes a matrix of the development dimension, development issues and adopted suitable goals of the DA as inputs into Chapter Three of the DMTDP.

Step 8: Adoption of objectives and strategies

Based on the sustainable prioritised adopted development issues, DAs through the DPCUs are required to adopt the relevant corresponding policy objectives and strategies of the Agenda for Jobs. The adopted policy objectives and strategies should be subjected to strategic environmental assessment (SEA) using the Compound Matrix and Sustainability Test as indicated in Box 7 to determine their sustainability. The analysis should lead to a win-win situation thus sustainable objectives and strategies with enhanced environmental

Box 7: Application of Sustainability Tools II

- Compound matrix (Poverty and Environmental Dimension) for the objectives; and
- Sustainability Test for the strategies

NDPC in collaboration with the Environmental Protection Agency will provide the necessary technical backstopping to ensure sustainability of the various programmes and sub-programmes of the MDAs.

conditions. The application of the tools is in Annexes 14 and 14a).

Output of Step 8 includes: A matrix showing the adopted goal, issues, policy objectives and strategies of the DA as inputs into Chapter Three of the DMTDP.

Step 9: Review and formulation of development programmes and sub-programmes

In relation to the adopted dimension, issues, policy objectives and strategies, it is required that each MMDA reviews and formulates programmes and sub-programmes, based on its mandate and functions (where relevant).

Output of Step 9 includes: A matrix showing development dimension, programmes and sub-programmes as inputs into Chapter Four of the DMTDP (See Annex 15).

Step 10: Formulation of Programmes of Action (PoA) of MMDAs

All DPCUs of the DAs are required to prepare a POA for all the programmes and sub-programmes including monitoring, evaluation and communications from 2018 to 2021 in relation to the budget ceilings provided by the Ministry of Finance. The POA which should flow from the Step 8, should consist of the development dimension, adopted goals, adopted objectives, strategies, programmes and sub-programme. Others include the sets of projects or activities to address the adopted issues, outcome/impact indicators, time-frame, indicative budget and implementing agencies (both lead and collaborating). These activities should be incorporated with the mitigation measures identified from the conduct of the SEA. (e.g. Construct 6 No. Unit classrooms with ancillary facilities including landscaping. (See Annex 16 for template for PoA and 16a for example of sanitation activities).

Box 8: Programme and Sub-Programme as used in Programme-Based Budgeting

- A **programme**: is a clearly defined set of related projects intended to achieve a particular objective. A programme delivers one or more of the core functions contained in the MMDA's legislated and assigned mandates.
- A **budget sub-programme** comprises a distinct grouping of services and activities that fall within the framework of a budget programme which, for management reasons, need to be identified separately within the budget programme.

For example, under the Ministry of Education, Basic Education is a programme and Kindergarten is a sub-programme

For details on formulation of programmes and sub-programmes refer to the Programme-Based Budget Guidelines provided by the Ministry of Finance.

It is recommended that intra- and inter-sectoral approach be adopted in formulating the PoA. This will facilitate district multi-sectoral approach in its implementation and coordination in relation to synergy and resource efficiency. The broad projects/activities in the PoA may be a shopping list which should be prioritised by the DPCU through consensus. The prioritisation should be guided by the following criteria – thus the broad projects/activities should:

- Impact nationally (economic, social, environment);
- Impact spatially (e.g. nationwide/ selected region);
- Have reliable source of funding;
- Have identified target group(s).

To achieve this, the DPCU should develop a matrix in which the first column should deal with the broad projects/activities and the rows for the criteria. Each criteria should be awarded a score ranging from 0-3 against each broad activity. (See tables 12 and 13).

Table 12: Definition of score

Definition	Score
Very strong results or impact	3
Average results	2
Weak results	1
No results	0

Table 13: Prioritisation programme Matrix

PROGRAMME	CRITERIA				Total Score	Rank
	Social impact (educational, health, etc.)	Economic Impact (e.g. employment generation, poverty reduction)	Environmental impact (e.g. climate change, green economy, etc.)	Spatial impact (e.g. nationwide / selected region)		
Programme 1						

The scores should be added together and divided by the number of the criteria to obtain the average score. Where the score is very high, it indicates that the project/activity is of higher priority. A low score will indicate low priority while a zero score means not a priority at all in consideration.

In relation to the broad projects/activities of the PoA, the desired future state of the district should be translated into *maps*, where appropriate, with technical support from the Physical Planning Department. An example of a future desired stated is presented in figure 3 below.

Box 9: Example of a map of the desired future

“Agricultural activities should be concentrated in the north where there is abundant water supply and large tracts of agricultural lands”.

“Urban growth and development must be rationalised and limited to the Prampram – Dawhenya – Afienya - Dodowa corridor, but a major new settlement will be created to the east of the Shai Hills”

A coastal zone from Prampram through to Ningo and beyond should be created and reserved for tourism, high-tech and leisure development.”



Figure 3: Map of future desires of the MMDA sectors. (Adopted from Manual for preparation of spatial plans (p.35))

Output of Step 10 includes a matrix of the Programme of Action and a map indicating priority interventions to be undertaken within the plan period as input into Chapter Four of the DMTDP. Such maps should be district sector based. For example, there should be separate maps showing

priority interventions of district sectors such as education, health, housing, transportation, communication, water and sanitation, agriculture and forestry, industrial development, services and commerce etc. Produce a composite map by overlaying all the sector maps listed.

Step 11: Preparation of Indicative Financial strategy

DAs through the DPCUs are required to prepare an Indicative Financial strategy over the planned period. An Indicative Financial Plan deals with the means for mobilising and utilising financial resources for the implementation of the DMTDP. The strategies for funds mobilisation and utilisation should take into consideration:

- Sources of funding such as Internally Generated Funds (IGF), projected central government in-flows such as Departmental Allocations, District Assemblies Common Fund (DACF), DDF, direct donor funds etc.
- Identification and filling of financial resource gaps (e.g. floating District Bonds).
- Expenditure areas with cost (which will provide an idea about the cost of the DMTDP (cost of the inputs).
- Clearly spelt out financial control mechanisms.

Output of Step 11 includes MMDA Indicative Financial Strategy as inputs into Chapter Four. (See Annex 17 for template).

Step 12: Preparation of District Composite Annual Action Plans

The District composite PoA should be phased out into Composite Annual Action Plans (CAAP) to be implemented by the Departments and Agencies of the DAs, in collaboration with NGOs, Private sector and the Communities. The CAAP or AAP should be very specific, measurable, achievable, relevant and time bound (SMART). (See Annex 18 for template)

Implementation involves translating the plan into real actions to achieve the set objectives. The preparation of the CAAP should take into consideration the following:

- What action to be taken including M&E, communication activities (See Table 8 below for guide for incorporating M&E activities)
- Where should the action be
- Who to take that action,
- At what time, and
- Who is the responsible or principal action agent, as well as?
- Collaborating agent (s) including development partners and their roles and
- A budget indicating the costed planned activities

Table 14: Example of M&E Activities

ACTIVITIES	TIME FRAME				ACTORS
	2018	2019	2020	2021	
MTDP Evaluations					
Mid-term Evaluation	Start 15 th March 2017				DPCU
Terminal Evaluation	Start 15 th March 2018				DPCU
Specific Evaluations and Studies	Bi-annually e.g. start 5 th of July bi-annually				DPCU
Participatory M&E	Start 25 th April bi-annually				DPCU
Implementation monitoring					
Monthly or Quarterly Field Visit	1 st Tuesday of every month or quarter				DPCU
Monthly or Quarterly Review Meetings	1 st Wednesday of every month or quarter				DPCU
APR preparation and dissemination					
Data collection	From 15 th January annually				DPCU
Data collation	From 15 th January annually				DPCU
Data analysis and validation	From 15 th January annually				DPCU

Prepare Draft MDA APR	15th January annually	DPCU
Organise Draft APR review workshop	20 January annually	DPCU
Final APR submitted to NDPC	End of January annually	DPCU
Dissemination of District APR	From February annually	DPCU

It should be noted here that each DA should prepare a Structure Plan (SP) (preferably for the district capital/emerging urban area), Local Plans (LP) (to be location specific) and Community Action Plans (CAP) in the planning period. Such proposals and actions should reflect in the AAPs of DAs.

The DPCUs are required to review their AAPs annually and identify relevant activities to be rolled-over where necessary from previous years as well as remove activities that are no longer relevant. The reviewed AAP should form the basis for the annual budget for the district and as input into the annual national budget.

Step 12.1: Linking the Composite Budget with the Plan

The budget should be considered as allocating financial resources by the DPCU for the implementation of the DMTDP. This should be done through the composite budgeting process for the achievement of the objective of the plan. The CAAP should form the basis for the preparation of the composite budget and for that matter, the programme-based budgeting. This is to ensure that the annual budget of the MMDA is linked to the annual action plan and by extension the DMTDP of the DA.

Step 12.2: Implementation of Annual Action Plans

The Annual Action Plan of the District should be implemented by the Departments, and Agencies of the DAs in collaboration with the NGOs, CSOs, FBOs and the Private sector. The implementation of the planned activities should be supported by timely inflow of resources in order not to distort its schedule. The DPCU should prepare a schedule which should include the participation of stakeholders for the implementation of the DMTDP.

Output of Step 12 includes District Annual Action Plans reflecting spatial planning interventions like SP, LPs and CAPs and implementation schedule as inputs into Chapter 5 of the DMTDP.

Step 13: Adoption of DMTDP

The draft DMTDP developed at this stage should be subjected to public consultations as outlined in Annex 11 of these Guidelines. The inputs generated from the consultations should be used to finalise the DMTDP. The draft DMTDP should be adopted by Members of the General Assembly in accordance with Section 5 of the National Development Planning System Regulation 2016 (LI 2232) or through Administrative instruction issued by NDPC).

In addition, the adopted draft plan should be submitted to the RCC for harmonisation, preparation of the regional integrated development plan and onward transmission to the Commission. The RCC could give recommendations for improvement of any DMTDP based on the outcome of the regional integrated plan preparation.

Output of Step 13 includes: adopted DMTDP as inputs into Chapter 5 of DMTDP.

Step 14: Monitoring

Step 14.1: Indicators

Indicators are needed for measuring progress while targets are specific, planned level of results expected to be achieved within a timeframe. These measurements lead to the stated goal and objectives indicated in the PoA and AAP. The DPCU, in collaboration with the Commission, should select some core indicators and district indicators to be tracked as input into the national Annual Progress Report. The core and district indicators should be categorised into input, output, outcomes and impact indicators respectively in relation to the adopted policy objectives. These indicators should be disaggregated where possible into age, gender, location etc. The Monitoring matrix in Table 15 should be used.

Box 10: Monitoring and Evaluation (M&E)

The DMTDP should be monitored and evaluated in accordance with the provisions in this guidelines, submit quarterly and annual reports to the NDPC and other relevant stakeholders.

For further information, refer to the Results matrix of the Agenda for Jobs and National M&E Manual.

Table 15: Monitoring/Results Matrix

Development Dimension: Goal as adopted in DMTDP:										
Policy Objective 1 (as adopted in DMTDP, 2018-2021)										
Indicators	Indicator Definition	Indicator Type	Baseline 2017	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			
Objective 2:										

Output of Step 14.1: includes a monitoring or results framework outlining all indicators, their baselines and targets etc. as inputs into Steps 9, 11 above and Chapter 6 of DMTDP.

Step 14.2. Arrangements for data collection, collation, analysis and use of results

It is necessary that the DPCU plans for how data should be;

- i. Collected;
- ii. Collated (including those gathered by other departments and agencies as well as CSOs);
- iii. Processed and validated.
- iv. Analysed and information generated from the results of the project/activities in relations to the indicators (core and district specific) and targets of the DMTDP.

As part of the monitoring process, the DPCU should develop programme/project register based on the PoA with details on activities such as start time, costs, location and source of funding, expected completion date and status of project and their implications for the achievement of the goals and objectives of the DMTDP. The register should be updated regularly. It should be complemented by the

Box 11: Programme/Project Register Format

1.	Programme/Project Name
2.	DMTDP Medium-term goal
3.	District Sector
4.	Project Description
5.	Project Location
6.	Contractor
7.	Budget, source and type of funding
8.	Date started
9.	Expected completion date
10.	Contract sum
11.	Expenditure to date
12.	Project implementation status

data collection sheet/matrix. This is prepared by using indicators from the monitoring matrix in Table 9 above. The data collection matrix should provide further information on data collection period, methods and results (Table 16).

Table 16: Data Collection Matrix

Indicator	Data collection period	Data collection method	Data disaggregation	Results
Yield of maize	October to November 2018	Survey covering all 2,000 maize farmers in a district	<ul style="list-style-type: none"> • Male farmers • Female farmers 	<ul style="list-style-type: none"> i. 2 tonnes per hectare ii. 5% increase in yield from 2012 iii. 7% increase for males, and 4% for females
Proportion of households able to meet minimum nutritional requirements throughout the year	January 2018	Sample survey of 1,000 out of 60,000 permanent settlers in the district	<ul style="list-style-type: none"> i. Male-headed households ii. Female-headed households iii. Northern parts of the sector iv. Southern parts of the district 	<ul style="list-style-type: none"> i. 50% of all households - 2% increase from 2012 ii. 70% for male headed - 2% increase from 2017 iii. 40% for female headed - 5% decrease from 2012 iv. 80% for the North - 7% increase from 2012 v. 40% for the South - 2% increase from 2012

It should be possible for the DAs, MDAs, NDPC and other stakeholders to utilise the information so generated, while the findings, lessons learnt and recommendations to be produced can be fed into the AAPs and the next DMTDP.

Output of Step 14.2 includes strategy for data collection, collation, analysis and use of results matrix as inputs into Chapter 6

Step 14.3 Reporting Arrangement

The DPCU should make provision for preparation and submission of quarterly and annual reports on their M&E activities to NDPC through the RCCs and other relevant stakeholders. The format presented in Box 12 may be useful in providing for reporting. Arrangement should be made to provide for internal utilisation of the reports.

Box 12: Quarterly and Annual Progress Reports Format

Title Page

- i. Name of the MMDA
- ii. Time period for the M&E report

Introduction

- i. Summary of achievements and challenges with the implementation of the DMTDP
- ii. Purpose of the M&E for the stated period
- iii. Processes involved and difficulties encountered

M&E Activities Report

- i. Programme/Project status for the quarter or year
- ii. Update on funding sources and disbursements
- iii. Update on indicators and targets
- iv. Update on critical development and poverty issues
- v. Evaluations conducted; their findings and recommendations
- vi. Participatory M&E undertaken and their results

The Way Forward

- i. Key issues addressed and those yet to be addressed
- ii. Recommendations

Output of Step 14.3 includes the quarterly, and annual progress reporting format as inputs into Chapter 6 of the DMTDP.

Step 15: Dissemination and Communication strategy

A crucial but often forgotten step is planning how the M&E information will be shared and discussed with relevant stakeholders and decision makers.

The DPCU should therefore prepare a dissemination and communications strategy. This should include

- i. Arrangements for distribution of the quarterly and annual progress reports
- ii. Creation of awareness:
 - a. Through announcements, discussions and broadcast in the local news media (including local FM stations) on the DMTDP, Annual Progress Reports, etc.
 - b. On the roles and expectations of the stakeholders in the implementation of the District programmes to improve their living conditions for the period 2018-2021
- iii. Organisation of meetings with stakeholders who must then take the messages back to their constituencies.
- iv. Holding of workshops and community meetings at central locations.
- v. Use of social media such as WhatsApp, Facebook, Twitter.
- vi. Promotion of:
 - a. Dialogue and generate feedback on the performance of the district
 - b. Access and management of expectations of the public concerning the services of the district.

DAs are requested to form Development Communication Committees. The Committee shall be chaired by the Presiding Member with the Public Relations Officers/Information Officers as Secretary. An example of communication activities is presented in table 17 below;

Table 17: An example of communication activity matrix

Activity	Purpose	Audience	Method/Tool	Timeframe	Responsibility
Community sensitization	To create awareness on the DMTDP	Community members, Traditional authorities etc.	Community durbars, drama, role play etc.	Quarterly	DCD/DPO/ Chairman of Dev't. Sub-committee
Meeting with Political leadership	To get them to appreciate the DMTDP.	DCE, Presiding member, MPs and chairpersons of the sub-committees	Meetings with audio-visuals	15th to 30th January	DPCU
	To update them on the status of implementation		Round-table discussion and, PowerPoint presentations.	October to December	

Output of Step 15 includes dissemination and communications strategy as inputs into chapter 6.

Step 16: Evaluation

Evaluation is key for the districts to conduct. In this respect, DPCUs are expected to plan for evaluation. Some of the key steps to be considered include the following (details are provided in the National M&E Manual):

- i. Assessing the need for an evaluation (provide the background).
- ii. Developing clear ideas on the rationale and objectives of the evaluation.
- iii. Determining the type of evaluation to undertake.
- iv. Specifying the methods, scope and timing of the evaluation.
- v. Identifying and analysing stakeholders. (See Annex 19 for stakeholder analysis)
- vi. Estimating the costs involved which should be factored into the budget of the AAP.

- vii. Preparing Terms of Reference (TOR) and contractual agreements based on items (i) to (iv) above. The TOR should be prepared by the DPCU in collaboration with stakeholders. It is important to have a broad agreement on the TOR because it will form the basis for the evaluation exercise. More importantly, the TOR will be the formal reference for the consultant or team of consultants to be recruited.
- viii. Recruiting a consultant or a team in accordance with the provisions of the Procurement Act, 2003 (Act 663).
- ix. Organising meetings to discuss the inception and draft reports with stakeholders.
- x. Organising a validation meeting with stakeholders before submission of the final report.
- xi. Disseminating the results and acting on the findings and recommendations as part of the dissemination and communications strategy (see Annex 20 for general evaluation norms and standards).

Output of Step 16 includes evaluation arrangements with an evaluation framework or matrix as indicated in Table 18 below as inputs into Chapter 6 of the DMTDP.

Table 18: Evaluation Matrix

Evaluation Criteria	Evaluation Questions		Data Needed	Data Sources	Data Collection Methods
	Main Questions	Sub-Questions			
Relevance					
Efficiency					
Effectiveness					
Impact					
Sustainability					
Others					

Adapted from JICA, 2004

Step 17: Participatory M&E

Participatory M&E (PM&E) refers to the practice where all key stakeholders are directly involved in the M&E design and implementation process. It is a valuable tool used to capture perceptions and assess whether interventions have met these expectations, especially of the poor and the vulnerable in society. The following are PM&E methods, which have been discussed in detail in the National M&E Manual and should be used accordingly:

- i. Participatory Rural Appraisal.
- ii. Citizen Report Card.
- iii. Community Score Card.
- iv. Participatory Expenditure Tracking Surveys.

The DPCUs should consider the following steps in planning for PM&E:

- i. Deciding on the need for PM&E.
- ii. Deciding on the PM&E method to use.
- iii. Identifying the key stakeholders.
- iv. Identifying a lead facilitator.
- v. Determining the performance questions.
- vi. Determining the resources and time available.
- vii. Defining a TOR for the lead facilitator or consultant.
- viii. Training the team to carry out the PM&E.

- ix. Disseminating the results and acting on the findings and recommendations as part of the dissemination and communication strategy.

Output of Step 17 includes PM&E arrangement as inputs into Chapter Six of the DMTDP.

GLOSSARY OF TERMS

A baseline situation/condition: refers to a situation at a certain moment, and can be used as a reference point to establish trends (e.g. as a result of policy, programme and project interventions).

Chronic poverty is said to exist when poverty is long term (years long or even permanent, as opposed to short term/ transient poverty).

Environment: the physical environment, or the ecological system, including the totality of environmental functions (not only natural resources) that are functional for human society (and which are generally being influenced by human activities).

Environmental assessment: a systematic process of evaluating and documenting information on the potentials, capacities and functions of natural systems and resources in order to facilitate sustainable development planning and decision making in general, and to anticipate and manage the adverse effects and consequences of proposed undertakings in particular (Sadler, 1996).

Environmental Impact Assessment (EIA): a process of identifying, predicting, evaluating and mitigating the biophysical, social and other relevant effects of proposed projects and physical activities prior to major decisions and commitments being made.

Environmental sustainability: the management and protection of the ecological system in such a condition and to such a degree that environmental functions (the ability to provide goods and services) are maintained over time, at levels sufficient to avoid and reduce risks of future catastrophes, and which give future generations the opportunity to enjoy an equal measure of utilisation of environmental functions.

Exclusion is also about depriving people from **sharing in the benefits of development** (i.e. the “national cake”). People may be excluded from key economic **resources** as well as from **institutions** (esp. those responsible for healthcare, education, water and sanitation, waste management, agriculture and information). Exclusion is first, about the barriers in society that alienate some segments of society, rendering them voiceless and/or prohibiting them from exercising their rights and **participating in the development process**. Exclusion may be either active or (more commonly) **passive** (e.g. holding “dialogues” in elitist language). **financial/economic barriers:** inadequate access to investment capital, constrained job market, low access to productivity-enhancing/drudgery-reducing technology, active exclusion from economy (by prejudicial urban land use policy and harassment of informal District operators), retrenchment, discriminatory tariffs, rapid inflation, unstable markets. Much exclusion and conflict arise from poor access to dependable, timely and continuous information on social entitlements and poverty-relevant policies.

Fertility: Fertility refers to the natural ability of any given population to procreate through birth. It therefore has the effect of increasing the size as well as changing the structure of the population. There are three main measures that demographers use to assess the fertility levels of any population and these include the Crude Birth Rate, the Total Fertility Rate and the Age-specific Fertility Rate.

- **Crude Birth Rate (CBR)** is the number of live births per 1,000 people in a given year.
- **Total Fertility Rate (TFR)** is the average number of children that would be borne alive to a conforming to the age-specific fertility rates of a given year.

- **Age-Specific Fertility Rate (ASFR)** is the number of births in a year for a population of a given age and sex to the mid-year population of that same sex and age group. It has been observed that all these fertility rates tend to decline as society becomes modernized. For instance, women do not only tend to have fewer children but also start child-bearing at a later age than before as their participation in formal education and employment increases. Birth control measures also reduce fertility.

Growth Rate(r): it is the rate at which the population is increasing or decreasing in each year due to natural increase and net migration, expressed as a percentage of the base population. Mathematically, the Growth Rate (r) is expressed as:

$r=100x (CBR-CDR+M)$, Where CBR is crude birth rate, CDR is crude death rate and NM is the net migration all three of which are measured as a certain number per 1,000. For instance, if $CBR=40/1000$, $CD=11/1000$ and $NM =6/1,000$, then $R= 100x(40/1000-11/1000+6/1000)=100x(35/1000)=3.5\%$. Therefore, the growth rate is **3.5% per annum**.

Impact: this is the result of the outputs.

Migration: Migration is the movement of people from one geographical area to another. The total number of people who move to a given geographical area (such as the District) is referred to as in-migration while the total number who depart from that area is referred to as out-migration.

Mortality: Mortality, as an inevitable attribute of every population, refers to the rate at which people die. Therefore, unlike fertility, mortality has the effect of reducing the size of the population. Some of the measures of mortality include:

- **Infant mortality rate (IMR):** The number of deaths to infants under one year of age per 1,000 live births.
- **Under five mortality rate (U5MR):** The number of deaths to children under the age of five per 1,000 live births.
- **Crude death rate (CDR):** The number of death per 1,000 population in given year.
- **Life expectancy:** the average number of years a new-born can expect to live based on the life expectancy.

Although death is unavoidable, there is a strong relationship between the above rates on one hand, and the access and quality of health care on the other. That is, as health care improves maternal mortality reduces, fewer children and infants die, most diseases are either cured or prevented, and more and more people live longer.

Net migration (NM) is the number of people who move to an area (in-migration) minus those who move away (out-migration) per every 1,000 people per year.

Outputs: these are goods and services to be produced in a given period in order to achieve stated objectives. They establish the activities that should be carried out and completed and should therefore set out:

- What is to be accomplished,
- How much is to be accomplished
- By whom and
- When the activities should be accomplished.

In other words, the **outputs** should be specific, measurable, achievable, realizable, and time-bound.

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.

Population projections: these are computations depicting the future course of a population's size and other attributes. They are usually based on assumptions about the future course of three key population dynamics, namely fertility, mortality and migration. These three, together with ageing, are the things that cause every population to undergo constant changes.

Programmes are a set of projects, while projects are a set of activities intended to achieve an objective. Projects can be physical or non-physical. For example, construction of fifty (50) bore-holes in certain settlements within the District is a physical project designed to “increase access to potable water”. Also, provision of ten rural health centres is another physical project to “increase access to primary health care”. However, “reform of the public administration system” and “the empowerment of women” are not physical but institutional or administrative projects. Nonetheless, each bore hole, health post or empowerment of women can be projects of a well-packaged programme which should work in synergy to achieve common objectives.

Project: a proposed capital undertaking, typically involving the planning, design and implementation of specified activities.

Self-exclusion is not uncommon and often results from other factors such as stigmatisation, a history of failed promises/ policies and sheer loss of hope.

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’.

Strategic Environmental Assessment: a systematic process for evaluating the environmental consequences of proposed policy, plan or programme initiatives to ensure they are properly included and appropriately addressed at the earliest possible stage of decision making, on a par with economic and social considerations (Sadler & Verheem, 1996).

Strategic planning: a process that aims to provide insights that allows one to take decisions on what would need to be done in the future and to formulate realistic objectives for the organisation involved to reach in the future.

Sustainable development (SD) a process of change in which the exploitation of resources, the direction of investments, and the orientation of technological development and institutional changes are in harmony, and enhance both current and future potential to meet human needs and aspirations.

Sustainable development (SD) dimensions: the ecological, social, economic (and institutional) issues involved in defining sustainable development.

Threshold: the point at which the use of an environmental function exceeds sustainability criteria (i.e. exceeds its capacity to regenerate, reproduce or function properly), gradually or suddenly leading to its collapse.

Vulnerability, Exclusion and Social Protection - Vulnerability is defined in GPRS II as exposure to risks and shocks without adequate fall back mechanisms. The main shocks identified and dealt with in GPRS II are Policy, Economic, Environmental, and Socio - Cultural in nature. Using a risk management and empowerment approach, four main approaches,

recommended to dealing with Vulnerability and exclusion are Preventive, Promotional, Empowerment and Protection. Policy interventions with respect to the principles of human rights-based development, transparency and accountability, include Access to Rights and Entitlements, Health, Environment, Gender, Employment, and Institutional Strengthening and Social Protection.

Potentials of a District refer to factors; advantages and resources (within the District) which when utilised can enable the District to enhance its sustained socio-economic development or to overcome its challenges.

Opportunities are external factors (beyond the District) that positively influence development of the District.

Constraints are disadvantages emanating from internal factors such as institutional, human and physical resources that act against development. Examples are regular ethnic conflicts, an uneducated and unskilled labour force, environmental hazards, rapid population growth, etc.

Challenges may be external factors or obstacles (beyond the District) that may hamper smooth development effort. (e.g. declining cocoa prices, bush-fires from neighbouring countries, in-migration of job seekers without skills and resources for decent employment and livelihood, influx of refugees etc).

ANNEXES
Annex 1: Members of Metropolitan, Municipal and District Planning Coordinating Units
FIRST SCHEDULE
(Regulation 1 (2))

Metropolitan	Municipal	District
(1) Metropolitan coordinating director	(1) Municipal coordinating director	(1) District coordinating director
(2) Metropolitan director of works department	(2) Municipal planning officer	(2) District planning officer
(3) Metropolitan director of physical planning department	(3) Municipal budget officer	(3) District budget officer
(4) Metropolitan director, department of trade and industry	(4) Municipal director of the finance department	(4) District director of finance department
(5) Metropolitan director of directorate of agriculture	(5) Municipal director of the health department	(5) District director of health department
(6) Metropolitan director of department of social welfare and community development	(6) Municipal director of the department of education, youth and sports	(6) District director of department of education, youth and sports
(7) Metropolitan director of legal department	(7) Municipal director of agriculture	(7) District director of agriculture
(8) Metropolitan director of waste management department	(8) Municipal director of social welfare and community development	(8) District director of social welfare and community development
(9) Metropolitan director of urban roads department	(9) Municipal director of the Department of trade and industry	(9) District director of the Department of trade and industry
(10) Metropolitan director of budgeting and rating department	(10) Municipal director of the physical planning department	(10) District director of physical planning department
(11) Metropolitan director of transport department	(11) Municipal director of works or district engineer	(11) District director of works or district engineer
(12) Metropolitan director, finance department	(12) Municipal director of disaster prevention and management department	(12) District director of disaster prevention and management department
(13) Metropolitan director of education, youth and sports department	(13) Municipal director of natural resources conservation, forestry, game and wildlife department	(13) District director of natural resources conservation, forestry, game and wildlife department
(14) Metropolitan director of natural resources conservation, forestry, game and wildlife department	(14) Convener of the development planning subcommittee of the executive committee	(14) Convener of the development planning subcommittee of the executive committee
(15) Metropolitan director of disaster prevention department	(15) A representative each of civil society and the traditional authority, identified and selected by the municipal planning authority with the	(15) A representative each of civil society and the traditional authority identified and selected by the district planning

<p>(16). Metropolitan director of health department</p> <p>(17) Convener of the development planning subcommittee of the executive committee</p> <p>(18) A representative each of civil society and tie traditional authority identified and selected by the metropolitan planning authority with the right to vote</p> <p>(19) A maximum of five representatives of relevant non-decentralised agencies and organisations co-opted by the metropolitan planning unit with the right to vote.</p>	<p>right to vote.</p> <p>(16) The municipal planning coordinating unit may co-opt a maximum of five representatives of relevant non-decentralised agencies and organisations to any of its meetings, with the right to vote.</p> <p>(17) Two private sector representatives.</p>	<p>authority, with the right to vote.</p> <p>(16) The district planning coordinating unit may co-opt a maximum of five representatives of relevant non-decentralised agencies and organisations to any of its meetings, with the right to vote.</p> <p>(17) Two private sector representatives.</p>
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Annex 2: Members of Statutory Planning Committee

Membership of Statutory Planning Committee

1. MMDCE - Chairperson
2. Physical Planning Officer- Secretary
3. Works Department
4. Public and Vested Lands Management Division of the Lands Commission
5. Land Valuation Division of the Lands Commission – (Metropolitan Assemblies)
6. Survey and Mapping Division of the Lands Commission
7. Environmental Health Department
8. State Housing Company (Metropolitan Assemblies)
9. Electricity Company of Ghana
10. Ghana Water Company
11. Assembly members –chair of development planning sub-committee, chair of works sub-committee and chair of environmental sub-committee

Co-opted members

1. Environmental Protection Agency
2. Ghana National Fire Service
3. Urban/Feeder Roads Department
4. Hydrological Services Department
5. Representative of land owning or traditional authority

Technical Sub committee

Membership of the technical sub-committee includes all the listed institutions except the following

- MMDCE
- Assembly members
- Representative of land owning/traditional authority

Annex 3: Format and Content of DMTDPs

The DMTDP should follow the outline below:

i. Table of Contents

ii. List of Acronyms

iii. Executive Summary- This should include:

- General background of the DA including brief description of the vision, mission, functions, core values, process of preparing the DMTDP and participation of key stakeholders.
- A brief insight into the scope and direction of the development programmes, sub-programmes and activities for 2018-2021 (as informed by the Agenda for Jobs)
- Indicative budget, financial plan and expected outcomes.

Chapter 1: Performance Review and Profile/Current Situation/Baseline (Refer to Steps 1-3): This should be the:

- i. Description of the vision, mission, core values and functions.
- ii. Analysis of the performance of the DAs in implementing programmes and projects under the seven GSGDA II (2014-2017) themes and other interventions from 2014 to 2017.
- iii. Analysis of current sector development situation and profile of the DA.
- iv. A summary of key development problems/issues/gaps identified from the situation analysis.

Chapter 2: Development Issues for 2018-2021 (Refer to Steps 4 and 5):

This should include prioritised development issues linked to the relevant development dimensions of Agenda for Jobs, 2018-2021 which are:

- i. Economic Development
- ii. Social Development
- iii. Environment, Infrastructure and Human Settlements
- iv. Governance, Corruption and Public Accountability
- v. Ghana's role in International Affairs

Chapter 3: Development Projections, Adopted Goals, Policy Objectives and Strategies

(Refer to Steps 6-8): This should include:

- Projected development requirements for 2018-2021.
- Adopted development issues, Development Dimension goals, Policy objectives and strategies from Agenda for Jobs.

Chapter 4: Development Programmes and Sub-Programmes of the DA (Refer to 9-11):-

This should include:

- Development Programmes and Sub-Programmes of the DA for 2018-2021 reflecting international obligations and sustainability measures
- Development Programmes/Sub-Programmes of Action (PoA) of the DA for 2018-2021 linked to the programme-based budgeting and reflecting international obligations and sustainability measures
- Indicative Financial Strategy.

Chapter 5: Annual Action Plan of the DA (Refer to Step12-13)

This should include:

- Annual Action Plan developed from the PoA, as a basis for the DA Budget
- Structure plans, local plans etc.

Chapter 6: Implementation, Monitoring and Evaluation (Refer to Steps 14-17)

This should include:

- i. Monitoring matrix or results framework outlining all indicators, their baselines and targets in relation to the Results matrix of the Agenda for Jobs.
- ii. Strategy for data collection, collation, analysis and use of results matrix, implementation, and M&E.
- iii. Quarterly and Annual Progress Reporting Format.
- iv. Dissemination and Communications Strategy.
- v. Evaluation Arrangement with an Evaluation Framework or Matrix.
- vi. Participatory Monitoring and Evaluation Arrangement.

Annex 4: Example of a DPCU Capacity and Management Index

Indicators	Score = 1	Score = 5	Score = 10	Indicator Average
1. Qualifications of personnel	Most staff do not have the required education	Some staff have the required education	All staff have the required education	
2. Staff Compliment	There are numerous key positions that are unfilled	Most key positions are filled but there are still gaps	All positions in the DPCU positions are filled	
3. M&E Skills & Knowledge	Most staff do not have the requisite M&E skills and knowledge	Some staff have requisite M&E skills and knowledge	All staff have requisite M&E skills and knowledge	
4. Availability of Funds	Funds available do not meet basic cost requirements	Funds available to meet basic costs, but will not allow DPCU to carry out all activities in the M&E plan	Funds available meet basic costs, as well as enable DPCU to carry out all activities in the M&E plan	
5. Utilization of Funds	Resources are spent at the discretion of management and not in pre-approved areas	Some resources are spent as approved by the DA, but management continues to direct some funds inappropriately	Resources are spent as budgeted in accordance with the DMTDP	
6. Timely Access to Funds	Funds released 12 months behind schedule	Funds released 6 months behind schedule	Funds released on schedule	
7. Leadership	Leadership is not able to address development needs due to low motivation, corruption, or lack of qualification	Leadership can complete short term tasks, but is not dynamic or able to envision the medium to long term development	Leadership is dynamic and motivates the DA staff and members to work together for long term development	
8. Management	The full complement of management is not available, and what is present does not have the skills to direct DPCU activities	Partial complement of management but not able to handle all functions e.g. planning, budgeting, financial reporting, M&E, etc.	There is a full complement of management and technically skilled to handle all functions	
9. Workload	Workload is so high that staff must work overtime to complete even basic	Workload forces staff to work overtime to complete planning and M&E functions	Staff can complete all jobs within regular working hours	

	administrative tasks			
10. Motivation/ Incentives	Basic central government Motivation/Incentives exist but are not accessible	Some central government motivation/incentives are accessible (training, maternity leave, overtime payment, etc)	Central government motivation/incentives are easy to access and development partners' incentives also exist	
11. Equipment/ Facilities	Office space, furniture, and other facilities are woefully inadequate	Office space is adequate, but furniture and other facilities are lacking for some staff	All staff have access to appropriate office space, furniture and other facilities	
Total Score	11	55	110	
NB:				
<ol style="list-style-type: none"> The score is a continuum from 1 to 10. The indicator total scores above provide the worst, average and best case scenarios for three people. The total score for the three people is calculated by adding the 3 scores (11+55+110 = 176) The average total score is calculated by dividing the total score by 3 (176/3 =58.7) The Index is calculated by dividing the average total score by the number of indicators (58.7/11=5.3) The interpretation for Index 5.3 means this organization has a mediocrity capacity and management performance 				

Guide on the Scoring Exercise

The management Capacity Index is a group exercise. The assessment is done by translating individual perceptions on an issue or indicator into a numerical value ranging from 1 to 10. Actual scoring should be done as a continuum from 1 to 10 (e.g. 6.0, 1.2, 3.4, 8.8, 5.6, 7.0, etc.) This assessment must be done by a group of people who work with or know the organization to be assessed very well e.g. staff and key stakeholders. The best approach is for a facilitator to take all participants through the indicators and the scoring process. When all the participants have understood the process, the scoring of indicators must be done independently as a secret ballot. The results are then collated, analysed and interpreted by the group. The interpretation of **the index** uses a score range of (1 to 4) for low performance, (5 to 7) for average performance and (8 to 10) for high performance.

Guide on Calculating the Scores

Total Individual Scores – Each participant should sum up all the scores he/she gave for each indicator. e.g. the minimum total score for one individual will be 11 whilst his/her maximum score will be 110.

Average score for each indicator – Calculate the average score for each indicator by adding all the individual scores for each indicator and divide the sum by the number of participants. e.g. if the 10 participants scored the **Leadership** indicator as follows: 5.5+3.0+4.0+6.0+7.5+2.0+1.4+9.0+5.3 +7.2=50.9/10=**5.9**. The interpretation of this score is that performance of leadership in this organization is average. Leadership of this organization may

be able to complete short term tasks, but is not dynamic or able to vision the medium to long-term.

Average total scores for the indicators – Add up the individual total scores of the 11 indicators (as explained above). e.g. if the scores by the 10 participants for each indicator were as follows: 25.5+ 33.0+44.0+46.0+87.5+92.0 +99.4 +29.0+35.3 +67.2= **558.90**. Determine the average total score for the 11 indicators. i.e. $558.9/11=50.81$

The Index (Average indicator score) – Calculate the **index** by dividing the average individual total scores by the number of indicators i.e. $50.81/11=4.6$. The **index** of **4.6** means this organization has a mediocre capacity and management performance

Annex 4a: Some Questions that could Guide the Situation Analysis

Issues	Questions
DMTDP	<ul style="list-style-type: none"> • Is there an approved DMTDP?
Human Resources	<ul style="list-style-type: none"> • What are the capacity and human resource requirements for planning, M&E in the District? • How is the skill base of the stakeholders identified and their ability to contribute to the plan including M&E preparation and implementation? • Does the district have its entire complement of DPCU staff? • How many DPCU staff lack the requisite planning including M&E skills? <p>What training will be required? E.g. Courses on:</p> <ul style="list-style-type: none"> • M&E • Development planning • Team- and consensus-building techniques • Database management and other computer programs • Report writing • Facilitation skills <ul style="list-style-type: none"> • What technical support (consultancy services) will be required?
Material Resources	<ul style="list-style-type: none"> • Is there a vehicle for M&E? • What M&E information must be stored - when, how and for whom? • What level of computerisation is required? • Is there internet connectivity? • Are there enough computers and accessories (printers, scanners, LCD projector, etc.)? • Is there a documentation centre (with periodicals, Acts and Legislative Instruments, development plans, guidelines, manuals)? • What is the situation about office space, incentives? • Are there photocopiers, flip charts, cameras?
Financial Resources	<ul style="list-style-type: none"> • Are the financial resources available to carry out planning including M&E activities such as plan preparation, data collection and analysis, report writing, dissemination and communication, evaluations, PM&E?
Recommendations	<ul style="list-style-type: none"> • What are the solutions for the challenges identified?

Annex 5: Examples of Green Economy Options by Sector

Green Economy (GE) Options and Considerations

1. Energy

- i. **Biofuels:** Liquid fuels and blending components produced from biomass (plant and animal) feed stocks, used primarily for transportation
- ii. **Biogas:** Gaseous fuel produced from animal and crop residues. A mixture of methane, carbon dioxide and water vapour.
- iii. **Geothermal energy:** Natural heat from within the earth, captured for production of electric power, space heating or industrial steam.
- iv. **Solar photovoltaic (PV) technologies:** Devices that convert the sun's energy into electricity for use in lighting, refrigeration, telecommunications etc
- v. **Solar thermal technologies:** Devices that use the sun as the primary source of energy for heat appliances, e.g. solar water heaters, solar dryers.
- vi. **Solar dryer:** A special structure that uses the sun's energy to dry agricultural produce (fruits, vegetables, meat).
- vii. **Solar water heaters:** Devices that use solar energy to heat water for domestic, institutional, commercial and industrial use.

2. Water

- i. **Catchment management:** Water management is commonly practiced at the scale of catchments and watersheds. In many countries, so called catchment management authorities are responsible for developing and implementing IWRM plans.
- ii. **Integrated water resource management:** This is defined by the Global Water Partnership (GWP) as "a process which promotes the coordinated development and management of water, land and related resources in order to maximize the resultant economic and social welfare in an equitable manner without compromising the sustainability of vital ecosystems."
- iii. **Re-use of water:** On its way through the landscape water commonly fulfills many functions. It may be extracted several times for industrial and domestic purposes before eventually reaching the sea. In many water scarce regions, reuse of water is an important strategy to enhance supply of water.

3. Tourism

- i. **Conservation Development Framework (CDF):** A CDF helps identify where a park needs to expand to achieve the set conservation targets and generates information used for zoning and other spatial development targets.
- ii. **Cross funding (of biodiversity conservation from tourism):** Maximising revenues from tourism activities for re-investment in conservation.
- iii. **Eco-tourism:** Ecotourism can be defined as "responsible travel to natural areas that conserves the environment and sustains the well-being of local people".
- iv. **Payment for ecosystem services (PES):** "Payments for Ecosystem Services (PES) deals are emerging wherever businesses, public-sector agencies, and non-profit organizations have taken an active interest in addressing particular environmental issues.
- v. **Responsible consumption:** A concerted effort to purchase and use goods and services that have low environmental footprints and provide a positive economic impact where feasible
- vi. **Responsible tourism:** Responsible tourism is to act as an enabler for conservation through enhancement of the financial sustainability of a park or protected area.
- vii. **Sustainable tourism:** Sustainable tourism can be defined as tourism that is

“ecologically benign, economically feasible and socially acceptable”.

4. Agriculture

- i. **Organic agriculture:** Includes all agricultural systems that promote the environmentally, socially and economically sound production of food and fibres.
- ii. **Agroforestry:** Agroforestry systems include both traditional and modern land-use systems where trees are managed together with crops and/or animal production systems in agricultural settings.
- iii. **Conservation agriculture:** Conservation Agriculture is an approach towards managing agro-ecosystems for improved and sustained productivity, and increased profits and food security, while preserving and enhancing the resource base and the environment. It is characterized by three linked principles, namely: (1) continuous minimum mechanical soil disturbance; (2) permanent organic soil cover; and (3) diversification of crop species grown in sequences and/ or associations
- iv. **Climate Smart Agriculture (CSA)** is an approach that helps to guide actions needed to transform and reorient agricultural systems to effectively support development and ensure food security in a changing climate. CSA aims to tackle three main objectives: sustainably increasing agricultural productivity and incomes; adapting and building resilience to climate change and reducing and/or removing greenhouse gas emissions, where possible.

5. Built Environment and Urban Planning

- i. **Green buildings:** A green building is defined as “Green building is the practice of creating structures and using processes that are environmentally responsible and resource-efficient throughout a building's life-cycle from siting to design, construction, operation, maintenance, renovation and deconstruction.”
- ii. **Optimising infrastructure:** Optimising how infrastructure links people, activities, systems and processes in urban areas is critical to realising sustainability objectives. This typically involves optimising transport, waste, energy, water, sanitation and other urban systems.
- iii. **Clustering for competitiveness:** Clustering for competitiveness considers how systems, functions, processes, people and activities can be clustered within cities in order to facilitate enhanced mutualism and symbiosis in service of sustainability co-benefits in the social, economic and environmental spheres.
- iv. **Building Energy Efficiency:** Building energy efficiency relates to the energy and carbon profiles/footprints of buildings. The more efficient a building is in terms of energy consumption, the lower its energy footprint. This can result from retrofitting or design and construction considerations that are made from the outset.
- v. **Retrofit technologies:** Retrofit technologies are new technologies that are added to old systems and processes, constructions, infrastructures and existing technologies, in order to improve their performance. In the context of green technologies, numerous technologies exist for optimising resource efficiency and lowering ecological and greenhouse gas footprints of existing systems. For example, solar water heaters, solar power, greywater recycling systems, anaerobic biodigesters, and so forth.
- vi. **Passive design:** Passive design makes use of the natural features of a site to maximise social, economic and environmental co-benefits in terms of resource efficiency and dependence, ecological impacts, living costs, availability of goods and services, and so forth

6. Factors for consideration (Built Environment and Urban Planning)

- i. **Social Factors:** The social dimension of African cities (poverty, unemployment, gender, demographics) is extremely important to accommodate in the formulation of development plans. For example, the large youth bulge, which is characterised by high levels of youth unemployment, as well as the emerging middle class, typically reside in cities.
- ii. **Multi-sector “nexus” impacts:** That is how sector impacts combine to impact on (especially poor) households, small businesses etc. highlights the importance of integrated planning. For example, how changes combine in the food-water-energy-transport “nexus” to impact on poor households, whose majority budget is devoted to these, is extremely important to factor into infrastructure and development planning in cities.
- iii. **Slums and informal settlements:** Since large proportions of African cities are characterised by slums and informal settlements, settled with poor and vulnerable households, municipalities rarely manage to collect revenues from their localities.

7 Transport

- i. **Clean fuel:** This is any fuel that produces less pollution (i.e. low emissions) and has a relatively benign impact on the environment. More often, alternative fuels – such as biofuels, liquefied petroleum gas (LPG), compressed natural gas (CNG), hydrogen, alcohol fuels, electric, gas to liquids (GTLs), biomass to liquids (BTLs), methanol to gasoline (MTG) are considered as clean fuel when compared to conventional fuels.
- ii. **Community Car share:** System that involves an organized group of participants (usually required to be members) with one or more self-accessing shared vehicles, the usage of which is booked in advance for short periods of time
- iii. **Inter-modality:** Inter-modality means combining several means of transport during the same journey, using different types of vehicles to get from one place to another; for example, train car or bus bicycle walking.

8. Waste Management

- i. **Composting:** Composting is the biological decomposition of biodegradable organic fraction of municipal solid waste under controlled conditions to a state sufficiently stable for nuisance free storage and handling and for safe use in land preparation.
- ii. **Waste to energy:** Waste-to-energy involves the idea of reducing waste bulk by burning it while at the same time generating electricity. This can be used as a low cost source of energy to produce steam for electric power generation, industrial process heating, or hot water for district heating, thereby conserving valuable primary fuel resources.
- iii. **Waste recycling:** Recycling involves the collection, separation, clean up and processing of waste materials to produce a marketable material or product.
- iv. **Waste re-use:** The re-use of waste simply involves using a product more than once or re-using it in another application. Examples include re-using plastic supermarket carrier bags, glass milk bottles, and re-using car parts via car scrap merchants.

9. Sustainable Forest Management

- i. **Reforestation:** Reforestation is an operation which aims to restore or create woodlands or forests that have been deleted or destroyed for various reasons (overexploitation, forest fire, grazing, war, etc.).

- ii. **Agroforestry:** Agricultural practices in which trees are integrated with agricultural crops or livestock for a variety of benefits and services.
- iii. **Agroforestry products:** Agroforestry products are wood and non-wood products from trees, shrubs or other woody perennials grown in agroforestry systems (integrated systems in which woody perennials are grown in association with crops and or animals).
- iv. **Sustainable forestry jobs:** Sustainable forestry jobs refer to decent jobs that are in service of the preservation of forest resources, reforestation and forest plantation development.

10. Resource Efficiency and Cleaner Production (RECP)

- i. **Cleaner Production:** Cleaner production is a preventive, firm/enterprise based or company-specific environmental protection initiative, intended to minimize waste and emissions and maximize product output.
- ii. **Green Manufacturing:** Green manufacturing takes into consideration environmental attributes which are treated as design objectives, rather than as constraints, with minimum loss to product performance, useful life or functionality.
- iii. **Closed loop industrial zones/parks (eco-industrial parks):** They are in diverse forms. An advanced version of this would be an eco-industrial park where companies design their products and processes to use fewer virgin materials and use each other's by-products, co-products, or wastes as inputs.
- iv. **Green Production:** Green production is a strategy that employs environmentally friendly operating processes, and focuses upon three fundamental goals: 1) minimize emissions, effluents, and accidents; 2) minimize the use of virgin materials and non-renewable forms of energy; and 3) minimize the life-cycle cost (cradle-to-grave) of products or services."

Annex 6: Potential Climate Impacts and Proposed Adaptation and Mitigation Strategies

Sectors	Potential Climate Change Vulnerability	Adaptation Strategies
Agriculture	<ol style="list-style-type: none"> 1. Harvest failures from improper adaptive strategies 2. Reduce biological productivity and loss of forest cover 3. Progressive loss of non-timber forest products 4. Increased land degradation and loss of cropland 5. Reduction in livestock size and nutrition. 	<ol style="list-style-type: none"> i. Development of drought tolerant and flood resistant varieties. ii. Breeding of early or extra early maturing genotypes. iii. developing food insurance schemes; iv. Educating farmers to plant in low population densities so as to reduce competition for scarce or limited soil moisture v. Encourage farm level adaptation such as shift in planting dates and modifying the amount and timing of fertilizer application vi. Shifts in natural production centres for various food crops areas where comparative advantage can be obtained. vii. Enhancing food security measures by storing food in national banks
Marine ecosystem and coastal zone infrastructure	<ol style="list-style-type: none"> 1. Potential risk from sea level rise such as coastal inundation and erosion 2. Salt water intrusion into fresh water resources 3. Disruption of sources of livelihoods e.g. fishing and agriculture 4. Population displacement 5. Invasion and destruction of mangrove ecosystem, coastal wetlands and beaches along with their associated economic and social importance such as being sites for migratory birds 6. Loss of habitat of several species including marine turtles 7. Risk to life, structures and property 	<ol style="list-style-type: none"> i. Negotiating regional water-sharing agreements; ii. Providing efficient mechanisms for disaster management; iii. Developing desalination techniques; iv. Planting mangrove belts to provide flood protection; v. Planting salt-tolerant varieties of vegetation; vi. Improving drainage facilities; vii. Establishing setback policies for new developments; viii. Devising flood early warning systems. ix. The use of setback policies for all underdeveloped areas within the coastal zone. This would prevent the construction of immovable structures within hazard areas.
Human Health and Settlement	<ul style="list-style-type: none"> • Possibility of emergence of new disease vectors in some areas 	<ul style="list-style-type: none"> • establishing setback policies for new developments • improving drainage facilities
Energy, Industry and	<ol style="list-style-type: none"> 1. Disruption in industry productivity due to possible crises in the energy sector 	<ol style="list-style-type: none"> i. Development of woodlot ii. Promote and develop energy efficient technologies

Financial Services	<ol style="list-style-type: none"> 2. Disruption in the supply of raw materials e.g from agriculture, fisheries and forestry 3. Potential impact on inter-regional trade 4. Disruption of rainfall patterns will affect Akosombo dam(30% of our energy sources) 5. Higher risk of property insurance 6. Possible disruption of banks' lending portfolios 	<ol style="list-style-type: none"> iii. Promotion of energy conservation especially in large energy consuming industries. iv. Monitor and control emissions from industries and transport sectors v. Promote and develop alternative energy sources such as biomass, wind, biomass, mini-hydro etc.
Biodiversity	<ul style="list-style-type: none"> • Possible reduce biological productivity • Alteration of species (flora and fauna) composition in the different ecological zones. • Alteration of vegetation structure 	<ul style="list-style-type: none"> • Reforestation • Ensure the cultivation of species in the environment that they are adapted to. • Establish land use plan for hot spots
Water Resources and wetlands.	<ol style="list-style-type: none"> 1. Loss of biological diversity 2. Pollution of fresh water resources 3. Disruption of fishing activities 4. Reduction in underground Water levels 5. Drying up of river courses resulting from forest losses in headstream areas 6. Threat to biodiversity e.g. migratory birds 	<ul style="list-style-type: none"> • Devise flood/drought early warning systems • Provide alternative skill training for fishing communities • Desalinization of water

Annex 7: Water Resources Assessment Tool

A water resources assessment can be performed in a number of ways depending on what data is available. If there is reliable secondary data to consult, it can be performed as a literature study to save time and money. This should then be verified by consulting experts, to verify for example ranking of water resources.

A water resources assessment is built up by a number of sub-steps to achieve a substantial assessment of resources in the area, where step c is optional:

- a) **Collection of the water resources knowledge base** – to collect and store data on the hydrological cycle in the region as well as physical, socio-economic and demographic water use in a cross-sectoral perspective. This step should consider elements such as: human health ecosystem health, land use impacts, forest cover, sectoral water competition, vulnerability to floods and droughts, demand and willingness to pay
- b) **Water resources assessment** – traditionally to provide the basis of what infrastructure is required to meet the needs in the region. In an Integrated Water Resources Management (IWRM) they adapt a broader perspective and includes assessments of demand for water, environmental impact and strategic impact of water use, assessment of the social impact and an element of risk and vulnerability estimation
- c) **Modelling in IWRM** – using complementary tools such as modelling and decision support systems (DSS) allows users to integrate data in five phases; 1) issue identification, 2) definition of management options, 3) establishment of decision criteria, 4) data acquisition, 5) decision support process
- d) **Developing IWRM indicators for monitoring and evaluation** – indicators can provide useful information on how policies and programmes are applying and progressing in the area, and provide helpful information on how to reformulate them more efficiently. It also provides a possibility to assess how resource management is performing over time
- e) **Ecosystem assessment to minimize water use impacts on ecosystem functioning** – to identify the desired ecosystem state and environmental flows, set by e.g. international conventions or negotiated between water users. There are more than 200 methods for assessing environmental flows

Annex 8: Demographic Transition and Dividend

Demographic dividends result from demographic transitions. A population is in demographic transition when both fertility and mortality rates are decreasing simultaneously over time. Demographic transitions with potential dividends can be a curse/burden to the population unless it is harnessed. Demographic transitions are marked by:

- a. A decreasing rate of growth of the population 0-14 years owing to a falling fertility among women of reproductive age overtime,
- b. An increasing trend in the number of persons in the population group 15-64 years owing to more people from the 0-14 age group surviving into the 15-64 age band, and decreasing mortality in the 15-64 age group due to improved health care and nutrition,
- c. An increasing trend in the number of persons surviving to age 65 and beyond, and
- d. A decreasing trend in age dependency ratios.

Harnessing a demographic dividend entails deliberate, intentional and calculated investment in programmes designed and consciously implemented to:

- i. Accelerate the completion of the demographic transition (through implementation of fertility reduction programs),
- ii. Improve the health status of the population,
- iii. Increase education and skills development,
- iv. Create increased employment opportunities to expansion of the economy,
- v. Increase participation in governance and in particular,
- vi. Position the youth (15-24) to be productive adults, and
- vii. Leverage the outcomes for accelerating development of the population.

Action to be taken by districts

1. Districts should determine whether they are experiencing a demographic transition through an analysis of its population as an issue.
2. Identify and prioritise issues arising from the situational analysis to be addressed.
3. Plan interventions to be included in the district's programme and plans of action (especially positioning the increasing youth population to contribute productively to the district's development).
4. Harnessing demographic dividend is associated with the MTNDPF policy objectives and indicators as follows:

S.N.	Objectives (NMTDPF, 2018-2021)	Indicators
		ECONOMIC DEVELOPMENT
4.6	Promote agriculture as a viable business among the youth	<ul style="list-style-type: none"> • Percentage of youth (aged 15 -24 years) in agriculture and agro-business
		SOCIAL DEVELOPMENT
1.1	Enhance inclusive and equitable access to, and participation in quality education at all levels	<ul style="list-style-type: none"> • Gross enrolment ratio in kindergarten, primary, JHS, SHS • Net enrolment ratio in kindergarten, primary, JHS, SHS • Gender parity index in kindergarten, primary, JHS, second cycle, Tertiary • Percentage of (15-24) population not in employment, training or in school (disconnected youth) • Number of STEM related jobs • Proportion of students studying STEM subjects (from kindergarten to tertiary) • Number of TVET-related jobs

		<ul style="list-style-type: none"> • Proportion of TVET students enrolled in tertiary institutions • Total enrolment of PWDs in special schools
2.3	Reduce disability morbidity, and mortality	<ul style="list-style-type: none"> • Under-five mortality ratio (per 1,000 live births) • Maternal mortality ratio (per 100,000 live births) (Disaggregate by age groups, capturing the youth group 15-24) • Prevalence of NCDs such as diabetes, cardiovascular diseases, chronic lung diseases, cancers • Predisposing NCD Risk Factors: tobacco use, harmful use of alcohol, lack of exercise, and unhealthy dietary habits • Percentage of women and men who have awareness of their blood pressure • Number of trained personnel attending to degenerative ill-health conditions • Incidence of communicable diseases (malaria, cholera, etc.)
2.4	Ensure reduction of new HIV, AIDS/STIs and other infections, especially among vulnerable groups	<ul style="list-style-type: none"> • Percentage of youth (15-24) with HIV infections
3.1	Ensure food and nutrition security (FNS)	<ul style="list-style-type: none"> • Under-5 malnutrition rate
4.1	Improve population management	<ul style="list-style-type: none"> • Total Fertility Rate (Disaggregate by age groups, capturing the youth group 15-24) • Unmet need for family planning (Disaggregate by age groups, capturing the youth group 15-24) • Contraceptive Prevalence Rate (Disaggregate by age groups, capturing the youth group 15-24) • Proportion of childbearing females, 15-24 years (includes teenage pregnancy)
6.1	Eradicate poverty in all its forms and dimensions	<ul style="list-style-type: none"> • Incidence of poverty • Proportion below the poverty line with access to social protection programmes (Disaggregate by age groups, capturing the youth group 15-24)
12.2	Promote the creation of decent jobs	<ul style="list-style-type: none"> • Number of new jobs created by the private sector
13.1	Promote effective participation of the youth in socioeconomic development	<ul style="list-style-type: none"> • Proportion of youth who have transitioned from school to work (annually) • Number of youth employed in decent jobs after graduation • Number of new jobs generated through special initiatives such as Youth Enterprise Support (YES) Fund • Number of young people provided with entrepreneurial skills • Number of young people provided with skills in ICT • Relevant Legislative Instruments • Number of functional NYA offices at the District level • Change in the budgetary allocation to the NYA • Number of staff of NYA trained in Youth Development Studies
13.2	Promote youth participation	<ul style="list-style-type: none"> • National Youth Parliament established with active district

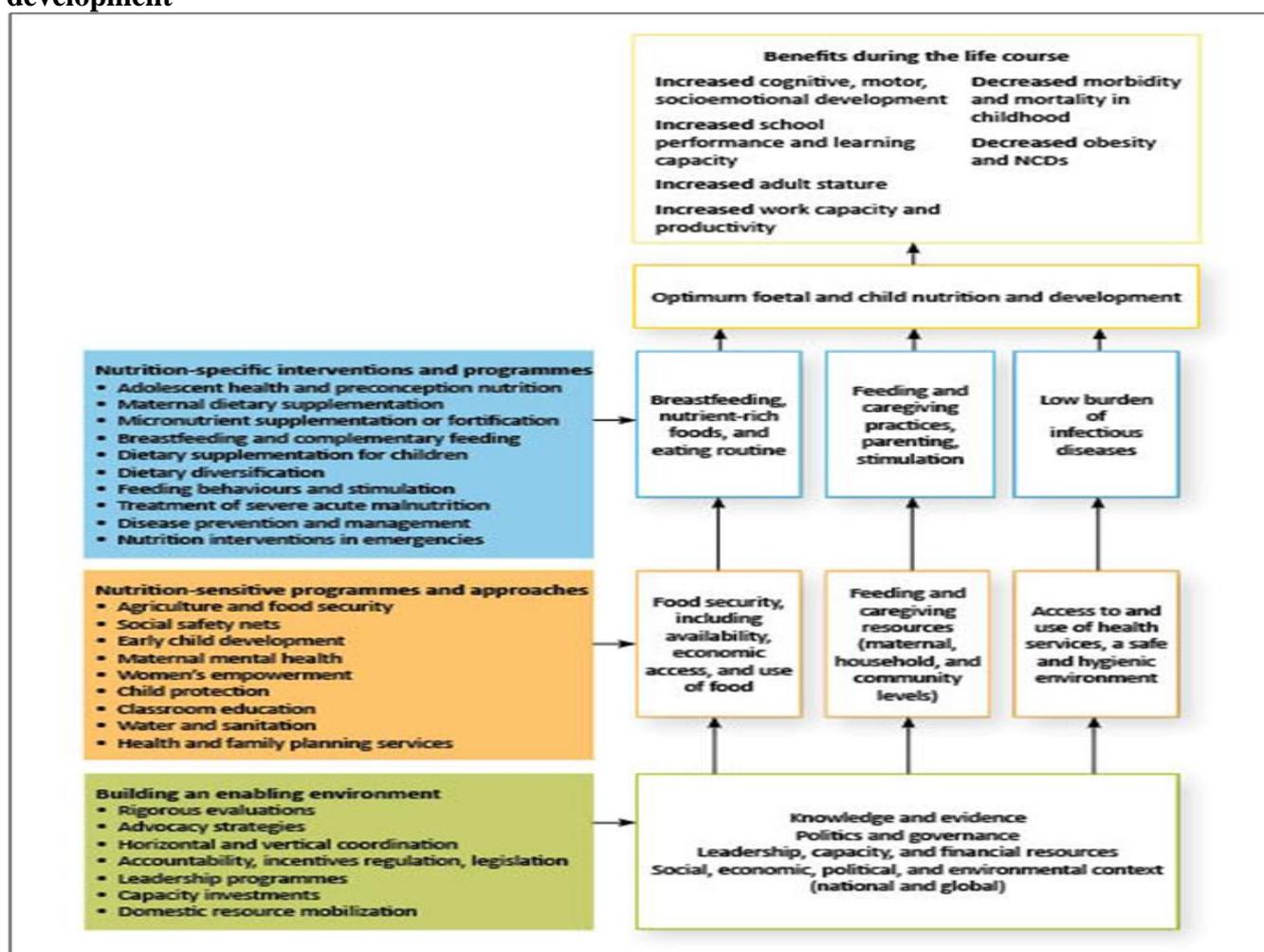
	in politics, electoral democracy and governance	and regional representative/ parliamentarians <ul style="list-style-type: none"> • Proportion of young people who participate in the governance system
ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS		
18.1	Enhance quality of life in rural areas	<ul style="list-style-type: none"> • Number of jobs for the youth in rural areas

Annex 9: Scale Up Nutrition (SUN) Movement

Ghana joined the SUN Movement in May 2011 and has committed itself to fast-track reduction of malnourishment of children through the scaling up of proven cost-effective nutrition specific and nutrition-sensitive interventions during the 1000 days from conception to the first two years of the child's life. Ghana is required to achieve Goal 2 of the Sustainable Development Goals (SDGs) in relation to the World Health Assembly (WHA) targets. The SUN Movement seeks to bring different groups of people together – governments, civil society, the United Nations, donors, businesses and scientists – in a collective action to improve nutrition.

Malnutrition and undernourishment not only reduces a person's immune system, but also makes the individual more vulnerable to diseases, negatively affects a child's cognitive abilities and educational performance and eventually reduces their productivity as working adults. Household earnings therefore stagnate and/or decline, affecting their welfare, reducing the potential of and adding to the burden of Ghana's economy. If Ghana is to increase the pace of economic development, there must be a strong focus on investing in the nutrition of Ghanaians, particularly women and children who currently carry the highest burden of malnutrition. (See figure below for more information)

Figure 4: Framework for actions to achieve optimum foetal and child nutrition and development



Source: Black et al. 2013. 'Maternal and child undernutrition and overweight in low-income and middle-income countries'. *The Lancet Maternal and Child Nutrition Series 1*. p. 2.

Annex 9a: Indicators to Guide Planning for Food and Nutrition Security

Malnutrition Indicators	Indicator Definition	Examples of Potential Interventions
Stunting	Prevalence of stunting among children 6-59 months	<ol style="list-style-type: none"> 1. Undertake behavior change communication and public awareness campaigns particularly to encourage early initiation of and 6 months exclusive breastfeeding 2. Provide maternity cash transfer programmes and other social safety nets 3. Encourage food fortification and diet diversification to improve diet quality 4. Provide Iron and Folate supplements for women pre-conception and during pregnancy 5. Advocate for home gardening and diversification of crops
Childhood overweight	Prevalence of overweight in children 6-59 months	<ol style="list-style-type: none"> 1. Restrict the marketing of unhealthy foods and non-alcoholic beverages to children 2. Enforce regulations on nutrition labelling 3. Encourage the consumption of fruits and vegetables 4. Carry out awareness creation to reduced consumption of foods high in fat, saturated fat, salt and sugar
Anaemia in women	Women 15-49 years with anaemia	<ol style="list-style-type: none"> 1. Promote checking of anaemia status 2. Enhance dietary diversity 3. Increase availability and accessibility of iron/micronutrient rich foods 4. Promote food fortification and nutrient enhancement in the production, preservation, processing, and marketing of food (Link to 1D1F initiative) 5. Provide intermittent iron and folic acid supplementation to adolescent girls, including out-of-school girls 6. Promote safe water, sanitation and hygiene (WASH) to limit infections that lead to reduced iron absorption
Anaemia in children	Children 6-59 months with anaemia	<ol style="list-style-type: none"> 1. Promote early initiation of and 6 months exclusive breastfeeding 2. Prevent and treat infections such as malaria and tuberculosis through the provision of insecticide-treated nets and other health interventions
Wasting	Prevalence of moderate and severe acute malnutrition among children 6-59 months	<ol style="list-style-type: none"> 1. Develop improved methods and linkages for early identification and treatment of wasting, both within the health sector and cross-sectorally 2. Develop evidence for effective prevention strategies to reduce the burden of wasting 3. Encourage and commission research to better understand the links between wasting and stunting, to ensure maximum leverage all nutrition investments 4. Improve coordination between key government ministries to link treatment strategies for acute malnutrition to prevention strategies for wasting and stunting throughout the life-course. 5. Make provision for outpatient treatment of children with uncomplicated severe acute malnutrition using ready-to-use therapeutic foods and a seven-day preventive course of antibiotics

		6. Optimize the use of locally available foods
Exclusive breastfeeding	Infants 0-5 months exclusively breastfed	<ol style="list-style-type: none"> 1. Train all health care staff in skills necessary to implement Ghana's National Breastfeeding Policy 2. Enforce Breastfeeding Promotion Regulations, Legislative Instrument 1667 (2000), particularly to limit the aggressive and inappropriate marketing of breast-milk substitutes 3. Carry out sensitization programmes to inform all pregnant women about the benefits and management of breastfeeding 4. Provide mothers with training sessions on how to breastfeed, and how to maintain lactation even if separated from their children 5. Collaborate with communities to set up breastfeeding support groups to assist mothers 6. Implement an integrated communication and media strategy to reposition breastfeeding as a priority development issue 7. Advocate for six-months mandatory paid maternity leave as well as encourage policies to allow women to breastfeed in the workplace
Vitamin A deficiency (VAD)	Proportion of children 6-59 months with Vitamin A deficiency	<ol style="list-style-type: none"> 1. Promote the production and consumption of fibrous, dark green leafy vegetables or soft-fleshed yellow/orange vegetables and fruits 2. Encourage and provide incentives to fortify food stuffs such as milk, margarine, oil and sugar 3. Engage in universal national and sub-national level Vitamin A supplementation campaigns 4. Undertake capacity building sessions to improve health workers ability to diagnose VAD in children
Complementary feeding	Children 6-23 months with minimum acceptable diet	<ol style="list-style-type: none"> 1. Encourage timely, adequate, and safe provision of complementary foods that are varied and include items such as poultry, fish or eggs, as well as vitamin A-rich fruits and vegetables every day. 2. Engage food processing companies to fortify complementary foods with vitamins and minerals 3. Develop locally appropriate feeding recommendations and programmatic guidelines for the implementation of complementary feeding interventions at the community level 4. Engage traditional authorities, community influencers and other stakeholders to eradicate social norms, practices and taboos that are a barrier to complementary feeding
Diet Diversity	Household dietary diversity score	<ol style="list-style-type: none"> 1. Promote back-yard gardening, animal husbandry, and nutrition education for all households 2. Provide social behavioural change communication to households on the social and economic benefits of diet diversity 3. Promote the use of simple technology to increase shelf life of farm produce and reduce post-harvest losses 4. Regularly update national food composition database taking into account regional and ethnic differences
Low birth weight	Prevalence of infants weighing less than 2.5	<ol style="list-style-type: none"> 1. Support programmes for women's empowerment and educational attainment

	kg at birth	<ol style="list-style-type: none"> 2. Initiate food-distribution systems for communities most at risk of food insecurity 3. Support national salt iodization programmes to ensure salt consumed by households is adequately iodized 4. Improve facility-based perinatal care in regions with low coverage 5. Promote the cessation of smoking before, during and after pregnancy 6. Discourage non-medically indicated caesarean delivery and induction 7. Provide and encourage the consumption of balanced protein-energy supplementation
Under 5 mortality rate	Deaths per 1000 births	<ol style="list-style-type: none"> 1. Promote vaccination 2. Promote the availability and consumption of adequate nutrition and safe 3. Promote exclusive breastfeeding 4. Reduce household air pollution
Social Protection	Population living under national poverty line and having access to social protection services	<ol style="list-style-type: none"> 1. Incorporate explicit nutrition objectives and indicators into social protection programmes 2. Encourage the diversification of livelihoods to enable households to improve both their diets and socio-economic status, while reducing their vulnerability to shocks 3. Integrate nutrition education and promotion into social protection interventions 4. Promote local purchase of food produce to be used for food transfers in times of emergency, food rations for school going girls or as part of school feeding program 5. Provide insurance for farmers

Annex 10: Sample Guidance for inclusion of Social Protection in MTDPs and AAPs of MMDAs

Programme: Reducing violence, abuse, exploitation, neglect and injustices against children

KEY POLICY OBJECTIVES: 1.1 Ensure effective child protection and family welfare system
1.2 Ensure the rights and entitlements of children

(Include a section in the MTDPs and AAPs and Annual Budgets detailing the following):

A. Child Protection issues for consideration:

Child Marriage; Sexual harassment and abuse of children; Parental neglect; Child Labour; Physical abuse, Justice for children; Children in private residential ('orphanages'); Streetism; Child Trafficking; Violence and abuse in schools; Domestic Violence; Child online abuse and violation; Birth Registration and other specific issues which are peculiar to the District

B. For each of the above issues identified, provide the required information as requested in the generic planning process/steps in the Planning Guidelines

C. Intuitional structures for addressing Child Protection issues

- Existence of Department of Social Welfare and Community Development other key institutions including National Commission on Civic Education, Births and Deaths Registry, Ghana Education Service, Ghana Health Service, Domestic Violence and Victims Support Unit working together
- Existence of non-formal institutions such as faith-based organizations, traditional authorities, NGOs and CSOs working closely with the formal institutions
- Availability of minimum/basic logistics for implementation of child protection activities (includes resources outside the district from development partners, NGOs, private/individual donations, etc.)

D. Suggested activities to address child protection issues

Support Department of Social welfare and community development to undertake the following:

- Engage all communities in dialogues on child protection issues
- Train key staff of the District Assembly, other key MMDA departments, faith-based organizations, traditional authorities, NGOs and CSOs on child protection
- NGOs, CBOs, CSOs, Zonal representatives/Elected Assembly members/Unit Committee chairs, religious and traditional leaders trained on child protection using the child protection facilitation toolkit and other relevant materials on child protection
- Provide logistics and other resources to enable social welfare and community development staff to visit and engage families and communities on child protection issues
- Support the Department of social welfare and community development to conduct regular monitoring and lessons sharing review meetings to re-plan and replicate promising practices.
- Implement Case Management in response to children and families requiring support:
 - ✓ Identify gaps and build capacities of key MMDA staff on child protection/Gender Based Violence and case management
 - ✓ Identify and register girls and boys in need of care and protection
 - ✓ Develop and implement an individual case plan for each child/family addressing the needs identified (including direct support and referral services; linking them to other services such as health, education, justice and social protection services); follow up

and review the child/family situation overtime and either close the case or continue monitoring till such time the case can be closed; track and report on each case on a monthly/quarterly basis; and Cases properly documented and filed

E. Annual Budget

- Include allocations for implementation of child protection activities in Annual Plans to address Child Protection issues

F. Monitoring and Evaluation

Indicators that can help track progress and as contained in the 2018 performance contracts for MMDAs include:

- 80% of approved Gender Based Violence interventions implemented and reported on by the end of the year
- At least 60% of child protection cases managed effectively by the end of the year.
- 80% of community mobilization and education programmes of annual action plans executed by the end of the year

Annex 11: Guidelines for Public Hearing /Public Hearing Report of District Development Plans

1. INTRODUCTION

The Development Planning System in Ghana recognizes community participation as an essential and integral part of effective development planning.

In pursuance of this objective, Section 3, subsections 1, 2 and 3 of the National Development Planning (System) Act 1994, Act 480, spells out the main tenets of community participation as follows:

- a) Each DA is required to conduct a public hearing on its District Development Plan before such a Plan is adopted.
- b) Sub-district authorities (such as town or area councils, Unit committee, etc.) or a local community which have been authorized by the District Planning Authority to prepare a sub-district plan or a local action plan must also conduct public hearing(s) before the adoption of such plans.
- c) A written report on the public hearing(s) - including written submissions by individuals, groups, communities and organizations - must be attached to the proposed District Development Plan, and subsequently sent to the NDPC.

The following guidelines seek to operationalise these tenets by focusing on the following:

- levels and number of public hearings
- dates, time and scheduling of public hearing
- participation in public hearing
- notice of public hearing
- procedure and ethics of public hearing.
- format of public hearing report

2. LEVELS AND NUMBER OF PUBLIC HEARINGS

2.1 District and Sub-District Levels

Each citizen in each locality must be given the opportunity to participate in the development planning process within the District and this implies that public hearings should be open to all. Sub-districts and unit committee areas therefore provide the lowest possible level at which all persons within the country can play a part in decision-making and development planning process, which directly or indirectly affect them.

It is recognized that the lack of resources can put limitations on creating the ideal environment for all to participate. Hence, it is advised that throughout the entire development planning process - from data collection and analysis, to the planning and implementation of plans, each citizen must be informed in one way or another and educated on the aims of the planning exercise and the implications.

While Public Hearings at the Sub-district level are very critical to community participation and to the planning process, Public Hearings at the District Level represent the official climax of community participation activities at the grassroots. It is therefore the responsibility of the District Planning Authority to organize Public Hearings as a formal activity during the planning process.

2.2 Number of Public Hearings

It is desirable to hold as many public hearings as possible. The frequency or number of public hearing on development plans however, depend on constraints of time, resources and level of the plan, (that is whether *Town, Zonal, Area or District* Development Plan). District Planning Authorities should therefore carefully consider these factors before asking Sub-District Planning units to prepare Plans.

However, at the District Level, at least two major and one minor public hearings should be held during the formulation of the development plan. The major public hearings could be described as follows:

2.2.1. Public Hearing after Data Collection and Analysis

The first major public hearing should be held after the completion of the data collection and analysis exercises to assess the current situation and problems of the area. The Planning Authority (PA)³ should treat this public hearing as a very important phase of the planning process.

This session should involve the presentation of the results of the situation analysis (or current level of development). Discussion of the analysis should highlight the conclusions, and implications of the current situation in the District/Community.

It is envisaged that such a discussion will sensitize the people about their Districts, and also solicit their views and proposals on what the Plan should include in terms of priority programs, projects and activities to solve the existing problems during the plan period.

No report on this particular public hearing is required, except for the District itself.

2.2.2 Public Hearing on Development Options

The one minor public hearing should be organised as part of step 6 (d) to analyse the various options for development supported by maps or sketch diagrams. The various development options should be subjected to scrutiny (set criteria to be agreed upon) at the district capital level by members of DPCU, SPC and other stakeholders (depending on critical issues at stake and availability of resources for hosting such public hearing).

The outcome of the deliberations should be a selection of a preferred development option (which also could be a hybrid of two or more development options) which will define the future growth and direction of development of the district and thus should reflect formulation of development focus.

The report on the public hearing should follow the format presented in section 9 of this Guideline on Public Hearing and should be signed by the following; DCE, DCD, DPO, PPO and Representative of the General Assembly.

2.2.3. Public Hearing of Draft Development Plan

The second major public hearing should be for the discussion of the draft *Development Plan*. The public hearing at this stage will involve the discussion of the way forward and the identification of alternative strategies at both the District and sub-district levels. The outcome of the discussions at the hearing will conclude the formulation of the Plan so far as the public is concerned.

³ The term *Planning Authority* is used here and elsewhere in this set of Guidelines to refer to both District and Sub-District Planning Authorities

3. PARTICIPATION AT PUBLIC HEARINGS

Given the constraints and limitations involved in mobilizing all citizens to participate in public hearings, it is expected, that a broad spectrum of citizens can be composed as follows:

- District political and administrative personalities, and planning personnel
- Traditional authorities: chiefs, queen mothers, sub-chiefs, community heads, etc.
- NGOs, private industrial enterprise groups, business associations and other civil society organizations
- Government agencies, departments, corporations etc
- Recognized religious bodies, voluntary and youth associations, women's groups and cultural organizations, and political party-representatives etc. Opinion leaders, influential individuals, interested persons etc.

The presence of the following individuals and organisations is however mandatory:

- Chairman of the DAs Development Planning Sub-Committee
- DCE or his representative
- DPCU as organiser will provide the secretarial services
- Chairmen and members of the Town/Area Councils
- Chairmen and members of the Unit Committees in the area
- Representatives of the decentralised departments
- Assemblymen and women of the area

Each group, organization or individual who is specifically invited to the public hearing must also be given a copy of the draft Development Plan for study, at least two (2) clear weeks to the day of the hearing.

Note: The list of invitees will be submitted along with the final Public Hearing report.

4. NOTICE OF PUBLIC HEARING

Notice of public hearing at all levels should be given through any of the following (or other relevant and appropriate) means: posters, letters of invitation, Information Services Department public address system, radio, T.V., newspapers; traditional means - "gong-gong" by chiefs etc. Notices should be served to the public at least 14 days before the day of the hearing.

At the District level, the RPCU/RCC should be notified and invited to observe. Copies of the invitation letters should be sent to the Regional Minister for his information.

5. DATES, TIMES AND SCHEDULING FOR PUBLIC HEARING

Public Hearing at all levels must be held on days that are devoid of any other major activity, function or meeting. As much as possible the Planning Authority should ensure that the date and time of the hearing do not coincide with major religious/traditional celebrations or holidays.

6. PRESENTATION OF THE DEVELOPMENT PLAN

The Draft Plan should be presented by those charged with the facilitation of the plan preparation process. It is advised that the presentation at the Hearing be a summary or highlights of the plan in terms of the main problems, constraints and potentials, and the major programs and activities to be undertaken. It is being assumed here that the detailed draft Plan would have been circulated to all the invited individuals, identifiable groups, institutions and organizations before the Hearing well in advance of the Hearing date (see 4.0 above). Other relevant aspects that should be spelt out during the presentation include the expected contributions and commitments

in terms of labour and financial resources, which each citizen of the Plan Area is expected to make towards the implementation of the Plan.

7. PROCEDURE AND ETHICS OF DISCUSSIONS AT PUBLIC HEARING

Generally, the Hearing should follow a **systematic** order. The procedure must be designed to highlight the **purpose of the hearing**, a **time for the presentation** of the Draft Plan/Proposals, and a **questions and answer time** during which it is expected that, each person at the hearing will be given a fair opportunity to air his/her views. The co-ordinator/chairperson and other persons connected with organizing the hearing should ensure that issues are discussed dispassionately without undue emotional outbursts.

It is equally important to ensure gender balance during public hearings so as to allow for diversity of opinion along this line. Written submissions should be read out and discussed. The issues in the written submissions that are not resolved at the district level hearing are to be attached to the District Development Plan when being submitted to the RCC/NDPC.

After the Development Plan is completed it must be given more publicity with adverts, to notify the people to enable them make any further comments. Copies of the completed Plan should be deposited at the offices of all the Area Councils.

8. LANGUAGE(S) USED FOR DELIBERATIONS

The language to be used in the presentation and discussions should be that which is common to the majority of the participants. Where such clear majorities do not exist, some mechanism for interpretation/translation should be adopted. This mechanism may involve the use of pictorial images to demonstrate programme/project characteristics, location and spatial/environmental impact, among others.

9. FORMAT FOR PUBLIC HEARING REPORT

(The following outline should be used in preparing the Report)

Name of District:

Region:

Name of Town/Zonal/Area Council

Venue:

Date:

- a. Medium of invitations, notices, announcements issued for participation :(e.g. radio station, newspaper(s); letters etc.
- b. Names of special/interest groups & individuals invited:
- c. Identifiable Representations at hearing:(eg. chiefs, government agencies, political parties, economic groupings etc.
- d. Total Number of Persons at hearing:
- e. Gender Ratio/Percentage represented (or give a head count of women):
- f. Language(s) used at hearing:
- g. Major Issues at Public Hearing (in order of importance):
- h. Main controversies and major areas of complaints:
- i. Proposals for the resolution of the above controversies and complaints:
- j. Unresolved questions or queries:
- k. At what level are these unresolved problems going to be resolved and why:
- l. A Brief Comment on General Level of Participation:

Assent to Acceptance of Public Hearing Report:

Signature of:

DCE:

DCD:

Presiding Member of DAs:

Chairman of Development Planning Sub-committee

Signature of Planning Officer:

Annex 11a: Grievance Procedures for the Administration of Act 480

1. INTRODUCTION

Administration of Act 462 has led to the formulation of grievance procedures relevant to that Act. Act 480 therefore requires grievance procedures unique to the administration of the planning law as stated under Section 6 of the NDPS Act 1994, Act 480.

2. TYPES OF GRIEVANCES

Grievances likely to result from the administration of the Planning Law include

- land use
- development control and
- environmental issues.

3. SOURCES OF GRIEVANCES

Grievances are likely to emanate from

- i. a person against a District planning authority in matters relating to the exercise of its planning functions within one District, or
- ii. matters between one District planning authority and another in the same administrative region, or
- iii. matters between a District or Districts in one administrative region and a District or Districts in another region.

4. PROCEDURE

- 4.1. All complaints must be in written form and signed by the complainant or his agent. The complaint shall contain the full name and address of the complainant, the planning authority against whom the complaint is being made, the nature of the complaint together with all documents in support of the claim relief sought.
- 4.2. On issue (3.i), complaints will be lodged with the District Chief Executive in the first instance. Where the Regional Minister of the relevant region within a time period to be stipulated. In the event that a redress is not obtained at this level, the Regional Minister will be required to submit the original complaint as well as all findings from his investigation to the Commission within a specified time. On issue (3.ii). the same procedure which applied to (3 i) will apply. In the event of issue (3.iii), the complaints from each party will be lodged with the Regional Minister of each respective region for onward transmission to the Commission.
- 4.3. Where the Commission considers that the complaint relates to a function of a planning authority, the commission shall set up Appeals Advisory Boards (AAB) to investigate and advise on all complaints which come before it. The AAB will comprise
 - i. a member of the Commission
 - ii. a lawyer
 - iii. a person with expert knowledge of the complaint.
- 4.4. The Commission reserves the right to order a public inquiry into the matter if it deems it necessary instead of a hearing. A public enquiry may take place if numerous objections are made against a proposed development plan. (structure plan or local plan).

- 4.5. The AAB shall make a full report on any matter before it with its recommendations to the Commission.
- 4.6. The Commission shall consider every report submitted to it and may accept or reject the recommendation or ask for further investigations.
- 4.7. The AAB may hold discussions with the local planning authority or any other authority or persons without inviting the aggrieved person.
- 4.8. The AAB will decide whether an appeal is trivial, in which case hearing will prove dilatory to the planning process.
- 4.9. Appeal Advisory Boards may create a significant and additional avenue in which planning decisions may be made, one that is likely to be developed with its own rationale and criteria for decision.
- 4.10. In respect of appeals against planning decisions the timeframe should not exceed six months.

5. FINAL DECISION

The final decision in any complaint lodged with the Commission shall be taken by the Commission.

Annex 11b: Procedure for Prioritization of community needs (Urban/Town/Area Council level)

1. List the priority needs of all Units in the Urban/Town/Area Council
2. If necessary, shorten the list of needs by combining those needs that are the same or similar (but state differently) into single statements. Example:” Construction of Boreholes “and” Provision of Pipe water” can simply be summarized as “Provision of Potable Water”
3. Construct a matrix (see example below) and list the community needs in the first column as shown.
4. Indicate the whole range of unit level ranking (i.e. 1st, 2nd, 3rd, etc.) in the first row as shown. (It is recommended that the number of priorities of each unit does not exceed six and the highest ranking should be 6th)
5. Assign weights to the ranks. For example, if the maximum number of needs (priorities) submitted by unit is six, then simply assign a weight of “6” to the “1st” Rank, “5” to “2”, “4” to “3”, etc. Indicate these weights beneath the corresponding ranks as in the example.
6. For each community need, find the respective frequencies of all the ranks; that is, the number of units that ranked the given need at each of the position. In the example below, six (6) units ranked the “Construction/Rehabilitation of School Blocks “as” 1st; three (3) of them ranked as 2nd, while one (1) unit each ranked it as 5th and 6th respectively; none of them ranked it as 4th. (Note that the total frequency of any need cannot be more than the total number of units. In example shown below, there are 13 units in the Area Council and only three needs “Construction/rehabilitation of school Blocks”, “Provision of Public Toilets” and “Provision of potable Water” were selected by all the 13 Units.)
7. Calculate the “weighted score” of each need under each rank. This is done by multiplying its frequency for each rank by the weight of that rank. In the example below, the weighted scores of “Creation of jobs for the Youth” are calculated as (6x6=36), (3x5=15), (2x4=8), (1x2=2) and (1x1=1). The results are indicated in the parenthesis beneath the appropriate frequencies.
8. Calculate the “Total Weight Score “for each need by adding all the weighted scores calculated in step 7. The results are indicated in the last-but-one column of the matrix.

Rank all the needs in order of their total weighted scores (results of steps 8) and show results in the last column.

UNIT RANKING/WEIGHT	LEVEL	1 ST	2 ND	3 RD	4 TH	5 TH	6 TH	TOTAL WEIGHTED SCORE	U/T/A LEVEL RANKING
		6	5	4	3	2	1		
COMMUNITY NEED									
Construction /rehabilitation of school Blocks		6 (36)	3 (15)	2 (8)	-	1 (2)	1 (1)	62	3 rd
Provision of public Toilets		7 (42)	2 (10)	3 (12)	1 (3)	-	1 (1)	67	2 nd
Provision of Health Facilities		-	4 (20)	5 (20)	1 (3)	-	1 (1)	44	5 th
Provision of potable Water		8 (48)	3 (15)	-	2 (6)	-	-	69	1 st
Rehabilitation of Feeder Roads		3 (18)	2 (10)	-	-	1 (2)	2 (2)	32	8 th
Provision of Markets		-	-	4 (16)	-	2 (4)	3 (3)	23	9 th
Provision of Farming inputs/Credits		6 (36)	2 (10)	1 (4)	1 (3)	-	-	53	4 th
Creation of jobs for the youth		3 (18)	-	3 (12)	2 (6)	1 (2)	1 (1)	39	6 th
Provision of Community Libraries		-	1 (5)	-	3 (9)	2 (4)	-	18	10 th
Agro-processing		3 (18)	2 (10)	1 (4)	-	-	2 (2)	34	7 th

A Checklist of Data/Information from the Urban/Town/Area Council

1. A set of prioritized Urban/Town/Area levels needs (i.e. the Needs Prioritization Matrix described above)
2. Key development problems underlying each need. This should be a summary of all the community problems submitted by the unit committees.
3. In addition, the Urban/Town/Area Council School indicates the most critical development concerns of its areas of jurisdiction. Which parts of the Town or Area are the most deprived; the nature, causes and effects of the deprivation; disadvantage or marginalized groups; natural or ecological constraints to development etc:
4. Major ecological activities and their potentials for growth and poverty reduction
5. Existing development activities potentials in the Town or Area.
6. Copies of raw data received from the units
7. Any comments.

Annex 12: Use of Compatibility matrix

The aim of the compatibility matrix is to determine whether or not programmes support or work against each other – in other words how compatible they are.

The matrix is created by:

- listing a set of programmes down the rows in the first column.
- listing these same programmes across the columns in the top row.

The Districts should match each programme against the other. Where there is compatibility, a positive sign should be indicated, while a negative sign should be recorded for non-compatibility. A zero sign should indicate neutrality of the programme, thus no significant interaction. The observation will likely be that since programmes will be coming from different departments (inter) there will be the possibility that some of them will be in conflict. However, within the same department (intra), programmes will generally, be compatible.

An example of Compatibility Matrix

Activity	Provide new housing scheme	Build new feeder roads	Extend area of irrigation	Create new farm ponds	Drain open water areas	Build new schools	Develop new market	Introduce new micro-businesses
No	1	2	3	4	5	6	7	8
1 Provide new housing scheme								
2 Build new feeder roads								
3 Extend area of irrigation								
4 Create new farm ponds								
5 Drain open water areas								
6 Build new schools								
7 Develop new market								
8 Introduce new micro-business								

Compatibility Matrix -Record Sheet No.....

Policy No. (Column)	Policy No. (Row)	Reasons for incompatibility
1	2	

Annex 13: The Exponential Method for population projection

The exponential formula is defined as:

$$P_t = P_o(e^{rt})$$

Where P_o = the current (base-year) population

P_t = the future population

r = the population growth rate

t = the projection period in years

e = base of the natural logarithm which is constant at 2.718282

Example of Using the Exponential Method

Consider a district whose current (2012) population is 150,200 and growing at 3.2% per annum. If we assume that the growth rate will not change significantly for the next five years, then the population for 2017 can be projected using the above formula as follows:

$$P_o = 150,200$$

$$t = 5$$

$$r = 3.2\% = 0.032,$$

$$e = 2.718282$$

Applying the formula, $P_t = P_o e^{rt}$

$$P_t = 150,200 e^{(0.032 \times 5)}$$

Therefore, the population of the district in year 2017 (P_t) will be:

$$P_t = 150,200 (2.718282^{0.032 \times 5})$$

$$P_t = 176,261$$

Calculating the Annual Growth Rate (GR)

The formula for calculating annual growth rate is given as:

$$GR = \left\{ \left(\frac{Fp}{Sp} \right)^{\frac{1}{y}} - 1 \right\} * 100$$

Where:

Fp = final population

Sp = starting population

y = Number of years

According to the result of the 2000 national population census, the population of a certain district was 96,000. The 2016 census indicates that this had increased to 146,000. The population growth rate between 2000 and 2016 is calculated as follows:

$$GR = \left\{ \left(\frac{146,000}{96,000} \right)^{\frac{1}{16}} - 1 \right\} * 100$$

$$GR = \left\{ (1.5208)^{\frac{1}{16}} - 1 \right\} * 100$$

$$GR = \{1.02655 - 1\} * 100$$

$$GR = \{1.02655 - 1\} * 100$$

$$GR = \{0.02655\} * 100$$

$$GR = 2.65\%$$

Therefore, population growth rate between 2000 and 2016 is 2.65% per annum.

Annex 14: Use of Compound matrix

The compound matrix is used to determine the effect of the programmes on the relevant Poverty-Environment criteria. The matrix is constructed by listing

- a set of programmes in the rows in the first column
- components of the poverty –environment dimensions in the top row.

The interactions of the Programmes, identified in the first column with each component of the poverty-environment dimensions appearing across the top row of the matrix is to be examined.

- Where the programme or project affect the poverty-environment dimension positively this is recorded by marking a (+) or a green colour in the relevant box.
- Where the programme or project affect the poverty-environment dimension negatively, it is recorded by marking a negative sign (-) or red colour in the relevant box. This will be an indication that the programmes should be refined to minimise any potential adverse effects.
- If there is no significant interaction this is recorded as zero (0) or yellow.
- If the interaction is doubtful it is recorded both as (+) and (-)

A sample is presented as shown below

Poverty Dimension Programmes	Livelihood					Health				Vulnerability/Climate Change Issues ¹					Institutional			
	Access to Water	Access to Land	Access to Timber	Wildlife	Non Timber Forest Products	Water Quality	Sanitation	Air quality	NTFP (Medicinal Plants)	Drought	Bushfire	Floods	Degradation	Crises & conflicts	Epidemics	Adherence to democratic principles	Human Rights	Access to information
Intensify revenue generation campaigns	+	0	0	0	+	+	+	+	0	0	0	0	+	0	+	0	+	+
Reduce damages caused by bush fires	+	+	+	+	+	?	0	+	+	+	+	+	+	+	0	+	+	+
Construct a 10 km road	0	+ / -	+ / -	-	-	0	0	-	-	-	0	+	-	0	0	?	?	+
Preparation of Land use plans to guide the growth of settlements	+	+	-	+	0	+	+	+	0	0	0	+	-	+	+	0	+	+

A corresponding score sheet is presented as indicated below.

Compound Matrix Record Sheet

State Policy, Programme or Project under review:No.

POVERTY-ENVIRONMENT DIMENSION	REASON	SCORE
LIVELIHOOD		
Access to Water		
Access to Land		
Access to Forestry resources		

Protection of Wildlife		
Use of Non Timber Forest Products		
HEALTH		
Water Quality		
Sanitation		
Air Quality		
NTFP (Medicinal Plants)		
VULNERABILITY		
Bushfires		
Floods		
Land Degradation		
Crises/Conflicts		
Drought		
Epidemics		
INSTITUTIONAL		

Annex 14a: Use of Sustainability Test

Another tool for refining the programmes is Sustainability Test. It is different from an impact assessment matrix in that it gives equal weight to social/cultural, economic and natural resource issues, which constitute the three components of sustainability. The tool has been designed to give a visual and quantitative measure of the extent to which a particular programme, is capable of providing sustainable growth and development. For each criterion and indicator, a scale of 0-5 with appropriate colour code are used to reflect the extent to which the programme will support, be neutral to, or would will work against the sustainability aim.

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

The scale and colour code are as follows:

There are four basic steps to follow in using the Sustainability Test. These are:

- 1) Describe the classification: provide enough information to allow an informed judgement to be made about the likely effects of the programme on each of the Sustainability Criteria (for example: area affected, number of jobs created, value of future production etc.).
- 2) Assess the performance of the programme in relation to each criterion, and score that performance using a scale of '(0) 1 -5' or colours (like traffic light, giving visual impression)
- 3) Where the score for any criteria is 1 and 2, it is important to determine what actions will be needed to shift from 1 or 2 to 4 or 5, leading to refining the programme.
- 4) Summarise the findings in a report for decision-making.

A sample of Sustainability Test

Description of Activity: Provision of market at Kotaa		
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 maps	(0) 1  3 4 5
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	(0) 1  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  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  5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0) 1 2  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 
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 
Gender: The Activity should empower women.	Number of women to be empowered	(0) 1 2 3 4 
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people to be employed	(0) 1 2 3 4 
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 
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0) 1  3 4 5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0) 1 2  4 5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0) 1 2 3 
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0) 1  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 
Vulnerability and Risk: of drought, bushfire, fires, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)  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 
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 
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 

Annex 15: Programmes and Sub-Programmes of MMDAs

MMDA’s adopted goal:

ADOPTED OBJECTIVES	ADOPTED STRATEGIES	PROGRAMMES	SUB-PROGRAMMES
		PROGRAMME 1	
		PROGRAMME 2	
		PROGRAMME 3	

Annex 16: MMDAs Programme of Action (PoA)

Thematic area														
Adopted MDAs Goal(s):														
Adopted objective s	Adopted strategie s	Progra mmes	Sub- progra mmes	Project s/ activitie s	Outco me/im pact indicat ors	Time frame				Indicative Budget			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating

Annex 16a: Examples of sanitation activities

Selected activities necessary to achieve the objective include:

1. At the district level:

a. Public/Community sensitization and other software related issues

- i. Consult key decentralized agencies and form District Inter-Agency Coordination Committees on Sanitation (DICCS).
- ii. Develop district ODF Plans based on number of communities / households in the district
- iii. Mobilize and allocate resources for implementation, monitoring, evaluation and learning.
- iv. Train/provide orientation on Community-Led Total Sanitation (CLTS) and Social Norms (SN) for;
 - Key staff in the district
 - Natural Leaders
 - Zonal representatives / Elected Assembly Representatives/Unit Committee chairs.
- v. Revise/Update, enact and enforce sanitation bye-laws.
- vi. Launch and roll out implementation
- vii. Monitor, evaluate and share lesson.
- viii. Re-plan and replicate.

b. Sanitation infrastructure

- i. Conduct feasibility studies
- ii. Develop relevant plans for construction and operations of sewer networks and sludge treatment plants/units.
- iii. Collection and treatment of sludge (Human excreta).
- iv. Mobilize resources: Budget and allocation of resources.
 - Partnership with private sector actors and investors.
 - Land acquisition for waste treatment, etc.
- v. Provide institutional latrines in Schools and health facilities.
- vi. Establish PPP arrangements liquid waste collection and treatment.

2. Community Level:

- i. Conduct Pre-Triggering activities, select suitable communities and trigger.
- ii. Conduct post triggering / monitoring activities.
- iii. Identify gaps and provide technical support for households to construct and effectively use household toilets in existing houses.
- iv. Supervise the construction toilets in all new houses.
- v. Train and support National Leaders, Sanitation Entrepreneurs / artisans.
- vi. Identify and target and mobilize support for the vulnerable to access improved sanitation.
- vii. Identify and deal with recalcitrant residents via enforcement of appropriate laws or bye-laws.

3. Facilitate establishment of sanitation marketing (SanMark) Outfits through PPP arrangements

- Promote SanMark along the entire sanitation value chain.

- Encourage development of appropriate financial products for financing household toilets and other sanitation hardware.

Annex 17: Template for Indicative Financial Strategy

Programme	Total Cost 2018-2021	Expected Revenue					Total revenue	Gap	Summary of resource mobilisation strategy	Alternative course of action
		GOG	IGF	Donor	Others					

Annex 18: Annual Action Plan of MMDAs

Adopted MDAs Goal(s):													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating

Annex 19: Stakeholders' Analysis at the District Level

Stakeholders	Classification	Needs/Interests/ Responsibility	Involvement in M&E Activities
NDPC	Primary	Policy direction, guidelines, capacity building, etc.	M&E Plan preparation, evaluations, M&E results dissemination, etc.
Local Government Service	Primary	Technical assistance, job analysis, management of services, etc.	M&E seminars & meetings, supervision, project inspection, evaluations, M&E results reporting and dissemination, etc.
MLGRD	Primary	Policy direction, guidelines, performance targets, advisory services, etc,	M&E seminars & meetings, supervision, project inspection, evaluations, M&E results reporting and dissemination, etc.
DACF Secretariat	Primary	Financial resources, advisory services, etc,	M&E seminars & meetings, supervision, project inspection, evaluations, M&E results reporting and dissemination, etc.
RCC	Primary	Advisory services, capacity building, etc.	M&E plan preparation, evaluations, PM&E, data collection, M&E seminars & meetings, supervision, project inspection, M&E results reporting and dissemination, etc.
District Assembly	Primary	Decision making, by-laws, deliberation and adoption of plans, programmes and projects, etc.	M&E Plan preparation, M&E seminars & meetings, supervision, project inspection, evaluations, M&E results reporting and dissemination, etc.
Member(s) of Parliament	Primary	Decision making, common fund for programmes and projects, etc.	M&E seminars & meetings, supervision, project inspection, evaluations, M&E results reporting and dissemination, etc.
Traditional Authorities	Primary	Advisory services, transparency and accountability, etc.	M&E seminars & meetings, supervision, project inspection, M&E results reporting and dissemination, etc.
Other MDAs	Secondary	Guidelines, performance targets, advisory services, etc,	Data collection, M&E results reporting and dissemination, etc.
Consultants	Secondary	Technical assistance	M&E Plan preparation, evaluations, PM&E, etc.
CSOs	Secondary	Advocacy, financial and material resources, transparency and accountability, etc.	M&E seminars & meetings, supervision, project inspection, PM&E, data collection, M&E results reporting, etc.
DPs	Secondary	Transparency and accountability, Financial and material resources, technical assistance, etc.	M&E seminars & meetings, supervision, project inspection, data collection, M&E results reporting, etc.
Media	Secondary	Transparency and accountability, etc.	Dissemination and Communication of M&E results

Annex 20: General Evaluation Norms and Standards

1. General Evaluation Norms

Evaluation should be guided by specific norms to ensure that it meets the minimum quality standards. The following are the general norms:

1. Internationally agreed principles, goals and targets

It is the responsibility of evaluation managers and evaluators to uphold and promote in their evaluation practice internationally agreed principles, goals and targets, for example, the SDGs.

2. Utility

In commissioning and conducting an evaluation there should be a clear intention to use the resulting analysis, conclusions or recommendations to inform decisions and actions.

3. Credibility

Evaluations must be credible. Credibility is grounded on independence, impartiality and a rigorous methodology. Key elements of credibility include transparent evaluation processes, inclusive approaches involving relevant stakeholders and robust quality assurance systems.

4. Independence

Independence of evaluation is necessary for credibility and also influences the ways in which an evaluation is used and allows evaluators to be impartial and free from undue pressure throughout the evaluation process.

5. Impartiality

The key elements of impartiality are objectivity, professional integrity and absence of bias. The requirement for impartiality exists at all stages of the evaluation process.

6. Ethics

Evaluation must be conducted with the highest standards of integrity and respect for the beliefs, manners and customs of the social and cultural environment for human rights and gender equality.

7. Transparency

Transparency is an essential element of evaluation because it establishes trust and builds confidence, enhances stakeholder ownership and increases public acceptability. Evaluation products should be publicly accessible.

8. Human Rights and Gender Equality

The universally recognised values and principles of human rights and gender equality need to be integrated into all stages of an evaluation. It is the responsibility of evaluators and evaluation managers to ensure that these values are respected, addressed and promoted.

9. Professionalism

Evaluations should be conducted with professionalism and integrity. Professionalism should contribute towards the credibility of evaluators as well as the evaluation function. Key aspects

include adherence to ethics.

2. Standards for Evaluation

In conducting evaluations, evaluation managers and evaluators should abide by the standards outlined below:

i. Institutional Framework

An institutional framework should be in place to guide the conduct of evaluations.

ii. Management of the Evaluation Function

The evaluation manager and the evaluator should adhere strictly to all the process entailed in the conduct of evaluation to ensure that the evaluation results are credible.

iii. Evaluation Competencies

In carrying out an evaluation, the evaluator should have the competencies required for the specific evaluation assignment.

iv. Conduct of Evaluation

The MDA should be guided by the evaluation steps in the M&E Manual.

v. Quality of Evaluation

The MDA should have a quality control system in place to make the results of evaluation acceptable to all stakeholders.

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