

**MINISTRY OF LOCAL GOVERNMENT, CHIEFTAINCY AND
RELIGIOUS AFFAIRS**



**SECTOR MEDIUM TERM DEVELOPMENT PLAN
(2026-2029)**

TITLE: ADVANCING LOCAL DEVELOPMENT

Under the theme:

**RESETTING-GHANA AGENDA: CREATING JOBS,
ENSURING ACCOUNTABILITY, AND PROMOTING
SHARED PROSPERITY.**

AUGUST 2025

FOREWORD



The Sector Medium-Term Development Plan (SMTDP) presented by the Ministry of Local Government, Chieftaincy, and Religious Affairs (MLGCRA) derives its direction and guidance from the new planning guidelines set by the National Development Planning Commission (NDPC). It also aligns with key national policies, including the National Urban Policy, Rural Development Policy, Local Economic Development Policy, National Environmental Sanitation Policy, and the National Decentralisation Policy and Strategy.

This SMTDP provides a strategic vision for a resilient, inclusive, and sustainable local governance system. It emphasizes effective decentralization, participatory governance, enhanced environmental health and sanitation, and strengthening chieftaincy and religious institutions to improve service delivery. It establishes a framework to empower Metropolitan, Municipal and District Assemblies (MMDAs) to drive local economic development, environmental sustainability and social cohesion, ultimately enhancing the quality of life for all citizens.

The Plan outlines strategies to enhance stakeholder participation in local governance, strengthen Internally Generated Funds (IGF) mobilization, and address persistent challenges at the local level. These challenges include limited citizen engagement in decision-making, weak fiscal decentralization, inadequate socio-economic infrastructure, high poverty rates, and poor environmental sanitation.

Furthermore, environmental health and sanitation are fundamental to sustainable urban and rural development. This Plan prioritizes effective waste management, improved sanitation services, and enhanced environmental protection to foster healthier communities and mitigate environmental risks.

Chieftaincy and Religious Affairs also play a pivotal role in local governance. Traditional and religious institutions contribute to social harmony, conflict resolution, cultural heritage preservation, and local development. This SMTDP underscores the importance of strengthened collaboration between local government structures and traditional and religious leaders to promote peace, inclusivity, and community-driven development.

The Sector Medium-Term Development Plan envisions a coordinated and well-structured effort, led by the Ministry and its Agencies, to promote good governance, effective decentralization, and balanced development across all Metropolitan, Municipal, and District Assemblies (MMDAs). The MLGCRA is dedicated to advancing decentralized governance, improving access to quality services, strengthening environmental health and sanitation systems, and recognizing the critical role of chieftaincy and religious affairs. This will be achieved through robust policy formulation, strategic planning, and rigorous monitoring and evaluation.

Through collective effort and commitment, this Plan will serve as a blueprint for transformative local governance and inclusive national development.

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HON AHMED IBRAHIM (MP)

MINISTER OF LOCAL GOVERNMENT, CHIEFTAINCY

AND RELIGIOUS AFFAIRS

ACKNOWLEDGMENT



The MLGCRA is pleased to present the 2026–2029 SMTDP, a strategic framework that reflects our commitment to deepening local democracy, promoting participatory governance, and building resilient communities. This plan sets a clear direction for improving the quality of life for all citizens. The development of this SMTDP was a highly collaborative and inclusive process.

We acknowledge with sincere appreciation the contributions of the Ministry’s Departments and Agencies, whose insights and technical expertise were instrumental in shaping this document. We also extend our gratitude to the National Development Planning

Commission (NDPC) for their steadfast support and guidance throughout the planning process.

The Ministry is especially grateful to all our development partners for their continued support, particularly in the implementation of the previous SMTDP. Your technical and financial contributions have been vital to our progress. As we transition into the implementation of the 2026–2029 Plan, we look forward to your sustained collaboration and commitment.

Special recognition to the Strengthening Investments in Gender-Responsive Climate Adaptation (SIGRA) initiative, and the German Corporation for International Cooperation (GIZ), through the Shaping Development-Oriented Migration programme, for their exceptional support in the development of this new plan.

We also acknowledge the strategic leadership and supervision provided by the Dr. Audrey Smock Amoah, Director General of NDPC, Mr. Usama Iddrisu Samu, Director of PPME - MLGCRA and Mrs. Freda Faah, Director of Budget - MLGCRA.

Special commendation goes to the technical team; Carl Quist, Priscilla Attipoe, Nora Pappoe, Wilfred Ebo Sam-Awortwi (NDPC), Phillip Acheampong (NDPC), Jennifer Acquah, Pearl Vormawor, Naomi Addo, Joseph Soore, Dorcas Amponsah, Obed Nii Ablorh Ashong, Bismark Quartey, Theresah Bannerman, Julius Akuffo Agyare, Eric Nyarko, and Emmanuel Kwaku Mintah for their dedication and hard work in putting this plan together.

Finally, we are grateful for the valuable input, reviews, and feedback provided by the Management of the Ministry, Heads of Departments and Agencies, and all stakeholders who contributed to enriching our Sector Medium-Term Development Plan (2026-2029).

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ACRONYMS

AAP	Annual Action Plan
ABFA	Annual Budget Funding Amount
AMA	Accra Metropolitan Assembly
CODA	Coastal Development Authority
CPR	Community Population Register
DACF	District Assemblies Common Fund
DACF-RFG	District Assemblies Common Fund Responsive Factor Grant
DDAs	Directorates, Departments and Agencies
DDDP	District Development Data Platform
DLEs	District Level Elections
DPAT	District Assemblies Performance Assessment Tool
EPRP	Emergency Preparedness and Response Plan
FAL	Foundational Arabic Literacy
GAMA	Greater Accra Metropolitan Area
GAPTE	Greater Accra Passenger Transport Executive
GARID	Greater Accra Resilient and Integrated Development
GASSLIP	Greater Accra Sustainable Sanitation and Livelihoods improvement Project
GBV	Gender-Based Violence
GES	Ghana Education Service
GHS	Ghana Health Service
GHS	Ghanaian Cedi (currency)
GIZ	German Corporation for International Cooperation
GLRSSMP	Ghana Landscape Restoration and Small-Scale Mining Project
GoG	Government of Ghana
GPSNP	Ghana Productive Safety Net Project
GSS	Ghana Statistical Service
GSCSP	Ghana Secondary Cities Support Programme
GUMAP	Ghana Urban Mobility and Accessibility Project
HISWAP	Harmonizing and Improving Statistics for West Africa Project
ICMC	Inter-Jurisdictional Coordination Management Committee
IGF	Internally Generated Funds
ILGS	Institute of Local Government Studies
IPEP	Infrastructure for Poverty Eradication Programme
IRDP	Integrated Rural Development Project
IRECOPs	Integrated Recycling and Compost Plants
ISS	Integrated Social Services Delivery Programme
KfW	Kreditanstalt für Wiederaufbau
KUMAP	Kumasi Urban Mobility and Accessibility Project
LaNMMA	La Nkwantanang Madina - Municipal Assembly
LED	Local Economic Development
LIPW	Labour-Intensive Public Works
LUPMIS	Land Use Planning and Management Information System
LUSPA	Land Use and Spatial Planning Authority
MCHRB	Maternal and Child Health Record Book
MDAs	Ministries, Departments and Agencies
MLGCRA	Ministry of Local Government, Chieftaincy and Religious Affairs
MMDAs	Metropolitan, Municipal and District Assemblies
MMDCEs	Metropolitan, Municipal, and District Chief Executives

MoF	Ministry of Finance
MoFFA	Mortuaries and Funerals Facilities Agency
MoT	Ministry of Transport
MTNDPF	Medium-Term National Development Policy Framework
NADMO	National Disaster Management Organization
NDA	Northern Development Authority
NDPC	National Development Planning Commission
NGOs	Non-Governmental Organizations
NUP	National Urban Policy
ODF	Open Defecation Free
OHLGS	Office of the Head of Local Government Service
PM&E	Participatory Monitoring and Evaluation
PNDCL	Provisional National Defence Council Law
PoA	Programme of Action
PTA	Parent Teacher Association
PSRRP	Public Sector Reform for Results Project
RCC	Regional Coordinating Council
REGSEC	Regional Security Council
RING II	Resilience in Northern Ghana Initiative
RPCU	Regional Planning Coordinating Unit
RSDFs	Regional Spatial Development Frameworks
SDGs	Sustainable Development Goals
SEA	Strategic Environmental Assessment
SECO	Swiss State Secretariat for Economic Affairs
SIF	Social Investment Fund
SIGRA	Strengthening Investments in Gender Responsive Climate Adaptation
SMEs	Small and Medium-sized Enterprises
SMTDP	Sector Medium Term Development Plan
SOCO	Gulf of Guinea Northern Regions Social Cohesion Project
SOPs	Standard Operating Procedures
SWAps	Sector-Wide Approaches
TMA	Tema Metropolitan Assembly
TVET	Technical and Vocational Education and Training
ULGD	University of Local Governance and Development
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
VSLA	Village Savings and Loans Association
WASH	Water, Sanitation and Hygiene

EXECUTIVE SUMMARY

In 2025, the Government of Ghana undertook a strategic restructuring of its ministerial framework to enhance efficiency, coordination, and service delivery in key areas of national development. This led to the establishment of the Ministry of Local Government, Chieftaincy and Religious Affairs (MLGCRA) through Executive Instrument (E.I. 1) issued by His Excellency, the President of the Republic of Ghana. The Ministry emerged from the merger of the former Ministry of Local Government, Decentralisation and Rural Development, the Ministry of Chieftaincy and Religious Affairs, and the Ministry of Sanitation and Water Resources.

The preparation of this SMTDP was participatory, consultative and evidence based. It included a review of the 2022–2025 SMTDP, situational and trend analysis, stakeholder consultations with the Departments and Agencies of the Ministry and development partners, as well as technical working sessions and validation workshops. These inclusive engagements ensured that the Plan reflects both national development goals and institutional priorities, while providing a practical roadmap for implementation, monitoring, and evaluation.

Strategic leadership and supervision were provided by Alhaji Amin Abdul-Rahaman, Chief Director of the Ministry; Mr. Usama Iddrisu Samu, Director of PPME and Mrs. Freda Faah, Director of Budget. The process was technically supported by officers from the National Development Planning Commission (NDPC) and a dedicated technical team, with institutional inputs from the Management of the Ministry and its key Departments and Agencies namely, the Land Use and Spatial Planning Authority (LUSPA), the Department of Community Development (DCD), the Department of Parks and Gardens (DPG), and the Births and Deaths Registry (BDR). These collaborations provided the technical guidance and expertise that informed and shaped the development of this Plan

The formation of MLGCRA reflects a bold vision for a decentralized governance system that empowers local authorities, respects traditional values, promotes religious harmony, and advances environmental cleanliness. Guided by its mission, the Ministry works to strengthen local governance structures, deepen decentralization, improve environmental hygiene and support the growth and integration of traditional and religious institutions. These are anchored in its core values of Excellence, Inclusion, Integrity, Transparency, Accountability, Commitment, Participation, and Tolerance.

As part of its mandate, the Ministry has prepared its Sector Medium-Term Development Plan (SMTDP) for 2026–2029, firmly aligned with key national policy frameworks including the National Urban Policy, Rural Development Policy, Local Economic Development Policy, National Environmental Sanitation Policy, and the National Decentralisation Policy and Strategy. The plan builds on achievements of the 2022–2025 planning cycle, during which significant progress was made in local economic development, urban policy, sanitation, civil registration, spatial planning, youth skills training, and traditional governance reforms.

Highlights of achievements include the launch of the Local Economic Development Policy (2024–2029), full integration of all 261 MMDAs into the District Development Data Platform (DDDP), improvements in birth registration coverage to 86.9%, sanitation access rising from 23.7% to 42.6%, enhanced solid waste collection efficiency from 85% to 89%, and the training of over 7,439 youth in vocational skills. The Ministry also completed critical infrastructure in

six new regions, facilitated the 2023 District Level Elections, inaugurated 65 Traditional Councils, resolved 45 chieftaincy disputes, and reviewed the Chieftaincy Act (2008).

Building on these achievements, the 2026–2029 SMTDP sets forth a forward-looking agenda with priorities including:

- Improving environmental sanitation attitudes and practices,
- Strengthening inter-governmental fiscal arrangements,
- Enhancing Internally Generated Fund (IGF) mobilization,
- Promoting citizen participation in local governance,
- Addressing rapid urbanization challenges,
- Strengthening traditional governance and promoting interfaith harmony, and
- Mainstreaming gender, migration, and climate resilience into local planning.

To realize these priorities, the Ministry projects a funding requirement of approximately GHS 27 billion, to be mobilized through Government of Ghana allocations, DACF, IGF, Development Partners, and ABFA.

Additionally, a comprehensive Monitoring and Evaluation (M&E) framework has been established to ensure that the implementation of the Sector Plan remains on track, accountable, and responsive to emerging needs. Designed to facilitate learning, enhance performance, and inform decision-making, this framework enables the Ministry to monitor outcomes, adjust strategies where necessary, and maintain transparency in reporting.

The monitoring process will be led by the Policy, Planning, Budgeting, Monitoring and Evaluation (PPBME) Directorate of the Ministry, working in collaboration with Regional Planning and Coordination Units and District Planning and Coordinating Units at the regional and district levels, respectively. To ensure broad-based support and effective implementation, the Plan will be widely disseminated to secure both political and institutional commitment.

In conclusion, the 2026–2029 Sector Medium-Term Development Plan, reaffirms the Ministry’s dedication to transformative governance and inclusive national progress. Through strategic coordination, strong partnerships, and sustained investment, the Ministry seeks to build resilient communities, foster equitable economic growth, and enhance the quality of life for all Ghanaians. This Plan, titled “Advancing Local Government” stands not only as a roadmap for development but also as a collective call to action inviting all stakeholders to contribute to a more prosperous, inclusive and united Ghana.

CHAPTER ONE: GENERAL INTRODUCTION

Introduction

This chapter provides a comprehensive overview of the Ministry, beginning with the establishment of an instrument and the rationale behind its establishment. It further outlines the Ministry's vision and mission statements, which guide its strategic direction and operational focus. Additionally, the chapter details the core values that underpin the Ministry's work culture and ethical standards. It also elaborates on the key objectives that define its developmental priorities, as well as the core functions that shape its mandate and service delivery framework.

Profile of the MLGCRA

In 2025, HE. the President of the Republic of Ghana enacted Executive Instrument (E.I. 1) in January to formally establish the Ministry of Local Government, Chieftaincy and Religious Affairs (MLGCRA). This followed the strategic merger of three previously separate entities: the Ministry of Local Government, Decentralisation and Rural Development, the Ministry of Chieftaincy and Religious Affairs, and the Ministry of Sanitation.

The newly constituted Ministry is entrusted with the statutory responsibility of promoting good governance and ensuring equitable and balanced development across the country. In fulfilling its mandate, the Ministry works collaboratively with a broad range of stakeholders, including other sector Ministries, Departments, and Agencies (MDAs), to ensure coordinated and inclusive national development.

Mandate, Vision, Mission

In accordance with Executive Instrument (E.I. 1) of January 2025 and pursuant to Sections 11 and 13 of the Civil Service Law (PNDCL 327), the MLGCRA is **mandated** to formulate and coordinate the implementation of government policies on decentralisation, local governance, rural and urban development, environmental health and sanitation, as well as chieftaincy and religious affairs.

The Ministry **envisions** a decentralised local governance system that upholds traditional values, fosters religious co-existence, and promotes a clean environment for equitable and balanced national development.

Its **mission** is to enhance and support inclusive local governance, decentralisation, environmental hygiene, and the development of traditional and religious institutions through effective policy formulation, coordination, monitoring, evaluation and leveraging appropriate technologies to drive sustainable national development.

Core Values

The Ministry is guided by the following core values:

- a) **Excellence:** striving for the highest standards in service delivery.
- b) **Inclusion:** ensuring participation of all stakeholders, especially the marginalized.
- c) **Integrity:** upholding honesty and ethical conduct in all operations.
- d) **Transparency:** promoting openness and accountability in decision-making.
- e) **Accountability:** taking responsibility for actions and outcomes.
- f) **Commitment:** demonstrating dedication to the Ministry's mandate.
- g) **Participation:** encouraging active involvement of citizens and institutions.

- h) **Tolerance:** respecting diversity in culture, tradition, and belief systems.

Objectives

The Ministry's objectives are to:

- a) Ensure political commitment to the implementation of the decentralisation policies and programmes.
- b) Strengthen leadership and capacity at all levels of decentralised government machinery.
- c) Promote civil society participation in decentralised governance.
- d) Create an enabling environment to enhance the development of urban and rural areas.
- e) Strengthen the registration of births and deaths to provide the statistical basis for development planning.
- f) Deepen policy formulation, coordination, planning, monitoring and evaluation system at all levels.
- g) Safeguard the natural environment, ensure resilient built environment, and maintain a stable, united and safe society
- h) Promote Chieftaincy and Religion in the development process.
- i) Ensure safety of life, property and social wellbeing in the communities.

Functions

Based on section 13 of the Civil Service Act 1993 (PNDCL 327), the functions of the Ministry are:

- a) Formulate policies to strengthen local governance, chieftaincy institutions and religious Affairs, and Environmental health and Sanitation.
- b) Coordinate, monitor and evaluate the implementation of sector policies, programmes and projects.
- c) Monitor and evaluate local government performance to ensure transparency, accountability, and efficient resource utilization.
- d) Provide training and resources to local government functionaries, religious and traditional authorities to improve governance, planning, and service delivery.
- e) Promote and support the roles of traditional and religious authorities in governance, development, and conflict resolution.
- f) Foster peaceful coexistence among religious groups and facilitate mediation in cases of chieftaincy and intra and inter-religious disputes.
- g) Plan and coordinate programs to enhance infrastructure and services in both urban and rural communities.
- h) Collaborate with traditional authorities to preserve and integrate customary laws into the national legal framework.
- i) Collaborate with traditional authorities and stakeholders to address boundary disputes and promote efficient land use and management.
- j) Encourage public participation in local governance, development planning, and decision-making processes.
- k) Facilitate local governments in preparing for and responding to disasters and emergencies.
- l) Promote the preservation of cultural, traditional and religious heritage through partnerships with chieftaincy and religious institutions and communities.

- m) Develop human resource policies to effectively promote professionalism and productivity within the sector.
- n) Undertake such research as may be necessary for the effective development and implementation of local governance, decentralisation, chieftaincy and religious affairs as well as rural and urban development policies.
- o) Provide enabling environment for the private sector in the delivery of improved sanitation services and infrastructure.
- p) Facilitate access to improved environmental health and sanitation.

Organisational Structure

As central Government machinery, the Ministry is headed by an Honourable Minister and supported by a Deputy Minister and the Chief Director. Directly under this leadership is the Ministerial Advisory Board, which oversees specialized units such as Internal Audit, Public Relations, Client Service, Legal, Information, and Project Coordination.

The Ministry also collaborates with several allied institutions, including the Institute of Local Government Studies and the Land Use and Spatial Planning Authority. Core departments like Births and Deaths, Parks and Gardens, and Community Development fall under the Ministry's direct purview.

The Chief Director provides overall supervision of the Ministry's directorates, which are organized into thematic areas such as Policy, Planning and Budgeting; Chieftaincy and Religious Affairs; Environmental Health and Sanitation; and Local Governance and Decentralisation. Other directorates under his supervision include Research and Information Management, Human Resource Development, Procurement and Supply Chain Management, General Administration, and Finance. Each operates with specialized sub-units to ensure coordinated management, effective governance, and efficient service delivery.

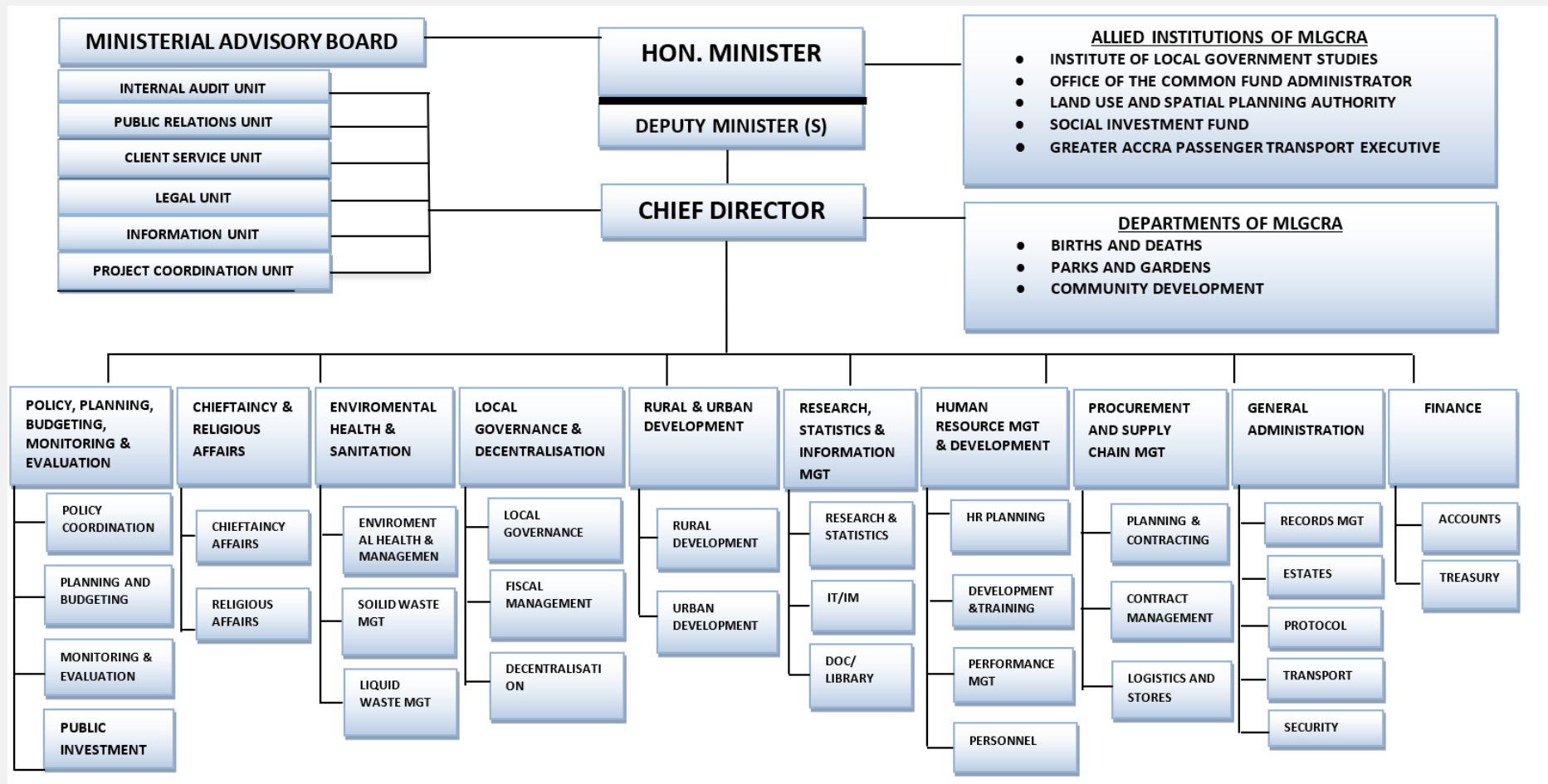


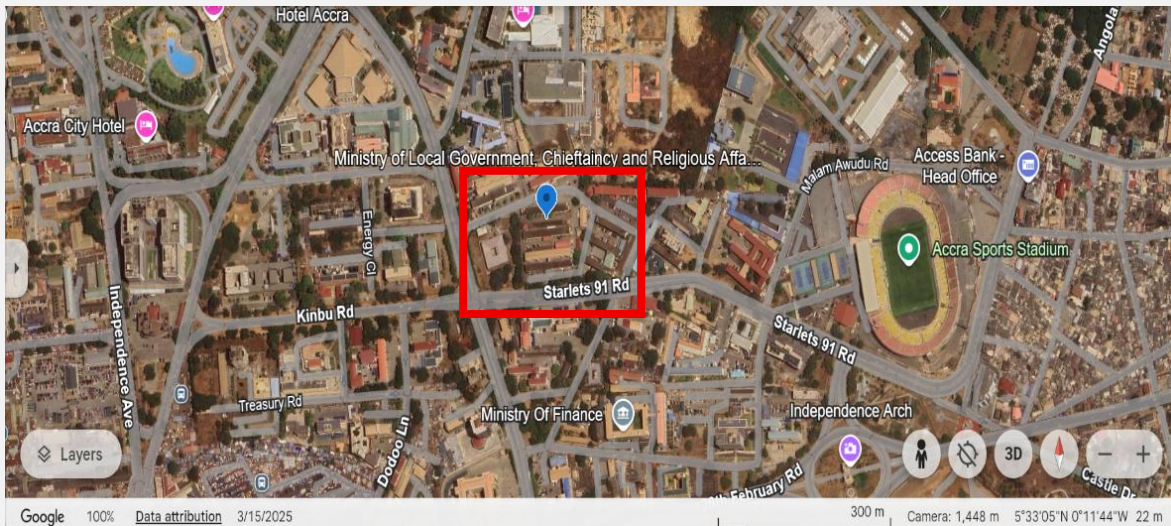
Figure 1: MLGCRA Organogram

Location

The Ministry is located on Starlets 91 Road in Accra, within the Ministries enclave in the Greater Accra Region. This central location places the Ministry at the heart of Ghana's administrative and governmental hub, enabling it to coordinate efficiently with other national institutions and agencies.

Ghana Post GPS: GA-110-9895

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Structure of the Plan

The Sector Plan is structured into eight interconnected chapters, each designed to provide a comprehensive and coherent framework for guiding the Ministry's operations and development agenda over the planning period.

The opening chapter introduces the Ministry by outlining its establishment, core values, mission, vision, and statutory functions, providing a foundation for understanding its strategic direction.

Chapter Two presents a situational analysis and performance review, examining both internal and external factors that influence the Ministry's work. It highlights key achievements, identifies gaps, and draws lessons from past implementation efforts.

Chapter Three outlines the Ministry's development priorities, focusing on thematic and sectoral areas that align with national goals and stakeholder needs. These priorities serve as the basis for strategic planning and resource allocation.

Building on this, Chapter Four articulates the strategic framework, including the overarching development goals, strategic objectives, and the strategies that will guide implementation throughout the planning cycle.

Chapter Five details the composite development programme, proposed revenue generation measures, and the Strategic Environmental Assessment (SEA), ensuring that planned interventions are both financially viable and environmentally sustainable.

Chapter Six translates the strategic objectives into actionable steps through annual action plans for the period 2026 to 2029. These plans include timelines, responsible units, and funding sources and estimate costs to facilitate effective implementation.

Chapter Seven focuses on the monitoring, evaluation, and learning framework. It outlines mechanisms for tracking progress, conducting evaluations, and managing knowledge. This chapter also includes a stakeholder analysis and an evaluation matrix to support accountability and continuous improvement.

The final chapter, Chapter Eight, outlines the communication strategy, detailing how the Strategic Plan will be disseminated, how stakeholders will be engaged and how transparency and visibility will be ensured throughout the implementation period.

CHAPTER TWO: SITUATIONAL ANALYSIS

Introduction

This chapter outlines the Ministry's key achievements from 2022 to 2025, highlighting major milestones and progress in implementing strategic initiatives. It presents a situational analysis of internal and external factors influencing operations, a performance review of budget utilization, and an assessment of resource efficiency. Key challenges and priority areas for future planning are also identified to enhance impact and sustainability.

Performance of Development Outcomes

Several factors contributed to the attainment of key development outcomes during the period. Notably, strong collaboration between the Ministry and other stakeholders facilitated effective coordination and resource sharing. Capacity-building initiatives of staff enhanced leadership and administrative efficiency of the Ministry. In areas where funding was timely and adequate, project implementation proceeded smoothly, resulting in improved service delivery and infrastructure development.

Despite these gains, the implementation process faced significant obstacles. Chief among them was the irregular and often delayed release of funds, which disrupted project timelines and limited the scale of interventions. Some Departments and Agencies also struggled with technical and human resource constraints, affecting their ability to execute and monitor projects effectively. External shocks, including economic instability, further strained diverted resources from planned activities. Additionally, weak data systems and limited access to real-time information hindered evidence-based decision-making and performance tracking.

The experience of implementing the SMTDP has underscored several important lessons. First, sustained investment in human capital is essential to strengthen institutional capacity and ensure continuity in development efforts. Second, there is a need to improve financial planning and explore alternative funding sources to reduce reliance on central government transfers. Finally, strengthening data collection, management, and analysis systems is critical for informed planning, monitoring, and evaluation.

DEVELOPMENT DIMENSION	INDICATOR	BASELINE (2021)	2022-2025 TARGET	DEVELOPMENT OUTCOMES		REMARKS
				Year	Data	
Social Development	Access to potable water (rural)	25%	36%	2023	83%	2021 PHC attributes gains to investments in water systems, and donor-funded projects.
	Access to basic healthcare services	15%	30%	2023	22.5%	Gains tied to NHIS expansion and CHPS rollout in rural areas.
	Percentage of Farmers with access to Agric extension services	20%	30%	2023	24.3%	Based on MoFA 2023 estimates
	% of Births Registered	70%	90%	2024	86.9%	Data provided is an average performance from 2022 - 2024.
	% of Deaths Registered	20%	50%	2024	37.4%	Data provided is an average performance from 2022 - 2024.
Environment, Infrastructure and Human Settlement	Percentage of solid waste collected and disposed of in standard treatment disposal facilities in the five largest cities – Accra, Tema, Kumasi, Takoradi, and Tamale.	85%	95%	2024	89%	Progress is encouraging, though logistical and operational challenges persist
	Proportion of Population with access to improved sanitation services	23.7%	60%	2024	42.6%	Access is growing but hindered by cost and infrastructure gaps.
	Proportion of liquid waste (faecal matter) safely disposed on site or properly	13.3%	45%	2024	24.2%	Improved, but still limited by poor facilities and weak enforcement

DEVELOPMENT DIMENSION	INDICATOR	BASELINE (2021)	2022-2025 TARGET	DEVELOPMENT OUTCOMES		REMARKS
				Year	Data	
	collected, transported, and treated off site					
	% of landscaped area maintained	1.9 million square meters	80% (8,800,000m ²)	2025	58% (5,095,828m ²)	
	Total land area landscape	6,105m ²	47,000m ²	2025	45,922m ²	
	Percentage (%) of Regions with Regional Spatial Development Frameworks	18.75 (3)	56.25% (9)	2024	18.75% (3)	
	% of Districts with Spatial Development Framework	8.05% (21)	18.77% (49)	2024	13.4% (35)	Funded under donor support projects such as GSCSP
	% of MMDAs with Structure Plans	11.88% (31)	20.31% (53)	2024	18.0% (47)	Funded under donor support projects such as GSCSP
	% of RCCs and MMDAs monitored on their spatial planning functions;	100% (16)- RCCs & 42.3% (110) - MMDAs	100% (16)- RCCs & 100% (261) - MMDAs (Annually)	2023	0% (0)- RCCs & 100% (261) - MMDAs (Annually)	Compliance Monitoring undertaken in 2021 & 2023
	% of MMDAs that meet the Turnaround time for the issuance of Permit	0% (0)	50% (130)	2023	44% (114)	
Governance, Corruption and Public Accountability	% elected and appointed Women Assembly Members	14%	35%	2024	938	9,071 Assembly Members, 938 are women (10.34%) and 8,133 are men.
	Percentage of Chieftaincy conflicts resolved	0.096	15% (452)	2022-2024	23%	104 out of 452 cases resolved (2022-47 cases, 2023-38 cases, 2024-19 cases.)

DEVELOPMENT DIMENSION	INDICATOR	BASELINE (2021)	2022-2025 TARGET	DEVELOPMENT OUTCOMES		REMARKS
				Year	Data	
	Average time of resolution of Chieftaincy cases before judicial committees	5 years	3 years	2025	4 years	

Table 1: Template for performance review (2022 -2025)

Financial Performance

Source of funds	Total estimated cost of plan (A)	Total amount received (B)	Variance (C)= (A-B)
GOG	GHC 2,603,985,000.00	GHC 3,870,475,871.67	GHC 1,266,490,871.67
IGF	GHC 1,260,150,000.00	GHC 341,271,011.38	GHC 918,878,988.62
DACF	-	-	GHC -
DACF=RFG	-	-	GHC -
DPs	GHC 6,744,794,877.00	GHC 1,231,200,209.42	GHC 5,513,594,667.58
ABFA	-	GHC 64,784,366.88	GHC 64,784,366.88
Others (specify)	GHC 629,814,000.00	-	GHC 629,814,000.00
TOTAL	GHC11,238,743,877.00	GHC 5,507,731,459.35	GHC 5,731,012,417.65

Table 2: Financial performance (2022-2025)

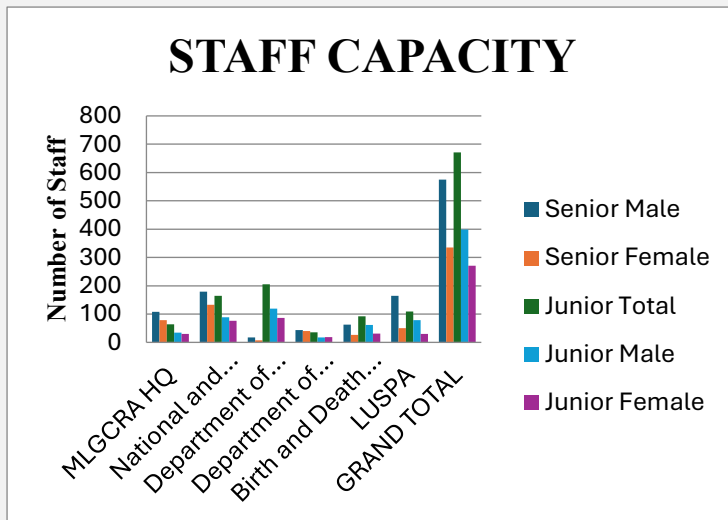
The total budget allocation and actual releases for the period 2022–2025 are summarized in Table 2. Over this period, a cumulative budget of GHS 11,238,743,877.00 was allocated, which includes provisions for the erstwhile ministries that have since been merged. Notably, allocations previously under the Ministry of Sanitation and Water Resources covered budget lines for Environmental Health, Sanitation, and Solid and Liquid Waste components. However, the actual funds released during the same period amounted to GHS 5,507,731,459.35, resulting in a funding shortfall of GHS 5,731,012,417.65.

The sources of funding included the Government of Ghana (GoG), Internally Generated Funds (IGF), Development Partners (DPs), and the Annual Budget Funding Amount (ABFA). In the previous planning cycle, IGF and ABFA were reported as a combined figure. The increase in GoG contributions can be attributed to salary adjustments and a rise in staff recruitment across the Ministry and its agencies. Conversely, the table indicates a decline in funding from Development Partners, as well as a shortfall in IGF receipts compared to the budgeted amounts.

Existing Conditions and Diagnosis

Staff Analysis of the Sector

The Organizational Manual provides a comprehensive outline of the Ministry’s structure, detailing its various divisions and units along with their respective functions. It defines the hierarchy of ranks and levels of authority, clarifies key responsibilities, and establishes a solid framework for effective delegation and supervision. As such, reference to the Ministry’s Organizational Manual is strongly recommended for a clearer understanding of institutional roles and reporting lines.



Pursuant to the merger of the three Ministries under Executive Instrument (EI) 1 of 2025, the accompanying table and figure depict the notable increase in staff strength that has resulted from this consolidation. At the MLGCRA Headquarters alone, the total staff count stands at 721, comprising 405 males and 316 females. This represents a gender distribution of approximately 56.2 percent male and 43.8 percent female, supported by a structured staffing system of

498 senior and 223 junior staff.

Across the sector, the data reflects a predominantly male workforce. Of the total 1,582 staff members, 969 are male and 613 are female, representing 61.2 percent and 38.8 percent respectively. While the gender gap is evident, it appears less pronounced at MLGCRA Headquarters and the Department of Community Development compared to the Department of Parks and Gardens, the Birth and Death Registry, and LUSPA.

ORGANISATION	Senior Staff			Junior			Total
	Total	Male	Female	Total	Male	Female	
MLGCRA HQ	187	108	79	64	34	30	251
National and Regional Houses of Chiefs	312	179	133	165	89	76	477
Department of Parks and Gardens	24	17	7	205	119	86	299
Department of Community Development	83	43	40	36	17	19	119
Birth and Death Registry	89	63	26	92	61	31	181
LUSPA	215	165	50	109	79	30	324
GRAND TOTAL	910	575	335	671	399	271	1581

Table 3: Staff Capacity

Institutional Development and Management

Between 2022 and 2025, the Ministry under this programme area led the development of strategic frameworks, strengthened policy planning and monitoring systems, and enhanced institutional capacity to drive efficient and accountable local governance and development.



A major milestone was the launch of the Local Economic Development (LED) Policy (2024–2029) and its accompanying Implementation Plan on 10th September 2024. The Policy aims to create an enabling environment at the district level to stimulate sustainable business growth, generate decent employment opportunities, and advance economic empowerment

In addition, the National Urban Policy (NUP) and Implementation Plan (2024–2033) was finalized and submitted to Cabinet for approval. However, the dissolution of Cabinet delayed the approval process. The Policy has since been revised to incorporate EI 1 and a national validation exercise has been completed, marking a significant step toward coordinated urban development. The Ministry has also initiated the review of the Rural Development Policy; with a situational analysis report and draft revised policy prepared for consultations. Similarly, the National Decentralisation Policy and Strategy is under review to ensure alignment with evolving national priorities and global best practices

Furthermore, the Sustainable Cities Strategy for Ghana was launched, alongside the commencement of a review of the country’s Slum Upgrading Strategies, reinforcing the Ministry’s commitment to inclusive, resilient and sustainable urban transformation.

In 2023, the Ministry conducted a nationwide assessment to evaluate the functionality of district sub-structures across all 261 MMDAs. The assessment focused on the existence and operational capacity of these sub-structures. Findings revealed that only 28% were fully functional, with many lacking adequate or any accommodation to support their operations, highlighting the need for targeted interventions to strengthen local administrative systems.

In 2024, the Ministry also conducted a Sector-Wide Monitoring exercise across selected MMDAs in various regions. The exercise focused on validating data from Schedule II Departments under Act 936 and inspecting selected projects and programmes. Key findings revealed persistent challenges in policy implementation, decentralisation, and monitoring and evaluation. Many MMDAs lacked reliable data on sanitation and waste management, faced poor road infrastructure, and showed limited awareness of key policy documents. Spatial planning was also weak due to inadequate staffing, and administrative data systems like the District Development Data Platform (DDDP) were underutilized.

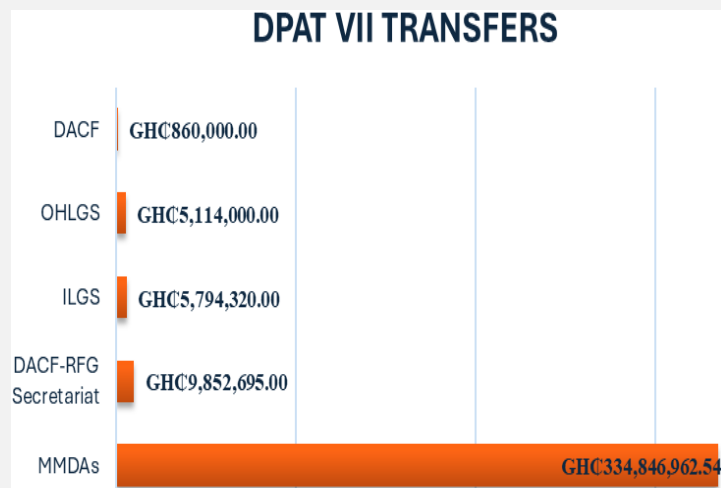
Decentralisation efforts were further constrained by unresolved boundary disputes, non-functional sub-district structures, and limited resources. IGF mobilization remained low due to staffing shortages and revenue losses. Additionally, M&E systems require significant strengthening, particularly in follow-up monitoring, asset management, and the consistent application of fee-fixing guidelines.

As part of efforts to enhance digital governance and improve coordination across all levels of local administration, the Ministry successfully connected all 261 Metropolitan, Municipal, and District Assemblies (MMDAs) to the District Development Data Platform (DDDP). This integration enables real-time data sharing, improved planning, and evidence-based decision-making at both the local and national levels.

In addition, the Ministry facilitated the linkage of all 261 MMDA websites to the Ministry’s central portal. This initiative strengthens transparency, promotes access to public information, and fosters seamless communication between the Ministry and local authorities.

Decentralisation

To enhance the performance of Metropolitan, Municipal, and District Assemblies (MMDAs), the Ministry, in collaboration with key Development Partners including the Governments of Germany and Switzerland through Kreditanstalt für Wiederaufbau (KfW) and Swiss State Secretariat for Economic Affairs (SECO) undertook a series of annual performance assessments. These evaluations were conducted under the District Assemblies



Common Fund Responsive Factor Grant (DACF-RFG), utilizing the District Assemblies Performance Assessment Tool (DPAT). The assessments covered the 2021 (DPAT VI) and 2022 (DPAT VII) fiscal years. Based on the results, a total amount of **GH¢458,249,735.61** was disbursed to eligible MMDAs to support the implementation of their respective Annual Action Plans.

Under the DPAT VI, a total of **GH¢118,194,064.30** was disbursed GH¢110,194,769.30 to MMDAs and GH¢7,601,295.00 to the DPAT Secretariat. For DPAT VII, **GH¢ 362,348,610.31** was disbursed, with **GH¢ 340,055,671.31** allocated to MMDAs. The remaining funds were distributed as follows: GH¢9,852,695.00 to the DACF-RFG Secretariat, GH¢5,974,320.00 to ILGS, GH¢5,114,000.00 to the OHLGS, GH¢860,000.00 to the DACF and GH¢491,924.00 to the Audit Service.

Regional reorganization

In response to the creation of the six newly established regions, the Ministry initiated a comprehensive infrastructure development programme to support their effective operationalization. As of 2025, five out of six planned three-storey Regional Coordinating Council (RCC) Administration Blocks have been completed in Sefwi Wiawso, Nalerigu, Damongo, Techiman and Goaso, with the remaining one in Dambai nearing completion.

Under Phase One, 49 out of 60 projects including offices and residential facilities for the decentralised departments such as the Ghana Health Service, Ghana Education Service, Department of Feeder Roads, and Department of Agriculture have reached advanced stages. These include: 19 out of 24 two-storey administration blocks for the decentralised departments,

25 out of 30 residential bungalows for RCC and departmental staff. Completion rates range from 52% to 92%. Also, a two-storey administration block and two bungalows for the Ghana Highways Authority are under construction in Duayaw Nkwanta, with completion rates at 24% and 70%, respectively.

Under Phase Two, the Ministry is facilitating the construction of Regional Police Command offices and residential facilities. One out of six bungalows for Regional Police Commanders and Deputies have been completed, with the rest in Dambai, Nalerigu, Damongo, Techiman, and Goaso progressing between 36% and 78%. The six three-storey administration blocks for the Police Commands are between 26% and 90% complete, while the 12-unit senior staff flats are at 34% to 87% completion.

Local Level Development and Management

Between 2022 and 2025, the Ministry under this programme promoted integrated rural and urban development through the design and implementation projects and programme, while also fostering healthy lifestyles and environmental sustainability through the greening of settlements. The key achievements during this period include;

Community Development

The Department of Community Development made significant progress in empowering communities and enhancing local development across the country. During the period, a total of 7,439 youth (3,439 male and 4000 females) were trained in various vocational and technical skills, equipping them with practical competencies for employment and entrepreneurship. To diversify livelihood options, ten non-farm job opportunity modules were developed to support community-level skills training, particularly for rural populations.

In addition, 8,271 women and youth (2,345 males and 5,926 females) received training in income-generating activities, enabling them to establish small businesses and contribute to household and community economies. The Department also built the capacity of 867 community educators (407 males and 460 females) to support the work of MMDAs, NGOs, and other development partners in delivering grassroots interventions.

To strengthen child protection systems, 2,062 members (927 males and 1,133 females) of the social workforce were trained in the use of the Child Protection Toolkit. Public awareness was also prioritized through adult education by engaging 961 organized study groups with a total membership of 33,149 (13,021 males and 20, 128 females). In addition, a total of 921 mass meetings were organized with a total audience of 165, 992 (72,444 males and 93,518 females). These meetings were held in communities on key social issues such as health, sanitation, and civic responsibility.

Extension services reached 9,424 participants (4,524 males and 4,900 females) including staff of MMDAs and other agencies, to support local development planning and service delivery. Furthermore, 1,786 women from 1,011 households were empowered with knowledge and skills to improve food processing, sanitation, and home management, contributing to better living conditions.

Child protection education reached over 147,903 (59,617 males and 88,286 females) individuals at the community level, raising awareness and promoting safe environments for children. Additionally, 917 Local Economic Development (LED) groups with a total

membership of 17,699 (3,540 males and 14,159 females) were trained in Village Savings and Loans Association (VSLA) operations and group dynamics, enhancing financial literacy and cooperative enterprise.

Despite the achievements gained, the Department still faces several challenges that impact its effectiveness. First, the absence of a National Community Development Policy and unstructured reporting systems at the MMDA level hinder proper supervision and timely reporting from regional offices. Second, institutional challenges, such as conflicts between Community Development and Social Welfare Units, have strained collaboration in some MMDAs. Additionally, low enrolment at the Rural Development College continues due to limited job placement opportunities for graduates. Lastly, resource constraints, poor working conditions, and limited capacity-building opportunities for frontline staff persist, undermining the successful implementation of community development initiatives.



Picture showing a community - level skills training in Shea butter extraction.



Picture depicting a VSLA meeting in the Upper West Region.

Parks, Gardens and Recreation



Between 2022 and 2025, the Department of Parks and Gardens made commendable progress in advancing Ghana's green infrastructure and environmental awareness. Key achievements included the landscaping of 45,922 square meters of public spaces such as the Atronie Road median, the Ministerial Enclave, and the Ridge Roundabout. The Department also enhanced ecotourism, with the Aburi Botanical Gardens attracting over 361,000 visitors during the period.

Environmental education and public engagement were prioritized through media campaigns and partnerships, such as with AYA Green, which included radio outreach and free seedling distribution. Tree planting was a major focus, with a total of 69,126 trees planted nationwide in collaboration with various stakeholders. Maintenance efforts covered 5,095,828 square meters of green space, with proactive pruning activities to mitigate storm-related risks.



Pictorial view of tree planting exercise at the Captain Mahama roundabout to the Tse Addo Roundabout.

Despite these gains, the Department faced significant challenges. Its legal framework remains outdated and unclear, limiting its authority and operational clarity across governance levels. Staffing is critically inadequate, with only 443 technical personnel out of a required 2,821, compounded by high attrition and overlapping roles, particularly in Greater Accra

The absence of policy guidelines for the floriculture and green infrastructure sectors

hampers regulation and growth. Infrastructure is also a concern, with ageing and unsafe office buildings in need of replacement. Skill gaps in project management, ICT, and climate-smart landscaping further constrain performance, while limited logistics and digital tools hinder automation and service delivery.

Weak data management and poor monitoring and evaluation practices affect planning and accountability. Additionally, inter-agency coordination and stakeholder engagement are inconsistent, and public appreciation for green spaces remains low. The lack of spatial maps for urban open spaces further impedes strategic planning.

While the Department has made notable strides in greening Ghana, addressing its structural, legal, and capacity-related challenges is essential for sustained impact and institutional resilience.

Urban and Rural Development

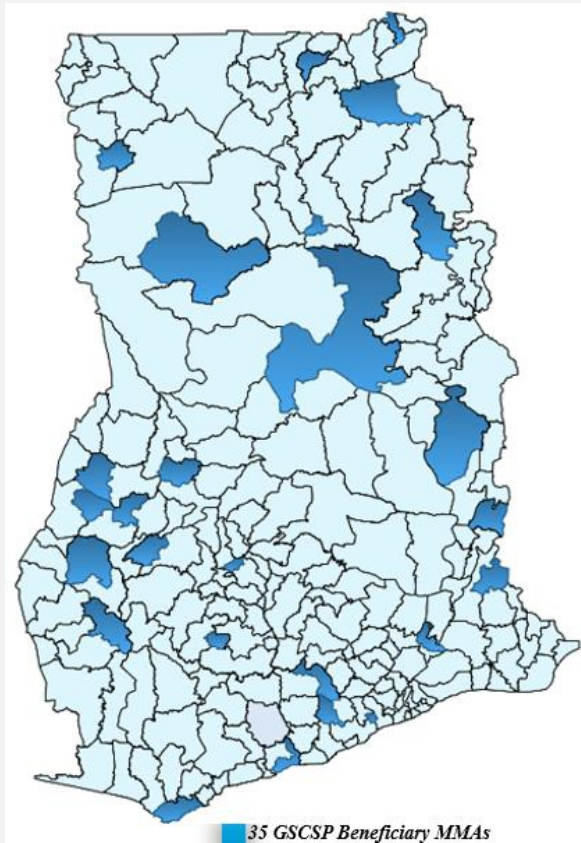
The Ministry successfully organized the Ghana Urban Fora in both 2022 and 2024 as part of its ongoing efforts to promote inclusive, resilient, and sustainable urban development. These national platforms brought together key stakeholders, including government agencies, development partners, academia, civil society, and the private sector, to deliberate on critical urbanization challenges and opportunities. The Fora served as strategic venues for policy dialogue, knowledge sharing, and the formulation of actionable recommendations to guide urban planning and governance. Outcomes from the events contributed to shaping national urban policy directions and aligning local strategies with global frameworks such as the New Urban Agenda and the Sustainable Development Goals (SDGs).

Under the Greater Accra Resilient and Integrated Development (GARID) Project, over GHS 15 million was disbursed to 17 beneficiary Metropolitan and Municipal Assemblies (MMAs) to support drainage maintenance activities aimed at flood mitigation. Additionally, the project facilitated the establishment of the Inter-Jurisdictional Coordination Management Committee (ICMC) within the Greater Accra Metropolitan Area (GAMA) to enhance coordinated urban management.

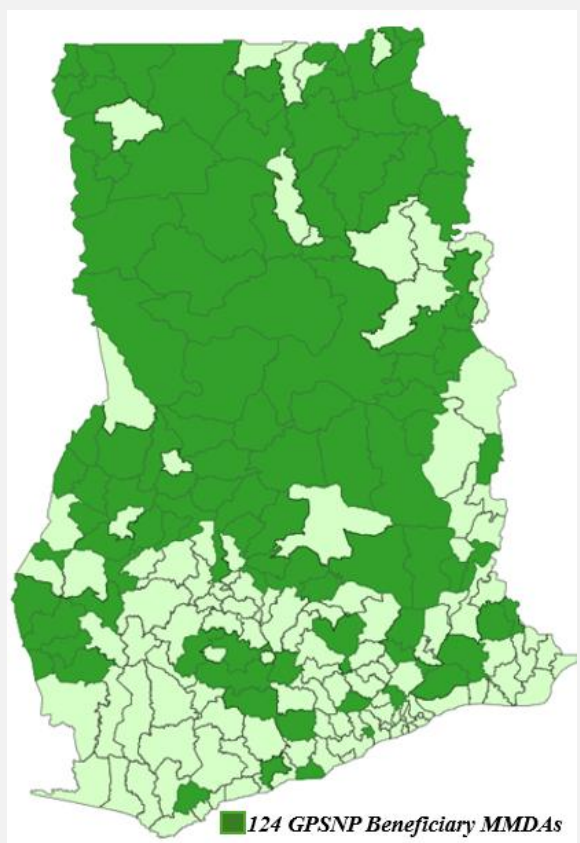
The Ministry also launched and implemented the \$150 million World Bank-funded SOCO Project to enhance social cohesion and resilience in six northern regions of Ghana. As of date, over 530 community infrastructure subprojects, comprising roads, educational facilities, health centres, water systems, and rural markets, have been completed and handed over to beneficiary communities. These interventions have not only improved access to basic services but have also created over 6,000 jobs, particularly for women, youth, and persons with disabilities. Furthermore, the project has supported 744 livelihood groups with technical and financial assistance, directly benefiting more than 24,000 individuals.

In addition, over 9,900 rural farmers and microenterprises have been empowered through targeted support packages. The project has also played a pivotal role in promoting peacebuilding and civic participation by supporting Youth Parliaments in several districts, organizing inter-community dialogue forums, and hosting sports and cultural events that have engaged thousands of young people. Moreover, SOCO has enhanced local economic development through the construction of modern market facilities such as the Nangbag-Yapala Livestock Market, which now generates substantial revenue and supports the local economy. These interventions collectively contribute significantly to strengthening resilience, inclusion, and social cohesion in targeted districts.

The Ministry expanded the Ghana Secondary Cities Support Programme (GSCSP), increasing participating Municipal Assemblies from 25 to 35. This scale-up enhanced access to improved urban infrastructure and municipal services across more secondary cities. A total of 364 key sub-projects, including Roads, Drainage systems, Markets, Urban parks, Light Industrial Parks, Business Advisory Centre, Transport Terminals, Pedestrian Walkways, Street lighting and sanitation facilities were completed, reinforcing GSCSP's role in fostering inclusive and resilient urban development.



35 GSCSP Beneficiary MMAs



124 GPSNP Beneficiary MMDAs

The Ministry through the Ghana Productive Safety Net Project Phase 2 (GPSNP2) is reducing poverty and promoting economic inclusion. Under the Labour-Intensive Public Works (LIPW) component, 117,622 beneficiaries across 124 districts have received temporary employment, earning a total of GHS259.28 million. Additionally, 83,658 individuals have been trained and supported with GHS106.88 million in startup grants under the Productive Inclusion component.

These interventions have improved livelihoods, enabling beneficiaries to grow businesses, support their families, access education, and afford healthcare. Infrastructure such as feeder roads and small earth dams has enhanced agricultural productivity and year-round water access.

However, the project faces major challenges. A 65% budget cut in 2025 due to Ministry of Finance expenditure capping has stalled work at 247 LIPW sites and delayed payments. Limited time for implementation threatens the completion of critical support services like coaching and mentoring. The use of mobile money for CLASS grant disbursement raises concerns about fund utilization, while conflicts in the north-eastern corridor continue to disrupt field operations.

The Ministry, through the Integrated Social Services Delivery (ISS) Programme, disbursed GHS 5,129,000.00 to 180 MMDAs to support Child and Social Protection activities. Programme coverage expanded from 60 MMDAs in 2021 to 100 in 2022, and further to 180 in 2024 across all regions, with plans to extend support to additional MMDAs.

In addition, the ISS programme is being utilized within the framework of the Tree Crop Diversification Project, which aims to assist 11 ISS beneficiary districts in tackling issues related to child labour. Furthermore, the ISS programme has been integrated into the Livelihood Empowerment and Productive Inclusion initiative, which focuses on creating alternative

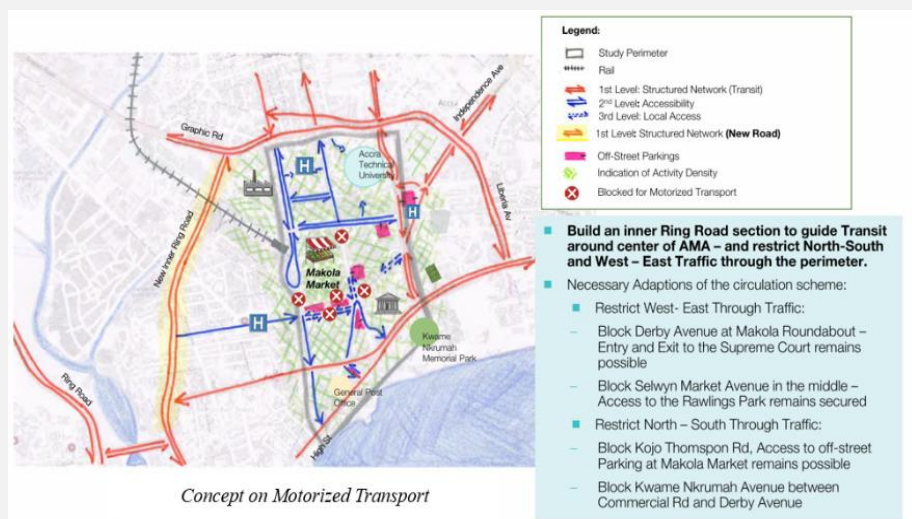
livelihood opportunities for out-of-school adolescent girls. This initiative is currently being piloted in two ISS beneficiary municipalities and seeks to combat early child marriage by empowering young girls through access to sustainable and productive livelihood options.

Under the Resilience in Northern Ghana (RING II) initiative, GHS 10,169,200.27 was disbursed to 4 RCCs and 17 MMDAs to support activities aimed at improving nutrition and community resilience. Key achievements include GIFMIS training for implementing officers, nutrition-specific interventions reaching 897,007 children under five and 113,354 children under two, and the participation of 9,153 individuals in USG-supported savings and microfinance programs, promoting financial inclusion and empowerment.

In 2024, the Social Investment Fund (SIF), under the Ministry, awarded contracts to 23 contractors for socio-economic infrastructure projects in 106 communities under the Integrated Rural Development Project Phase Two (IRDP2). Project sites were handed over, and 5,186 persons in 106 beneficiary communities were sensitized on accessing SIF support. Plans are well advanced to conduct a baseline survey, identify SMEs for a USD 3 million microcredit facility, and train rural and community banks in 23 districts on disbursement procedures in 2025.

In 2024, the Ministry launched the five-year Strengthening Investments in Gender Responsive Climate Adaptation (SIGRA) Project, funded by Global Affairs Canada and implemented with Cowater International, to strengthen gender-responsive climate adaptation in five MMDAs across the Northern and Volta Regions. Since inception, the project has conducted six institutional assessments, trained 34 government staff on climate and gender budgeting, and supported 19 officers in Gender Responsive Budgeting. A Climate Risk Assessment framework, manual, and reporting tools were developed and rolled out, with training provided to MMDAs and Ministry staff. Public awareness campaigns reached over 32,000 people, and GHS 2,244,734.00 was allocated to the MMDAs, with GHS 983,524.00 disbursed as the first tranche to support local adaptation efforts.

During the medium-term review period, the Ministry under the Ghana Urban Mobility and Accessibility Project (GUMAP) made significant strides in enhancing urban mobility within the Greater Accra Metropolitan Area (GAMA). Key



activities included comprehensive data collection efforts such as the mapping of public transport routes and passenger flows in 2022, traffic volume assessments at major intersections in 2023, and the first-ever GAMA Household Travel Survey conducted the same year. These studies provided critical insights to inform policy decisions. In 2023, GUMAP also developed six Local Area Traffic and Parking Plans for Accra, Tema, and four other municipalities,

alongside two policy notes focused on improving traffic management and road hierarchy planning.

Furthermore, the project strengthened the capacity of technical staff from the Departments of Transport, Urban Roads, and Physical Planning across six beneficiary MMAs, as well as the Greater Accra Passenger Transport Executive (GAPTE), the Department of Urban Roads, the LUSPA, and the MLGCRA, Ministry of Transport (MoT) and Ministry of Finance (MoF). Training focused on traffic and parking planning, urban mobility strategy, transport policy, and public transport management, enhancing institutional capabilities for sustainable urban transport development.

As part of the project's official closeout, the Ministry also organized the Ghana Urban Mobility Forum. Construction and improvement work commenced on six key junctions within the GAMA, including Mambo Junction, Otublohum Road/Obibini Street Intersection, Baba Yara/Padmore Street, Ashongman Road/Alafia Road Intersection, Three Junction, and Ogbojo New Market Intersection, spanning the jurisdictions of Ga Central, AMA, TMA, Ga East, Ga West, and LaNMMA/AdMA respectively.

Environmental Health and Sanitation

Between 2022 and 2025, the Ministry made notable progress in environmental sanitation, particularly in solid and liquid waste management. This progress was driven by infrastructure expansion, community engagement, strategic planning, and public-private partnerships.



cleaning.

Community participation was strengthened through the formation of sanitation committees and integration of informal waste workers into municipal frameworks. Clean-up campaigns and school-based recycling programs further reinforced public awareness and engagement. Strategic infrastructure planning is also advanced, with technical evaluations and environmental assessments completed for new waste facilities. Additionally, twelve Integrated Recycling and Compost Plants (IRECOPs) became operational, promoting circular economy practices.

Regarding Solid Waste Management, Solid waste collection and disposal efficiency improved in five major cities Accra, Tema, Kumasi, Takoradi, and Tamale, from 85% in 2021 to 89% in 2024. This was supported by the decommissioning and re-engineering of major landfills (Kpone and Oti), and the provision of logistics and equipment under the GASSLIP and GARID projects. These included compactor trucks, tricycles, sprayers, and cleansing equipment to enhance waste collection and street



Furthermore, access to improved sanitation services rose from 23.7% in 2021 to 42.6% in 2024, while safe disposal and treatment of faecal matter increased from 13.3% to 24.2%. The number of Open Defecation Free (ODF) communities grew to 6,473. The GAMA/GKMA Sanitation and Water Project played a pivotal role, delivering nearly 48,000 household toilets and over 200 institutional facilities.

Innovative infrastructure such as simplified sewerage systems and wastewater treatment plants was introduced in Ashaiman and Bankuman. GASSLIP also exceeded its targets in toilet construction and sewerage expansion. The Legon wastewater plant was rehabilitated and integrated with aquaculture and agriculture demonstration centres, while feasibility studies for faecal sludge management in 12 secondary cities were completed.

Private sector collaboration led to the completion of three new wastewater treatment plants in Kumasi, Tamale, and Takoradi while the SafiSana Waste Treatment facility was expanded to convert sludge into compost



Institutional capacity was significantly strengthened through targeted investments in infrastructure and equipment for the Schools of Hygiene, leading to the graduation of over 2,300 sanitation professionals. Additionally, 258 Environmental Health Prosecutors were trained to enhance the enforcement of sanitation regulations and a bio-digester training centre was established in Ada.

The Ministry also demonstrated strong emergency response capabilities, effectively addressing public health crises such as the Akosombo and Kpong dam spillage and cholera outbreaks by providing sanitation facilities, hygiene education, and household water treatment support.

To align with national development goals, Ghana undertook the development and revision of several key strategic documents. These include the Ghana WASH Sector Development Programme (2021–2030), the 2010 Environmental Sanitation Policy, and associated strategic and investment plans. Additionally, a comprehensive master plan for the Greater Accra Metropolitan Area (GAMA) and a bio-digester construction and installation manual were developed to guide future investments and promote the adoption of sustainable sanitation technologies nationwide.

Commending the efforts of political commitment to WASH was the signing of the Presidential Compact by his excellency the former President of Ghana, Nana Addo Dankwa Akuffo- Addo. This compact is a high-level commitment to annually mobilise USD 1.7billion to achieve SDG 6 by 2030. Being a nationally owned framework that consolidates commitments, defines clear targets and establishes platforms for accountability, it aligns with the country’s development plans and ensures that WASH investments are rooted in long-term vision.

Despite notable progress, Ghana’s environmental sanitation sector continues to grapple with persistent challenges. These include limited land availability for infrastructure development, inadequate coverage and quality of sanitation facilities, and poor public sanitation practices. Compounding these issues are the low prioritization of sanitation in district-level planning and budgeting, delays in recruiting trained professionals, and weak enforcement of sanitation by-laws. The sector’s vulnerability to climate change further threatens the resilience and sustainability of existing infrastructure.

However, key lessons from major initiatives such as GASSLIP and the GAMA/GKMA Sanitation and Water Projects demonstrate that sustained investment in infrastructure, capacity building, and system strengthening can yield significant results. Public-private partnerships have proven effective in enhancing service delivery, while progress in Open Defecation Free (ODF) efforts highlights the importance of long-term, community-led approaches.

Looking ahead, achieving national sanitation goals will require increased investment in infrastructure, stronger regulatory frameworks, and innovative financing mechanisms. These efforts must be supported by sustained political will, integration of climate resilience, and a holistic approach to the entire environmental sanitation value chain.

Development Authorities and Zongo Development Fund

Following the realignment of MDAs, the Northern, Middle Belt, and Coastal Development Authorities, along with the Zongo Development Fund under the Infrastructure for Poverty Eradication Programme (IPEP), were integrated into the Ministry’s sector.

During the period the Northern Development Authority (NDA) made notable progress in delivering socio-economic infrastructure across Northern Ghana. Key achievements include the construction of 48 health facilities (38% of target), 155 educational projects (54%), 481 agriculture-related projects (83%), 72 road projects (71%), and 149 solar-powered boreholes. Additional interventions included 12 solar-powered toilets, electricity extension to 63 communities, 4 police stations, 17 markets, and tricycle distribution to over 40 youth and women groups, achieving 62% of the target. Two out of seven unclassified projects were also completed. To enhance development coordination, the NDA successfully mapped 699 development actors and their interventions across the region.

The Coastal Development Authority (CODA) also completed 91 infrastructure projects across six coastal regions, including 20 road improvement works, 14 economic infrastructure (markets and warehouses), 9 health facilities, 33 educational projects, and 11 social development initiatives such as sports fields and community centres. Additional projects included 2 toilet facilities and 1 mechanized water system.

The Middle Belt Development Authority delivered 686 projects across five regions. These included agriculture and food security initiatives, 121 educational facilities, 24 electrification projects, 27 health infrastructure projects, 47 road and drainage work, 78 sanitation facilities, 14 sports infrastructure, 141 water projects, and 155 constituency-specific interventions.

The Zongo Development Fund completed 6 classroom blocks, 1 community sports and social centre, and distributed 740 streetlights. It also initiated the development of an investment policy framework, engaged stakeholders on STEM-IT model schools, and supported 64 tertiary students with tuition grants. A new \$12.99 million Foundational Arabic Literacy (FAL) proposal was also developed to enhance Arabic instruction in Integrated Islamic Basic Schools.

Births and Deaths Registration

During the period under review, the Births and Deaths Registry recorded notable progress in its strategic objectives. Birth registration coverage rose from a previous average of 60% to 86.9%, approaching the 90% target. This improvement was driven by consistent mass registration campaigns across all 261 MMDAs, with regional offices conducting at least three major exercises annually. These campaigns were strategically timed during Child Health Promotion Week in May, Births and Deaths Registration Month in September, and general mop-up exercises in November and December.

Additionally, the integration of a notification form into the Maternal and Child Health Record Book (MCHRB), supported by the printing and distribution of over 1.1 million copies under the Public Sector Reform for Results Project (PSRRP), significantly enhanced registration processes. The piloting of the Community Population Register (CPR) in 25 communities under the Harmonizing and Improving Statistics for West Africa Project (HISWAP) further supported accurate demographic data collection.

Death registration also saw improvement, rising from an average of 20% to 37.4%, although still below the 50% target. This progress was largely due to increased public awareness and stakeholder engagement. A draft stakeholder agreement, developed under PSRRP to streamline death registration procedures, is currently under review by the Attorney General's Department.

To support legal and operational reforms, the Registry successfully developed a standardized instructions manual with UNICEF support, and staff across the country were trained under HISWAP to ensure consistent application of procedures.

Public education and sensitization efforts were intensified, particularly during mass registration periods. The Registry utilized local public address systems and produced standardized jingles and messages under PSRRP to promote timely registration. Efforts are underway to engage Parent-Teacher Associations (PTA) in pre- and basic schools to further enhance birth registration awareness, in line with Section 16 (3) and (4) of Act 1027 of 2020.

Monitoring and evaluation mechanisms are being strengthened through the planned development of an electronic statistical reporting dashboard, which will enable real-time performance tracking. The Registry continues to monitor the implementation of CPR and explore its expansion to ensure comprehensive coverage of deaths across all communities.

In pursuit of completeness in death registration, the Registry has initiated the operationalization of foetal death registration, securing the necessary registers as mandated by Act 1027 of 2020. Additionally, a dedicated website has been launched to facilitate public engagement, grievance redress, and performance reporting.

Priority areas during the period included births registration, deaths registration, the community population register, and foetal deaths registration. However, challenges remain, including inadequate office accommodation for the national office, 65 MMDAs, and 9 regional offices, limited data on death registration across MMDAs, and funding constraints for annual awareness events such as the Births and Deaths Day celebration.

Land Use and Spatial Planning

LUSPA during the period made notable progress in strengthening spatial planning systems, enhancing institutional capacity, and promoting sustainable land use across Ghana. A major legislative milestone was the initiation of the amendment of the Land Use and Spatial Planning Act, 2026 (Act 925) which resulted in the drafting of the Land Use and Spatial Planning (Amendment) Bill, 2025. LUSPA also commenced the review of spatial planning documents: the Zoning Guidelines and Planning Standards; and the Manual for the Preparation of Spatial Plans. A series of activities in the review process which included MDA and 16 Regional Consultative engagements for the solicitation of feedback and inputs in preparing the Revised draft documents. The Revised Draft documents are set to be finalized, published, launched and disseminated in September 2025.

To improve spatial planning, the number of districts having Spatial development Frameworks (SDFs) and Structure Plan increased from 21 and 31 to 35 and 47, respectively. This represents a percentage change of 66.7% and 51.6%.

To build institutional capacity, LUSPA trained 33 MMDAs on the revised Operational and Procedure Manual for Physical Planning Departments. A total of 26 capacity-building programmes were conducted, including specialized training for 17 MMAs on GIS and QField for flood hotspot mapping, and Marine Spatial Planning for staff and relevant stakeholders.

In terms of spatial planning outputs, 176 new spatial plans were prepared and 116 existing ones reviewed, with support from the Ghana Secondary Cities Support Programme in Regions such as Northeast and Upper West.

Strategic mapping and planning initiatives included the Greater Accra Metropolitan Area Structure Plan, and local plans for Klottey Municipal and Yilo Krobo communities. Additionally, the Authority facilitated the preparation of SDFs for 11 beneficiary MMDAs of the Ghana Landscape Restoration and Small-Scall Mining Project (GLRSSMP) within five (5) Regions namely Upper East, Upper West, Bono East, Ashanti, and Eastern Regions.

A nationwide compliance monitoring was undertaken in 2021 and 2023 to assess the spatial planning and land use management functions of the 261 MMDAs. The 2023 Monitoring revealed among other issues that there is a low level of public education and awareness of planning issues, significant number of MMDAs (75%) of MMDAs have not established a Public Data Room (though it was an improvement from the 2021 data of 90%), and inability of most MMDAs to meet the turnaround time of 30-days for the issuance of permit (56%).

Public engagement was prioritized through 17 sensitization activities and 80 visibility campaigns across all regional offices. Technical support was provided through 48 backstopping missions to MMDAs.

LUSPA also advanced strategic frameworks and digital systems, including the initiation of the Land Use Planning and Management Information System (LUPMIS), the Joint Integrated Odaw Basin Spatial Development Plan, and the Marine Spatial Planning Manual. Spatial Development Frameworks under the GLRSSMP and guidelines for public participation in spatial planning were also developed.

In response to the tragic explosion that occurred in January 2022 at the Apiatse community in the Western Region of Ghana, LUSPA took the lead in preparing a comprehensive local plan to guide the reconstruction and redevelopment of the town. This initiative forms part of a broader government effort to restore the community and improve its resilience.

The local plan was designed to support the structured redevelopment of Apiatse, ensuring that the rebuilt settlement adheres to modern planning standards and promotes safety, accessibility, and sustainability. The plan covers a 160-acre site and is expected to accommodate approximately 870 residents. It incorporates provisions for residential housing, public infrastructure, community facilities, and green spaces, aimed at fostering a well-organized and livable environment for the affected population.

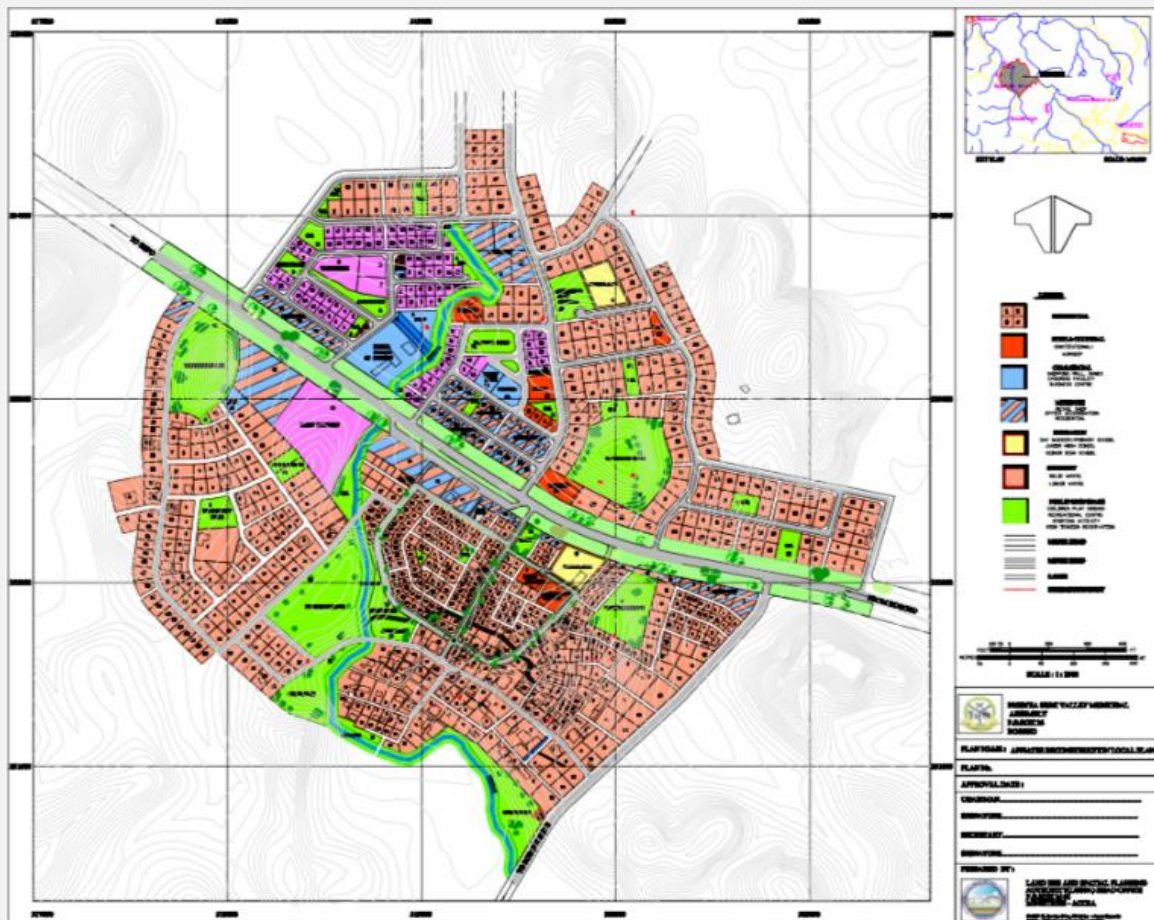


Figure 2: Local plan for Appiatse

In response to Government’s efforts of resettling communities affected by the Akosombo Dam spillage which occurred in November 2023, LUSPA prepared resettlement Local Plans for selected communities. The plan was prepared for 12 selected sites within the 3 affected districts (North, South and Central Tongu). The plans were to guide the provision of housing, public infrastructure, community facilities, and green spaces.

Despite the achievements made within the medium-term period in promoting spatial and orderly development of human settlement, there are significant challenges faced by the Authority. Significant amongst the challenges include: low prioritisation of spatial planning issues at the MMDA level; inadequate funds and logistics to undertake planned activities; absence of RSDFs in most Regions; low level of public education on spatial planning issues; weak database for spatial planning and management in MMDAs; Low number of spatial plans to guide the spatial planning and development within MMDAs; delay in approval of the Land Use and Spatial Planning (Amendment) Bill, Ineffectiveness of MMDAs to undertake development control functions, absence of a human settlement policy and inadequate human and institutional capacities for land use planning and management.

Chieftaincy and Religious Affairs



The Ministry made notable strides in strengthening traditional governance and promoting social cohesion across Ghana. A key achievement was the inauguration of 65 Traditional Councils in various regions, including Teshie (Greater Accra), Zuarungu (Upper East), Apesokubi, Akroso, Adele, and Ntrobu (Oti Region), Hevi, Dzodze, Weta, Amugo-Vego, Awate (Volta Region) and Bole, Buie (Savannah Region). These inaugurations are part of ongoing efforts to formalize and

empower traditional leadership structures at the local level.

To support the institutional framework of traditional governance, construction of Regional House of Chiefs' Office Complexes commenced in all six newly created regions. Progress on these projects varied, with completion rates ranging from 10% in Oti, Savannah, and Northeast, to 23% in Bono East, reflecting steady but uneven advancement.

Legislative reform also featured prominently, with the review of the Chieftaincy Act, 2008 (Act 759) to address outdated provisions and align the law with contemporary governance needs.

In collaboration with the United Nations Population Fund (UNFPA), the Ministry organized training sessions on Gender-Based Violence (GBV) and Ending Child Marriage for traditional council registrars, traditional and religious leaders. The Ministry also led declaration of seven (7) paramountcy's to end child marriage in their respective traditional areas. This is an important step toward integrating human rights and gender sensitivity into traditional leadership and religious activities.

Conflict resolution remained a priority, with 104 (2022- 47 cases, 2023- 38 cases and 2024- 19 cases) chieftaincy disputes resolved through Judicial Committees at various levels, contributing to peace and stability in affected communities.



The Directorate also intensified engagements with religious and traditional leaders to foster social cohesion, collaboration and partnerships for national development. Religious sites were identified within the Central, Eastern and Western Regions for incorporation into the religious heritage/ local pilgrimage programme. 16 regional engagements were held with religious and faith-based organisations

and other stakeholders towards the promulgation of a national policy on religion.

Despite these achievements, some significant challenges persist. Notably among these include inadequate office accommodation and logistics, particularly at Regional Houses of Chiefs, and Traditional Councils, hindering effective operations. Low staff levels further strain service delivery. The outdated Chieftaincy Act, legislative instrument 798 and constitutional instrument 27 coupled with limited data on traditional authorities and religious bodies, complicates planning and coordination.

Additionally, weak dispute resolution mechanisms, high backlog of judicial cases especially on succession disputes, which often escalate into communal tensions. Some harmful customary practices also persist, posing barriers to inclusive development. Finally, weak coordination between the government and religious bodies, low awareness and preservation of cultural heritage sites, lack of legislation on religion, and inadequate funding remain a critical constraint, limiting the Directorate's ability to implement reforms and respond to emerging issues.

Medium-Term Needs Assessment and Projections



In response to evolving sectoral challenges and emerging opportunities, a comprehensive medium-term needs assessment was undertaken. The process engaged representatives from various directorates, departments, and agencies, alongside the Ministry's management and Development Partners, through structured dialogues, focused group discussions and working sessions.

Through these consultations, a set of interrelated priority issues emerged. At the core is the need to foster a conducive district-level environment that supports sustained local economic growth, decent employment, and inclusive community development. Management underscored the urgency of deepening political and administrative decentralization, alongside the critical role of effective multi-stakeholder coordination in ensuring coherent planning and implementation of local economic development initiatives.

A strong call was made by multiple Development Partners to advance gender equality, empower women and girls, and integrate migration considerations into local governance frameworks to enhance inclusive service delivery and socio-economic development.

The Departments and Agencies emphasized the need to strengthen institutional systems and enhance sector-wide coordination, monitoring, and evaluation to improve service delivery and accountability. Environmental sustainability was a key concern, with calls for universal sanitation access, adoption of clean cooking technologies, protection of natural ecosystems, and resilient urban and rural development. Together, these priorities form a comprehensive roadmap for inclusive, resilient, and sustainable development.

All in all, the sector's development projections include the following:

- i. Deepen decentralization by strengthening local government institutions through improved administrative and human resource capacity, enhanced service delivery, transparent appointment processes, increased representation of women in Assemblies, and effective dispute resolution mechanisms.
- ii. Improve intergovernmental fiscal arrangements and financial management systems and enhance IGF mobilization through innovative and sustainable strategies.
- iii. Foster a supportive district-level environment to drive sustained business growth, create decent jobs, and promote local economic development.
- iv. Expand and upgrade economic and urban infrastructure to support industrialization, manage rapid urbanization, and make cities healthy, safe, and dynamic hubs of sustainable development.
- v. Advance inclusive rural development through improved infrastructure, access to services, and diversified livelihoods.
- vi. Promote environmentally friendly horticulture and urban greening initiatives.
- vii. Strengthen development control functions and implement spatial plans (SDFs, Structure Plans, and Local Plans) for integrated spatial planning.
- viii. Increase access to safe, adequate, and sustainable environmental sanitation services.
- ix. Strengthen Waste Management Departments and upgrade Environmental Health and Sanitation Units in all MMDAs.
- x. Achieve inclusive community development through sustainable, participatory initiatives and establish a national community development policy framework.
- xi. Mainstream gender, migration, and traditional governance into local development planning.
- xii. Ensure accurate, timely, and complete registration of births, foetal deaths, and deaths.
- xiii. Promote cross-jurisdictional collaboration among MMDAs for the management of shared services.
- xiv. Modernize the births and deaths registration system for full coverage, timely reporting, increased public awareness, and provision of reliable data to support socio-economic planning.
- xv. Integrate climate change awareness and preparedness into local development, enhance emergency response systems, and upgrade infrastructure in vulnerable areas.
- xvi. Incorporate clean cooking solutions into local development frameworks to reduce reliance on biomass fuels and mitigate environmental degradation.
- xvii. Develop standardized guidelines, strengthen inter-agency collaboration, and promote public awareness and spatial data systems for horticultural development.
- xviii. Strengthen sector-wide monitoring and evaluation systems to enable data-driven decision-making and improve accountability across MMDAs.
- xix. Establish a unified stakeholder engagement platform to enhance coordination and partnerships.
- xx. Reduce succession conflicts among traditional and religious leaders.
- xxi. Codify lines of succession to stools and skins to promote stability in traditional leadership.
- xxii. Facilitate the establishment of local religious pilgrimages.
- xxiii. Develop protocols and policies to regulate the religious sector.
- xxiv. Strengthen collaboration between faith groups and religious bodies to foster social cohesion and national development.

- xxv. Develop and maintain a comprehensive database on religious institutions across the country.
- xxvi. Automate the judicial processes of the Houses of Chiefs to improve efficiency.
- xxvii. Review laws and regulations governing the Chieftaincy institution to make them more relevant and responsive.
- xxviii. Address harmful customary and religious practices that hinder development.

SWOT Analysis

As part of the plan development process, a Error! Reference source not found. was conducted to evaluate the Ministry's internal strengths and weaknesses, alongside external opportunities and threats. This strategic assessment enables the team to align development priorities with institutional capacity and external conditions, ensuring the plan remains both responsive to current realities and resilient to future challenges.

STRENGTHS	WEAKNESS
<ul style="list-style-type: none"> • Consolidation of MLGRD, MCRA, and MSWR has enhanced institutional capacity, creating synergies to address boundary-related development challenges and restore sanitation responsibilities to MMDAs. • Strong leadership role in sector-wide reforms through development of forward-looking policies and strategies. • Proven track record of effective collaboration with Development Partners (DPs) and stakeholders in policy and project implementation. • Existence of legal and policy frameworks that support decentralization and local governance reforms. • Availability of experienced technical staff at the central level with knowledge of multi-sectoral programming. 	<ul style="list-style-type: none"> • Difficulty balancing diverse interests of local governments, traditional authorities, and religious institutions. • Inadequate and unpredictable funding/logistical support for effective implementation of policies and projects. • Limited technical and administrative capacity at the local government level, leading to delays in execution. • Weak coordination and monitoring systems across decentralized structures. • Dependence on Development Partner support for key projects, making sustainability a challenge.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Ongoing and future flagship projects designed to promote balanced, inclusive, and sustainable local development. • Continued investment in capacity building, training, and skills development for staff and local leaders strengthens governance and accountability. • Strong political commitment to deepen decentralization and empower local governance structures. • Increasing global and regional partnerships to support urban resilience, climate adaptation, and digital governance systems. • Potential to leverage technology and e-governance platforms to improve service delivery and transparency 	<ul style="list-style-type: none"> • Rapid urbanization and proliferation of informal settlements strain infrastructure, land management, and service delivery. • Climate change impacts (floods, droughts, extreme weather events) threaten infrastructure and service delivery at the local level. • Political interference and changes in government priorities may disrupt long-term reform agenda. • Rising public expectations of service delivery without corresponding financial resources. • Risk of donor fatigue or shifting international priorities affecting Development Partner support.

Figure 3: MLGCRA Strengths, Weaknesses, Opportunities and Threats (SWOT)

List of Development Issues

1. Inadequate intergovernmental fiscal arrangements and financial management capacity at all levels of government
2. Low mobilization and retention of Internally Generated Funds (IGF)
3. Limited community participation in local governance
4. Inefficient, non-merit-based, and non-transparent appointment of Assembly members, undermining local governance
5. Inadequate administrative and human resource capacity within the local government system
6. Infrequent and ineffective sector-wide monitoring and evaluation
7. Fragmented data systems and weak accountability mechanisms across MMDAs
8. Poor coordination and reporting structures between national and sub-national levels of government
9. Limited access to economic infrastructure to support industrialization and local economic growth
10. Weak coordination of Local Economic Development (LED) at all levels
11. High levels of youth unemployment and underemployment
12. Poor public attitudes and practices toward environmental sanitation and hygiene
13. Inadequate coverage and quality of environmental sanitation facilities
14. Weak enforcement of sanitation by-laws due to limited capacity and external interference
15. Recurring public health threats and emergencies, especially in informal settlements and flood-prone areas
16. Adverse impacts of climate change, with limited disaster awareness and preparedness
17. Continued dependence on traditional biomass fuels, with associated health risks and environmental degradation
18. Rapid urbanization outpacing infrastructure development
19. Low public awareness and education on spatial planning issues
20. Weak spatial planning and management databases within MMDAs
21. Low number of spatial plans to guide development within MMDAs
22. Inadequate human and institutional capacity for land use planning and management
23. Low prioritization of spatial planning issues at the MMDA level
24. Delays in approving the Land Use and Spatial Planning (Amendment) Bill
25. Ineffectiveness of MMDAs in carrying out development control functions
26. Absence of a comprehensive human settlement policy
27. Absence of Regional Spatial Development Frameworks (RSDFs) in most regions
28. Persistence of harmful customary practices that hinder development
29. Weak mechanisms for resolving chieftaincy disputes
30. Outdated Chieftaincy Act and limited data on traditional and religious institutions
31. Absence of a national community development policy framework, resulting in poor coordination and reporting
32. Incomplete coverage of births and deaths registration, delays in data reporting, limited public awareness, and infrastructure gaps
33. Outdated legal framework for the Department of Parks and Gardens, lack of standardized floriculture guidelines, weak inter-agency collaboration, low public awareness of horticulture, and absence of spatial planning data

34. Limited integration of gender perspectives in local governance and spatial planning
35. Gender inequality in access to services and opportunities
36. Low representation of women in local governance roles
37. Lack of integration of migration issues into local governance and development frameworks

CHAPTER THREE: KEY DEVELOPMENT PRIORITIES

Introduction

This chapter highlights the key development priorities for the Ministry, and spells out the approach for prioritisation

Prioritisation process

In this chapter, the key issues identified through the situational analysis were systematically evaluated and ranked using a Prioritization Matrix. This tool applied four distinct criteria, each assigned to a specific weight to reflect its relative importance in the decision-making process. The criteria and their corresponding weights are as follows:

1. **Severity and diversity of the problem and intended benefits (35%):** This criterion assesses how critical and widespread the issue is, as well as the potential benefits that could be realized by addressing it.
2. **Significant multiplier effect on economic efficiency (10%):** This considers the extent to which resolving the issue could lead to broader economic gains, such as increased productivity or cost savings.
3. **Significant linkage effect on meeting basic human needs and rights (30%):** This evaluates the issue's impact on improving access to essential services and safeguarding fundamental human rights.
4. **Significant effects in the sustainable spatial development of designated spaces or corridors (25%):** This measures how addressing the issue could support balanced and sustainable development across geographic areas or development corridors.

In a focused group discussion involving the SMTDP preparatory team, each identified issue was rated on a scale of 1 to 5 against each of the four criteria. These ratings were based on the perceived severity and impact of each issue. The resulting scores were aggregated using the weighted criteria to produce a final prioritization score for each issue. Following the analysis, the Ministry resolved to prioritize and take action on all issues that achieved an aggregate score of three (3) or higher, recognizing them as critical to the success of the development plan.



Focus group discussion

Key Development Priorities

1. Poor public attitudes and practices toward environmental sanitation and hygiene

2. Inadequate intergovernmental fiscal arrangements and financial management capacity at all levels of government
3. Low mobilization and retention of Internally Generated Funds (IGF)
4. Limited community participation in local governance
5. Rapid urbanization outpacing infrastructure development
6. Adverse impacts of climate change, with limited disaster awareness and preparedness
7. Infrequent and ineffective sector-wide monitoring and evaluation
8. Incomplete coverage of births and deaths registration, delays in data reporting, limited public awareness, and infrastructure gaps
9. Absence of Regional Spatial Development Frameworks (RSDFs) in most regions
10. Low public awareness and education on spatial planning issues
11. Weak spatial planning and management databases within MMDAs
12. Insufficient spatial plans to guide development within MMDAs
13. Inadequate human and institutional capacity for land use planning and management
14. Low prioritization of spatial planning issues at the MMDA level
15. Delays in approving the Land Use and Spatial Planning (Amendment) Bill
16. Ineffectiveness of MMDAs in carrying out development control functions
17. Absence of a comprehensive human settlement policy
18. Recurring public health threats and emergencies, especially in informal settlements and flood-prone areas
19. Absence of a national community development policy framework, resulting in poor coordination and reporting
20. Inadequate coverage and quality of environmental sanitation facilities
21. Outdated legal framework for the Department of Parks and Gardens, lack of standardized floriculture guidelines, weak inter-agency collaboration, low public awareness of horticulture, and absence of spatial planning data
22. Inadequate administrative and human resource capacity within the local government system
23. Weak enforcement of sanitation by-laws due to limited capacity and external interference
24. Persistence of harmful customary practices that hinder development
25. Lack of integration of migration issues into local governance and development frameworks
26. Outdated Chieftaincy Act and limited data on traditional and religious institutions
27. Limited access to economic infrastructure to support industrialization and local economic growth
28. Limited integration of gender perspectives in local governance and spatial planning
29. Weak coordination of Local Economic Development (LED) at all levels
30. Gender inequality in access to services and opportunities
31. Fragmented data systems and weak accountability mechanisms across MMDAs
32. Poor coordination and reporting structures between national and sub-national levels of government
33. High levels of youth unemployment and underemployment
34. Low representation of women in local governance roles
35. Inefficient, non-merit-based, and non-transparent appointment of Assembly members, undermining local governance
36. Weak mechanisms for resolving chieftaincy disputes

37. Continued dependence on traditional biomass fuels, with associated health risks and environmental degradation

CHAPTER FOUR: DEVELOPMENT GOALS, OBJECTIVES AND STRATEGIES

Introduction

This chapter presents development goals, objectives, and strategies aligned with the MTNDPF (2026-2029), aimed at addressing key sector challenges. These measures are designed to guide the sector’s growth and transformation for the 2026–2029 medium-term.

Development Goals, Objectives and Strategies.

The development goals, objectives, strategies and programmes are presented in the tables below.

Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
<i>Dimension: Economic Development</i>					
Limited access to economic infrastructure to support industrialization and local economic growth	Enhance local economic development and financial sustainability	Facilitate access to information and promote the local economy from 25% to 60% by 2029.	<ul style="list-style-type: none"> • Promote strategic industrial development initiatives • Enhance business enabling environment 	<ul style="list-style-type: none"> • Strengthen capacity of MMDAs to attract investment by enhancing local profiling, • improving access to timely market-relevant information, and • increasing public awareness and participation in Local Economic Development (LED) initiatives. • Enhance the quality, accessibility, and financing of LED infrastructure and services by facilitating the development of light industrial parks and 	Institutional development and management

Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
<i>Dimension: Economic Development</i>					
				special economic zones to support inclusive industrialization	
Weak coordination of Local Economic Development (LED) at all levels		Enhance IGF mobilisation from 31% to 50% by 2029	Enhance business enabling environment	<ul style="list-style-type: none"> Implement the Local Economic Development Policy (2024 - 2029) and Implementation Plan 	
Low mobilization and retention of Internally Generated Funds (IGF)			Strengthen fiscal decentralization	<ul style="list-style-type: none"> Digitize and modernize revenue systems, Strengthen public engagement and accountability Build institutional capacity by training revenue officers, Enforce local revenue policies effectively 	Decentralisation

Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
<i>Dimension: Social Development</i>					
Poor public attitudes and practices toward environmental sanitation and hygiene	Achieve universal access to environmental sanitation	Promote universal uptake of hygienic and sanitation from 20% to 40% by 2029.	Enhance access to improved and sustainable environmental sanitation services	<ul style="list-style-type: none"> Roll out national and local education and communication campaigns on hygiene and environmental sanitation 	Environmental Health and Sanitation

Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
<i>Dimension: Social Development</i>					
Weak enforcement of sanitation by-laws due to limited capacity and external interference				<ul style="list-style-type: none"> Develop technical capacity for environmental sanitation management 	
Inadequate coverage and quality of environmental sanitation facilities		Provide access to Solid and liquid waste management services from capture to treatment and re-use for all by 2029.		<ul style="list-style-type: none"> Identify and prioritise large-scale environmental sanitation infrastructure 	
Absence of a national community development policy framework, resulting in poor coordination and reporting	Advance inclusive and sustainable community development	Establish a national policy framework and enhance systems for coordination of community development actions by 2029	Promote sustainable urban development	<ul style="list-style-type: none"> Promote climate action through green technologies, Strengthen civic education and behaviour change initiatives, expand livelihood and youth empowerment programs, enhance community engagement improve data systems and inter-agency collaboration and establish department of community development and department of social welfare at the MMDA 	Community Development

Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
<i>Dimension: Social Development</i>					
				level with clearly defined functions.	
Incomplete coverage of births and deaths registration, delays in data reporting, limited public awareness, and infrastructure gaps	Provide accurate, reliable and timely information of all births, foetal deaths and deaths.	Increase birth registration to 95%, improve death and foetal death registration to 60%, and enhance data quality by 2029.	Reduce preventable disability, morbidity, and mortality	<ul style="list-style-type: none"> Expand mass registration campaigns, Deploy real-time electronic reporting tools, Strengthen staff capacity, Intensify public education and operationalizing all provisions of Act 1027 of 2020. 	Births and Deaths Registration Services
<ul style="list-style-type: none"> Limited integration of gender perspectives in local governance and spatial planning Low representation of women in local governance roles Gender inequality in access to services and opportunities 	Promote gender equality and empower women and girls through inclusive local governance and gender-responsive development planning.	Strengthen capacity of all MMDAs to mainstream gender into local development plans by 2029	Attain gender equality and equity in political and social development	<ul style="list-style-type: none"> Develop gender-responsive planning tools, Train MMDA staff, collect and use sex-disaggregated data, engage women and marginalized groups in decision-making, Align local actions with national gender policies and global commitments. Enhance institutional frameworks, improve data systems, and promote inclusive participation and service delivery. 	Institutional development and management

Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
<i>Dimension: Social Development</i>					
				<ul style="list-style-type: none"> Promote social protection for at-risk and vulnerable groups and individuals. 	
Lack of integration of migration issues into local governance and development frameworks	Integrate migration considerations into local development planning to enhance inclusive governance, service delivery, and socio-economic development.	Enhance the capacity of all MMDAs to integrate migration into local development planning by 2029	Effectively harness the benefits of migration for socio-economic development	<ul style="list-style-type: none"> Develop local migration profiles, Train MMDAs staff to strengthening data systems, improving coordination, and raising stakeholder awareness. Establish coordination mechanisms to enhance migration governance at the local level, Engage the Ghanaian Diaspora in Local-Level Development Initiatives, Implement Public Education Campaigns on Irregular Migration, Human Trafficking, Migrant Smuggling and Work Abroad Initiative at the Local Level Promote migration-sensitive planning and inclusive governance. 	Institutional development and management

Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
<i>Dimension: Social Development</i>					
Persistence of harmful customary practices that hinder development	Promote inclusive and rights-based traditional governance and traditional practices.	Reduce customs harmful to the rights of individuals by 40% within communities by 2029.	Promote cultural heritage for national development	<ul style="list-style-type: none"> • Increase education and advocacy on GBV and other harmful cultural practices in partnership with religious, traditional and community organisations. • Enforce existing laws and implement targeted interventions to end child marriage. 	Chieftaincy and Religious Affairs

Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
<i>Dimension: Environment and Human Settlement Development</i>					
<ul style="list-style-type: none"> • Absence of Regional Spatial Development Frameworks (RSDFs) in most regions • Low public awareness and education on spatial planning issues • Weak spatial planning and management databases within MMDAs • Insufficient spatial plans to guide development within MMDAs • Inadequate human and institutional capacity for land use planning and management • Low prioritization of spatial planning issues at the MMDA level • Delays in approving the Land Use and Spatial Planning (Amendment) Bill 	To safeguard the natural environment and ensure a resilient built environment	<ul style="list-style-type: none"> • Increase the number MMDAs with SDF from 35 to 71 by 2029, Structure Plan from 47 to 95 by 2029, and RSDFs from 3 to 10 by 2029 • Strengthen institutional and human resource capacity in spatial Planning and Land use management by 2029 	Promote sustainable spatially integrated development of human settlements	<ul style="list-style-type: none"> • Promote the preparation and implementation of Spatial Development Frameworks, Structure Plans and Local Plans for MMDAs and RCCs • Enhance capacity for spatial planning in MMDAs • Ensure the provision of resources for spatial planning activities • Intensify public education and sensitisation of spatial planning related issues • Enhance routine M&E activities for spatial planning activities at the MMDA and RCC levels • Ensure the establishment of National Spatial data Infrastructure • Ensure the of passage of the Land Use and Spatial Planning (Amendment) Bill 	Spatial Planning and Human Settlement

Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
<i>Dimension: Environment and Human Settlement Development</i>					
<ul style="list-style-type: none"> Absence of a comprehensive human settlement policy Ineffectiveness of MMDAs in carrying out development control functions 				<ul style="list-style-type: none"> Develop a Human Settlement Policy 	

Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
<i>Dimension: Environment and Human Settlement Development</i>					
Rapid urbanization outpacing infrastructure development	Promote Ghanaian urban centres as habitats for a prosperous, healthy, safe population	Operationalize the National Urban Policy and related strategies by 2027	Promote sustainable urban development	<ul style="list-style-type: none"> Finalize and Implement the National Urban Policy, Design and Implement Urban development intervention, programmes and projects, Implement the Sustainable Cities Strategy 	Urban and Rural Development
Adverse impacts of climate change, with limited disaster awareness and preparedness	Achieve universal access to environmental sanitation	Improve circularity in waste management by 2029.	Enhance access to improved and sustainable environmental sanitation services	<ul style="list-style-type: none"> Promote climate-responsive infrastructure and services that contribute to the circular economy 	Environmental Health and Sanitation
Continued dependence on traditional biomass fuels, with associated health risks and environmental degradation	Promote clean cooking technologies	Strengthen the capacity of MMDAs to integrate clean cooking into local development plans by 2029.		<ul style="list-style-type: none"> Develop local clean cooking action plans, Train MMDA staff and community actors, engage households and stakeholders in awareness campaigns, Collaborate with energy and health agencies to scale up access to clean cooking solutions. Enhance awareness, improve access to clean 	Institutional development and management

Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
<i>Dimension: Environment and Human Settlement Development</i>					
				technologies, and align with national energy and health priorities.	
Outdated legal framework for the Department of Parks and Gardens, lack of standardized floriculture guidelines, weak inter-agency collaboration, low public awareness of horticulture, and absence of spatial planning data	Promote sustainable horticulture and environmental beautification.	<ul style="list-style-type: none"> Strengthen institutional and legal framework by 2027. Establish standardized floricultural guidelines by 2027. Establish green space database by 2029. Improve green infrastructure in the country by 2029 	Promote sustainable urban development	<ul style="list-style-type: none"> Promote the development of urban parks and other green infrastructure initiatives Implement the green infrastructure recommendation in the action plan of the National Urban Policy. Implement landscape initiatives the Tree for Life initiatives. Strengthen the collaboration amongst stakeholders on loss of green space. Implement green infrastructure recommendation in the National Spatial Development Framework Ensure data collation of green spaces 	Parks, Gardens and Recreation

Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
<i>Dimension: Environment and Human Settlement Development</i>					
				<ul style="list-style-type: none"> Review the Act governing the department. 	
Recurring public health threats and emergencies, especially in informal settlements and flood-prone areas	Strengthen Emergency Preparedness and Response	Review the National WASH Emergency Preparedness and Response Plan (EPRP) by 2027	<ul style="list-style-type: none"> Improve national resilience to hydrological threats Improve infrastructural resilience to geological threats 	<ul style="list-style-type: none"> Review and update the National WASH Emergency Preparedness and Response Plan (EPRP) 	Institutional development and management
Adverse impacts of climate change, with limited disaster awareness and preparedness		Promote the effective management of risk-prone areas by 2029		<ul style="list-style-type: none"> Develop and implement Disaster Response and Reduction Plans at the District level Develop and deploy a unified early warning system and incidence command system to enhance disaster preparedness and management 	

Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
<i>Dimension: Governance and Institutional Development</i>					
Limited community participation in local governance	Deepen political and administrative decentralization	Strengthen the legal framework to promote effective local democracy and participatory governance by 2028	Deepen political and administrative decentralization	<ul style="list-style-type: none"> Promote People’s Assembly concept to encourage citizens to participate in governance Ensure election of MMDCEs. 	Decentralisation
Inefficient, non-merit-based, and non-transparent appointment of Assembly members, undermining local governance				<ul style="list-style-type: none"> Develop and issue guidelines on selection of 30% government appointees of the assemblies. 	
Poor coordination and reporting structures between national and sub-national levels of government		Improve the administrative and human resource capacity of members of local government from 20% to 60% by 2029		<ul style="list-style-type: none"> Improve efficiency in service delivery Revamp and adequately resource sub district structures (Town, Area, and Unit Committees) to perform statutory functions effectively. 	
Inadequate administrative and human resource				<ul style="list-style-type: none"> Enhance the capacity and effectiveness of assembly members at the local level 	

Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
<i>Dimension: Governance and Institutional Development</i>					
capacity within the local government system				<ul style="list-style-type: none"> Strengthen the sub-structures of DAs to make them functional. 	
Inadequate intergovernmental fiscal arrangements and financial management capacity at all levels of government		Improve funding and financial management of MMDAs for efficient public service delivery by 2028		<ul style="list-style-type: none"> Ensure passage of the Local Governance Finances Bill. Develop and implement a fiscal equalization system in the allocation of DACF. Ensure the development and implementation of an updated Inter-Governmental Fiscal framework Finalise and implement the National Decentralisation Policy 	
Weak mechanisms for resolving chieftaincy disputes	Reduce the duration and frequency of chieftaincy-related conflicts	Strengthen conflict resolution systems within the chieftaincy institution by 2029	Promote cultural heritage for national development	<ul style="list-style-type: none"> Establish and train regional and local judicial committees. Digitize case tracking and resolution processes 	Chieftaincy and Religious Affairs
Outdated Chieftaincy Act and limited data on	Strengthen inclusive and accountable traditional governance systems	Update the legal frameworks governing	Promote cultural heritage for national development.	<ul style="list-style-type: none"> Review and amend the Chieftaincy Act Review and amend other legislation (LI 798, CI 27) 	

Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
<i>Dimension: Governance and Institutional Development</i>					
traditional and religious institutions	through legal reforms	chieftaincy by 2029			
	Establish lines of succession for stools, skins and reduction in leadership disputes among faith-based organisations		Enhance the effectiveness and efficiency of the judiciary and legal system	<ul style="list-style-type: none"> • Improve conflict resolution mechanisms and access to justice • Develop lines of succession to stools and skins • Develop leadership succession for FBOs • Promote the creation of leadership succession plans for FBOs • Promote the creation of lines of succession for traditional authorities 	
	Create inclusive and tolerance religious environment for social cohesion and peaceful co-existence	Develop protocols and policies governing the practice of religion by 2029	Respect, protect human rights and provide access to effective remedies of victims of human rights abuses	<ul style="list-style-type: none"> • Develop a national policy on religion • Establish a religious agency/coordinating body on religion • Develop comprehensive database of traditional and religious institutions • Strengthen coordination, collaboration and consultations among key stakeholders in policy formulation. 	

Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
<i>Dimension: Governance and Institutional Development</i>					
Poor coordination and reporting structures between national and sub-national levels of government	Promote cross-jurisdictional approach to management of basic services	Strengthen inter-MMDA coordination mechanisms for shared infrastructure and service delivery by 2029.		<ul style="list-style-type: none"> Pilot an Interjurisdictional Coordination Management Committee, initiate the transition to the Joint Development Planning Area (JDPA), and Identify sustainable funding mechanisms to support cross-boundary infrastructure and service delivery initiatives. 	Institutional development and management
Infrequent and ineffective sector-wide monitoring and evaluation	Strengthen sector-wide monitoring and evaluation systems.	Improve quarterly monitoring and evaluation by 60% by 2029	Strengthen the effectiveness, accountability, and efficiency of public institutions	<ul style="list-style-type: none"> Secure dedicated funding for annual monitoring conduct periodic evaluation of interventions, develop a sector M&E framework Build capacity at local levels and fully deploy the DDDP Strengthen the monitoring and coordination functions of RCCs 	
Poor coordination and reporting structures between national and sub-national levels of government	Strengthen sector-wide coordination and inclusive stakeholder engagement	Establish a permanent multi-stakeholder platform for strategic dialogue		<ul style="list-style-type: none"> Create and secure funding for a Sector Coordination Forum institutionalize quarterly sector-wide meetings 	

Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
<i>Dimension: Governance and Institutional Development</i>					
		and coordination by 2028.		<ul style="list-style-type: none"> integrate Sector Technical Working Groups and Development Partners Group into the broader sector coordination framework. 	
Fragmented data systems and weak accountability mechanisms across MMDAs	Strengthen institutional systems for effective services delivery	Improve data systems of the Ministry and its Departments and Agencies by 2029	Deepen transparency and public accountability	<ul style="list-style-type: none"> Construct and equip office complex of Ministry, its department and Agencies. roll out targeted training programs for staff. Review and update the MDAs legal framework. Conduct institutional gap and needs assessment 	

Table 3: Development Goals, Objectives and Strategies.

Spatial Analysis of Development Interventions

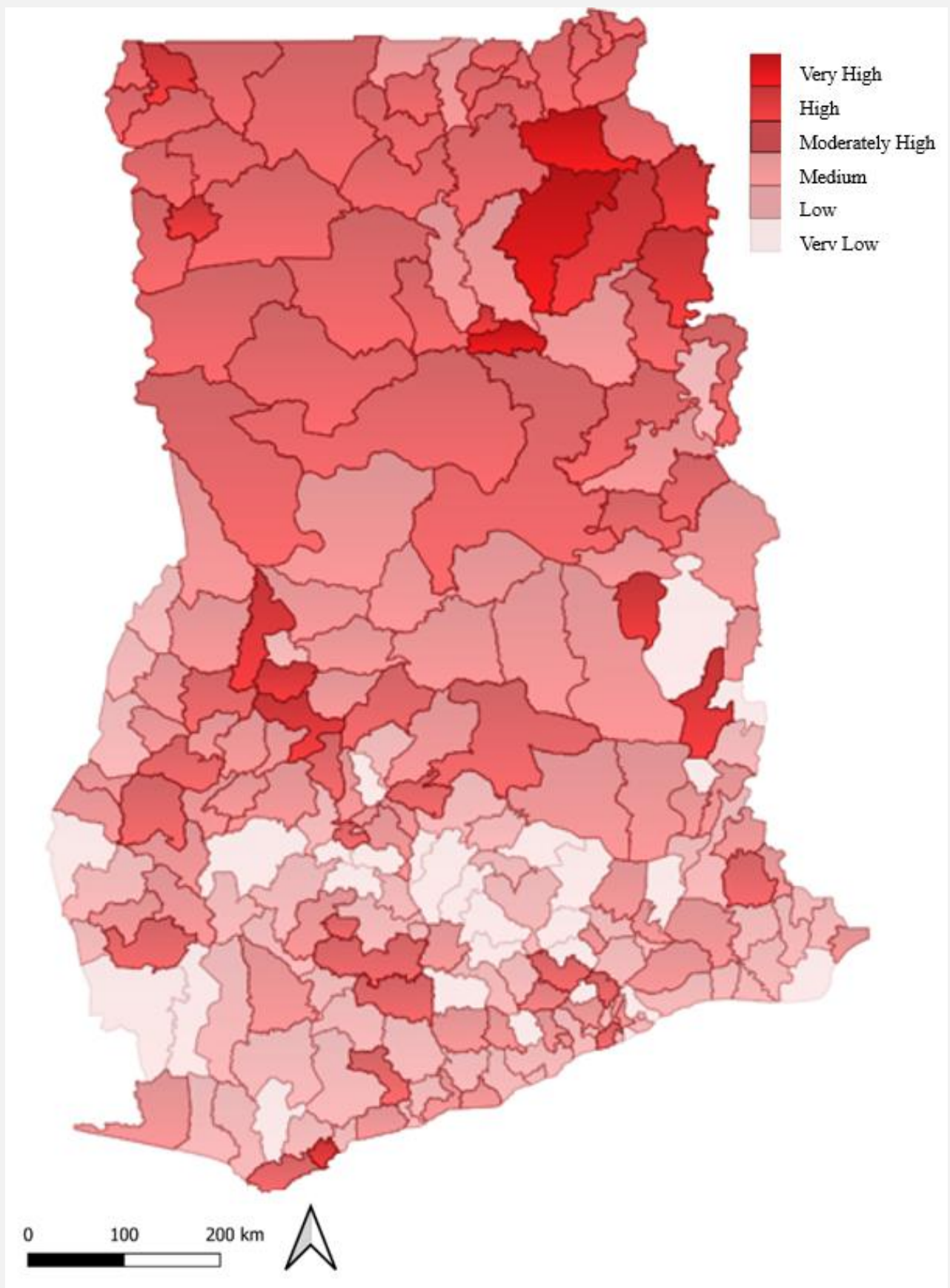


Figure 4: Spatial Analysis of Development Interventions Implemented by MLGCRA

Figure 5 presents a spatial analysis of development interventions currently being implemented by the Ministry, mapped across the MMDAs. The distribution is based on data extracted from the project tracker, highlighting selected projects and programmes

The map shows that the Northern part of Ghana has the highest number of interventions, especially in areas like Upper East and Upper West, where the government is working to reduce poverty and improve infrastructure. The middle regions, such as Bono East and Ashanti, have a moderate number of projects focused on boosting local economies and improving rural services. Southern urban areas like Greater Accra and Western Region have fewer projects, but they benefit from improvements in transport, sanitation, and governance. Some areas with very few projects may be harder to reach or have fewer needs.

Looking ahead, more projects are expected in the north to continue addressing development challenges. Urban areas will likely see more investment in transport and housing. Digital tools will help districts plan better, and those with strong local revenue may attract more funding. However, this could lead to uneven development if not managed carefully.

To improve outcomes, the Ministry should support districts with fewer projects, ensure fair distribution of resources, help local governments raise more funds, and use technology to track progress. Encouraging districts to work together on shared projects can also help make development more efficient and impactful.

CHAPTER FIVE: COMPOSITE DEVELOPMENT PROGRAMMES

Introduction

This chapter presents the composite development programmes formulated to operationalize the goals, objectives, and strategies outlined in Chapter Four. These programmes serve as the implementation framework, consolidating related strategic actions under broader thematic areas to ensure coherence, efficiency, and strategic partnerships. Each programme is designed to contribute meaningfully to the achievement of sector objectives while maintaining alignment with national development priorities and policy frameworks.

Assumptions and methodologies for costing

The costing for the 2026–2029 Programme of Action was guided by standard government budgeting practices, sectoral benchmarks, and projected inflationary trends. Estimates assumed a four-year phased implementation, with an average annual inflation rate of 10–15%, alongside an exchange rate of US\$1 = GHS12 and €1 = GHS13 to account for goods and services. Financing is expected to come mainly from the Government of Ghana, complemented by IGF, and Development Partner contributions, with efficiency gains anticipated through procurement and use of existing institutional structures. Costing followed an activity-based approach, using 2024–2025 expenditure data and unit cost estimates, adjusted for scale of implementation and beneficiary coverage. Distinctions were made between capital investments and recurrent costs, with higher allocations in the early years for capital-intensive projects such as urban development and sanitation, and more balanced allocations for ongoing services like community development and registration services. A contingency provision of 5–10% was included to cater for unforeseen cost escalations.

Programme of Action (PoA)

The Programme of Action table outlines priority interventions for 2026–2029, covering the nine key Development Programmes. It specifies timelines, costs, funding sources, and responsible institutions, with an overall estimated cost of **GHS 26.7 billion**, largely financed by the Government of Ghana, complemented by IGF. Implementation will be led by key agencies in collaboration with RCCs, MMDAs, and sector departments, reflecting a coordinated effort to strengthen governance, improve service delivery, and promote sustainable local development.

Table 4: Programme of Action (PoA)

Development Programme	Time Frame				Cost				Programme Status		Implementation Institution/Department	
	2026	2027	2028	2029	GoG	DA CF	IGF	DP	New	Ongoing	Lead	Collaboration
Institutional development and management					183,300,000.00			36,440,000			MLGCRA	Sector Agencies and Departments,
Decentralisation					100,600,000.00			122,000,000.00			MLGCRA	Sector Agencies and Departments, RCCs, MMDAs
Community Development					84,100,000.00						Department of Community Development	MLGCRA, MMDAs
Parks, Gardens and Recreation					10,880,000.00						Department of Parks and Gardens	MMDAs
Urban and Rural Development											MLGCRA	Sector Agencies and

Development Programme	Time Frame				Cost				Programme Status		Implementation Institution/Department	
	2026	2027	2028	2029	GoG	DA CF	IGF	DP	New	Ongoing	Lead	Collaboration
					11,745,000,000.00			858,300,000.00				Departments, MMDAs, RCCs
Environmental Health and Sanitation					4,227,028,000.00			8,249,119,020.00			MLGCRA	MMDAs, RCCs, Sector Agencies and Departments
Births and Deaths Registration Services							26,990,000.00	3,025,000.00			Births and Deaths Registry	MMDAs, RCCs
Spatial Planning and Human Settlement					81,190,000			141,000,000			LUSPA	MLGCRA /MMDAs
Chieftaincy and Religious Affairs					800,533,600.00			712,704.00			MLGCRA	MMDAs, Sector Agencies and Departments
TOTAL					17,232,631,600		26,990,000	9,410,596,724				

Table 5: Programme of Action (PoA)

Programme Financing

The programme financing table presents the estimated cost of implementing the development programmes and activities during the 2026-2029 period of the plan. It outlines the funding requirements, potential sources, and financing gaps to support the effective delivery of planned interventions. The table aggregates projected costs across thematic areas, indicating contributions from the Government of Ghana (GoG), Internally Generated Funds (IGF), Development Partners (DPs), the Private Sector, and other stakeholders.

This financing framework serves as a guide for resource mobilization and allocation, ensuring transparency and accountability in the use of funds.

Development Programmes	Programme Cost (A)	Expected Revenue and Sources of Funding							Total (B)	Gap(B-A)
		GoG	IGF	DACF -RFG	DACF	ABFA	DPs	Others (specify)		
Institutional Development and Management	219,740,000.00	183,300,000.00					36,440,000		439,480,000.00	
Decentralisation	223,100,000.00	101,100,000.00					122,000,000.00		446,200,000.00	
Community Development	84,100,000.00	84,100,000.00							168,200,000.00	
Parks, Gardens and Recreation	10,880,000.00	10,880,000.00							21,760,000.00	

Urban and Rural Development	12,603,300,000.00	11,745,000,000.00					858,300,000.00		25,206,600,000.00	
Environmental Health and Sanitation	12,476,147,020.00	4,227,028,000.00					8,249,119,020.00		24,952,294,040.00	
Births and Deaths Registration Services	30,015,000.00	3,025,000.00	26,990,000.00						60,030,000.00	
Spatial Planning and Human Settlement	222,190,000.00	81,190,000.00					141,000,000.00		444,380,000.00	
Chieftaincy and Religious Affairs	801,246,304.00	800,533,600.00					712,704.00		1,602,492,608.00	

Table 6: Programme financing

Revenue Generation Measures

Potential Funding Sources

The Ministry's programmes and activities are expected to be financed through a mix of funding sources broadly categorized into three: government budgetary allocations, support from development partners and NGOs, and internally generated funds (IGF). Specifically, funding will be mobilized from the following:

1. Government of Ghana (GoG) budget allocations through the Medium-Term Expenditure Framework (MTEF), guided by Programme-Based Budgeting (PBB)
2. Bilateral and multilateral arrangements between GoG and Development Partners targeted at sector-specific interventions
3. Donor-Specific Initiatives support
4. Contributions from Non-Governmental Organizations, primarily in the form of technical or in-kind support
5. Internally Generated Funds (IGF)

Revenue Mobilization Strategy

To enhance resource availability and sustainability, the Ministry will adopt the following strategies:

1. Strengthen engagement with Development Partners to secure grants, technical assistance, and bilateral loan agreements.
2. Build the capacity of staff on proposal writing to source funding from other sources.
3. Modernize IGF collection through digitization and automated revenue tracking tools
4. Enhance coordination with MoF and Parliament to advocate for increased budgetary support
5. Establish structured partnerships with traditional authorities and community stakeholders for local resource mobilization
6. Improve budgeting and financial controls through programme-based budgeting and performance tracking.

Strategic Environmental Assessment of Formulated Programmes

The Strategic Environmental Assessment (SEA) provides a systematic process to evaluate the cumulative and long-term implications of the Ministry's interventions in areas such as local governance, urban management, sanitation, decentralisation, chieftaincy, and religious affairs. By doing so, the SEA ensures that MLGCRA's policies and programmes advance sustainable development, strengthen community resilience, and align to the Sustainable Development Goals (SDGs), Nationally Determined Contributions (NDCs), and the Paris Agreement

Objectives of the Strategic Environmental Assessment (SEA)

1. *Promote policy coherence and cross-sectoral integration across decentralisation, sanitation, urban management, chieftaincy, and religious affairs.*
2. *Identify cumulative and synergistic environmental and social impacts across the Ministry's programmes.*
3. *Enhance environmental governance, social cohesion, and long-term resilience of local communities.*
4. *Ensure alignment with national environmental strategies, climate change frameworks, and inclusive governance priorities*

Table 7: Objectives of the Strategic Environmental Assessment (SEA)

MLGCRA Focal Areas	Relevant SEA Programme(s)	SEA Focus Area	Integration Strategies
Institutional Development & Management	Capacity & Retention Programme; Climate Finance Access & Institutional Support	Institutional and human capital; Financial sustainability	SEA training; knowledge management systems; project preparation for green financing
Decentralisation	Environmental Law Enforcement & Compliance; Climate Resilience & Low-Carbon Development	Regulatory effectiveness; Greenhouse Gases reduction/adaptation	Local level compliance monitoring systems; carbon foot printing in district planning
Community Development	<ul style="list-style-type: none"> • Capacity & Retention Programme • Strengthening livelihoods & poverty reduction 	<ul style="list-style-type: none"> • Institutional and human capital • Adaptation, risk mitigation 	<ul style="list-style-type: none"> • SEA training for CBOs; participatory monitoring & evaluation; knowledge management systems at the community level • Build resilient rural economies; promote renewable energy for small-scale enterprises; integrate carbon foot printing into

MLGCRA Focal Areas	Relevant SEA Programme(s)	SEA Focus Area	Integration Strategies
			livelihood projects
Parks, Gardens & Recreation	Biodiversity Conservation & Protected Areas; Urban Environmental Quality & Pollution Control	Ecosystem services; air/water/soil quality	Ecological zoning; baseline biodiversity assessments; urban sustainability indicators
Urban & Rural Development	Urban Environmental Quality & Pollution Control; Renewable & Nuclear Energy Development	Green infrastructure; energy transition risks	Integration of green infrastructure; cumulative impact analysis for rural electrification
Environmental Health & Sanitation	Waste Management & Circular Economy; E-waste Eco-Levy & Compliance; Emissions Reduction Programme	Resource efficiency; toxic waste management; Greenhouse Gases monitoring	Life-cycle analysis; extended producer responsibility; marginal abatement cost curves
Births & Deaths Registration Services	Science, Research & Innovation Commercialization	Technology impact forecasting	Adoption of digital registries and foresight tools to reduce environmental footprint
Spatial Planning & Human Settlement	Coastal & Marine Governance; Extractive Sector Management	Marine spatial planning; land degradation	Blue economy planning; post-mining land-use planning; Agroecological zoning Geographic Information System (GIS)-based settlement mapping

MLGCRA Focal Areas	Relevant SEA Programme(s)	SEA Focus Area	Integration Strategies
Chieftaincy & Religious Affairs	Governance & Ethical Standards (crosscutting)	Social cohesion, mediation	Environmental peace building; mediation of land/resource conflicts; interfaith dialogue for climate action

Monitoring and Evaluation

Key Indicators:

1. Biodiversity intactness index within MMDAs jurisdictions.
2. Greenhouse Gases emissions reduction from MMDA led interventions.
3. Air and water quality indices in urban/metropolitan areas.
4. Waste recovery and recycling rates at the district level.
5. Environmental Impact Assessment (EIA) compliance scores across MMDA projects.
6. Effectiveness of integrating chieftaincy and religious structures in environmental stewardship

Monitoring Tools:

1. Remote sensing and Geographic Information System (GIS) platforms for land use and urban planning.
2. Periodic policy and programme review by the Ministry.
3. Community scorecards integrating citizen, traditional, and religious feedback

CHAPTER SIX: ANNUAL ACTION PLANS

Introduction

Chapter six presents the Annual Action Plan for the Sector. The Plan is an expansion of the Programme of Action based on adopted strategies and objectives. The annual work plans indicate details of activities and operations to be carried out by the various Directorates, Department and Secretariats within the Ministries for the medium-term.

The Annual Action Plan of the Sector has been presented for 2026, 2027, 2028 and 2029 tables are presented below (Brief narrative on the implementation of the Annual Action Plans)

2026 ANNUAL ACTION PLAN

Table 8: 2026 Annual Action Plans

OBJECTIVES:	<p>Facilitate access to information and promote the local economy from 25% to 60% by 2029. Enhance IGF mobilisation from 31% to 50% by 2029 Improve data systems of the Ministry and its Departments and Agencies by 2029 Improve quarterly monitoring and evaluation by 60% by 2029 Establish a permanent multi-stakeholder platform for strategic dialogue and coordination by 2028.</p>												
PROGRAMME:	Institutional development and management												
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
Conduct treasury and accounting activities and prepare periodic financial reports	Head Office					50,000.00						Finance Directorate	Directorates/Departments/Agencies/Project Coordinators
Carry out internal management of the Ministry	Head Office					1,000,000.00						Finance Directorate	Directorates/Departments/Agencies/Project Coordinators
Maintain Local and International affiliations annually	Head Office					500,000.00						Finance Directorate	Directorates/Departments/Agencies/Project Coordinators
Procurement of goods, works, services or consultancy	Head Office					15,000,000.00						Procurement Directorate	Directorates/Departments/Agencies/Project Coordinators

Projects	Location	Time Frame				Cost (GHS)			Project Status		Implementing Institution/Department		
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
Contract management	Head Office					4,000,0000.00						Procurement Directorate	Directorates/Departments/Agencies/ Project Coordinators
Carry out internal audit and control operations	Head Office					200,000.00						IAU	
Coordinate and monitor the implementation of LED Policy	Head Office					1,000,000.00			1,000,000.00			MLGCRA	MMDAs, RCCs, DPs, MDA
Prepare Sector Annual Budget and periodic performance Report	Head Office					50,000.00						Budget Unit	Directorates/Departments/Agencies/ Project Coordinators
Technical Hearing and Parliamentary Hearing presentations	Head Office					50,000.00						Budget Unit	Directorates/Departments/Agencies/ Project Coordinators, MoF, Parliament
Prepare and review sector policies, programme and projects	Head Office					2,000,000.00			3,000,000.00			PPC Unit	Directorates/Departments/Agencies/ Project Coordinators

Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
Organise Sector Working Group/Development Partners Coordination	Head Office					100,000.00			10,000.00			PPC Unit	Directorates/Departments/Agencies/ Project Coordinators, DPs,
Manage and monitor implementation of sector policies, programmes and projects	Nationwide					2,000,000.00			3,000,000.00			M&E Unit	Directorates/Departments/Agencies/ Project Coordinators
Conduct evaluation and impact assessment of projects and programmes	Project site					100,000.00			100,000.00			M&E Unit	Directorates/Departments/Agencies/ Project Coordinators
Conduct manpower skills development	Head Office					500,000.00			2,000,000.00			HRD	Gen Admin. / PPBMED/RSIM/DD/LGD /FA
Conduct capacity needs assessment	Head Office					200,000.00						HRD	Gen Admin. / PPBMED/RSIM/DD/LGD /FA
Scheme of Service	Head Office					200,000.00						HRD	Gen Admin. / PPBMED/RSIM/DD/LGD /FA

Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
Develop and manage database	Head Office					200,000.00						RSIM	Gen Admin. / PPBMED/RSIM/DD/LGD /FA
Conduct research and development	Head Office					300,000.00						RSIM	Gen Admin. / PPBMED/RSIM/DD/LGD /FA
Total						63,450,000.00			9,110,000.00				
Grand Total						72,560,000.00							

OBJECTIVES:	<p>Enhance IGF mobilisation from 31% to 50% by 2029</p> <p>Strengthen capacity of all MMDAs to mainstream gender into local development plans by 2029</p> <p>Enhance the capacity of all MMDAs to integrate migration into local development planning by 2029</p> <p>Strengthen the legal framework to promote effective local democracy and participatory governance by 2028</p> <p>Improve the administrative and human resource capacity of members of local government from 20% to 60% by 2029</p> <p>Improve funding and financial management of MMDAs for efficient public service delivery by 2028</p> <p>Strengthen inter-MMDA coordination mechanisms for shared infrastructure and service delivery by 2029</p>												
PROGRAMME :	Decentralisation												
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
Strengthen sub-structures of MMDAs	Nation wide					2,000,000.00			500,000			LGD	OHLGS, RCCs, MMDAs
Enhance local democratic legitimacy by transitioning to elected MMDCEs under a non-partisan system	Nation wide					10,000,000.00						LGD	CSOs, Traditional Authorities, FBOs
Promote territorial coherence and functional integration of local governments by	Nation wide					2,000,000.00						LGD	SMD-LC, LUSPA, EC, GSS

OBJECTIVES:	<p>Enhance IGF mobilisation from 31% to 50% by 2029</p> <p>Strengthen capacity of all MMDAs to mainstream gender into local development plans by 2029</p> <p>Enhance the capacity of all MMDAs to integrate migration into local development planning by 2029</p> <p>Strengthen the legal framework to promote effective local democracy and participatory governance by 2028</p> <p>Improve the administrative and human resource capacity of members of local government from 20% to 60% by 2029</p> <p>Improve funding and financial management of MMDAs for efficient public service delivery by 2028</p> <p>Strengthen inter-MMDA coordination mechanisms for shared infrastructure and service delivery by 2029</p>												
PROGRAMME :	Decentralisation												
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
rationalizing district creation and institutionalizing and enforcing boundary management mechanisms.													
Harmonise and strengthen performance assessment regime for MMDAs	Nation wide					200,000.00						LGD	MMDAs, IMCC, OHLGS
Improve merit-based and transparent appointments to	Nation wide					1,000,000.00						LGD	AG, MMDAs

OBJECTIVES:	<p>Enhance IGF mobilisation from 31% to 50% by 2029</p> <p>Strengthen capacity of all MMDAs to mainstream gender into local development plans by 2029</p> <p>Enhance the capacity of all MMDAs to integrate migration into local development planning by 2029</p> <p>Strengthen the legal framework to promote effective local democracy and participatory governance by 2028</p> <p>Improve the administrative and human resource capacity of members of local government from 20% to 60% by 2029</p> <p>Improve funding and financial management of MMDAs for efficient public service delivery by 2028</p> <p>Strengthen inter-MMDA coordination mechanisms for shared infrastructure and service delivery by 2029</p>												
PROGRAMME :	Decentralisation												
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
Assemblies to strengthen local governance													
Enhance gender equity and inclusion in local governance through increased representation of women in District Assembly positions	Nation wide					2,000,000.00						LGD	AG, MoGCSP, EC, NALAG
Accelerate establishment and integration of	Nation wide					500,000.00						MLGCRA, OHLGS	MMDAs, RCCs

OBJECTIVES:	<p>Enhance IGF mobilisation from 31% to 50% by 2029</p> <p>Strengthen capacity of all MMDAs to mainstream gender into local development plans by 2029</p> <p>Enhance the capacity of all MMDAs to integrate migration into local development planning by 2029</p> <p>Strengthen the legal framework to promote effective local democracy and participatory governance by 2028</p> <p>Improve the administrative and human resource capacity of members of local government from 20% to 60% by 2029</p> <p>Improve funding and financial management of MMDAs for efficient public service delivery by 2028</p> <p>Strengthen inter-MMDA coordination mechanisms for shared infrastructure and service delivery by 2029</p>												
PROGRAMME :	Decentralisation												
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
departments and units of MMDAs													
Develop and implement a changed management strategy for MDAs with decentralized functions	Nation wide					100,000.00						MLGCRA	OHLGS, RCCs, ILGS, CSOs
Develop appropriate user materials for MMDCEs, Assembly members and sub-committees	Nation wide					100,000.00						LGD	ILGS, IMCC, MMDAs

OBJECTIVES:	<p>Enhance IGF mobilisation from 31% to 50% by 2029</p> <p>Strengthen capacity of all MMDAs to mainstream gender into local development plans by 2029</p> <p>Enhance the capacity of all MMDAs to integrate migration into local development planning by 2029</p> <p>Strengthen the legal framework to promote effective local democracy and participatory governance by 2028</p> <p>Improve the administrative and human resource capacity of members of local government from 20% to 60% by 2029</p> <p>Improve funding and financial management of MMDAs for efficient public service delivery by 2028</p> <p>Strengthen inter-MMDA coordination mechanisms for shared infrastructure and service delivery by 2029</p>												
PROGRAMME :	Decentralisation												
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
for the execution of their mandates													
Redevelop and upgrade ILGS Accra and Tamale Campuses	Nation wide					5,000,000.00						ILGS	MLGCRA
Collaborate with OHLGS to implement scheme of service training programme by ILGS	Nation wide					1,000,000.00			9,000,000.00			ILGS	OHLGS, MLGCRA
Devolve functions of Land valuation Division of Land	Nation wide					1,000,000.00						MLGCRA, AG, LVD	MMDAs, LUSPA

OBJECTIVES:	<p>Enhance IGF mobilisation from 31% to 50% by 2029</p> <p>Strengthen capacity of all MMDAs to mainstream gender into local development plans by 2029</p> <p>Enhance the capacity of all MMDAs to integrate migration into local development planning by 2029</p> <p>Strengthen the legal framework to promote effective local democracy and participatory governance by 2028</p> <p>Improve the administrative and human resource capacity of members of local government from 20% to 60% by 2029</p> <p>Improve funding and financial management of MMDAs for efficient public service delivery by 2028</p> <p>Strengthen inter-MMDA coordination mechanisms for shared infrastructure and service delivery by 2029</p>												
PROGRAMME :	Decentralisation												
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
Commission to improve revenue mobilisation in all MMDAs.													
Implement Roadmap to decentralise Education and Health Sector	Nation wide								5,000,000.00			MoE, MoH, IMCC	MLGCRA, OHLGS, OHCS,
Develop and implement Roadmap for newly decentralised functions.	Nation wide					500,000.00			500,000.00			MELR, MSWR, MRH, MLGCRA	IMCC, OHLGS, OHCS
Sustain the implementation	Nation wide								10,000,000.00			LGD, DACF, IMCC	MOF, NDPSC

OBJECTIVES:	<p>Enhance IGF mobilisation from 31% to 50% by 2029</p> <p>Strengthen capacity of all MMDAs to mainstream gender into local development plans by 2029</p> <p>Enhance the capacity of all MMDAs to integrate migration into local development planning by 2029</p> <p>Strengthen the legal framework to promote effective local democracy and participatory governance by 2028</p> <p>Improve the administrative and human resource capacity of members of local government from 20% to 60% by 2029</p> <p>Improve funding and financial management of MMDAs for efficient public service delivery by 2028</p> <p>Strengthen inter-MMDA coordination mechanisms for shared infrastructure and service delivery by 2029</p>												
PROGRAMME :	Decentralisation												
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
of the DACF-RFG													
Accelerate establishment of spatial and fiscal databases and update annually using the Street Addressing System and National Digital Address System	Nation wide								5,000,000.00			MLGCRA	LUSPA, MMDAs, NDPC, MOF, IMCC, LVD
Disseminate popular participation policy framework and practitioners	Nation wide								500,000.00			IMCC	MLGCRA, LoGNet

OBJECTIVES:	Enhance IGF mobilisation from 31% to 50% by 2029 Strengthen capacity of all MMDAs to mainstream gender into local development plans by 2029 Enhance the capacity of all MMDAs to integrate migration into local development planning by 2029 Strengthen the legal framework to promote effective local democracy and participatory governance by 2028 Improve the administrative and human resource capacity of members of local government from 20% to 60% by 2029 Improve funding and financial management of MMDAs for efficient public service delivery by 2028 Strengthen inter-MMDA coordination mechanisms for shared infrastructure and service delivery by 2029													
	PROGRAMME :	Decentralisation												
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department		
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating	
manual based on the lessons and experiences of the assessment														
Mainstream the Social Protection systems into MMDAs operations.	Nation wide					200,000.00			500,000.00			MLGCRA	MOF, NALAG, LoGNET, CSOs, IMCC	
TOTAL						25,600,00.00			30,500,000.00					
GRAND TOTAL						56,100,000.00								

OBJECTIVES:		Promote universal uptake of hygienic and sanitation from 20% to 40% by 2029. Provide access to Solid and liquid waste management services from capture to treatment and re-use for all by 2029. Review the National WASH Emergency Preparedness and Response Plan (EPRP) by 2027 Promote the effective management of risk-prone areas by 2029											
PROGRAMME:		Environmental Health and Sanitation											
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	D A CF	I G F	Other	N ew	Ong oin g	Le ad	Collaborating
Feasibility studies and development of integrated solid waste management masterplans for 5 cities	Sekondi-Takoradi, Cape Coast, Accra, Tema, Keta								2,450,000.00			E HS D	PPME, RSIM, Beneficiary MMDAs, EPA, KEITI
Construction of waste transfer station	GAEC (Ga East)								66,000,000.00			E HS D	MWHWR, WORLD BANK
Construction of engineered landfill with gender responsive washroom facilities	Ayidan (Ga South)								68,200,000.00			E HS D	MWHWR, WORLD BANK
Promotion of source segregation in households and institutions	Nationwide					4,620,000.00			6,930,000.00			E HS D	GES, GHS, MEST, PPME
Development of a coordinated textile waste management strategy	Accra								1,100,000.00			E HS D	UNOSD, MEST, MOTI, KEITI, PPME

OBJECTIVES:		Promote universal uptake of hygienic and sanitation from 20% to 40% by 2029. Provide access to Solid and liquid waste management services from capture to treatment and re-use for all by 2029. Review the National WASH Emergency Preparedness and Response Plan (EPRP) by 2027 Promote the effective management of risk-prone areas by 2029											
PROGRAMME:		Environmental Health and Sanitation											
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	D A CF	I G F	Other	N ew	Ong oin g	Le ad	Collaborating
Integration of informal waste service providers in inclusive MMDA franchise agreements	Accra, Tema, Kumasi, Tamale, Cape Coast, Sekondi-Takoradi					48,000.00			1,120,000.00			E HS D	LGD, OHLGS
Scaling up of buyback centres in urban areas for plastic, paper, and other recoverable	Nationwide					1,740,000.00			11,550,000.00			E HS D	MEST, EPA, PPME

OBJECTIVES:		Promote universal uptake of hygienic and sanitation from 20% to 40% by 2029. Provide access to Solid and liquid waste management services from capture to treatment and re-use for all by 2029. Review the National WASH Emergency Preparedness and Response Plan (EPRP) by 2027 Promote the effective management of risk-prone areas by 2029											
PROGRAMME:		Environmental Health and Sanitation											
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	D A CF	I G F	Other	N ew	Ong oin g	Le ad	Collaborating
Construction of sustainable faecal sludge management infrastructure in 12 secondary cities	Konongo, Agona Swedru, Nkawkaw, Koforidua, Dambai, Hohoe, Tarkwa, Sunyani, Techiman, Yendi, Bolgatanga, Wa					17,400,000.00			192,740,000.00			E HS D	Beneficiary MMDAs, EPA, PROCUREMENT, EIB, AFDB, MOF
Feasibility studies and development of integrated wastewater management masterplans for 4 cities	Tema, Kumasi, Sekondi-Takoradi, Cape Coast					1,150,000.00			2,700,000.00			E HS D	RSIM, PPME, Beneficiary MMDAs, MWHWR, GWL

OBJECTIVES:		Promote universal uptake of hygienic and sanitation from 20% to 40% by 2029. Provide access to Solid and liquid waste management services from capture to treatment and re-use for all by 2029. Review the National WASH Emergency Preparedness and Response Plan (EPRP) by 2027 Promote the effective management of risk-prone areas by 2029											
PROGRAMME:		Environmental Health and Sanitation											
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	D A CF	I G F	Other	N ew	Ong oin g	Le ad	Collaborating
Sewer rehabilitation, sewer network densification and increasing household connections to network	Accra, Tema, Kumasi, Sekondi-Takoradi, Cape Coast					306,080,000.00			1,734,450.00			E H S D	MWHWR, GWL, GHA, GHA (HYDRO)
Implementation of revised RSMS and National ODF Plan	Nationwide					4,620,000.000			10,780,000.00			E H S D	UNICEF, CWSA, DOCD, OHLGS, CHIEFTAINCY & RELIGIOUS, PPME
Scaling up of CLTS, market-based sanitation and enhancing access to low-cost, durable household toilets	Nationwide					693,780,000.00			2,775,120.00			E H S D	UNICEF, CWSA, DOCD, OHLGS, CHIEFTAINCY & RELIGIOUS,

OBJECTIVES:		Promote universal uptake of hygienic and sanitation from 20% to 40% by 2029. Provide access to Solid and liquid waste management services from capture to treatment and re-use for all by 2029. Review the National WASH Emergency Preparedness and Response Plan (EPRP) by 2027 Promote the effective management of risk-prone areas by 2029											
PROGRAMME:		Environmental Health and Sanitation											
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	D A CF	I G F	Other	N ew	Ong oin g	Le ad	Collaborating
													MWHWR, PPME
Operationalization of National Sanitation Fund	Nationwide					500,000.00			110,000,000.00			EHS D	UNICEF, GEA, MOF
Development and dissemination of standardised MMDA contracting templates and service-level agreements (SLAs) for waste management services	Nationwide					800,000.00						EHS D	OHLGS, PPME, PROCUREMENT, PPA
Establishment of a national environmental sanitation private service provider registry and performance tracking system	Accra, Tema, Kumasi					500,000.00						EHS D	GEA, RSIM, PPME
Roll out of National Sanitation Day	Nationwide					10,000,000.00			3,000,000.00			EHS D	LGD, CHIEFTAINCY &

OBJECTIVES:		Promote universal uptake of hygienic and sanitation from 20% to 40% by 2029. Provide access to Solid and liquid waste management services from capture to treatment and re-use for all by 2029. Review the National WASH Emergency Preparedness and Response Plan (EPRP) by 2027 Promote the effective management of risk-prone areas by 2029											
PROGRAMME:		Environmental Health and Sanitation											
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	D A CF	I G F	Other	N ew	Ong oin g	Le ad	Collaborating
													RELIGIOUS, PPME, PR, RCCs, MMDAs, ISD
National sanitation and hygiene BCC campaigns and enforcement of sanitation by-laws	Nationwide					1,160,000.00			2,700,000.00			E H S D	LGD, OHLGS, CHIEFTAINCY & RELIGIOUS, JUDICIAL SERVICE, DOCD, ISD
Revision of regulations for service delivery by emptying service providers	Nationwide					1,610,000.00						E H S D	EPA, OHLGS, LGD, PPME
Upgrading of District and Regional Environmental Health and Sanitation Units to Departments	Nationwide					6,100,000.00						E H S D	OHLGS, LGD

OBJECTIVES:		Promote universal uptake of hygienic and sanitation from 20% to 40% by 2029. Provide access to Solid and liquid waste management services from capture to treatment and re-use for all by 2029. Review the National WASH Emergency Preparedness and Response Plan (EPRP) by 2027 Promote the effective management of risk-prone areas by 2029											
PROGRAMME:		Environmental Health and Sanitation											
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	D A CF	I G F	Other	N ew	Ong oin g	Le ad	Collaborating
Development of national environmental sanitation operational manuals and guidelines	Accra					1,610,000.00			500,000.00			E HS D	PPME, OHLGS
Training of Environmental Health Officers, tutors and students of Schools of Hygiene on environmental sanitation M&E tools	Nationwide					300,000.00						E HS D	SOH, RSIM, OHLGS
Review and gazetting of MMDAs environmental sanitation by-laws	Nationwide					2,610,000.00			2,410,000.00			E HS D	OHLGS, JUDICIAL SERVICE, LGD, PPME
Review of environmental sanitation curricula for the three Schools of Hygiene	Accra, Tamale, Ho					1,200,000.00						E HS D	SOH, GTEC, GES
Training of Environmental Health Prosecutors	Nationwide					2,410,000.00			5,620,000.00			E HS D	JUDICIAL SERVICE, OHLGS

OBJECTIVES:		Promote universal uptake of hygienic and sanitation from 20% to 40% by 2029. Provide access to Solid and liquid waste management services from capture to treatment and re-use for all by 2029. Review the National WASH Emergency Preparedness and Response Plan (EPRP) by 2027 Promote the effective management of risk-prone areas by 2029											
PROGRAMME:		Environmental Health and Sanitation											
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	D A CF	I G F	Other	N ew	Ong oin g	Le ad	Collaborating
Training of MMDAs on transparent procurement, contract negotiation, and performance supervision	Nationwide					2,500,000.00			1,000,000.00			EHS D	PROCUREMENT, OHLGS, LGD
Review of District-level WASH Emergency Preparedness and Response Plans (EPRP) in high-risk and hot spot districts	Nationwide					2,800,000.00			1,200,000.00			EHS D	NADMO, CONIWAS, CWSA, MWHWR, UN HABITAT, WHO, UNICEF
Total						1,063,538,000.00			492,059,570.00				
GRAND TOTAL		1,555,597,570.00											

OBJECTIVE	Establish a national policy framework and enhance systems for coordination of community development actions by 2029												
PROGRAMME	Community Development												
Project	Location	Time Frame				COST(GHS)				PROJECT STATUS		IMPLEMENTING INSTITUTION/DEPARTMENT	
		Q 1	Q 2	Q 3	Q 4	GOG	DAC F	IGF	OTHE R	NE W	ONGGOIN G	Lead	Collaborating
Collaborate with CSIR to use green technology to convert biomass materials into eco-friendly fuel briquettes in order to create 100 jobs (70 females, 30 males, including PWDs) and promote other community-based climate actions.	Nationwide					3,000,000						DoCD	CSIR/MMDAs
Train 650 Social Workforce (350 females, 300	Nationwide					2,000,000						DoCD	"MMDAs/UNICEF/ other agencies

males, including PWDs) in the use of Child Protection Toolkits													
Train 70 Community Educators and Facilitators (40 females, 30 males including PWDs) in Social Protection and community development to provide support for MMDAs.	RDC, Kwaso					1,500,000						RDC	Head Office
Promote financial inclusion among 250 LED groups with memberships if 1800 (1200 females and 6000 males including PWDs) through VSLA schemes	Nationwide					250,000						MMDAs	DoCD

Conduct 5000 adult education campaigns with a target to reach 20,000 individuals (11,000 females and 9,000 males including PWDs) in the communities	Nationwide					5,000,000						MMDAs	DoCD
Conduct community level training for 2200 women and youth (1540 females and 660 males including PWDs and migrants) in income generating activities	Nationwide					1,000,000						MMDAs	DoCD
Build the capacity of 600 (320 females and 280 males) Community Development staff to	Nationwide					2,000,000						DoCD	MMDAs/Donors

understand how to harness the benefits of migration, reduce human trafficking and migrant smuggling, and to promote government job abroad initiative at the local level												
Create 100 public education campaigns to reduce irregular migration, human trafficking, migrant smuggling and to promote government job abroad initiative at the local level	Nationwide				1,000,000						DoCD	MMDAs/Donors
Harness the skills, resources, and	Nationwide				1,000,000						DoCD	MMDAs/Donors

experiences of 50 (25 females and 25 males) Ghanaians in the diaspora for the economic and social development of our communities.													
Provide extension services to 100 agencies with a target to reach 9,500 people (5000 females and 4,500 males including PWDs)	Nationwide					200,000						MMDAs	DoCD
GRAND TOTAL	16,950,000.00												

OBJECTIVES	Strengthen institutional and legal framework by 2027. Establish standardized floricultural guidelines by 2029. Establish green space database by 2029. Improve green infrastructure in the country by 2029												
PROGRAMME	Parks, Gardens and Recreation												
Project	Location	Time Frame				COST(GHS)				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GOG	DAC F	IG F	OTHE R	New	Ongoing	Lead	Collaborating
Situational analysis and legal audit of the Act governing the Department	Head Office					100,000.00						DP&G	MLGCRA,
Landscape a total area of 14,000m ² of open spaces earmarked for greening across the country annually	Nationwide					200,000.00						DP&G	MMDAs, Gov't, private and religious institutions
Redevelop the Aburi Botanical Gardens to	Aburi					1,000,000.00						DP&G	MMDAs, Gov't, private and

increase visits to 195,000												religious institutions
Propagate 650,000 seedlings annually	All Regional Capitals					100,000.00						DP&G MMDAs, Gov't, private and religious institutions
Maintain 2,500,000 m ² of landscaped area annually	Nationwide					200,000.00						DP&G MMDAs, Gov't, private and religious institutions
Plant and maintain 40,000 trees annually	Nationwide					100,000.00						DP&G MMDAs, Gov't, private and religious institutions
Produce 5,250 wreaths and bouquets	Nationwide					50,000.00						DP&G MMDAs, RCCs
Train 600 secondary and tertiary students in the field of horticulture	Nationwide					50,000.00						DP&G MMDAs, RCCs
Grand Total						1,800,000.00						

OBJECTIVES	Operationalize the National Urban Policy and related strategies by 2027 Improve circularity in waste management by 2029. Strengthen the capacity of MMDAs to integrate clean cooking into local development plans by 2029.												
PROGRAMME	Urban and Rural Development												
Project	Location	Time Frame				COST(GHS)				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GOG	DAC F	IGF	OTHER	New	Ongoing	Lead	Collaborating
Continue implementation and monitoring of GSCSP	35 MMDAs								216,000,000.00			MLG CRA	MMDAs
Continue implementation and monitoring of GARID	17 MMDAs								60,000,000.00			MLG CRA	MMDAs
Construction of 261 twenty-four (24-hour) economy market across all MMDAs	Nationwide					5,220,000,000.00						MLG CRA	MMDAs
Continue Coordination and Facilitation on the preparation and									97,500,000.00			LGD	MMDAs/Donors

implementation of Tamale Urban Resilient Project												
Design and Implement GUMAP II								20,700,000.00			LGD	MMDAs/Donors
Continue Coordination and supervision of the Implementation of EU Sustainable Cities Phase 1								48,750,000.00			LGD	MMDAs/Donors
Total						5,220,000,000.00		442,950,000.00				
Grand Total	5,662,950,000.00											

OBJECTIVE	Increase birth registration to 95%, improve death and foetal death registration to 60%, and enhance data quality by 2029												
Programme:	Births and Deaths Registration Services												
Projects	Location	Time Frame				Indicative Budget (2026 estimates)				Project Status		Implementing Agencies	
		Q1	Q2	Q3	Q4	GOG	GACF	IGF	Others	New	Ongoing	Implem enting	Collaborating
Construction of National Office	Accra						N/A					BDR	MLGCRA/D ACF
Register 693,852 births out of an expected 730,371 births	Nation wide							1,500,000.00				BDR	MLGCRA/U NICEF/GSS
Register 78,909 deaths out of an expected 143,471 deaths	Nation wide							1,500,000.00				BDR	MLGCRA/G HS/MOFFA/G SS
Operationalize Electronic Statistical Reporting System	Nation wide								1,200,000.00			BDR	/MLGCRA/ OHLGS/GSS
Sign Agreement with stakeholders to improve deaths registration	Nation wide								75,000.00			BDR	MLGCRA/ OHLGS/UNI CEF
Operationalize the use of notification for	Nation wide							250,000.00	150,000.00			BDR	GHS/GSS

OBJECTIVE	Increase birth registration to 95%, improve death and foetal death registration to 60%, and enhance data quality by 2029												
Programme:	Births and Deaths Registration Services												
Projects	Location	Time Frame				Indicative Budget (2026 estimates)				Project Status		Implementing Agencies	
		Q1	Q2	Q3	Q4	GOG	GACF	IGF	Others	New	Ongoing	Implementing	Collaborating
births registration													
Operationalize foetal deaths registration	Nation wide							400,000.00				BDR	GHS/GPS
Capacity building	Nation wide							1,200,000.00				BDR	MLGCRA/O HLGS/GSS/ GHS/MOFFA/ UNICEF/GES
Publish annual births and deaths report	Nation wide							120,000.00				BDR	MLGCRA/O HLGS/GSS/ GHS/MOFFA/ UNICEF/GES
Sensitize the public on Section 16 (3) and (4) of Act 1027 of 2020	Nation wide							160,000.00				BDR	MLGCRA/GE S
Enforcement of Section 16 (3) and (4) of Act 1027 of 2020	Nation wide							40,000.00				BDR	MLGCRA/O HLGS/GES
Annual Births and Deaths Day Celebration	Nation wide							1,000,000.00	400,000.00			BDR	MLGCRA/O HLGS/GSS/ GHS/MOFFA/ UNICEF/GES

OBJECTIVE	Increase birth registration to 95%, improve death and foetal death registration to 60%, and enhance data quality by 2029													
Programme:	Births and Deaths Registration Services													
Projects	Location	Time Frame				Indicative Budget (2026 estimates)				Project Status		Implementing Agencies		
		Q1	Q2	Q3	Q4	GOG	GACF	IGF	Others	New	Ongoing	Implementing	Collaborating	
Monitoring, Evaluation and Learning	Nation wide							480,000.00						MLGRA/UNICEF/GHS/GE S/GSS
Communication	Nation wide							120,000.00				BDR	MLGCRA/UNICEF/MOFFA/GHS/GES/GSS	
Total								6,770,000.00	1,825,000.00					
Grand Total								8,595,000.00						

OBJECTIVE	Increase the number MMDAs with SDF from 35 to 71 by 2029, Structure Plan from 47 to 95 by 2029, and RSDFs from 3 to 10 by 2029 Strengthen institutional and human resource capacity in spatial Planning and Land use management by 2029												
Programme:	Spatial Planning and Human Settlement												
Projects	Location	Time Frame				Indicative Budget (2026 estimates)				Project Status		Implementing Agencies	
		Q1	Q2	Q3	Q4	GOG	GACF	IGF	Others	New	Ongoing	Implementing	Collaborating
Amend the Land Use and Spatial Planning Act, 2016 (Act 925)	Accra					500,000						MLGCRA	LUSPA, NDPC, IMCCoD, OHLGS, OAG&MoJ

OBJECTIVES	Increase the number MMDAs with SDF from 35 to 71 by 2029, Structure Plan from 47 to 95 by 2029, and RSDFs from 3 to 10 by 2029 Strengthen institutional and human resource capacity in spatial Planning and Land use management by 2029												
Programme:	Spatial Planning and Human Settlement												
Projects	Location	Time Frame				Indicative Budget (2026 estimates)				Project Status		Implementing Agencies	
		Q 1	Q 2	Q 3	Q 4	GOG	GAC F	IG F	Others	New	Ongoing	Implementing	Collaborating
Build capacity of RSPCs of RCCs and SPCs of DAs to improve spatial planning	RCCS, MMDAs					1,000,000			1,000,000			LUSPA	NDPC, MLGCRA &OHLGS
Deepen Information, Education and Communication (IE&C) programmes on the Land Use and Spatial Planning Act, 2016 (Act 925)	Nationwide					200,000						LUSPA	MLCGRA, NDPC, DAs, GIP, Built Environment Professionals & FBOs, DPs
Disseminate Spatial Planning Manuals, Zoning Guidelines and	Nationwide					600,000						LUSPA	MLGCRA, NDPC, OHLGS & ILGS, DPs

OBJECTIVES	Increase the number MMDAs with SDF from 35 to 71 by 2029, Structure Plan from 47 to 95 by 2029, and RSDFs from 3 to 10 by 2029 Strengthen institutional and human resource capacity in spatial Planning and Land use management by 2029												
Programme:	Spatial Planning and Human Settlement												
Projects	Location	Time Frame				Indicative Budget (2026 estimates)				Project Status		Implementing Agencies	
		Q 1	Q 2	Q 3	Q 4	GOG	GAC F	IG F	Others	New	Ongoing	Implementing	Collaborating
Planning Standards													
Develop an M&E framework to monitor human settlements management (with specific Human Settlement Indicators)	Accra					200,000						LUSPA	NDPC, MLGCRA, IMCCoD, NDPC, RCCs, OHLGS & MMDAs
Promote green building and climate smart infrastructure systems through permitting regime	Nationwide					90,000						LUSPA	MLGCRA, MWHWR, MMDAs & OHLGS, Built Environment Professional Bodies

OBJECTIVES	Increase the number MMDAs with SDF from 35 to 71 by 2029, Structure Plan from 47 to 95 by 2029, and RSDFs from 3 to 10 by 2029 Strengthen institutional and human resource capacity in spatial Planning and Land use management by 2029												
Programme:	Spatial Planning and Human Settlement												
Projects	Location	Time Frame				Indicative Budget (2026 estimates)				Project Status		Implementing Agencies	
		Q 1	Q 2	Q 3	Q 4	GOG	GAC F	IG F	Others	New	Ongoing	Implementing	Collaborating
Zone and secure areas for agriculture and biodiversity conservation in the districts.	Nationwide					1,000,000						LUSPA	MLCGRA & MMDAs
Streamline the planning and development permitting system to improve turnaround time and service delivery	Nationwide					120,000						MLGCRA	LUSPA, NDPC, MMDAs, OHLGS & DPs
Strengthen the functionality of the spatial planning committees at regional and district levels	RCCs, MMDAs					800,000						LUSPA	RCCs, OHLGS & MMDAs

OBJECTIVES	Increase the number MMDAs with SDF from 35 to 71 by 2029, Structure Plan from 47 to 95 by 2029, and RSDFs from 3 to 10 by 2029 Strengthen institutional and human resource capacity in spatial Planning and Land use management by 2029												
Programme:	Spatial Planning and Human Settlement												
Projects	Location	Time Frame				Indicative Budget (2026 estimates)				Project Status		Implementing Agencies	
		Q 1	Q 2	Q 3	Q 4	GOG	GAC F	IG F	Others	New	Ongoing	Implementing	Collaborating
Strengthen Regional LUSPA offices for improved service delivery	RCCs					140,000						LUSPA	MLGCRA, OHLGS, RCCs & MMDAs
Monitor and evaluate RCCs and District Assemblies on spatial planning and human settlements management functions	Nationwide					100,000						LUSPA	IMCCoD, MLGCRA, OHLGS & NDPC
Establish and operationalize Planning and Building Inspectorate Unit in MMDAs	MMDAs					180,000						LUSPA & OHLGS	MLGCRA, IMCCoD, RCCs & MMDAs

OBJECTIVES	Increase the number MMDAs with SDF from 35 to 71 by 2029, Structure Plan from 47 to 95 by 2029, and RSDFs from 3 to 10 by 2029 Strengthen institutional and human resource capacity in spatial Planning and Land use management by 2029												
Programme:	Spatial Planning and Human Settlement												
Projects	Location	Time Frame				Indicative Budget (2026 estimates)				Project Status		Implementing Agencies	
		Q 1	Q 2	Q 3	Q 4	GOG	GAC F	IG F	Others	New	Ongoing	Implementing	Collaborating
Establish and Operationalize Public Data Rooms in MMDAs	MMDAs					500,000						MLGCRA & LUSPA	OHLGS, RCCs & MMDAs
Prepare and implement Spatial Plans for Regions and MMDAs	RCCs, MMDAs					7,000,000						LUSPA, RCCs & MMDAs	MLGCRA, DPs, MDAs
Establish a national spatial planning and land use database and update it periodically	Accra					3,000,000						LUSPA	NDPC, MLGCRA, OHLGS & MMDAs, DPs
Establish a planning and development permit registry in all MMDAs	MMDAs					200,000						LUSPA	MLGCRA & MMDAs
Develop and operationalize Land Use	Accra								35,000,000			LUSPA	MMDAs & MLGCRA, DPs

OBJECTIVES	Increase the number MMDAs with SDF from 35 to 71 by 2029, Structure Plan from 47 to 95 by 2029, and RSDFs from 3 to 10 by 2029 Strengthen institutional and human resource capacity in spatial Planning and Land use management by 2029												
Programme:	Spatial Planning and Human Settlement												
Projects	Location	Time Frame				Indicative Budget (2026 estimates)				Project Status		Implementing Agencies	
		Q 1	Q 2	Q 3	Q 4	GOG	GAC F	IG F	Others	New	Ongoing	Implementing	Collaborating
Planning and Management Information System to improve service delivery and data management													
Review the Street Naming and Property Addressing System Policy and Operational Guidelines, and disseminate for use	Nationwide					5,000,000						LUSPA	MLGCRA, RCCs & MMDAs
Total						20,630,000.00			36,000,000				
Grand Total									56,630,000.00				

OBJECTIVES :	Strengthen conflict resolution systems within the chieftaincy institution by 2029 Update the legal frameworks governing chieftaincy by 2029 Develop protocols and policies governing the practice of religion by 2029. Reduce customs harmful to the rights of individuals by 40% within communities by 2029.												
Programme:	Chieftaincy and Religious Affairs												
Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
Build Capacity of Chieftaincy (Registrar/ Traditional Council) Staff	Nationwide					200,000.00						MLGCR A	CRAD
Build Capacity of Traditional Authorities on Judicial processes.	Nationwide					500,000.00						MLGCR A	CRAD
Inauguration of Traditional Councils	Nationwide					290,000.00						MLGCR A	CRAD
Uphold Culture and Tradition through the holding of memorial days and events	Nationwide					50,000.00						MLGCR A	CRAD
Amend the Chieftaincy Act of 2008 (Act 759)	Nationwide					1,000,000.00						MLGCR A	CRAD

OBJECTIVES :	Strengthen conflict resolution systems within the chieftaincy institution by 2029 Update the legal frameworks governing chieftaincy by 2029 Develop protocols and policies governing the practice of religion by 2029. Reduce customs harmful to the rights of individuals by 40% within communities by 2029.												
Programme:	Chieftaincy and Religious Affairs												
Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
Review harmful customary and religious practices and Taboos.	Nationwide					500,000.00						MLGCR A	CRAD
Codify lines of succession to Stools and Skins	Nationwide					1,500,000.00						MLGCR A	CRAD
Passage of Amended LI (2409) on Membership of Regional Houses of Chiefs	Accra					1,500,000.00						MLGCR A	CRAD
Collate matters on Chieftaincy and Religion for redress	Nationwide					50,000.00						MLGCR A	CRAD
Performance Review of	Accra					200,000.00						MLGCR A	CRAD

OBJECTIVES :	Strengthen conflict resolution systems within the chieftaincy institution by 2029 Update the legal frameworks governing chieftaincy by 2029 Develop protocols and policies governing the practice of religion by 2029. Reduce customs harmful to the rights of individuals by 40% within communities by 2029.												
Programme:	Chieftaincy and Religious Affairs												
Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
Houses of Chiefs													
Engagement of Traditional and Religious Leaders on festivals, events, anniversaries and meetings	Nationwide					2,980,000.00						MLGCR A	CRAD
Religious Pilgrimage (Foreign)	Isreal and Turkey					30,000.00						MLGCR A	CRAD
Religious Faith Education/ Inter and intra-faith collaborations on national and social issues	Nationwide					1,500,000.00						MLGCR A	CRAD
Finalisation of the National Policy on Religion	Nationwide					1,600,000.00						MLGCR A	CRAD

OBJECTIVES :	Strengthen conflict resolution systems within the chieftaincy institution by 2029 Update the legal frameworks governing chieftaincy by 2029 Develop protocols and policies governing the practice of religion by 2029. Reduce customs harmful to the rights of individuals by 40% within communities by 2029.												
Programme:	Chieftaincy and Religious Affairs												
Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
Mapping of sites for local Religious Pilgrimage	Nationwide					50,000.00						MLGCR A	CRAD
Resolution of inter- and intra-faith conflicts	Nationwide					70,000.00						MLGCR A	CRAD
National Day of Prayer and Thanksgiving	Nationwide					2,500,000.00						MLGCR A	CRAD
Declaration of Paramountcies to End Child Marriage	Nationwide								59,392.00			MLGCR A	CRAD
Paramountcies leading to declared Communities free of open defecation	Nationwide								118,784.00			MLGCR A	CRAD
Collection of data on	Nationwide					50,000.00						MLGCR A	CRAD

OBJECTIVES :	Strengthen conflict resolution systems within the chieftaincy institution by 2029 Update the legal frameworks governing chieftaincy by 2029 Develop protocols and policies governing the practice of religion by 2029. Reduce customs harmful to the rights of individuals by 40% within communities by 2029.												
Programme:	Chieftaincy and Religious Affairs												
Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
Chieftaincy Judgements													
Collection of data on Chieftaincy Symbols and Relics	Nationwide					50,000.00						MLGCR A	CRAD
Digitalisation of the Judicial Processes of the Houses of Chiefs	Nationwide					1,000,000.00						MLGCR A	CRAD
Completion of Offices and Conference Hall for Houses of Chiefs	nationwide					146,000,000.00						MLGCR A	CRAD
Digitalisation of the National Register of Chiefs	Kumasi					300,000.00						MLGCR A	CRAD/MCD
Creation of a Database for	Nationwide					300,000.00						MLGCR A	CRAD

OBJECTIVES :	Strengthen conflict resolution systems within the chieftaincy institution by 2029 Update the legal frameworks governing chieftaincy by 2029 Develop protocols and policies governing the practice of religion by 2029. Reduce customs harmful to the rights of individuals by 40% within communities by 2029.												
Programme:	Chieftaincy and Religious Affairs												
Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
Religious Bodies													
Resource Traditional Authorities (traditional authority allowance and Grant to Traditional Councils)	Nationwide					29,142,600.00						MLGCR A	CRAD
Dispute Resolution (Settlement of Chieftaincy Cases before Judicial Committees of Houses of Chiefs)	Nationwide					9,770,800.00						MLGCR A	CRAD
Total						200,133,400.00			178,176.00				
Grand Total									200,311,576.00				

2027 ANNUAL ACTION PLAN

Table 9: 2027 Annual Action Plans

OBJECTIVES:	Facilitate access to information and promote the local economy from 25% to 60% by 2029. Enhance IGF mobilisation from 31% to 50% by 2029 Improve data systems of the Ministry and its Departments and Agencies by 2029 Improve quarterly monitoring and evaluation by 60% by 2029 Establish a permanent multi-stakeholder platform for strategic dialogue and coordination by 2028.												
PROGRAMME:	Institutional development and management												
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
Sub-Programme: Finance and Administration													
Conduct treasury and accounting activities and prepare periodic financial reports	Head Office					50,000.00						Finance Directorate	Directorates/Departments/ Agencies/ Project Coordinators
Carry out internal management of the Ministry	Head Office					1,000,000.00						Finance Directorate	Directorates/Departments/ Agencies/ Project Coordinators
Maintain Local and International affiliations annually	Head Office					500,000.00						Finance Directorate	Directorates/Departments/ Agencies/ Project Coordinators
Procurement of goods, works,	Head Office					15,000,000.00						Procurement	Directorates/Departments/ Agencies/ Project Coordinators

Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
services or consultancy												Directorate	
Contract management	Head Office					4,000,0000.00						Procurement Directorate	Directorates/Departments/Agencies/Project Coordinators
Prepare Sector Annual Budget and periodic performance Report	Head Office					50,000.00						Budget Unit	Directorates/Departments/Agencies/Project Coordinators
Technical Hearing and Parliamentary Hearing presentations	Head Office					50,000.00						Budget Unit	Directorates/Departments/Agencies/Project Coordinators, MoF, Parliament
Prepare and review sector policies, programme and projects	Head Office					2,000,000.00			3,000,000.00			PPC Unit	Directorates/Departments/Agencies/Project Coordinators
Organise Sector Working Group/Development Partners Coordination	Head Office					100,000.00			10,000.00			PPC Unit	Directorates/Departments/Agencies/Project Coordinators, DPs,

Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
Manage and monitor implementation of sector policies, programmes and projects	Nationwide					2,000,000.00			3,000,000.00			M&E Unit	Directorates/Departments/ Agencies/ Project Coordinators
Conduct evaluation and impact assessment of projects and programmes	Project site					100,000.00			100,000.00			M&E Unit	Directorates/Departments/ Agencies/ Project Coordinators
Conduct manpower skills development	Head Office					500,000.00			2,000,000.00			HRD	Gen Admin. / PPBMED/RSIM/DD/LGD /FA
Conduct capacity needs assessment	Head Office					200,000.00						HRD	Gen Admin. / PPBMED/RSIM/DD/LGD /FA
Scheme of Service	Head Office					200,000.00						HRD	Gen Admin. / PPBMED/RSIM/DD/LGD /FA
Develop and manage database	Head Office					200,000.00						RSIM	Gen Admin. / PPBMED/RSIM/DD/LGD /FA
Conduct research and development	Head Office					300,000.00						RSIM	Gen Admin. / PPBMED/RSIM/DD/LGD /FA

Projects	Location	Time Frame				Cost (GHS)			Project Status		Implementing Institution/Department		
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
Carry out internal audit and control operations	Head Office					200,000.00						IAU	
Coordinate and monitor the implementation of LED policy at all levels	Head Office					1,000,000.00			1,000,000.00			MLGCRA	MMDAs, RCCs, DPs, MDA
SUB-TOTAL						63,450,000.00	-	-	9,110,000.00				
GRAND TOTAL	72,560,000.00												

OBJECTIVES:	<p>Enhance IGF mobilisation from 31% to 50% by 2029</p> <p>Strengthen capacity of all MMDAs to mainstream gender into local development plans by 2029</p> <p>Enhance the capacity of all MMDAs to integrate migration into local development planning by 2029</p> <p>Strengthen the legal framework to promote effective local democracy and participatory governance</p> <p>Improve the administrative and human resource capacity of members of local government from 20% to 60% by 2029</p> <p>Improve funding and financial management of MMDAs for efficient public service delivery by 2028</p> <p>Strengthen inter-MMDA coordination mechanisms for shared infrastructure and service delivery by 2029</p>												
PROGRAMME:	Decentralisation												
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
Strengthen sub-structures MMDAs	Nation wide					2,000,000.00			500,00			LGD	OHLGS, RCCs, MMDAs
Enhance local democratic legitimacy by transitioning to elected MMDCEs under non-partisan system	Nation wide					10,000,000.00						LGD	CSOs, Traditional Authorities, FBOs
Promote territorial coherence and functional integration of local governments by	Nation wide					2,000,000.00						LGD	SMD-LC, LUSPA, EC, GSS

OBJECTIVES:	<p>Enhance IGF mobilisation from 31% to 50% by 2029</p> <p>Strengthen capacity of all MMDAs to mainstream gender into local development plans by 2029</p> <p>Enhance the capacity of all MMDAs to integrate migration into local development planning by 2029</p> <p>Strengthen the legal framework to promote effective local democracy and participatory governance</p> <p>Improve the administrative and human resource capacity of members of local government from 20% to 60% by 2029</p> <p>Improve funding and financial management of MMDAs for efficient public service delivery by 2028</p> <p>Strengthen inter-MMDA coordination mechanisms for shared infrastructure and service delivery by 2029</p>												
PROGRAMME:	Decentralisation												
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
rationalising district creation and institutionalising and enforcing boundary management mechanisms.													
Harmonise and strengthen performance assessment regime for MMDAs	Nation wide					200,000.00						LGD	MMDAs, IMCC, OHLGS
Improve merit-based and transparent appointments to	Nation wide					1,000,000.00						LGD	AG, MMDAs

OBJECTIVES:	<p>Enhance IGF mobilisation from 31% to 50% by 2029</p> <p>Strengthen capacity of all MMDAs to mainstream gender into local development plans by 2029</p> <p>Enhance the capacity of all MMDAs to integrate migration into local development planning by 2029</p> <p>Strengthen the legal framework to promote effective local democracy and participatory governance</p> <p>Improve the administrative and human resource capacity of members of local government from 20% to 60% by 2029</p> <p>Improve funding and financial management of MMDAs for efficient public service delivery by 2028</p> <p>Strengthen inter-MMDA coordination mechanisms for shared infrastructure and service delivery by 2029</p>												
PROGRAMME:	Decentralisation												
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
Assemblies to strengthen local governance													
Enhance gender equity and inclusion in local governance through increased representation of women in District Assembly positions	Nation wide					2,000,000.00						LGD	AG, MoGCSP, EC, NALAG
Accelerate establishment and integration of departments	Nation wide					500,000.00						MLGCRA, OHLGS	MMDAs, RCCs

OBJECTIVES:	<p>Enhance IGF mobilisation from 31% to 50% by 2029</p> <p>Strengthen capacity of all MMDAs to mainstream gender into local development plans by 2029</p> <p>Enhance the capacity of all MMDAs to integrate migration into local development planning by 2029</p> <p>Strengthen the legal framework to promote effective local democracy and participatory governance</p> <p>Improve the administrative and human resource capacity of members of local government from 20% to 60% by 2029</p> <p>Improve funding and financial management of MMDAs for efficient public service delivery by 2028</p> <p>Strengthen inter-MMDA coordination mechanisms for shared infrastructure and service delivery by 2029</p>													
PROGRAMME:	Decentralisation													
Projects	Location	Time Frame				Cost (GHS)					Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating	
and units of MMDAs														
Develop and implement a changed management strategy for MDAs with decentralized functions	Nation wide					100,000.00						MLGCRA	OHLGS, RCCs, ILGS,CSOs	
Develop appropriate user materials for MMDCEs, Assembly members and sub-committees	Nation wide					100,000.00						MLGCRA	ILGS, IMCC, MMDAs	

OBJECTIVES:	<p>Enhance IGF mobilisation from 31% to 50% by 2029</p> <p>Strengthen capacity of all MMDAs to mainstream gender into local development plans by 2029</p> <p>Enhance the capacity of all MMDAs to integrate migration into local development planning by 2029</p> <p>Strengthen the legal framework to promote effective local democracy and participatory governance</p> <p>Improve the administrative and human resource capacity of members of local government from 20% to 60% by 2029</p> <p>Improve funding and financial management of MMDAs for efficient public service delivery by 2028</p> <p>Strengthen inter-MMDA coordination mechanisms for shared infrastructure and service delivery by 2029</p>													
	PROGRAMME:	Decentralisation												
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department		
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating	
for the execution of their mandates														
Redevelop and upgrade ILGS Accra and Tamale Campuses	Accra, Tamale					5,000,000.00						ILGS	MLGCRA	
Collaborate with OHLGS to implement scheme of service training programme by ILGS	Nation wide					1,000,000.00			9,000,000.00			ILGS	OHLGS, MLGCRA	
Devolve functions of Land valuation Division of Land	Nation wide					1,000,000.00						MLGCRA, AG, LVD	MMDAs, LUSPA	

OBJECTIVES:	<p>Enhance IGF mobilisation from 31% to 50% by 2029</p> <p>Strengthen capacity of all MMDAs to mainstream gender into local development plans by 2029</p> <p>Enhance the capacity of all MMDAs to integrate migration into local development planning by 2029</p> <p>Strengthen the legal framework to promote effective local democracy and participatory governance</p> <p>Improve the administrative and human resource capacity of members of local government from 20% to 60% by 2029</p> <p>Improve funding and financial management of MMDAs for efficient public service delivery by 2028</p> <p>Strengthen inter-MMDA coordination mechanisms for shared infrastructure and service delivery by 2029</p>													
	PROGRAMME:	Decentralisation												
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department		
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating	
Commission to improve revenue mobilisation in all MMDAs.														
Implement Roadmap to decentralise Education and Health Sector	Nation wide								5,000,000.00			MoE, MoH, IMCC	MLGCRA, OHLGS, OHCS,	
Develop and implement Roadmap for newly decentralised functions.	Nation wide					500,000.00			500,000.00			MELR, MSWR, MRH, MLGCRA	IMCC, OHLGS, OHCS	
Sustain the implementation	Nation wide								10,000,000.00			MLGCRA	MOF, NDPSC	

OBJECTIVES:	<p>Enhance IGF mobilisation from 31% to 50% by 2029</p> <p>Strengthen capacity of all MMDAs to mainstream gender into local development plans by 2029</p> <p>Enhance the capacity of all MMDAs to integrate migration into local development planning by 2029</p> <p>Strengthen the legal framework to promote effective local democracy and participatory governance</p> <p>Improve the administrative and human resource capacity of members of local government from 20% to 60% by 2029</p> <p>Improve funding and financial management of MMDAs for efficient public service delivery by 2028</p> <p>Strengthen inter-MMDA coordination mechanisms for shared infrastructure and service delivery by 2029</p>													
PROGRAMME:	Decentralisation													
Projects	Location	Time Frame				Cost (GHS)					Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAF	IGF	Other	New	Ongoing	Lead	Collaborating	
of the DAF-RFG												, DAF, IMCC		
Accelerate establishment of spatial and fiscal databases and update annually using the Street Addressing System and National Digital Address System	Nation wide								5,000,000.00			MLGCRA	LUSPA, MMDAs, NDPC, MOF, IMCC, LVD	
Disseminate popular participation policy framework and practitioners	Nation wide								500,000.00			IMCC	MLGCRA, LoGNet	

OBJECTIVES:	<p>Enhance IGF mobilisation from 31% to 50% by 2029</p> <p>Strengthen capacity of all MMDAs to mainstream gender into local development plans by 2029</p> <p>Enhance the capacity of all MMDAs to integrate migration into local development planning by 2029</p> <p>Strengthen the legal framework to promote effective local democracy and participatory governance</p> <p>Improve the administrative and human resource capacity of members of local government from 20% to 60% by 2029</p> <p>Improve funding and financial management of MMDAs for efficient public service delivery by 2028</p> <p>Strengthen inter-MMDA coordination mechanisms for shared infrastructure and service delivery by 2029</p>													
PROGRAMME:	Decentralisation													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department		
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating	
manual based on the lessons and experiences of the assessment														
Mainstream the Social Protection systems into MMDAs operations.	Nation wide					200,000.00			500,000.00			MLGCRA	MOF, NALAG, LoGNET, CSOs, IMCC	
SUB-TOTAL						25,600,000.00			30,500,000					
GRAND TOTAL						56,100,000.00								

OBJECTIVES:	Promote universal uptake of hygienic and sanitation from 20% to 40% by 2029. Provide access to Solid and liquid waste management services from capture to treatment and re-use for all by 2029 Review the National WASH Emergency Preparedness and Response Plan (EPRP) by 2027 Promote the effective management of risk-prone areas by 2029												
PROGRAMME:	Environmental Health and Sanitation												
Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	D AC F	I G F	Other (Millions)	New	Ongoing	Lead	Collaborating
Feasibility studies and development of integrated solid waste management masterplans for 5 cities	Sekondi-Takoradi, Cape Coast, Accra, Tema, Keta								2,450,000.00			EH SD	PPME, RSIM, Beneficiary MMDAs, EPA, KEITI
Construction of waste transfer station	GAEC (Ga East)								66,000,00			EH SD	MWHWR, WORLD BANK
Construction of engineered landfill with gender responsive washroom facilities	Ayidan (Ga South)								68,200,000.00			EH SD	MWHWR, WORLD BANK
Promotion of source segregation in households and institutions	Nationwide					4,620,000.00			6,930,000.00			EH SD	GES, GHS, MEST, PPME
Development of a coordinated textile waste management strategy	Accra								1,100,000.00			EH SD	UNOSD, MEST, MOTI, KEITI, PPME

Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	D AC F	I G F	Other (Millions)	N ew	Ong oing	Le ad	Collaborating
Integration of informal waste service providers in inclusive MMDA franchise agreements	Accra, Tema, Kumasi, Tamale, Cape Coast, Sekondi-Takoradi					480,000.00			1,120,000.00			EH SD	LGD, OHLGS
Scaling up of buyback centres in urban areas for plastic, paper, and other recoverable	Nationwide					1,740,000.00			11,550,000.00			EH SD	MEST, EPA, PPME
Construction of sustainable faecal sludge management infrastructure in 12 secondary cities	Konongo, Agona Swedru, Nkawka, Koforidua, Dambai, Hohoe, Tarkwa, Sunyani, Techiman, Yendi, Bolgatanga, Wa					17,400,000.00			192,740,000.00			EH SD	Beneficiary MMDAs, EPA, PROCUREMENT, EIB, AFDB, MOF

Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	D AC F	I G F	Other (Millions)	N ew	Ong oing	Le ad	Collaborating
Feasibility studies and development of integrated wastewater management masterplans for 4 cities	Tema, Kumasi, Sekondi-Takoradi, Cape Coast					1,150,000.00			2,700,000.00			EH SD	RSIM, PPME, Beneficiary MMDAs, MWHWR, GWL
Sewer rehabilitation, sewer network densification and increasing household connections to network	Accra, Tema, Kumasi, Sekondi-Takoradi, Cape Coast					306,080,000.00			1,734,450.00			EH SD	MWHWR, GWL, GHA, GHA (HYDRO)
Implementation of revised RSMS and National ODF Plan	Nationwide					4,620,000.00			10,780,000.00			EH SD	UNICEF, CWSA, DOCD, OHLGS, CHIEFTAINCY & RELIGIOUS, PPME
Scaling up of CLTS, market-based sanitation and enhancing access to low-cost, durable household toilets	Nationwide					693,780,000.00			2,775,120,000.00			EH SD	UNICEF, CWSA, DOCD, OHLGS, CHIEFTAINCY & RELIGIOUS, MWHWR, PPME

Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	D AC F	I G F	Other (Millions)	N ew	Ong oing	Le ad	Collaborating
Operationalization of National Sanitation Fund	Nationwide					500,000.00			110,000.00			EH SD	UNICEF, GEA, MOF
Development and dissemination of standardised MMDA contracting templates and service-level agreements (SLAs) for waste management services	Nationwide					800,000.00						EH SD	OHLGS, PPME, PROCUREMENT, PPA
Establishment of a national environmental sanitation private service provider registry and performance tracking system	Accra, Tema, Kumasi					500,000.00						EH SD	GEA, RSIM, PPME
Roll out of National Sanitation Day	Nationwide					10,000,000.00						EH SD	LGD, CHIEFTAINCY & RELIGIOUS, PPME, PR, RCCs, MMDAs, ISD
National sanitation and hygiene BCC campaigns and enforcement of sanitation by-laws	Nationwide					1,160,000.00			2,700,000.000			EH SD	LGD, OHLGS, CHIEFTAINCY & RELIGIOUS, JUDICIAL SERVICE, DOCD, ISD

Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	D AC F	I G F	Other (Millions)	N ew	Ong oing	Le ad	Collaborating
Revision of regulations for service delivery by emptying service providers	Nationwide					1,610,000.00						EH SD	EPA, OHLGS, LGD, PPME
Upgrading of District and Regional Environmental Health and Sanitation Units to Departments	Nationwide					6,100,000.00						EH SD	OHLGS, LGD
Development of national environmental sanitation operational manuals and guidelines	Accra					1,610,000.00			500,000.00			EH SD	PPME, OHLGS
Training of Environmental Health Officers, tutors and students of Schools of Hygiene on environmental sanitation M&E tools	Nationwide					300,000.00						EH SD	SOH, RSIM, OHLGS
Review and gazetting of MMDAs environmental sanitation by-laws	Nationwide					2,610,000.00			2,410,000.00			EH SD	OHLGS, JUDICIAL SERVICE, LGD, PPME
Review of environmental sanitation curricula for the three Schools of Hygiene	Accra, Tamale, Ho					1,200,000.00						EH SD	SOH, GTEC, GES
Training of Environmental Health Prosecutors	Nationwide					2,410,000.00			5,620,000.00			EH SD	JUDICIAL SERVICE, OHLGS

Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	D AC F	I G F	Other (Millions)	N ew	Ong oing	Le ad	Collaborating
Training of MMDAs on transparent procurement, contract negotiation, and performance supervision	Nationwide					2,500,000.00			1,000,000.00			EH SD	PROCUREMENT, OHLGS, LGD
Review of District-level WASH Emergency Preparedness and Response Plans (EPRP) in high-risk and hot spot districts	Nationwide					2,800,000.00			1,200,000.00			EH SD	NADMO, CONIWAS, CWSA, MWHWR, UN HABITAT, WHO, UNICEF
SUB-TOTAL						1,062,230,000.00			3,087,964,450.00				
GRAND TOTAL									4,150,194,450.00				

Objective	Establish a national policy framework and enhance systems for coordination of community development actions by 2029												
Programme	Community Development												
Collaborate with CSIR to use green technology to convert biomass materials into eco-friendly fuel briquettes to	Nationwide					3,500,00						DoCD	CSIR/MMDAs

create 100 jobs (70 females, 30 males, including PWDs) and promote other community based climate actions.									
Train 700 Social Workforce (400 females, 300 males, including PWDs) in the use of Child Protection Toolkits	Nationwide			2,500,000				DoCD	"MMDAs/UNICEF/other agencies
Train 70 Community Educators and Facilitators (40 females, 30 males, including PWDs) in Social Protection and community development to provide support for MMDAs.	RDC, Kwaso			2,000,000				RDC	Head Office
Promote financial inclusion among 250 LED groups	Nationwide			250,000				MMDAs	DoCD

with a membership of 18000 (12000 females and 6000 males, including PWDs) through VSLA schemes											
Conduct 5000 adult education campaigns in the communities with a target to reach 220000 individuals (120000 females and 100000 males, including PWDs).	Nationwide			5,500,000						MMDAs	DoCD
Conduct community level training for 2400 women and youth (1640 females and 760 males, including PWDs and migrants) in income generating activities.	Nationwide			1,500,000						MMDAs	DoCD

Build the capacity of 600 (320 females and 280 males) Community Development staff to understand how to harness the benefits of migration, reduce human trafficking and migrant smuggling, and to promote government job abroad initiative at the local level..	Nationwide			2,200,000				DoCD	MMDAs/Donors
Create 100 public education campaigns to reduce irregular migration, human	Nationwide			1,200,000				DoCD	MMDAs/Donors

trafficking, migrant smuggling and to promote government job abroad initiative at the local level									
Harness the skills, resources, and experiences of 50 Ghanaians (25 females and 25 males) in the diaspora for the economic and social development of our communities .	Nationwide			1,200,000				DoCD	MMDAs/Donors
Provide extension services to 100 agencies with a target to reach 9500 people (5000 females and 4500 males, including PWDs)	Nationwide			200,000				MMDAs	DoCD

GRAND TOTAL	16,500,000.00
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OBJECTIVES	<p>Strengthen institutional and legal framework by 2027. Establish standardized floricultural guidelines by 2027. Establish green space database by 2029. Improve green infrastructure in the country by 2029</p>						
Programme	Project: Parks, Gardens and Recreation						
Organize stakeholder consultations on the situational analysis and legal audit report of the Department	Head Office	300,000.00				DP&G	MLGCRA, MMDAs, EPA, Lands Commission, Ministry of Lands and Natural Resources.
Landscape a total area of 15,000m ² of open spaces earmarked for greening across the country annually	Nationwide	250,000.00					MMDAs, Gov't, private and religious institutions
Redevelop the Aburi Botanical Gardens to increase visits to 200,000	Aburi	1,500,000.00				DP&G	MMDAs, Gov't, private and religious institutions
Propagate 700,000 seedlings annually	All Regional Capitals	150,000.00				DP&G	MMDAs, Gov't, private and religious institutions

Maintain 2,600,000 m ² of landscaped area annually	Nationwide					250,000.00				DP&G	MMDAs, Gov't, private and religious institutions
Plant and maintain 50,000 trees annually	Nationwide					150,000.00				DP&G	MMDAs, Gov't, private and religious institutions
Produce 5,775 wreaths and bouquets	Nationwide					60,000.00				DP&G	MMDAs, RCCs
Train 650 secondary and tertiary students in the field of horticulture	Nationwide					60,000.00				DP&G	MMDAs, RCCs
Landscape 200 commercial and residential spaces	Nationwide					60,000.00				DP&G	MMDAs, RCCs
GRAND TOTAL						2,780,000.00					

OBJECTIVES	Operationalize the National Urban Policy and related strategies by 2027 Improve circularity in waste management by 2029. Strengthen the capacity of MMDAs to integrate clean cooking into local development plans by 2029.											
Programme	Urban and Rural Development											
Continue implementation and monitoring of GARID	17 MMDAs									12,000,000.00	MLGCRA	MMDAs
Prepare and implement Tamale Urban Resilient Project	Tamale									97,500,000.00	LGD	MMDAs/Donor

Design and Implement GUMAP II	Nationwide									20,700,000.00		LGD	MMDAs/Donor
Construction of 261 twenty-four (24-hour) economy market across all MMDAs	Nationwide									3,915,000,000.00		MLGCRA	MMDAs
SUB-TOTAL										3,915,000,000.00			
GRAND TOTAL													4,045,200,000.00

OBJECTIVE	The objective is to increase birth registration to 95%, improve death and foetal death registration to 60%, and enhance data quality.												
Programme :	Births and Deaths Registration Services												
Projects	Location	Time Frame				Indicative Budget (2026 estimates)				Project Status		Implementing Agencies	
		Q 1	Q 2	Q 3	Q 4	GO G	GAC F	IGF	Others	New	Ongoing	Implementing	Collaborating
Construction of National Office	Accra						N/A					BDR	MLGCRA/DACF
Register births	Nation wide							1,500,000.00				BDR	MLGRA/UNICEF/GSS
Register foetal deaths	Nation wide							500,000.00				BDR	MLGCRA/GHS/GPS/GSS
Register deaths	Nation wide							1,500,000.00				BDR	MLGCRA/GHS/MOFFA/GSS
Capacity building	Nation wide							1,200,000.00				BDR	MLGCRA/OHLGS/GSS/GHS/MOFFA/UNICEF/GES

OBJECTIVE	The objective is to increase birth registration to 95%, improve death and foetal death registration to 60%, and enhance data quality.													
Programme :	Births and Deaths Registration Services													
Projects	Location	Time Frame				Indicative Budget (2026 estimates)				Project Status		Implementing Agencies		
		Q 1	Q 2	Q 3	Q 4	GO G	GAC F	IGF	Others	New	Ongoing	Implementing	Collaborating	
Publish annual births, foetal deaths and deaths report	Nation wide							120,000.00					BDR	MLGCRA/OHLGS/GSS/GHS /MOFFA/UNICEF/GES
Sensitize the public on Section 16 (3) and (4) of Act 1027 of 2020	Nation wide							160,000.00					BDR	MLGCRA/GES
Enforcement of Section 16 (3) and (4) of Act 1027 of 2020	Nation wide							40,000.00					BDR	MLGCRA/OHLGS/GES
Annual Births and Deaths Day Celebration	Nation wide							1,000,000.00	400,000.00				BDR	MLGCRA/OHLGS/GSS/GHS /MOFFA/UNICEF/GES
Monitoring, Evaluation and Learning	Nation wide							600,000.00					BDR	MLGRA/UNICEF/GHS/GES/GSS

OBJECTIVE	The objective is to increase birth registration to 95%, improve death and foetal death registration to 60%, and enhance data quality.												
Programme :	Births and Deaths Registration Services												
Projects	Location	Time Frame				Indicative Budget (2026 estimates)				Project Status		Implementing Agencies	
		Q 1	Q 2	Q 3	Q 4	GO G	GAC F	IGF	Others	New	Ongoing	Implementing	Collaborating
Communication	Nationwide							120,000.00				BDR	MLGCRA/UNICEF/MOFFA/GHS/GES/GSS
SUB-TOTAL								6,740,000.00	400,000.00				
GRAND TOTAL	7,140,000.00												

OBJECTIVES	Increase the number MMDAs with SDF from 35 to 71 by 2029, Structure Plan from 47 to 95 by 2029, and RSDFs from 3 to 10 by 2029 Strengthen institutional and human resource capacity in spatial Planning and Land use management by 2029												
PROGRAMME	Spatial Planning and Human Settlement												
Project	Location	Time Frame				Indicative Budget (2027 Estimates)				Project Status		Implementing Agencies	
		Q1	Q2	Q3	Q4	GOG	GACF	IGF	Others	New	Ongoing	Implementing	Collaborating
Build capacity of RSPC of RCCs and SPC of DAs to improve spatial planning	RCCS, MMDAs					1,000,000			10,000,000			LUSPA	NDPC, MLGCRA & OHLGS
Deepen Information,	Nationwide					200,000						LUSPA	MLCGRA, NDPC, DAs,

OBJECTIVES	Increase the number MMDAs with SDF from 35 to 71 by 2029, Structure Plan from 47 to 95 by 2029, and RSDFs from 3 to 10 by 2029 Strengthen institutional and human resource capacity in spatial Planning and Land use management by 2029													
PROGRAMME	Spatial Planning and Human Settlement													
Project	Location	Time Frame				Indicative Budget (2027 Estimates)				Project Status		Implementing Agencies		
		Q1	Q2	Q3	Q4	GOG	GACF	IGF	Others	New	Ongoing	Implementing	Collaborating	
Education and Communication (IE&C) programmes on the Land Use and Spatial Planning Act, 2016 (Act 925)													GIP, Built Environment Professionals & FBOs	
Disseminate Spatial Planning Manuals, Zoning Guidelines and Planning Standards	Nationwide					600,000						LUSPA	MLGCRA, NDPC, OHLGS & ILGS	
Improve the developed M& E framework to monitor human settlements management (with specific Human Settlement Indicators)	Accra					200,000						LUSPA	NDPC, MLGCRA, IMCCoD, NDPC, RCCs, OHLGS & DAs	
Promote green and building	Nationwide					90,000						LUSPA	MLGCRA, Ministry of	

OBJECTIVES	Increase the number MMDAs with SDF from 35 to 71 by 2029, Structure Plan from 47 to 95 by 2029, and RSDFs from 3 to 10 by 2029 Strengthen institutional and human resource capacity in spatial Planning and Land use management by 2029												
PROGRAMME	Spatial Planning and Human Settlement												
Project	Location	Time Frame				Indicative Budget (2027 Estimates)				Project Status		Implementing Agencies	
		Q1	Q2	Q3	Q4	GOG	GACF	IGF	Others	New	Ongoing	Implementing	Collaborating
climate smart infrastructure systems through permitting regime													Works and Housing Water Resources, DAs & OHLGS, Built Environment Professional Bodies
Zone and secure areas for agriculture and biodiversity conservation in the districts.	Nationwide					1,000,000						LUSPA	MLCGRA & MMDAs
Streamline the planning and development permitting system to improve turnaround time and service delivery	Nationwide					120,000						MLGCRA	LUSPA, NDPC, DAs & OHLGS

OBJECTIVES	Increase the number MMDAs with SDF from 35 to 71 by 2029, Structure Plan from 47 to 95 by 2029, and RSDFs from 3 to 10 by 2029 Strengthen institutional and human resource capacity in spatial Planning and Land use management by 2029												
PROGRAMME	Spatial Planning and Human Settlement												
Project	Location	Time Frame				Indicative Budget (2027 Estimates)				Project Status		Implementing Agencies	
		Q1	Q2	Q3	Q4	GOG	GACF	IGF	Others	New	Ongoing	Implementing	Collaborating
Strengthen the functionality of the spatial planning committees at regional and district levels	RCCs, MMDAs					800,000						LUSPA	RCCs, OHLGS & DAs
Strengthen Regional LUSPA offices for improved service delivery	RCCs					140,000						LUSPA	MLGCRA, OHLGS, RCCs & DAs
Monitor and evaluate RCCs and District Assemblies on spatial planning and human settlements management functions	Nationwide					100,000						LUSPA	IMCCoD, MLGCRA, OHLGS & NDPC
Establish and operationalize Planning and Building	MMDAs					180,000,						LUSPA & OHLGS	MLGCRA, IMCCoD, RCCs & DAs

OBJECTIVES	Increase the number MMDAs with SDF from 35 to 71 by 2029, Structure Plan from 47 to 95 by 2029, and RSDFs from 3 to 10 by 2029 Strengthen institutional and human resource capacity in spatial Planning and Land use management by 2029												
PROGRAMME	Spatial Planning and Human Settlement												
Project	Location	Time Frame				Indicative Budget (2027 Estimates)				Project Status		Implementing Agencies	
		Q1	Q2	Q3	Q4	GOG	GACF	IGF	Others	New	Ongoing	Implementing	Collaborating
Inspectorate Unit in DAs													
Establish and Operationalize Public Data Room in DAs	MMDAs					500,000						MLGCRA & LUSPA	OHLGS, RCCs & DAs
Prepare and implement Spatial Plans for Regions and DAs	RCCs, MMDAs					7,000,000						LUSPA, RCCs & MMDAs	MLGCRA
Update the national spatial planning and land use database periodically	Accra					3,000,000						LUSPA	NDPC, MLGCRA, OHLGS & DAs
Establish a planning and development permit registry in all DAs	MMDAs					200,000						LUSPA	MLGCRA & MMDAs
Develop and operationalize Land Use Planning and	Accra								35,000,000			LUSPA	MMDAs & MLGCRA

OBJECTIVES	Increase the number MMDAs with SDF from 35 to 71 by 2029, Structure Plan from 47 to 95 by 2029, and RSDFs from 3 to 10 by 2029 Strengthen institutional and human resource capacity in spatial Planning and Land use management by 2029												
PROGRAMME	Spatial Planning and Human Settlement												
Project	Location	Time Frame				Indicative Budget (2027 Estimates)				Project Status		Implementing Agencies	
		Q1	Q2	Q3	Q4	GOG	GACF	IGF	Others	New	Ongoing	Implementing	Collaborating
Management Information System to improve service delivery and data management													
SUB-TOTAL						14,950,000			45,000,000				
GRAND TOTAL									59,950,000.00				

Objectives:	Strengthen conflict resolution systems within the chieftaincy institution by 2029 Update the legal frameworks governing chieftaincy by 2029 Develop protocols and policies governing the practice of religion by 2029. Reduce customs harmful to the rights of individuals by 40% within communities by 2029.												
Programme:	Chieftaincy and Religious Affairs												
Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DAC	IG	Other	New	Ongoing	Lead	Collaborating
Build Capacity of Chieftaincy	Nationwide					200,000.00						MLGCR A	CRAD

Objectives:	Strengthen conflict resolution systems within the chieftaincy institution by 2029 Update the legal frameworks governing chieftaincy by 2029 Develop protocols and policies governing the practice of religion by 2029. Reduce customs harmful to the rights of individuals by 40% within communities by 2029.													
Programme:	Chieftaincy and Religious Affairs													
Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department		
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating	
(Registrar/ Traditional Council) Staff														
Build Capacity of Traditional Authorities on Judicial processes.	Nationwide					500,000.00							MLGCR A	CRAD
Inauguration of Traditional Councils	Nationwide					290,000.00							MLGCR A	CRAD
Uphold Culture and Tradition through the holding of memorial days and events	Nationwide					50,000.00							MLGCR A	CRAD
Amend the Chieftaincy Act of 2008 (Act 759)	Nationwide					1,000,000.00							MLGCR A	CRAD

Objectives:	Strengthen conflict resolution systems within the chieftaincy institution by 2029 Update the legal frameworks governing chieftaincy by 2029 Develop protocols and policies governing the practice of religion by 2029. Reduce customs harmful to the rights of individuals by 40% within communities by 2029.												
Programme:	Chieftaincy and Religious Affairs												
Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
Review harmful customary and religious practices and Taboos.	Nationwide					500,000.00						MLGCR A	CRAD
Codify lines of succession to Stools and Skins	Nationwide					1,500,000.00						MLGCR A	CRAD
Passage of Amended LI (2409) on Membership of Regional Houses of Chiefs	Accra					1,500,000.00						MLGCR A	CRAD
Collate matters on Chieftaincy and Religion for redress	Nationwide					50,000.00						MLGCR A	CRAD

Objectives:	Strengthen conflict resolution systems within the chieftaincy institution by 2029 Update the legal frameworks governing chieftaincy by 2029 Develop protocols and policies governing the practice of religion by 2029. Reduce customs harmful to the rights of individuals by 40% within communities by 2029.												
Programme:	Chieftaincy and Religious Affairs												
Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
Performance Review Houses of Chiefs	Accra					200,000.00						MLGCR A	CRAD
Engagement of Traditional and Religious Leaders on festivals, events, anniversary and meetings	Nationwide					2,980,000.00						MLGCR A	CRAD
Religious Pilgrimage (Foreign)	Isreal and Turkey					30,000.00						MLGCR A	CRAD
Religious Faith Education/ Inter and intra-faith collaborations on national	Nationwide					1,500,000.00						MLGCR A	CRAD

Objectives:	Strengthen conflict resolution systems within the chieftaincy institution by 2029 Update the legal frameworks governing chieftaincy by 2029 Develop protocols and policies governing the practice of religion by 2029. Reduce customs harmful to the rights of individuals by 40% within communities by 2029.												
Programme:	Chieftaincy and Religious Affairs												
Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
and social issues													
Finalisation of the National Policy on Religion	Nationwide					1,600,000.00						MLGCR A	CRAD
Mapping of sites for local Religious Pilgrimage	Nationwide					50,000.00						MLGCR A	CRAD
Resolution of inter- and intra-faith conflicts	Nationwide					70,000.00						MLGCR A	CRAD
National Day of Prayer and Thanksgiving	Nationwide					2,500,000.00						MLGCR A	CRAD
Declaration of Paramountcies to End Child Marriage	Nationwide								59,392.00			MLGCR A	CRAD

Objectives:	<p>Strengthen conflict resolution systems within the chieftaincy institution by 2029</p> <p>Update the legal frameworks governing chieftaincy by 2029</p> <p>Develop protocols and policies governing the practice of religion by 2029.</p> <p>Reduce customs harmful to the rights of individuals by 40% within communities by 2029.</p>												
Programme:	Chieftaincy and Religious Affairs												
Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
Paramountcies leading to declared Communities free of open defecation	Nationwide								118,784.00			MLGCR A	CRAD
Collection of data on Chieftaincy Judgements	Nationwide					50,000.00						MLGCR A	CRAD
Collection of data on Chieftaincy Symbols and Relics	Nationwide					50,000.00						MLGCR A	CRAD
Digitalisation of the Judicial Processes of the House of Chiefs	Nationwide					1,000,000.00						MLGCR A	CRAD
Completion of Offices and	nationwide					146,000,000.00						MLGCR A	CRAD

Objectives:	<p>Strengthen conflict resolution systems within the chieftaincy institution by 2029</p> <p>Update the legal frameworks governing chieftaincy by 2029</p> <p>Develop protocols and policies governing the practice of religion by 2029.</p> <p>Reduce customs harmful to the rights of individuals by 40% within communities by 2029.</p>												
Programme:	Chieftaincy and Religious Affairs												
Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
Conference Hall for Houses of Chiefs													
Digitalisation of the National Register of Chiefs	Kumasi					300,000.00						MLGCR A	CRAD/MCD
Creation of a Database for Religious Bodies	Nationwide					300,000.00						MLGCR A	CRAD
Resource Traditional Authorities (traditional authority allowance and Grant to Traditional Councils)	Nationwide					29,142,600.00						MLGCR A	CRAD

Objectives:	Strengthen conflict resolution systems within the chieftaincy institution by 2029 Update the legal frameworks governing chieftaincy by 2029 Develop protocols and policies governing the practice of religion by 2029. Reduce customs harmful to the rights of individuals by 40% within communities by 2029.												
Programme:	Chieftaincy and Religious Affairs												
Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
Dispute Resolution (Settlement of Chieftaincy Cases before Judicial Committees of Houses of Chiefs)	Nationwide					9,770,800.00						MLGCR A	CRAD
SUB-TOTAL						200,133,400.00			178,176.00				
GRAND TOTAL	200,311,576.00												

2028 ANNUAL ACTION PLAN

Table 10: 2028 Annual Action Plans

OBJECTIVES:	Facilitate access to information and promote the local economy from 25% to 60% by 2029. Enhance IGF mobilisation from 31% to 50% by 2029 Improve data systems of the Ministry and its Departments and Agencies by 2029 Improve quarterly monitoring and evaluation by 60% by 2029 Establish a permanent multi-stakeholder platform for strategic dialogue and coordination by 2028.												
PROGRAMME:	Institutional development and management												
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
Sub-Programme: Finance and Administration													
Conduct treasury and accounting activities and prepare periodic financial reports	Head Office					50,000.00						Finance Directorate	Directorates/Departments/ Agencies/ Project Coordinators
Carry out internal management of the Ministry	Head Office					1,000,000.00						Finance Directorate	Directorates/Departments/ Agencies/ Project Coordinators
Maintain Local and International affiliations annually	Head Office					500,000.00						Finance Directorate	Directorates/Departments/ Agencies/ Project Coordinators
Procurement of goods, works,	Head Office					15,000,000.00						Procurement	Directorates/Departments/ Agencies/ Project Coordinators

Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
services or consultancy												Directorate	
Contract management	Head Office					4,000,000.00						Procurement Directorate	Directorates/Departments/Agencies/Project Coordinators
Prepare Sector Annual Budget and periodic performance Report	Head Office					50,000.00						Budget Unit	Directorates/Departments/Agencies/Project Coordinators
Technical Hearing and Parliamentary Hearing presentations	Head Office					50,000.00						Budget Unit	Directorates/Departments/Agencies/Project Coordinators, MoF, Parliament
Prepare and review sector policies, programme and projects	Head Office					2,000,000.00			3,000,000.00			PPC Unit	Directorates/Departments/Agencies/Project Coordinators
Organise Sector Coordination for a						100,000.00			10,000.00			PPC Unit	Directorates/Departments/Agencies/Project Coordinators, DPs,
Manage and monitor implementation of sector	Nationwide					2,000,000.00			3,000,000.00			M&E Unit	Directorates/Departments/Agencies/Project Coordinators

Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
policies, programmes and projects													
Conduct evaluation and impact assessment of projects and programmes	Project site					100,000.00			100,000.00			M&E Unit	Directorates/Departments/ Agencies/ Project Coordinators
Conduct manpower skills development	Head Office					500,000.00			2,000,000.00			HRD	Gen Admin. / PPBMED/RSIM/DD/LGD /FA
Conduct capacity needs assessment	Head Office					200,000.00						HRD	Gen Admin. / PPBMED/RSIM/DD/LGD /FA
Scheme of Service	Head Office					200,000.00						HRD	Gen Admin. / PPBMED/RSIM/DD/LGD /FA
Develop and manage database	Head Office					200,000.00						RSIM	Gen Admin. / PPBMED/RSIM/DD/LGD /FA
Develop an Application for Library Management													
Conduct research and development	Head Office					300,000.00						RSIM	Gen Admin. / PPBMED/RSIM/DD/LGD /FA

Projects	Location	Time Frame				Cost (GHS)			Project Status		Implementing Institution/Department		
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
Carry out internal audit and control operations	Head Office					200,000.00						IAU	
Coordinate and monitor the implementation of LED policy at all levels	Head Office					1,000,000.00			1,000,000.00			LGD	MMDAs, RCCs, DPs, MDA
Mid-year review of the SMTDP (2026-2029)	Head Office					500,000.00						PPME	Gen Admin. /RSIM/DD/LGD/FA
SUB-TOTAL						27,950,000.00	-	-	9,110,000.00				
GRAND TOTAL	37,060,000.00												

OBJECTIVES:	<p>Enhance IGF mobilisation from 31% to 50% by 2029</p> <p>Strengthen capacity of all MMDAs to mainstream gender into local development plans by 2029</p> <p>Enhance the capacity of all MMDAs to integrate migration into local development planning by 2029</p> <p>Strengthen the legal framework to promote effective local democracy and participatory governance by 2028</p> <p>Improve the administrative and human resource capacity of members of local government from 20% to 60% by 2029</p> <p>Improve funding and financial management of MMDAs for efficient public service delivery by 2028</p> <p>Strengthen inter-MMDA coordination mechanisms for shared infrastructure and service delivery by 2029</p>												
PROGRAMME	Decentralisation												
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
Strengthen sub-structures of MMDAs	Nation wide					2,000,000.00			500,000			LGD	OHLGS, RCCs, MMDAs
Enhance local democratic legitimacy by transitioning to elected MMDCEs under a non – partisan system	Nation wide					10,000,000.00						LGD	CSOs, Traditional Authorities, FBOs
Promote territorial coherence and functional integration of local government by	Nation wide					2,000,000.00						LGD	SMD-LC, LUSPA, EC, GSS

OBJECTIVES:	<p>Enhance IGF mobilisation from 31% to 50% by 2029</p> <p>Strengthen capacity of all MMDAs to mainstream gender into local development plans by 2029</p> <p>Enhance the capacity of all MMDAs to integrate migration into local development planning by 2029</p> <p>Strengthen the legal framework to promote effective local democracy and participatory governance by 2028</p> <p>Improve the administrative and human resource capacity of members of local government from 20% to 60% by 2029</p> <p>Improve funding and financial management of MMDAs for efficient public service delivery by 2028</p> <p>Strengthen inter-MMDA coordination mechanisms for shared infrastructure and service delivery by 2029</p>												
PROGRAMME	Decentralisation												
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
rationalising district creation and institutionalising and enforcing boundary management mechanisms													
Harmonise and strengthen performance assessment regime for MMDAs	Nation wide					200,000.00						LGD	MMDAs, IMCC, OHLGS
Improve merit-based and transparent appointments to	Nation wide					1,000,000.00						LGD	AG, MMDAs

OBJECTIVES:	<p>Enhance IGF mobilisation from 31% to 50% by 2029</p> <p>Strengthen capacity of all MMDAs to mainstream gender into local development plans by 2029</p> <p>Enhance the capacity of all MMDAs to integrate migration into local development planning by 2029</p> <p>Strengthen the legal framework to promote effective local democracy and participatory governance by 2028</p> <p>Improve the administrative and human resource capacity of members of local government from 20% to 60% by 2029</p> <p>Improve funding and financial management of MMDAs for efficient public service delivery by 2028</p> <p>Strengthen inter-MMDA coordination mechanisms for shared infrastructure and service delivery by 2029</p>												
PROGRAMME	Decentralisation												
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
assemblies to strengthen local governance													
Enhance gender equity and inclusion in local governance through increased representation of women in district assembly position	Nation wide					2,000,000.00						LGD	AG, MoGCSP, EC, NALAG
Accelerate establishment and integration of departments	Nation wide					500,000.00						MLGCRA, OHLGS	MMDAs, RCCs

OBJECTIVES:	<p>Enhance IGF mobilisation from 31% to 50% by 2029</p> <p>Strengthen capacity of all MMDAs to mainstream gender into local development plans by 2029</p> <p>Enhance the capacity of all MMDAs to integrate migration into local development planning by 2029</p> <p>Strengthen the legal framework to promote effective local democracy and participatory governance by 2028</p> <p>Improve the administrative and human resource capacity of members of local government from 20% to 60% by 2029</p> <p>Improve funding and financial management of MMDAs for efficient public service delivery by 2028</p> <p>Strengthen inter-MMDA coordination mechanisms for shared infrastructure and service delivery by 2029</p>													
PROGRAMME	Decentralisation													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department		
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating	
and units of MMDAs														
Develop and implement a changed management strategy for MDAs with decentralized functions	Nation wide					100,000.00						MLGCRA	OHLGS, RCCs, ILGS, CSOs	
Develop appropriate user materials for MMDCEs, Assembly members and sub-committees for the execution	Nation wide					100,000.00						MLGCRA	ILGS, IMCC, MMDAs	

OBJECTIVES:	<p>Enhance IGF mobilisation from 31% to 50% by 2029</p> <p>Strengthen capacity of all MMDAs to mainstream gender into local development plans by 2029</p> <p>Enhance the capacity of all MMDAs to integrate migration into local development planning by 2029</p> <p>Strengthen the legal framework to promote effective local democracy and participatory governance by 2028</p> <p>Improve the administrative and human resource capacity of members of local government from 20% to 60% by 2029</p> <p>Improve funding and financial management of MMDAs for efficient public service delivery by 2028</p> <p>Strengthen inter-MMDA coordination mechanisms for shared infrastructure and service delivery by 2029</p>													
PROGRAMME	Decentralisation													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department		
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating	
of their mandates														
Redevelop and upgrade ILGS Accra and Tamale Campuses	Nation wide					5,000,000.00						ILGS	MLGCRA	
Collaborate with OHLGS to implement scheme of service training programme by ILGS	Nation wide					1,000,000.00			9,000,000.00			ILGS	OHLGS, MLGCRA	
Develop and implement a fiscal equalisation	Nation wide					100,000.00								

OBJECTIVES:	<p>Enhance IGF mobilisation from 31% to 50% by 2029</p> <p>Strengthen capacity of all MMDAs to mainstream gender into local development plans by 2029</p> <p>Enhance the capacity of all MMDAs to integrate migration into local development planning by 2029</p> <p>Strengthen the legal framework to promote effective local democracy and participatory governance by 2028</p> <p>Improve the administrative and human resource capacity of members of local government from 20% to 60% by 2029</p> <p>Improve funding and financial management of MMDAs for efficient public service delivery by 2028</p> <p>Strengthen inter-MMDA coordination mechanisms for shared infrastructure and service delivery by 2029</p>													
PROGRAMME	Decentralisation													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department		
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating	
system in the allocation of DACF														
Devolve functions of Land valuation Division of Land Commission to improve revenue mobilisation in all MMDAs.	Nation wide					1,000,000.00						MLGCRA, AG, LVD	MMDAs, LUSPA	
Implement Roadmap to decentralise Education and Health Sector	Nation wide								5,000,000.00			MoE, MoH, IMCC	MLGCRA, OHLGS, OHCS,	

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PROGRAMME	Decentralisation												
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
Develop and implement Roadmap for newly decentralised functions.	Nation wide					500,000.00			500,000.00			MELR, MSWR, MRH, MLGCRA	IMCC, OHLGS, OHCS
Sustain the implementation of the DACF-RFG	Nation wide								10,000,000.00			MLGCRA, DACF, IMCC	MOF, NDPSC
Accelerate establishment of spatial and fiscal databases and update annually using the Street Addressing System and	Nation wide								5,000,000.00			MLGCRA,	LUSPA, MMDAs, NDPSC, MOF, IMCC, LVD

OBJECTIVES:	<p>Enhance IGF mobilisation from 31% to 50% by 2029</p> <p>Strengthen capacity of all MMDAs to mainstream gender into local development plans by 2029</p> <p>Enhance the capacity of all MMDAs to integrate migration into local development planning by 2029</p> <p>Strengthen the legal framework to promote effective local democracy and participatory governance by 2028</p> <p>Improve the administrative and human resource capacity of members of local government from 20% to 60% by 2029</p> <p>Improve funding and financial management of MMDAs for efficient public service delivery by 2028</p> <p>Strengthen inter-MMDA coordination mechanisms for shared infrastructure and service delivery by 2029</p>													
PROGRAMME	Decentralisation													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department		
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating	
National Digital Address System														
Disseminate popular participation policy framework and practitioners manual based on the lessons and experiences of the assessment	Nation wide								500,000.00			IMCC	MLGCRA, LoGNet	
Mainstream the Social Protection systems into MMDAs operations.	Nation wide					200,000.00			500,000.00			MLGCRA	MOF, NALAG, LoGNET, CSOs, IMCC	

OBJECTIVES:	<p>Enhance IGF mobilisation from 31% to 50% by 2029</p> <p>Strengthen capacity of all MMDAs to mainstream gender into local development plans by 2029</p> <p>Enhance the capacity of all MMDAs to integrate migration into local development planning by 2029</p> <p>Strengthen the legal framework to promote effective local democracy and participatory governance by 2028</p> <p>Improve the administrative and human resource capacity of members of local government from 20% to 60% by 2029</p> <p>Improve funding and financial management of MMDAs for efficient public service delivery by 2028</p> <p>Strengthen inter-MMDA coordination mechanisms for shared infrastructure and service delivery by 2029</p>												
PROGRAMME	Decentralisation												
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
SUB-TOTAL					25,700,000.00			30,500,000					
					56,200,000.00								

OBJECTIVES:	Promote universal uptake of hygienic and sanitation from 20% to 40% by 2029. Provide access to Solid and liquid waste management services from capture to treatment and re-use for all by 2029. Review the National WASH Emergency Preparedness and Response Plan (EPRP) by 2027 Promote the effective management of risk-prone areas by 2029												
PROGRAMME:	Environmental health and sanitation												
Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DA CF	IGF	Other	New	Ongoing	Lead	Collaborating
Construction of waste transfer station	GAEC (Ga East)								66,000,000.00			EHSD	MWHWR, WORLD BANK
Construction of engineered landfill with gender responsive washroom facilities	Ayidan (Ga South)								68,200,000.00			EHSD	MWHWR, WORLD BANK
Promotion of source segregation in households and institutions	Nationwide					4,620,000.00			6,930,000.00			EHSD	GES, GHS, MEST, PPME
Integration of informal waste service providers in inclusive MMDA franchise agreements	Accra, Tema, Kumasi, Tamale, Cape Coast,					480,000.00			1,120,000.00			EHSD	LGD, OHLGS

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PROGRAMME:	Environmental health and sanitation												
Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DA CF	IGF	Other	New	Ongoing	Lead	Collaborating
	Sekondi-Takoradi												
Scaling up of buyback centres in urban areas for plastic, paper, and other recoverable	Nationwide					1,740,000.00			11,550,000.00			EHSD	MEST, EPA, PPME
Pilot of waste-to-energy (WTE) initiatives in selected metropolitan areas	Accra, Kumasi					2,000,000.00			165,000.00			EHSD	MEGT, MOF, MEST
Construction of sustainable faecal sludge management infrastructure in 12 secondary cities	Konongo, Agona Swedru, Nkawkaw, Koforidua, Dambai, Hohoe, Tarkwa,					27,400,000.00			342,740,000.00			EHSD	Beneficiary MMDAs, EPA, PROCUREM

OBJECTIVES:	Promote universal uptake of hygienic and sanitation from 20% to 40% by 2029. Provide access to Solid and liquid waste management services from capture to treatment and re-use for all by 2029. Review the National WASH Emergency Preparedness and Response Plan (EPRP) by 2027 Promote the effective management of risk-prone areas by 2029												
PROGRAMME:	Environmental health and sanitation												
Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DA CF	IGF	Other	New	Ongoing	Lead	Collaborating
	Sunyani, Techiman, Yendi, Bolgatanga, Wa												ENT, EIB, AFDB, MOF
Feasibility studies and development of integrated wastewater management masterplans for 4 cities	Accra, Kumasi, Sekondi-Takoradi, Cape Coast					1,150,000.00			2,700,000.00			EHSD	RSIM, PPME, Beneficiary MMDAs, MWHWR, GWL
Sewer rehabilitation, sewer network densification and increasing household connections to network	Accra, Tema, Kumasi, Sekondi-Takoradi, Cape Coast					306,080,000.00			1,734,450,000.00			EHSD	MWHWR, GWL, GHA, GHA (HYDRO)

OBJECTIVES:	Promote universal uptake of hygienic and sanitation from 20% to 40% by 2029. Provide access to Solid and liquid waste management services from capture to treatment and re-use for all by 2029. Review the National WASH Emergency Preparedness and Response Plan (EPRP) by 2027 Promote the effective management of risk-prone areas by 2029												
PROGRAMME:	Environmental health and sanitation												
Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DA CF	IGF	Other	New	Ongoing	Lead	Collaborating
Implementation of revised RSMS and National ODF Plan	Nationwide					4,620,000.00			10780,000.00			EHSD	UNICEF, CWSA, DOCD, OHLGS, CHIEFTAINCY & RELIGIOUS, PPME
Scaling up of CLTS, market-based sanitation and enhancing access to low-cost, durable household toilets	Nationwide					693,780,000.00			2,775,120,000.00			EHSD	UNICEF, CWSA, DOCD, OHLGS, CHIEFTAINCY & RELIGIOUS,

OBJECTIVES:	Promote universal uptake of hygienic and sanitation from 20% to 40% by 2029. Provide access to Solid and liquid waste management services from capture to treatment and re-use for all by 2029. Review the National WASH Emergency Preparedness and Response Plan (EPRP) by 2027 Promote the effective management of risk-prone areas by 2029												
PROGRAMME:	Environmental health and sanitation												
Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DA CF	IGF	Other	New	Ongoing	Lead	Collaborating
													MWHWR, PPME
Operationalization of National Sanitation Fund	Nationwide					500,000.00			110,000.00			EHSD	UNICEF, GEA, MOF
Roll out of National Sanitation Day	Nationwide					15,000,000.00						EHSD	LGD, CHIEFTAINCY & RELIGIOUS, PPME, PR, RCCs, MMDAs, ISD

OBJECTIVES:	Promote universal uptake of hygienic and sanitation from 20% to 40% by 2029. Provide access to Solid and liquid waste management services from capture to treatment and re-use for all by 2029. Review the National WASH Emergency Preparedness and Response Plan (EPRP) by 2027 Promote the effective management of risk-prone areas by 2029												
PROGRAMME:	Environmental health and sanitation												
Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DA CF	IGF	Other	New	Ongoing	Lead	Collaborating
National sanitation and hygiene BCC campaigns and enforcement of sanitation by-laws	Nationwide					1,160,000.00			2,700,000.00			EHSD	LGD, OHLGS, CHIEFTAINCY & RELIGIOUS, JUDICIAL SERVICE, DOCD, ISD
Development of national environmental sanitation operational manuals and guidelines	Accra					800,000.00			200,000.00			EHSD	PPME, OHLGS
Training of MMDA staff on national environmental sanitation operational manuals and guidelines	Nationwide					2,500,000.00			1,000,000.00			EHSD	OHLGS, PPME, LGD

OBJECTIVES:	Promote universal uptake of hygienic and sanitation from 20% to 40% by 2029. Provide access to Solid and liquid waste management services from capture to treatment and re-use for all by 2029. Review the National WASH Emergency Preparedness and Response Plan (EPRP) by 2027 Promote the effective management of risk-prone areas by 2029													
PROGRAMME:	Environmental health and sanitation													
Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department		
		Q1	Q2	Q3	Q4	GoG	DA CF	IGF	Other	New	Ongoing	Lead	Collaborating	
Training of Environmental Health Officers, tutors and students of Schools of Hygiene on environmental sanitation M&E tools	Nationwide					300,000.00							EHSD	SOH, RSIM, OHLGS
Development of National Hygiene Policy	Accra					200,000.00			750,000.00				EHSD	PPME, WHO, UNICEF, MWHWR, CWSA, CONIWAS
Review and gazetting of MMDAs environmental sanitation by-laws	Nationwide					5,610,000.00			2,410,000.00				EHSD	OHLGS, JUDICIAL SERVICE, LGD, PPME

OBJECTIVES:	Promote universal uptake of hygienic and sanitation from 20% to 40% by 2029. Provide access to Solid and liquid waste management services from capture to treatment and re-use for all by 2029. Review the National WASH Emergency Preparedness and Response Plan (EPRP) by 2027 Promote the effective management of risk-prone areas by 2029												
PROGRAMME:	Environmental health and sanitation												
Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DA CF	IGF	Other	New	Ongoing	Lead	Collaborating
Training of Environmental Health Prosecutors	Nationwide					2,410,000.00			5,620,000.00			EHSD	JUDICIAL SERVICE, OHLGS
Training of MMDAs on transparent procurement, contract negotiation, and performance supervision	Nationwide					2,500,000.00			1000,000.00			EHSD	PROCUREMENT, OHLGS, LGD
Review of District-level WASH Emergency Preparedness and Response Plans (EPRP) in high-risk and hot spot districts	Nationwide					300,000.00			500,000.00			EHSD	NADMO, CONIWAS, CWSA, MWHWR, UN HABITAT, WHO, UNICEF

OBJECTIVES:	Promote universal uptake of hygienic and sanitation from 20% to 40% by 2029. Provide access to Solid and liquid waste management services from capture to treatment and re-use for all by 2029. Review the National WASH Emergency Preparedness and Response Plan (EPRP) by 2027 Promote the effective management of risk-prone areas by 2029												
PROGRAMME:	Environmental health and sanitation												
Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DA CF	IGF	Other	New	Ongoing	Lead	Collaborating
SUB-TOTAL						1,058,150,000.00			2,247,645,000.00				
GRAND TOTAL	3,305,795,000.00												

OBJECTIVE	Establish a national policy framework and enhance systems for coordination of community development actions by 2029												
Programme	Community Development												
Collaborate with CSIR to use green technology to convert biomass materials into eco-friendly fuel briquettes to create 100 jobs (70 females, 30 males, including PWDs) and promote other community-based climate actions.	Nationwide					4,000,000						DoCD	CSIR/MMDAs
Train 750 Social Workforce (400 females, 350 males, including PWDs) in the use of Child Protection Toolkits	Nationwide					3,000,000						DoCD	"MMDAs/UNICEF/other agencies
Train 70 Community Educators and Facilitators (40 females, 30 males, including PWDs) in Social Protection and community development to provide support for MMDAs.	RDC, Kwaso					3,000,000						RDC	Head Office
Promote financial inclusion among 300 LED groups with a membership	Nationwide					300,000						MMDAs	DoCD

of 20000 (14000 females and 6000 males, including PWDs) through VSLA schemes													
Conduct 6000 adult education campaigns with a target to reach 230000 individuals (130000 females and 100000 males, including PWDs).	Nationwide					6,000,000						MMDAs	DoCD
Conduct community level training for 2500 women and youth (1700 females and 800 males, including PWDs and migrants) in income generating activities.	Nationwide					2,000,000						MMDAs	DoCD
Build the capacity of 600 (300 females and 300 males) Community Development staff to understand how to harness the benefits of migration, reduce human trafficking and migrant smuggling, and to promote	Nationwide					2,300,000						DoCD	MMDAs/Donors

government job abroad initiative at the local level													
Create 100 public education campaigns to reduce irregular migration, human trafficking, migrant smuggling and to promote government job abroad initiative at the local level	Nationwide					1,300,000						DoCD	MMDAs/Donors
Harness the skills, resources, and experiences of 50 (25 females and 25 males) Ghanaians in the diaspora for the economic and social development of our communities.	Nationwide					1,300,000						DoCD	MMDAs/Donors
Provide extension services to 100 agencies with a target to reach 9500 people (5000 females and 4500 males, including PWDs)	Nationwide					300,000						f	DoCD
GRAND TOTAL	23,500,000.00												

OBJECTIVES	Strengthen institutional and legal framework by 2027. Establish standardized floricultural guidelines by 2027. Establish green space database by 2029. Improve green infrastructure in the country by 2029												
Programme	Parks, Gardens and Recreation												
Facilitate draft amendment or a new bill.	Head Office					50,000.00						DP&G	MLGCRA, MMDAs, EPA
Landscape a total area of 16,000m ² of open spaces earmarked for greening across the country annually	Nationwide					300,000.00						DP&G	MMDAs, RCCs
Redevelop the Aburi Botanical Gardens to increase visits to 205,000	Aburi					1,700,000.00						DP&G	MMDAs, Gov't, private and religious institutions
Propagate 750,000 seedlings annually	All Regional Capitals					200,000.00						DP&G	MMDAs, Gov't, private and religious institutions
Maintain 2,700,000 m ² of landscaped area annually	Nationwide					300,000.00						DP&G	MMDAs, Gov't, private and religious institutions

Plant and maintain 600,000 trees annually	Nationwide					200,000.00						DP&G	MMDAs, Gov't, private and religious institutions
Produce 6,352 wreaths and bouquets	Nationwide					70,000.00						DP&G	MMDAs, RCCs
Train 700 secondary and tertiary students in field of horticulture	Nationwide					70,000.00						DP&G	MMDAs, RCCs
Landscape 250 commercial and residential spaces	Nationwide					70,000.00						DP&G	MMDAs, RCCs
GRAND TOTAL	2,960,000.00												

OBJECTIVES	<p>Operationalize the National Urban Policy and related strategies by 2027</p> <p>Improve circularity in waste management by 2029.</p> <p>Strengthen the capacity of MMDAs to integrate clean cooking into local development plans by 2029.</p>													
Programme	Urban and Rural Development													
Prepare and implement Tamale Urban Resilient Project	Tamale									97,500,000.00			LGD	MMDAs/Don or
Design and Implement GUMAP II	Nationwide									20,700,000.00			LGD	MMDAs/Don or

Construction of 261 twenty-four (24-hour) economy market across all MMDAs	Nationwide					2,610,000.00						MLG CRA	MMDAs
SUB-TOTAL						2,610,000.00			118,200,000.00				
GRAND TOTAL	2,728,200,000.00												

Objective	The objective is to increase birth registration to 95%, improve death and foetal death registration to 60%, and enhance data quality.													
Programme:	Births and Deaths Registration Services													
Projects	Location	Time Frame				Indicative Budget (2026 estimates)				Project Status		Implementing Agencies		
		Q1	Q2	Q3	Q4	GOG	GAC F	IGF	Others	New	Ongoing	Implementing	Collaborating	
Construction of National Office	Accra						N/A						BDR	MLGCRA/D ACF
Register births	Nation wide							1,500,000.00					BDR	MLGRA/UNICEF/GSS
Register foetal deaths	Nation wide							500,000.00					BDR	MLGCRA/GHS/GPS/GSS
Register deaths	Nation wide							1,500,000.00					BDR	MLGCRA/GHS/MOFFA/GSS

Objective	The objective is to increase birth registration to 95%, improve death and foetal death registration to 60%, and enhance data quality.												
Programme:	Births and Deaths Registration Services												
Projects	Location	Time Frame				Indicative Budget (2026 estimates)				Project Status		Implementing Agencies	
		Q1	Q2	Q3	Q4	GOG	GAC F	IGF	Others	New	Ongoing	Implementing	Collaborating
Capacity building	Nation wide							1,200,000.00				BDR	MLGCRA/OHLGS/GSS/GHS/MOFFA/UNICEF/GES
Publish annual births, foetal deaths and deaths report	Nation wide							120,000.00				BDR	MLGCRA/OHLGS/GSS/GHS/MOFFA/UNICEF/GES
Sensitize the public on Section 16 (3) and (4) of Act 1027 of 2020	Nation wide							160,000.00				BDR	MLGCRA/GES
Enforcement of Section 16 (3) and (4) of Act 1027 of 2020	Nation wide							40,000.00				BDR	MLGCRA/OHLGS/GES
Annual Births and Deaths Day Celebration	Nation wide							1,000,000.00	400,000.00			BDR	MLGCRA/OHLGS/GSS/GHS/MOFFA/UNICEF/GES

Objective	The objective is to increase birth registration to 95%, improve death and foetal death registration to 60%, and enhance data quality.													
Programme:	Births and Deaths Registration Services													
Projects	Location	Time Frame				Indicative Budget (2026 estimates)				Project Status		Implementing Agencies		
		Q1	Q2	Q3	Q4	GOG	GAC F	IGF	Others	New	Ongoing	Implementing	Collaborating	
Monitoring, Evaluation and Learning	Nation wide							600,000.00					BDR	MLGRA/UNICEF/GHS/GES/GSS
Communication	Nation wide							120,000.00					BDR	MLGCRA/UNICEF/MOFA/GHS/GES/GSS
SUB-TOTAL								6,740,000.00	400,000					
GRAND TOTAL	7,140,000.000													

OBJECTIVES	Increase the number MMDAs with SDF from 35 to 71 by 2029, Structure Plan from 47 to 95 by 2029, and RSDFs from 3 to 10 by 2029 Strengthen institutional and human resource capacity in spatial Planning and Land use management by 2029													
PROGRAMME	Spatial Planning and Human Settlement													
Project	Location	Time Frame				Indicative Budget (2028 Estimates)				Project Status		Implementing Agencies		
		Q1	Q2	Q3	Q4	GOG	DACF	IGF	Others	New	Ongoing	Implementing	Collaborating	
Build capacity of RSPC of RCCs and SPC of DAs	RCCS, MMDAs					1,000,000			10,000,000				LUSPA	NDPC, MLGCRA & OHLGS

OBJECTIVES	Increase the number MMDAs with SDF from 35 to 71 by 2029, Structure Plan from 47 to 95 by 2029, and RSDFs from 3 to 10 by 2029 Strengthen institutional and human resource capacity in spatial Planning and Land use management by 2029												
PROGRAMME	Spatial Planning and Human Settlement												
Project	Location	Time Frame				Indicative Budget (2028 Estimates)				Project Status		Implementing Agencies	
		Q1	Q2	Q3	Q4	GOG	DACF	IGF	Others	New	Ongoing	Implementing	Collaborating
to improve spatial planning													
Deepen Information, Education and Communication (IE&C) programmes on the Land Use and Spatial Planning Act, 2016 (Act 925)	Nationwide					200,000						LUSPA	MLCGRA, NDPC, DAs, GIP, Built Environment Professionals & FBOs
Disseminate Spatial Planning Manuals, Zoning Guidelines and Planning Standards	Nationwide					600,000						LUSPA	MLGCRA, NDPC, OHLGS & ILGS
Develop an M&E framework to monitor human settlements management (with specific Human	Accra					200,000						LUSPA	NDPC, MLGCRA, IMCCoD, NDPC, RCCs, OHLGS & DAs

OBJECTIVES	Increase the number MMDAs with SDF from 35 to 71 by 2029, Structure Plan from 47 to 95 by 2029, and RSDFs from 3 to 10 by 2029 Strengthen institutional and human resource capacity in spatial Planning and Land use management by 2029												
PROGRAMME	Spatial Planning and Human Settlement												
Project	Location	Time Frame				Indicative Budget (2028 Estimates)				Project Status		Implementing Agencies	
		Q1	Q2	Q3	Q4	GOG	DACF	IGF	Others	New	Ongoing	Implementing	Collaborating
Settlement Indicators)													
Promote green building and climate smart infrastructure systems through permitting regime	Nationwide					90,000						LUSPA	MLGCRA, Ministry of Works and Housing Resources, DAs & OHLGS, Built Environment Professional Bodies
Zone and secure areas for agriculture and biodiversity conservation in the districts.	Nationwide					1,000,000						LUSPA	MLCGRA & MMDAs
Streamline the planning and development permitting system to improve	Nationwide					120,000						MLGCRA	LUSPA, NDPC, DAs & OHLGS

OBJECTIVES	Increase the number MMDAs with SDF from 35 to 71 by 2029, Structure Plan from 47 to 95 by 2029, and RSDFs from 3 to 10 by 2029 Strengthen institutional and human resource capacity in spatial Planning and Land use management by 2029												
PROGRAMME	Spatial Planning and Human Settlement												
Project	Location	Time Frame				Indicative Budget (2028 Estimates)				Project Status		Implementing Agencies	
		Q1	Q2	Q3	Q4	GOG	DACF	IGF	Others	New	Ongoing	Implementing	Collaborating
turnaround time and service delivery													
Strengthen the functionality of the spatial planning committees at regional and district levels	RCCs, MMDAs					800,000						LUSPA	RCCs, OHLGS & DAs
Strengthen Regional LUSPA offices for improved service delivery	RCCs					140,000						LUSPA	MLGCRA, OHLGS, RCCs & DAs
Monitor and evaluate RCCs and District Assemblies on spatial planning and human settlements management functions	Nationwide					100,000						LUSPA	IMCCoD, MLGCRA, OHLGS & NDPC

OBJECTIVES	Increase the number MMDAs with SDF from 35 to 71 by 2029, Structure Plan from 47 to 95 by 2029, and RSDFs from 3 to 10 by 2029 Strengthen institutional and human resource capacity in spatial Planning and Land use management by 2029													
PROGRAMME	Spatial Planning and Human Settlement													
Project	Location	Time Frame				Indicative Budget (2028 Estimates)				Project Status		Implementing Agencies		
		Q1	Q2	Q3	Q4	GOG	DACF	IGF	Others	New	Ongoing	Implementing	Collaborating	
Establish and operationalize Planning and Building Inspectorate Unit	MMDAs					180,000,						LUSPA & OHLGS	MLGCRA, IMCCoD, RCCs & DAs	
Establish and Operationalize Public Data Room in DAs	MMDAs					500,000						MLGCRA & LUSPA	OHLGS, RCCs & DAs	
Prepare and implement Spatial Plans for Regions and DAs	RCCs, MMDAs					7,000,000						LUSPA, RCCs & MMDAs	MLGCRA	
Update the national spatial planning and land use database every quarter	Accra					3,000,000						LUSPA	NDPC, MLGCRA, OHLGS & DAs	
Establish a planning and development permit registry in all DAs	MMDAs					200,000						LUSPA	MLGCRA & MMDAs	
Operationalize Land Use	Accra								35,000,000			LUSPA	MMDAs & MLGCRA	

OBJECTIVES	Increase the number MMDAs with SDF from 35 to 71 by 2029, Structure Plan from 47 to 95 by 2029, and RSDFs from 3 to 10 by 2029 Strengthen institutional and human resource capacity in spatial Planning and Land use management by 2029												
PROGRAMME	Spatial Planning and Human Settlement												
Project	Location	Time Frame				Indicative Budget (2028 Estimates)				Project Status		Implementing Agencies	
		Q1	Q2	Q3	Q4	GOG	DACF	IGF	Others	New	Ongoing	Implementing	Collaborating
Planning and Management Information System to improve service delivery and data management													
SUB-TOTAL						14,950,000			45,000,000				
GRAND TOTAL	59,950,000.00												

OBJECTIVES :	Strengthen conflict resolution systems within the chieftaincy institution by 2029 Update the legal frameworks governing chieftaincy by 2029 Develop protocols and policies governing the practice of religion by 2029. Reduce customs harmful to the rights of individuals by 40% within communities by 2029.												
Programme:	Chieftaincy and Religious Affairs												
Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Build Capacity of Chieftaincy (Registrar/	Nationwide					200,000.00						MLGCR A	CRAD

OBJECTIVES :	Strengthen conflict resolution systems within the chieftaincy institution by 2029 Update the legal frameworks governing chieftaincy by 2029 Develop protocols and policies governing the practice of religion by 2029. Reduce customs harmful to the rights of individuals by 40% within communities by 2029.												
Programme:	Chieftaincy and Religious Affairs												
Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
Traditional Council) Staff													
Build Capacity of Traditional Authorities on Judicial processes.	Nationwide					500,000.00						MLGCR A	CRAD
Inauguration of Traditional Councils	Nationwide					290,000.00						MLGCR A	CRAD
Uphold Culture and Tradition through the holding of memorial days and events	Nationwide					50,000.00						MLGCR A	CRAD
Amend the Chieftaincy Act of 2008 (Act 759)	Nationwide					1,000,000.00						MLGCR A	CRAD
Review harmful customary and religious	Nationwide					500,000.00						MLGCR A	CRAD

OBJECTIVES :	Strengthen conflict resolution systems within the chieftaincy institution by 2029 Update the legal frameworks governing chieftaincy by 2029 Develop protocols and policies governing the practice of religion by 2029. Reduce customs harmful to the rights of individuals by 40% within communities by 2029.												
Programme:	Chieftaincy and Religious Affairs												
Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
practices and Taboos.													
Codify lines of succession to Stools and Skins	Nationwide					1,500,000.00						MLGCR A	CRAD
Passage of Amended LI (2409) on Membership of Regional Houses of Chiefs	Accra					1,500,000.00						MLGCR A	CRAD
Collate matters on Chieftaincy and Religion for redress	Nationwide					50,000.00						MLGCR A	CRAD
Performance Review Houses of Chiefs	Accra					200,000.00						MLGCR A	CRAD
Engagement of Traditional and Religious	Nationwide					2,980,000.00						MLGCR A	CRAD

OBJECTIVES :	Strengthen conflict resolution systems within the chieftaincy institution by 2029 Update the legal frameworks governing chieftaincy by 2029 Develop protocols and policies governing the practice of religion by 2029. Reduce customs harmful to the rights of individuals by 40% within communities by 2029.												
Programme:	Chieftaincy and Religious Affairs												
Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
Leaders on festivals, events, anniversary and meetings													
Religious Pilgrimage (Foreign)	Isreal and Turkey					30,000.00						MLGCR A	CRAD
Religious Faith Education/ Inter and intra-faith collaborations on national and social issues	Nationwide					1,500,000.00						MLGCR A	CRAD
Finalisation of the National Policy on Religion	Nationwide					1,600,000.00						MLGCR A	CRAD
Mapping of sites for local Religious Pilgrimage	Nationwide					50,000.00						MLGCR A	CRAD

OBJECTIVES :	Strengthen conflict resolution systems within the chieftaincy institution by 2029 Update the legal frameworks governing chieftaincy by 2029 Develop protocols and policies governing the practice of religion by 2029. Reduce customs harmful to the rights of individuals by 40% within communities by 2029.												
Programme:	Chieftaincy and Religious Affairs												
Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
Resolution of inter- and intra-faith conflicts	Nationwide					70,000.00						MLGCR A	CRAD
National Day of Prayer and Thanksgiving	Nationwide					2,500,000.00						MLGCR A	CRAD
Declaration of Paramountcies to End Child Marriage	Nationwide								59,392.00			MLGCR A	CRAD
Paramountcies leading to declared Communities free of open defecation	Nationwide								118,784.00			MLGCR A	CRAD
Collection of data on Chieftaincy Judgements	Nationwide					50,000.00						MLGCR A	CRAD
Collection of data on Chieftaincy	Nationwide					50,000.00						MLGCR A	CRAD

OBJECTIVES :	Strengthen conflict resolution systems within the chieftaincy institution by 2029 Update the legal frameworks governing chieftaincy by 2029 Develop protocols and policies governing the practice of religion by 2029. Reduce customs harmful to the rights of individuals by 40% within communities by 2029.												
Programme:	Chieftaincy and Religious Affairs												
Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
Symbols and Relics													
Digitalisation of the Judicial Processes of the House of Chiefs	Nationwide					1,000,000.00						MLGCR A	CRAD
Completion of Offices and Conference Hall for Houses of Chiefs	nationwide					146,000,000.00						MLGCR A	CRAD
Digitalisation of the National Register of Chiefs	Kumasi					300,000.00						MLGCR A	CRAD/MCD
Creation of a Database for Religious Bodies	Nationwide					300,000.00						MLGCR A	CRAD
Resource Traditional Authorities (traditional	Nationwide					29,142,600.00						MLGCR A	CRAD

OBJECTIVES :	Strengthen conflict resolution systems within the chieftaincy institution by 2029 Update the legal frameworks governing chieftaincy by 2029 Develop protocols and policies governing the practice of religion by 2029. Reduce customs harmful to the rights of individuals by 40% within communities by 2029.												
Programme:	Chieftaincy and Religious Affairs												
Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
authority allowance and Grant to Traditional Councils)													
Dispute Resolution (Settlement of Chieftaincy Cases before Judicial Committees of Houses of Chiefs)	Nationwide					9,770,800.00						MLGCR A	CRAD
SUB-TOTAL						200,133,400.00			178,176.00				
GRAND TOTAL	200,311,576.00												

2029 ANNUAL ACTION PLAN

Table 11: 2029 Annual Action Plans

OBJECTIVES:	Facilitate access to information and promote the local economy from 25% to 60% by 2029. Enhance IGF mobilisation from 31% to 50% by 2029 Improve data systems of the Ministry and its Departments and Agencies by 2029 Improve quarterly monitoring and evaluation by 60% by 2029 Establish a permanent multi-stakeholder platform for strategic dialogue and coordination by 2028.												
PROGRAMME:	Institutional development and management												
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
Conduct treasury and accounting activities and prepare periodic financial reports	Head Office					50,000.00						Finance Directorate	Directorates/Departments/ Agencies/ Project Coordinators
Carry out internal management of the Ministry	Head Office					1,000,000.00						Finance Directorate	Directorates/Departments/ Agencies/ Project Coordinators
Maintain Local and International affiliations annually	Head Office					500,000.00						Finance Directorate	Directorates/Departments/ Agencies/ Project Coordinators
Procurement of goods, works, services or consultancy	Head Office					15,000,000.00						Procurement Directorate	Directorates/Departments/ Agencies/ Project Coordinators

Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
Contract management	Head Office					4,000,000.00						Procurement Directorate	Directorates/Departments/Agencies/Project Coordinators
Prepare Sector Annual Budget and periodic performance Report	Head Office					50,000.00						Budget Unit	Directorates/Departments/Agencies/Project Coordinators
Technical Hearing and Parliamentary Hearing presentations	Head Office					50,000.00						Budget Unit	Directorates/Departments/Agencies/Project Coordinators, MoF, Parliament
Prepare and review sector policies, programme and projects	Head Office					2,000,000.00			3,000,000.00			PPC Unit	Directorates/Departments/Agencies/Project Coordinators
Organise Sector Working Group/Development Partners coordination	Head Office					100,000.00			10,000.00			PPC Unit	Directorates/Departments/Agencies/Project Coordinators, DPs,
Manage and monitor implementation of sector policies,	Nationwide					2,000,000.00			3,000,000.00			M&E Unit	Directorates/Departments/Agencies/Project Coordinators

Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
programmes and projects													
Conduct evaluation and impact assessment of projects and programmes	Project site					100,000.00			100,000.00			M&E Unit	Directorates/Departments/ Agencies/ Project Coordinators
Conduct manpower skills development	Head Office					500,000.00			2,000,000.00			HRD	Gen Admin. / PPBMED/RSIM/DD/LGD /FA
Conduct capacity needs assessment	Head Office					200,000.00						HRD	Gen Admin. / PPBMED/RSIM/DD/LGD /FA
Scheme of Service	Head Office					200,000.00						HRD	Gen Admin. / PPBMED/RSIM/DD/LGD /FA
Develop and manage database	Head Office					200,000.00						RSIM	Gen Admin. / PPBMED/RSIM/DD/LGD /FA
Conduct research and development	Head Office					300,000.00						RSIM	Gen Admin. / PPBMED/RSIM/DD/LGD /FA
Carry out internal audit and control operations	Head Office					200,000.00						IAU	Gen Admin. / PPBMED/RSIM/DD/LGD /FA

Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
Coordinate and monitor the implementation of LED policy at all levels	Head Office					1,000,000.00			1,000,000.00			MLGCRA	MMDAs, RCCs, DPs, MDA
Review of the 2026-2029 SMTDP and the preparation of the 2030-2033 SMTDP	Head Office					1,000,000.00						PPBMED	Gen Admin. /RSIM/DD/LGD/FA
SUB-TOTAL						28,450,000.00	-	-	9,110,000.00				
Grand Total									37,560,000.00				

OBJECTIVES	<p>Enhance IGF mobilisation from 31% to 50% by 2029</p> <p>Strengthen capacity of all MMDAs to mainstream gender into local development plans by 2029</p> <p>Enhance the capacity of all MMDAs to integrate migration into local development planning by 2029</p> <p>Strengthen the legal framework to promote effective local democracy and participatory governance by 2029</p> <p>Improve the administrative and human resource capacity of members of local government from 20% to 60% by 2029</p> <p>Improve funding and financial management of MMDAs for efficient public service delivery by 2028</p> <p>Strengthen inter-MMDA coordination mechanisms for shared infrastructure and service delivery by 2029</p>													
PROGRAMME	Decentralisation													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department		
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating	
Strengthen sub-structures of MMDAs	Nationwide					2,000,000.00			500,000			LGD	OHLGS, RCCs, MMDAs	
Enhance local democratic legitimacy by transitioning to elected MMDCEs under a non-partisan system	Nationwide					10,000,000.00						LGD	CSOs, Traditional Authorities, FBOs	
Promote territorial coherence and functional integration of local governments by rationalising	Nationwide					500,000.00						LGD	SMD-LC, LUSPA, EC, GSS	

OBJECTIVES	<p>Enhance IGF mobilisation from 31% to 50% by 2029</p> <p>Strengthen capacity of all MMDAs to mainstream gender into local development plans by 2029</p> <p>Enhance the capacity of all MMDAs to integrate migration into local development planning by 2029</p> <p>Strengthen the legal framework to promote effective local democracy and participatory governance by 2029</p> <p>Improve the administrative and human resource capacity of members of local government from 20% to 60% by 2029</p> <p>Improve funding and financial management of MMDAs for efficient public service delivery by 2028</p> <p>Strengthen inter-MMDA coordination mechanisms for shared infrastructure and service delivery by 2029</p>													
PROGRAMME	Decentralisation													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department		
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating	
district creation and institutionalisation and enforcing boundary management mechanisms														
Harmonise and strengthen performance assessment regime for MMDAs	Nationwide					200,000.00						LGD	MMDAs, IMCC, OHLGS	
Improve merit-based and transparent appointments to Assemblies to	Nationwide					1,000,000.00						LGD	AG, MMDAs	

OBJECTIVES	<p>Enhance IGF mobilisation from 31% to 50% by 2029</p> <p>Strengthen capacity of all MMDAs to mainstream gender into local development plans by 2029</p> <p>Enhance the capacity of all MMDAs to integrate migration into local development planning by 2029</p> <p>Strengthen the legal framework to promote effective local democracy and participatory governance by 2029</p> <p>Improve the administrative and human resource capacity of members of local government from 20% to 60% by 2029</p> <p>Improve funding and financial management of MMDAs for efficient public service delivery by 2028</p> <p>Strengthen inter-MMDA coordination mechanisms for shared infrastructure and service delivery by 2029</p>													
PROGRAMME	Decentralisation													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department		
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating	
strengthen local governance														
Enhance gender equity and inclusion in local governance through increased representation of women in District Assembly positions	Nationwide					2,000,000.00						MLGCRA	AG, MoGCSP, EC, NALAG	
Accelerate establishment and integration of departments	Nationwide					500,000.00						MLGCRA, OHLGS	MMDAs, RCCs	

OBJECTIVES	<p>Enhance IGF mobilisation from 31% to 50% by 2029</p> <p>Strengthen capacity of all MMDAs to mainstream gender into local development plans by 2029</p> <p>Enhance the capacity of all MMDAs to integrate migration into local development planning by 2029</p> <p>Strengthen the legal framework to promote effective local democracy and participatory governance by 2029</p> <p>Improve the administrative and human resource capacity of members of local government from 20% to 60% by 2029</p> <p>Improve funding and financial management of MMDAs for efficient public service delivery by 2028</p> <p>Strengthen inter-MMDA coordination mechanisms for shared infrastructure and service delivery by 2029</p>													
PROGRAMME	Decentralisation													
Projects	Location	Time Frame				Cost (GHS)					Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating	
and units of MMDAs														
Develop and implement a changed management strategy for MDAs with decentralized functions	Nationwide					100,000.00						MLGCRA	OHLGS, RCCs, ILGS, CSOs	
Develop appropriate user materials for MMDCEs, Assembly members and sub-committees for the execution of their mandates	Nationwide					100,000.00						MLGCRA	ILGS, IMCC, MMDAs	

OBJECTIVES	<p>Enhance IGF mobilisation from 31% to 50% by 2029</p> <p>Strengthen capacity of all MMDAs to mainstream gender into local development plans by 2029</p> <p>Enhance the capacity of all MMDAs to integrate migration into local development planning by 2029</p> <p>Strengthen the legal framework to promote effective local democracy and participatory governance by 2029</p> <p>Improve the administrative and human resource capacity of members of local government from 20% to 60% by 2029</p> <p>Improve funding and financial management of MMDAs for efficient public service delivery by 2028</p> <p>Strengthen inter-MMDA coordination mechanisms for shared infrastructure and service delivery by 2029</p>													
PROGRAMME	Decentralisation													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department		
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating	
Redevelop and upgrade ILGS Accra and Tamale Campuses	Nationwide					5,000,000.00							ILGS	MLGCRA
Collaborate with OHLGS to implement scheme of service training programme by ILGS	Nationwide					1,000,000.00			9,000,000.00				ILGS	OHLGS, MLGCRA
Develop and implement a fiscal equalisation system in the allocation of DACF	Nationwide					100,000.00							MLGCR A	OHLGS, DACF

OBJECTIVES	<p>Enhance IGF mobilisation from 31% to 50% by 2029</p> <p>Strengthen capacity of all MMDAs to mainstream gender into local development plans by 2029</p> <p>Enhance the capacity of all MMDAs to integrate migration into local development planning by 2029</p> <p>Strengthen the legal framework to promote effective local democracy and participatory governance by 2029</p> <p>Improve the administrative and human resource capacity of members of local government from 20% to 60% by 2029</p> <p>Improve funding and financial management of MMDAs for efficient public service delivery by 2028</p> <p>Strengthen inter-MMDA coordination mechanisms for shared infrastructure and service delivery by 2029</p>													
PROGRAMME	Decentralisation													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department		
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating	
Devolve functions of Land valuation Division of Land Commission to improve revenue mobilisation in all MMDAs.	Nationwide					1,000,000.00							MLGCRA, AG, LVD	MMDAs, LUSPA
Implement Roadmap to decentralise Education and Health Sector	Nationwide								5,000,000.00				MoE, MoH, IMCC	MLGCRA, OHLGS, OHCS,
Develop and implement Roadmap for newly decentralised functions	Nationwide					500,000.00			500,000.00				MELR, MSWR, MRH, MLGCRA	IMCC, OHLGS, OHCS

OBJECTIVES	<p>Enhance IGF mobilisation from 31% to 50% by 2029</p> <p>Strengthen capacity of all MMDAs to mainstream gender into local development plans by 2029</p> <p>Enhance the capacity of all MMDAs to integrate migration into local development planning by 2029</p> <p>Strengthen the legal framework to promote effective local democracy and participatory governance by 2029</p> <p>Improve the administrative and human resource capacity of members of local government from 20% to 60% by 2029</p> <p>Improve funding and financial management of MMDAs for efficient public service delivery by 2028</p> <p>Strengthen inter-MMDA coordination mechanisms for shared infrastructure and service delivery by 2029</p>													
PROGRAMME	Decentralisation													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department		
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating	
Sustain the implementation of the DACF-RFG	Nationwide								10,000,000.00			MLGCRA, DACF, IMCC	MOF, NDPS	
Accelerate establishment of spatial and fiscal databases and update annually using the Street Addressing System and National Digital Address System	Nationwide								5,000,000.00			MLGCRA	LUSPA, MMDAs, NDPC, MOF, IMCC, LVD	
Disseminate popular participation policy framework and	Nationwide								500,000.00			IMCC	MLGCRA, LoGNet	

OBJECTIVES	<p>Enhance IGF mobilisation from 31% to 50% by 2029</p> <p>Strengthen capacity of all MMDAs to mainstream gender into local development plans by 2029</p> <p>Enhance the capacity of all MMDAs to integrate migration into local development planning by 2029</p> <p>Strengthen the legal framework to promote effective local democracy and participatory governance by 2029</p> <p>Improve the administrative and human resource capacity of members of local government from 20% to 60% by 2029</p> <p>Improve funding and financial management of MMDAs for efficient public service delivery by 2028</p> <p>Strengthen inter-MMDA coordination mechanisms for shared infrastructure and service delivery by 2029</p>													
PROGRAMME	Decentralisation													
Projects	Location	Time Frame				Cost (GHS)				Project Status		Implementing Institution/Department		
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating	
practitioner's manual based on the lessons and experiences of the assessment														
Mainstream the Social Protection systems into MMDAs operations.	Nationwide					200,000.00			500,000.00			MLGCRA	MOF, NALAG, LoGNET, CSOs, IMCC	
TOTAL						24,200,000.00			30,500,000.00					
Grand Total						54,700,000.00								

OBJECTIVES:	Promote universal uptake of hygienic and sanitation from 20% to 40% by 2029. Provide access to Solid and liquid waste management services from capture to treatment and re-use for all by 2029. Review the National WASH Emergency Preparedness and Response Plan (EPRP) by 2027 Promote the effective management of risk-prone areas by 2029												
PROGRAMME:	Environmental health and sanitation												
Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DA CF	IGF	Other	New	Ongoing	Lead	Collaborating
Construction of material recovery facilities in 5 cities	Accra, Tema, Sekondi-Takoradi, Keta, Cape Coast								500,000,000.00			EHSD	KEITI, MEST, EPA, Beneficiary MMDAs
Promotion of source segregation in households and institutions	Nationwide					4,620,000.00			6,930,000.00			EHSD	GES, GHS, MEST, PPME
Integration of informal waste service providers in inclusive MMDA franchise agreements	Accra, Tema, Kumasi, Tamale, Cape Coast, Sekondi-Takoradi					480,000.00			1,120,000.00			EHSD	LGD, OHLGS

OBJECTIVES:	Promote universal uptake of hygienic and sanitation from 20% to 40% by 2029. Provide access to Solid and liquid waste management services from capture to treatment and re-use for all by 2029. Review the National WASH Emergency Preparedness and Response Plan (EPRP) by 2027 Promote the effective management of risk-prone areas by 2029												
PROGRAMME:	Environmental health and sanitation												
Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DA CF	IGF	Other	New	Ongoing	Lead	Collaborating
Construction of sustainable faecal sludge management infrastructure in 12 secondary cities	Konongo, Agona Swedru, Nkawkaw, Koforidua, Dambai, Hohoe, Tarkwa, Sunyani, Techiman, Yendi, Bolgatanga, Wa					7,400,000.00			42,740,000.00			EHSD	Beneficiary MMDAs, EPA, PROCUREMENT, EIB, AFDB, MOF
Feasibility studies and development of integrated wastewater management masterplans for 4 cities	Accra, Kumasi, Sekondi-Takoradi, Cape Coast					1,150,000.00			2,700,000.00			EHSD	RSIM, PPME, Beneficiary MMDAs, MWHWR, GWL

OBJECTIVES:	Promote universal uptake of hygienic and sanitation from 20% to 40% by 2029. Provide access to Solid and liquid waste management services from capture to treatment and re-use for all by 2029. Review the National WASH Emergency Preparedness and Response Plan (EPRP) by 2027 Promote the effective management of risk-prone areas by 2029												
PROGRAMME:	Environmental health and sanitation												
Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DA CF	IGF	Other	New	Ongoing	Lead	Collaborating
Sewer rehabilitation, sewer network densification and increasing household connections to network	Accra, Tema, Kumasi, Sekondi-Takoradi, Cape Coast					306,080,000.00			1,734,450,000.00			EHSD	MWHWR, GWL, GHA, GHA (HYDRO)
Implementation of revised RSMS and National ODF Plan	Nationwide					4,620,000.00			10,780,000.00			EHSD	UNICEF, CWSA, DOCD, OHLGS, CHIEFTAINCY & RELIGIOUS, PPME

OBJECTIVES:	Promote universal uptake of hygienic and sanitation from 20% to 40% by 2029. Provide access to Solid and liquid waste management services from capture to treatment and re-use for all by 2029. Review the National WASH Emergency Preparedness and Response Plan (EPRP) by 2027 Promote the effective management of risk-prone areas by 2029												
PROGRAMME:	Environmental health and sanitation												
Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DA CF	IGF	Other	New	Ongoing	Lead	Collaborating
Scaling up of CLTS, market-based sanitation and enhancing access to low-cost, durable household toilets	Nationwide					693,780,000.00			2,775.120,000.00			EHSD	UNICEF, CWSA, DOCD, OHLGS, CHIEFTAINCY & RELIGIOUS, MWHWR, PPME
Operationalization of National Sanitation Fund	Nationwide					500,000.00			110,000,000.00			EHSD	UNICEF, GEA, MOF
Roll out of National Sanitation Day	Nationwide					10,00						EHSD	LGD, CHIEFTAINCY & RELIGIOUS,

OBJECTIVES:	Promote universal uptake of hygienic and sanitation from 20% to 40% by 2029. Provide access to Solid and liquid waste management services from capture to treatment and re-use for all by 2029. Review the National WASH Emergency Preparedness and Response Plan (EPRP) by 2027 Promote the effective management of risk-prone areas by 2029													
PROGRAMME:	Environmental health and sanitation													
Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department		
		Q1	Q2	Q3	Q4	GoG	DA CF	IGF	Other	New	Ongoing	Lead	Collaborating	
						0,000.00								PPME, PR, RCCs, MMDAs, ISD
National sanitation and hygiene BCC campaigns and enforcement of sanitation by-laws	Nationwide					1,160,000.00			2,700,000.00					EHSD LGD, OHLGS, CHIEFTAINCY & RELIGIOUS, JUDICIAL SERVICE, DOCD, ISD
Training of MMDA staff on national environmental sanitation operational manuals and guidelines	Nationwide					2,500,000.00			1,000,000.00					EHSD OHLGS, PPME, LGD

OBJECTIVES:	Promote universal uptake of hygienic and sanitation from 20% to 40% by 2029. Provide access to Solid and liquid waste management services from capture to treatment and re-use for all by 2029. Review the National WASH Emergency Preparedness and Response Plan (EPRP) by 2027 Promote the effective management of risk-prone areas by 2029													
PROGRAMME:	Environmental health and sanitation													
Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department		
		Q1	Q2	Q3	Q4	GoG	DA CF	IGF	Other	New	Ongoing	Lead	Collaborating	
Training of Environmental Health Officers, tutors and students of Schools of Hygiene on environmental sanitation M&E tools	Nationwide					300,000.00							EHSD	SOH, RSIM, OHLGS
Review and gazetting of MMDAs environmental sanitation by-laws	Nationwide					5,610,000.00			2,410,000.00				EHSD	OHLGS, JUDICIAL SERVICE, LGD, PPME
Training of Environmental Health Prosecutors	Nationwide					2,410,000.00			5,620,000.00				EHSD	JUDICIAL SERVICE, OHLGS

OBJECTIVES:	Promote universal uptake of hygienic and sanitation from 20% to 40% by 2029. Provide access to Solid and liquid waste management services from capture to treatment and re-use for all by 2029. Review the National WASH Emergency Preparedness and Response Plan (EPRP) by 2027 Promote the effective management of risk-prone areas by 2029												
PROGRAMME:	Environmental health and sanitation												
Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DA CF	IGF	Other	New	Ongoing	Lead	Collaborating
Training of MMDAs on transparent procurement, contract negotiation, and performance supervision	Nationwide					2,500,000.00			1,000,000.00			EHSD	PROCUREMENT, OHLGS, LGD
SUB-TOTAL						1,043,110,000.00			2,421,450,000.00				
GRAND TOTAL	3,464,560,000.000												

OBJECTIVE	Establish a national policy framework and enhance systems for coordination of community development actions by 2029												
Programme	Community Development												
Collaborate with CSIR to use green technology to convert biomass materials into eco-friendly fuel briquettes to create 100 jobs and promote other community based climate actions.	Nationwide					3,500,000.00						DoCD	CSIR/MMDAs
Train 900 Social Workforce in the use of Child Protection Toolkits	Nationwide					4,000,000						DoCD	"MMDAs/UNICEF/other agencies
Train 70 Community Educators and Facilitators in Social Protection and community development to provide support for MMDAs.	RDC, Kwaso					4,000,000						RDC	Head Office
Promote financial inclusion among 350 LED groups through VSLA schemes	Nationwide					400,000						MMDAs	DoCD

Conduct 6500 adult education campaigns in the communities	Nationwide					6,500,000						MMDAs	DoCD
Conduct community level training of 3000 women and youth (including migrants) in income generating activities	Nationwide					3,000,000						MMDAs	DoCD
Build the capacity of 600 (300 females and 300 males) Community Development staff to understand how to harness the benefits of migration, reduce human trafficking and migrant smuggling, and to promote government job abroad initiative at the local level.	Nationwide					2,500,000						DoCD	MMDAs/Donors
Create 100 public education campaigns to reduce irregular migration, human trafficking, migrant smuggling and to promote government job abroad initiative at the local level	Nationwide					1,500,000						DoCD	MMDAs/Donors

Harness the skills, resources, and experiences of 50 (25 females and 25 males) Ghanaians in the diaspora for the economic and social development of our communities.	Nationwide					1,500,000						DoCD	MMDAs/Donors
Provide extension services to 100 agencies	Nationwide					200,000						MMDAs	DoCD
SUB-TOTAL													
GRAND TOTAL						27,100,000.00							

OBJECTIVES	Strengthen institutional and legal framework by 2027. Establish standardized floricultural guidelines by 2027. Establish green space database by 2029. Improve green infrastructure in the country by 2029												
Programme	Parks, Gardens and Recreation												
Legislative advocacy, passage and dissemination	Head Office					300,000.00						DP&G	MLGCRA, MMDAs and EPA.

Landscape a total area of 17,000m ² of open spaces earmarked for greening across the country annually	Nationwide					350,000.00						DP&G	MMDAs, Gov't, private and religious institutions
Redevelop the Aburi Botanical Gardens to increase visits to 210,000	Aburi					2,000,000.00						DP&G	MMDAs, Gov't, private and religious institutions
Propagate 800,000 seedlings annually	All Regional Capitals					250,000.00						DP&G	MMDAs, Gov't, private and religious institutions
Maintain 2,800,000 m ² of landscaped area annually	Nationwide					250,000.00						DP&G	MMDAs, Gov't, private and religious institutions
Plant and maintain 70,000 trees annually	Nationwide					250,000.00						DP&G	MMDAs, Gov't, private and religious institutions
Produce 6,926 wreaths and bouquets	Nationwide					80,000.00						DP&G	MMDAs, RC Cs
Train 750 secondary and tertiary students in field of horticulture	Nationwide					80,000.00						DP&G	MMDAs, RC Cs

Landscape 300 commercial and residential spaces	Nationwide					80,000.00						DP&G	MMDAs,RC Cs
GRAND TOTAL	3,340,000.00												

OBJECTIVES	Operationalize the National Urban Policy and related strategies by 2027 Improve circularity in waste management by 2029. Strengthen the capacity of MMDAs to integrate clean cooking into local development plans by 2029.												
Programme	Urban and Rural Development												
Coordination and facilitation on the preparation on the implementation for Tamale Urban Resilient Project	Tamale								97,500,000.00			LGD	MMDA/Donor
Design and Implement GUMAP II	Nationwide								20,700,000.00			LGD	MMDAs/Donor
Continue coordination and supervision of the implementation of EU Sustainable Cities Phase 1	Nationwide								48,750,000.000			LGD	MMDAs/Donor
SUBTOTAL	166,950,000.00												

Objective	Increase birth registration to 95%, improve death and foetal death registration to 60%, and enhance data quality by 2029.												
Programme:	Births and Deaths Registration Services												
Projects	Location	Time Frame				Indicative Budget (2026 estimates)				Project Status		Implementing Agencies	
		Q1	Q2	Q3	Q4	GOG	GACF	IGF	Others	New	Ongoing	Implementing	Collaborating
Construction of National Office	Nationwide						N/A					BDR	MLGCRA/DACF
Register births	Nationwide							1,500,000.00				BDR	MLGCRA/UNICEF/GSS
Register foetal deaths	Nationwide							500,000.00				BDR	MLGCRA/GHS/GPS/GSS
Register deaths	Nationwide							1,500,000.00				BDR	MLGCRA/GHS/MOFFA/GSS
Capacity building	Nationwide							1,200,000.00				BDR	MLGCRA/OHLGS/GSS/GHS/MOFFA/UNICEF/GES
Publish annual births, foetal deaths and deaths report	Nationwide							120,000.00				BDR	MLGCRA/OHLGS/GSS/GHS

Objective	Increase birth registration to 95%, improve death and foetal death registration to 60%, and enhance data quality by 2029.													
Programme:	Births and Deaths Registration Services													
Projects	Location	Time Frame				Indicative Budget (2026 estimates)				Project Status		Implementing Agencies		
													/MOFFA/ UNICEF/ GES	
Sensitize the public on Section 16 (3) and (4) of Act 1027 of 2020	Nationwide							160,000.00					BDR	MLGCRA /GES
Enforcement of Section 16 (3) and (4) of Act 1027 of 2020	Nationwide							40,000.00					BDR	MLGCRA /OHLGS/ GES
Annual Births and Deaths Day Celebration	Nationwide							1,000,000.00	400,000.00				BDR	MLGCRA /OHLGS/ GSS/GHS /MOFFA/ UNICEF/ GES
Monitoring, Evaluation and Learning	Nationwide							600,000.00					BDR	MLGCRA /UNICEF/ GHS/GES/ GSS
Communication	Nationwide							120,000.00					BDR	MLGCRA /UNICEF/

Objective	Increase birth registration to 95%, improve death and foetal death registration to 60%, and enhance data quality by 2029.												
Programme:	Births and Deaths Registration Services												
Projects	Location	Time Frame				Indicative Budget (2026 estimates)				Project Status		Implementing Agencies	
													MOFFA/GHS/GES/GSS
SUB-TOTAL								6,740,000.00	400,000.00				
GRAND TOTAL	7,140,000.00												

OBJECTIVE	Increase the number MMDAs with SDF from 35 to 71 by 2029, Structure Plan from 47 to 95 by 2029, and RSDFs from 3 to 10 by 2029 Strengthen institutional and human resource capacity in spatial Planning and Land use management by 2029												
PROGRAMME	Spatial Planning and Human Settlement												
Activities	Location	Time Frame				Indicative Budget (2029 estimates)				Project Status		Implementing Agencies	
		Q1	Q2	Q3	Q4	GOG	GACF	IGF	Others	New	Ongoing	Implementing	Collaborating
Build capacity of RSPC of RCCs and SPC of DAs to improve spatial planning	RCCS, MMDAs					1,000,000			10,000,000			LUSPA	NDPC, MLGCRA &OHLGS
Deepen Information, Education and Communication (IE&C) programmes on the Land Use and	Nationwide					200,000						LUSPA	MLCGRA, NDPC, DAs, GIP, Built Environment Professionals & FBOs

OBJECTIVE	Increase the number MMDAs with SDF from 35 to 71 by 2029, Structure Plan from 47 to 95 by 2029, and RSDFs from 3 to 10 by 2029 Strengthen institutional and human resource capacity in spatial Planning and Land use management by 2029												
PROGRAMME	Spatial Planning and Human Settlement												
Activities	Location	Time Frame				Indicative Budget (2029 estimates)				Project Status		Implementing Agencies	
		Q1	Q2	Q3	Q4	GOG	GACF	IGF	Others	New	Ongoing	Implementing	Collaborating
Spatial Planning Act, 2016 (Act 925)													
Disseminate Spatial Planning Manuals, Zoning Guidelines and Planning Standards	Nationwide					600,000						LUSPA	MLGCRA, NDPC, OHLGS & ILGS
Update the M&E framework to monitor human settlements management (with specific Human Settlement Indicators)	Accra					200,000						LUSPA	NDPC, MLGCRA, IMCCoD, NDPC, RCCs, OHLGS & DAs
Promote green building and climate smart infrastructure systems through permitting regime	Nationwide					90,000						LUSPA	MLGCRA, Ministry of Works and Housing Water Resources, DAs & OHLGS, Built Environment

OBJECTIVE	Increase the number MMDAs with SDF from 35 to 71 by 2029, Structure Plan from 47 to 95 by 2029, and RSDFs from 3 to 10 by 2029 Strengthen institutional and human resource capacity in spatial Planning and Land use management by 2029													
PROGRAMME	Spatial Planning and Human Settlement													
Activities	Location	Time Frame				Indicative Budget (2029 estimates)				Project Status		Implementing Agencies		
		Q1	Q2	Q3	Q4	GOG	GACF	IGF	Others	New	Ongoing	Implementing	Collaborating	
													Professional Bodies	
Zone and secure areas for agriculture and biodiversity conservation in the districts.	Nationwide					1,000,000							LUSPA	MLCGRA & MMDAs
Streamline the planning and development permitting system to improve turnaround time and service delivery	Nationwide					120,000							MLGCRA	LUSPA, NDPC, DAs & OHLGS
Strengthen the functionality of the spatial planning committees at regional and district levels	RCCs, MMDAs					800,000							LUSPA	RCCs, OHLGS & DAs

OBJECTIVE	Increase the number MMDAs with SDF from 35 to 71 by 2029, Structure Plan from 47 to 95 by 2029, and RSDFs from 3 to 10 by 2029 Strengthen institutional and human resource capacity in spatial Planning and Land use management by 2029												
PROGRAMME	Spatial Planning and Human Settlement												
Activities	Location	Time Frame				Indicative Budget (2029 estimates)				Project Status		Implementing Agencies	
		Q1	Q2	Q3	Q4	GOG	GACF	IGF	Others	New	Ongoing	Implementing	Collaborating
Strengthen Regional LUSPA offices for improved service delivery	RCCs					140,000						LUSPA	MLGCRA, OHLGS, RCCs & DAs
Monitor and evaluate RCCs and District Assemblies on spatial planning and human settlements management functions	Nationwide					100,000						LUSPA	IMCCoD, MLGCRA, OHLGS & NDPC
Undertake research on urban planning and human settlements management to inform policy formation	Nationwide					200,000						LUSPA	IMCCoD, MLGCRA, OHLGS & MMDAs NDPC
Establish and operationalize Planning and Building Inspectorate Unit	MMDAs					180,000,						LUSPA & OHLGS	MLGCRA, IMCCoD, RCCs & DAs

OBJECTIVE	Increase the number MMDAs with SDF from 35 to 71 by 2029, Structure Plan from 47 to 95 by 2029, and RSDFs from 3 to 10 by 2029 Strengthen institutional and human resource capacity in spatial Planning and Land use management by 2029												
PROGRAMME	Spatial Planning and Human Settlement												
Activities	Location	Time Frame				Indicative Budget (2029 estimates)				Project Status		Implementing Agencies	
		Q1	Q2	Q3	Q4	GOG	GACF	IGF	Others	New	Ongoing	Implementing	Collaborating
Establish and Operationalize Public Data Room in DAs	MMDAs					500,000						MLGCRA & LUSPA	OHLGS, RCCs & DAs
Prepare and implement Spatial Plans for Regions and DAs	RCCs, MMDAs					7,000,000						LUSPA, RCCs & MMDAs	MLGCRA
Establish a national spatial planning and land use database and update it periodically	Accra					3,000,000						LUSPA	NDPC, MLGCRA, OHLGS & DAs
Establish a planning and development permit registry in all DAs	MMDAs					200,000						LUSPA	MLGCRA & MMDAs
Review the performance of Land Use Planning and Management Information System to	Accra								5,000,000			LUSPA	MMDAs & MLGCRA

OBJECTIVE	Increase the number MMDAs with SDF from 35 to 71 by 2029, Structure Plan from 47 to 95 by 2029, and RSDFs from 3 to 10 by 2029 Strengthen institutional and human resource capacity in spatial Planning and Land use management by 2029												
PROGRAMME	Spatial Planning and Human Settlement												
Activities	Location	Time Frame				Indicative Budget (2029 estimates)				Project Status		Implementing Agencies	
		Q1	Q2	Q3	Q4	GOG	GACF	IGF	Others	New	Ongoing	Implementing	Collaborating
improve service delivery and data management													
SUB-TOTAL						30,660,000.00			15,000,000.00				
GRAND TOTAL	45,660,000.00												

OBJECTIVES :	Strengthen conflict resolution systems within the chieftaincy institution by 2029 Update the legal frameworks governing chieftaincy by 2029 Develop protocols and policies governing the practice of religion by 2029. Reduce customs harmful to the rights of individuals by 40% within communities by 2029.												
Programme:	Chieftaincy and Religious Affairs												
Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
Build Capacity of Chieftaincy (Registrar/ Traditional Council) Staff	Nationwide					200,000.00						MLGCR A	CRAD
Build Capacity of Traditional Authorities on	Nationwide					500,000.00						MLGCR A	CRAD

OBJECTIVES :	Strengthen conflict resolution systems within the chieftaincy institution by 2029 Update the legal frameworks governing chieftaincy by 2029 Develop protocols and policies governing the practice of religion by 2029. Reduce customs harmful to the rights of individuals by 40% within communities by 2029.												
Programme:	Chieftaincy and Religious Affairs												
Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
Judicial processes.													
Inauguration of Traditional Councils	Nationwide					290,000.00						MLGCR A	CRAD
Uphold Culture and Tradition through the holding of memorial days and events	Nationwide					50,000.00						MLGCR A	CRAD
Amend the Chieftaincy Act of 2008 (Act 759)	Nationwide					1,000,000.00						MLGCR A	CRAD
Review harmful customary and religious practices and Taboos.	Nationwide					500,000.00						MLGCR A	CRAD
Codify lines of succession to	Nationwide					1,500,000.00						MLGCR A	CRAD

OBJECTIVES :	Strengthen conflict resolution systems within the chieftaincy institution by 2029 Update the legal frameworks governing chieftaincy by 2029 Develop protocols and policies governing the practice of religion by 2029. Reduce customs harmful to the rights of individuals by 40% within communities by 2029.												
Programme:	Chieftaincy and Religious Affairs												
Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
Stools and Skins													
Passage of Amended LI (2409) on Membership of Regional Houses of Chiefs	Accra					1,500,000.00						MLGCR A	CRAD
Collate matters on Chieftaincy and Religion for redress	Nationwide					50,000.00						MLGCR A	CRAD
Performance Review Houses of Chiefs	Accra					200,000.00						MLGCR A	CRAD
Engagement of Traditional and Religious Leaders on festivals, events,	Nationwide					2,980,000.00						MLGCR A	CRAD

OBJECTIVES :	Strengthen conflict resolution systems within the chieftaincy institution by 2029 Update the legal frameworks governing chieftaincy by 2029 Develop protocols and policies governing the practice of religion by 2029. Reduce customs harmful to the rights of individuals by 40% within communities by 2029.												
Programme:	Chieftaincy and Religious Affairs												
Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
anniversary and meetings													
Religious Pilgrimage (Foreign)	Isreal and Turkey					30,000.00						MLGCR A	CRAD
Religious Faith Education/ Inter and intra-faith collaborations on national and social issues	Nationwide					1,500,000.00						MLGCR A	CRAD
Finalisation of the National Policy on Religion	Nationwide					1,600,000.00						MLGCR A	CRAD
Mapping of sites for local Religious Pilgrimage	Nationwide					50,000.00						MLGCR A	CRAD
Resolution of inter- and intra-faith conflicts	Nationwide					70,000.00						MLGCR A	CRAD

OBJECTIVES :	Strengthen conflict resolution systems within the chieftaincy institution by 2029 Update the legal frameworks governing chieftaincy by 2029 Develop protocols and policies governing the practice of religion by 2029. Reduce customs harmful to the rights of individuals by 40% within communities by 2029.												
Programme:	Chieftaincy and Religious Affairs												
Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
National Day of Prayer and Thanksgiving	Nationwide					2,500,000.00						MLGCR A	CRAD
Declaration of Paramountcies to End Child Marriage	Nationwide								59,392.00			MLGCR A	CRAD
Paramountcies leading to declared Communities free of open defecation	Nationwide								118,784.00			MLGCR A	CRAD
Collection of data on Chieftaincy Judgements	Nationwide					50,000.00						MLGCR A	CRAD
Collection of data on Chieftaincy Symbols and Relics	Nationwide					50,000.00						MLGCR A	CRAD

OBJECTIVES :	Strengthen conflict resolution systems within the chieftaincy institution by 2029 Update the legal frameworks governing chieftaincy by 2029 Develop protocols and policies governing the practice of religion by 2029. Reduce customs harmful to the rights of individuals by 40% within communities by 2029.												
Programme:	Chieftaincy and Religious Affairs												
Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
Digitalisation of the Judicial Processes of the House of Chiefs	Nationwide					1,000,000.00						MLGCR A	CRAD
Completion of Offices and Conference Hall for Houses of Chiefs	nationwide					146,000,000.00						MLGCR A	CRAD
Digitalisation of the National Register of Chiefs	Kumasi					300,000.00						MLGCR A	CRAD/MCD
Creation of a Database for Religious Bodies	Nationwide					300,000.00						MLGCR A	CRAD
Resource Traditional Authorities (traditional authority allowance and	Nationwide					29,142,600.00						MLGCR A	CRAD

OBJECTIVES :	Strengthen conflict resolution systems within the chieftaincy institution by 2029 Update the legal frameworks governing chieftaincy by 2029 Develop protocols and policies governing the practice of religion by 2029. Reduce customs harmful to the rights of individuals by 40% within communities by 2029.												
Programme:	Chieftaincy and Religious Affairs												
Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
Grant to Traditional Councils)													
Dispute Resolution (Settlement of Chieftaincy Cases before Judicial Committees of Houses of Chiefs)	Nationwide					9,770,800.00						MLGCR A	CRAD
SUBTOTAL						200,133,400.00			178,176.00				
GRAND TOTAL	200,311,576.00												

CHAPTER SEVEN: MONITORING AND EVALUATION ARRANGEMENTS

Introduction

Chapter Seven (7) of the SMTDP (2026–2029) outlines the framework for tracking the objectives and implementation of the Ministry’s programmes and projects, including those of its sector agencies and departments. The Monitoring and Evaluation (M&E) arrangements will enable the Ministry to systematically measure progress towards adopted goals and strategic objectives, while ensuring that activities and outputs are effectively aligned with the plan.

A participatory M&E approach will be adopted through the formation of a monitoring team comprising representatives from relevant departments and agencies. This approach will also capture stakeholder perceptions to assess whether interventions are achieving the intended results.

Stakeholder Analysis

Stakeholders are a critical component of the M&E plan, with clearly defined roles and responsibilities in the monitoring process.

The table below provides a description of the Stakeholder Analysis for the Sector

SPECIFIC STAKEHOLDERS	INTEREST/ROLE	LEVEL OF INFLUENCE
NATIONAL LEVEL STAKEHOLDERS		
Ministries, Departments and Agencies (e.g., MoF, MoH, MoE, MEST, MoEGT, MRH, MoT, MoJAG, MWHWR, MoGCSP, MoFA, MLNR, MoYE, MoI, MoTI, MLJE, MCDTI, OHLGS, BDR, DoCD, DoP&G, LUSPA,, GSS, NADMO, Lands Commission, NDPC, 24 Hour Economy and Accelerated Development etc.)	<ul style="list-style-type: none"> Support to policy formulation and programme and project designs Provide technical support, data, policy guidelines, and inter-ministerial coordination. Support implementation of spatial, emergency, health, sanitation, and education policies 	HIGH
Traditional Authorities and Chieftaincy Institutions (e.g., National and Regional House of Chiefs, Local Traditional Councils etc.)	<ul style="list-style-type: none"> Support community mobilization. Preserve cultural heritage. Mediate land and community disputes. Promote peaceful coexistence 	HIGH
Development Partners (e.g., World Bank, KFW, UNICEF, UNDP, GIZ, UNDP, UNCDF, Un-Habitat, European Union, AfDB etc.)	<ul style="list-style-type: none"> Provide technical and financial assistance. Co-fund and co-implement programmes. Support data systems, sector reforms, and emergency preparedness. 	HIGH
Religious Bodies (e.g., Christian Council, Office of Chief Imam, Pentecostal and	<ul style="list-style-type: none"> Support peacebuilding, social cohesion and national development. 	HIGH

<i>Charismatic Council, Traditional Religious Leaders etc.)</i>	<ul style="list-style-type: none"> Engage in moral guidance and sensitization on religious values and norms. 	
Media <i>(National and Local Media Outlets)</i>	<ul style="list-style-type: none"> Disseminate information. Raise public awareness on governance, emergencies, gender, and urban planning issues. Promote accountability and ensure checks and balance of the arm of government & executive 	MEDIUM
Academic, Research Institutions and Professional Bodies <i>(e.g., University of Ghana, Institute of Local Government Studies, CSIR, KNUST, GIP, GhIS, GhIE etc.)</i>	<ul style="list-style-type: none"> Research support. Capacity development. Technical advice on policy, planning, urban resilience, and governance 	MEDIUM
SUB-NATIONAL LEVEL STAKEHOLDERS		
Regional Coordinating Councils Metropolitan, Municipal and District Assemblies	<ul style="list-style-type: none"> Promote policy coordination and implementation of government policies and programmes Implement strategies and projects at the local level. Provide local data. Monitor and report results. Mobilize local IGF 	HIGH
Civil Service and NGOs <i>(e.g., SEND Ghana, CDD Ghana, Local NGOs working in WASH, Governance, Emergency Response, Gender etc.)</i>	<ul style="list-style-type: none"> Promote accountability. Deliver social services. Advocate for inclusion, gender equity, and citizen participation. Track utilisation of public funds 	MEDIUM
Private Sector <i>(e.g., Construction firms, ICT Providers, Urban Planners, Local Business etc.)</i>	<ul style="list-style-type: none"> Provide Technical and financial support Partner in infrastructure, urban development, and data systems. Generate employment. Provide innovative solutions. 	MEDIUM
Citizens and Community- Based Groups <i>(e.g. Local Community Leaders, Youth Groups, Women's Groups, Persons with Disabilities etc.)</i>	<ul style="list-style-type: none"> Beneficiaries of services. Participate in planning and monitoring Provide feedback for improvement 	MEDIUM TO LOW

Monitoring of the SMTDP

To track SMTDP implementation, quarterly and annual monitoring reports will be prepared and submitted to the National Development Planning Commission (NDPC). These reports will present progress against annual targets as detailed in the monitoring matrix. Sector agencies and departments will be required to submit timely progress reports on their indicators, which will be collated, reviewed, and validated. The consolidated quarterly and annual reports will then be submitted to NDPC and serve as inputs for the preparation of the National Annual Progress Reports (2026–2029), in line with the requirements of LI 2232.

Monitoring Matrix

Table 12: Monitoring Matrix

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Goal:										
<ul style="list-style-type: none"> Enhance local economic development and financial sustainability 										
Objectives:										
<ul style="list-style-type: none"> Facilitate access to information and promote the local economy from 25% to 60% by 2029. Enhance IGF mobilisation from 31% to 50% by 2029 										
Programme: Institutional Development and Management										
Percentage of MMDAs that support LED activities	Measures the percentage of MMDAs initiatives that support local business growth, promote decent employment, and foster sustainable economic development	Outcome	25%	30%	40%	50%	60%	Regions/MMDAs	Bi-annual	MMDAs/RCCs/MLGCRA
Percentage of MMDAs with accessible LED infrastructure	Measures the percentage of MMDAs that facilitates access to LED infrastructure and services	Output	New LED Policy available (2024-2029)	50%	55%	60%	65%	MMDAs	Annually	MMDAs/RCCs/MLGCRA
Percentage implementation	Measure the proportion of	Output	50%	55%	60%	65%	70%	MMDAs	Annually	MLGCRA

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
of Local Economic Development Policy (2024 - 2029) and Implementation Plan	activities in the Action Plan being implemented									
Percentage of MMDAs with digitized Internally Generated Funds (IGF)	Measures the proportion of MDAs using digitized platforms to collect IGF	Output	31%	35%	40%	45%	50%	MMDAs	Bi-Annual	MMDAs/ RCCs/ MLGCRA

GOAL:

- Achieve universal access to environmental sanitation
- Advance inclusive and sustainable community development
- Provide accurate, reliable and timely information of all births, foetal deaths and deaths.
- Promote gender equality and empower women and girls through inclusive local governance and gender-responsive development planning.
- Integrate migration considerations into local development planning to enhance inclusive governance, service delivery, and socio-economic development.
- Promote inclusive and rights-based traditional governance and traditional practices.

OBJECTIVES:

- Promote universal uptake of hygienic and sanitation from 20% to 40% by 2029.
- Provide access to Solid and liquid waste management services from capture to treatment and re-use for all by 2029.
- Establish a national policy framework and enhance systems for coordination of community development actions by 2029
- The objective is to increase birth registration to 95%, improve death and foetal death registration to 60%, and enhance data quality.

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
<ul style="list-style-type: none"> Strengthen capacity of all MMDAs to mainstream gender into local development plans by 2029 Enhance the capacity of all MMDAs to integrate migration into local development planning by 2029 Reduce customs harmful to the rights of individuals by 40% within communities by 2029. 										
PROGRAMME: ENVIRONMENTAL HEALTH AND SANITATION										
Percentage of the population with access to environmental sanitation	Percentage of people who have access to adequate environmental sanitation services	Outcome	20%	25%	30%	35%	40%	MLGCRA/RCCs/MMDAs	Quarterly/Annually	MMDAs/RCCs/MLGCRA
Number of capacity-building activities conducted on environmental sanitation management	Measures the total number of structured training activities held on environmental sanitation management	Output	30	35	40	45	50	MMDAs	Quarterly/Annually	MMDAs/RCCs
Number of large-scale environmental sanitation infrastructure projects implemented.	Tracks the total number of major sanitation infrastructure projects completed and are operational	Output	40	45	50	55	60	MMDAs	Quarterly/Annually	MMDAs/RCCs
Percentage of inclusivity and sustainability community	Percentage of MMDAs with green technology initiatives implemented	Outcome	20%	25%	30%	35%	40%	MMDAs	Annually	MMDAs/RCCs

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
development initiatives										
Percentage of births registered accurately and within the legally stipulated timeframe	Measures the percentage births registered	Outcome	86.9%	90%	95%	95%	85%	Regions	Monthly/Quarterly	Births and Deaths Registry/MLGCRA/GSS
Percentage of deaths registered accurately and timely	Percentage of new deaths registered within a year	Outcome	37.4%	50%	55%	60%	60%	Regions	Monthly/Quarterly	Births and Deaths Registry/MLGCRA/GSS
Women and vulnerable groups engaged in decision-making processes	Percentage of women and vulnerable groups engaged in decision-making processes	Output	30%	35%	40%	45%	50%	MMDAs/RCCs	Quarterly/Annually	MMDAs/RCCs
Percentage of MMDAs that have integrated migration issues into their Development Plans	Measures the percentage of MMDAs that have incorporated migration into their planning frameworks	Output	15%	20%	25%	30%	35%	MMDAs/RCCs	Quarterly/Annual	MMDAs/RCCs
Percentage of traditional authorities and councils	Measures the percentage of Paramountcy's/Traditional areas	Output	1.8% (7/393)	1% (4/393)	1% (4/393)	1% (4/393)	1% (4/393)	Traditional areas	Annually	CRAD

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
implementing inclusive and rights-based governance practices.	taking oath to end Child Marriage and GBV									
Number of Religious and Traditional Authorities trained on SGBV	Count of faith-based leaders and Traditional authorities sensitised on Sexual and Gender based violence	Output	148	200	250	250	300	traditional leaders, religious leaders, gender	Annually	CRAD

GOALS:

- To safeguard the natural environment and ensure a resilient built environment
- Promote Ghanaian urban centres as habitats for a prosperous, healthy, safe population
- Achieve universal access to environmental sanitation
- Promote clean cooking technologies
- Promote sustainable horticulture and environmental beautification.
- Strengthen Emergency Preparedness and Response

OBJECTIVES:

- Increase the number MMDAs with SDF from 35 to 71 by 2029, Structure Plan from 47 to 95 by 2029, and RSDFs from 3 to 10 by 2029
- Strengthen institutional and human resource capacity in spatial Planning and Land use management by 2029
- Operationalize the National Urban Policy and related strategies by 2027
- Improve circularity in waste management by 2029.
- Strengthen the capacity of MMDAs to integrate clean cooking into local development plans by 2029.
- Strengthen institutional and legal framework by 2027.

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
<ul style="list-style-type: none"> Establish standardized floricultural guidelines by 2027. Establish green space database by 2029. Improve green infrastructure in the country by 2029 Review the National WASH Emergency Preparedness and Response Plan (EPRP) by 2027 Promote the effective management of risk-prone areas by 2029 										
Percentage of RCCs and MMDAs with Spatial Development Frameworks, Structure Plans, and Local Plans	Percentage of region (RCCs) with RSDF expressed as a percentage of all the total Number of Region	Outcome	18.75% (3)	37.5% (6)	50% (8)	56.25% (9)	62.5% (10)	Region	Annually	LUSPA, MLGCRA, OHLGS, RCCs
	Percentage of MMDAs with SDF expressed as a percentage of all the total Number of Region	Outcome	13.4% (35)	16.8% (44)	20.3% (53)	23.7% (62)	27.2% (71)	Region, MMDA	Annually	LUSPA, MLGCRA, OHLGS, RCCs, MMDAs
	Percentage of MMDAs with Structure Plans expressed as a percentage of all the total Number of Region	Outcome	18.0% (47)	22.6% (59)	27.2% (71)	31.8% (83)	36.4% (95)	Region, MMDA	Annually	LUSPA, MLGCRA, OHLGS, RCCs, MMDAs
Percentage of Turnaround time for the issuance of permit	Percentage of MMDAs that meet the Turnaround time	Output	44% (114)	60% (157)	75% (196)	90% (235)	100% (261)	Region, MMDA	Annually	LUSPA, MLGCRA, OHLGS,

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
	for the issuance of Permit									RCCs, MMDAs
Percentage of RCCs and MMDAs monitored	Percentage of RCCs and MMDAs monitored on their spatial planning functions in accordance with Act 925 and L.I. 2384, expressed as percentage	Output	0%	100%	100%	100%	100%	Region, MMDA	Annually	LUSPA, MLGCRA, RCCs, MMDAs
Level of completion of the redevelopment of LUPMIS	Percentage level of completion for the redevelopment of LUPMIS	Output	30%	70%	100%	-	-		Annually	LUSPA, MLGCRA, OHLGS, RCCs, MMDAs, other MDAs, DP
Number capacity building undertaken	Number of MMDA capacity built in spatial planning	Output	33	261	261	261	261		Annually	LUSPA, OHLGS, RCCs, MMDAs, DP
Number of Public sensitisations undertaken	Number of public sensitisations undertaken on spatial planning issues	Output	11	40	40	40	40	Region, MMDA	Annually	LUSPA, MLGCRA, OHLGS, RCCs, MMDAs, other MDAs, Media, DP

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Percentage implementation of the National Urban Policy and Action Plan	rollout of urban development interventions, programmes, or projects aimed at making cities inclusive, resilient, and sustainable.	Output	Final Draft National Urban Policy available	15%	20%	25%	40%	MLGCRA	Annually	MLGCRA NDPC MMDAs, RCC, Relevant MDAs
Percentage of implementation of sustainable Cities strategies Actions.	Measure proportion of cities that have adopted and are implementing strategies that aligns with sustainability principles (Environmental, Social, Economic, Governance and Planning, Global Benchmarks and Framework dimensions).	Outcome	Sustainable Cities Strategy launched	20%	25%	35%	40%	MLGCRA	Annually	MLGCRA NDPC MMDAs, Relevant MDAs
Percentage of implementation of Rural Development Policy and	Measures the proportion of adoption of the National Rural Development	Outcome	40%	50%	60%	70%	80%	MLGCRA,	Annually	MLGCRA NDPC

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
implementation plan	Policy, along with the design and implementation of key interventions targeting improved livelihoods, infrastructure, and service delivery in rural communities									MMDAs and Relevant MDAs
Percentage of climate-responsive infrastructure projects and services implemented	Proportion of Implemented climate-responsive infrastructure and circular economy services at the MMDAS	Outcome	40%	50%	60%	70%	80%	MMDAs	Bi-annual	MLGCRA, RCCs, MMDAs
Standardized floricultural guidelines and spatial planning tools developed and adopted	Tracks the development and adoption of harmonized guidelines and spatial planning tools to support floriculture and horticultural development	Output	20%	25%	30%	35%	40%	RCCs, MMDAs	Annually	MLGCRA, LUSPA, DEP. OF PARKS AND GARDENS

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Number of Emergency Preparedness and Response Plan (EPRP) reviewed and updated	Number of National WASH Emergency Preparedness and Response Plan (EPRP) reviewed, updated	Output	20	25	30	35	40	MMDAs	Annually	MLGCRA
Percentage of Districts with Disaster Response and Reduction Plans	Measures the proportion of Districts that have validated disaster response plans (Within a 2-year cycle)	Outcome	20%	25%	30%	35%	40%	MMDAs	Bi-annual	MLGCRA/MMDAs
Number of unified Early Warning and Incident Command System developed and operationalized	Number of MMDAs with operational early warning system	Output	20	25	30	35	40	MMDAs	Bi-annual	NADMO/MLGCRA

GOALS:

- Deepen political and administrative decentralization
- Reduce the duration and frequency of chieftaincy-related conflicts
- Strengthen inclusive and accountable traditional governance systems through legal reforms
- Establish lines of succession for stools, skins and reduction in leadership disputes among faith-based organisations
- Create inclusive and tolerance religious environment for social cohesion and peaceful co-existence
- Promote cross-jurisdictional approach to management of basic services
- Strengthen sector-wide monitoring and evaluation systems.
- Strengthen sector-wide coordination and inclusive stakeholder engagement

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
<ul style="list-style-type: none"> Strengthen institutional systems for effective services delivery 										
<p>OBJECTIVE:</p> <ul style="list-style-type: none"> Strengthen the legal framework to promote effective local democracy and participatory governance by 2028 Improve the administrative and human resource capacity of members of local government from 20% to 60% by 2029 Improve funding and financial management of MMDAs for efficient public service delivery by 2028 Strengthen conflict resolution systems within the chieftaincy institution by 2029 Update the legal frameworks governing chieftaincy by 2029 Develop protocols and policies governing the practice of religion by 2029 Strengthen inter-MMDA coordination mechanisms for shared infrastructure and service delivery by 2029. Improve quarterly monitoring and evaluation by 60% by 2029 Establish a permanent multi-stakeholder platform for strategic dialogue and coordination by 2028. Improve data systems of the Ministry and its Departments and Agencies by 2029 										
PROGRAMME: Chieftaincy and Religious Affairs										
Status of Legal Reforms for the election of MMDCEs	Tracks the progress of legal and constitutional reforms aimed at introducing popular elections for MMDCEs.	Output	0%	50%	60%	70%	80%	National	Annually	MLGCRA, Parliament & EC
Percentage of sub-district structures functional	Percentage of Urban/ Zonal /Town/Area Councils operational.	Outcome	25%	30%	40%	50%	70%	RCCs & MMDAs	Quarterly	MLGCRA, RCCs & MMDAs

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Percentage of MMDAs/ Assembly Members capacity built in local governance and Legal regulatory frameworks	Percentage of capacity-building programmes conducted for Assembly Members	Output	20%	30%	40%	50%	60%	Regional	Annually	ILGS, MLGCRA & RCCs
Percentage of Programmes delivered by ILGS to support decentralisation	Percentage of technical support/training/ research programmes ILGS implements annually for local governance	Output	30%	40%	50%	60%	70%	National	Annually	ILGS & MLGCRA
Percentage of Traditional Councils with data on Chieftaincy judgements.	Percentage of Traditional Councils with data on Chieftaincy Judgements expressed over the total no of Traditional Councils	Output	15%	15%	18%	25%	40%	Houses of Chiefs, Traditional Councils	Quarterly	CRAD

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Percentage of Traditional Councils with data on symbols and relics.	Percentage of Traditional Councils with data on Symbols and relics expressed over the total no of Traditional Councils	Output	10%	20%	30%	50%	70%	Houses of Chiefs, Traditional Councils	Quarterly	CRAD, PPME, Houses of Chiefs
Number of Local Religious pilgrimage, heritage, and tourism sites identified	Count of local sites identified for inclusion in the Local Religious Programme	Output	23	5	15	20	20	Christian, Muslim, Traditional and other faith-based Sites	Quarterly	CRAD/ RSIM
Percentage of L.Is on lines of succession to stools and skins for rightful successors passed	Percentage of Legislative instruments passed on stools and skins indicating the rightful successors expressed over the number of Trad. Councils	Output	2.8% (11/393)	4.3% (17/393)	2.5% (10/393)	2.5% (10/393)	5.1% (20/393)	Traditional areas	Annually	CRAD, Houses of Chiefs
Number of pilgrimages organized	Count of Christian pilgrimages to the state of Israel and other locations	Output	0	2	3	3	3	Sex, Denomination, Location	Annually	CRAD, Protocol

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Percentage of Traditional areas/rural and small-town communities declared free of open defecation	Percentage of traditional areas committing to end open defecation in their respective traditional areas expressed over the number of traditional areas in the country	Output	0	3%	5%	5%	5%	Traditional areas	Annually	CRAD /EHS
Number of policies on Religion enacted	Count of Policies enacted on religion	Output	0	1	0	1	0	Houses of Chiefs	Annually	CRAD, PPBME
No of peace building programmes coordinated	Count of collaborative programmes held for religious bodies and other stakeholders	Output	7	2	2	2	3	Houses of Chiefs	Quarterly	CRAD, General Administration
Percentage of Chieftaincy conflicts resolved	Percentage of cases resolved over the total number of cases pending before judicial committees	Output	10%	15%	18%	25%	30%	Houses of Chiefs	Quarterly	CRAD
Number of Chieftaincy laws reviewed	Number of laws, legislations and enactments on	Output	0	1	1	1	1	Houses of Chiefs	Annually	CRAD, PPBME

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
	chieftaincy reviewed									
Percentage of Traditional Councils Inaugurated	Percentage of Traditional areas upgraded to council status	Output	66% (260/393)	7.5% (10/133)	11% (15/133)	11% (15/133)	7.5% (10/133)	Regional	Annually	CRAD
Average time of resolution of Chieftaincy cases before judicial committees	Average time of resolving chieftaincy disputes	Output	4 Years	3 years	3 years	2 years	2 years	Houses of Chiefs	Annually	CRAD
Number Inter jurisdictional Coordination Management mechanisms among MMDAs established	Number of functional interjurisdictional coordination management committees established and piloted to manage shared development responsibilities	Output	1	5	10	15	20	National level	Bi-annual	MLGCRA (PPME & LGD))
Percentage of MMDAs with operational M&E Indicators integrated with the District Development	Percentage of MMDAs that have fully deployed and are actively using the District Development	Output	40%	60%	70%	90%	100%	National	Quarterly	MLGCRA

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Data Platform (DDDP)	Data Platform (DDDP) for planning, reporting, and tracking results.									
Percentage of functional Sector Coordination Forums Established, with Secured Funding and Regular Participation of Technical Working Groups (TWGs) and Development Partners (DPs).	Percentage of MMDAs that have established effective functional Sector Coordination Forums.	Output	40%	50%	60%	70%	80%		Annually	MLGCRA/RC Cs/MMDAs
Percentage of MMDAs with constructed and equipped office complexes, and updated legal frameworks	Percentage of MDAs with Constructed and fully equipped office infrastructure to support operations.	Output	30%	35%	40%	45%	50%	National	Quarterly	MLGCRA

Evaluation of the SMTDP

Evaluation is a vital component of both planning and implementation, serving as a key mechanism for assessing the extent to which the Ministry's goals and objectives outlined in the 2026–2029 SMTDP, are being achieved. Throughout the plan period, the Ministry will ensure that all programmes and projects are systematically evaluated to verify their effectiveness and impact on intended beneficiaries.

A combination of qualitative and quantitative methodologies will be employed to provide a comprehensive understanding of programme outcomes. To uphold transparency and credibility, the evaluation process will engage both internal and external evaluators. The Ministry will conduct evaluations at multiple stages ex-ante, mid-term, terminal, and ex-post covering individual programmes, projects, and the overall SMTDP. This structured approach will support evidence-based decision-making and continuous improvement in service delivery.

Participatory M&E (PM&E)

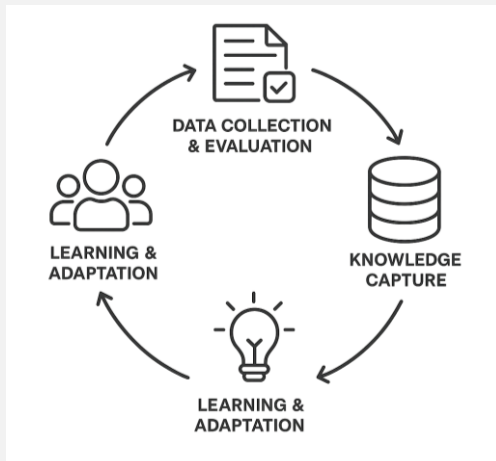
Stakeholder participation is a cornerstone of effective monitoring and evaluation (M&E), particularly in assessing the performance and impact of programmes and projects. Recognizing this, the Policy, Planning, Monitoring and Evaluation (PPME) Directorate will adopt a participatory approach to M&E throughout the implementation of 2026–2029 SMTDP.

To ensure that the perspectives of beneficiaries and key stakeholders are adequately captured, the Directorate will employ a range of participatory monitoring and evaluation (PM&E) tools. These tools will be used to assess stakeholder perceptions and experiences, especially in relation to flagship programmes outlined in the Programme of Action. The Ministry is committed to upholding established norms, principles, and standards in all evaluation activities to guarantee the quality, reliability, and validity of findings.

A combination of qualitative and quantitative methods will be applied, and both internal and external evaluators will be engaged to enhance objectivity, transparency, and credibility. The PM&E process will include the use of proven participatory tools such as Participatory Rural Appraisal (PRA), Citizen Report Cards (CRC), and Community Score Cards (CSC). These tools will facilitate inclusive feedback mechanisms and ensure that the voices of communities are reflected in the evaluation outcomes.

Through this approach, the Ministry aims to foster accountability, improve programme responsiveness, and strengthen evidence-based decision-making.

Knowledge Management and Learning



Effective knowledge management and continuous learning are essential to enhancing the Ministry's capacity to deliver impactful programmes and policies. As part of the implementation of the 2026–2029 SMTDP, the Ministry will institutionalize a robust knowledge management and learning framework to ensure that insights generated through monitoring and evaluation (M&E) processes are systematically captured, shared, and applied.

The Ministry will establish mechanisms for documenting lessons learned, best practices, and stakeholder feedback from participatory monitoring and evaluation (PM&E) exercises. These insights will be integrated into planning cycles, policy reviews, and programme design to promote adaptive management and evidence-based decision-making.

Knowledge products such as evaluation briefs, learning reports, policy notes, and case studies will be developed and disseminated through internal platforms, stakeholder forums, and digital channels. The Ministry will also facilitate learning exchanges, workshops, and capacity-building sessions to foster a culture of learning across departments and among implementing partners.

Furthermore, the Ministry will leverage digital tools and data systems to enhance knowledge accessibility and ensure that relevant information is available to support strategic planning, performance improvement, and accountability. By embedding knowledge management and learning into its operational framework, the Ministry aims to strengthen institutional memory, improve programme effectiveness, and drive innovation in public service delivery.

CHAPTER EIGHT: COMMUNICATION STRATEGY

Introduction

This chapter presents the communication strategy of the Ministry of Local Government, Chieftaincy and Religious Affairs (MLGCRA) for effectively disseminating the policies, programmes, and projects of the Sector Medium-Term Development Plan (SMTDP) to key stakeholders, including Development Partners, Regional Coordinating Councils (RCCs), Metropolitan, Municipal and District Assemblies (MMDAs), and the citizenry.

The strategy combines both internal and external approaches and is anchored on the principles of **PUSH** and **PULL** communication:

- **PUSH Strategy:** Focused on informing, sensitizing, and disseminating MLGCRA's policies, programmes, and initiatives to stakeholders and the public.
- **PULL Strategy:** Designed to attract and mobilize opportunities, partnerships, and resources—financial, technical, and advisory—from development partners, stakeholders, and the public to support the operationalization of the SMTDP.

By adopting this two-way approach, the Ministry aims not only to share information but also to actively gather feedback, thereby fostering participatory planning, transparency, and accountability.

Objectives of the Communication Strategy

The objectives of the communication strategy are to:

1. Create awareness of the SMTDP and annual progress reports among stakeholders and citizens.
2. Provide guidance to MMDAs on integrating sector priorities into their development plans.
3. Improve staff engagement and internal communication using modern platforms and tools.
4. Align the merged ministerial portfolios (Local Government, Chieftaincy and Religious Affairs, and Sanitation) with sector strategies and goals.
5. Facilitate knowledge sharing among Regional Ministers, MMDCEs, staff, stakeholders, and development partners.
6. Establish a robust feedback mechanism to inform review and update of the SMTDP.
7. Strengthen the Public Relations Unit to effectively disseminate information on the performance of the Ministry.
8. Promote transparency, accountability, and citizen participation in the decentralisation and development agenda.

Internal and External Strategies

The Ministry's communication strategy adopts a two-pronged approach, combining internal and external communication to ensure effective dissemination, engagement, and feedback.

Internally, the strategy seeks to ensure that staff at all levels understand, contribute to, and remain engaged in the implementation of the SMTDP. This will be achieved through the PUSH approach, using tools such as personal interactions, emails, the intranet, Teams App, WhatsApp groups, memos, circulars, and regular staff briefings to share timely information, sensitize staff, and build collective ownership of the Plan.

Externally, the strategy emphasizes both PUSH and PULL approaches. On one hand, the Ministry will use reports, press releases, official letters, media briefings, newsletters, its website, and social media platforms to inform and disseminate policies, programmes, and initiatives to MMDAs, development partners, civil society, traditional authorities, faith-based organizations, and the public. On the other hand, through the PULL approach, the Ministry will engage these stakeholders to attract and mobilize partnerships, resources (financial, technical, and advisory), and innovative opportunities to support the effective operationalization of the SMTDP.

Communication Activities

To operationalise the communication strategy, the Ministry will implement the following activities:

1. Public education and sensitisation campaigns on the SMTDP.
2. Media advocacy through talk shows, panel discussions, and call-in programmes.
3. Flagship events such as the Meet-the-Press Series, Policy Fairs, and Civil Service Week celebrations.
4. Community engagements include town hall meetings, durbars, and festivals.
5. Thematic public relations campaigns on key policy areas.
6. Capacity-building initiatives such as training workshops, seminars, and review meetings with MMDAs and stakeholders.
7. Structured feedback mechanisms including surveys, suggestion boxes, and digital platforms.
8. Internal engagement and reporting systems through back-to-office reports and problem-solving forums to strengthen knowledge sharing and accountability.

Communication Channels

The following channels will be used to disseminate information and engage stakeholders:

1. Face-to-face meetings and roundtable discussions.
2. Official documents, memoranda, letters, and circulars.
3. MLGCRA newsletters.
4. Print and electronic media (television, radio, newspapers).

5. Digital platforms: Ministry website, emails, and social media (Twitter/X, Facebook, Instagram).
6. Flyers, posters, and community information centres.
7. Notice boards and suggestion boxes at Ministry and MMDA levels.

Expected Outcomes

The implementation of this communication strategy is expected to:

- Build a healthier organisational culture through openness and transparency.
- Strengthen public trust, motivation, and stakeholder collaboration.
- Enhance citizen participation in governance and local development.
- Improve accountability and alignment between MLGCRA, MMDAs, and Development Partners.
- Contribute to the effective implementation and monitoring of the SMTDP.

Institutional Arrangements

The Public Relations Unit, in close collaboration with all Directorates, Departments, and Agencies of the Ministry, will coordinate communication activities to ensure the accurate interpretation and effective dissemination of the Sector Medium-Term Development Plan. In addition, the Unit will establish robust feedback mechanisms to promote continuous engagement between the Ministry, stakeholders, and the public.

Communication Activity Matrix

Effective communication is central to the successful implementation of the Sector Medium-Term Development Plan (SMTDP) 2026-2029. To ensure consistency, transparency, and stakeholder engagement, the Ministry has developed a Communication Activity Matrix.

The Communication Activity Matrix provides a structured framework for operationalizing the Ministry's communication strategy under the SMTDP. It translates the strategy into concrete, actionable activities that align with the Ministry's mandate, advance its objectives and respond to stakeholder expectations.

Communication Activity Matrix

Table 13: Communication Activity Matrix

Activity	Purpose	Audience	Method/Tool	Responsibility
Organise press briefs/releases	To educate and engage the public on Ministry policies and programmes	General public	Press briefings, media engagements, website uploads, social media updates	MLGCRA (PR Unit)
Facilitate the election of MMDCs	To ensure inclusive governance and participation	Community members, traditional authorities, opinion leaders, CSOs	Sensitisation workshops, community durbars, radio discussions	MLGCRA (Decentralisation Directorate)
Disseminate information on projects under the Ministry	To enlighten stakeholders on project scope, objectives, and outcomes	Beneficiaries, Development Partners, CSOs, MMDAs	Roundtable discussions, stakeholder consultations, reports	MLGCRA (Relevant Directorates)
Promote Environmental Sanitation Initiatives	To improve hygiene, waste management, and environmental health	Citizens, MMDAs, NGOs, schools, traditional leaders	Clean-up campaigns, public education, social media campaigns, sanitation fairs	MLGCRA (Environmental Health & Sanitation Directorate)
Engage Traditional and Religious Authorities	To strengthen collaboration in conflict resolution, peacebuilding, and cultural preservation	Traditional rulers, religious leaders, faith-based organisations, community groups	Dialogue forums, durbars, interfaith meetings, consultative workshops	MLGCRA (Chieftaincy & Religious Affairs Directorate)
Celebrate National/International Events	To raise awareness on decentralisation, urban/rural development, and sustainability	Citizens, MMDAs, MDAs, development partners	Exhibitions, fairs, policy dialogues, media coverage	MLGCRA (All Directorates with PR Unit)
Community Dialogue Feedback Mechanisms &	To ensure citizen participation, gather feedback, and improve accountability	Community members, traditional leaders, youth/women groups	Town hall meetings, suggestion boxes, surveys, community information centres	MLGCRA (PR Unit & RSIM)

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Constitutional Framework

- The 1992 Constitution of the Republic of Ghana

Acts of Parliament

- Chieftaincy Act, 2008 (Act 759)
- Births and Deaths Registry Act, 1965 (Act 301)
- Environmental Protection Agency Act, 1994 (Act 490)
- Land Use and Spatial Planning Act, 2016 (Act 925)
- Local Governance Act, 2016 (Act 936)
- National Development Planning (System) Act, 1994 (Act 480)
- National Development Planning Commission Act, 1994 (Act 479)
- Public Financial Management Act, 2016 (Act 921)

Legislative Instruments (L.I.)

- Land Use and Spatial Planning Regulations, 2019 (L.I. 2384)
- National Development Planning (System) Regulations, 2016 (L.I. 2232)
- National Development Planning Commission Regulations, 2020 (L.I. 2402)
- Public Financial Management Regulations, 2019 (L.I. 2378)

Policies and Manuals

- Environmental Protection Agency (2020), Strategic Environmental Assessment Training Manual (Revised)
- Ministry of Environment, Science and Technology (2011), Manual for the Preparation of Spatial Plans, Town and Country Planning Department
- National Development Planning Commission (2014), National Monitoring and Evaluation Manual
- Local Economic Development (LED) Policy (2024–2029)

ANNEXES

Annex 1: Knowledge Mapping Matrix

S/N	Knowledge Area	Knowledge Holders	Knowledge Sources	Knowledge Gaps
1	Financial Management	Finance Division	Auditing Standards, Public Financial Management Act, Internal Control Manuals	Outdated financial skills, Weak financial planning capacity, Poor application of PFM systems, Overdependence on manual processes
2	Local Governance & Decentralisation	Local Governance & Decentralisation Directorate	Civil Service Guidelines, Local Governance Act 936, Policy Documents	Lack of systematic policy review skills, Weak understanding of governance structures, Limited institutional memory in policy application
3	Policy & Administration	Policy Directorate, Senior Administrators	Books, Fundamentals of Public Sector Governance & Ethics, Government Policy Papers	Inconsistent policy analysis skills, Weak alignment of policies to sector reforms, Limited evidence-based policy formulation
4	Audit, Risk & Compliance	Internal Audit Unit	Audit Manuals, Risk Frameworks, GIFMIS, IFRS, Integrated Audit & Risk Management Training	Limited knowledge in modern auditing tools, Weak risk assessment skills, Gaps in performance auditing, Poor preparation of audit working papers
5	Project Programme & Management	PPBME Directorate	PMBOK, PRINCE2, M&E Manuals, National Development Planning Guidelines	Inability to assess project performance effectively, Poor resource allocation skills, Inadequate project execution, Weak M&E practices

S/N	Knowledge Area	Knowledge Holders	Knowledge Sources	Knowledge Gaps
6	Public Administration & Service Delivery	Administrative Officers	Civil Service Handbook, Government Circulars, Induction Training on Civil Service Operations & Protocols	Lack of adequate knowledge in government administration, Limited engagement in policy discussions, Poor service delivery innovation
7	Urban Planning & Infrastructure	Planning Directorate, Engineers	Smart City Guidelines, Urban Planning Acts, Sustainable Urban Development Programme	Lack of expertise in sustainable infrastructure, Weak knowledge of modern construction standards, Poor disaster/dam risk management capacity
8	Human Resource & Organisational Development	HR Directorate	HR Manuals, Civil Service Training Policies, Public Sector HR Reforms	Lack of modern HR policies, Weak managerial/leadership skills, Limited staff performance monitoring, Poor mindset change initiatives
9	ICT, Digital Transformation & Data Systems	RSIM (IT/IM Division, District Data Development Platform)	ICT Policies, GIFMIS, E-Governance Frameworks, Digital Transformation Strategy, DDDP	Low digital literacy, Poor networking/IT security skills, Limited exposure to modern workplace technologies, Weak data integration & utilisation
10	Procurement & Contract Management	Procurement Unit, Legal Directorate	Public Procurement Laws, Tender Guidelines, Procurement Compliance Training	Weak negotiation skills, Limited knowledge of procurement compliance, Lack of best practice application, Overreliance on traditional methods

S/N	Knowledge Area	Knowledge Holders	Knowledge Sources	Knowledge Gaps
11	Data Management & Statistics	Research & Statistics Division	Data Management Training, Statistical Manuals, National Data Systems	Limited use of advanced data tools (Excel, SPSS, SQL), Poor data quality assurance systems, Weak data sharing across directorates
12	Client Service Management	Client Service Unit	Client Service Management Handbooks, Customer Service Training	Limited knowledge of emerging trends in client service, Weak complaint-resolution systems, Poor feedback mechanisms
16	Chieftaincy	Chieftaincy & Religious Affairs Directorate	Chieftaincy Act, Customary Law Frameworks, Traditional Authority Guidelines	Weak integration of Chieftaincy authority structures into decentralised governance, Limited knowledge of customary dispute resolution mechanisms
17	Religious Affairs	Chieftaincy & Religious Affairs Directorate	Religious Affairs Policy Guidelines, Interfaith Dialogue Frameworks, Civil Service Guidelines	Weak integration of religious institutions into local governance processes, Limited capacity for conflict mediation, Poor stakeholder coordination mechanisms
18	Environmental Health & Sanitation	Environmental Health & Sanitation Directorate	Environmental Sanitation Policy, Waste Management Guidelines, Sanitation SOPs	Limited technical expertise in modern waste management, Poor sanitation infrastructure planning, Weak enforcement of sanitation by-laws

Annex 2: Competency Matrix for Learning

S/N	Competency	Training Programme	Evaluation Criteria	Learning Objectives
1	Governance & Ethical Standards	Civil Service Ethics; Accountability & Good Governance; Chieftaincy Mediation Protocols	Case Studies	Promote ethical decision-making, transparency, and adherence to governance standards
2	Chieftaincy & Religious Affairs Mediation	Conflict Resolution Training; Interfaith Dialogue Workshops	Simulation Exercises; Case Reviews	Strengthen capacity to mediate traditional and religious conflicts; promote social cohesion
3	Audit & Risk Management	Public Sector Auditing; Risk Identification & Management; Performance Auditing	Risk Mapping Exercises; Audit Reporting Evaluations	Strengthen internal controls at MMDAs; improve operational risk mitigation
4	HR & Organizational Behaviour	Modern HR Practices; Managerial Skills Workshop; Leadership Mindset Development	Post-Training Performance Appraisal; Role-Play Scenarios	Strengthen staff motivation, leadership, and talent management in the public sector
5	Environmental & Climate Governance	Waste Management Training; Climate Resilience in Local Governance	Field Assessments; Policy Audits	Equip staff to integrate SEA, sanitation, and climate-smart practices in MMDA programmes
6	Project Management & M&E	Project Cycle Management; Results-Based M&E; Local	Logframe Design; Project Reports; Field Visits	Improve planning and evaluation of sanitation, infrastructure, and decentralisation programmes

S/N	Competency	Training Programme	Evaluation Criteria	Learning Objectives
		Development Planning		
7	Procurement & Compliance	Public Procurement & Tendering; Contract Management	Contract Review Tasks	Ensure compliance with Public Procurement Act; enhance contract negotiation and vendor management
8	Communication & Interpersonal Skills	Effective Workplace Communication; Public Engagement & Stakeholder Dialogue	Pre/Post Assessments; Role Plays	Strengthen MMDA community engagement; enhance conflict resolution with traditional/religious leaders
9	Digital Literacy & IT Skills	Basic ICT; Advanced Excel; IT Networking; GIFMIS; District Data Development Platform	Practical Tests; Assignments	Boost digital transformation for local governance; improve data driven decision making
10	Leadership & Strategic Planning	Leadership Development Programme; Strategic Thinking for Local Governance	Simulation Exercises; 360° Feedback	Build capacity for decentralisation leadership; enhance strategic planning for inclusive development
11	Technical Skills (Water & Sanitation)	Water Distribution SOPs; Sanitation Improvement Training	Performance Assessments	Improve water distribution, sanitation service delivery, and environmental health practices
12	Customer Service Skills	Good Customer Service & Public Relations	360° Feedback	Strengthen citizen-centred service delivery and responsiveness at MMDAs

S/N	Competency	Training Programme	Evaluation Criteria	Learning Objectives
13	ICT Proficiency & Digital Innovation	Digital Transformation Workshop; GIFMIS; Smart Governance Tools	On the job Assessments; ICT Competency Checklist	Equip staff to drive e-governance and smart city innovations at district level
14	Data Analysis & Use of Spreadsheets	Microsoft Excel; Data Analytics for Governance	Practical Tests; Data Reporting Exercises	Improve evidence-based policy formulation and monitoring through data analytics
15	Adaptability to Change	Change Management & Paradigm Shift	Performance Assessments; Staff Feedback	Build resilience to reforms in local governance; reduce resistance to institutional change