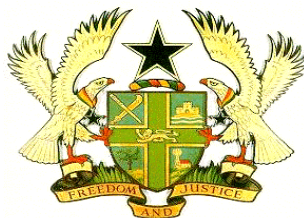


NORTH EAST REGIONAL CO-ORDINATING COUNCIL, NALERIGU



Republic of Ghana



MEDIUM-TERM DEVELOPMENT PLAN -2026 – 2029

UNDER THE THEME:

“RESETTING GHANA AGENDA: CREATING JOBS, ENSURING ACCOUNTABILITY, AND PROMOTING SHARED PROSPERITY”

PREPARED BY:

NERPCU PLAN PREPARATION TEAM

SEPTEMBER 2025



FOREWORD

The North East Region, as one of Ghana’s youngest administrative regions, continues to chart its unique development path while addressing structural challenges that constrain inclusive growth. Since its establishment, the North East Regional Coordinating Council (NERCC) has worked tirelessly to build institutional systems, deepen decentralization, and coordinate social and economic programmes that reflect the aspirations of its citizens.

The preparation of the NERCC 2026–2029 Medium-Term Development Plan (MTDP) marks another milestone in this journey. This Plan is not just a statutory requirement under the National Development Planning (System) Act, 1994 (Act 480) and the Local Governance Act, 2016 (Act 936); it is the strategic framework that consolidates the progress achieved under the 2022–2025 MTDP, while responding decisively to emerging issues such as climate change, rural-urban migration, youth unemployment, and the need for stronger regional trade linkages.

As Chairperson of the Regional Coordinating Council, I am particularly encouraged by the participatory approach adopted in preparing this Plan. Extensive consultations were undertaken with the key stakeholders. The outcome is a shared development agenda that reflects the collective aspirations of the people of the North East Region.

This Medium Term Development Plan, under the theme, **Resetting-Ghana Agenda: Creating Jobs, Ensuring Accountability, and Promoting Shared Prosperity**”, provides a clear roadmap for resilient agricultural transformation, social inclusion, infrastructure development, environmental sustainability, and institutional strengthening. It also places emphasis on monitoring, evaluation, and communication systems that will ensure accountability, evidence-based decision-making, and adaptive learning throughout its implementation.

I am confident that with the collective effort of stakeholders, the North East Region, will continue to build momentum and contribute meaningfully to Ghana’s broader development vision. I invite all partners, public, private, and civic to align their actions with the priorities of this MTDP to secure a future that is consistent with our vision of a” **Dynamic, Safe Liveable, Resilient and Sustainable Region**”.

HON. IBRAHIM TIA
REGIONAL MINISTER

ACKNOWLEDGEMENT

The preparation of the 2026–2029 Medium-Term Development Plan (MTDP) for the North East Regional Coordinating Council (NERCC) has been the product of collaboration, commitment, and collective effort.

We wish to express our profound appreciation to the Hon. Regional Minister and the Regional Coordinating Director for their leadership and strategic guidance. Their continuous support and oversight ensured that this process was conducted with a strong sense of direction and accountability.

Our gratitude also goes to the Regional Planning Coordinating Unit (RPCU), led by Mr. Sampson Slessor Agbeve, for its technical leadership in coordinating stakeholder consultations, conducting data analysis, and drafting the Plan. The dedicated work of planning officers, sector desk officers, and statisticians across the RCC and the MMDAs provided the technical backbone of this document.

Special thanks are extended to Metropolitan, Municipal and District Assemblies (MMDAs) for aligning district priorities with regional objectives and for actively contributing during the review and validation stages. We acknowledge the invaluable input of traditional authorities, civil society organizations, faith-based organizations, private sector actors, women’s and youth groups, and persons with disabilities who enriched the process with their perspectives and priorities.

The support of the National Development Planning Commission (NDPC) is duly acknowledged, particularly in providing technical backstopping and policy guidance to ensure alignment with the national Medium-Term Development Policy Framework (MTNDPF). Development partners and donor agencies also deserve recognition for their technical expertise and financial support.

Finally, we appreciate the commitment of RCC staff and departmental officers whose efforts, often beyond regular duties, ensured the timely preparation of this Plan. This document is therefore a true reflection of collective responsibility, and its successful implementation will equally depend on sustained collaboration, commitment, and accountability from all stakeholders.


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MOHAMMED AVONA AKAPE
CD/REGIONAL COORDINATING DIRECTOR

EXECUTIVE SUMMARY

The North East Regional Coordinating Council (NERCC) 2026–2029 Medium-Term Development Plan (MTDP) outlines the strategic priorities, programmes, and actions that will drive the socio-economic transformation of the region over the next four years. It draws on the successes and experiences of the 2022–2025 MTDP while responding to the emerging challenges and opportunities identified through review and consultation processes. This new plan serves as both a roadmap for coordinated development and a call to action for all stakeholders to contribute to a shared vision of resilience, inclusiveness, and growth.

The implementation of the 2022–2025 MTDP yielded commendable achievements, with more than 90 percent of planned activities executed annually between 2022 and 2024. Key progress was recorded in several areas, including agricultural productivity, maternal and child health, malaria prevention and control, electrification, and institutional coordination. Importantly, for the first time since the region's establishment, no planned intervention was abandoned mid-cycle, underscoring improvements in accountability, resilience, and oversight. Social protection initiatives expanded to vulnerable groups, sanitation projects gained momentum across communities, and rural electrification made significant advances in improving living standards. These results reflect a stronger institutional culture of delivery and mark a turning point in regional development planning.

Nonetheless, gaps and challenges persisted. Financing remained unpredictable due to erratic District Assemblies Common Fund (DACF) releases and limited internally generated funds (IGF), while staffing shortages across key departments undermined the ability to provide technical support to districts. Social outcomes in education, particularly junior high school enrolment, completion rates, and BECE pass rates, continued to fall below targets. Access to road infrastructure and safe drinking water in rural communities lagged behind, while governance concerns such as inadequate police presence, limited citizen engagement, and weak accountability mechanisms constrained service delivery. These challenges underline the need for more innovative and forward-looking approaches in the new MTDP.

Several lessons emerged from the review of the previous plan. First, the high level of project execution did not automatically translate into transformative outcomes, which highlights the importance of prioritizing quality, inclusiveness, and equity in project design and delivery. Second, while effective coordination mechanisms strengthened implementation, these gains must be matched with more predictable and diversified financing arrangements. Third, data systems and monitoring frameworks require continuous strengthening to support evidence-based planning and adaptive management. Fourth, civic participation and community ownership proved to be powerful tools for accountability but require deliberate investment in communication and engagement platforms. Finally, emerging risks climate change, urbanization, youth unemployment, and regional trade vulnerabilities demand proactive, integrated, and long-term strategies.

The preparation of the 2026–2029 MTDP was grounded in a highly participatory process that involved extensive consultations across the region. Stakeholders engaged included traditional leaders, civil society organisations, women's groups, youth, persons with disabilities, the private sector, and development partners. The planning process also drew on situation analyses, policy and sector reviews, and alignment with the Medium-Term National Development Policy Framework (MTNDPF 2026–2029), the Sustainable Development Goals (SDGs), and the African Union's Agenda 2063. Drafting workshops and validation forums ensured that the resulting plan reflects both technical soundness and collective ownership.

The strategic direction of the new MTDP is organized around five broad pillars. First, resilient agriculture and agro-industrialization will be advanced through improved value chains, irrigation systems, and market access. Second, inclusive human capital development will prioritize education quality, health outcomes, and stronger social protection systems. Third, infrastructure and environmental sustainability will focus on expanding roads, water, sanitation, ICT, and climate resilience measures. Fourth, governance and institutional strengthening will seek to improve fiscal mobilization, accountability, citizen engagement, and security. Fifth, cross-border trade and regional integration will leverage the region's unique geographic location to boost commerce, logistics, and investment partnerships.

To ensure accountability and transparency, the plan integrates a strengthened Monitoring and Evaluation (M&E) framework, detailed in Table 7.4: M&E Work Plan, as well as a robust Development Communication Strategy in Chapter Eight. Together, these systems will promote evidence-based decision-making, institutional learning, citizen participation, and adaptive responses to implementation challenges.

In conclusion, the 2026–2029 MTDP sets out a comprehensive and forward-looking framework to reposition the North East Region as a hub of resilience, trade, and inclusive development. It reflects the collective aspirations of the people and provides practical strategies to address persistent gaps while unlocking new opportunities. The plan is a call to action for government institutions, MMDAs, the private sector, development partners, civil society, and communities to work together to build a region that leaves no one behind and contributes meaningfully to Ghana's national development agenda.

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LIST OF ACRONYMS/ABBREVIATIONS

- AfCFTA – African Continental Free Trade Area
- APR – Annual Progress Report

- AU – African Union
- BECE – Basic Education Certificate Examination
- CAGD – Controller and Accountant General’s Department
- CSOs – Civil Society Organisations
- DACF – District Assemblies Common Fund
- DPAT – District Performance Assessment Tool
- DPs – Development Partners
- ECG – Electricity Company of Ghana
- EMIS – Education Management Information System
- GHS – Ghana Health Service / Ghanaian Cedi (context-specific)
- GIFMIS – Ghana Integrated Financial Management Information System
- GoG – Government of Ghana
- GRA – Ghana Revenue Authority
- HRMU – Human Resource Management Unit
- ICT – Information and Communication Technology
- IGF – Internally Generated Funds
- ISD – Information Services Department
- JHS – Junior High School
- LG Act – Local Governance Act, 2016 (Act 936)
- LUSPA – Land Use and Spatial Planning Authority
- MDAs – Ministries, Departments, and Agencies
- MMDAs – Metropolitan, Municipal and District Assemblies
- MTDP – Medium-Term Development Plan
- MTNDPF – Medium-Term National Development Policy Framework
- NDPC – National Development Planning Commission
- NERCC – North East Regional Coordinating Council
- NHIS – National Health Insurance Scheme
- ODF – Open Defecation Free
- PFJ – Planting for Food and Jobs
- PoA – Programme of Action
- PRO – Public Relations Office/Officer
- PWDs – Persons with Disabilities
- RCC – Regional Coordinating Council
- RCD – Regional Coordinating Director
- RPCU – Regional Planning Coordinating Unit
- SDGs – Sustainable Development Goals
- SOCO – Social Cohesion Programme
- SW – Social Welfare
- UN – United Nations

CHAPTER ONE

1.0. GENERAL INTRODUCTION

1.1. INTRODUCTION

The Medium-Term Development Plan (MTDP) for the Northeast Regional Coordinating Council (NERCC) represents the Council's strategic roadmap for socio-economic transformation over the period 2026 to 2029. It is prepared in accordance with the provisions of Article 36(2)(d) of the 1992 Constitution of the Republic of Ghana, the National Development Planning (System) Act, 1994 (Act 480), and the Local Governance Act, 2016 (Act 936), which mandate Regional Coordinating Councils (RCCs) and Metropolitan, Municipal, and District Assemblies (MMDAs) to formulate and implement development plans consistent with national development priorities.

The preparation of this MTDP also aligns with the 2026–2029 Medium-Term National Development Policy Framework (MTNDPF) issued by the National Development Planning Commission (NDPC), as well as Ghana's commitments to international development protocols such as the Sustainable Development Goals (SDGs) and the African Union Agenda 2063.

Chapter One of this Plan provides a foundational overview of the Northeast Regional Coordinating Council. It begins with a description of the background and legal basis for the establishment of the NERCC, followed by its vision, mission, mandate, and core functions, which collectively define the Council's identity and operational purpose. It further outlines the core values that underpin the Council's governance and service delivery philosophy, including accountability, transparency, inclusiveness, professionalism, teamwork, and innovation. The chapter also presents a description of the Council's organizational structure (organogram) and a locational map, which highlight the administrative hierarchy and geographical boundaries of the RCC.

Moreover, this introductory chapter explains the purpose of the Plan and the methodology adopted for its preparation. The process was participatory, inclusive, and evidence-based, involving broad stakeholder consultations, technical reviews, and the use of planning tools such as SWOT analysis, issue prioritization matrices, and validation workshops. These approaches ensured that the Plan reflects the real needs and aspirations of the NERCC, while aligning with institutional capacity, resource availability, and broader national development goals.

The chapter concludes with the structure of the MTDP, which is organized into eight logically sequenced chapters. Together, these provide a coordinated framework for effective planning, implementation, monitoring, and stakeholder engagement.

In sum, Chapter One lays the institutional, policy, and procedural foundation for the entire Medium-Term Development Plan. It sets the tone for subsequent chapters and affirms the NERCC's commitment to inclusive, sustainable, and accountable governance and development in the Northeast Region.

1.2. BACKGROUND OF THE NORTHEAST REGIONAL COORDINATING COUNCIL

The Northeast Regional Coordinating Council (NERCC) is the highest coordinating and supervisory authority over decentralized governance structures within the Northeast Region. Its establishment and mandate derive from the 1992 Constitution of Ghana, the Local Governance Act, 2016 (Act 936), and other relevant statutory instruments.

The Northeast Region, with Nalerigu as its administrative capital, is one of Ghana's sixteen regions. It shares boundaries with the Upper East Region to the north, the North East Gonja District in the Savannah Region to the west, the Northern Region to the south, and the Republic of Togo to the east. The Region is characterized by savannah vegetation, interspersed with forest reserves and fertile lands suitable for agriculture. Major rivers such as the White Volta and Nasia traverse the region, supporting farming, fishing, and domestic water supply. This ecological diversity underpins its agricultural potential, cultural heritage, and opportunities for eco-tourism.

The NERCC provides policy direction, technical backstopping, and monitoring to all Municipal and District Assemblies (MMDAs) within the Region. It ensures that local development planning, budgeting, and implementation are consistent with national development priorities and regional needs.

The MTDP for the Northeast Region covers the period 2026 to 2029 and serves as the overarching policy framework to guide development interventions across the Region. It is aligned with the Medium-Term National Development Policy Framework (MTNDPF) 2026–2029, the Long-Term National Development Plan, and Ghana's international development commitments.

1.3. METHODOLOGY FOR PLAN PREPARATION

The preparation of the NERCC 2026–2029 MTDP was grounded in a participatory, evidence-based, and results-oriented approach, in accordance with guidelines issued by the National Development Planning Commission (NDPC). The process was iterative, transparent, and inclusive, ensuring that the Plan reflects the aspirations of the people while remaining realistic within available resources and institutional capacities.

The methodology involved several interlinked stages:

1. **Institutional Arrangements:** A Regional Planning Team was established, comprising the Regional Planning Coordinating Unit (RPCU), Heads of Departments, representatives of decentralized departments and agencies, and other technical staff of the NERCC. This team provided technical leadership and facilitated broad-based consultations throughout the planning process.
2. **Review of Existing Frameworks:** The process began with a comprehensive review of relevant policy and planning documents, including the 2022–2025 MTDP, the 2025 Annual Progress Report, and sectoral policies. This enabled the identification of achievements, gaps, lessons learned, and emerging development challenges that informed the new plan.
3. **Situation Analysis:** A detailed assessment of the Northeast Region was conducted, covering demographic trends, social services (health, education, water, sanitation), economic activities (agriculture, trade, industry), infrastructure, environment, and governance. This analysis provided the baseline data for evidence-based planning.
4. **Stakeholder Consultations:** Broad-based consultations were held across all districts and at the regional level. Stakeholders included community members, traditional authorities, youth associations, women’s groups, persons with disabilities, civil society organizations, private sector actors, and development partners. These engagements ensured that diverse perspectives, especially those of marginalized groups, were incorporated into the Plan.
5. **Participatory Tools and Techniques:** The planning process utilized participatory rural appraisal (PRA) tools such as community scorecards, problem and objective trees, SWOT analysis, and issue prioritization matrices. These tools facilitated consensus-building on development priorities and strategies.
6. **Drafting and Validation:** Based on the situation analysis and stakeholder inputs, a draft Plan was developed. This was subjected to technical review sessions and validation workshops with key stakeholders to test its relevance, feasibility, and alignment with national frameworks. The validation ensured ownership and collective commitment to implementation.
7. **Integration and Harmonization:** Finally, the Plan was harmonized with the Medium-Term National Development Policy Framework (MTNDPF 2026–2029), the Long-Term National Development Plan, and Ghana’s international commitments to ensure consistency, coherence, and compliance with statutory requirements.

Through this participatory and iterative methodology, the NERCC 2026–2029 MTDP emerges as a credible, inclusive, and actionable framework that reflects the collective vision and aspirations of the people of the Northeast Region while remaining anchored in national and international development priorities.

1.4. INSTITUTIONAL MANDATE, VISION, MISSION, CORE VALUES AND FUNCTIONS

1.4.1. Institutional Mandate and Legal Authority

The Northeast Regional Coordinating Council (NRCC) is the statutory coordinating and supervisory body established under the Local Governance Act, 2016 (Act 936). Its institutional mandate is to ensure coherence and synergy between national policies, regional development strategies, and the activities of Metropolitan, Municipal and District Assemblies (MMDAs) within the Northeast Region. In fulfilling this mandate, the NRCC performs multiple roles: coordinating regional development planning, harmonising programmes and budgets, monitoring and evaluating performance of MMDAs, providing technical and administrative backstopping, mobilising resources, strengthening accountability mechanisms, and serving as a platform for dialogue among government, civil society, the private sector and development partners. By playing these functions, the NRCC acts as the vital link between central government priorities and local development action, thereby promoting balanced, inclusive and sustainable growth across the region.

The legal authority of the NRCC is derived from a broad framework of statutes and regulatory instruments that collectively define its powers, responsibilities and operating procedures. These include:

- **Local Governance Act, 2016 (Act 936):** Especially Sections 186, 188 and 189, which formally establish Regional Coordinating Councils, outline their composition, and detail their functions of monitoring, coordinating, evaluating, and supporting MMDAs.
- **Civil Service Law, 1993 (PNDCL 327):** Provides for administrative structures and personnel management, underpinning the operations of RCCs as part of the broader public service.
- **Local Government Service Act, 2003 (Act 656):** Establishes the Local Government Service and prescribes its relationship with RCCs, thereby strengthening institutional capacity and professionalism at the regional level.
- **National Development Planning (System) Act, 1994 (Act 480):** Mandates decentralized development planning and positions RCCs as critical actors in the preparation, harmonization and implementation of development plans.
- **Public Financial Management Act, 2016 (Act 921):** Governs the management of public funds and requires RCCs to ensure effective, accountable and transparent financial administration within the region.
- **Land Use and Spatial Planning Act, 2016 (Act 925):** Provides the statutory framework for spatial planning and land management, which RCCs must coordinate and align with regional development priorities.

- **Public Procurement Act, 2016 (Act 633) as amended:** Establishes the procedures for procurement of goods, works and services, requiring RCCs to ensure compliance by MMDAs and regional institutions.
- **Public Financial Management Regulations, 2019 (L.I. 2378):** Details regulations for effective implementation of the PFM Act, strengthening RCC oversight of financial practices.
- **Public Financial Management (Public Investment Management) Regulations, 2020 (L.I. 2411):** Provides rules for appraisal, selection and monitoring of public investments, which RCCs must apply to regional projects.
- **Public Private Partnership Act, 2020 (Act 1039):** Offers a framework for RCCs to facilitate partnerships with the private sector in delivering infrastructure and services.

Together, these legal instruments empower the NRCC to discharge its coordination, planning, oversight and accountability roles effectively, while ensuring that all regional development interventions comply with Ghana’s statutory, policy and regulatory frameworks.

1.4.2. Vision

To be “a dynamic, safe, liveable, resilient and sustainable Region”

1.4.3. Mission

“We exist to facilitate the over all development of the Region, by Effectively Coordinating, Monitoring and Evaluation of functions and activities of the Municipal and District Assemblies, Departments and Agencies, as well as Non-governmental Organisations operating within the Region, so as to improve the Quality of life the People”

1.4.4. Core Values

The Northeast Regional Coordinating Council (NERCC) is guided by a set of core values that underpin its mandate, institutional culture, and service delivery approach. These values serve as the ethical and operational compass for staff, partners, and stakeholders, ensuring that the Council delivers on its responsibilities with integrity, professionalism, and accountability.

- **Accountability and Transparency:** The NERCC is committed to the responsible use of public resources, open communication, and evidence-based decision-making. It promotes trust and confidence by ensuring that all actions are conducted in compliance with legal, financial, and administrative standards.
- **Equity and Inclusiveness:** The Council upholds fairness and non-discrimination, ensuring that development interventions benefit all segments of society, particularly women, youth, persons with disabilities, and marginalized communities. Inclusiveness is central to the Council’s role in promoting balanced regional development.

- **Professionalism and Integrity:** NERCC staff and leadership adhere to the highest standards of ethical conduct, impartiality, confidentiality, and dedication. This value reflects the Council’s commitment to fostering a disciplined and credible public service.
- **Teamwork and Collaboration:** Recognizing the complexity of regional development, the Council encourages synergy among staff, Metropolitan, Municipal and District Assemblies (MMDAs), Ministries, Departments and Agencies (MDAs), traditional authorities, civil society, and development partners. Collaboration is seen as essential to delivering results at scale.
- **Innovation and Excellence:** The Council embraces creativity, digitalization, and forward-thinking approaches to improve efficiency and service delivery. By fostering a culture of continuous improvement, NERCC aspires to set a benchmark for excellence in regional governance and coordination.
- **Timeliness and Responsiveness:** The Council is dedicated to providing prompt and reliable services, responding quickly to stakeholder needs, and ensuring that interventions are implemented within established timelines for maximum impact.

Together, these values reinforce the NERCC’s identity as a professional, people-centered, and development-oriented institution committed to driving sustainable transformation in the Northeast Region.

1.4.5. Core Functions of the Regional Coordinating Council

As mandated by the Local Governance Act, 2016 (Act 936) particularly Sections 188 and 189 the Northeast Regional Coordinating Council (NERCC) serves as the statutory coordinating body at the regional level. Its functions are both administrative and developmental, designed to ensure effective governance, integrated planning, and accountability in the region.

The key functions include:

1. **Monitoring, Coordination and Evaluation:** Overseeing the performance of Metropolitan, Municipal and District Assemblies (MMDAs) to ensure alignment with national development objectives and effective service delivery at the local level.
2. **Financial Oversight:** Monitoring the mobilization, allocation, and utilization of resources by MMDAs, including funds transferred from central government, to ensure accountability, efficiency, and value for money.
3. **Public Service Coordination:** Reviewing and harmonizing the delivery of public services across the region to avoid duplication, enhance efficiency, and promote integrated service delivery.

4. **Conflict Resolution:** Serving as an intermediary in disputes between MMDAs and other public or private institutions, thereby safeguarding harmony, cooperation, and effective governance.
5. **Technical Support and Guidance:** Providing MMDAs with professional and technical assistance, including access to data, policy guidance, and sector expertise, to strengthen their capacity for planning and implementation.
6. **Development Planning and Harmonization:** Coordinating the preparation, integration, and harmonization of District Development Plans into regional priorities, ensuring consistency with national development frameworks.
7. **Approval of By-laws:** Reviewing and approving by-laws passed by District Assemblies to ensure conformity with national legislation and policy standards.
8. **Monitoring and Evaluation of Programmes:** Supporting national and regional monitoring and evaluation efforts by tracking the implementation of programmes and projects, assessing their impact, and reporting on progress towards development goals.
9. **Promoting Regional Development Partnerships:** Facilitating collaboration with civil society, development partners, the private sector, and traditional authorities to mobilize resources and expertise for regional development.

Through these functions, the NERCC acts as both a coordinator and enabler of development, ensuring that the Northeast Region benefits from coherent policies, effective governance, and inclusive growth.

1.5. ORGANIZATIONAL STRUCTURE (ORGANOGRAM)

The organizational structure of the Northeast Regional Coordinating Council (NERCC) is deliberately designed to promote effective governance, institutional efficiency, and the delivery of coordinated development outcomes across the Northeast Region. It serves as the administrative hub through which national policies, strategies, and regulatory frameworks are translated into regional and local actions.

At the apex of the structure is the Regional Coordinating Council (RCC), chaired by the Regional Minister. The Regional Minister provides overall political leadership, represents the President and central government in the region, and ensures that policy direction is consistent with both national development priorities and local aspirations. The Minister presides over statutory RCC meetings, where all Metropolitan, Municipal, and District Chief Executives (MMDCEs), representatives of decentralized departments, traditional authorities, and civil society actors deliberate on regional development issues.

Supporting the Minister is the Office of the Regional Coordinating Council (NERCC Secretariat), headed by the Regional Coordinating Director (RCD). The RCD serves as the chief administrative officer of the Council and acts as the principal advisor to the Regional Minister on technical and administrative matters. The Secretariat facilitates inter-agency coordination, manages institutional

resources, and ensures effective implementation of government policies, programmes, and projects across the region.

Within the Secretariat, several key functional units play specialized roles in advancing the Council's mandate. These key functional units within the secretariat

1. **Internal Audit Unit (IAU):** Ensures strict adherence to financial management regulations, reviews internal control systems, conducts value-for-money audits, and provides independent assurance on the prudent use of public resources.
2. **Regional Planning Coordinating Unit (RPCU):** Serves as the technical planning arm of the RCC, responsible for regional development planning, integration of district plans, monitoring and evaluation, and coordinating inter-sectoral programmes. It also provides capacity-building support to MMDAs on planning tools and methodologies.
3. **Finance and Budget Unit (FBU):** Handles resource mobilization, budget preparation, financial reporting, and expenditure control. It ensures fiscal discipline and accountability in the use of funds allocated to the RCC.
4. **Human Resource Management Unit (HRMU):** Oversees staffing, recruitment, performance appraisal, and professional development in line with the Local Government Service framework. It promotes efficiency, motivation, and career progression for staff.
5. **Procurement Unit:** Manages the acquisition of goods, services, and works according to the Public Procurement Act, ensuring transparency, competitiveness, and value for money.
6. **ICT/MIS Unit:** Leads digital transformation within the RCC, manages information systems, supports data collection and analysis for evidence-based decision-making, and enhances e-governance platforms.
7. **Records and Information Unit (RIU):** Ensures efficient records keeping, institutional memory, and information management for effective communication and knowledge sharing.
8. **Transport and Logistics Unit:** Provides fleet management, maintenance of vehicles, and logistical support to ensure smooth implementation of RCC activities.

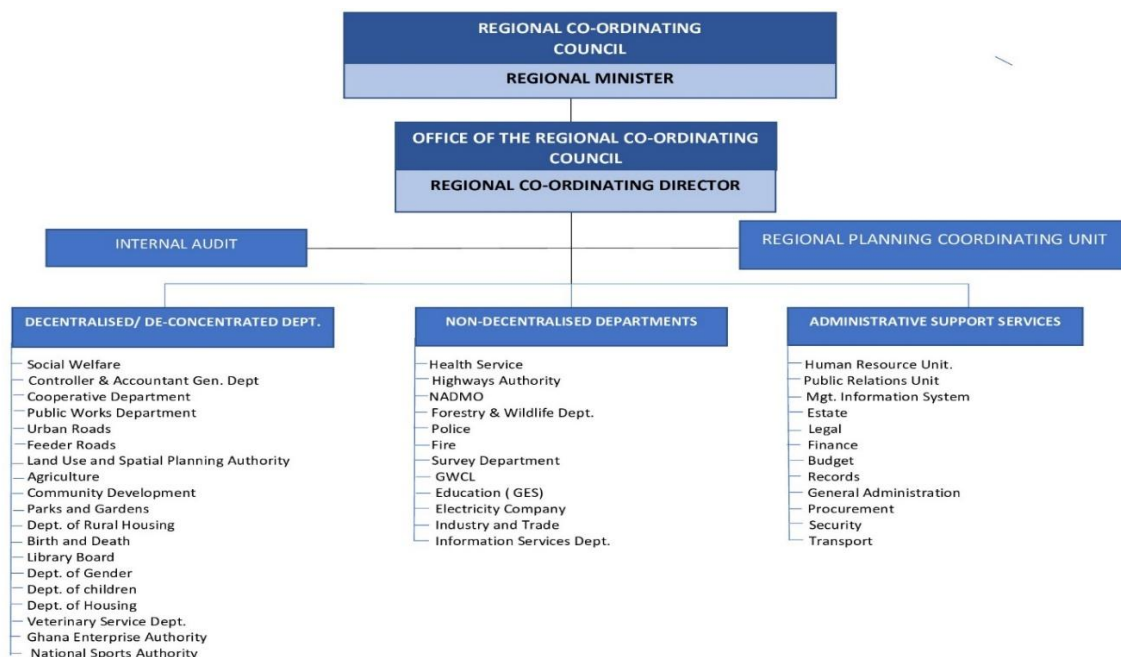
Beyond the Secretariat, the wider operations of the NERCC are organized into three main clusters:

1. **Decentralized/Deconcentrated Departments:** These departments represent the local presence of central government ministries and agencies, tasked with delivering services directly to citizens. They cover critical sectors such as Health, Education, Agriculture, Physical Planning, Lands, Environment, Roads, Youth, Trade, Social Welfare, Community Development, and Gender. Their alignment with the NERCC ensures that regional priorities reflect grassroots needs while remaining consistent with national policy frameworks.

2. **Non-Decentralized Departments/Agencies:** These include specialized agencies that operate in the region but report directly to their national headquarters. Examples are the Ghana Police Service, Ghana Immigration Service, Ghana National Fire Service, Ghana Armed Forces, Customs Division of the GRA, Ghana Highways Authority, ECG, GWCL, and the Ghana AIDS Commission. While they maintain sectoral autonomy, their operations are coordinated with the RCC to ensure synergy and complementarity in regional service delivery.
3. **Administrative Support Services:** These units provide the internal services needed for the smooth functioning of the NERCC. They include General Administration, Finance, Procurement, Human Resources, ICT, Transport, Security, and Public Relations. Together, these units safeguard institutional integrity, strengthen accountability mechanisms, and enable the RCC to perform its mandate effectively

The NERCC’s organizational structure is deliberately designed to promote synergy among decentralized and non-decentralized departments, avoid duplication of roles, and harmonize development planning and implementation at the regional level. This integrated structure allows the Council to effectively support MMDAs, coordinate sectoral interventions, and monitor the implementation of government and development partner programmes across the Northeast Region.

Figure: 1 Organogram of the North East Regional Coordinating Council



1.6. STRATEGIC LOCATION AND REGIONAL SIGNIFICANCE

The Northeast Region occupies a strategic position in the north-eastern corridor of Ghana, with Nalerigu as its administrative capital. Geographically, it is bordered by the Upper East Region to the north, the

Northern Region to the west and south, and the Eastern Gonja District to the southwest, while sharing an international boundary with Burkina Faso to the northeast. This location situates the Region as a vital transit and trade hub connecting Ghana's interior to the wider Sahelian belt, thereby strengthening its role in cross-border commerce, regional security, and socio-economic integration.

The Northeast Region is also positioned along critical road networks that link the northern savannah to the southern forest and coastal belts, reinforcing its importance as a logistics and mobility corridor for goods, services, and people. This makes it an essential gateway for agricultural trade, especially livestock, cereals, and cash crops destined for both domestic markets and export. Its proximity to Burkina Faso and other Sahelian markets offers significant opportunities for sub-regional integration under the ECOWAS Trade Liberalization Scheme (ETLS) and the African Continental Free Trade Area (AfCFTA).

Ecologically, the Region is characterized by the Guinea and Sudan savannah zones, marked by vast grasslands, scattered woodlands, and fertile valleys. These support a predominantly agrarian economy, with major production of cereals such as maize, millet, sorghum, and rice, alongside livestock rearing, shea nut processing, and emerging value chains in groundnuts and soybeans. The White Volta River and its tributaries further provide opportunities for irrigation, fishing, and eco-tourism. This ecological setting makes the Region both a food security zone and a potential hub for climate-resilient agriculture in northern Ghana.

Culturally, the Northeast Region is home to diverse ethnic groups with rich traditions, festivals, and crafts. These contribute to social cohesion and present opportunities for cultural tourism and heritage preservation. Sites such as the NaYiri Palace at Nalerigu, ancient stone structures, and sacred groves provide a cultural identity that reinforces the Region's uniqueness within the national and sub-regional context.

Beyond its natural and cultural endowments, the Region plays a strategic role in national development and security. It is a buffer zone in Ghana's efforts to manage transboundary security challenges such as irregular migration, cross-border crime, and climate-induced pressures from the Sahel. The Northeast Region also contributes significantly to Ghana's decentralization agenda by serving as a test case for tailored regional planning in newly created regions.

In governance terms, the Northeast Regional Coordinating Council (NERCC) ensures that these locational and ecological advantages are effectively leveraged. It harmonizes district development efforts, strengthens institutional partnerships, and promotes investment in infrastructure, agriculture, and social services. By coordinating these interventions, the NERCC positions the Region not only as

a key growth pole for northern Ghana but also as a contributor to Ghana's broader agenda of inclusive, resilient, and sustainable national development. *Insert*

Figure 1.2: NER in the National Context and the Administrative Districts

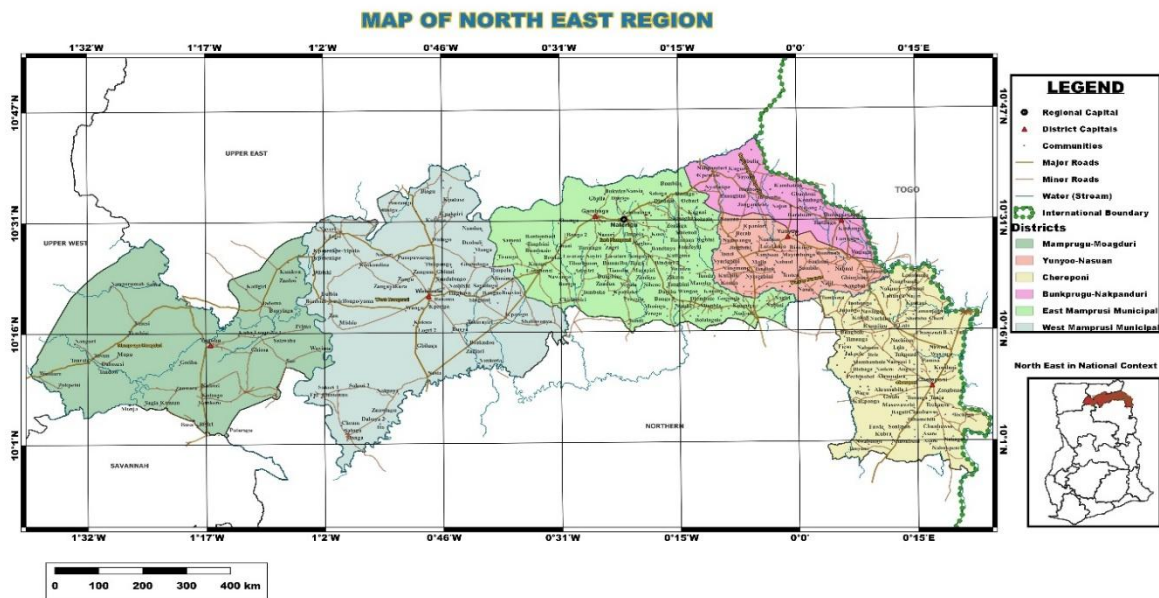
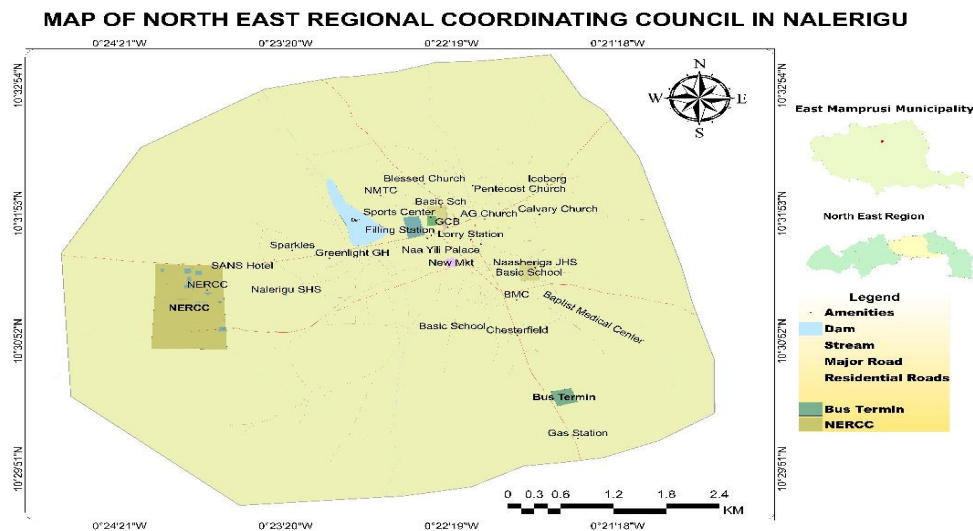


Figure 1.3: Regional Map of North east Region/ Figure 1.4: Locational Map of NERCC



1.7. STRUCTURE OF THE MEDIUM-TERM DEVELOPMENT PLAN (MTDP)

The Medium-Term Development Plan (MTDP) for the Northeast Regional Coordinating Council (NERCC) is organized into eight interrelated chapters, each serving a distinct and strategic function in line with the revised planning guidelines of the National Development Planning Commission (NDPC) for the 2026–2029 planning cycle. Together, the chapters provide a coherent framework that guides regional development, enhances coordination, and ensures alignment with national policy objectives.

Chapter One provides a comprehensive general introduction. It sets the foundation of the Plan by presenting the legal and policy context, the background of the Northeast Regional Coordinating Council, its institutional mandate, vision, mission, values, and core functions. This chapter also outlines the organizational structure of the NERCC and provides the institutional logic behind it, while explaining the overall layout of the Plan.

Chapter Two focuses on the performance review of the 2022–2025 MTDP. It critically assesses the achievements and shortfalls of the previous plan, highlighting successes, challenges, and lessons learned. This retrospective analysis serves as a basis for refining strategies, strengthening institutional performance, and guiding development priorities for the 2026–2029 period.

Chapter Three presents the development issues, priorities, and opportunities of the Region. Drawing from empirical evidence, stakeholder consultations, and participatory planning tools, it identifies the most pressing socio-economic, environmental, and governance challenges confronting the Northeast Region while mapping out opportunities that can be leveraged for transformation.

Chapter Four sets out the development projections, goals, objectives, and strategies for the medium term. It translates identified issues into actionable objectives aligned with national and international priorities, including the 2026–2029 National Medium-Term Development Policy Framework (NMTDPF), the Sustainable Development Goals (SDGs), and the African Union Agenda 2063.

Chapter Five presents the Composite Programme of Action (PoA), budget framework, and financing strategy. It operationalizes the Plan by detailing interventions, indicative budgets, funding sources, and resource mobilization mechanisms. By linking goals and strategies to measurable outputs and activities, this chapter ensures that interventions are practical, cost-effective, and results-driven.

Chapter Six translates the Composite Programme of Action into Annual Action Plans (AAPs). These yearly implementation plans ensure proper sequencing, resource alignment, and time-bound interventions, thereby bridging the medium-term strategies with annual execution capacity.

Chapter Seven outlines the Monitoring and Evaluation (M&E) framework. It specifies performance indicators, baselines, targets, reporting formats, and institutional arrangements for tracking progress. The M&E framework strengthens accountability, transparency, and learning, while promoting adaptive management and evidence-based decision-making.

Chapter Eight concludes with the Development Communication Strategy. This chapter emphasizes the importance of stakeholder engagement, participatory communication, and timely dissemination of information. It provides mechanisms for structured feedback, citizen participation, and collaboration among MMDAs, development partners, traditional authorities, and civil society to foster inclusiveness, ownership, and collective responsibility.

Taken together, this structure provides logical consistency and a results-oriented roadmap that enables the NERCC to effectively plan, implement, monitor, and communicate development interventions during the 2026–2029 period, while reinforcing the Region’s contribution to Ghana’s broader agenda of inclusive and sustainable national development.

CHAPTER TWO

2.0. SITUATIONAL ANALYSIS

2.1. INTRODUCTION

This chapter presents a situational analysis of the Northeast Regional Coordinating Council (NERCC), which serves as the statutory coordinating and oversight body for Metropolitan, Municipal, and District Assemblies (MMDAs) within the Northeast Region. As the anchor institution for regional governance, the NERCC plays a pivotal role in translating national development priorities into district-level actions, harmonizing sectoral interventions, and ensuring accountability, inclusiveness, and efficiency in regional development planning and service delivery. The situational analysis provides the institutional foundation for the preparation of the 2026–2029 Medium-Term Development Plan (MTDP), assessing the Council’s performance, challenges, and opportunities in discharging its mandate.

The analysis builds on the experiences of implementing the 2022–2025 MTDP and synthesizes evidence from the 2024 Annual Progress Report (APR), departmental and agency submissions, internal monitoring and evaluation (M&E) data, and extensive stakeholder consultations convened by the NERCC. These sources provide a comprehensive picture of the Council’s institutional effectiveness, coordination role, and operational environment during the previous planning cycle.

Specifically, the chapter assesses the capacity of the NERCC to provide technical backstopping to MMDAs, harmonize development plans, oversee financial and administrative performance, and facilitate partnerships between government, civil society, traditional authorities, the private sector, and development partners. It also examines the effectiveness of key institutional structures, including the Regional Planning Coordinating Unit (RPCU), the Internal Audit Unit, and decentralized departments under the Council’s oversight.

In addition to institutional performance, the situational analysis reviews the enabling and constraining factors that shape the NERCC's operations. These include the adequacy and predictability of financial resources, the availability of skilled human capital, the strength of inter-agency coordination mechanisms, and the reliability of data systems for planning and monitoring. Emerging institutional demands such as climate change adaptation, youth engagement, digital transformation, and the need for greater inclusiveness in governance—are also highlighted as critical factors that will shape the Council's priorities in the next planning cycle.

The purpose of this chapter is therefore to provide an evidence-based assessment of the NERCC's institutional context, mandate performance, and operational challenges, in order to inform the formulation of strategies and interventions for the 2026–2029 MTDP. By doing so, it lays the groundwork for strengthening the Council's role as the central coordinating authority in promoting inclusive, resilient, and sustainable development across the Northeast Region.

2.2. PERFORMANCE REVIEW OF THE 2022–2025 MTDP

This section presents a review of the implementation of the 2022–2025 Medium-Term Development Plan (MTDP) of the Northeast Regional Coordinating Council (NERCC), with particular emphasis on the performance of the Council as an institution mandated to coordinate, monitor, and evaluate development in the region. The review focuses on the extent to which the NERCC fulfilled its statutory functions during the period under assessment, as framed within the thematic areas of the Medium-Term National Development Policy Framework (MTNDPF), namely: Economic Development; Social Development; Environment, Infrastructure and Human Settlements; Governance, Corruption and Public Accountability; Emergency Planning and Disaster Risk Management; and Implementation, Coordination, and Monitoring and Evaluation.

The performance assessment draws on the 2024 Annual Progress Report (APR), departmental and agency submissions, institutional monitoring and evaluation (M&E) data, and feedback from stakeholder consultations facilitated by the NERCC. This evidence-based and participatory process enabled the Council to review not only the outputs of regional development programmes, but also its effectiveness in providing leadership, coordination, technical backstopping, and oversight to Metropolitan, Municipal, and District Assemblies (MMDAs) and decentralized departments.

Over the plan period, the NERCC recorded several institutional achievements. It provided critical coordination that ensured alignment between district development priorities and the overarching national development framework. It successfully facilitated inter-agency collaboration, particularly in the areas of economic development, education, health, and infrastructure expansion, thereby reducing duplication of efforts and enhancing synergy among key actors. The Council also strengthened its internal systems through the work of the Regional Planning Coordinating Unit (RPCU) and the Internal Audit Unit, which supported evidence-based planning, prudent financial management, and compliance with regulatory requirements. Furthermore, the NERCC served as an effective platform for conflict resolution between MMDAs and other stakeholders, and promoted participatory governance by convening stakeholder dialogues and consultation processes that enhanced inclusiveness in regional planning.

Despite these notable achievements, the performance review also reveals persistent institutional challenges that constrained the NERCC's ability to fully deliver on its mandate. Chief among these were inadequate and unpredictable financial resources, which limited the Council's capacity to provide

timely technical and logistical support to MMDAs. Delays in the release of funds and the limited capacity to mobilize internally generated revenue further compounded resource constraints. Institutional performance was also affected by weak stakeholder participation in some stages of planning and implementation, as well as capacity gaps within specific departments and decentralized structures under the Council's purview. The lack of robust and reliable data systems also posted significant challenges to evidence-based decision-making, monitoring, and evaluation of programmes.

The review further identifies a number of emerging institutional demands on the NERCC. These include the need to strengthen its role in coordinating responses to climate-related shocks, managing the implications of youth unemployment and migration on local governance, and addressing the pressures of urbanization on service delivery. At the same time, these emerging issues present opportunities for the NERCC to demonstrate leadership in promoting innovative solutions, advancing the green economy, leveraging digital tools for governance, and fostering stronger private sector engagement in regional development processes.

In summary, the performance review underscores that the NERCC has made meaningful progress in fulfilling its statutory mandate of coordination, monitoring, and oversight, but it continues to face significant resource, capacity, and institutional challenges. The lessons drawn from this period provide valuable guidance for strengthening the Council's institutional effectiveness and responsiveness in the 2026–2029 MTDP. They also reaffirm the central role of the NERCC as the anchor institution responsible for ensuring coherence, accountability, and inclusiveness in the governance and development planning of the Northeast Region.

2.2.1. Implementation of Annual Action Plans

The Northeast Regional Coordinating Council (NERCC), guided by its statutory mandate under the Local Governance Act, 2016 (Act 936), coordinated the implementation of its 2022–2025 Medium-Term Development Plan (MTDP) through successive Annual Action Plans (AAPs). The broad aim of the Plan was to make the region more resilient, green, clean, and responsive through efficient, effective, and dynamic institutions. Using the development dimensions of the Medium-Term National Development Policy Framework (MTNDPF) 2022–2025 as a guide, implementation was assessed under six key thematic areas: Economic Development; Social Development; Environment, Infrastructure and Human Settlements; Governance, Corruption and Public Accountability; Emergency Planning and Disaster Risk Management; and Implementation, Coordination, Monitoring and Evaluation.

Evidence from the 2024 Annual Progress Report (APR), departmental submissions, monitoring and evaluation (M&E) data from the Regional Planning Coordinating Unit (RPCU), and stakeholder consultations revealed that the NERCC consistently demonstrated strong institutional performance. Implementation rates remained high, with 93.3% of planned activities executed in 2022, 97.4% in 2023, and 96.4% in 2024. These figures underscore the Council's commitment to translating plans into action, even within a resource-constrained environment.

Across all dimensions, the NERCC successfully implemented a wide range of interventions that advanced regional coordination and institutional strengthening. In the area of **Economic Development**, the Council fully executed initiatives that supported agricultural value-chain development, market infrastructure improvements, and trade promotion, thereby contributing to livelihood opportunities.

Under **Social Development**, significant gains were recorded in education, health, and social protection, with steady progress towards improving access to basic services and supporting vulnerable groups.

With respect to **Environment, Infrastructure, and Human Settlements**, the Council coordinated the delivery of road rehabilitation, electrification projects, sanitation initiatives, and digital connectivity improvements, ensuring that district-level projects were harmonized with regional priorities. In **Governance and Accountability**, the NERCC provided technical backstopping, facilitated conflict mediation, strengthened institutional coordination, and supported the passage and harmonization of MMDA by-laws.

Although more limited in scope, the Council also advanced **Emergency Planning and Disaster Response**, conducting training and contingency planning in collaboration with NADMO. Finally, in the area of **Implementation, Coordination, Monitoring and Evaluation**, the RPCU ensured the preparation of Annual Progress Reports, coordinated sectoral plans, and conducted regular M&E exercises that improved decision-making and accountability.

Despite these achievements, several challenges constrained the full realization of planned outcomes. Financing emerged as the most significant barrier, with inadequate and unpredictable resource flows, delays in fund releases, and limited internally generated funds undermining timely implementation. While activity completion rates were high, the scale and quality of interventions particularly in infrastructure, environmental management, and disaster preparedness were often constrained by resource shortfalls.

Institutionally, the NERCC also faced capacity gaps within departments and decentralized structures, which affected the quality of technical delivery and reporting. Weak stakeholder participation, especially at the community and civil society levels, reduced inclusiveness in planning and implementation processes. Additionally, persistent data limitations hampered evidence-based decision-making and restricted the ability to fully measure impact.

Emerging development issues further compounded these institutional and operational challenges. Climate variability, rapid urbanization of district capitals, youth unemployment, migration pressures, and rising demands for social services posed both risks and opportunities that the Council had to respond to, often with limited resources and technical support.

2.2.1.1. Lessons Learnt

From the implementation of the 2022–2025 MTDP Annual Action Plans, several lessons stand out. First, high execution rates alone are not sufficient indicators of impact; attention must also be paid to the quality, sustainability, and inclusiveness of interventions. Secondly, effective institutional coordination is one of NERCC’s comparative strengths. This can significantly enhance service delivery when paired with adequate financing and technical capacity. Thirdly, meaningful stakeholder participation is critical for ensuring that interventions respond to local needs and foster ownership. Finally, the importance of resilience-oriented planning became evident, as emerging climate and demographic pressures require proactive and integrated approaches.

2.2.1.2. Implications for the 2026–2029 MTDP

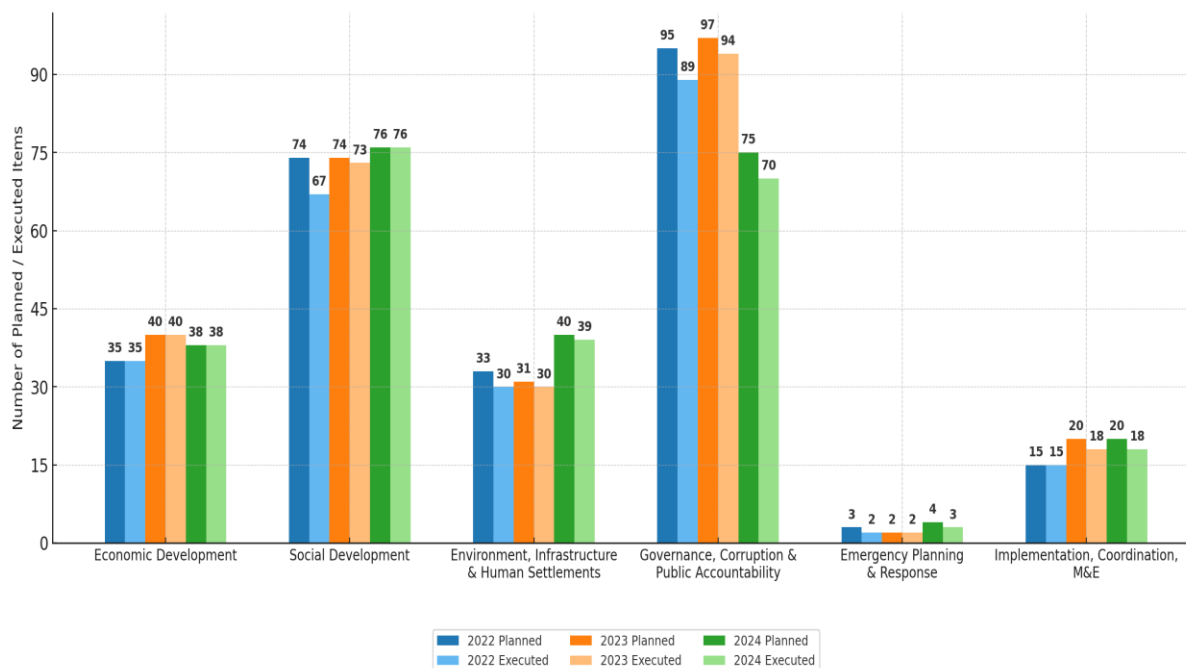
The lessons from the 2022–2025 cycle carry important implications for the next planning period. Moving forward, the NERCC must:

- Strengthen its role in resource mobilization to reduce overdependence on central government transfers and expand financing for strategic infrastructure and social programmes.
- Deepen partnerships with the private sector and development partners to leverage resources, expertise, and innovation.
- Enhance the quality and inclusiveness of interventions by integrating equity, sustainability, and climate resilience considerations into all programmes.
- Invest in capacity development for both RCC departments and decentralized structures, focusing on technical expertise, data systems, and results-based monitoring.
- Expand platforms for civic participation and accountability, ensuring that planning and implementation are responsive to the needs of citizens.

By internalizing these lessons and addressing the highlighted challenges, the NERCC will be better positioned to design and implement a 2026–2029 MTDP that not only achieves high activity execution rates but also delivers transformative, sustainable, and inclusive development outcomes in line with national priorities and global frameworks such as the SDGs and AU Agenda 2063.

The analysis of the implementation of the NERCC Annual Action Plans from 2022 to 2024 reveals consistent progress across all development dimensions, with a close alignment between planned and executed activities. As shown in Figure 2.1, the Council generally achieved high execution rates, particularly in the areas of *Economic Development*, *Social Development*, and *Environment, Infrastructure and Human Settlements*, where executed interventions closely matched planned targets. Although there were some implementation gaps in *Governance, Corruption and Public Accountability* and *Emergency Planning and Response*, overall execution performance remained strong, demonstrating the NERCC’s institutional capacity to translate medium-term objectives into annual deliverables.

Figure 2.1: Planned vs. Executed Annual Action Plan Interventions by Development Dimension, 2022–2024



Source: Regional Planning Coordinating Unit, 2025

2.2.2. Proportion of AAPs and MTDP Implemented

The implementation of the NERCC Annual Action Plans (AAPs) and Medium-Term Development Plan (MTDP) recorded significant achievements over the period under review. At the RCC level, the proportion of AAPs implemented reached 93 percent in 2024, an improvement over the 90 percent achieved in 2022, and closely approaching the target of 100 percent. Notably, 85 percent of planned interventions were fully completed in 2024 compared to 82 percent in 2022, signaling enhanced efficiency in execution. The proportion of ongoing interventions reduced drastically from 24 percent at the 2021 baseline to 8 percent in 2024, indicating improved project management and timely delivery. Importantly, no interventions were abandoned during the entire period, reflecting institutional discipline, better oversight, and sustained follow-through.

At the level of Metropolitan, Municipal and District Assemblies (MMDAs), implementation performance also improved significantly. The proportion of M/DAs' AAPs implemented rose from 72 percent in 2022 to 90 percent in 2024, narrowing the gap to the 95 percent target. This trend underscores growing institutional capacity at the district level, improved alignment with RCC directives, and stronger coordination mechanisms.

With respect to the MTDP, the RCC successfully achieved its medium-term implementation target of 60 percent in 2024, showing a remarkable increase from only 23 percent in 2022. Similarly, M/DAs' MTDP implementation rose from 18 percent in 2022 to 61 percent in 2024, surpassing the set target of 55 percent. These achievements highlight the cumulative impact of consistent AAP implementation and indicate that the Council and its constituent MMDAs are progressively strengthening their long-term planning and execution capacities.

Despite these achievements, a number of challenges constrained full implementation. First, the RCC was unable to attain the annual target of 100 percent implementation, with a 7 percent share of planned interventions in 2024 still categorized as “yet to start.” This points to delays in mobilization,

procurement bottlenecks, or readiness gaps within some departments. Similarly, the persistence of ongoing interventions, though reduced, shows that not all projects were completed within the planned timeframe, raising concerns about the sequencing of activities and resource flow.

At the district level, although significant improvements were recorded, MMDAs were still unable to achieve their AAP target of 95 percent in 2024, highlighting lingering challenges with financing, logistics, and technical capacity. Weaknesses in early-stage project preparation, inadequate data for evidence-based planning, and uneven participation of stakeholders also undermined performance. These challenges collectively constrained the ability of both the RCC and MMDAs to fully deliver on their annual commitments despite the overall progress made.

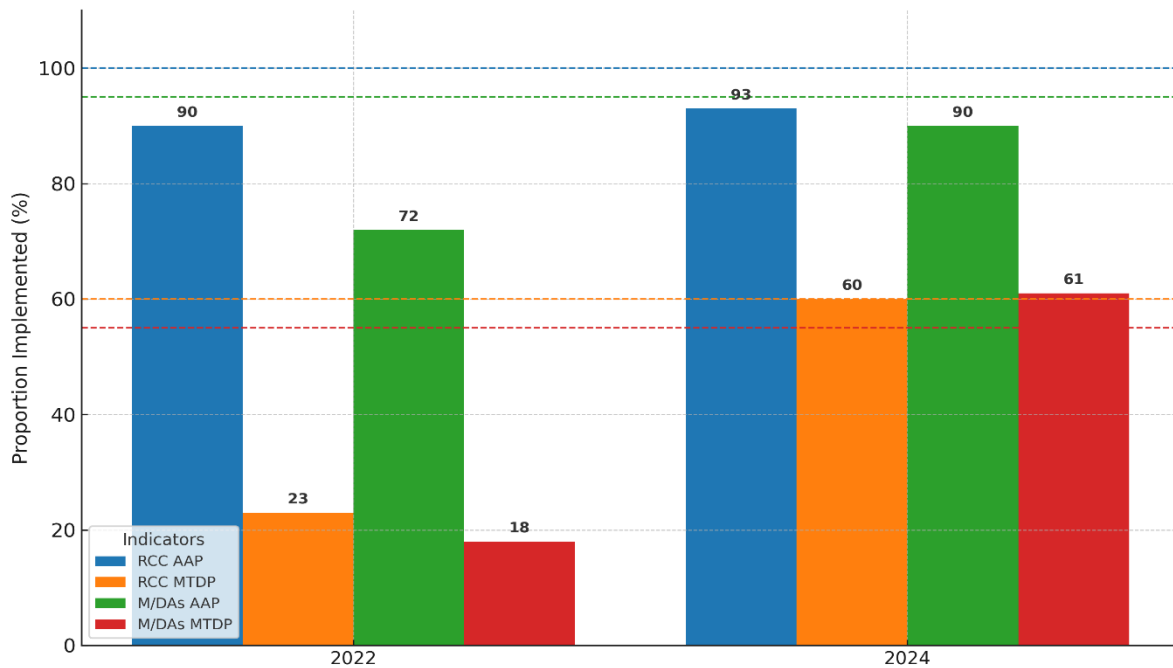
2.2.2.1. Lessons and Implications

The performance review offers important lessons with implications for the next planning cycle. First, the consistent improvement in implementation rates demonstrates that investments in institutional coordination, monitoring, and capacity-building are yielding results and must be sustained. The absence of abandoned interventions shows that the RCC has built credibility and resilience in managing development projects, a practice that should be institutionalized and replicated at the district level.

However, the persistence of “yet to start” interventions and the inability to consistently reach the 100 percent annual implementation target highlight the need for stronger project readiness assessments, timely release of resources, and greater efficiency in procurement processes. At the MMDA level, additional technical backstopping and targeted capacity-building will be required to bridge the gap between actual performance and set targets.

Finally, the fact that both the RCC and MMDAs either met or surpassed their medium-term MTDP implementation targets in 2024 provides evidence of institutional learning and adaptability. Going forward, this momentum should be leveraged to ensure that the 2026–2029 MTDP responds more effectively to emerging challenges, particularly climate change, rapid urbanization, youth unemployment, and the growing demand for social services. Strengthening data systems, improving stakeholder engagement, and enhancing financing mechanisms will be critical for sustaining and deepening these gains.

Figure 2.2: Proportion of RCC and MMDAs AAPs and MTDPs Implemented, 2022–2024



Source: Regional Planning Coordinating Unit, 2025

An assessment of the implementation of the Annual Action Plans (AAPs) and Medium-Term Development Plans (MTDPs) of the Northeast Regional Coordinating Council (NERCC) and the Metropolitan, Municipal, and District Assemblies (MMDAs) demonstrates steady progress between 2022 and 2024. As illustrated in Figure 2.2, the NERCC consistently maintained high performance in implementing its AAPs, achieving 90 percent in 2022 and 93 percent in 2024, though slightly below the 100 percent target. Similarly, implementation of the RCC’s MTDP improved significantly from a baseline of 23 percent in 2022 to 60 percent by 2024, meeting its target and showing strengthened institutional planning and execution capacity.

At the MMDA level, implementation of Annual Action Plans rose from 72 percent in 2022 to 90 percent in 2024, reflecting improved compliance with planning frameworks and enhanced coordination. Moreover, the proportion of MMDA MTDP implementation increased sharply from 18 percent in 2022 to 61 percent in 2024, surpassing the 55 percent target. This indicates that District Assemblies have improved their ability to translate medium-term development priorities into actionable programmes and projects within the review period.

In all, the evidence points to significant institutional strengthening at both the RCC and MMDA levels, although some gaps in resource mobilization, capacity, and timeliness of execution persist. Sustaining this momentum will require consolidating stakeholder collaboration, strengthening monitoring systems, and enhancing financial predictability.

2.2.3. PERFORMANCE ASSESSMENT OVERVIEW OF OUTCOME AND IMPACT INDICATORS

The performance review of the 2022–2025 Medium-Term Development Plan (MTDP) for the North East Regional Coordinating Council (NERCC) highlights both achievements and persistent challenges across the key development dimensions of the National Development Policy Framework (NDPF). The analysis below draws on the outcome and impact indicators presented in Table 2.1, focusing on trends, progress against targets, and implications for regional development.

Table 2.1: Performance Review of NERCC 2022–2025 MTDP (Outcome and Impact Indicators Only)

No	Development Dimension	Indicator	Baseline (2021)	2022–2025 Medium-Term Target	Cumulative Achievement		Remarks
					Year	Data	
	Economic Development	% increase in yield of selected crops, livestock, and fish	38%	80%	2024	55%	Significant gains in crop and livestock productivity (maize, rice, yam, cattle), though targets not fully met due to erratic rainfall, late input distribution, and inadequate mechanization support.
		Number of new jobs created (agriculture, industry, services)	18,921	20,000+	2024	10,006	Job creation lagged behind expectations; agriculture and industry absorbed fewer workers due to climate shocks and weak private investment.
	Social Development	Net enrolment ratio – JHS	100%	100%	2024	56.4%	Enrolment at JHS level remains low compared to KG and primary, reflecting high dropout rates.
		Completion rate – JHS	100%	100%	2024	84.6%	Improvement noted but still below target, largely due to teenage pregnancy, poverty, and weak retention strategies.
		Pass rate – BECE (JHS)	100%	100%	2024	76.4%	Progress achieved but below national benchmarks; quality of teaching and resource constraints remain challenges.
		Maternal mortality ratio (institutional, per 100,000 live births)	10%	2%	2024	4%	Declining trend shows improvement in maternal health outcomes, though still higher than target.
		Infant mortality rate	6.7%	2%	2024	8.7%	Outcome worsened; suggests limited improvements in neonatal and child health interventions.
		Under-5 mortality rate	0	2%	2024	6.3%	Target not met, reflecting persistent health service delivery gaps.
		Malaria case fatality (children under-5 per 10,000 population)	0.15%	0.16%	2024	0.14%	Target achieved; consistent gains reflect effective malaria control interventions.
		HIV and AIDS prevalence rate (% of adult population 15–49 years)	0.04%	0.01%	2024	0.02%	Stable but above target; indicates need for intensified preventive campaigns.

		NHIS enrolment	74%	90%	2024	85%	Progress recorded, but indigent and informal sector registration remain low.
	Environment, Infrastructure & Human Settlements	% of population with access to safe water sources	80%	90%	2024	69.3%	Target not met; rural and deprived communities lag significantly.
		% of population with access to improved sanitation services	50%	60%	2024	56.3%	Moderate progress but still below target; urban-rural disparities persist.
		% of communities declared ODF	70%	100%	2024	67%	Declining performance; weak enforcement and behavioral change challenges.
		% of roads in good condition (trunk, urban, feeder)	223.5 km (baseline coverage)	80%	2024	47%–70%	Road conditions improved modestly but targets not achieved; inadequate funding and maintenance backlog.
		% of households with electricity access	82%	90%	2024	85%	Target nearly achieved, indicating steady progress in rural electrification.
	Governance & Institutional Development	Police-Citizen Ratio	1:2259	1:1000	2024	1:2220	No major improvement; police coverage remains inadequate for security needs.

Source: Regional Planning Coordinating Unit, 2025

1. Economic Development

Under the economic development dimension, agricultural productivity improved significantly compared to the 2021 baseline. Yields of selected crops and livestock rose by an estimated 55% in 2024, surpassing the 2022–2023 levels though still short of the medium-term target of 80%. This progress can be attributed to the partial roll-out of Planting for Food and Jobs (PFJ) 2.0, expanded extension services, and increased adoption of improved seed varieties. However, the performance was constrained by erratic rainfall, untimely distribution of farm inputs, inadequate mechanization services, and weak meteorological data for planning.

Job creation, another critical outcome, fell below expectations. While the MTDP targeted more than 20,000 new jobs by 2024, actual recorded jobs stood at about 10,006, less than half the target. The shortfall was largely due to structural weaknesses in industry and services, combined with the limited capacity of agriculture to absorb the growing youth labour force. This suggests that without deeper private sector participation and investment in agro-processing and services, the region may struggle to create sustainable employment.

2. Social Development

Social development indicators reveal mixed outcomes. Education access at kindergarten and primary levels remained relatively high, but performance declined sharply at the JHS level. The net enrolment ratio for JHS dropped to 56.4% in 2024, a significant gap from the 100% target. Completion rates improved marginally, reaching 84.6% in 2024, but still fell short of the universal completion goal. Similarly, BECE pass rates stood at 76.4% in 2024, reflecting systemic challenges in teaching quality, inadequate learning materials, and weak retention strategies, particularly for girls.

Health outcomes showed uneven progress. Institutional maternal mortality declined from 10% in 2021 to 4% in 2024, signaling improved maternal health interventions. However, infant and under-five

mortality rates worsened, rising to 8.7% and 6.3% respectively, against targets of 2%. These trends highlight gaps in neonatal and child healthcare, inadequate facilities, and uneven distribution of skilled personnel. Malaria control recorded notable success, with fatality rates among children under five dropping to 0.14%, surpassing the 2024 target. HIV prevalence remained stable at 0.02%, though marginally above the desired 0.01%. NHIS enrolment increased to 85% in 2024, showing progress but revealing persistent exclusion of the poorest and those in informal sectors.

3. Environment, Infrastructure, and Human Settlements

Infrastructure outcomes reveal both progress and lagging areas. Household electricity access rose from 82% in 2021 to 85% in 2024, nearly achieving the medium-term target of 90%. Road infrastructure, however, remained weak, with only 47% of trunk roads and 62% of feeder roads rated in good condition, far below the 80% target. This poor road condition undermines agricultural marketing, trade, and access to basic services.

Access to safe water and sanitation services also showed concerning trends. Only 69.3% of the population had access to safe drinking water by 2024, compared to the 90% target. Similarly, improved sanitation coverage stood at 56.3%, below the 60% target. Open Defecation Free (ODF) community coverage dropped to 67%, further underscoring persistent sanitation challenges and weak enforcement of environmental by-laws.

4. Governance, Corruption, and Public Accountability

Governance and accountability outcomes remained stagnant. The police-to-citizen ratio in 2024 was estimated at 1:2220, barely an improvement over the 2021 baseline of 1:2259 and far from the national target of 1:1000. This reflects inadequate police recruitment, limited logistics, and insufficient resourcing of security agencies in the region. Weak security presence continues to pose risks for law enforcement, crime prevention, and public safety.

2.2.3.1. Lessons and Implications

The review highlights critical lessons. First, while the NERCC has made measurable progress in agricultural productivity, maternal health, malaria control, and electrification, these gains are undermined by persistent weaknesses in education outcomes, road infrastructure, water and sanitation services, and job creation.

Second, the findings reinforce the importance of addressing systemic issues such as funding delays, inadequate coordination among departments, and weak data systems, which continue to undermine effective policy implementation. Third, the slow pace of social development outcomes at the JHS level and poor child health indicators point to a looming human capital challenge if not urgently addressed.

Going forward, the 2026–2029 MTDP must prioritize resilient agriculture and agro-industrialization, inclusive education, child and maternal healthcare, sustainable water and sanitation systems, and stronger governance institutions. Equally important is enhancing private sector partnerships, strengthening monitoring and evaluation systems, and ensuring timely release and efficient use of financial resources.

2.2.4. FINANCIAL PERFORMANCE REVIEW

The financial performance of the institution across the period 2022 to 2024 reveals significant variations between estimated and actual revenue inflows from different sources, with both positive and negative implications for fiscal planning, implementation, and institutional stability.

Government of Ghana (GoG) transfers remained the most consistent and reliable source of revenue during the three-year period. In 2022, GoG released GHS 2,893,833.57 against an estimated GHS 3,051,181.00, creating a marginal variance. Interestingly, in 2023 and 2024, actual releases of GHS 4,000,658.32 and GHS 4,805,487.21, respectively, exceeded their corresponding estimates (GHS 3,928,596.00 and GHS 4,530,134.00). This steady upward trend in GoG disbursements suggests a strengthening of central government commitment to funding institutional operations, while also providing relative predictability and stability to budgetary implementation.

The District Assemblies Common Fund (DACF), however, showed mixed performance. In 2022, the actual inflow of GHS 1,481,131.19 significantly exceeded the estimated GHS 1,000,000.00, indicating stronger-than-expected support. This was followed in 2023 by a slight positive performance, where actual releases of GHS 1,015,763.26 marginally surpassed the estimated GHS 900,000.00. However, 2024 saw a sharp reversal, with actual disbursements dropping drastically to GHS 308,786.11 against an estimated GHS 1,200,000.00. This steep shortfall may reflect delays in statutory transfers, competing national priorities, or systemic weaknesses in fund disbursement mechanisms, which could adversely affect project execution and service delivery.

Development Partner-funded programmes, such as the Ghana Secondary Cities Project (GSCP), demonstrated consistency and reliability over the period. In both 2023 and 2024, the actual releases matched the estimates, with GHS 660,000.00 and GHS 905,385.71, respectively. This alignment points to effective coordination and predictable flows from donor-driven interventions, underscoring the importance of external partnerships in complementing government resources. Similarly, the RING II programme maintained a close alignment between projected and actual receipts. For example, in 2022, actuals stood at GHS 73,580.00 against an estimate of GHS 87,530.00, while in 2023 and 2024, both estimates and actuals were nearly identical (GHS 50,763.00 and GHS 70,700.68, respectively). This consistency demonstrates the reliability of development programme funding, though the relatively modest amounts limit their transformative impact on overall institutional finances.

The SOCO project presented a unique case of fluctuating performance. In 2023, the estimated and actual receipts were perfectly aligned at GHS 60,000.00, but in 2024, although the estimate increased significantly to GHS 360,000.00, actual releases fell short at GHS 180,000.00, reflecting a 50 percent shortfall. This inconsistency raises concerns about the reliability of SOCO funds, especially when scaled up projections are not backed by commensurate disbursements.

When the aggregate picture is considered, total actual revenue mobilization over the three years shows both strengths and weaknesses. While GoG transfers and development partner funds provided relative stability and even exceeded expectations in some cases, the unpredictability of DACF and SOCO flows posed major challenges. These shortfalls undermine the institution's ability to execute its planned activities fully, thereby creating risks of project delays, incomplete interventions, or reallocation of scarce resources away from priority areas.

Table 2.2: Update on Revenue Sources and Expenditure (2022–2025)

	Source of funds	Total estimated cost of plan (A)	Total amount received (B)	Variance (C = A – B)
	GoG	11,509,911.00	11,699,979.10	-190,068.10
	IGF	–	–	–
	DACF	3,100,000.00	2,805,680.56	294,319.44
	DACF-RFG	–	–	–
	DPs (GSCP, RIND II, SOCO)	2,196,575.39	1,926,849.39	269,726.00
	ABFA	–	–	–
	Others (specify)	–	–	–
	TOTAL	16,806,486.39	16,432,509.05	373,977.34

Source: Annual Financial Statement, 2024 – Finance Department

2.2.4.1. Lessons Learnt

A number of important lessons emerged from the revenue performance over the 2022–2024 period. The most significant of these is the role of central government transfers, which continue to serve as the backbone of institutional financing. These GoG resources have shown remarkable resilience and, in many cases, even exceeded projections, thereby providing a reliable foundation for sustaining operations.

At the same time, other funding sources presented challenges that exposed the institution’s vulnerability to fiscal shocks. Key lessons include:

- Unpredictability of statutory funds (DACF): While DACF releases occasionally surpassed projections, their volatility and frequent shortfalls make them unreliable for planning and execution. Over-reliance on this source poses operational risks.
- Consistency but rigidity of development partner funds (GSCP, RING II): These inflows were predictable and aligned well with estimates. However, the amounts were relatively small and tied to specific project activities, limiting flexibility in their use.
- Volatility of SOCO funds: The wide fluctuations between projected and actual releases highlighted the unreliability of SOCO funds as a dependable resource for long-term planning.
- Dependence on external transfers: The institution’s heavy reliance on central government and external sources underscored weak financial autonomy. This dependency leaves operations highly vulnerable to broader fiscal and political dynamics outside its control.

2.2.4.2. Implications for the 2026–2029 Planning Cycle

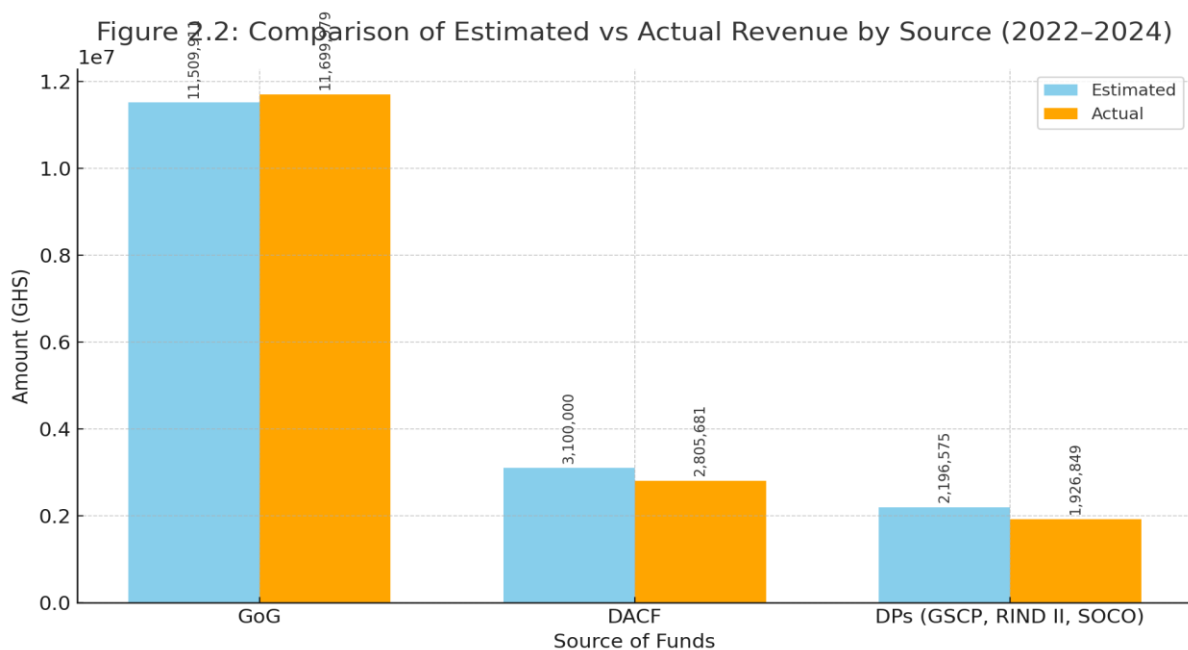
These lessons carry significant implications for the upcoming 2026–2029 planning cycle. To build resilience and ensure greater fiscal sustainability, the institution must adapt its financing and resource management strategies. Key implications are as follows:

- Strengthened advocacy: Active engagement with national stakeholders is necessary to secure timely and full releases of statutory transfers, especially DACF.
- Diversification of funding sources: The institution should explore internally generated funds (IGF), develop partnerships with private sector actors, and adopt innovative financing models to reduce its dependence on central transfers.

- Improved donor fund management: Strengthening absorption and management capacity for development partner resources will help align these funds more closely with institutional priorities, while maintaining accountability.
- Realistic revenue projections: Budget forecasts must be grounded in historical performance trends, taking into account underperformance and volatility, to avoid overstating available funds.
- Contingency financing mechanisms: Establishing reserve funds or adopting phased implementation of projects would provide a cushion against unpredictable inflows.
- Efficient resource allocation: Given the uncertainty of funding, resources should be strategically directed toward high-impact and mission-critical programmes that safeguard institutional credibility and ensure the continuity of essential services.

Figure 2.2, compares the estimated and actual revenue received by NERCC from different funding sources between 2022 and 2024. The chart shows that while Government of Ghana (GoG) transfers slightly exceeded estimates, DACF releases fell short, and Development Partner (DP) funds (GSCP, RIND II, SOCO) were also under-realized relative to projections.

Figure 2.3: Estimated vs. Actual Revenue Performance by Source (2022–2024)



Source: Regional Planning Coordinating Unit, 2025

The graph compares estimated and actual revenue inflows to the NERCC across key funding sources Government of Ghana (GoG), DACF, GSCP, RING II, and SOCO over the 2022–2024 period. A clear pattern emerges where GoG transfers consistently outperformed estimates, demonstrating resilience and reliability as the backbone of institutional financing. Conversely, DACF inflows displayed significant volatility, with actual releases surpassing projections in 2022 but falling sharply below target in 2024, highlighting their unpredictability.

Development partner funds such as GSCP and RING II showed remarkable consistency, with actual receipts almost exactly aligning with planned figures, though their overall contribution remained relatively small compared to GoG. SOCO funds, however, were highly erratic, with allocations

matching projections in 2023 but falling drastically short in 2024, underscoring their unreliability as a stable revenue source.

In sum, the revenue trend confirms the RCC's heavy dependence on central government transfers, with statutory funds and project-tied donor inflows adding variability to the financial outlook. This calls for diversification of funding streams and improved predictability in statutory transfers to strengthen institutional financial resilience.

2.3. ANALYSIS OF EXISTING CONDITIONS

This section presents a comprehensive assessment of the current institutional, logistical, and operational landscape that influences the implementation of the Northeast Regional Coordinating Council's (NERCC) strategic initiatives. It focuses on the key thematic areas that are essential for understanding the organizational capacity and readiness of the Council as it prepares for the 2026–2029 Medium-Term Development Plan (MTDP).

The analysis reviews the human resource situation, including staff strength, skills mix, and capacity gaps, as well as the adequacy of office and field accommodation for effective administration. It also examines the availability and functionality of logistics and equipment that are critical for efficient operations and service delivery. In addition, the legal and policy environment is assessed to determine the adequacy of the regulatory frameworks supporting NERCC's mandate, alongside considerations of institutional effectiveness, efficiency, and quality of services rendered.

Furthermore, the section evaluates stakeholder engagement and partnership frameworks, with particular attention to collaboration between governmental institutions, civil society actors, traditional authorities, and development partners. The effectiveness of monitoring and evaluation (M&E) systems in tracking progress is also examined, together with the organization's readiness in adopting ICT tools and innovations, and its adherence to environmental and social safeguards.

Through this analysis, NERCC's institutional strengths, weaknesses, opportunities, and constraints are identified, providing a sound basis for strategic decision-making and targeted investment during the new MTDP cycle. This approach ensures that planning interventions are evidence-based, context-sensitive, and aligned with both regional priorities and the broader national development agenda.

2.3.1. Human Resource Situation

The human resource position of the Northeast Regional Coordinating Council (NERCC) is characterized by significant staff shortages, wide capacity gaps, and uneven distribution across departments, which collectively affect the institution's ability to deliver on its mandate. Based on the 2024 Human Resource report, the RCC has a total staff strength of 109 officers, against an estimated minimum requirement of 474 and a maximum requirement of 665. This translates to an overall coverage rate of only 23% of the minimum requirement, underscoring the critical human resource deficit facing the institution.

Table 2.3: Staff Strength of NERCC by Department, 2024 presents the staffing situation across the RCC. The data clearly illustrates that staffing deficits are widespread, with only a handful of departments attaining moderate to full coverage. For example, Central Administration, the

hub of administrative operations, has 55 staff against a minimum requirement of 141, representing 39% coverage. Technical and service-oriented departments are in a far worse position: Agriculture operates at just 8.24% of its minimum staffing requirement, Parks and Gardens at 4.17%, Community Development at 11.11%, and Social Welfare also at 11.11%. These extremely low coverage rates limit the RCC’s ability to provide effective technical backstopping and social services across the region.

Some departments fare moderately better, though still below optimal levels. The Controller and Accountant General’s Department (30%), Information Services (33.33%), and Land Use and Spatial Planning Authority (17.24%) highlight the uneven distribution of staff resources. The Department of Road Safety stands out with a relatively higher coverage of 57.14%. Notably, the Department of Community Water and Sanitation is the only unit with full staffing, achieving 100% of its requirement. In contrast, critical infrastructure-related departments such as Urban Roads did not report any actual staff in post, pointing to either severe vacancies or incomplete data reporting.

In sum, Table 2.3 underscores the structural imbalance and staffing gaps within the NERCC, which directly constrain administrative efficiency, weaken service delivery, and undermine institutional performance. These staffing realities highlight the urgency of adopting both recruitment and capacity-building strategies in preparation for the 2026–2029 Medium-Term Development Plan.

Table 2.3: Staff Strength of NERCC by Department, 2024

Departments	Requirements		Actual	% Covered
	Minimum	Maximum	2024	
Central Administration	141	200	55	39.00
Community Development	18	28	2	11.11
Social Welfare	18	25	2	11.11
Agric	85	121	7	8.24
Parks and Gardens	24	37	1	4.17
LUSPA	29	43	5	17.24
Feeder Roads	51	73	7	13.73
Birds and Deaths	20	24	3	15.00
CAGD	20	31	6	30.00
Urban Roads	40	63	6	2.40
Information Service	6	10	2	33.33
Road’s safety	7	10	4	57.14
Community Water & Sanitation	15	25	15	100
Total	474	665	109	

Source: Human Resource Unit – NE-RCC, 2024

2.3.1.1. Lessons Learned

The human resource situation of the NERCC during the 2022–2024 period provides several critical insights into institutional performance and capacity gaps. A deeper analysis reveals that staffing shortages, uneven distribution of personnel, and over-reliance on external funding for training

collectively undermine the RCC's operational efficiency and its ability to coordinate effectively across the region.

- **Severe staffing deficits constrain institutional efficiency**
The NERCC has filled only about 23% of its minimum staffing requirements. This shortfall significantly affects its ability to deliver on statutory mandates. Many departments operate far below their optimal capacity, limiting the timeliness, scope, and quality of technical backstopping provided to MMDAs.
- **Uneven distribution of staff weakens service delivery**
While the Community Water and Sanitation Department has achieved full staffing, other essential units such as Agriculture, Social Welfare, Community Development, and Parks and Gardens remain grossly understaffed. This imbalance undermines the Council's ability to coordinate sectoral programmes equitably, leaving certain service areas underperforming.
- **Capacity development interventions improve efficiency but cannot substitute recruitment**
Training in 2024 improved competencies in revenue mobilization, records management, and reporting. However, training alone cannot bridge the significant numerical gaps in staffing. Without recruitment, skills improvements are insufficient to meet service delivery expectations.
- **Administrative units are overstretched**
Central Administration and the Controller and Accountant General's Department carry heavy workloads due to inadequate staff. These overstretched units struggle to provide consistent administrative and financial management support, creating bottlenecks in overall institutional efficiency.
- **Dependence on external funding for training limits sustainability**
Most training programmes were funded by DACF and DPAT allocations. This dependence exposes capacity-building efforts to the risks of delayed or reduced statutory transfers, raising concerns about the sustainability of skills development initiatives.
- **Gaps in specialized technical fields weaken regional coordination**
The lack of adequate officers in areas such as agriculture, roads, and spatial planning diminishes the RCC's ability to offer critical technical guidance to MMDAs. This results in fragmented regional development planning and weakens the coherence of interventions across sectors.

2.3.1.2. Implications for the 2026–2029 MTDP

Moving forward, these lessons provide strategic direction for strengthening the institutional capacity of the NERCC in the next planning cycle. They underscore the urgent need for recruitment, more sustainable training mechanisms, and innovative approaches to overcoming staffing challenges.

- **Prioritize recruitment and equitable staff deployment**
The NERCC should engage with the Local Government Service and central government to address deficits, particularly in technical and social service departments. Equitable staff deployment across units will improve overall institutional effectiveness.
- **Strengthen capacity-building strategies**
Training should be institutionalized with dedicated budget allocations from the RCC's own resources, reducing dependence on DACF and DPAT. This will ensure continuity and sustainability in human resource development.
- **Develop a comprehensive Human Resource Strategy**

The Council needs a forward-looking HR plan that incorporates succession planning, continuous professional development, and retention incentives. This would help build institutional memory and stability over the medium to long term.

- **Leverage ICT and digital tools to augment limited staff strength**

Digitization of records, monitoring systems, and communication platforms can help ease workload pressures. ICT adoption will also improve efficiency, accuracy, and speed in service delivery despite limited personnel.

- **Promote gender balance and inclusiveness in staff development**

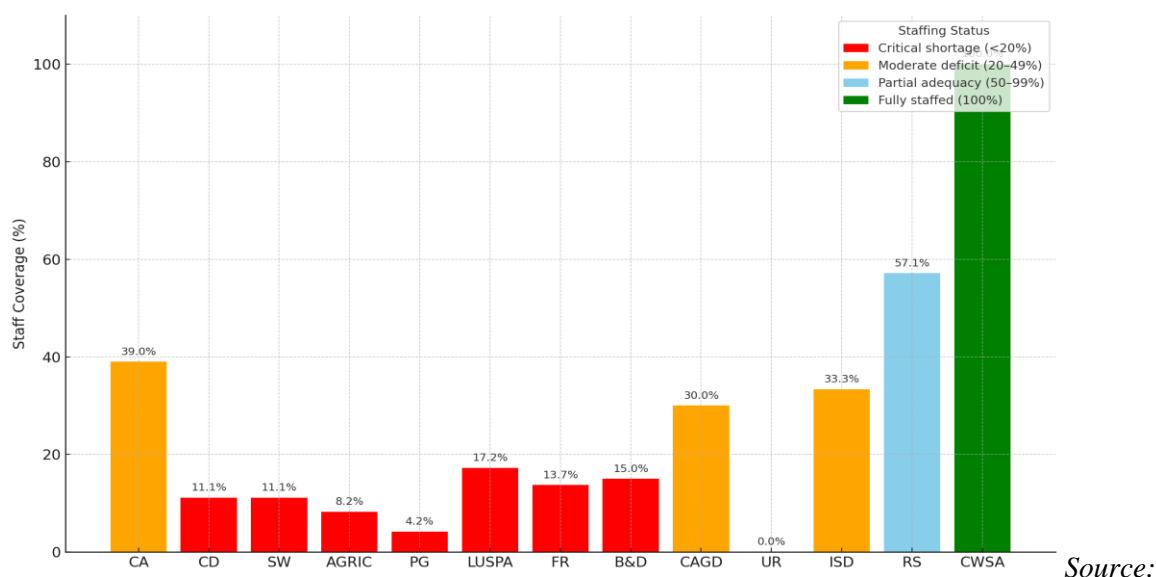
Training beneficiaries have so far been skewed toward men. Future staff development programmes must deliberately increase female participation to foster inclusiveness and gender balance in the workforce.

- **Enhance inter-departmental collaboration**

Given the uneven staff distribution, departments that are relatively well-staffed should support weaker units through joint planning, cross-posting of personnel, and shared task teams. Such collaborative approaches can maximize institutional efficiency without immediate large-scale recruitment.

The bar chart (Figure 2.4) illustrates the percentage of staff coverage across the various departments, units, and agencies under the Northeast Regional Coordinating Council (NERCC) as of 2024.

Figure 2.4: Percentage Staff Coverage by Department, NERCC (2024)



Regional Planning Coordinating Unit, 2025

The analysis shows stark disparities in staffing levels, with most technical and social service departments such as Agriculture (Agri), Social Welfare (SW), Parks and Gardens (P&G), and Community Development (CD) operating with less than 20% of their required personnel. Central Administration (CA) also records a significant deficit at only 39% coverage, despite being the backbone of institutional operations.

Notably, Community Water and Sanitation (CWSA) is the only department that has attained 100% staffing, demonstrating a rare case of full human resource adequacy. These variations highlight the

pressing staffing deficits that undermine institutional efficiency and weaken the RCC's capacity to deliver on its mandate.

2.3.2. Office and Staff Accommodation

The office and staff accommodation situation of the North East Regional Coordinating Council (NERCC) presents a mixed but evolving picture. On the one hand, the establishment of a modern three-storey Regional Coordinating Council complex in Nalerigu represents a major institutional strength, providing the RCC with a befitting physical presence and a conducive environment for administrative work. On the other hand, most decentralized departments and agencies under the NERCC continue to grapple with office accommodation challenges that undermine service delivery, institutional visibility, and efficiency.

The new RCC office complex in Nalerigu is a significant milestone in strengthening governance infrastructure in the newly created region. The facility is well-designed, spacious, and accessible, with provisions for modern offices, meeting spaces, and parking areas. Its location in the regional capital enhances visibility, legitimacy, and ease of access to the RCC by stakeholders, including MMDAs, civil society, and development partners. This makes the NERCC one of the few newly created regions with a purpose-built administrative hub that meets contemporary standards.

However, beyond the RCC's ultra-modern headquarters, the situation is less satisfactory. Many decentralized departments are yet to be provided with permanent office accommodation and are currently operating from temporary structures, rented premises, or shared facilities with other state institutions. In some cases, offices are housed in old bungalows or incomplete buildings that lack adequate space, ventilation, or essential amenities. These conditions create inefficiencies, limit confidentiality in client services, and undermine the institutional image of departments.

Space inadequacy is a recurring problem. Departments such as Social Welfare, Agriculture, and Community Development often lack sufficient office rooms, resulting in multiple officers sharing a single office. Record management is constrained by the absence of storage facilities, while some technical departments lack workshops, laboratories, or specialized spaces required for effective service delivery.

Accessibility is another challenge. While the new RCC building is generally disability-friendly, most decentralized department offices are not. The absence of ramps, walkways, and signage in rented or temporary premises excludes persons with disabilities from accessing services. Furthermore, some offices are located in peripheral or poorly signposted areas, limiting visibility and accessibility for clients.

The quality of the working environment varies. While the RCC headquarters offers a modern environment conducive to administrative work, many departmental offices face issues such as inadequate furniture, poor ICT infrastructure, weak internet connectivity, and limited security features. Inadequate maintenance of temporary premises further contributes to deterioration, creating conditions that are not fully supportive of staff productivity or professional service delivery.

Despite these challenges, the presence of the modern RCC headquarters provides a strategic foundation for institutional growth in the medium to long term. With a befitting regional hub now in place, the

focus needs to shift toward addressing the accommodation gaps faced by decentralized departments to ensure balanced institutional strengthening across the North East Region.

2.3.2.1. Lessons Learnt

The assessment of office and staff accommodation for the North East Regional Coordinating Council (NERCC) has yielded several important lessons for institutional planning and service delivery. The presence of an ultra-modern RCC complex in Nalerigu demonstrates how strategic investments in physical infrastructure can significantly boost institutional legitimacy, visibility, and operational efficiency. However, the accommodation challenges facing most decentralized departments reveal a sharp contrast. The reliance on temporary, rented, or improvised office facilities has created inefficiencies, undermined confidentiality, and weakened the capacity of departments to deliver quality services and provide effective backstopping to MMDAs.

The lessons also highlight that adequate office space and functional layouts are more than just physical conveniences they are critical for proper records management, client engagement, and staff welfare. Accessibility and inclusiveness remain under-addressed, as many offices lack disability-friendly features, effectively excluding persons with disabilities from accessing services. Furthermore, the quality of the working environment encompassing ICT facilities, furniture, lighting, ventilation, and security directly affects staff productivity and service outcomes. Finally, the review underscores that sustainable institutional growth depends on deliberate investment in purpose-built office accommodation rather than reliance on temporary arrangements, which often deteriorate quickly and undermine professional service delivery.

- **Modern RCC complex strengthens institutional image:** The new office complex in Nalerigu has elevated the RCC's legitimacy, visibility, and operational efficiency, showing the transformative role of infrastructure in governance.
- **Decentralized departments face severe accommodation gaps:** Temporary and inadequate offices for most departments weaken coordination, service delivery, and staff morale.
- **Adequate space and proper layouts are essential:** Confidentiality, effective records management, and client service require sufficient and well-organized office space.
- **Accessibility is not fully prioritized:** Lack of ramps, signage, and disability-friendly features in most offices limits inclusiveness and restricts access for persons with disabilities.
- **Workplace environment influences outcomes:** ICT tools, ergonomic furniture, good lighting, ventilation, and security directly shape staff productivity and quality of services delivered.
- **Sustainability requires purpose-built offices:** Long-term efficiency is best achieved through permanent, purpose-built offices rather than reliance on rented or temporary structures.

2.3.2.2. Implications for the 2026–2029 MTDP Cycle

The lessons from the current state of office and staff accommodation carry significant implications for the successful implementation of the 2026–2029 Medium-Term Development Plan (MTDP). Urgent and deliberate investment is required to construct permanent, purpose-built office infrastructure for decentralized departments to complement the modern RCC headquarters. Equally important is the need to mainstream accessibility and inclusiveness by ensuring that new and existing facilities incorporate ramps, signage, and disability-friendly features.

The modernization of work environments must also be prioritized through the provision of ICT infrastructure, internet connectivity, storage systems, and modern office furniture. Sustaining the ultra-modern RCC complex will require a structured maintenance plan to preserve functionality and avoid costly deterioration. Furthermore, while the new RCC headquarters is a major institutional asset, equitable attention must be given to the infrastructural needs of decentralized departments to prevent institutional imbalance. Where immediate construction of permanent offices is not feasible, related departments could be co-located within shared facilities to enhance efficiency, coordination, and resource utilization.

- **Expand office infrastructure for decentralized departments:** Invest in permanent, purpose-built office blocks to reduce reliance on temporary and rented facilities, thereby improving efficiency and institutional visibility.
- **Integrate accessibility and inclusiveness:** Ensure that all new and renovated buildings are disability-friendly, with ramps, lifts, signage, and walkways to guarantee equitable access for all citizens.
- **Prioritize ICT and modern amenities:** Equip offices with computers, internet connectivity, secure storage systems, and modern furniture to support professional service delivery and enhance productivity.
- **Institutionalize planned maintenance:** Adopt routine maintenance schedules for the RCC headquarters and departmental offices to sustain infrastructure quality and prevent deterioration.
- **Promote balanced infrastructure development:** Allocate resources fairly between the RCC and decentralized departments to avoid over-concentration of facilities at the regional level while districts remain underserved.
- **Encourage co-location of departments:** Where resources are limited, cluster related departments within shared facilities to optimize space, reduce costs, and strengthen inter-departmental collaboration.

2.3.3. Logistics and Office Equipment

The logistics and office equipment situation at the North East Regional Coordinating Council (NERCC) reflects both progress and significant constraints typical of a newly created region. While the RCC benefits from a modern headquarters at Nalerigu, the adequacy of essential logistics such as ICT tools, office space, and vehicles remains limited, directly influencing staff productivity and service delivery.

The available data (Table 2.5) indicates that the RCC requires 81 computers but currently has only 31, representing less than 40% of its needs. This gap undermines the institution's ability to embrace digitalization, e-governance, and effective data management. Similarly, while 22 printers are required, only two are available. This severe shortfall means that most departments lack basic printing and reproduction facilities, resulting in delays, overreliance on manual processes, and high dependence on private printing services. Projectors, which are critical for training, workshops, and public sensitization, are also limited, with only 3 available against 11 required.

In terms of office accommodation, while the RCC headquarters provides a relatively modern and well-structured space, the available data shows that only 57 office spaces exist compared to the 77 required. This leaves some departments and units either sharing offices or operating in constrained environments that limit confidentiality and efficiency in client services, records management, and staff engagement.

The situation is equally concerning with respect to vehicular logistics. Out of 24 vehicles required, the RCC has only 14. This represents just over half of the need, leaving critical functions such as field

monitoring, supervision of MMDAs, and community outreach severely constrained. Vehicles are essential for an RCC that oversees a geographically vast and relatively new region like the North East, where accessibility challenges such as poor road networks further amplify the importance of mobility.

Despite these insights, the data is incomplete. For instance, information on furniture, photocopiers, internet connectivity, and other ICT accessories is missing. These omissions limit a comprehensive assessment of logistics adequacy and create uncertainty regarding the true operational capacity of the RCC. As a newly established region, these data gaps suggest the need for a full baseline logistics and infrastructure audit to guide planning and resource allocation.

Overall, the NERCC’s logistics situation reflects a dual reality: on one hand, a strong institutional foundation has been established through the provision of a modern headquarters; on the other hand, deficits in critical ICT equipment, vehicles, and office accommodation weaken operational efficiency and threaten the ability of the RCC to deliver on its statutory mandate of coordination, monitoring, and support to MMDAs.

Table 2.4: Logistics and Office Equipment – NERCC (2024)

#	Item	Required	Actual	% Covered
1	Computers	81	31	38.3%
2	Printers	22	2	9.1%
3	Projectors	11	3	27.3%
4	Office Spaces	77	57	74.0%
5	Vehicles	24	14	58.3%

Source: Regional Planning Coordinating Unit, 2025

2.3.3.1. Lessons Learned

The assessment of logistics and equipment at the North East Regional Coordinating Council (NERCC) highlights critical insights that are essential for strengthening institutional performance and future planning. Several lessons emerge:

- Adequate logistics are fundamental to institutional performance.**
The availability of computers, printers, projectors, vehicles, and office space directly determines how efficiently the RCC can coordinate, monitor, and support MMDAs. The current shortfalls illustrate how equipment deficits slow down workflows, reduce productivity, and weaken oversight capacity.
- ICT gaps limit digital transformation.**
With only 38% of the required computers and less than 10% of the required printers in place, the NERCC remains far from achieving digital readiness. This gap hampers e-governance, record management, and reporting systems, forcing reliance on manual processes and external service providers for basic tasks like printing.
- Vehicle availability is central to coordination and monitoring.**
As a newly created region with a dispersed geography and weak road infrastructure, mobility is critical. The fact that only 58% of the required vehicles are available highlights the operational constraints faced by the RCC in field supervision, community outreach, and emergency response.
- Modern headquarters is an asset, but uneven office space distribution remains a challenge.**

While the ultra-modern office complex at Nalerigu provides a strong institutional foundation, gaps in office space (57 available against 77 required) mean that some staff work in cramped or shared conditions. This undermines confidentiality, efficiency, and client service.

- **Data gaps weaken comprehensive planning.**

The absence of information on furniture, photocopiers, internet connectivity, and maintenance status prevents a holistic assessment of logistics readiness. This underscores the importance of conducting a full baseline logistics audit to guide future planning.

- **Investments in temporary fixes are unsustainable.**

Reliance on external printing services, shared office spaces, or borrowed equipment may offer short-term solutions but erode efficiency and institutional credibility in the long run. Purposeful investment in permanent logistics is more sustainable.

2.3.3.2. Implications for the 2026–2029 MTDP Cycle

The logistics situation at the NERCC carries significant implications for the design and implementation of the 2026–2029 Medium-Term Development Plan (MTDP). A strategic and comprehensive approach to logistics planning will be necessary to strengthen institutional capacity and service delivery.

- **Prioritize ICT infrastructure.**

The MTDP must integrate a deliberate strategy to bridge ICT gaps, ensuring adequate supply of computers, printers, projectors, and reliable internet connectivity. Without digital tools, the RCC cannot transition to modern governance practices or deliver timely data-driven services.

- **Strengthen mobility through vehicle provisioning.**

Reliable transport is indispensable for monitoring, supervision, and outreach. The MTDP should include a mobility strategy that provides for the procurement, maintenance, and phased replacement of vehicles, particularly for high-field-demand departments.

- **Address office space deficits and optimize layouts.**

Investment should focus on expanding office accommodation and improving layouts to promote confidentiality, efficient records management, and client-centered service delivery. Where new construction is not feasible, refurbishment and creative space optimization can serve as interim measures.

- **Institutionalize planned maintenance.**

To preserve the ultra-modern RCC headquarters and other facilities, a systematic maintenance regime should be embedded into institutional planning. Preventive maintenance will reduce long-term costs and prolong the lifespan of facilities and equipment.

- **Undertake a comprehensive logistics audit.**

- The MTDP should include an initial baseline study to map all logistics and equipment, including furniture, ICT tools, vehicles, and connectivity. This will provide an accurate foundation for equitable allocation and resourcing.

- **Promote sustainability through coordinated procurement.**

Rather than piecemeal provisioning, procurement should be coordinated across departments to ensure standardization, cost efficiency, and equity. A pooled procurement approach may reduce disparities and strengthen institutional balance.

- **Leverage partnerships for resource mobilization.**

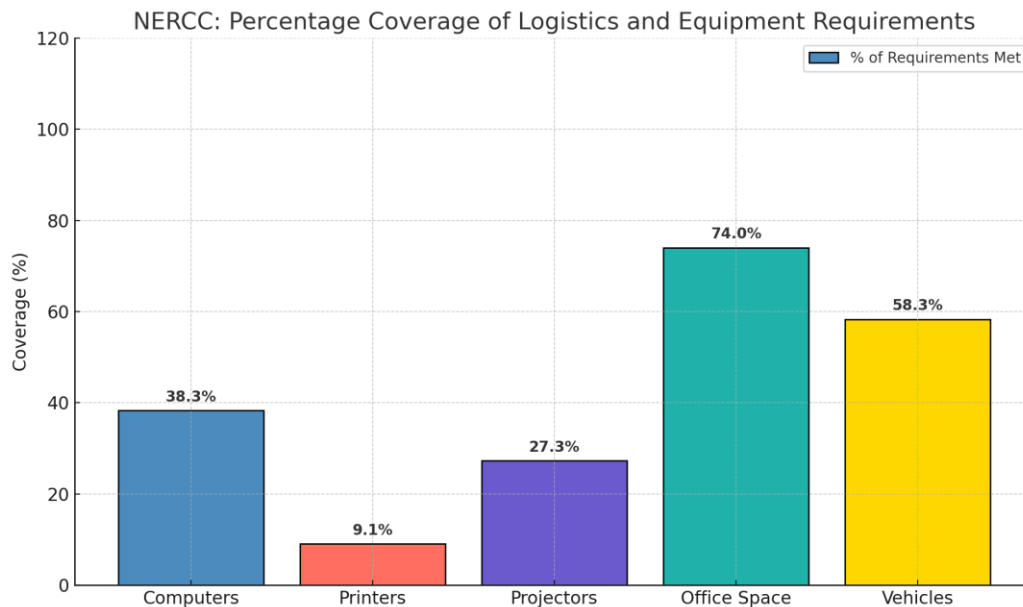
To overcome funding constraints, the RCC can explore collaborations with development partners, private sector actors, and NGOs for targeted support in ICT, vehicles, and modern office equipment.

In summary, the NERCC's logistics gaps underscore the urgency of deliberate investment in ICT, vehicles, and office infrastructure under the 2026–2029 MTDP. Addressing these challenges will not

only improve internal efficiency but also strengthen the RCC’s credibility and effectiveness in coordinating development across the North East Region.

The bar chart (Figure 2.5) showing the percentage coverage of logistics and equipment at NERCC.

Figure 2.5: Coverage of Logistics and Equipment Requirements by Category



Source: Regional Planning Coordinating Unit, 2025

It highlights that while office space (74.0%) and vehicles (58.3%) are relatively better provided, severe deficits exist in computers (38.3%), projectors (27.3%), and especially printers (9.1%). This demonstrates a clear imbalance in logistics provisioning, with ICT tools and basic office equipment far below requirements, despite progress in office accommodation.

2.3.4. Legal and Policy Environment

The North East Regional Coordinating Council (NERCC) and its decentralized departments operate under the framework of national laws, policies, and regulations that guide its mandates and service delivery. While these legal instruments provide a foundation for governance, several challenges constrain their effectiveness at the regional level.

A key issue is the absence or outdated nature of Legislative Instruments (LIs) for certain departments, including smaller units such as the Department of Parks and Gardens, which limits their authority in enforcing standards and effectively collaborating with Metropolitan, Municipal, and District Assemblies (MMDAs), civil society organizations, and the private sector. The lack of subsidiary legislation often creates ambiguity regarding roles, funding responsibilities, and accountability mechanisms.

Overlapping mandates also present recurrent challenges. For instance, functions relating to social protection and child welfare sometimes overlap between the Department of Social Welfare and the Department of Children, leading to fragmented service delivery and duplication of efforts.

Additionally, the slow pace of legal reforms fails to keep up with emerging regional development needs. The North East Region’s growing urbanization, youth unemployment, climate vulnerability, and natural resource management challenges require dynamic policy frameworks. However, many departments continue to operate under older acts and regulations that do not fully address current realities. Weak enforcement mechanisms and limited awareness of existing laws at the community level further reduce compliance and hinder development outcomes.

Addressing these challenges requires updating and harmonizing existing legal frameworks, clarifying departmental mandates, and strengthening inter-agency coordination mechanisms. Modernized LIs, clear lines of authority, and supportive regulations would enhance collaboration between NERCC departments and MMDAs, while creating an enabling environment for inclusive, efficient, and impactful service delivery.

Table 2.5 outlines the core legal mandates of the NERCC’s departments and agencies, highlighting statutory instruments that guide their work and areas where reforms may be necessary.

Table 2.5: Departments’ Legal or Policy Mandates and Key Areas of Operation

No.	Department	Legal/Policy Mandate	Key Areas of Operation
1	Regional Coordinating Council (RCC)	Local Governance Act, 2016 (Act 936), Sec. 188	Monitoring, coordinating, and evaluating the performance of District Assemblies; overseeing use of public funds; ensuring compliance with national policies and development priorities.
2	Department of Social Welfare	Children’s Act, 1998 (Act 560); Domestic Violence Act, 2007 (Act 732); PWD Act, 2006 (Act 715)	Social welfare services, child protection, support for vulnerable groups, disability inclusion, and response to gender-based violence.
3	Department of Gender	Local Governance Act, 2016 (Act 936); relevant gender policies	Promote gender equality, women empowerment, gender-responsive programming, advocacy against gender-based violence, and policy coordination on gender issues.
4	Environmental Health Unit	Local Governance Act, 2016 (Act 936); national environmental sanitation policies	Coordination, monitoring, and evaluation of environmental sanitation policies; issuing technical guidelines; facilitating bylaw drafting for sanitation; mobilizing funds; supporting development partners; disseminating environmental research; regulating sanitation service providers; overseeing municipal/district sanitation implementation.
5	Department of Community Development	Local Governance Act, 2016 (Act 936)	Community mobilization, adult literacy, rural development, capacity building at the grassroots level.
6	Department of Rural Housing	Local Governance Act, 2016 (Act 936); National Housing Policy, 2015	Affordable housing promotion, rural shelter improvement, support for housing policy implementation.
7	Public Works Department (PWD)	Public Financial Management Act, 2016 (Act 921); Local Governance Act, 2016 (Act 936)	Construction and maintenance of public infrastructure and facilities, provision of technical services to government.
8	Department of Parks and Gardens	Local Governance Act, 2016 (Act 936)	Urban landscaping, horticulture services, management of public parks and green spaces.
9	Department of Feeder Roads	Roads Act, 1997 (Act 536)	Construction, rehabilitation, and maintenance of feeder roads and rural transport infrastructure.

10	Department of Urban Roads	Roads Act, 1997 (Act 536); Local Governance Act, 2016 (Act 936)	Planning, construction, maintenance, and rehabilitation of urban road networks; traffic management support and road safety initiatives.
11	Forest Services Division	Forestry Commission Act, 1999 (Act 571)	Forest resource management, conservation, afforestation, and forest protection.
12	Ghana Education Service (GES)	Education Act, 2008 (Act 778); Education Regulatory Bodies Act, 2020 (Act 1023)	Management of pre-tertiary education, teacher deployment, supervision of schools, quality assurance.
13	Ghana Export Promotion Authority (GEPA)	Ghana Export Promotion Act, 1969 (NLCD 396)	Export trade development, promotion of Ghanaian products, capacity building for exporters.
14	Ghana Health Service	Ghana Health Service and Teaching Hospitals Act, 1996 (Act 525); Public Health Act, 2012 (Act 851)	Public health service delivery, disease prevention and control, maternal and child health, health promotion.
15	Ghana Statistical Service	Statistical Service Act, 2019 (Act 1003)	Collection, analysis, and dissemination of official statistics; surveys; census operations; data for planning and policy.
16	Department of Children	Children's Act, 1998 (Act 560)	Child rights promotion, welfare services, advocacy, and policy coordination for children.
17	National Sports Authority	Sports Act, 2016 (Act 934)	Promotion of sports development, management of sports facilities, talent identification and nurturing.
18	National Youth Authority (NYA)	National Youth Authority Act, 2016 (Act 939)	Youth empowerment, skills training, leadership development, and advocacy for youth inclusion in development.
19	Regional Department of Trade, Agribusiness & Industry	Ghana Enterprises Agency Act, 2020 (Act 1043); Local Governance Act, 2016 (Act 936); National Industrial and Trade Policies	Promotion of trade, commerce, and agribusiness within the region; support for SMEs and industrial development; facilitation of entrepreneurship training and business advisory services; coordination of agribusiness value chains; promotion of investment and industrialization.
20	Department of Agriculture	Ministry of Food and Agriculture Act, 2010 (Act 803); Local Governance Act, 2016 (Act 936)	Agricultural production, crop and livestock support services, promotion of sustainable farming practices, extension services, and food security initiatives.
21	Department of Veterinary Services	Veterinary Act, 1961 (Act 353); Animal Diseases Act, 1965 (Act 311)	Animal health and disease control, veterinary public health, livestock inspection, and support for veterinary services.
22	Agricultural Engineering Department	Ministry of Food and Agriculture Act, 2010 (Act 803)	Irrigation, mechanization, post-harvest handling, farm infrastructure development, and technology transfer to farmers.
23	Department of Land Use and Spatial Planning	Land Use and Spatial Planning Act, 2016 (Act 925)	Land use planning, zoning, urban development control, spatial data management, and support for sustainable land development.

Source: Regional Planning Coordinating Unit, 2025

2.3.5. Service Delivery

The North East Regional Coordinating Council (NERCC) executes its service delivery mandate through a network of decentralized departments and agencies established under the Local Governance Act, 2016 (Act 936) and sector-specific legal frameworks. In line with its oversight role, the NERCC monitors, coordinates, and evaluates the performance of District Assemblies (DAs) while ensuring proper

application of public funds. Concurrently, each regional department delivers specialized services addressing the socio-economic development needs of the North East Region.

Despite these mandates, effective service delivery is constrained by several institutional challenges. Persistent gaps include inadequate staffing, limited financial and logistical resources, weak ICT integration, and poor field mobility—particularly in departments such as Agriculture, Veterinary Services, Feeder and Urban Roads, Land Use and Spatial Planning, and Community Development. Inadequate vehicles, field equipment, and digital tools reduce outreach, delay reporting, and hinder service integration across departments.

Key service delivery areas and departmental roles are as follows:

- **Social Protection and Welfare Services** (*Department of Social Welfare, Department of Community Development, Department of Gender, Department of Children*): These departments safeguard vulnerable populations through welfare support, child protection, gender advocacy, and community mobilization. Social Welfare manages GBV casework and disability services; Community Development promotes rural development and adult literacy; Gender and Children’s Departments advocate for rights, equity, and protection. Collectively, they form the frontline of social inclusion, though resource constraints and limited interdepartmental coordination reduce their effectiveness.
- **Infrastructure and Spatial Planning** (*Public Works Department, Department of Rural Housing, Feeder Roads, Urban Roads, Department of Land Use and Spatial Planning*): These institutions manage public facilities, housing, road networks, and spatial planning. Their work underpins sustainable urban and rural development. Challenges include underperformance of regional spatial planning mechanisms, overlapping mandates with agencies like the Lands Commission, and insufficient funding, which affect service delivery.
- **Environmental and Urban Services** (*Department of Parks and Gardens, Environmental Health Unit, PWD, allied urban services*): Parks and Gardens focuses on urban landscaping and green space management, while the Environmental Health Unit ensures sanitation compliance, and PWD provides technical support for state infrastructure. Chronic underfunding, limited personnel, and weak logistics reduce the effectiveness of these services in creating livable, healthy urban environments.
- **Agriculture, Livestock, and Food Security** (*Department of Agriculture, Agricultural Engineering, Veterinary Services*): Agriculture and Agricultural Engineering support crop production, mechanization, irrigation, and post-harvest management, while Veterinary Services safeguards animal health and disease control. Field-level resource limitations, mobility challenges, and equipment shortages hinder rural outreach and food security interventions.
- **Health and Education Services** (*Ghana Health Service, Ghana Education Service, Ghana Library Authority*): GHS oversees public health, disease prevention, and maternal and child health; GES manages pre-tertiary education, teacher deployment, and school supervision; the Library Authority drives literacy and information access. Digitization has improved monitoring and reporting in some units, but outreach to underserved communities remains constrained by staffing and resources.
- **Youth, Sports, and Enterprise Promotion** (*National Sports Authority, National Youth Authority, Ghana Enterprises Agency*): These departments promote youth empowerment, skills training, sports development, and entrepreneurship. They contribute to job creation and civic engagement, though limited funding and institutional capacity hinder programme scaling.

- **Data, Monitoring, and Evaluation** (*Ghana Statistical Service, RCC M&E Units, RPCU*): These units coordinate statistical data collection, monitoring, and reporting to inform policy and planning. Digitization has improved efficiency in data collection, but slow adoption across other departments results in fragmented monitoring and limited evidence-based decision-making.

Positive developments are emerging despite these constraints. Digitization initiatives by GSS, GHS, and RCC Records Units, as well as administrative streamlining by the RPCU, demonstrate the potential for improved efficiency and accountability. Investment in digital systems, logistics, and inter-agency collaboration can significantly enhance service delivery in the region.

Going forward, service delivery in the NERCC will require stronger coordination mechanisms, including sector-based working groups. Expansion of ICT infrastructure and capacity building for staff are essential to ensure that all departments fulfill their mandates and deliver responsive, inclusive, and high-quality public services across the North East Region.

2.3.5.1. Lessons Learnt

The service delivery experience of the NERCC and its decentralized departments highlights several key lessons:

1. **Institutional Capacity Matters:** Effective oversight and service delivery require strong legal mandates complemented by adequate resources and human capacity. Departments with targeted support in logistics and digital tools, such as GSS, GHS, Agriculture, and Veterinary Services, demonstrate improved efficiency and accountability.
2. **ICT Integration is Essential:** Manual systems and fragmented reporting delay decision-making and resource allocation. Gradual digitization has shown that investment in technology yields significant gains in efficiency, transparency, and accessibility.
3. **Coordination Enhances Outcomes:** Weak interdepartmental collaboration—especially in spatial planning, infrastructure, community development, and social protection—underscores the need for robust coordination mechanisms like sector working groups to avoid duplication and overlap.
4. **Frontline Service Delivery Depends on Mobility:** Departments delivering services in Agriculture, Veterinary Services, Feeder Roads, Urban Roads, and Social Welfare rely heavily on transport and field equipment. Limited mobility reduces outreach and highlights the need for sustained investment in logistics.
5. **Inclusivity and Accessibility Are Critical:** Service delivery gaps for persons with disabilities, underserved rural communities, and vulnerable populations undermine equity. Deliberate planning and investment are required to ensure all citizens benefit equally from public services.

In summary, while the NERCC has made progress in oversight, coordination, and selective digitization, sustainable improvements in service delivery depend on investing in people, systems, and infrastructure while fostering collaboration across all departments.

2.3.5.2. Implications for the 2026–2029 MTDP Cycle

The assessment of service delivery in the North East Region has several implications for the 2026–2029 Medium-Term Development Plan (MTDP):

1. **Address Institutional Capacity Gaps:** Priority should be given to strengthening staffing, logistics, and ICT to ensure departments can deliver their mandates. Investments in recruitment, training, vehicles, and digital tools are essential for expanding service reach and effectiveness.
2. **Mainstream Digital Transformation:** Digitization in GSS, GHS, RCC Records Unit, Agriculture, and Veterinary Services demonstrates the transformative potential of ICT. The MTDP should prioritize digital monitoring, reporting, and record-keeping across all departments, alongside staff digital skills development.
3. **Strengthen Coordination Mechanisms:** Persistent overlaps, such as between the Lands Commission and **Department of Land Use and Spatial Planning**, highlight the need for stronger regional coordination. The MTDP should fully resource sector working groups and the Regional Spatial Planning Committee for coherent and integrated planning.
4. **Embed Inclusivity in Planning:** Accessibility challenges for persons with disabilities, underserved rural communities, and vulnerable populations require deliberate planning. The MTDP should mandate inclusive infrastructure, social protection measures, and equitable resource distribution across all departments.
5. **Prioritize Frontline Service Delivery:** Sectors such as Agriculture, Veterinary Services, Social Welfare, Feeder Roads, and Urban Roads directly affect rural livelihoods and food security. The MTDP should provide enhanced transport, field equipment, and mobile service delivery models to improve rural outreach.
6. **Elevate Youth Development and Job Creation:** Departments such as the National Youth Authority, National Sports Authority, and Ghana Enterprises Agency have significant potential to tackle unemployment and develop entrepreneurship. The MTDP should expand resourcing for youth programmes, skills training, and sports infrastructure.
7. **Promote Sustainability and Resilience:** Climate change, urbanization, and social inequalities pose growing risks. The MTDP should embed environmental sustainability, disaster risk reduction, and resilient infrastructure in departmental programmes for long-term impact.

In essence, the 2026–2029 MTDP should be a strategic instrument to build institutional capacity, scale up innovation, strengthen coordination, and deliver inclusive, efficient, and resilient public services across the North East Region.

2.3.6. Stakeholder Engagement and Partnerships

The North East Regional Coordinating Council (NERCC) and its departments collaborate with a wide spectrum of stakeholders, including Ministries, Departments and Agencies (MDAs), Metropolitan, Municipal and District Assemblies (MMDAs), civil society organizations (CSOs), non-governmental organizations (NGOs), development partners, private sector actors, and local communities. While engagement is often formalized through Memoranda of Understanding (MoUs), routine meetings, and joint programming, the coordination of these partnerships remains fragmented and uneven across departments.

The Department of Social Welfare collaborates with MMDAs, other government sector departments, the Police (DOVVSU/Anti-Human Trafficking Unit), the LEAP Secretariat, the Ghana Prison Service, and NGOs such as International Justice Mission-Ghana and AiBi Friends of Children. Partnerships focus on social protection, child welfare, and case management, conducted through day-to-day interactions and programme-specific initiatives.

The Ghana Education Service (GES) engages partners including UNICEF, Right to Play, Lively Minds, Pencils of Promise, IPA, and T-Tel to strengthen teacher training, early childhood education, and gender-responsive education delivery. Meanwhile, the Department of Children collaborates with Social Welfare, Ghana Health Service (GHS), DOVVSU, CHRAJ, NCCE, and international NGOs such as World Vision, Plan International, Compassion International, and Child Online Africa to advance child rights, advocacy, and referral services.

The Department of Community Development coordinates with all 18 MMDAs, Social Welfare, GHS, and Environmental Health units on social protection, regional planning, technical support, and monitoring of district-level activities. The Forest Services Division engages local communities, timber firms, NGOs, research institutions, and concessionaires in sustainable forest resource management. Similarly, the Department of Rural Housing partners with MMDAs and government agencies to implement housing programmes through technical guidance, capacity building, and public sensitization campaigns.

The Public Works Department (PWD) ensures that, all public infrastructure within the region are routinely maintained, in collaboration with key stakeholders, including contractors, consultants, MDAs, and MMDAs on infrastructure planning, project implementation, and technical capacity building. The Department of Trade, Agribusiness & Industry works with institutions including AGI, GEA, GEPA, GSA, FDA, EXIM Bank, AfCFTA, and ASSI to promote trade, facilitate market access, and foster regulatory compliance.

The National Sports Authority has limited partnerships due to passive engagement, while the National Youth Authority maintains active collaboration with MDAs, development partners, youth groups, NGOs, PWDs, vulnerable populations, private sector actors, and media organizations through both formal and informal channels. Departments such as GEPA, GHS, Ghana Statistical Service (GSS), and Parks & Gardens maintain structured collaborations with key stakeholders to strengthen programme delivery.

Development partners such as GIZ, UNICEF, UNFPA, and others continue to support capacity building, monitoring and evaluation (M&E), and equipment provision across multiple sectors. However, challenges persist across departments, including fragmented communication, overlapping mandates, limited funding, absence of synchronized data systems, inadequate logistics, and bureaucratic delays.

To address these gaps, the NERCC plans to formalize partnerships through MoUs and joint frameworks, establish shared databases, and strengthen joint planning mechanisms to enhance coordination, complementarity, and accountability.

The Government of Ghana, through the Ministry of Local Government and Rural Development (MLGRD), secured funding from the World Bank to implement the Ghana Secondary Cities Support Programme (GSCSP). The programme aims to provide participating Municipal Assemblies with resources to improve urban planning and services, enhance urban economic development and competitiveness, promote sustainable urban systems, and strengthen urban resilience including climate change and disaster risk management.

The East Mamprusi Municipal Assembly is the only participating Assembly in the programme, in the Region. The RCC has received funds under the Capacity Support Grant to undertake activities such as

monitoring programme implementation in the region and providing technical backstopping to all Assemblies, even though, the East Mamprusi Municipal Assembly remains the focus. **Progress on the implementation of the RCC Capacity Support Grant has been documented and attached to this report, including outputs from supporting tools such as SOCO (annex....).

Through strategic stakeholder engagement and strengthened partnerships, the NERCC aims to enhance programme delivery, ensure complementary interventions, and support sustainable regional development.

2.3.6.1. Lessons Learnt

The stakeholder engagement and partnership experience of the North East Regional Coordinating Council (NERCC) highlights several key lessons:

1. **Formalized Partnerships Strengthen Delivery:** Departments with structured MoUs and joint frameworks, such as Social Welfare, GES, and Trade & Industry, demonstrate improved programme implementation and accountability. Informal or ad hoc engagements tend to result in fragmented interventions and limited impact.
2. **Coordination Reduces Duplication and Overlap:** Overlapping mandates among departments and partners often lead to inefficiencies. Active coordination through sector working groups, technical committees, or joint planning platforms ensures complementary interventions, minimizes duplication, and maximizes resource utilization.
3. **Capacity Gaps Affect Collaboration:** Many departments face limitations in staffing, logistics, and technical skills, which reduce their ability to engage effectively with stakeholders. Departments such as the National Sports Authority and the Department of Parks & Gardens have limited partnerships due to passive engagement and insufficient capacity.
4. **Data and Information Sharing is Critical:** Fragmented or unsynchronized databases and weak M&E systems hinder evidence-based decision-making. Departments that maintain structured information systems, such as GHS, GSS, and RPCU, demonstrate better monitoring, reporting, and planning outcomes.
5. **Development Partner Support is Valuable but Needs Coordination:** Support from international agencies (UNICEF, UNFPA, GIZ) and financial partners like the World Bank improves programme implementation. However, without harmonized coordination mechanisms, interventions may remain project-specific and fail to align fully with regional priorities.
6. **Inclusivity Must Be Deliberately Integrated:** Engagement of vulnerable populations, including PWDs, women, youth, and underserved communities, remains uneven. Effective partnerships require deliberate planning and resource allocation to ensure that all groups benefit equitably from programmes and services.

In summary, the lessons indicate that effective partnerships require formal agreements, active coordination, capacity building, data-driven management, and deliberate inclusivity to enhance programme effectiveness and regional development outcomes.

2.3.6.2. Implications for the 2026–2029 MTDP Cycle

The assessment of stakeholder engagement and partnerships provides the following implications for the next MTDP cycle:

1. **Formalize and Strengthen Partnership Frameworks:** The MTDP should prioritize formal MoUs and agreements with all key stakeholders, including MDAs, MMDAs, NGOs, development partners, and private sector actors, to enhance accountability, coordination, and complementarity.
2. **Institutionalize Coordination Mechanisms:** Inter-agency and sector-specific working groups should be operationalized and fully resourced to reduce duplication, clarify mandates, and promote integrated planning and reporting.
3. **Build Capacity for Engagement:** Departments with limited partnership engagement should receive targeted support in logistics, technical skills, and staffing to improve their ability to collaborate effectively with stakeholders.
4. **Strengthen Data and Information Systems:** Shared databases, centralized monitoring tools, and improved M&E systems should be prioritized to facilitate evidence-based decision-making, enhance transparency, and track partner contributions.
5. **Align Development Partner Support with Regional Priorities:** Donor and partner interventions should be harmonized with the MTDP objectives to ensure sustainability, reduce fragmentation, and improve local ownership of programmes.
6. **Promote Inclusivity in Partnerships:** The MTDP should require all departmental programmes to include vulnerable groups PWDs, women, youth, and marginalized communities—in planning, implementation, and monitoring, ensuring equitable access to services.
7. **Leverage High-Impact Programmes:** Initiatives such as the Ghana Secondary Cities Support Programme (GSCSP) should be fully integrated into regional planning, with NERCC providing technical backstopping, monitoring, and coordination to maximize development impact.

In all, the 2026–2029 MTDP cycle should use stakeholder engagement and partnerships strategically to enhance collaboration, resource utilization, accountability, and inclusivity, ensuring that regional development interventions are effective, sustainable, and responsive to the needs of all communities in the North East Region.

2.3.7. Monitoring and Evaluation (M&E) Systems

The North East Regional Coordinating Council (NERCC) is mandated under Section 188 of the Local Governance Act, 2016 (Act 936) to monitor, coordinate, and evaluate the performance of Metropolitan, Municipal, and District Assemblies (MMDAs) to ensure accountability, transparency, and alignment with national development goals. M&E systems across departments vary in structure, consistency, and adoption of digital tools, reflecting both progress and gaps in evidence-based planning.

The Regional Planning Coordinating Unit (RPCU) leads quarterly monitoring of MMDAs, overseeing project implementation, tracking the Regional Investment and Action Plan (RIAP), and supervising sub-district structures. RPCU also consolidates quarterly performance reports for submission to the National Development Planning Commission (NDPC), the Head of Civil Service, the District Assemblies Common Fund (DACF) Secretariat, and the Ministry of Local Government and Religious Affairs (MLGRA) to ensure compliance and inform decision-making at the national level.

The Department of Social Welfare implements structured M&E frameworks using tools such as the Regional Health Centre (RHC) reporting system, Daycare monitoring, the Social Welfare Information Management System (SWIMS), Child Protection (CP) Toolkit, Integrated Social Services (ISS), and the LEAP App. Data collection is increasingly digitized, but utilization of M&E information for

strategic decision-making remains limited due to insufficient staff capacity and fragmented reporting mechanisms.

The Ghana Education Service (GES) uses departmental reporting frameworks coordinated through its Planning Unit. While reporting structures are clear, GES lacks dedicated M&E personnel, limiting real-time analysis and feedback for improving education delivery. Similarly, the Department of Children and the Department of Rural Housing rely heavily on RPCU oversight and have limited internal M&E capacity, resulting in delayed reporting and reactive decision-making.

The Ghana Export Promotion Authority (GEPA), through its Tamale Zonal Office, maintains structured quarterly M&E routines with dedicated personnel and systematic use of monitoring data for programmatic decisions. The Forest Services Division implements frameworks for sustainable forest resource management, including routine inspections, community engagement reporting, and compliance checks. Departments such as Community Development, Public Works, Parks & Gardens, National Sports Authority (NSA), and National Youth Authority (NYA) conduct monitoring activities but are constrained by limited logistics, reliance on manual systems, and fragmented reporting, which reduce the efficiency of M&E processes.

Digitization of M&E systems is gradually improving across the region. The Ghana Statistical Service (GSS) uses Computer-Assisted Personal Interviewing (CAPI) and automated reporting systems; the Ghana Health Service (GHS) employs DHIMS2 and Smart Workplace for real-time health data; the RCC Records Unit has digitized administrative workflows. Despite these advances, the absence of a centralized regional M&E dashboard limits real-time performance tracking and coordinated data analysis across departments.

To strengthen evidence-based planning and accountability, the NERCC aims to:

- Standardize M&E frameworks across all departments to ensure consistency in reporting formats, indicators, and timelines.
- Expand the use of digital tools such as Kobo Toolbox, Excel dashboards, GIS mapping, and mobile applications for real-time data collection and visualization.
- Build staff capacity in results-based monitoring, data analysis, reporting, and visualization to ensure data is used effectively for decision-making.
- Establish a centralized regional M&E dashboard to consolidate data from all departments, enabling coordinated analysis, timely reporting, and better feedback to NDPC, Head of Service, DACF, and MLGRA.
- Institutionalize quarterly reporting cycles with standardized templates and review meetings, ensuring that department-level performance is evaluated, corrective measures are implemented, and lessons inform planning for subsequent quarters.

By addressing these gaps, the NERCC aims to foster a culture of evidence-based decision-making, transparency, and accountability, while improving the efficiency and impact of public service delivery across the North East Region.

2.3.7.1. Lessons Learnt

The NERCC's experience with monitoring and evaluation across departments provides several important lessons:

1. **Structured M&E Enhances Accountability:** Departments with formalized M&E frameworks, such as GEPA, GSS, and GHS, demonstrate improved tracking of performance, timely reporting, and better-informed decision-making. Structured quarterly reporting to NDPC, Head of Service, DACF, and MLGRA strengthens accountability and alignment with national priorities.
2. **Capacity Gaps Limit Effectiveness:** Several departments, including Social Welfare, GES, Department of Children, and Rural Housing, rely heavily on RPCU oversight due to limited M&E personnel and technical skills. This dependency slows reporting and reduces the use of data for proactive planning.
3. **Digitization Improves Efficiency but Is Uneven:** The adoption of digital tools such as DHIMS2, Smart Workplace, CAPI, and automated reporting has improved efficiency in some departments. However, other units still rely on manual systems, resulting in fragmented data, delays, and weak interdepartmental coordination.
4. **Centralized Data Systems Are Critical:** The absence of a centralized regional M&E dashboard limits real-time performance tracking, cross-departmental analysis, and coordinated response. Departments that maintain their own databases often face challenges in consolidating information for regional planning.
5. **Regular Reporting Strengthens Feedback Loops:** Quarterly performance reporting has proven useful for identifying bottlenecks, evaluating project progress, and providing timely feedback to MMDAs and sector departments. However, inconsistent adherence to reporting schedules undermines the potential benefits.
6. **Evidence-Based Planning Requires Integration:** M&E data is most effective when integrated into planning and resource allocation. Departments that effectively link data to policy, programme adjustment, and budget decisions achieve better outcomes than those that treat reporting as a compliance exercise.

In summary, structured, digitized, and well-coordinated M&E systems, coupled with trained personnel and centralized dashboards, are essential for improving accountability, decision-making, and service delivery at the regional level.

2.3.7.2. Implications for the 2026–2029 MTDP Cycle

The assessment of M&E systems in the North East Region has several implications for the upcoming MTDP cycle:

1. **Strengthen Departmental M&E Capacity:** The MTDP should prioritize recruitment, training, and provision of technical support to ensure departments have dedicated M&E personnel capable of data collection, analysis, and reporting.
2. **Standardize M&E Frameworks Across Departments:** Consistent indicators, reporting templates, and timelines should be adopted to facilitate coordinated monitoring, comparison, and evaluation across sectors.
3. **Expand Digitization and Centralized Reporting:** Departments should adopt digital tools such as Kobo Toolbox, GIS mapping, Excel dashboards, and mobile reporting applications. A centralized regional M&E dashboard should be developed to consolidate data, improve real-time tracking, and strengthen coordination with NDPC, DACF, MLGRA, and the Head of Service.
4. **Institutionalize Quarterly Monitoring and Feedback Loops:** Regular monitoring visits, performance reviews, and reporting cycles should be fully operationalized to ensure timely

identification of gaps, sharing of lessons, and implementation of corrective actions at both district and regional levels.

5. **Integrate M&E into Planning and Resource Allocation:** Data collected through M&E should directly inform policy decisions, budget prioritization, and project design to ensure evidence-based resource allocation and adaptive programme management.
6. **Foster a Culture of Evidence-Based Decision-Making:** Training and capacity building should emphasize the use of M&E data for planning, policy formulation, and accountability, moving beyond compliance reporting toward strategic decision support.
7. **Leverage M&E for Transparency and Accountability:** The MTDP should ensure that M&E results are shared with stakeholders, including development partners, civil society, and communities, to foster transparency, participation, and trust in regional governance.

In conclusion, the 2026–2029 MTDP cycle provides an opportunity to institutionalize robust, digitized, and coordinated M&E systems that enhance evidence-based planning, strengthen accountability, and improve the effectiveness of service delivery across the North East Region.

2.3.8. Information Communication Technology (ICT) and Innovation Readiness

The North East Regional Coordinating Council (NERCC) has made progress in ICT infrastructure to support administrative efficiency, programme management, and data-driven decision-making. Internet access has been established at the Regional Secretariat, and key departments have been provided with laptops, printers, and basic ICT equipment. However, the use of ICT varies significantly across departments.

- The **Department of Social Welfare** uses tools such as SWIMS, LEAP App, CP Toolkit, and ISSOP for monitoring and reporting.
- **GES, GEPA, and GSS** employ donor-supported or internally developed digital platforms, including CAPI and server-based systems, for programme tracking, data collection, and analysis.
- **GHS** integrates DHIMS2 for health service monitoring, while departments such as Community Development, Rural Housing, Parks & Gardens, NYA, NSA, and PWD continue to rely heavily on manual systems or partial digitization.

Despite progress, gaps remain in digital literacy, integration of systems, cloud-based storage, and AI applications. Logistics and field equipment limitations—such as inadequate vehicles, projectors, and network-enabled devices further constrain ICT utilization, particularly for field-based service delivery.

To enhance ICT readiness, the NERCC aims to:

- Develop a centralized Management Information System (MIS) platform with cloud storage to improve data sharing across departments.
- Expand staff capacity through training in digital tools, AI literacy, and automated reporting.
- Integrate ICT into M&E, stakeholder engagement, and programme coordination to enable efficient, transparent, and responsive governance.

2.3.9. Lessons Learnt

The review of NERCC departments highlights several lessons from service delivery, stakeholder engagement, M&E, and ICT readiness:

1. Service Delivery

- Departments such as Health, Education, and Social Welfare deliver critical services, but gaps in staffing, logistics, and coordination limit coverage and efficiency.
- Infrastructure and urban management departments (PWD, Parks & Gardens, Roads, Rural Housing) face overlapping mandates and delayed approvals, affecting integrated planning.
- Youth, sports, and enterprise promotion units (NYA, NSA, GEPA/GEA) provide skills training and entrepreneurship support, though limited funding and weak coordination reduce impact at community level.

2. Stakeholder Engagement and Partnerships

- Formalized frameworks in departments like GES, Social Welfare, GEPA, and Community Development enhance programme delivery.
- Ad hoc engagement in NSA, NYA, and Parks & Gardens reduces opportunities for resource mobilization and community participation.
- Donor support (UNICEF, GIZ, UNFPA) strengthens capacity, M&E, and programme implementation, highlighting the value of coordinated partnerships.

3. Monitoring and Evaluation

- Departments with structured M&E systems (GEPA, Forest Services, GHS, GSS) benefit from data-driven decision-making.
- Departments lacking dedicated M&E personnel (Department of Children, Rural Housing, Social Welfare) depend on RPCU oversight, leading to delays and limited analytical capacity.
- Absence of a centralized M&E dashboard limits real-time reporting, coordination, and cross-departmental monitoring.

4. ICT and Innovation Readiness

- Digital tools and administrative automation improve efficiency in GES, GEPA, GSS, and GHS.
- Many departments, including Community Development, Rural Housing, Social Welfare, Parks & Gardens, NYA, and NSA, still rely on manual systems, demonstrating uneven ICT readiness.
- Low digital literacy, inconsistent infrastructure, and lack of integrated platforms constrain interdepartmental collaboration and responsive service delivery.

5. Cross-Cutting Lessons

- Adequate staffing, logistics, and clearly defined roles are crucial for effective service delivery.
- Structured stakeholder engagement yields better outcomes than ad hoc collaborations.

- Digitization and robust M&E systems improve efficiency, accountability, and evidence-based planning.
- Overlapping mandates, limited funding, and weak coordination remain pervasive challenges.

2.3.9.1. Implications for the 2026–2029 MTDP Cycle

The analysis of service delivery, stakeholder engagement, M&E, and ICT readiness informs several key actions for the next planning cycle:

1. Strengthen Stakeholder Coordination and Partnerships

- Institutionalize partnerships through MoUs, joint planning, and shared platforms.
- Engage private sector, NGOs, and development partners strategically for trade, youth development, child protection, and housing programmes.

2. Enhance M&E and Data-Driven Planning

- Build capacity in results-based M&E, data analysis, and reporting across all departments.
- Invest in geo-referenced digital monitoring tools (Kobo Toolbox, Excel dashboards, GIS) and a centralized regional M&E dashboard for real-time performance tracking.

3. Scale ICT and Innovation Readiness

- Develop a regional ICT strategy to expand cloud-based storage, integrated MIS platforms, and connectivity.
- Train staff in digital tools, AI applications, and automated reporting to improve efficiency and decision-making.

4. Address Resource and Capacity Constraints

- Prioritize staffing, transport logistics, and operational budgets for frontline departments (Agriculture, Veterinary Services, Social Welfare, Community Development, Parks & Gardens).
- Mobilize resources through donors and private sector partnerships to strengthen programme implementation.

5. Promote Inclusive, Citizen-Centered Service Delivery

- Integrate social inclusion, gender sensitivity, and participation of vulnerable groups into programme design and delivery.
- Strengthen mechanisms for public feedback and grievance redress to enhance transparency and citizen trust.

6. Integrated Regional Planning and Coordination

- Institutionalize interdepartmental coordination, harmonized reporting, and shared databases.

- Strengthen the Regional Spatial Planning Committee, sector working groups, and cross-departmental forums for alignment with national priorities and sustainable development.

The 2026–2029 MTDP for the NERCC should address gaps in ICT, M&E, partnerships, logistics, and human resources while leveraging departmental strengths. Investments in digital infrastructure, capacity development, coordinated planning, and inclusive service delivery will enhance efficiency, accountability, and citizen-responsive governance across the North East Region.

2.4. CRITICAL DEVELOPMENT AND POVERTY ISSUES

The North East Region has made significant strides in addressing critical development and poverty challenges through a combination of national government-led interventions, Assembly-supported initiatives, and targeted regional programmes. The Government of Ghana, in collaboration with MMDAs, has implemented several pro-poor initiatives, including the Free Senior High School (Free SHS) Programme, the Livelihood Empowerment Against Poverty (LEAP) Programme, the National Health Insurance Scheme (NHIS), and Planting for Food and Jobs (PFJ), as well as complementary interventions under the Modernizing Agriculture in Ghana (MAG) framework. These programmes are aligned with national priorities to reduce poverty, strengthen human capital, and promote inclusive socio-economic development. While notable progress has been made, challenges persist in ensuring equitable access, enhancing coordination, and addressing logistical and resource constraints, which underscores the need for careful planning in the 2026–2029 MTDP cycle.

2.4.1 Free Senior High School Programme

The Free SHS Programme in the North East Region has transitioned from a double-track system to a single-track system, reflecting the expansion of educational infrastructure across the region. Investments have been made in constructing dormitories, classroom blocks, staff bungalows, and assembly/dining halls, providing conducive learning environments and enabling schools to accommodate the growing student population. Since the inception of the Free SHS Programme, public senior high school enrollment has increased by approximately 5.8%, while public TVET enrollment has grown by 4%, highlighting the positive impact of improved access and infrastructure.

Despite these achievements, the programme faces challenges such as uneven distribution of qualified teachers, shortages of instructional materials, and limited digital learning resources in certain districts. These gaps have implications for quality education delivery and highlight the importance of complementary investments in teacher training, curriculum support, and ICT integration for education. For the MTDP, this suggests a continued focus on expanding infrastructure, enhancing teaching capacity, and integrating digital learning platforms to improve learning outcomes and ensure that students across the region benefit equitably.

2.4.2. Social Protection

Social protection interventions in the North East Region have targeted the welfare of vulnerable groups, including children, persons with disabilities (PWDs), and indigent households. The Department of Social Welfare and its partners have actively supervised and inspected 24 Early Childhood Development Centres (ECDCs), assisted 11 new centers with registration, and supported 12 existing centers to renew certification, thereby enhancing the quality of early childhood education. Additionally,

51 families received targeted support to resolve social and family-related issues, while prison aftercare officers handled individual cases requiring intervention.

In terms of disability inclusion, 2,714 PWDs were identified and registered, with 950 individuals benefiting from the Disability Fund. The LEAP programme continued to support livelihoods for the poorest households, with 16 payment cycles monitored, while the NHIS facilitated access to healthcare for 3,538 indigents and 1,822 PWDs through registration and renewal initiatives. These achievements underscore the value of targeted social protection interventions in promoting inclusion and reducing vulnerability. However, challenges remain, including limited field mobility, inadequate staff, and gaps in real-time monitoring, which can hinder coverage and timely service delivery, particularly in remote communities.

Lessons from these interventions emphasize that social protection programmes must be supported by robust registration and monitoring systems, adequate logistics, and coordinated service delivery mechanisms to reach all eligible beneficiaries effectively. For the MTDP, this calls for investments in digital tools for beneficiary tracking, enhanced field logistics, and integration of social protection initiatives with health, education, and livelihood programmes to maximize their impact.

2.4.3. Modernizing Agriculture

Agriculture remains a key driver of economic growth and poverty reduction in the North East Region. Interventions under the Planting for Food and Jobs (PFJ) and Modernizing Agriculture in Ghana (MAG) initiatives have sought to improve productivity, enhance market access, and strengthen agribusiness value chains. During the reporting period, 429,544 farmers benefited from PFJ support, including 8,568 female farmers, reflecting both progress and persistent gender disparities. Improved seed distribution comprising 6.9 metric tonnes of open-pollinated maize, 15.77 metric tonnes of hybrid maize, and 35.26 metric tonnes of rice seeds contributed to an increase in the average rice yield from 2.0 metric tonnes per hectare to 3.24 metric tonnes per hectare, highlighting measurable productivity gains.

The Regional Agriculture Directorate has also facilitated linkages for 10,655 farmers and small-scale processors with buyers, while developing local rice brands, which strengthens market access and value addition. Despite these successes, challenges remain in scaling participation among women, expanding post-harvest storage, and ensuring climate-resilient production practices. The MTDP must therefore emphasize gender-inclusive support, investment in storage and processing infrastructure, and the promotion of climate-smart agricultural techniques to sustain productivity and enhance resilience.

2.4.4. Holistic Analysis

The collective assessment of Free SHS, social protection, and agricultural modernization illustrates the interconnectedness of education, human capital, social welfare, and economic development in reducing poverty and enhancing livelihoods. Key cross-cutting observations include:

1. **Infrastructure and Logistics:** Adequate classrooms, staff housing, ECDC facilities, and field vehicles are essential for effective service delivery across sectors. The lack of logistics and mobility constrains coverage, particularly for remote and vulnerable populations.
2. **Coordination and Integration:** Fragmentation between departments and agencies occasionally results in duplication of efforts and inefficiencies. Integrated planning and implementation are critical for achieving maximum development impact.

3. **Inclusivity:** Women, youth, PWDs, and marginalized communities are often underrepresented among beneficiaries, particularly in agriculture and skill development programmes.
4. **Data and Monitoring:** Limited digital adoption, fragmented data systems, and weak monitoring constrain evidence-based planning and timely interventions.
5. **Resource Constraints:** Funding gaps, insufficient personnel, and inadequate equipment continue to limit frontline service delivery and programme effectiveness.

2.4.5. Lessons Learned

From the review of critical development and poverty interventions, several lessons emerge:

- **Service Delivery:** Adequate infrastructure, logistics, and human resource capacity are vital for scaling pro-poor interventions effectively. Integrated service delivery improves efficiency and ensures beneficiaries receive comprehensive support.
- **Education:** Investments in school infrastructure must be complemented with teacher deployment, instructional materials, and digital learning tools to enhance learning outcomes.
- **Social Protection:** Targeted programmes succeed when supported by robust registration, monitoring, and coordination systems. Collaboration across agencies enhances coverage and reduces duplication.
- **Agriculture:** Providing quality inputs, technical training, and access to markets increases productivity and household incomes. Gender disparities must be addressed to ensure equitable access.
- **Cross-Cutting:** Digitization of M&E and administrative systems improves accountability and decision-making, while formalized partnerships with donors, NGOs, and the private sector strengthen programme delivery. Persistent overlaps in mandates, funding gaps, and limited mobility constrain programme reach and effectiveness.

2.4.6. Implications for the 2026–2029 MTDP Cycle

The analysis of development and poverty issues in the region has several implications for the next MTDP cycle:

1. **Strengthening Infrastructure and Logistics:** Continued investments are needed in schools, ECDCs, staff accommodation, storage facilities, and field mobility to ensure effective delivery of education, social protection, and agricultural programmes.
2. **Enhancing Coordination and Integration:** Interdepartmental planning forums and integrated implementation frameworks should be institutionalized to reduce duplication, harmonize interventions, and optimize resource use.
3. **Promoting Inclusivity:** Future MTDP programmes must deliberately target women, youth, PWDs, and marginalized communities to reduce inequality and enhance equitable access to services.
4. **Improving M&E and Digitization:** Digital tools, centralized dashboards, GIS-based tracking, and staff training in data management are essential for evidence-based planning, monitoring, and accountability.
5. **Scaling Agricultural Productivity and Market Access:** Expansion of PFJ and MAG programmes, support for female and youth farmers, development of post-harvest infrastructure, and promotion of climate-smart practices are critical for sustaining productivity gains.

6. **Maximizing Development Partnerships:** Leveraging donor support, private sector engagement, and community participation is necessary to strengthen implementation capacity and programme reach.

In sum, to address poverty and critical development challenges in the North East Region requires a holistic, multi-sectoral, and inclusive approach. The 2026–2029 MTDP must build on existing gains, address gaps in infrastructure, logistics, human resources, and ICT, and promote integrated planning, inclusive participation, and data-driven decision-making to ensure sustainable socio-economic development across the region.

2.5. CROSS-CUTTING AND EMERGING DEVELOPMENT THEMES AND NERCC INTERVENTIONS

2.5.1. Air Quality

Although the North East Region is largely rural, urban centers such as Nalerigu, Gambaga, and Bunkpurugu are experiencing increasing air quality challenges due to unregulated vehicular emissions, dust from unpaved roads, and smoke from domestic fuel use. Industrial activities are minimal compared to southern regions, but emerging commercial hubs and informal enterprises contribute locally to air pollution. Poor air quality has implications for respiratory health, school attendance, and labor productivity.

NERCC interventions can focus on establishing an air quality monitoring network in key towns, enforcing vehicular emission standards, and promoting clean energy solutions such as LPG, improved cookstoves, and electric motorcycles. Public awareness campaigns, particularly targeting schools, markets, and communities, can educate residents on the health impacts of air pollution. Coordination with the Environmental Protection Agency (EPA), MMDAs, and research institutions will ensure data-driven enforcement and policy guidance.

Early intervention and monitoring prevent long-term health and economic costs. The 2026–2029 MTDP should integrate air quality management into urban planning and environmental health programmes, alongside investments in clean energy infrastructure.

2.5.2. Biodiversity

The North East Region, while less urbanized than southern regions, is experiencing biodiversity pressures from deforestation, land degradation, and overgrazing. Habitat loss threatens native flora and fauna, reduces soil fertility, and increases vulnerability to climate shocks.

NERCC interventions should promote reforestation, establishment of community forests, urban greening in district capitals, and protection of wetlands. Integrating biodiversity considerations into land-use planning and collaborating with traditional authorities, farmers, and environmental NGOs will enhance ecosystem resilience and maintain essential ecological services.

Biodiversity conservation is integral to sustainable livelihoods and climate resilience. Include biodiversity-sensitive land-use planning, ecosystem restoration programmes, and community-led forest management schemes to sustain natural resources.

2.5.3. Climate Change

The North East Region is highly vulnerable to climate variability, including irregular rainfall, droughts, and flooding along low-lying areas near rivers. Climate shocks affect agriculture, food security, infrastructure, and livelihoods.

NERCC interventions should strengthen climate-resilient infrastructure, climate-smart agriculture, urban forestry, and early warning systems. Community-based adaptation programmes, including watershed management and water harvesting, will enhance local resilience. Partnerships with NADMO, environmental NGOs, and MMDAs are critical for coordinated responses.

Building adaptive capacity reduces vulnerability and protects development gains. Implication for MTDP: Prioritize climate resilience investments in agriculture, water management, and infrastructure planning to safeguard livelihoods and economic development.

2.5.4. Digitalization

ICT adoption in the North East Region remains uneven, with low digital literacy and limited connectivity, particularly in rural communities. While some departments have integrated digital tools, many MMDAs and local SMEs lack access to online services, limiting administrative efficiency, education, and health outreach.

NERCC interventions should expand community ICT centers, digital skills training for youth and SMEs, e-governance services, and connectivity expansion. Integrating digital solutions into health, education, and administrative services will improve service delivery, transparency, and citizen participation.

Digital inclusion is a prerequisite for modern governance and economic development. Allocate resources for ICT infrastructure, digital literacy programmes, and integration of digital services across all sectors.

2.5.5. Disability Inclusion

PWDs face barriers in accessing schools, markets, transport, and public infrastructure. Their exclusion limits social and economic participation and perpetuates inequality.

NERCC interventions should mainstream disability inclusion by enforcing accessibility standards, adapting public facilities, providing assistive devices, and integrating PWD needs into budgetary planning. Public awareness campaigns will further reduce stigma and enhance community support.

Inclusive planning enhances equity, social cohesion, and sustainable development. Institutionalize disability inclusion across all MTDP interventions, including infrastructure, service delivery, and social protection programmes.

2.5.6. Disaster Risk Management

Flooding and soil erosion remain significant threats, particularly in riverine and low-lying districts. Poor drainage, weak waste management, and lack of early warning systems exacerbate disaster risks.

NERCC interventions should mainstream disaster risk reduction in planning, establish early warning systems, conduct drills, and improve drainage infrastructure. Collaboration with NADMO, civil society, and local authorities will enhance preparedness and response.

Proactive disaster management prevents losses and accelerates recovery. Integrate disaster risk reduction into infrastructure, urban planning, and climate adaptation programmes.

2.5.7. Food Systems, Nutrition Security, and Climate Action

Food and nutrition insecurity is particularly prevalent among LEAP beneficiaries and vulnerable households. Low agricultural productivity, post-harvest losses, and market access challenges limit food availability and affordability.

NERCC interventions should support urban and peri-urban agriculture, community gardens, nutrition education, agro-processing, and market linkages, while promoting climate-smart agriculture. Partnerships with MOFA, health services, and NGOs are critical for integrated programming.

Nutrition-sensitive agriculture enhances health, productivity, and resilience. Prioritize interventions that combine food security, nutrition, and climate resilience, targeting vulnerable populations.

2.5.8. Gender

Persistent gender disparities exist in access to land, finance, education, and employment. Women are disproportionately affected by poverty, teenage pregnancy, and unpaid care responsibilities.

NERCC interventions should promote women's empowerment through gender-responsive budgeting, microcredit programmes, entrepreneurship support, skills development, and awareness campaigns on gender issues. Collaboration with the Department of Gender, NGOs, and traditional authorities will enhance policy implementation.

Addressing gender inequality strengthens household resilience, economic productivity, and social cohesion. Embed gender mainstreaming in all sectoral strategies, ensuring women and girls benefit equitably from regional development interventions.

2.5.9. Local Economic Development (LED)

The regional economy is dominated by microenterprises, trade, and services, with high youth unemployment and informal sector reliance.

NERCC interventions can stimulate LED through MSME formalization, vocational training, value chain development, public-private partnerships, business incubation, and youth engagement programmes. Targeted support for agro-processing, digital services, and tourism can diversify incomes and create employment opportunities.

Structured LED interventions drive sustainable economic growth and youth inclusion. Prioritize LED initiatives, strengthen MSME support systems, and invest in vocational and entrepreneurship training.

2.5.10. Migration

Urban migration exerts pressure on housing, sanitation, and social services. Unplanned settlements increase vulnerability and social inequalities.

NERCC interventions should include monitoring migration trends, planning for affordable housing, urban development frameworks, and youth employment programmes to reduce migration-driven risks.

Data-driven urban planning mitigates the negative impacts of migration on social services. Integrate urban planning, housing, and employment creation strategies to manage population growth sustainably.

2.5.11. Peace and Security

While largely peaceful, some districts experience petty crime, drug abuse, and youth-related conflicts. These issues disrupt economic activity and social cohesion.

NERCC interventions should strengthen community policing, promote youth engagement, establish conflict resolution forums, and conduct public sensitization campaigns to address underlying causes of insecurity.

Proactive community engagement enhances peace, security, and development. Incorporate conflict prevention, youth engagement, and security programmes into local development planning.

2.5.12. Social, Child Welfare, and Protection

Child welfare services have improved, including increased referrals and reunifications, but challenges persist with streetism, child labor, and elderly support.

NERCC interventions should expand child protection programmes, strengthen referral systems, support community-based initiatives, and provide social safety nets. Training for staff and volunteers will enhance effectiveness.

Comprehensive social protection systems safeguard vulnerable populations and reduce long-term poverty. Mainstream social welfare and child protection across sectors, linking interventions to health, education, and livelihoods programmes.

2.5.13. Youth

Youth face limited employment, skill development, and recreational opportunities, contributing to social vices and economic dependency.

NERCC interventions should promote vocational training, digital skills development, youth entrepreneurship, and recreational facilities, alongside partnerships with private sector actors to create jobs and support youth-led initiatives.

Youth empowerment programmes increase social inclusion, reduce dependency, and support economic growth. Prioritize youth-focused interventions, integrating skills development, entrepreneurship, recreation, and employment creation into the regional development strategy.

2.5.14. Implications for 2026–2029 MTDP

The North East Region faces a range of cross-cutting and emerging development challenges, including environmental degradation, climate vulnerability, gender inequality, digital exclusion, and youth unemployment. Addressing these issues requires integrated, multi-sectoral interventions that combine infrastructure, human capital, ICT, environmental management, and social protection. The MTDP must:

1. Strengthen resilience to climate change and disasters through climate-smart agriculture, flood control, and disaster preparedness.
2. Promote inclusive economic growth via LED, youth entrepreneurship, gender empowerment, and value chain development.
3. Expand ICT infrastructure and digital literacy to enhance governance, service delivery, and economic participation.
4. Institutionalize social protection, disability inclusion, and child welfare programmes to reach vulnerable populations.
5. Enhance environmental sustainability, biodiversity conservation, and sustainable use of inland water resources.
6. Foster peace, security, and community cohesion through youth engagement, crime prevention, and social inclusion initiatives.

In essence, the 2026–2029 MTDP must leverage lessons learned, build institutional capacity, and prioritize interventions that are inclusive, climate-resilient, technologically enabled, and locally relevant, ensuring holistic and sustainable development outcomes across the North East Region.

2.6. STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS (SWOT ANALYSIS)

This section synthesizes the performance of the North East Regional Coordinating Council (NERCC) over the 2022–2025 MTDP cycle, departmental reviews, and cross-cutting and emerging development issues. It provides a structured understanding of internal capabilities, systemic challenges, and external pressures to inform prioritization, resource allocation, and strategic interventions for the 2026–2029 MTDP.

2.6.1. Strengths (Internal Positive Factors)

1. Economic Development

The NERCC has recorded significant gains in agricultural productivity, particularly for staple crops such as maize, rice, yam, cassava, and plantain. This progress is supported by the Ministry of Agriculture’s extension programmes, Planting for Food and Jobs (PFJ), and targeted inputs for

smallholder farmers. Partial adoption of modern farming practices and emerging value chain linkages has contributed to regional food security. Small-scale agro-processing initiatives and market linkages for rice and other cereals demonstrate growing capacity for economic diversification at the local level.

2. Social Development

The Region has improved educational outcomes, with rising completion rates in basic and secondary education and progress toward gender parity. Social protection programmes, including LEAP, free NHIS registration, and support for PWDs, children, and aged persons, have expanded coverage. Institutional commitment to child welfare and social inclusion has strengthened service delivery, while community engagement initiatives have enhanced awareness on child protection, health, and gender equity.

3. Infrastructure and Human Settlements

Ongoing rural electrification projects and investments in district capitals have expanded access to energy. Selected urban roads, green spaces, and public housing initiatives are functional and improving urban livability. The NERCC has overseen infrastructure maintenance and partial expansion, which supports market access and socio-economic activity in key towns.

4. Governance and Institutional Development

The NERCC has maintained high annual implementation rates for Annual Action Plans (AAPs), reflecting institutional commitment to planned targets. Departments such as GSS, GHS, and GEPA demonstrate structured monitoring, evaluation, and reporting frameworks, contributing to improved accountability. Institutionalized partnerships with MDAs, NGOs, development partners, and private sector actors facilitate programme delivery, capacity building, and technical support.

5. Cross-Cutting Institutional Strengths

Emerging ICT adoption in GES, GSS, and GEPA has improved administrative efficiency, reporting, and data collection. The zero abandonment rate of MTDP interventions demonstrates strong follow-through and commitment. Furthermore, the Region has shown the ability to mobilize central government support, often exceeding funding targets, which underscores confidence in NERCC's capacity to implement strategic programmes.

2.6.2. Weaknesses (Internal Negative Factors)

1. Economic Development

Agricultural mechanization remains limited, and poor feeder roads constrain market access. Delays in resource release, weak SME development, and limited industrial diversification restrict the economic impact of agricultural gains. Youth entrepreneurship initiatives are underdeveloped, and value addition for farm produce remains minimal, limiting employment opportunities and income generation.

2. Social Development

Net enrolment remains below universal targets, particularly for KG (56.3%) and primary education. Maternal mortality rates remain high, malaria case fatality is worsening, and malnutrition persists with stunting at 18.1%, wasting at 11.7%, and underweight at 12.5%. Integration between health, education, and social protection interventions is weak, reducing efficiency and limiting holistic outcomes.

3. Infrastructure and Human Settlements

Incomplete rural electrification, poor road conditions, and limited access to energy remain significant constraints. Delays in infrastructure delivery, high costs, and bureaucratic bottlenecks reduce effectiveness. Environmental management, including waste disposal and drainage systems, is inadequate, increasing vulnerability to floods and environmental degradation.

4. Governance and Institutional Development

Despite high annual execution of plans, cumulative MTDP achievement is low, reflecting weak integration of outputs into medium-term outcomes. Citizen engagement, inter-departmental coordination, and digitalization remain inconsistent. M&E across departments is fragmented, with limited use of digital tools, hindering evidence-based decision-making and real-time monitoring.

5. Financial and Resource Management

Heavy reliance on central government transfers, unpredictable DACF and donor inflows, and absence of internal revenue sources undermine financial sustainability. Multi-year financial planning capacity is weak, and dependency on external funds limits flexibility in responding to emerging development challenges.

2.6.3. Opportunities (External Positive Factors)

1. Economic Development

The Region has opportunities to expand agro-processing, formalize SMEs, and strengthen value chains, particularly for cereals and root crops. Youth entrepreneurship and vocational training programmes can be scaled up, integrating digital solutions to enhance competitiveness. Regional LED initiatives targeting trade, tourism, and service sectors offer potential for economic diversification and job creation.

2. Social Development

Multi-sectoral programmes addressing health, nutrition, and education can be strengthened, leveraging partnerships with UNICEF, GIZ, UNFPA, and other development partners. Integration of gender-responsive programming and disability inclusion presents an opportunity for equitable service delivery.

3. Infrastructure and Human Settlements

Public-private partnerships can accelerate rural electrification, feeder road improvement, and urban infrastructure development. Expansion of ICT infrastructure can enhance governance, service delivery, and educational access. Urban planning with climate-resilient infrastructure, including permeable pavements and urban forestry, can reduce environmental risks.

4. Governance and Institutional Development

Interdepartmental coordination can be strengthened through joint planning, shared databases, and harmonized reporting. Scaling up M&E systems with geo-referenced digital dashboards will enhance data-driven decision-making. Donor support and alignment with national flagship programmes provide additional funding and technical assistance opportunities.

5. Cross-Cutting Opportunities

Integration of climate adaptation, disaster risk reduction, and environmental sustainability into all sectors can enhance resilience. Strengthening citizen engagement mechanisms ensures inclusive governance, while adoption of emerging technologies (AI, mobile apps, e-governance) can improve transparency, efficiency, and service delivery.

2.6.4. Threats (External Negative Factors)

1. Economic Development

Climate variability, including floods, droughts, and erratic rainfall, threatens agricultural productivity. High youth unemployment and reliance on subsistence agriculture limit economic growth. Limited industrial and service sector diversification increases vulnerability to external shocks.

2. Social Development

Persistent maternal and child health challenges, malnutrition, and disease outbreaks constrain human capital development. Rapid urbanization and internal migration increase pressure on social services, housing, and education systems. Vulnerable groups, including women, children, and PWDs, remain at risk of exclusion.

3. Infrastructure and Human Settlements

Funding gaps and procurement delays impede infrastructure delivery. Weak environmental management, inadequate urban planning, and poor waste management heighten flood risk, pollution, and habitat loss. Poor road and energy infrastructure undermine economic and social service access.

4. Governance and Institutional Development

Funding unpredictability limits multi-year planning and capital-intensive project execution. Weak inter-agency collaboration, low citizen engagement, and limited ICT adoption impede effective governance. Disaster risk management remains constrained by inadequate staffing, logistics, and financial resources.

5. Cross-Cutting Threats

Climate change, environmental degradation, and extreme weather events threaten livelihoods, infrastructure, and food security. Fragmented stakeholder engagement and overlapping mandates reduce programme efficiency, while technological gaps and low digital literacy constrain modernization and transparency.

The NERCC has demonstrated significant internal strengths, including progress in agriculture, education, social protection, ICT adoption, and institutional commitment to programme implementation. However, systemic weaknesses such as limited infrastructure, underdeveloped youth entrepreneurship, low cumulative MTDP achievement, and financial unpredictability constrain sustainable development outcomes. Opportunities exist in expanding economic diversification, multi-sectoral programmemeing, ICT-enabled service delivery, and climate-resilient infrastructure. Conversely, external threats including climate variability, urbanization pressures, persistent health challenges, and weak coordination pose significant risks to achieving development objectives.

2.6.5. SWOT Analysis

The North-East Regional Coordinating Council (NERCC) has demonstrated notable strengths across multiple development dimensions, forming a solid foundation for the 2026–2029 MTDP cycle. This SWOT analysis provides a structured foundation for evidence-driven planning in the 2026–2029 MTDP cycle, guiding prioritization, resource allocation, and targeted interventions to enhance resilience, inclusivity, and sustainable socio-economic growth in the North East Region.

Table 2.6 synthesizes the SWOT analysis, showing internal and external factors, their critical issues, and actionable implications for strategic planning in the 2026–2029 MTDP cycle.

Table 2.6: SWOT Analysis

SWOT Dimension	Key Points / Analysis	Implications for 2026–2029 MTDP
Strengths (Internal Positive Factors)	<ul style="list-style-type: none"> • Gains in agricultural output (maize, rice, yam, cassava, plantain) and partial adoption of modern practices. • Improved education outcomes with gender parity progress. • Expanded social protection programmes (LEAP, free NHIS, PWD support). • Ongoing rural electrification, maintenance of urban roads, green spaces, and housing projects. • Strong annual implementation of plans; structured M&E in GSS, GHS, GEPA. • Emerging ICT adoption; strong government support and zero abandoned MTDP interventions. 	<ul style="list-style-type: none"> • Build on agricultural gains to scale value chains and agro-processing. • Leverage social protection systems to target vulnerable groups. • Continue infrastructure expansion with focus on climate-resilient and inclusive design. • Strengthen digitization and ICT integration across departments. • Maintain high-level government engagement for resource mobilization.
Weaknesses (Internal Negative Factors)	<ul style="list-style-type: none"> • Limited mechanization, poor feeder roads, and delayed resources constrain productivity. • Weak SME and youth entrepreneurship development; low industrial diversification. • Health and education challenges: low KG enrolment, maternal mortality, malnutrition, malaria. • Incomplete infrastructure delivery, poor waste management, weak environmental controls. • Low cumulative MTDP achievement, fragmented M&E, inconsistent ICT adoption. • Heavy reliance on central government funding, unpredictable DACF/donor inflows. 	<ul style="list-style-type: none"> • Prioritize mechanization, feeder road improvement, and SME support. • Strengthen youth entrepreneurship and industrial diversification. • Integrate health, nutrition, and education interventions. • Expand logistics, staffing, and digital M&E capacity. • Develop multi-year financial planning and explore IGF generation.

Opportunities (External Positive Factors)	<ul style="list-style-type: none"> • Expand agro-processing, SME formalization, and value chain development. • Promote youth entrepreneurship, vocational training, and digital economy integration. • Strengthen multi-sectoral programmes in health, nutrition, education, gender, and disability inclusion. • Public-private partnerships for infrastructure, urban planning, ICT, and climate-resilient development. • Leverage donor support, national programmes, and emerging technologies (AI, e-governance). 	<ul style="list-style-type: none"> • Implement regional LED and youth employment programmes. • Integrate multi-sectoral interventions with gender and disability inclusion. • Strengthen PPP frameworks for infrastructure, ICT, and digital service delivery. • Utilize AI and digital tools to improve governance, monitoring, and citizen engagement.
Threats (External Negative Factors)	<ul style="list-style-type: none"> • Climate variability (floods, droughts, coastal erosion) affecting agriculture. • High youth unemployment, informal sector dominance, and over-reliance on agriculture. • Persistent health and nutrition challenges; pressure from rapid urbanization and internal migration. • Delays in infrastructure, poor environmental management, weak urban planning. • Funding unpredictability, low inter-agency coordination, limited citizen engagement, low digital adoption. • Extreme weather events, environmental degradation, fragmented stakeholder engagement. 	<ul style="list-style-type: none"> • Mainstream climate adaptation and disaster risk reduction across sectors. • Promote economic diversification and youth employment strategies. • Address health, nutrition, and urban service pressures through integrated planning. • Strengthen interdepartmental coordination, funding predictability, and stakeholder engagement. • Invest in ICT infrastructure, digital literacy, and sustainable environmental management.

Source: Regional Planning Coordinating Unit, 2025

The North-East Region has recorded notable development gains, particularly in agriculture, with increased production of staples such as maize, rice, yam, cassava, and plantain, supported by PFJ, extension services, and market linkages. Social development has improved through expanded social protection programmes (LEAP, NHIS, PWD support) and progress in education, including higher enrollment, JHS/SHS completion, and gender parity. Infrastructure development continues with rural electrification, urban road maintenance, green space creation, and public housing projects. Institutional capacity has strengthened in departments with structured M&E systems (GSS, GHS, GEPA) and emerging ICT initiatives, reflecting strong coordination and government support.

However, development is constrained by weaknesses such as limited mechanization, poor feeder roads, delayed resource releases, weak SME linkages, and high informal sector dependence. Education at KG and primary levels remains below target, while health challenges persist, including maternal mortality, malaria, and malnutrition. Infrastructure delivery faces financing gaps, bureaucratic delays, and inadequate energy and waste management, while governance is weakened by fragmented coordination, inconsistent M&E, uneven ICT adoption, and reliance on central funding.

Opportunities exist to expand agro-processing, SME formalization, value chains, youth entrepreneurship, vocational training, and LED initiatives in trade, tourism, and services. Multi-sectoral programmes, PPPs, donor support, and digital technologies offer avenues to enhance service delivery, planning, and accountability.

External threats include climate variability (floods, droughts, erosion), youth unemployment, over-reliance on agriculture, malnutrition, rapid urbanization, infrastructure gaps, weak governance, fragmented stakeholder engagement, and technological limitations.

Overall, while the NERCC has strong institutional and economic foundations, strategic, integrated, and data-driven interventions are required in the 2026–2029 MTDP cycle. Key priorities include

strengthening human and institutional capacity, logistics and ICT systems, inclusive and sustainable development, partnerships, interdepartmental coordination, digital M&E systems, and climate and disaster resilience to ensure effective governance and resilient growth.

2.7. EMERGING DEVELOPMENT ISSUES

The North-East Regional Coordinating Council (NERCC), through the performance review of the 2022–2025 MTDP and assessment of existing conditions, has identified key development issues and systemic challenges affecting multi-sectoral progress. While the NERCC and its MMDAs have recorded high annual programme execution, significant gaps persist in translating these outputs into medium-term transformative outcomes. The analysis highlights strengths in agriculture, social protection, and education while pointing to persistent constraints in health, infrastructure, governance, disaster preparedness, and financial predictability.

1. *Economic Development Issues*

- Limited mechanization and poor feeder roads constrain agricultural productivity despite gains in maize, rice, yam, cassava, and plantain.
- Delays in resource releases and inconsistent funding disrupt agricultural programmes (MAG support) and other economic initiatives.
- Weak linkages between production gains and job creation in agriculture, services, and industry.
- Over-reliance on agriculture; limited industrial, MSME, and service sector diversification reduces resilience.
- Inadequate youth entrepreneurship, vocational skills development, and support for agro-processing and value addition.
- Weak local economic development (LED) initiatives; informal sector dominance constrains growth.
- Financial unpredictability: underperformance of DACF, donor support, and minimal IGF inflows undermine sustained interventions.
- Migration and urbanization pressures increase demand for employment and economic infrastructure in urban centers.
- **Systemic Issue:** Sectoral gains in agriculture and trade are undermined by infrastructure deficits, poor market access, and weak cross-sectoral coordination.

2. *Social Development Issues*

- Net enrolment below universal targets, especially KG (56.3%) and primary levels; equity gaps persist in JHS/SHS completion.
- High maternal mortality (104/100,000) and rising malaria case fatality (0.2%), reflecting weak health services.
- Stagnant nutrition outcomes: stunting (18.1%), wasting (11.7%), underweight (12.5%); food insecurity persists.
- Limited integration of health, education, social protection, and nutrition interventions.
- Fragmented child welfare and social protection services; insufficient support for street children, aged, and vulnerable populations.
- Uneven access to youth services, skills training, entrepreneurship programmes, and recreational facilities.

- Persistent gender disparities in economic opportunities, land ownership, and public service access.
- Limited disability inclusion; accessibility barriers in schools, public facilities, and service delivery.
- **Systemic Issue:** Weak multi-sectoral planning and poor integration of cross-cutting social concerns reduce overall programme effectiveness.

3. Environment, Infrastructure, and Human Settlement Issues

- Limited rural electrification; coverage expansion ongoing but incomplete.
- Poor road network, especially feeder roads, restricting market access, service delivery, and economic growth
- Slow infrastructure delivery due to financing constraints, material costs, and project delays. Weak environmental management, including urban green spaces, waste control, coastal protection, biodiversity, and air quality monitoring.
- Climate vulnerabilities: urban flooding, coastal erosion, heat stress, erratic rainfall, and extreme weather events.
- Disaster risk preparedness and climate adaptation insufficiently mainstreamed into planning.
- Coastal and inland water ecosystem degradation affecting livelihoods and blue economy opportunities.
- Urbanization pressures: inadequate housing, sanitation, and public service delivery in fast-growing urban centers.
- **Systemic Issue:** Infrastructure deficits and climate-related vulnerabilities amplify risks to agriculture, health, and economic development.

4. Governance and Institutional Development Issues

- High annual action plan execution (RCC 98%, MMDAs 89%) but low cumulative MTDP achievement (RCC 54%, MMDAs 23%).
- Weak integration between annual outputs and medium-term strategic outcomes.
- Limited citizen engagement, participatory planning, and digitalization in governance, affecting transparency and accountability.
- Weak inter-departmental coordination; overlapping mandates and bureaucratic bottlenecks reduce efficiency.
- Insufficient M&E: low training, minimal intersectoral monitoring, and limited use of data for planning.
- Uneven ICT readiness: low digital literacy, inadequate digital infrastructure, and limited adoption of MIS platforms across departments.
- Heavy dependence on central government funding; underperformance of DACF, donor funds, and absence of IGF/ABFA affect planning predictability.
- Fragmented stakeholder engagement; weak formal partnerships with private sector, NGOs, and development partners.
- **Systemic Issue:** Disconnect between high annual activity execution and limited medium-term transformational outcomes due to weak vertical alignment, inadequate resource predictability, and limited evidence-based planning.

5. Emergency Planning and Disaster Risk Management Issues

- NADMO operations constrained by inadequate staffing, logistics, and relief supplies.
- Persistent vulnerability to storms, floods, bushfires, and climate hazards.
- Disaster preparedness and climate adaptation insufficiently mainstreamed into planning; low community awareness.
- **Systemic Issue:** Weak disaster risk management heightens vulnerability of communities, infrastructure, and economic activities.

6. Implementation, Coordination, and M&E Issues

- Insufficient M&E activities: training targets unmet; minimal intersectoral monitoring conducted
- Weak inter-agency coordination due to funding gaps, transport challenges, and limited collaboration.
- Limited adoption of digital tools and data-driven planning.
- High annual execution not translating into medium-term outcomes.
- **Systemic Issue:** Strengthening M&E systems, digital adoption, and interdepartmental coordination is essential for effective MTDP implementation.

7. Financial and Resource Mobilization Issues

- Heavy reliance on central government funding exposes fiscal vulnerability.
- DACF and donor contributions underperformed; IGF, DACF-RFG, and ABFA inflows absent.
- Funding unpredictability affects multi-year planning and capital-intensive projects.
- Reliance on project-specific “Other” funds underscores the need for alignment with national programmes.
- **Systemic Issue:** Enhancing revenue mobilization, diversifying funding sources, and ensuring predictable financial flows are critical for sustainable development.

8. Cross-Cutting/Systemic Issues

- Disconnect between annual outputs and medium-term transformational goals.
- Infrastructure deficits (roads, electricity, ICT) undermine progress in agriculture, education, health, and service delivery.
- Uneven digital readiness and ICT adoption across departments hinder inter-sectoral coordination and efficiency.
- Persistent vulnerabilities to climate change, urbanization, migration, and natural disasters require adaptive, multi-sectoral planning.
- Sectoral gains (e.g., agriculture, education) are undermined by weaknesses in complementary sectors such as health, nutrition, infrastructure, and governance.
- Limited stakeholder engagement, formalized partnerships, and inclusive planning reduce programme impact and accountability.

2.8. HARMONIZED AND INTEGRATED DEVELOPMENT ISSUES FOR NERCC FOCUS

In alignment with its statutory mandate as a coordinating, monitoring, and capacity-building institution, the North East Regional Coordinating Council (NERCC) recognizes that not all development challenges identified in the performance review fall directly within its sphere of influence. While sectoral departments and Metropolitan, Municipal, and District Assemblies (MMDAs) remain responsible for infrastructure delivery, service provision, and sector-specific programming, the NERCC plays a pivotal role in ensuring that these interventions are well-coordinated, harmonized, inclusive, and outcome-oriented.

Accordingly, the following development issues have been distilled from the harmonized inventory as those that the NERCC can realistically address, facilitate, or undertake in the 2026–2029 medium term:

Economic Development

- Inconsistent and delayed release of funds for sectoral programmes.
- Limited integration of departmental outputs into regional economic planning.
- Weak coordination of value chain development, particularly in agriculture, MSMEs, and youth entrepreneurship.
- Staffing shortages in technical and planning units affecting oversight and capacity-building.

Social Development

- Fragmented delivery of health, education, and social protection programmes.
- Uneven access to youth, gender, and disability inclusion initiatives.
- Weak data collection, reporting, and use of evidence for social sector planning.
- Inadequate logistics, office space, and field support for monitoring and supervision.

Environment, Infrastructure, and Human Settlements

- Poor alignment of infrastructure and spatial planning with regional priorities.
- Weak monitoring of environmental management, sanitation, and disaster risk reduction.
- Inadequate departmental reporting to support evidence-based regional planning.
- Staffing and office infrastructure gaps in Environmental Health, Urban Roads, and Land Use & Spatial Planning units.

Governance and Institutional Development

- Weak interdepartmental coordination and overlapping mandates.
- Uneven ICT adoption and weak monitoring and evaluation systems.
- Heavy dependence on central government funding and unpredictable inflows.
- Staffing shortages, inadequate office space, and poor staff accommodation affecting operational efficiency.

In sum, the NERCC's institutional focus in the 2026–2029 MTDP cycle will be to strengthen governance, coordination, and institutional effectiveness across all sectors, while ensuring that development efforts are inclusive, evidence-driven, and climate-sensitive.

2.9. CONCLUSION

Chapter 2 has presented a comprehensive situational analysis of the North East Regional Coordinating Council (NERCC), assessing the implementation of the 2022–2025 Medium-Term Development Plan (MTDP), institutional capacities, and cross-cutting development issues. The review underscores the Council’s strengths in facilitating annual plan execution and providing policy guidance, while also highlighting persistent systemic gaps in governance, inter-sectoral coordination, financial predictability, and cumulative medium-term outcomes.

The analysis further clarifies that while sectoral agencies and MMDAs remain responsible for direct service delivery in health, infrastructure, and social sectors, the NERCC’s institutional role is central in ensuring effective coordination, harmonization of plans, capacity development, citizen engagement, monitoring and evaluation, and integration of cross-cutting issues such as gender, youth, disability inclusion, climate resilience, and disaster preparedness.

Importantly, the review also points to critical institutional constraints such as inadequate staffing levels, limited technical capacities, and inadequate office and staff accommodation, all of which directly affect the Council’s ability to deliver on its statutory mandate. These internal bottlenecks must therefore be addressed as priority areas to strengthen the NERCC’s operational base.

By distilling the development challenges into those that fall squarely within the NERCC’s mandate, the Council is better positioned to focus its efforts on strengthening institutional effectiveness, improving resource mobilization, advancing digital governance, and fostering inclusive and participatory development in the 2026–2029 medium term.

This situational assessment provides a clear foundation for prioritization in the 2026–2029 MTDP. Chapter 3 will build on these insights to identify and prioritize the most critical development challenges and opportunities, translating them into strategic interventions that are targeted, realistic, and results-driven. By aligning institutional capacity with emerging regional needs and resource realities, the NERCC seeks to ensure that medium-term strategies deliver sustainable, inclusive, and transformative outcomes for the North East Region.

CHAPTER THREE

3.0. KEY DEVELOPMENT PRIORITIES

3.1. INTRODUCTION

The identification and prioritization of development issues for the 2026–2029 Medium-Term Development Plan (MTDP) of the North East Regional Coordinating Council (NERCC) were undertaken through a participatory, evidence-based, and consultative process. The approach combined the review of the 2022–2025 MTDP performance, the 2024 Annual Progress Report (APR), departmental assessments, and feedback from engagements with Metropolitan, Municipal and District Assemblies (MMDAs), Civil Society Organizations (CSOs), private sector actors, and traditional authorities.

The process also ensured alignment with the 2026–2029 Medium-Term National Development Policy Framework (MTNDPF), as well as global development commitments such as the Sustainable Development Goals (SDGs), the African Union Agenda 2063, and Ghana’s Coordinated Programme of Economic and Social Development Policies (CPESDP). This inclusive approach ensured that the NERCC’s priorities reflect both empirical evidence and stakeholder aspirations, while remaining consistent with national and international development directions.

3.2. PROCESS OF PRIORITIZATION

The development issues identified in Chapter Two were subjected to a rigorous and participatory prioritization exercise, consistent with the guidelines of the National Development Planning Commission (NDPC) and the Medium-Term National Development Policy Framework (MTNDPF). The exercise integrated technical analysis with stakeholder inputs, ensuring that the NERCC’s priorities are realistic, coordinated, and transformative for the North East Region.

3.2.1. Prioritization Criteria and Methodology

The selection and ranking of development issues were guided by the following criteria:

1. **Severity and Diversity of the Problem** – Issues with widespread and severe impact across multiple sectors or population groups.
2. **Potential Socio-Economic and Environmental Benefits** – Issues whose resolution could yield improved productivity, jobs, income, and resilience.
3. **Contribution to Basic Human Needs and Rights** – Issues addressing education, health, nutrition, sanitation, and inclusion.
4. **Multiplier Effects on Regional and Local Development** – Issues that stimulate growth, improve service delivery, and enhance rural–urban integration.
5. **Cross-Cutting Impact** – Issues affecting marginalized groups (women, youth, PWDs), while advancing gender equality, social inclusion, climate resilience, and disaster risk reduction.
6. **Alignment with National and Global Frameworks** – Issues consistent with MTNDPF, national policies, and international frameworks.

3.2.2. Prioritization Tools and Steps

To ensure objectivity, transparency, and inclusivity, the NERCC employed a Development Issue Prioritization Matrix (DIPM) as the main analytical tool. Each development issue was scored on a scale of 1 (lowest) to 5 (highest) across the six criteria, yielding a maximum score of 30.

Table 3.1: Development Issue Prioritization Criteria

Table 3.1: Development Issue Prioritization Criteria

No.	Criteria	Scoring Range
1	Severity and diversity of impact	1 – 5
2	Economic multiplier effect (e.g., jobs, income, productivity)	1 – 5
3	Human needs & rights impact (e.g., health, education, food security)	1 – 5
4	Spatial development impact (e.g., access to services, rural–urban integration)	1 – 5
5	Cross-cutting potential (gender, youth, climate, PWDs, etc.)	1 – 5
6	Alignment with national/regional policies and frameworks	1 – 5

Source: Regional Planning Coordinating Unit (RPCU), 2025

3.2.3. Steps followed in the prioritization process:

- a. **Compilation of Development Issues** – Issues compiled from MTDP reviews, APRs, departmental assessments, and stakeholder consultations with sector and regional departments.
- b. **Clustering and Thematic Grouping** – Issues grouped under the four MTNDPF development dimensions: Economic, Social, Environment & Human Settlements, and Governance & Institutional Development.
- c. **Scoring Using the Matrix** – RPCU, in collaboration with sector departments, scored each issue against the six criteria.
- d. **Consensus-Based Ranking** – Scores validated in technical sessions, followed by stakeholder workshops with MMDA reps, CSOs, private sector, traditional leaders, and vulnerable groups (youth, women, PWDs).
- e. **Validation and Review** – Final prioritization endorsed at a regional validation workshop to ensure inclusivity, transparency, and ownership.

3.2.4. The Key Prioritized Development Issues

Based on the participatory prioritization exercise and application of the Development Issue Prioritization Matrix (DIPM), the following key development issues have been selected for the 2026–2029 MTDP of the NERCC. These issues reflect both the statutory mandate of the Council and stakeholder aspirations, while aligning with the MTNDPF, SDGs, and CPESDP.

3.2.4.1. Economic Development

1. Inconsistent and delayed resource releases disrupting agricultural and economic programmes.
2. Financial unpredictability due to limited DACF, donor flows, and IGF mobilization.
3. Weak integration of departmental outputs into regional economic planning.
4. Informal sector dominance and limited access to finance constraining microenterprise growth.

5. Weak coordination of value chains in agriculture, MSMEs, and youth entrepreneurship.

3.2.4.2. *Social Development*

1. Fragmented health, education, and social protection programming.
2. Uneven access to youth development, gender empowerment, and disability inclusion initiatives.
3. Weak data collection, reporting, and use of evidence in planning.
4. Limited citizen engagement and feedback mechanisms reducing accountability.
5. Inadequate logistics, office space, and field support for effective monitoring.

3.2.4.3. *Environment, Infrastructure, and Human Settlements*

1. Poor alignment of infrastructure and spatial planning with regional priorities.
2. Weak monitoring of environmental management and sanitation programmes.
3. Climate change vulnerabilities including flooding, erratic rainfall, and extreme weather.
4. Limited mainstreaming of disaster preparedness and climate adaptation into planning.
5. Staffing shortages and office accommodation gaps in key technical departments.

3.2.4.4. *Governance and Institutional Development*

1. Weak interdepartmental coordination and overlapping mandates.
2. Uneven ICT adoption and weak monitoring and evaluation systems.
3. Heavy dependence on central government funding and unpredictable inflows.
4. Fragmented stakeholder engagement and weak partnerships with private sector, CSOs, and NGOs.
5. Inadequate staffing levels and technical capacity across departments.
6. Inadequate office and staff accommodation affecting efficiency.
7. Disconnect between high annual activity execution and limited medium-term outcomes.

3.3.3. *Ranking of Composite Development Issues*

To ensure transparency and objectivity, each development issue was scored against the six prioritization criteria outlined in Table 3.1 using the Development Issue Prioritization Matrix (DIPM). The composite scores were then aggregated, ranked, and validated through technical sessions and stakeholder consultations. The results of this exercise are presented in Table 3.2: Ranking of Composite Development Issues, which highlights the most pressing challenges facing the North East Regional Coordinating Council (NERCC) and their relative importance for the 2026–2029 planning period.

Table 3.2: Ranking of Composite Development Issues

No.	Development Dimension	Composite Development Issue	Score	Rank
1	Governance & Institutional Development	Weak inter-departmental coordination and inefficient resource prioritization	95	1 st
2	Governance & Institutional Development	Inadequate staffing levels, technical capacity gaps, and weak institutional performance across departments	94	2 nd

3	Governance & Institutional Development	Insufficient monitoring and evaluation (M&E) capacity, with low utilization of data for decision-making	93	3 rd
4	Governance & Institutional Development	Heavy dependence on central government funding, with limited IGF and donor resource mobilization	92	4 th
5	Governance & Institutional Development	Inadequate office and staff accommodation affecting operational efficiency	91	5 th
6	Environment, Infrastructure & Human Settlements	Limited mainstreaming of disaster preparedness and climate adaptation measures into local planning (floods, bushfires, erratic rainfall)	90	6 th
7	Governance & Institutional Development	Weak mainstreaming of cross-cutting themes (gender, youth, PWDs, climate resilience, disaster risk)	89	7 th
8	Economic Development	Financial unpredictability due to underperformance of DACF, donor flows, and IGF mobilization gaps	88	8 th
9	Social Development	Weak citizen engagement and feedback mechanisms reducing accountability and responsiveness	87	9 th
10	Economic Development	Inadequate tracking of job creation across agriculture, services, and industry	86	10 th
11	Environment, Infrastructure & Human Settlements	Weak environmental management and poor integration of biodiversity/urban greening into planning	85	11 th
12	Social Development	Weak integration of health, education, social protection, and nutrition interventions	84	12 th
13	Social Development	Persistent gender disparities in access to opportunities and services	83	13 th
14	Governance & Institutional Development	Uneven ICT readiness and slow adoption of e-governance and MIS tools	82	14 th
15	Social Development	Limited disability inclusion in planning and service delivery	81	15 th
16	Governance & Institutional Development	Fragmented stakeholder engagement and weak partnerships with private sector, NGOs, and development partners	80	16 th
17	Governance & Institutional Development	Disconnect between high annual activity execution and limited medium-term transformational outcomes	79	17 th

Source: Regional Planning Coordinating Unit (RPCU), 2025

3.4. Key Insights from the Ranking

The prioritization and ranking exercise highlights the most critical challenges that the North East Regional Coordinating Council (NERCC) must address during the 2026–2029 planning period. The results reflect both the Council’s statutory coordinating mandate and the region’s unique socio-economic and environmental context.

1. Institutional Challenges Dominate the Top Priorities

- The top five ranked issues weak coordination, staffing and capacity gaps, weak M&E, dependence on central funding, and inadequate office/staff accommodation are overwhelmingly institutional.
- This mirrors NERCC's statutory role as a coordinating and oversight body rather than a direct service delivery agency.
- Without addressing these institutional bottlenecks, NERCC's ability to effectively guide and monitor the performance of MMDAs and departments will remain constrained. Strengthening human resources, M&E, and working conditions must therefore form the foundation for institutional transformation.

2. Disaster Preparedness and Environmental Management Are Urgent

- Ranked 6th, the limited mainstreaming of disaster preparedness and climate adaptation reflects the region's vulnerability to floods along the White Volta, bushfires, and erratic rainfall.
- Weak environmental management and poor integration of biodiversity and urban greening (ranked 11th) further highlight risks to sustainability.
- Strengthening resilience through climate-smart planning, disaster risk reduction, and environmental monitoring is a pressing priority for the region.

3. Economic Coordination Issues Are Emerging Bottlenecks

- Financial unpredictability (ranked 8th) and inadequate tracking of job creation (ranked 10th) point to weak systems for coordinating and monitoring regional economic development.
- Given the region's dependence on agriculture, poor oversight of job creation in agriculture, agro-processing, and MSME development undermines inclusive growth.
- NERCC must strengthen its economic monitoring functions, harmonize departmental outputs, and provide targeted capacity-building to enhance local economic development planning.

4. Social Inclusion and Citizen Engagement Require Greater Focus

- Weak citizen engagement (ranked 9th) reduces accountability and trust in governance. Persistent gender disparities (ranked 13th) and limited disability inclusion (ranked 15th) highlight gaps in inclusive planning and service delivery.
- Improving participatory planning frameworks and integrating gender, youth, and disability concerns into regional oversight processes will ensure that development outcomes are equitable and socially responsive.

5. ICT and Partnerships Remain Secondary but Necessary

- Uneven ICT readiness (ranked 14th) and weak stakeholder partnerships (ranked 16th) remain challenges but are ranked lower compared to institutional, environmental, and economic issues.
- While not the most urgent, digital governance tools and stronger collaboration with NGOs, CSOs, private sector, and development partners will be essential to improve efficiency, innovation, and resource mobilization in the medium to long term.

6. Weak Linkage Between Annual Outputs and Medium-Term Outcomes Persists

- Despite high annual activity execution, the disconnect between annual outputs and transformational outcomes (ranked 17th) remains a systemic challenge.
- This reflects weak results-based planning and feedback loops within departments and MMDAs.
- Strengthening results-oriented monitoring, aligning annual plans with medium-term objectives, and improving adaptive management are critical to ensuring cumulative development results.

The ranking of development issues confirms that the North East Regional Coordinating Council's most urgent priorities lie in strengthening its institutional backbone staffing, coordination systems, monitoring and evaluation, and operational infrastructure.

At the same time, the region's acute vulnerabilities to floods, bushfires, and climate variability elevate disaster preparedness and environmental management as immediate concerns. Economic monitoring, particularly in agriculture and MSME job creation, also emerges as a critical area requiring stronger oversight. While ICT adoption, citizen engagement, and stakeholder partnerships are relatively lower-ranked, they remain essential enablers of governance effectiveness.

Addressing these interlinked priorities will position the NERCC to deliver on its statutory mandate of coordination, monitoring, and capacity-building, while fostering inclusive, resilient, and results-driven regional development during the 2026–2029 planning cycle.

3.5. Linking the Prioritized Development Issues to the Sustainable Development Goals (SDGs) and Targets

The North East Regional Coordinating Council (NERCC), as a statutory coordinating, monitoring, and capacity-building institution, has prioritized its key development issues through a participatory and evidence-based process that combined performance reviews, stakeholder consultations, departmental assessments, and situational analysis. These prioritized issues have been systematically aligned with relevant targets of the Sustainable Development Goals (SDGs) to strengthen the Council's capacity to track its contribution to Ghana's national development agenda and the global 2030 Agenda for Sustainable Development.

The NERCC's prioritized development challenges span across governance, institutional development, economic transformation, social inclusion, environmental management, and climate resilience. Specifically, the issues reflect systemic gaps in inter-departmental coordination, monitoring and evaluation, financial predictability, ICT adoption, citizen engagement, disaster preparedness, and climate adaptation. These challenges mirror the region's institutional and ecological realities and align strongly with the Medium-Term National Development Policy Framework (MTNDPF), 2026–2029, and Ghana's Coordinated Programme of Economic and Social Development Policies (CPESDP).

Achieving the relevant SDG targets will require strengthened multi-stakeholder collaboration among Metropolitan, Municipal and District Assemblies (MMDAs), decentralized departments, civil society organizations, private sector actors, traditional authorities, and development partners. Equally essential will be robust resource mobilization, effective use of ICT tools, enhanced institutional capacity, and results-oriented implementation mechanisms to ensure that interventions are inclusive, gender-responsive, climate-smart, and leave no one behind.

Table 3.3 therefore presents the strategic linkage between the NERCC's prioritized development issues and the corresponding SDGs and targets.

Table 3.3: Linkages between Prioritized Development Issues and the SDGs/Targets

No.	Prioritized Development Issue	Relevant SDG(s)	Key SDG Targets
1	Weak inter-departmental coordination and inefficient resource prioritization	SDG 16; SDG 17	16.6 (effective, accountable institutions); 16.7 (inclusive decision-making); 17.14 (policy coherence for sustainable development)
2	Insufficient monitoring & evaluation (M&E) capacity, with low use of data for decision-making	SDG 16; SDG 17	16.6 (institutional effectiveness); 17.18 (capacity to produce timely, disaggregated data)
3	Inadequate staffing levels, technical capacity gaps and weak institutional performance	SDG 16; SDG 17	16.6 (strengthen institutions); 17.9 (capacity-building support for developing countries / institutions)
4	Heavy dependence on central government funding; limited IGF and donor resource mobilization	SDG 17	17.1 (strengthen domestic resource mobilization); 17.3 (mobilize additional financial resources for developing countries)
5	Inadequate office & staff accommodation affecting operational efficiency	SDG 16; SDG 17	16.6 (effective institutions — adequate operational capacity); 17.9 (institutional capacity-building/support)
6	Uneven ICT readiness and slow adoption of e-governance / MIS tools	SDG 9; SDG 16	9.c (increase access to ICT & technologies); 16.6 (use ICT to strengthen institutional capacity/transparency)
7	Weak mainstreaming of cross-cutting themes (gender, youth, PWDs, climate resilience, DRR)	SDG 5; SDG 10; SDG 13	5.1 / 5.5 (end discrimination, ensure women's participation); 10.2 (social, economic inclusion); 13.1 (strengthen resilience to climate-related hazards)
8	Weak citizen engagement and feedback mechanisms reducing accountability & responsiveness	SDG 16	16.7 (participatory, representative decision-making); 16.6 (accountable institutions)
9	Fragmented stakeholder engagement and weak partnerships with private sector, NGOs, development partners	SDG 17	17.16 / 17.17 (multi-stakeholder partnerships and public-private partnerships)
10	Limited mainstreaming of disaster preparedness and climate adaptation into local planning	SDG 13; SDG 11	13.1 (strengthen resilience & adaptive capacity); 11.5 / 11.b (reduce number affected by disasters; build resilient cities and settlements)
11	Financial unpredictability due to DACF delays, underperforming donor flows and weak IGF frameworks	SDG 17	17.1 (domestic resource mobilization); 17.3 (mobilize financial resources / improve predictability)
12	Disconnect between high annual activity execution and limited medium-term transformational outcomes	SDG 16; SDG 17	16.6 (results-oriented institutions); 17.14 (policy coherence / alignment of annual plans with medium-term strategies)
13	Weak integration of health, education, social protection and nutrition interventions	SDG 3; SDG 4; SDG 2	3.8 (universal health coverage & essential services); 4.1 (quality primary/secondary education); 2.2 (end malnutrition)
14	Weak environmental management and poor integration of biodiversity / urban greening into planning	SDG 15; SDG 11	15.1 (conserve and restore ecosystems); 11.6 (reduce adverse environmental impact of cities)

15	Persistent gender disparities in access to opportunities and services	SDG 5; SDG 10	5.1 / 5.5 (end discrimination, ensure women's participation & leadership); 10.2 (empower and promote social, economic inclusion)
16	Limited disability inclusion in planning and service delivery	SDG 10; SDG 11	10.2 (empower inclusion of all); 11.2 (access to transport & services for all / inclusive public spaces)
17	Inadequate tracking of job creation across agriculture, services and industry	SDG 8; SDG 17	8.3 / 8.5 (promote productive employment, full & productive employment for all); 17.18 (improve data capacity for labour/economic statistics)

Source: Regional Planning Coordinating Unit (RPCU), 2025

3.6. Operational Implications of the SDG Linkages

The mapping of NERCC's prioritized development issues to the Sustainable Development Goals (SDGs) is not only a technical alignment exercise but also a practical framework for implementation, monitoring, and resource mobilization. By explicitly linking each issue to specific SDG targets, the Council ensures that its strategies, annual action plans (AAPs), and performance reporting contribute meaningfully to national and global development agendas. This alignment also strengthens accountability, attracts development financing, and promotes integrated, inclusive, and results-driven planning.

The following operational implications outline how SDG linkages will be mainstreamed into the 2026–2029 MTDP cycle:

a. Alignment for planning and budgeting

Each prioritized issue will be explicitly linked to relevant SDG targets in the MTDP results framework, ensuring that strategic objectives, performance indicators, and annual AAPs demonstrate how NERCC interventions contribute to both national and global goals. This alignment will also facilitate NDPC/SDG reporting and improve access to SDG-aligned financing.

b. M&E and indicator selection

For issues mapped to SDG 17.18 and SDG 16.6 (data capacity and institutional effectiveness), the Regional Planning Coordinating Unit (RPCU) will design region-specific indicators, ensuring disaggregation by gender, age, disability, and location where relevant. Strengthening M&E is itself a core priority, and the development of SDG-compliant indicator systems will be an early deliverable in the MTDP cycle.

c. Capacity building and partnerships

Issues linked to SDG 17 (resource mobilization, partnerships, institutional capacity) will be addressed through targeted training programmes, technical advisory support, and the establishment of formal partnerships such as Memoranda of Understanding (MoUs) with MDAs, structured private–public partnerships (PPPs), and platforms for coordination with development partners.

d. Integrated, cross-sectoral programming

For cross-cutting issues such as climate resilience, youth and gender inclusion, and employment tracking, SDG linkages will provide the justification for integrated programme design that spans multiple sectors. Pooled monitoring arrangements will also be promoted to minimize duplication and ensure coherent implementation.

e. Resource mobilization and donor reporting

Financially focused targets under SDG 17.1 and 17.3 will be strategically applied to strengthen proposals and budget submissions to central government, development partners, and private investors. By framing proposals within the SDG framework, NERCC will enhance its case for predictable funding, co-financing, and innovative financing mechanisms.

f. Transparency and citizen accountability

For governance-related issues tied to SDG 16 targets, NERCC will institutionalize transparent reporting processes, including annual MTDP progress reports with SDG-linked indicators. Citizen feedback platforms will also be expanded to enhance accountability, strengthen trust, and enable evidence-based course corrections throughout the MTDP cycle.

In conclusion, embedding the SDG linkages into the 2026–2029 MTDP positions the NERCC as a proactive regional driver of inclusive, resilient, and accountable development. By aligning its priorities with global targets, strengthening institutional systems, and expanding partnerships, the Council not only enhances its coordination and monitoring mandate but also ensures that the North East Region contributes meaningfully to Ghana’s national development agenda and the global 2030 Agenda for Sustainable Development.

The prioritization of development issues and their alignment with the Sustainable Development Goals provides a clear framework for action. However, to translate these priorities into measurable outcomes, the NERCC must articulate a coherent set of strategic goals, policy objectives, and interventions that respond to the RCC’s unique institutional and developmental context. Chapter 4 therefore presents the strategic framework for the 2026–2029 Medium-Term Development Plan, outlining the pathways through which the Council will address the prioritized issues, strengthen its coordinating role, and deliver inclusive and results-driven regional development.

CHAPTER FOUR

4.0. DEVELOPMENT GOAL, OBJECTIVES AND STRATEGIES

4.1. Introduction

This chapter outlines the overarching development goal, strategic objectives, and policy directions that will drive the implementation of the North East Regional Coordinating Council's (NERCC) Medium-Term Development Plan (MTDP) for the period 2026–2029.

The framework builds on the prioritized development issues presented in Chapter Three and translates them into a coherent strategic roadmap. Unlike Metropolitan, Municipal, and District Assemblies (MMDAs) that directly implement development projects, the mandate of the NERCC under the Local Governance Act, 2016 (Act 936) focuses on coordination, monitoring, harmonization, and capacity support. Accordingly, its objectives and strategies emphasize system strengthening, institutional efficiency, effective policy integration, and inter-agency collaboration to improve the quality and impact of regional development outcomes.

The development goal and objectives are firmly anchored in Ghana's Medium-Term National Development Policy Framework (MTNDPF, 2026–2029), the Coordinated Programme of Economic and Social Development Policies (CPESDP), and the Sustainable Development Goals (SDGs). They are organized under the four national development dimensions:

1. Economic Development
2. Social Development
3. Environment, Infrastructure and Human Settlements
4. Governance and Institutional Development

Through coordinated implementation, the NERCC seeks to advance inclusive and sustainable growth, enhance climate and disaster resilience, strengthen institutional capacity, and foster accountable, citizen-responsive governance across the North East Region.

4.2. Development Goal

The overarching goal of the North East Regional Coordinating Council's MTDP (2026–2029) is rooted in its statutory coordinating role, while responding to the pressing institutional and developmental challenges identified in the region. These include weak inter-departmental linkages, financing unpredictability, inadequate staff capacity and office infrastructure, limited ICT adoption, and heightened vulnerabilities to climate change and disasters.

4.2.1. Goal for MTDP 2026–2029

“To promote inclusive, resilient, and sustainable regional development through strengthened coordination, predictable financing, enhanced institutional capacity, and integrated support to MMDAs and stakeholders in driving economic, social, and environmental transformation in the North East Region.”

4.2.2. Key Focus Areas of the Goal

1. Inclusive and Sustainable Economic Growth

- Coordinate agricultural, trade, and enterprise initiatives to expand employment and income opportunities.
- Establish robust job-tracking systems to monitor youth, women, and vulnerable group employment outcomes.

2. Social Development and Equity

- Promote integrated delivery of health, education, nutrition, and social protection services across MMDAs.
- Mainstream gender equality, disability inclusion, and youth empowerment into regional and local planning.

3. Environmental Resilience and Infrastructure Coordination

- Strengthen climate change adaptation, environmental protection, and disaster preparedness through harmonized regional interventions.
- Support spatial planning, flood control, and sustainable settlement management across the districts.

4. Strengthened Governance, Coordination, and Participation

- Enhance inter-departmental collaboration to ensure policy coherence and efficient service delivery.
- Promote citizen engagement and partnerships with civil society, traditional authorities, private sector, and development partners.

5. Institutional Capacity, Staffing, and Logistics

- Address staffing shortages and inadequate office accommodation at NERCC and MMDA levels.
- Scale up ICT adoption, strengthen monitoring and evaluation, and improve data systems for evidence-based planning.

6. Alignment with National and Global Frameworks

- Ensure NERCC strategies are fully aligned with the MTNDPF, CPESDP, the SDGs, and the African Union's Agenda 2063.

4.2.3. Development Goals and Objectives by Dimension

The development goals and objectives of the North East Regional Coordinating Council (NERCC) are directly linked to the prioritized issues outlined in Chapter Three. They are structured under the four national development dimensions to ensure coherence with national

policy objectives and the SDGs, while providing a clear results framework for the 2026–2029 MTDP.

a. Economic Development

- **Issue 1:** Revenue instability due to weak DACF inflows, unpredictable donor support, and low IGF mobilisation.
 - ✓ **Goal:** Enhance financial stability and resilience for regional and district planning.
 - ✓ **Objective:** By 2029, improve IGF mobilisation and donor coordination to achieve 25% growth in predictable financing.
- **Issue 2:** Delays in fund disbursement for agriculture and local development programmes.
 - ✓ **Goal:** Ensure timeliness and reliability of fund releases for economic interventions.
 - ✓ **Objective:** Establish quarterly resource tracking and feedback mechanisms between NERCC, MoF, and NDPC by 2027.
- **Issue 3:** Inadequate monitoring of job creation across key sectors.
 - ✓ **Goal:** Institutionalise regional labour and employment monitoring systems.
 - ✓ **Objective:** Operationalise an employment observatory system in collaboration with MDAs and MMDAs by 2028.
- **Issue 4:** Informal sector dominance and limited financial inclusion for MSMEs.
 - ✓ **Goal:** Strengthen support systems for MSMEs and informal operators.
 - ✓ **Objective:** By 2029, facilitate at least 12 MSME financial inclusion and market linkage initiatives.

b. Social Development

- **Issue 5:** Limited integration of health, education, nutrition, and social protection interventions.
 - ✓ **Goal:** Promote a “whole-of-society” approach to social service delivery.
 - ✓ **Objective:** Establish regional multi-sectoral social integration platforms in all districts by 2028.
- **Issue 6:** Fragmented child welfare and protection systems.
 - ✓ **Goal:** Improve harmonisation of child welfare and protection services.
 - ✓ **Objective:** By 2029, achieve 100% harmonisation of child welfare referral and reporting systems across MMDAs.
- **Issue 7:** Unequal access to youth development and entrepreneurship support.
 - ✓ **Goal:** Expand equitable youth access to skills and entrepreneurship opportunities.
 - ✓ **Objective:** By 2029, 75% of MMDAs implement standardised youth empowerment and entrepreneurship models.
- **Issue 8:** Gender inequalities in access to services and opportunities.
 - ✓ **Goal:** Institutionalise gender-sensitive governance and planning.
 - ✓ **Objective:** By 2028, all MMDAs adopt gender-responsive planning and budgeting systems.
- **Issue 9:** Limited disability inclusion in planning and service delivery.
 - ✓ **Goal:** Foster disability-inclusive development systems.
 - ✓ **Objective:** Ensure 70% of MMDAs adopt disability-sensitive planning and service tools by 2029.
- **Issue 10:** Weak citizen engagement and feedback mechanisms.
 - ✓ **Goal:** Deepen civic participation and accountability in governance.
 - ✓ **Objective:** Institutionalise citizen report cards, town halls, and ICT feedback systems in all districts by 2028.

c. Environment, Infrastructure, and Human Settlements

- **Issue 11:** Weak enforcement of environmental and spatial planning standards.
 - ✓ **Goal:** Strengthen compliance and enforcement of environmental regulations.
 - ✓ **Objective:** Establish regional compliance taskforce and integrate monitoring systems in all MMDAs by 2027.
- **Issue 12:** Climate change risks and vulnerabilities (flooding, erratic rainfall, etc.).
 - ✓ **Goal:** Build regional climate resilience through integrated adaptation measures.

- ✓ **Objective:** Mainstream climate adaptation actions in 100% of MMDA MTDPs by 2029.
- **Issue 13:** Low prioritisation of disaster preparedness.
 - ✓ **Goal:** Institutionalise disaster risk reduction at regional and local levels.
 - ✓ **Objective:** Establish disaster management committees with updated contingency plans in all districts by 2028.
- **Issue 14:** Weak mainstreaming of biodiversity and greening.
 - ✓ **Goal:** Promote ecosystem conservation and urban greening.
 - ✓ **Objective:** Implement at least six biodiversity and urban greening initiatives region-wide by 2029.

d. Governance and Institutional Development

- **Issue 15:** Poor inter-departmental collaboration and inefficient resource allocation.
 - ✓ **Goal:** Improve coordination among regional departments and agencies.
 - ✓ **Objective:** By 2027, institutionalise quarterly inter-departmental review forums across all regional departments.
- **Issue 16:** Weak M&E and limited use of data for planning.
 - ✓ **Goal:** Institutionalise evidence-based M&E systems at regional level.
 - ✓ **Objective:** By 2028, operationalise a harmonised M&E and data management system with disaggregated indicators.
- **Issue 17:** Inadequate staffing, offices, and logistics.
 - ✓ **Goal:** Strengthen institutional capacity, staffing, and work environment.
 - ✓ **Objective:** Facilitate improved staffing levels, training, and office infrastructure/logistics across departments by 2029.

4.2.4. Goal Compatibility

The NERCC recognizes that goals cannot be pursued in isolation. The interdependence between institutional, social, economic, and environmental objectives requires a systems approach to minimize duplication, maximize synergies, and anticipate conflicts. A Goal Compatibility Matrix has therefore been developed to assess how the 17 goals interact with one another.

The matrix identifies three levels of compatibility: Highly Compatible (H), Moderately Compatible (M), and Self-Relation (–). This ensures that implementation strategies highlight areas where joint action can yield multiplier effects (e.g., M&E strengthening is highly compatible with coordination efficiency), while flagging areas where interventions may conflict (e.g., infrastructure expansion vs. biodiversity conservation).

The tool will be embedded into NERCC’s planning, monitoring, and evaluation systems to enhance integration, prioritize catalytic goals (such as coordination, financing, and M&E), and ensure that the 2026–2029 MTDP delivers maximum, cross-cutting impact.

Table 4.1: Goal Compatibility Matrix for NERCC’s MTDP (2026–2029)

Goals ↓ / →	G1	G2	G3	G4	G5	G6	G7	G8	G9	G10	G11	G12	G13	G14	G15	G16	G17
G1. Improve financial predictability	–	H	H	H	M	M	M	M	M	M	M	H	H	M	H	H	H
G2. Timely funding for economic initiatives	H	–	H	H	M	M	M	M	M	M	M	H	H	M	H	H	H
G3. Strengthen job-tracking & employment monitoring	H	H	–	H	M	M	H	H	H	H	M	M	M	M	H	H	H
G4. Support MSMEs & informal sector	H	H	H	–	M	M	H	H	H	H	M	M	M	M	H	H	H

Goals ↓ / →	G1	G2	G3	G4	G5	G6	G7	G8	G9	G10	G11	G12	G13	G14	G15	G16	G17
G5. Integrated social service delivery	M	M	M	M	–	H	H	H	H	H	H	H	M	M	M	H	M
G6. Strengthen social protection & child welfare	M	M	M	M	H	–	H	H	H	H	H	M	M	M	M	H	M
G7. Expand youth empowerment & skills	M	M	H	H	H	H	–	H	H	H	M	M	M	M	M	H	M
G8. Mainstream gender equity	M	M	H	H	H	H	H	–	H	H	M	M	M	M	M	H	M
G9. Strengthen disability inclusion	M	M	H	H	H	H	H	H	–	H	M	M	M	M	M	H	M
G10. Enhance citizen engagement & accountability	M	M	H	H	H	H	H	H	H	–	M	M	M	M	H	H	M
G11. Improve environmental governance	M	M	M	M	H	H	M	M	M	M	–	H	H	H	M	M	M
G12. Build climate resilience	H	H	M	M	H	M	M	M	M	M	H	–	H	H	M	M	M
G13. Strengthen disaster preparedness	H	H	M	M	M	M	M	M	M	M	H	H	–	H	M	M	M
G14. Promote biodiversity & greening	M	M	M	M	M	M	M	M	M	M	H	H	H	–	M	M	M
G15. Strengthen inter-departmental coordination	H	H	H	H	M	M	M	M	M	H	M	M	M	M	–	H	H
G16. Strengthen M&E systems	H	H	H	H	H	H	H	H	H	H	M	M	M	M	H	–	H
G17. Improve institutional capacity & logistics	H	H	H	H	M	M	M	M	M	M	M	M	M	M	H	H	–

Source: Regional Planning Coordinating Unit, 2025

Legend

- H = Highly Compatible (strong reinforcement)
- M = Moderately Compatible (indirect or partial support)
- – = Self-relation (goal compared with itself)

4.2.5. Analysis of the Goal Compatibility Matrix

The NERCC's Goal Compatibility Matrix reveals several important insights for the 2026–2029 MTDP:

1. Catalyst Goals with Wide Reinforcement

- ✓ Goals linked to finance (G1 & G2), coordination (G15), and M&E systems (G16) record the most “H” linkages, positioning them as catalyst goals. Strengthening these areas creates a multiplier effect, unlocking progress in employment tracking, citizen engagement, environmental resilience, and institutional capacity.

2. Cross-Sectoral Social Inclusion

- ✓ Goals on youth (G7), gender (G8), disability (G9), and citizen engagement (G10) consistently align with institutional and climate goals, highlighting the cross-cutting value of inclusive governance. These goals indirectly support economic growth and environmental stewardship by ensuring that marginalized groups actively contribute to, and benefit from, development processes.

3. Environmental-Resilience Cluster

- ✓ Goals on climate resilience (G12), disaster preparedness (G13), and biodiversity (G14) are tightly interlinked. Their compatibility with both governance and social protection goals reflects the reality that resilience is not just technical but also institutional and community-driven. Integrated climate action will therefore yield benefits across multiple dimensions.

4. Moderate Compatibility and Potential Tensions

- ✓ Several linkages are marked **M** rather than **H**, reflecting indirect relationships. For example, MSME support (G4) moderately contributes to environmental governance (G11), but without strong safeguards, it could also create trade-offs (e.g., industrial expansion vs. greening). These areas require careful policy coherence to avoid undermining one goal while pursuing another.

5. Strategic Implications

- ✓ By using the matrix, NERCC can prioritize resource allocation toward the “catalyst goals” while deliberately designing interventions that bridge moderately compatible areas. This ensures that gains in financial predictability, institutional capacity, and citizen accountability cascade into stronger outcomes across all development dimensions.

Table 4.2: Goals, Objectives, Strategies & Programmes (Aligned to National Policy) – NERCC MTDP (2026–2029)

#	Prioritised Issue	Regional Goal	SMART Objective (by 2029 unless stated)	Aligned National Policy Objective	Core Strategies	Development Programmes
Economic Development						
	1. Revenue instability due to weak DACF inflows, unpredictable donor support, and low IGF mobilisation	Enhance financial stability and resilience for regional and district planning.	By 2029, improve IGF mobilisation and donor coordination to achieve 25% growth in predictable financing.	Strengthen fiscal decentralisation & resource mobilisation (MTNDPF; SDG 17.1).	(a) Introduce IGF digitisation platforms; (b) build donor–MMDA liaison desk; (c) targeted training for revenue officers.	<ul style="list-style-type: none"> • Regional Fiscal Resilience & IGF Digitisation Project • Donor–MMDA Partnership Desk
	2. Delays in fund disbursement for agriculture and local development programmes	Ensure timeliness and reliability of fund releases for economic interventions.	Establish quarterly resource tracking and feedback mechanisms between NERCC, MMDAs, by 2027.	Ensure predictable and timely resource flows (MTNDPF).	(a) Design resource flow dashboards; (b) set up NERCC–MoF quarterly forums; (c) publish disbursement bulletins.	<ul style="list-style-type: none"> • Funding Flow Tracking & Transparency Initiative
	3. Inadequate monitoring of job creation across key sectors	Institutionalise regional labour and employment monitoring systems.	Operationalise an employment observatory system in collaboration with MDAs and MMDAs by 2028.	Enhance employment monitoring (MTNDPF; SDG 8).	(a) Develop digital labour market observatory; (b) harmonise job data templates; (c) annual employment reports.	<ul style="list-style-type: none"> • Regional Employment Observatory Programme
	4. Informal sector dominance and limited financial inclusion for MSMEs	Strengthen support systems for MSMEs and informal operators.	By 2029, facilitate at least 12 MSME financial inclusion and market linkage initiatives.	Enhance MSME competitiveness (MTNDPF; SDG 8, 9).	(a) Establish MSME hubs; (b) partner with rural banks/credit unions; (c) promote MMDA procurement quotas for MSMEs.	<ul style="list-style-type: none"> • MSME Finance Inclusion & Market Access Programme • Informal Sector Support & Advisory Hubs
Social Development						
	5. Limited integration of health, education, nutrition, and social protection interventions	Promote a “whole-of-society” approach to social service delivery.	Establish regional multi-sectoral social integration platforms in all districts by 2028.	Strengthen integrated service delivery (MTNDPF; SDG 2,3,4).	(a) Roll out integrated service delivery manuals; (b) institutionalise joint regional planning sessions; (c) annual integration scorecards.	<ul style="list-style-type: none"> • Integrated Social Service Delivery Framework
	6. Fragmented child welfare and protection systems	Improve harmonisation of child welfare and protection services.	By 2029, achieve 100% harmonisation of child welfare referral and	Strengthen child welfare & protection	(a) Create regional child protection registry; (b) strengthen social worker	<ul style="list-style-type: none"> • Regional Child Welfare Integration & Protection Initiative

#	Prioritised Issue	Regional Goal	SMART Objective (by 2029 unless stated)	Aligned National Policy Objective	Core Strategies	Development Programmes
			reporting systems across MMDAs.	systems (MTNDPF; SDG 1,10).	training; (c) harmonise referral and response pathways.	
	7. Unequal access to youth development and entrepreneurship support	Expand equitable youth access to skills and entrepreneurship opportunities.	By 2029, 75% of MMDAs implement standardised youth empowerment and entrepreneurship models.	Promote youth employment and empowerment (MTNDPF; SDG 8).	(a) Develop youth innovation hubs; (b) scale up apprenticeship schemes; (c) strengthen school-to-work transition systems.	• Youth Enterprise & Skills Empowerment Programme
	8. Gender inequalities in access to services and opportunities	Institutionalise gender-sensitive governance and planning.	By 2028, all MMDAs adopt gender-responsive planning and budgeting systems.	Promote gender equality (MTNDPF; SDG 5).	(a) Introduce gender-responsive budgeting guidelines; (b) leadership training for women; (c) gender equity audits.	• Gender Responsive Planning & Leadership Initiative
	9. Limited disability inclusion in planning and service delivery	Foster disability-inclusive development systems.	Ensure 70% of MMDAs adopt disability-sensitive planning and service tools by 2029.	Promote disability inclusion and accessibility (MTNDPF; SDG 10).	(a) Develop inclusive planning toolkits; (b) conduct accessibility mapping; (c) promote disability representation in MMDA structures.	• Disability Mainstreaming & Accessibility Programme
	10. Weak citizen engagement and feedback mechanisms	Deepen civic participation and accountability in governance.	Institutionalise citizen report cards, town halls, and ICT feedback systems in all districts by 2028.	Promote citizen engagement and accountability (MTNDPF; SDG 16).	(a) Roll out citizen scorecards; (b) institutionalise town halls; (c) develop e-participation tools.	• Citizen Accountability & Digital Engagement Programme
Environment, Infrastructure & Human Settlements						
	11. Weak enforcement of environmental and spatial planning standards	Strengthen compliance and enforcement of environmental regulations.	Establish regional compliance taskforce and integrate monitoring systems in all MMDAs by 2027.	Strengthen environmental governance (MTNDPF; SDG 11,15).	(a) Regional taskforce creation; (b) build MMDA enforcement units; (c) establish compliance tracking systems.	• Environmental Compliance & Spatial Governance Programme
	12. Climate change risks and vulnerabilities	Build regional climate resilience through	Mainstream climate adaptation actions in 100%	Promote climate adaptation and	(a) Risk assessments for MMDA plans; (b) establish	• Climate Adaptation & Resilience Innovation Programme

#	Prioritised Issue	Regional Goal	SMART Objective (by 2029 unless stated)	Aligned National Policy Objective	Core Strategies	Development Programmes
	(flooding, erratic rainfall, etc.)	integrated adaptation measures.	of MMDA MTDPs by 2029.	resilience (MTNDPF; SDG 13).	climate innovation funds; (c) pilot climate-smart projects.	
	13. Low prioritisation of disaster preparedness	Institutionalise disaster risk reduction at regional and local levels.	Establish disaster management committees with updated contingency plans in all districts by 2028.	Strengthen disaster risk reduction (MTNDPF; SDG 11).	(a) DRR committee activation; (b) simulation exercises; (c) update contingency plans.	• Disaster Risk Preparedness & Response Programme
	14. Weak mainstreaming of biodiversity and greening	Promote ecosystem conservation and urban greening.	Implement at least six biodiversity and urban greening initiatives region-wide by 2029.	Promote biodiversity & green urban spaces (MTNDPF; SDG 11,15).	(a) Regional biodiversity action plan; (b) community eco-projects; (c) urban tree planting initiatives.	• Biodiversity Action & Urban Greening Programme
Governance & Institutional Development						
	15. Poor inter-departmental collaboration and inefficient resource allocation	Improve coordination among regional departments and agencies.	By 2027, institutionalise quarterly inter-departmental review forums across all regional departments.	Strengthen coordination for planning (MTNDPF; SDG 16).	(a) Create coordination forums; (b) joint retreats and trainings; (c) inter-agency digital platforms.	• Inter-Agency Coordination & Collaboration Initiative
	16. Weak M&E and limited use of data for planning	Institutionalise evidence-based M&E systems at regional level.	By 2028, operationalise a harmonised M&E and data management system with disaggregated indicators.	Strengthen monitoring & data systems (MTNDPF; SDG 17.18).	(a) Develop digital M&E dashboards; (b) harmonise data templates; (c) capacity-building for M&E staff.	• Data-Driven Planning & M&E Systems Programme
	17. Inadequate staffing, offices, and logistics	Strengthen institutional capacity, staffing, and work environment.	Facilitate improved staffing levels, training, and office infrastructure/logistics across departments by 2029.	Enhance decentralised governance capacity (MTNDPF).	(a) Conduct HR audits; (b) upgrade office infrastructure; (c) continuous capacity development.	• Institutional Capacity & Logistics Enhancement Programme

Source: Regional Planning Coordinating Unit, 2025

4.3. Integration of Development Proposals with Spatial Plans

The North East Regional Coordinating Council (NERCC), as the apex planning and coordinating authority in the region, bears the statutory responsibility of ensuring that development proposals are fully harmonized with spatial plans to guide orderly, inclusive, and sustainable growth. This responsibility extends beyond the preparation of the Medium-Term Development Plan (MTDP) to the critical task of aligning economic, social, environmental, and governance priorities of Metropolitan, Municipal, and District Assemblies (MMDAs) with both regional and national spatial development frameworks.

In practice, NERCC discharges this role through its Regional Planning Coordinating Unit (RPCU), working in close collaboration with the Land Use and Spatial Planning Department, sector agencies, and the MMDAs. Development proposals under the 2026–2029 MTDP are reviewed against the North East Regional Spatial Development Framework (NER-SDF), approved Structure Plans for growth centres such as Nalerigu, Gambaga, Walewale, and Bunkpurugu, as well as the National Spatial Development Framework (NSDF). This ensures that service delivery, infrastructure investments, and natural resource management are firmly grounded in spatial logic.

From an institutional perspective, the integration of development proposals with spatial planning in the North East Region prioritizes the following:

- **Coordination and Oversight:** Providing systematic technical guidance to MMDAs to ensure that their district development plans conform to regional land use strategies, settlement hierarchies, transport corridors, and ecological protection zones. For example, agricultural value-chain development is spatially clustered along high-potential zones, while service delivery expansion is aligned with existing growth poles.
- **Mainstreaming of Priorities:** Embedding the 17 prioritized development issues identified in the MTDP into spatial interventions. This includes linking youth skills and employment hubs to urban centres; aligning climate adaptation projects with flood-prone river basins; integrating MSME hubs into market towns; and ensuring that gender, disability, and citizen participation initiatives are accommodated in community-level service facilities.
- **Cross-District Integration:** Facilitating collaborative planning for interventions that cut across administrative boundaries. Examples include watershed protection along the White Volta, cross-district feeder road networks to agricultural clusters, and shared market infrastructure along economic corridors. This approach reduces fragmentation and strengthens inter-district complementarities.
- **Institutional Capacity-Building:** Enhancing the technical capacity of NERCC and MMDA planning staff in spatial planning tools, GIS mapping, and integrated land use monitoring. This focus is critical given the dispersed rural settlements of the region and the increasing pressures from cross-border migration and resource exploitation. Building such capacities helps prevent unplanned growth, mitigate land conflicts, and improve evidence-based decision-making.
- **Monitoring and Enforcement:** Establishing strong compliance mechanisms that link spatial indicators to the regional M&E framework. Joint inspections, cross-sectoral monitoring teams, and spatial audits of project sites will be undertaken to ensure that infrastructure projects, social facilities, and environmental programmes are consistent with approved land use plans.

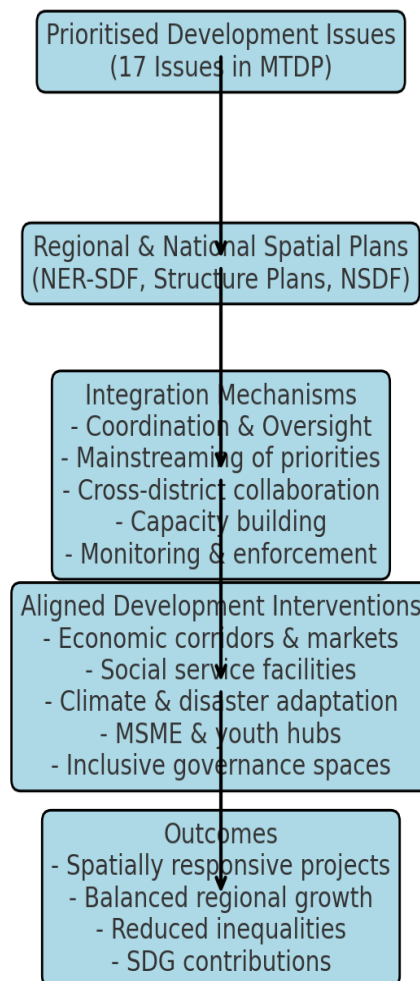
In underscoring spatial integration, NERCC ensures that development proposals under the 2026–2029 MTDP are not sector-driven in isolation but are spatially responsive, environmentally sound, and

regionally balanced. This integrated approach enhances NERCC’s ability to coordinate investments, reduce spatial inequality between growth centres and peripheral settlements, optimize resource use, and deliver on both national commitments and the Sustainable Development Goals (SDGs).

Figure 4.1: Framework for Integrating Development Proposals with Spatial Plans in the Northern Region illustrates this process. The diagram shows the flow from prioritized development issues, through spatial frameworks and institutional mechanisms, to aligned interventions and sustainable regional outcomes. This systems-based perspective emphasizes the role of NERCC as the central coordinator in translating policy into spatially coherent development actions.

Figure 4.1: Integrating Development Proposals with Spatial Plans

Integration of Development Proposals with Spatial Plans - NERCC



Source: Regional Planning Coordinating Unit, 2025

CHAPTER FIVE

5.0. FORMULATION OF PROGRAMME OF ACTION

5.1. INTRODUCTION

This chapter presents the Northern Regional Coordinating Council's (NERCC) Composite Development Programmes for the 2026–2029 Medium-Term Development Plan (MTDP). It translates the Council's strategic goals and the seventeen (17) prioritized development issues into concrete, costed, and time-bound programmes with clear institutional roles and responsibilities.

As the highest coordinating, regulatory, and monitoring authority in the region, the NERCC's Programmes of Action are designed not merely as a list of projects but as a framework for steering Metropolitan, Municipal, and District Assemblies (MMDAs), sector departments, and development partners towards coherent, integrated, and sustainable outcomes. The NERCC's mandate therefore emphasises:

- **Coordination and Oversight:** Ensuring that programmes across MMDAs and departments are harmonized, aligned with regional priorities, and responsive to national and global development frameworks.
- **Capacity Support:** Providing technical backstopping, institutional strengthening, and targeted resource mobilization to address staffing gaps, logistical constraints, and weak systems at both regional and district levels.
- **Inter-District Integration:** Driving interventions that transcend district boundaries, such as regional road and market corridors, watershed management, disaster response mechanisms, and climate change adaptation programmes.
- **Accountability and Results:** Embedding strong monitoring, evaluation, and reporting systems to ensure transparency, resource efficiency, and measurable outcomes.

The Programmes of Action are structured under the four national development dimensions Economic Development, Social Development, Environment, Infrastructure & Human Settlements, and Governance & Institutional Development while deliberately mainstreaming cross-cutting priorities including gender equality, youth empowerment, climate resilience, disability inclusion, digital transformation, and spatial equity.

By adopting this composite approach, the NERCC seeks to:

- Foster cross-sectoral synergies, ensuring that initiatives in agriculture, education, health, and infrastructure reinforce one another rather than operate in silos;
- Promote regional integration, ensuring that interventions with regional spillovers such as transport corridors, irrigation systems, and cross-border trade initiatives are effectively coordinated;
- Guarantee alignment with national and global frameworks, ensuring that programmes contribute to the Medium-Term National Development Policy Framework (MTNDPF), the Coordinated Programme of Economic and Social Development Policies (CPESDP), and the Sustainable Development Goals (SDGs); and
- Advance a results-oriented culture, where institutional performance is judged not by activities implemented but by outcomes achieved and sustained.

Through this Programme of Action (PoA), the NERCC underscores its role as an enabler of inclusive, sustainable, and transformative development across the Northern Region. The PoA represents not only a roadmap for implementing the MTDP but also a commitment to bridging institutional gaps, addressing spatial inequalities, and ensuring that all districts contribute to and benefit from regional progress.

The details of the programmes, and institutional responsibilities are presented in Table 5.1: Programme of Action.

Table 5.1: Programme of Action (PoA)

No.	Development Programme	Time Frame				Cost (Total GHC)	Cost (Funding Sources)					Programme Status		Implementing Institution/ Department	
		2026	2027	2028	2029		GoG (GHC)	DACF (GHC)	DACF -RFG (GHC)	IGF (GHC)	Others (Specify) (GHC)	New	Ongoing	Lead Institution	Collaborating Institution(s)
Economic Development															
1	Regional Fiscal Resilience & IGF Digitisation Project	✓	✓	✓	✓	8,000,000	2,500,000	1,500,000			4,000,000	✓		NERCC (Finance/ RPCU)	MMDAs, GRA, MoF
2	Funding Flow Tracking & Transparency Initiative	✓	✓			3,000,000	1,000,000	1,000,000			1,000,000	✓		NERCC (RPCU)	MoF, NDPC
3	Regional Employment Observatory Programme	✓	✓	✓	✓	3,000,000	1,000,000	500,000			1,500,000	✓		NERCC (Labour Desk)	Labour Dept., MMDAs
4	MSME Finance Inclusion & Market Access Programme	✓	✓	✓	✓	15,000,000	4,000,000	3,000,000			8,000,000	✓		NERCC (Trade Desk)	NBSSI, MoTI, Banks
Subtotal – Economic Development						29,000,000	8,500,000	6,000,000			14,500,000				
SOCIAL DEVELOPMENT															
5	Integrated Social Service Delivery Framework	✓	✓	✓	✓	8,000,000	3,000,000	1,500,000			3,500,000	✓		NERCC (Social Dev.)	Health, GES, MoGCSP
6	Regional Child Welfare Integration & Protection Initiative	✓	✓	✓		6,000,000	2,000,000	1,000,000			3,000,000	✓		Dept. of Social Welfare	MoGCSP, NGOs
7	Youth Enterprise & Skills Empowerment Programme	✓	✓	✓	✓	10,000,000	3,000,000	2,000,000			5,000,000	✓		NERCC (Youth Desk)	MoYS, NBSSI, TVET
8	Gender Responsive Planning & Leadership Initiative	✓	✓			5,000,000	1,500,000	1,000,000			2,500,000	✓		Dept. of Gender	MMDAs, CSOs
9	Disability Mainstreaming & Accessibility Programme		✓	✓	✓	4,000,000	1,000,000	500,000			2,500,000	✓		NERCC (Social Dev.)	Disability Council, NGOs

No.	Development Programme	Time Frame				Cost (Total GHC)	Cost (Funding Sources)					Programme Status		Implementing Institution/ Department	
		2026	2027	2028	2029		GoG (GHC)	DACF (GHC)	DACF -RFG (GHC)	IGF (GHC)	Others (Specify) (GHC)	New	Ongoing	Lead Institution	Collaborating Institution(s)
10	Citizen Accountability & Digital Engagement Programme	✓	✓	✓	✓	5,000,000	2,000,000	500,000			2,500,000	✓		NERCC (RPCU)	ISD, MMDAs
Subtotal – Social Development						38,000,000	12,500,000	6,500,000			19,000,000				
Environment, Infrastructure & Human Settlements															
11	Environmental Compliance & Spatial Governance Programme	✓	✓	✓		6,000,000	2,500,000	1,000,000			2,500,000	✓		TCPD / EPA	NERCC, MMDAs
12	Climate Adaptation & Resilience Innovation Programme	✓	✓	✓	✓	12,000,000	4,000,000	2,000,000			6,000,000	✓		EPA / Agric Dept.	NADMO, NGOs
13	Disaster Risk Preparedness & Response Programme	✓	✓	✓	✓	8,000,000	3,000,000	1,000,000			4,000,000	✓		NADMO	MMDAs, Health Services
14	Biodiversity Action & Urban Greening Programme		✓	✓	✓	7,000,000	2,000,000	1,000,000			4,000,000	✓		Forestry Commission	TCPD, MMDAs
Subtotal – Env/Infra/Human Settlements						33,000,000	11,500,000	5,000,000			16,500,000	✓			
Governance & Institutional Development															
15	Inter-Agency Coordination & Collaboration Initiative	✓	✓	✓	✓	6,000,000	2,000,000	1,000,000			3,000,000	✓		RPCU	All Regional Depts.
16	Data-Driven Planning & M&E Systems Programme	✓	✓	✓	✓	8,000,000	3,000,000	1,000,000			4,000,000	✓		RPCU (M&E)	NDPC, GSS, MMDAs
17	Institutional Capacity & Logistics Enhancement Programme (incl. office & staff accommodation)	✓	✓	✓	✓	56,000,000	25,000,000	3,000,000			28,000,000	✓	✓	RCC / OHLGS	Works Dept., PWD, MLGRD
Subtotal – Governance & Institutional Dev.						70,000,000	30,000,000	5,000,000			35,000,000				
GRAND TOTAL (ALL DIMENSIONS)						170,000,000	62,500,000	22,500,000			85,000,000				

Source: Regional Planning Coordinating Unit, 2025

5.2. INDICATIVE FINANCIAL STRATEGY

This section presents the indicative financial strategy for implementing the development programmes outlined in the North East Regional Coordinating Council (NERCC) Programme of Action (PoA) for the period 2026–2029. The strategy provides a framework for financing the prioritized programmes, aligning statutory allocations with complementary resources from Development Partners (DPs), Public–Private Partnerships (PPPs), and innovative funding streams.

The financial strategy is designed to:

- Ensure predictable resource flows for effective plan implementation;
- Reduce dependence on any single financing source through a diversified mix;
- Mobilize additional external financing to close identified funding gaps; and
- Promote transparent and accountable resource management across departments and MMDAs under NERCC’s coordination mandate.

5.2.1. *Estimated Programme Cost and Resource Requirements*

The total projected cost for implementing the NERCC’s 2026–2029 MTDP is **GHC170,000,000**. This estimate reflects multi-sectoral priorities across the four national development dimensions.

Table 5.2 (Programme Financing Strategy) provides a breakdown of projected programme costs and expected funding sources. The distribution of resources underscores the integrated nature of NERCC’s development mandate, ensuring alignment between economic, social, environmental, and governance priorities.

a. *Cost Distribution by Development Dimension*

- **Economic Development Programmes:** GHC29,000,000
- **Social Development Programmes:** GHC38,000,000
- **Environment, Infrastructure & Human Settlements Programmes:** GHC33,000,000
- **Governance & Institutional Development Programmes:** GHC70,000,000

These allocations reflect deliberate emphasis on institutional capacity, staffing, and infrastructure improvements (Governance Dimension), alongside significant commitments to social service integration, climate resilience, and local economic empowerment.

5.2.2. *Financing Strategy and Sources*

To mobilize the **GHC170 million** required, NERCC will adopt a multi-source and blended financing strategy, anchored on statutory transfers but complemented by Development Partner support and innovative PPP arrangements.

a. Key elements of the financing strategy include

1. Diversified Financing Mix:

- ✓ **Government of Ghana (GoG)** and **DACF** remain the core statutory financing channels.
- ✓ **DP funding** will be actively pursued for climate resilience, social services, and governance innovations.
- ✓ **PPP frameworks** will be leveraged for infrastructure, ICT systems, and MSME market linkages.

2. Climate-Smart and Performance-Based Financing:

- ✓ Targeting environmental compliance, disaster preparedness, and climate resilience programmes for climate funds, global adaptation financing, and donor-supported performance-based mechanisms.

3. Strategic Partnerships:

- ✓ The RPCU will strengthen resource mobilization through structured donor dialogues, inter-agency coordination, and engagement with private investors.

4. Funding Gap Analysis:

- ✓ Based on Table 5.2, the total expected funding is **GHC148,000,000**, leaving a financing gap of **GHC22,000,000**.
- ✓ The largest shortfalls are in **Governance & Institutional Development (-GHC8.5m)**, **Social Development (-GHC5.5m)**, and **Environment & Infrastructure (-GHC4m)**.
- ✓ Closing these gaps requires targeted DP engagement, PPPs, and innovative financing, including CSR-driven partnerships and climate funds.

5.3. REVENUE GENERATION MEASURES

Although the NERCC is primarily a coordinating and oversight institution rather than a revenue-generating body, it plays a pivotal role in strengthening and guiding revenue mobilization efforts across decentralized departments and MMDAs. NERCC's strategy will therefore focus on enabling departments to innovatively expand IGF sources, improve predictability of statutory transfers, and leverage partnerships to bridge financing gaps.

a. Key Revenue Generation Measures

1. Social Welfare-Driven Revenue Streams:

- ✓ Registration and licensing of NGOs, CSOs, CBOs, and childcare facilities.
- ✓ Compliance monitoring fees for private social protection and welfare services.

2. Physical Planning and Public Works Contributions:

- ✓ Expansion of building permit assessments and inspection fees.
- ✓ Digitalization of land-use and zoning services to enhance compliance and fee collection.
- ✓ Introduction of structured charges for temporary structures and development permits.

3. **Environmental Health Services:**

- ✓ Licensing of sanitation operators, enforcement of compliance fees, and structured environmental fines.
- ✓ Certification and levies for food vendors and waste management operators.

4. **Development Partner & PPP Engagement (RPCU & Finance Unit):**

- ✓ PPP pipelines for ICT, infrastructure, and climate-smart projects.
- ✓ Donor co-financing for social protection, climate resilience, and capacity-building initiatives.

b. Expected Outcomes

- Reduce reliance on DACF flows and donor delays by widening the local revenue base.
- Strengthen the financial sustainability of NERCC-led programmes.
- Foster innovation in IGF generation across decentralized departments.
- Enhance accountability and transparency in regional financing systems.

Through this financial strategy, NERCC positions itself not only as a coordinating body but also as a catalyst for innovative financing, strategic partnerships, and inclusive revenue mobilization. By addressing the identified **GHC22m** financing gap through PPPs, donor alignment, and department-led IGF innovations, NERCC ensures predictable, sustainable, and accountable financing for the 2026–2029 MTDP.

Table 5.2: Programme Financing Strategy

No.	Development Programme	Programme Cost (A) (GHC)	Expected Funding Sources (Costs)						Total (B) (GHC)	Gap C = (B - A) (GHC)	
			GoG (GHC)	DACF (GHC)	IGF (GHC)	DACF-RFG (GHC)	DPs (GHC)	Others (Specify) (GHC)			
Economic Development											
1	Regional Fiscal Resilience & IGF Digitisation Project	8,000,000	2,500,000	1,500,000				2,000,000	1,000,000	7,000,000	-1,000,000
2	Funding Flow Tracking & Transparency Initiative	3,000,000	1,000,000	1,000,000				500,000		2,500,000	-500,000
3	Regional Employment Observatory Programme	3,000,000	1,000,000	500,000				1,000,000		2,500,000	-500,000
4	MSME Finance Inclusion & Market Access Programme	15,000,000	4,000,000	3,000,000				5,000,000	1,000,000	13,000,000	-2,000,000
Subtotal – Economic Development		29,000,000	8,500,000	6,000,000				8,500,000	2,000,000	25,000,000	-4,000,000
Social Development											
5	Integrated Social Service Delivery Framework	8,000,000	3,000,000	1,500,000				2,500,000		7,000,000	-1,000,000
6	Regional Child Welfare Integration & Protection Initiative	6,000,000	2,000,000	1,000,000				2,000,000		5,000,000	-1,000,000
7	Youth Enterprise & Skills Empowerment Programme	10,000,000	3,000,000	2,000,000				3,000,000	1,000,000	9,000,000	-1,000,000
8	Gender Responsive Planning & Leadership Initiative	5,000,000	1,500,000	1,000,000				1,500,000		4,000,000	-1,000,000
9	Disability Mainstreaming & Accessibility Programme	4,000,000	1,000,000	500,000				1,500,000		3,000,000	-1,000,000
10	Citizen Accountability & Digital Engagement Programme	5,000,000	2,000,000	500,000				2,000,000		4,500,000	-500,000
Subtotal – Social Development		38,000,000	12,500,000	6,500,000				12,500,000	1,000,000	32,500,000	-5,500,000
Environment, Infrastructure & Human Settlements											
11	Environmental Compliance & Spatial Governance Programme	6,000,000	2,500,000	1,000,000				2,000,000		5,500,000	-500,000
12	Climate Adaptation & Resilience Innovation Programme	12,000,000	4,000,000	2,000,000				4,500,000	500,000	11,000,000	-1,000,000

No.	Development Programme	Programme Cost (A) (GHC)	Expected Funding Sources (Costs)						Total (B) (GHC)	Gap C = (B - A) (GHC)
			GoG (GHC)	DACF (GHC)	IGF (GHC)	DACF-RFG (GHC)	DPs (GHC)	Others (Specify) (GHC)		
13	Disaster Risk Preparedness & Response Programme	8,000,000	3,000,000	1,000,000			3,000,000		7,000,000	-1,000,000
14	Biodiversity Action & Urban Greening Programme	7,000,000	2,000,000	1,000,000			2,500,000		5,500,000	-1,500,000
Subtotal – Env/Infra/Human Settlements		33,000,000	11,500,000	5,000,000			12,000,000	500,000	29,000,000	-4,000,000
Governance & Institutional Development										
15	Inter-Agency Coordination & Collaboration Initiative	6,000,000	2,000,000	1,000,000			2,000,000		5,000,000	-1,000,000
16	Data-Driven Planning & M&E Systems Programme	8,000,000	3,000,000	1,000,000			2,500,000		6,500,000	-1,500,000
17	Institutional Capacity & Logistics Enhancement Programme (incl. staff accommodation)	56,000,000	25,000,000	3,000,000			20,000,000	2,000,000	50,000,000	-6,000,000
Subtotal – Governance & Institutional Dev.		70,000,000	30,000,000	5,000,000			24,500,000	2,000,000	61,500,000	-8,500,000
GRAND TOTAL (ALL DIMENSIONS)		170,000,000	62,500,000	22,500,000			57,500,000	5,500,000	148,000,000	-22,000,000

Source: Regional Planning Coordinating Unit, 2025

5.4. STRATEGIC ENVIRONMENTAL AND SOCIAL ASSESSMENT (SESA) OF DEVELOPMENT PROGRAMMES

The North East Regional Coordinating Council (NERCC) undertook a Strategic Environmental and Social Assessment (SESA) to ensure that the 2026–2029 Programme of Action (PoA) integrates environmental sustainability, social inclusion, and resilience principles. The assessment was applied to all priority programmes, with Strategic Environmental Assessment (SEA) focusing on interventions with potential ecological risks, and Social Impact Assessment (SIA) applied to initiatives with significant social implications. This dual approach strengthens programme design by embedding safeguards that promote ecological integrity, inclusive access, and resilience against climate and social vulnerabilities.

5.4.1. Environmental Considerations

Programmes with direct land-use, infrastructure, and natural resource implications were screened for environmental risks and resilience challenges.

- Regional Climate Resilience & Adaptation Programme and Regional Disaster Preparedness & Risk Reduction Programme were found to carry implications for watershed management, ecosystem stability, and biodiversity. SEA included baseline hydrological and hazard mapping, with safeguards such as climate-smart infrastructure standards, watershed protection, and integration of nature-based solutions in settlements.
- Biodiversity Conservation & Urban Greening Programme triggered a full SEA, particularly due to risks of deforestation, land degradation, and waste mismanagement. Mitigation measures recommended included urban tree-planting campaigns, biodiversity offsets, and community-based conservation schemes that enhance ecological stewardship.
- Regional Environmental Governance & Enforcement Programme had minimal direct environmental risks but SEA emphasized the need for pollution monitoring systems, mandatory environmental audits, and sustainable compliance mechanisms to improve enforcement.
- Governance-related infrastructure interventions such as office rehabilitation, staff accommodation, and logistics upgrades were screened and determined to carry minor but manageable risks. Recommended safeguards included safe waste disposal practices,

use of energy-efficient materials, and occupational health and safety measures during construction.

5.4.2. Social Considerations

Given the NERCC's mandate to promote inclusive and equitable development, nearly all programmes carried significant social dimensions requiring SIA.

- Youth Empowerment & Skills Development, Child Welfare & Social Protection Coordination, and Disability Inclusion & Accessibility Programmes were assessed for their potential to address inequality and exclusion. SIAs highlighted risks of elite capture, gender bias, and unequal access. Recommended safeguards included affirmative targeting of women, youth, and persons with disabilities, transparent beneficiary selection, and continuous participatory community engagement.
- Citizen Engagement & Accountability Programme and IGF Automation & Database Programme carried negligible environmental implications but strong social impacts. SIAs underscored the need for data protection, gender-sensitive ICT training, and digital inclusion frameworks to ensure equitable access while safeguarding privacy rights.
- Regional Job Tracking & Employment Monitoring Programme was found to enhance labour market transparency but required safeguards to avoid exclusion of rural populations and informal sector workers.

5.4.3. Dual Assessments (SEA & SIA)

Several programmes required both SEA and SIA due to their cross-sectoral nature:

- Donor Coordination & Fiscal Sustainability Initiative was assessed for its indirect environmental and social effects, particularly in shaping investment patterns. SEA recommended alignment of donor and PPP investments with climate resilience and green infrastructure, while SIA emphasized the importance of equitable benefit distribution, social safeguards, and community ownership in externally funded projects.
- Regional Integrated Social Services Programme, covering education, health, and social protection infrastructure, required both assessments. SEA underscored climate-smart siting of facilities (e.g., avoiding flood-prone and hazard-prone zones), while SIA

emphasized universal accessibility for women, children, the elderly, and persons with disabilities.

5.4.4. Key Findings and Safeguards

The SESA concluded that effective integration of environmental and social safeguards is critical to ensuring long-term sustainability and inclusiveness of the MTDP. Key lessons include:

1. SEA is essential for land-use, infrastructure, and resource-based programmes to prevent unintended ecological degradation.
2. SIA is required for all programmes, given the strong equity, inclusion, and accountability dimensions of NERCC interventions.
3. Cross-cutting safeguards recommended across programmes include:
 - ✓ Adoption of climate-smart infrastructure designs and low-carbon technologies.
 - ✓ Affirmative inclusion measures for women, youth, and persons with disabilities in all social programmes.
 - ✓ Strengthening environmental enforcement, monitoring, and compliance frameworks.
 - ✓ Institutionalization of participatory monitoring systems, engaging CSOs, traditional authorities, and local communities.

Through the SESA process, the NERCC ensures that its Programme of Action is not only technically feasible and financially sound but also socially equitable and environmentally sustainable. By embedding SEA and SIA at the planning stage, the Council minimizes risks, promotes inclusiveness, and strengthens resilience, thereby positioning the 2026–2029 MTDP as a driver of both ecological integrity and social equity across the North East Region.

CHAPTER SIX

6.0. FORMULATION OF ANNUAL ACTION PLANS (2026–2029)

6.1. INTRODUCTION

This chapter presents the Annual Action Plans (AAPs) of the Northern Electricity Regional Coordinating Council (NERCC) for the period 2026–2029. The AAPs are the primary operational tools for translating the Council’s Medium-Term Development Plan (MTDP) into annual, time-bound, and costed interventions. They provide the roadmap for the systematic delivery of NERCC’s development priorities and ensure the effective synchronization of planning, budgeting, implementation, and performance monitoring.

Unlike the MTDP, which sets out medium-term strategic directions, the AAPs function as yearly work programmes, defining specific activities, their implementing institutions, funding sources, and quarterly execution timelines. Each AAP therefore serves as both a management instrument and a monitoring framework, ensuring that the Council’s strategic objectives are implemented progressively, with results measured and reported annually.

Each Annual Action Plan specifies:

- The project or programme title and description;
- The location, target beneficiaries, and expected outputs;
- The timeframe for implementation, disaggregated by quarters;
- The estimated cost and funding sources, including GoG, DACF, DACF–RFG, DPs, PPPs, and other financing windows;
- The status of the project (new, ongoing, or rolled over); and
- The responsible lead institution and collaborating partners.

To ensure consistency with both the Medium-Term National Development Policy Framework (MTNDPF, 2026–2029) and the Sustainable Development Goals (SDGs), the NERCC’s AAPs are organized under the four national development dimensions:

1. **Economic Development** – focusing on enhancing regional economic competitiveness through MSME promotion, renewable energy integration, agricultural productivity, youth employment, and digital innovation.

2. **Social Development** – comprising education, health, social protection, child welfare, gender equality, disability inclusion, and programmes that strengthen the social fabric of communities.
3. **Environment, Infrastructure, and Human Settlements** – addressing climate resilience, disaster risk reduction, spatial planning, urban renewal, biodiversity conservation, sanitation, and sustainable energy infrastructure.
4. **Governance and Institutional Development** – covering administrative efficiency, staff capacity development, office and logistics support, inter-agency coordination, citizen participation, ICT-driven governance, and enhanced monitoring and evaluation systems.

The NERCC’s AAPs are designed with three key objectives in mind:

- **Sequencing and resource alignment:** ensuring that annual budgets directly correspond to priority activities in the MTDP.
- **Implementation efficiency and accountability:** by clearly defining responsibilities, funding arrangements, and quarterly milestones to prevent delays and duplication.
- **Inclusiveness and resilience:** by embedding gender equity, youth empowerment, and climate-smart approaches across all programmes to safeguard social and environmental sustainability.

Through this approach, the NERCC’s AAPs provide a strategic bridge between policy and practice, guaranteeing that the 2026–2029 MTDP does not remain aspirational, but is progressively operationalized through coherent, costed, and well-sequenced annual activities. The AAPs thus represent the Council’s commitment to evidence-based planning, accountable governance, and transformative regional development.

Table 6.1: Annual Action Plans for 2026

Projects	Location	Time Frame				Funding Sources (Cost)				Project Status		Implementing Institution/ Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
<i>ECONOMIC DEVELOPMENT</i>													
<i>Goal: Improve financial predictability and sustainable regional economic growth.</i>													
<i>Objective: Enhance IGF mobilization monitoring, donor coordination, MSME development, and job tracking by 2029.</i>													
<i>Programmes: IGF Automation & Database Programme, Donor Coordination & Fiscal Sustainability Initiative, Regional Employment Observatory Programme, MSME Support & Market Linkage Programme.</i>													
Roll out IGF digitisation & monitoring framework for MMDAs	Nalerigu	✓	✓			1,200,000	800,000	–	1,000,000	✓		RCC Finance & MIS Unit	MoF, GRA, MMDAs
Convene Regional Donor & Private Sector Investment Forum	Nalerigu		✓			1,000,000	–	–	1,500,000	✓		RCC Planning Unit	NDPC, GEA, Private Sector, DPs
Develop regional digital dashboard for DACF & GoG releases	Nalerigu	✓		✓		1,500,000	500,000	–	1,000,000	✓		RCC Budget Unit	MoF, Controller, NDPC
Establish Regional Employment Database & Analytics Platform	Nalerigu	✓		✓		2,000,000	–	–	2,500,000	✓		RCC Planning & MIS Unit	Labour Dept., GEA, NYA
Regional MSME Oversight & Support Desk	Nalerigu	✓				1,200,000	800,000	–	1,000,000	✓		RCC Trade & Industry Desk	GEA, NBSSI, Private Sector
Training for MMDA revenue/economic officers on mobilisation	Region-wide	✓		✓		600,000	200,000	–	200,000	✓		RCC HR & Finance Desk	MoF, GRA
Quarterly oversight of job creation & employment initiatives	Region-wide	✓	✓	✓	✓	700,000	300,000	–	400,000	✓		RCC Planning & Labour Desk	GEA, NYA
Publish Annual Economic Performance & Fiscal Report	Nalerigu			✓		400,000	200,000	–	200,000	✓		RCC Planning & Budget	NDPC, MoF
Subtotal – Economic Dev. (2026)						8,600,000	2,800,000	–	7,800,000				
<i>SOCIAL DEVELOPMENT</i>													

Projects	Location	Time Frame				Funding Sources (Cost)				Project Status		Implementing Institution/ Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
<p>Goal: Improve coordination and oversight of social development services in the North East Region.</p> <p>Objective: Strengthen monitoring, inter-agency collaboration, and inclusive service delivery in education, health, social protection, and community development.</p> <p>Programmes: Regional Social Service Oversight & Monitoring Programme, Child Protection & Social Inclusion Programme, Health & Education Coordination Support Programme.</p>													
Annual Regional Social Service Performance Review	Nalerigu		✓			400,000	200,000	–	200,000	✓		RCC Social Desk	GHS, GES, NDPC
Bi-annual monitoring of school enrolment & retention	Region-wide	✓		✓		500,000	200,000	–	300,000	✓		RCC Education Desk	GES, UNICEF
Oversight of regional maternal & child health interventions	Region-wide	✓	✓		✓	450,000	200,000	–	250,000	✓		RCC Health Desk	GHS, MoH
Regional Disability Mainstreaming & Accessibility Audit	District capitals	✓		✓		350,000	150,000	–	200,000	✓		RCC Social Desk	Disability Council
Convene Annual Regional Forum on Youth & Social Inclusion	Nalerigu		✓			300,000	100,000	–	200,000	✓		RCC Planning & Youth Desk	NYA, CSOs
Oversight of SHS Free Education implementation coordination	Region-wide	✓		✓		500,000	200,000	–	300,000	✓		RCC Education Desk	GES, MoE
Capacity building for social welfare officers on child protection	Nalerigu	✓			✓	400,000	200,000	–	200,000	✓		RCC HR & Social Welfare	MoGCSP
Monitoring of nutrition programmes and school feeding	Region-wide	✓	✓			350,000	150,000	–	200,000	✓		RCC Social Desk	GSFP, GES
Publication of Annual Regional Social Accountability Report	Nalerigu			✓		250,000	100,000	–	150,000	✓		RCC Social Desk	NDPC, MoGCSP
Subtotal – Social Dev. (2026)						3,500,000	1,500,000	–	2,000,000				
ENVIRONMENT, INFRASTRUCTURE & HUMAN SETTLEMENT													

Projects	Location	Time Frame				Funding Sources (Cost)				Project Status		Implementing Institution/ Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
<p>Goal: Strengthen environmental governance, disaster risk reduction, and spatial planning oversight. Objective: Consolidate monitoring and enforcement mechanisms across all districts. Programmes: Environmental Governance Oversight, Climate Adaptation Monitoring, Disaster Risk Coordination.</p>													
Establish Regional Environmental Oversight Committee	Nalerigu	✓				300,000	100,000	–	150,000	✓		RCC Planning & Env. Desk	EPA, Forestry
Quarterly joint environmental monitoring exercises	Region-wide	✓	✓	✓	✓	600,000	200,000	–	400,000	✓		Env. Desk	EPA, NADMO, EHOs
Climate change mainstreaming workshops for MMDAs	Nalerigu	✓			✓	250,000	100,000	–	150,000	✓		RPCU	NDPC, MoECC
Develop regional flood risk & settlement vulnerability map	Nalerigu	✓	✓			400,000	200,000	–	200,000	✓		RCC Planning Unit	NADMO, Hydrological Dept.
Oversight of waste management compliance across districts	Region-wide		✓		✓	350,000	150,000	–	200,000	✓		RCC Env. Desk	EHOs, DAs
Stakeholder forum on land use and physical planning	Nalerigu		✓			200,000	100,000	–	100,000	✓		Works & Planning Units	TCPD, Lands Commission
RCC–EPA–Forestry quarterly joint enforcement taskforce	Region-wide	✓		✓		300,000	100,000	–	200,000	✓		RCC Env. Desk	EPA, Forestry
RCC coordination of NADMO disaster simulation exercises	Region-wide		✓		✓	500,000	200,000	–	300,000	✓		NADMO	Security Agencies
Regional environmental data system setup	Nalerigu	✓	✓			450,000	200,000	–	250,000	✓		MIS & Env. Desk	NDPC, EPA
Subtotal – Env. & Infra (2026)						3,350,000	1,350,000	–	1,950,000				
<p>GOVERNANCE & INSTITUTIONAL DEVELOPMENT (NERCC) Goal: Strengthen coordination, accountability, and institutional capacity. Objective: Institutionalize robust inter-departmental coordination, a regional M&E & data system, and adequate office & staff accommodation, logistics and staff skills by 2029. Programmes: Inter-Departmental Coordination & Review Platform; Regional M&E & Data Systems Strengthening; Institutional Capacity & Logistics Enhancement (incl. office & staff accommodation); HR & Records Modernization.</p>													

Projects	Location	Time Frame				Funding Sources (Cost)				Project Status		Implementing Institution/ Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Quarterly inter-departmental review & planning retreats	Nalerigu	✓	✓	✓	✓	500,000	200,000	–	500,000		✓	NERCC Central Administration	All regional departments, NDPC, MMDAs
Develop & roll out regional M&E dashboard + training	Nalerigu + region-wide rollout	✓	✓	✓		1,000,000	500,000	–	1,000,000	✓		RPCU / M&E Unit	NDPC, GSS, MIS, MMDAs
HR audit, staffing plan & recruitment drive	Nalerigu & districts	✓	✓			600,000	200,000	–	200,000	✓		NERCC HR Unit	MLGRD, Public Service Commission
Renovation & expansion of NERCC office + staff accommodation block	Nalerigu	✓	✓	✓	✓	2,500,000	500,000	–	1,000,000		✓	NERCC Central Admin / Works Dept.	PWD, MoF, MMDAs
Procure monitoring vehicles, motorbikes & ICT kits	Region-wide		✓	✓		800,000	200,000	–	500,000	✓		NERCC Procurement Unit	PWD, MMDAs, PPP suppliers
Capacity building – M&E, planning, finance & procurement (150 staff)	Nalerigu + districts		✓	✓	✓	500,000	200,000	–	400,000	✓		RPCU / Training Unit	NDPC, Development Partners
Records management & digitisation (archives, scanners, cloud storage)	Nalerigu	✓	✓			200,000	100,000	–	200,000	✓		NERCC Records Unit / ICT	MIS Unit, NDPC, DPs

GOVERNANCE & INSTITUTIONAL DEVELOPMENT

Projects	Location	Time Frame				Funding Sources (Cost)				Project Status		Implementing Institution/ Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
<i>Goal: Strengthen institutional capacity, coordination, and accountability in regional governance.</i>													
<i>Objective: Consolidate planning, budgeting, HR, M&E, and ICT systems for effective service delivery.</i>													
<i>Programmes: Institutional Strengthening, Governance Reform, Data & M&E Systems.</i>													
Preparation & harmonisation of 2026–2029 MTDP monitoring tools	Nalerigu	✓	✓			400,000	200,000	–	300,000	✓		Planning Unit	NDPC, MMDAs, GSS
Regional M&E Dashboard design & rollout	Nalerigu + region-wide	✓	✓	✓		800,000	300,000	–	700,000	✓		Planning/ MIS Unit	NDPC, MIS, DPs
Budget hearings & regional budget harmonisation clinics	Nalerigu		✓	✓		300,000	200,000	–	200,000	✓		Budget Unit	MoF, Controller, MMDAs
Quarterly inter-departmental review retreats	Nalerigu	✓	✓	✓	✓	400,000	200,000	–	300,000		✓	Central Administration	All Regional Depts., RPCU
Renovation & expansion of RCC office block + staff accommodation	Nalerigu	✓	✓	✓	✓	2,000,000	500,000	–	1,000,000	✓		Works Dept. / Admin	PWD, MoF, MMDAs
HR audit & staff training plan development	Nalerigu	✓	✓			300,000	200,000	–	200,000	✓		HRM Unit	MLGRD, Public Service Comm.
Capacity-building workshops (procurement, audit, finance, records)	Nalerigu		✓	✓	✓	500,000	200,000	–	300,000	✓		Admin / RPCU	Internal Audit, Procurement Authority, NDPC
Procurement database & contract tracking system	Nalerigu	✓		✓		200,000	100,000	–	200,000	✓		Procurement Unit	PPA, Finance, Audit
Modernisation of financial reporting systems (IFMIS integration)	Nalerigu	✓	✓			400,000	200,000	–	300,000	✓		Finance Unit	MoF, CAGD
Internal audit compliance & risk-based audit reviews	Nalerigu & districts		✓	✓		200,000	100,000	–	200,000	✓		Internal Audit Unit	Audit Service, MoF
Records digitisation & e-archiving (cloud + physical archive)	Nalerigu	✓	✓			200,000	100,000	–	200,000	✓		Records Unit / MIS	MIS, NDPC
Regional ICT upgrade: servers, MIS systems, networking	Nalerigu	✓		✓		800,000	300,000	–	700,000	✓		MIS Unit	IT Dept., NDPC, GIZ

Projects	Location	Time Frame				Funding Sources (Cost)				Project Status		Implementing Institution/ Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Public education & information dissemination (radio, media, bulletins)	Region-wide	✓		✓		300,000	100,000	–	200,000	✓		Public Relations / ISD	NCCE, Media Houses
Quarterly citizens' forums & accountability town halls	Nalerigu + selected districts		✓		✓	400,000	200,000	–	300,000	✓		PR/ISD & Planning Unit	NCCE, CSOs, Traditional Councils

Table 6.2: Annual Action Plan for 2027

Projects/Activities	Location	Time Frame				Funding Sources (Cost)				Project Status		Implementing Institution/ Department	
		Q1	Q2	Q3	Q4	GoG (GHC)	DACF (GHC)	IGF (GHC)	Other (GHC)	New	Ongoing	Lead Institution	Collaborating Institutions
<i>ECONOMIC DEVELOPMENT</i>													
<i>Goal:</i> Deepen fiscal sustainability, regional investment promotion, and job creation.													
<i>Objective:</i> Consolidate IGF mobilization monitoring, donor coordination, MSME growth, agricultural value chain strengthening, and employment tracking.													
<i>Programmes:</i> IGF Automation & Database Programme, Regional Investment & Donor Coordination, MSME/Value Chain Development, Employment & Skills Initiative													
Conduct annual Regional Donor & Private Investment Forum	Nalerigu		✓			800,000	–	–	1,500,000		✓	Planning Unit	NDPC, Trade Dept., DPs
Establish & equip MSME Financing & Advisory Desk (Phase II)	Nalerigu + Bunkpurugu	✓		✓		1,200,000	500,000	–	1,000,000		✓	VRCC / GEA	NBSSI, Private Banks
Regional Agricultural Value Chain Incubation Centre (crops & shea)	Nakpanduri	✓	✓	✓		2,000,000	500,000	–	2,500,000	✓		Agric Dept.	MoFA, Private Investors

Projects/Activities	Location	Time Frame				Funding Sources (Cost)				Project Status		Implementing Institution/ Department	
		Q1	Q2	Q3	Q4	GoG (GHC)	DACF (GHC)	IGF (GHC)	Other (GHC)	New	Ongoing	Lead Institution	Collaborating Institutions
Expand Regional Employment Database to capture informal & migrant labour	Region-wide	✓		✓		1,000,000	300,000	–	1,000,000		✓	MIS Labour Dept.	& GEA, NYA
Regional Trade Fair & Investment Promotion Expo	Nalerigu			✓	✓	1,200,000	–	–	1,800,000	✓		Trade Industry	& VRCC, Private Sector
Market Access Support Programme for Women in Trade	Walewale & Gambaga	✓		✓		800,000	400,000	–	600,000	✓		Gender/Trade Unit	NBSSI, CSOs
Establish Agricultural Commodity Price Monitoring Dashboard	Nalerigu	✓	✓			700,000	–	–	800,000	✓		Planning/MIS	Agric Dept., MoTI
Subtotal – Economic Development						9,200,000	2,500,000	–	7,400,000				
SOCIAL DEVELOPMENT													
<i>Goal: Improve social protection, inclusion, and human capital.</i>													
<i>Objective: Strengthen education, health, child protection, disability inclusion, and youth empowerment.</i>													
<i>Programmes: Social Protection & Child Welfare, Education & Skills Development, Public Health Outreach, Gender Equality & Inclusion.</i>													
Regional Child Welfare & Social Protection Coordination	Nalerigu	✓	✓			1,200,000	500,000	–	1,000,000		✓	Social Welfare Dept.	MoGCSP, CSOs
Regional Disability Inclusion & Accessibility Campaign	Walewale + Gambaga		✓			600,000	400,000	–	600,000	✓		Social Welfare / HR Unit	NGOs, DPs
Regional Health Outreach & Screening Campaign	Nakpanduri + Bunkpurugu	✓	✓	✓		1,500,000	500,000	–	1,200,000	✓		GHS Regional Office	NGOs
Scholarship Scheme for Vulnerable Youth (STEM, Phase II)	Region-wide	✓				2,000,000	1,000,000	–	1,500,000		✓	Education Unit	MoE, GETFund

Projects/Activities	Location	Time Frame				Funding Sources (Cost)				Project Status		Implementing Institution/ Department	
		Q1	Q2	Q3	Q4	GoG (GH¢)	DACF (GH¢)	IGF (GH¢)	Other (GH¢)	New	Ongoing	Lead Institution	Collaborating Institutions
Youth Skills Apprenticeship & Startup Kits	Nalerigu + Walewale		✓	✓		1,200,000	800,000	–	1,000,000		✓	Youth Unit	COTVET, GEA
Establish Regional Literacy & Community Learning Centres	Gambaga + Yunyoo	✓				800,000	300,000	–	800,000	✓		Education / Literacy Unit	NGOs
Maternal & Child Health Improvement (mobile clinics)	Chereponi & East Mamprusi	✓	✓		✓	1,500,000	500,000	–	1,200,000	✓		Health Directorate	MoH, NGOs
Gender-Based Violence (GBV) Prevention & Safe Spaces Programme	Region-wide	✓		✓		1,000,000	400,000	–	900,000	✓		Gender Desk	Social Welfare, NGOs
Subtotal – Social Development						9,800,000	4,400,000	–	8,200,000				
ENVIRONMENT, INFRASTRUCTURE & HUMAN SETTLEMENTS													
<i>Goal: Build climate resilience, disaster preparedness, and sustainable settlements.</i>													
<i>Objective: Promote climate adaptation, disaster response, waste management, and sustainable infrastructure.</i>													
<i>Programmes: Climate & Disaster Preparedness Programme, Waste & Sanitation Initiative, Infrastructure Improvement, Land Use & Human Settlements Digitalisation.</i>													
Climate Resilience & Adaptation Pilots (water harvesting, flood defenses)	Chereponi + East Mamprusi	✓	✓			2,000,000	1,000,000	–	1,500,000	✓		NADMO / EPA	NGOs
Biodiversity Conservation & Urban Greening	Nalerigu + Yunyoo	✓		✓		1,200,000	500,000	–	1,200,000		✓	Parks & Gardens	Forestry Commission
Regional Disaster Preparedness Training & Equipment	Region-wide		✓	✓		1,000,000	500,000	–	1,000,000	✓		NADMO	Security Services
Waste Management & Recycling Pilot	Nalerigu	✓				800,000	400,000	–	600,000	✓		Environmental Health	Private Sector

Projects/Activities	Location	Time Frame				Funding Sources (Cost)				Project Status		Implementing Institution/ Department	
		Q1	Q2	Q3	Q4	GoG (GH¢)	DACF (GH¢)	IGF (GH¢)	Other (GH¢)	New	Ongoing	Lead Institution	Collaborating Institutions
Rehabilitation of Feeder Roads (market access + farming areas)	West Mamprusi + Bunkpurugu	✓	✓	✓		2,000,000	1,000,000	–	2,000,000	✓		Works Dept.	Dept. of Feeder Roads
ICT-Based Land Use & Building Permit Digitalisation	Nalerigu	✓	✓			600,000	200,000	–	600,000	✓		Physical Planning	MIS, Lands Commission
Subtotal – Environment & Infrastructure 2027						7,600,000	3,600,000	–	6,900,000				

GOVERNANCE & INSTITUTIONAL DEVELOPMENT

Goal: Strengthen governance, accountability, and service delivery.

Objective: Improve institutional capacity, accountability systems, and RCC service delivery.

Programmes: Institutional Strengthening & Coordination, ICT & Digital Governance, Accountability & Transparency Programme.

Completion of RCC Office Rehabilitation & Staff Accommodation (Phase II)	Nalerigu	✓	✓	✓	✓	2,000,000	500,000	–	1,500,000		✓	Works/Admin	PWD, MoF
Regional M&E Dashboard – Expansion to cover all 6 MMDAs	Nalerigu + districts	✓	✓			800,000	300,000	–	700,000		✓	Planning/MIS	NDPC
Annual Capacity Building – HRM, Procurement, Audit, Records	Nalerigu		✓	✓		600,000	200,000	–	400,000		✓	HRM/Admin	PPA, Audit Service
Roll-out of IFMIS (Phase II) – digital accounting & reporting	Nalerigu	✓				400,000	200,000	–	400,000		✓	Finance	MoF, Controller
Citizen Accountability Forums (quarterly town halls)	Nalerigu, Walewale, Gambaga	✓	✓	✓	✓	500,000	300,000	–	400,000		✓	ISD/PR Unit	NCCE, CSOs
Annual RCC Coordination Retreat (review of MTDP)	Nalerigu		✓			400,000	200,000	–	400,000	✓		Admin/Planning	All Depts.

Projects/Activities	Location	Time Frame				Funding Sources (Cost)				Project Status		Implementing Institution/ Department	
		Q1	Q2	Q3	Q4	GoG (GHC)	DACF (GHC)	IGF (GHC)	Other (GHC)	New	Ongoing	Lead Institution	Collaborating Institutions
RCC Records Digitalisation & Archiving Project	Nalerigu	✓	✓			600,000	200,000	–	500,000	✓		Records Unit	MIS, IT
Subtotal – Governance						5,300,000	1,900,000		3,900,000				
Grand Total													

Table 6.3: Annual Action Plan 2028

Projects	Location	Time Frame				Funding Sources (Cost)				Project Status		Implementing Institution/ Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
<i>ECONOMIC DEVELOPMENT</i>													
<i>Goal: Sustain inclusive economic growth, enhance MSME productivity, and expand job opportunities.</i>													
<i>Objective: Strengthen IGF digitization & mobilization monitoring, PPP investments, agricultural value chains, youth entrepreneurship, and regional employment systems.</i>													
<i>Programmes: IGF Automation & Revenue Optimisation, Regional PPP & Investment Promotion, MSME/Value Chain Growth, Youth Jobs & Entrepreneurship Support.</i>													
Monitor full roll-out of IGF E-Payment Platform to all 6 MMDAs	Region-wide	✓	✓			2,000,000	800,000	–	1,500,000		✓	Finance Unit	GRA, MoF
AI-based predictive analytics for IGF & DACF flows	Nalerigu	✓		✓		1,000,000	500,000	–	1,000,000	✓		Budget Unit	MIS, Controller
Regional PPP Policy & Investment Promotion Strategy	Nalerigu	✓				800,000	–	–	1,200,000	✓		Planning Unit	NDPC, DPs
Establish Shea & Groundnut Processing Facility (PPP model)	Walewale	✓	✓	✓		2,000,000	800,000	–	2,500,000	✓		Agric Dept.	MoFA, Private Sector
MSME Growth Fund – start-up grants for women & youth	Region-wide	✓		✓		2,000,000	1,000,000	–	1,500,000	✓		Business Advisory Centre	GEA, NBSSI
Regional Export Promotion & Market Linkages Fair	Nalerigu		✓	✓		1,200,000	–	–	1,800,000	✓		Trade Dept.	GEA, MoTI
Digital Job Portal Upgrade – AI CV-matching	Nalerigu	✓		✓		600,000	–	–	1,000,000		✓	MIS Unit	Labour Dept., NYA

Projects	Location	Time Frame				Funding Sources (Cost)				Project Status		Implementing Institution/ Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Youth in Agribusiness Accelerator Hubs	Gambaga & Chereponi	✓	✓			1,500,000	500,000	–	1,500,000	✓		Agric / Youth Unit	MoFA, CSOs
Regional Industrial Zone Feasibility Study	Nakpanduri	✓	✓			700,000	–	–	1,300,000	✓		Works / Planning	Trade, Private Sector
Business Development Clinics (quarterly, 6 districts)	Region-wide	✓	✓	✓	✓	1,000,000	600,000	–	1,200,000	✓		GEA / NBSSI	VRCC
E-commerce & Digital Trade Skills Programme	Nalerigu + Walewale		✓		✓	800,000	400,000	–	600,000	✓		Youth / MIS	MoC, IT firms
Agricultural Mechanisation Support – tractors & irrigation pumps	East Mamprusi	✓	✓	✓		2,000,000	800,000	–	2,000,000	✓		Agric Dept.	MoFA
Regional Value Chain Research & Data Centre	Nalerigu	✓	✓			1,200,000	500,000	–	1,300,000	✓		Planning / MIS	NDPC, GSS
Establish Regional Farmers' Cooperatives Union Secretariat	Walewale		✓	✓		700,000	400,000	–	800,000	✓		Agric Dept.	Farmer Associations
Skills Upgrade for Artisans (construction, mechanics, textiles)	Nalerigu, Gambaga	✓	✓			1,000,000	600,000	–	900,000	✓		NVTI	COTVET
Agro-processing Industrial Hubs – pilot operations	Chereponi	✓	✓			1,500,000	800,000	–	1,700,000	✓		Agric Dept.	MoFA, Private Sector
Entrepreneurship Bootcamps & Seed Grants	Nalerigu	✓		✓		1,000,000	400,000	–	1,600,000	✓		Youth Desk	NYA, CSOs
Regional Cooperative Bank Feasibility Study	Nalerigu		✓			700,000	–	–	800,000	✓		Finance Unit	BoG, MoF
ICT Skills for Rural SMEs (digital bookkeeping, e-commerce)	Bunkpurugu	✓	✓		✓	900,000	500,000	–	1,100,000	✓		MIS Unit	MoC, NBSSI
Regional Annual Economic Policy Dialogue Forum	Nalerigu			✓		600,000	–	–	900,000	✓		RPCU	NDPC, DPs
Subtotal – Economic Development 2028						20,700,000	7,100,000						
SOCIAL DEVELOPMENT													
<i>Goal: Improve access to quality education, healthcare, and social protection for all.</i>													
<i>Objective: Strengthen human capital, social welfare systems, and inclusive access to services across NERCC.</i>													
<i>Programmes: Regional Education Access & Quality Improvement, Health Systems Strengthening, Child & Social Protection, Disability Inclusion, Community Development & Welfare.</i>													
Digital Learning Centres (e-library + WiFi)	Nalerigu, Walewale		✓	✓		800,000	400,000	–	1,200,000	✓		GES / MIS	MoE, IT Firms

Projects	Location	Time Frame				Funding Sources (Cost)				Project Status		Implementing Institution/ Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
School Feeding Expansion (5,000 pupils)	Region-wide	✓	✓	✓		2,000,000	1,000,000	–	1,500,000	✓		Social Welfare	Caterers, MoE
Regional Health Outreach (Mobile Clinics)	Chereponi & Bunkpurugu	✓	✓	✓		1,200,000	500,000	–	1,500,000	✓		Health Directorate	NGOs
HIV/AIDS Awareness & Screening Campaign	Region-wide	✓		✓		600,000	–	–	800,000	✓		Health Directorate	NGOs, CSOs
Establish Disability Resource Centre	Nalerigu	✓	✓			1,000,000	500,000	–	1,200,000	✓		Social Welfare	Disability Council
Regional Child Protection Committee Office	Walewale	✓	✓			700,000	400,000	–	600,000	✓		DSW	UNICEF, MoGCSP
Expand LEAP beneficiaries (1,000 HHs)	Region-wide	✓	✓	✓		1,800,000	–	–	2,200,000	✓		Social Welfare	MoGCSP
Youth Skills Development Centres (equip & run)	Gambaga, Nalerigu	✓	✓			1,500,000	800,000	–	1,200,000	✓		NYA	COTVET, CSOs
Girls' Education Advocacy & Mentorship	Region-wide		✓	✓		500,000	300,000	–	700,000	✓		GES	NGOs, MoE
Nutrition Improvement Campaign (maternal & child)	Region-wide	✓	✓			800,000	400,000	–	1,000,000	✓		Health Directorate	UNICEF, CSOs
Refurbish Regional Social Welfare Office	Nalerigu	✓	✓			1,200,000	500,000	–	800,000	✓		Works / DSW	VRCC
Digital Social Protection Registry (biometric system)	Nalerigu	✓	✓		✓	1,000,000	–	–	1,500,000	✓		MIS / DSW	MoGCSP
Regional Orphanage & Foster Care Support Scheme	Walewale & Chereponi	✓		✓		700,000	300,000	–	900,000	✓		DSW	NGOs, Faith-based
Youth & Sports Talent Development Initiative	Nalerigu Stadium	✓		✓		1,000,000	400,000	–	1,200,000	✓		Youth Desk	NSA, CSOs
School Sanitation & Hygiene Drive	Region-wide	✓	✓	✓		800,000	400,000	–	1,000,000	✓		GES	EHOs, NGOs
Annual Regional Health & Education Policy Forum	Nalerigu			✓		600,000	–	–	800,000	✓		RPCU	MoH, MoE, NDPC
Subtotal – Social Development 2028						23,400,000	7,400,000	–	24,300,000				
<i>ENVIRONMENT, INFRASTRUCTURE & HUMAN SETTLEMENT DEVELOPMENT</i>													

Projects	Location	Time Frame				Funding Sources (Cost)				Project Status		Implementing Institution/ Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Goal: Strengthen coordination, monitoring, and enforcement of environmental management, settlement planning, and infrastructure development across the North East Region.													
Objective: Enhance inter-district collaboration, build MMDA capacity in spatial planning and environmental management, and strengthen monitoring and reporting systems for infrastructure and environmental interventions.													
Programmes: Regional Spatial Planning Coordination, Climate Resilience Oversight, Environmental Governance & Enforcement, Infrastructure Monitoring & Compliance													
Regional review & validation of MMDA spatial development frameworks	Nalerigu	✓	✓			350,000	200,000	–	250,000	✓		NERCC Planning Unit	TCPD, NDPC
Capacity building for MMDA Physical Planning & Works staff (GIS, zoning, compliance)	Region-wide	✓		✓		400,000	200,000	–	300,000	✓		NERCC Works Dept.	TCPD, MIS Unit
Quarterly monitoring of MMDA infrastructure projects (roads, markets, schools)	Region-wide	✓	✓	✓	✓	500,000	250,000	–	300,000	✓		NERCC Works & Budget Units	DFR, GES, MoH
Oversight on environmental sanitation bylaws enforcement	Major urban centres	✓		✓		300,000	150,000	–	200,000	✓		NERCC EHOs	District EHOs, MoLG
Regional coordination meeting on climate adaptation & disaster risk reduction	Nalerigu		✓			200,000	100,000	–	150,000	✓		RPCU & NADMO	EPA, CSOs
Develop & roll out regional environmental monitoring dashboard	Nalerigu	✓	✓			500,000	200,000	–	300,000	✓		MIS Unit	EPA, TCPD
Facilitate regional land-use compliance inspections	Selected growth centres	✓		✓		300,000	150,000	–	200,000	✓		NERCC TCPD	Lands Commission
Annual Regional Infrastructure & Environment Report publication	Nalerigu			✓		250,000	100,000	–	200,000	✓		RPCU	Works Dept., TCPD
Regional stakeholder forum on waste management PPPs	Nalerigu		✓			200,000	100,000	–	150,000	✓		NERCC EHOs	Private Sector, NGOs
Capacity support for MMDA building permit committees	Region-wide	✓	✓			300,000	150,000	–	200,000	✓		NERCC Works & Physical Planning	TCPD, Legal Unit
Monitoring of climate resilience and green projects funded by DPs	Region-wide	✓		✓		350,000	150,000	–	200,000	✓		RPCU	EPA, Forestry Commission

Projects	Location	Time Frame				Funding Sources (Cost)				Project Status		Implementing Institution/ Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Regional training on environmental compliance audits	Nalerigu	✓		✓		250,000	100,000	–	150,000	✓		NERCC EHOs	EPA, CSOs
Oversight of MMDA disaster preparedness exercises	Region-wide	✓	✓			300,000	150,000	–	200,000	✓		NADMO & RPCU	Security Services
Mid-year infrastructure and settlement review retreat	Nalerigu		✓			200,000	100,000	–	150,000	✓		RPCU	Works, TCPD, EHOs
Spatial compliance joint inspections (markets, lorry parks, new towns)	Walewale & Bunkpurugu	✓		✓		250,000	100,000	–	150,000	✓		NERCC Works & TCPD	MMDAs
Development of regional environmental knowledge hub (digital repository)	Nalerigu	✓	✓			400,000	200,000	–	250,000	✓		MIS & Planning Units	EPA, MoEn
Subtotal – Env., Infrastructure & Settlement 2028						5,250,000	2,400,000	–	3,400,000				
GOVERNANCE & INSTITUTIONAL DEVELOPMENT													
<i>Goal: Strengthen institutional coordination, accountability, and capacity of NERCC and MMDAs for effective governance and service delivery.</i>													
<i>Objective: Improve inter-departmental collaboration, build staff and institutional capacity, strengthen M&E and data systems, and improve office and logistics infrastructure.</i>													
<i>Programmes: Inter-Agency Coordination & Collaboration Initiative, Data-Driven M&E Systems, Institutional Capacity & Logistics Enhancement, Governance Transparency & Citizen Engagement.</i>													
Quarterly Regional Inter-Departmental Coordination Forums	Nalerigu	✓	✓	✓	✓	400,000	200,000	–	200,000		✓	RPCU	All Dept. Heads
Annual Regional Coordinating Retreat	Gambaga		✓			500,000	200,000	–	300,000	✓		RCC Admin	Planning, Budget
Rollout of Harmonised Regional M&E Dashboard	Nalerigu	✓	✓			700,000	300,000	–	500,000	✓		M&E Unit	MIS, NDPC
Capacity building for Internal Audit staff (risk-based auditing)	Nalerigu	✓		✓		250,000	100,000	–	150,000	✓		Internal Audit Unit	MoF, GII
Establishment of Regional HRM & Performance Appraisal System	Nalerigu	✓				400,000	200,000	–	250,000	✓		HRM Unit	OHCS, MMDAs
Upgrade & furnishing of RCC central offices (Admin, HR, Records)	Nalerigu	✓	✓	✓		1,200,000	600,000	–	700,000	✓		RCC Admin & Works	PWD, Procurement
Procurement transparency initiative (digital procurement monitoring)	Nalerigu		✓	✓		300,000	150,000	–	200,000	✓		Procurement Unit	PPPA, IT Unit
ICT infrastructure upgrade for MIS & M&E Units	Nalerigu	✓			✓	500,000	200,000	–	300,000	✓		MIS Unit	Planning, IT

Projects	Location	Time Frame				Funding Sources (Cost)				Project Status		Implementing Institution/ Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Institutionalisation of Regional Citizen Report Card System	Region-wide		✓		✓	400,000	200,000	–	250,000	✓		Planning Unit	ISD, CSOs
Development of Regional Governance & Accountability Annual Report	Nalerigu			✓		200,000	100,000	–	100,000	✓		RPCU	ISD, Audit
Refresher training for Finance & Budget officers on PFM Act	Nalerigu	✓				300,000	150,000	–	150,000	✓		Finance & Budget Units	MoF
Regional peer learning exchange with other RCCs	Tamale / Bolga		✓			350,000	150,000	–	200,000	✓		RCC Admin	NDPC, OHLGS
Establishment of RCC Complaints & Client Service Centre	Nalerigu	✓	✓			500,000	250,000	–	300,000	✓		Client Service Unit	ISD, HRM
Records digitisation & e-filing system rollout	Nalerigu	✓		✓		400,000	200,000	–	250,000	✓		Records Unit	MIS, Admin
Bi-annual anti-corruption sensitisation workshops	Region-wide		✓		✓	250,000	100,000	–	150,000	✓		Internal Audit & PR	CHRAJ, CSOs
Gender-responsive governance mainstreaming workshop	Nalerigu	✓				200,000	100,000	–	100,000	✓		Gender Desk	HRM, NDPC
Regional media engagement forum on governance accountability	Nalerigu		✓			200,000	100,000	–	100,000	✓		ISD & PR	Media Houses
RCC fleet & logistics management system rollout	Nalerigu	✓	✓			600,000	300,000	–	400,000	✓		Admin & Transport	Works, Stores
Staff wellness & motivation programme (health, retreats, bonding)	Nalerigu	✓		✓		300,000	150,000	–	150,000	✓		HRM	All Units
Annual North East Governance & Development Conference	Nalerigu			✓		500,000	250,000	–	300,000	✓		RPCU & ISD	NDPC, CSOs, DPs
Subtotal – Governance & Institutional Development 2028						8,950,000	4,450,000	–	5,550,000				

Table 6.4: Annual Action Plans for 2029

Projects	Location	Time Frame				Funding Sources (Cost)				Project Status		Implementing Institution/ Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
ECONOMIC DEVELOPMENT													
<i>Goal: Strengthen economic governance, investment facilitation, and regional employment oversight.</i>													
<i>Objective: Consolidate systems for IGF monitoring, donor coordination, MSME support, and labour market tracking.</i>													
<i>Programmes: Regional Fiscal Oversight Programme, MSME Linkages & Market Facilitation, Labour & Employment Observatory</i>													
Final audit of IGF automation systems in all MMDAs	Region-wide	✓	✓			700,000	200,000	–	500,000		✓	RCC Finance	GRA, MoF
Endline economic performance monitoring report	Nalerigu			✓		600,000	200,000	–	400,000	✓		RCC Planning	NDPC
Regional Investment & Trade Oversight Forum	Nalerigu		✓			700,000	–	–	1,000,000	✓		RCC Planning	MoTI, GEA, DPs
Oversight of MSME capacity programmes	Region-wide	✓	✓	✓		500,000	200,000	–	300,000		✓	RCC Trade Desk	NBSSI, GEA
Job tracking database – final labour report	Nalerigu	✓		✓		800,000	–	–	1,000,000		✓	RCC MIS/Labour	Labour Dept., NYA
Oversight of agribusiness incubation centres	Selected districts	✓	✓			600,000	200,000	–	300,000		✓	RCC Agric Desk	MoFA, MoTI
Regional value-chain development coordination	Nalerigu		✓		✓	500,000	–	–	700,000	✓		RCC Agric/Planning	MoFA, DPs
Annual monitoring of DACF utilisation (economic projects)	Region-wide	✓		✓		600,000	200,000	–	300,000		✓	RCC Budget	MoF, Controller
Oversight of skills-development PPP schemes	Nalerigu		✓			600,000	–	–	800,000	✓		RCC Planning	COTVET, GEA
Training MMDA economic officers on PPP oversight	Nalerigu	✓		✓		500,000	200,000	–	300,000	✓		RCC HR & Planning	MoTI

Projects	Location	Time Frame				Funding Sources (Cost)				Project Status		Implementing Institution/ Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Regional Donor Coordination Review (endline)	Nalerigu		✓			600,000	–	–	800,000	✓		RCC Planning	NDPC, DPs
Labour market oversight retreat (final review)	Nalerigu	✓			✓	500,000	200,000	–	300,000	✓		RCC Labour Desk	NYA, GEA
Regional trade fair monitoring & compliance	District capitals		✓	✓		400,000	200,000	–	300,000		✓	RCC Trade Desk	MoTI
MSME financing facilitation oversight	Nalerigu			✓		500,000	200,000	–	400,000	✓		RCC Finance/G EA	Banks, NBSSI
Economic data harmonisation with NDPC	Nalerigu	✓		✓		400,000	–	–	600,000		✓	RCC MIS & Planning	NDPC
Regional cooperative oversight programme	Nalerigu		✓	✓		500,000	200,000	–	300,000	✓		RCC Trade	Dept. of Cooperatives
Final Regional MSME Oversight Report	Nalerigu			✓		400,000	200,000	–	200,000	✓		RCC Planning	NDPC, MoTI
Subtotal – Economic (2029)						5,700,000	2,200,000	–	3,000,000				
<i>SOCIAL DEVELOPMENT</i>													
<i>Goal: Promote integrated, equitable, and inclusive social service delivery.</i>													
<i>Objective: Consolidate oversight of health, education, child welfare, youth empowerment, and gender equality systems.</i>													
<i>Programmes: Integrated Social Services Oversight, Education Equity Monitoring, Social Protection Coordination</i>													
Regional endline evaluation of education outcomes (BECE/WASSCE performance)	Region-wide	✓		✓		500,000	200,000	–	300,000		✓	RCC Education Desk	GES, MoE
Oversight of School Feeding Programme compliance	Region-wide	✓		✓		600,000	200,000	–	300,000		✓	RCC Social Protection	GES, Caterers
Regional Health Systems Review Forum	Nalerigu		✓			600,000	–	–	400,000	✓		RCC Health Desk	GHS, MoH
Monitoring of essential drug & vaccine distribution	Region-wide	✓			✓	500,000	200,000	–	300,000		✓	RCC Health Desk	GHS, UNICEF

Projects	Location	Time Frame				Funding Sources (Cost)				Project Status		Implementing Institution/ Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Disability Inclusion Oversight Forum (final review)	Nalerigu		✓			400,000	200,000	–	300,000	✓		RCC Social Welfare	DSW, PWD Associations
Regional Gender Equality & Women's Empowerment Review	Nalerigu	✓			✓	500,000	200,000	–	300,000	✓		RCC Gender Desk	MoGCSP, NGOs
Endline review of child protection referral systems	Region-wide	✓	✓			500,000	200,000	–	300,000		✓	RCC Social Welfare	UNICEF, NGOs
Annual Youth Skills & Employment Oversight Forum	Nalerigu		✓			600,000	200,000	–	300,000	✓		RCC Youth Desk	NYA, COTVET
Social Integration Scorecard (final year)	Region-wide	✓		✓		400,000	200,000	–	200,000		✓	RCC Planning	NDPC
Oversight of NGO/CSO compliance & registration	Region-wide	✓	✓			500,000	200,000	–	300,000	✓		RCC PR Unit	DSW, Registrar-General
Endline evaluation of school-to-work transition systems	Nalerigu			✓		500,000	–	–	400,000		✓	RCC Education & Youth	NYA, MoE
Regional Nutrition & Food Security Oversight	District hospitals	✓		✓		500,000	200,000	–	300,000		✓	RCC Health Desk	GHS, MoFA
Oversight of community-based rehabilitation (CBR)	Region-wide	✓		✓		400,000	200,000	–	200,000		✓	RCC Social Welfare	NGOs
Annual Social Development Coordination Retreat	Nalerigu	✓			✓	600,000	200,000	–	300,000	✓		RCC Social Desk	MoGCSP, NGOs
Subtotal – Social (2029)						6,600,000	2,200,000	–	2,200,000				

ENVIRONMENT, INFRASTRUCTURE & HUMAN SETTLEMENT

Goal: Strengthen environmental governance, disaster risk reduction, and spatial planning oversight.
Objective: Consolidate monitoring and enforcement mechanisms across all districts.
Programmes: Environmental Governance Oversight, Climate Adaptation Monitoring, Disaster Risk Coordination.

Projects	Location	Time Frame				Funding Sources (Cost)				Project Status		Implementing Institution/ Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Endline monitoring of regional spatial planning framework	Nalerigu	✓		✓		500,000	200,000	–	300,000		✓	RCC Physical Planning	TCPD, Land Use Authority
Oversight of MMDA disaster preparedness plans	Region-wide	✓	✓			500,000	200,000	–	300,000		✓	RCC NADMO Desk	NADMO
Regional Climate Resilience Oversight Forum	Nalerigu		✓			600,000	–	–	400,000	✓		RCC Environment	EPA, NGOs
Annual Environmental Compliance Monitoring Report	Region-wide	✓			✓	500,000	200,000	–	300,000		✓	RCC Environment	EPA
Oversight of sanitation & waste management PPP contracts	Region-wide	✓	✓			500,000	200,000	–	300,000	✓		RCC Environmental Health	Waste firms
Regional Green Development Scorecard	Nalerigu	✓			✓	400,000	200,000	–	200,000		✓	RCC Environment	NGOs
Endline biodiversity & greening programme review	Region-wide		✓	✓		400,000	200,000	–	200,000		✓	RCC Environment	Forestry Comm.
Annual review of climate-smart pilot projects	Nalerigu	✓		✓		500,000	–	–	400,000		✓	RCC Planning	MoFA, NGOs
Oversight of flood early warning systems	District flood-prone zones	✓		✓		500,000	200,000	–	300,000		✓	RCC NADMO	GMet, Hydrology
Final regional report on disaster risk management	Nalerigu		✓		✓	500,000	200,000	–	300,000		✓	RCC NADMO Desk	NADMO, MoF
Subtotal – Env./Infra. (2029)						5,000,000	1,600,000	–	1,600,000				

GOVERNANCE & INSTITUTIONAL DEVELOPMENT

Goal: Strengthen institutional capacity, coordination, and accountability in regional governance.
Objective: Consolidate planning, budgeting, HR, M&E, and ICT systems for effective service delivery.
Programmes: Institutional Strengthening, Governance Reform, Data & M&E Systems.

Projects	Location	Time Frame				Funding Sources (Cost)				Project Status		Implementing Institution/ Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Roll-out of final integrated RCC M&E dashboard	Nalerigu	✓		✓		1,200,000	400,000	–	600,000		✓	RCC M&E	NDPC
Annual Inter-Agency Governance Review Retreat	Nalerigu		✓		✓	1,000,000	400,000	–	600,000	✓		RCC Admin	NDPC, MoF
Capacity building for Internal Audit & Risk Mgmt	Nalerigu	✓			✓	800,000	200,000	–	500,000	✓		RCC Audit Unit	Internal Audit Agency
Annual HR Audit & Staff Performance Review	RCC HQ	✓			✓	800,000	200,000	–	400,000		✓	RCC HRM	OHCS, PSC
Endline Monitoring of MMDA Annual Action Plans	Region-wide	✓	✓			1,000,000	400,000	–	600,000		✓	RCC Planning	NDPC
Oversight of MMDA procurement compliance	Region-wide	✓	✓			800,000	200,000	–	400,000	✓		RCC Procurement	PPA
ICT Systems Oversight & Data Protection Audit	RCC HQ		✓	✓		800,000	200,000	–	500,000	✓		RCC MIS	NITA
Public Engagement & Accountability Oversight	Region-wide	✓		✓		700,000	200,000	–	400,000	✓		RCC PR Unit	ISD, NGOs
Final Governance Performance Report (2026–2029)	Nalerigu	✓			✓	900,000	200,000	–	400,000	✓		RCC Planning	NDPC
Subtotal – Governance (2029)						7,000,000	2,400,000	–	6,000,000				

CHAPTER SEVEN

7.0. MONITORING AND EVALUATION FRAMEWORK

7.1. INTRODUCTION

This chapter outlines the Monitoring and Evaluation (M&E) framework designed to track, assess, and report on the implementation of the North East Regional Coordinating Council's (NERCC) 2026–2029 Medium-Term Development Plan (MTDP). The framework provides the institutional arrangements, tools, indicators, and participatory approaches required to measure progress, evaluate outcomes, and ensure accountability for all programmes and activities coordinated by NERCC.

The framework is grounded in the principles of the National Development Planning (System) Act, 1994 (Act 480), the Local Governance Act, 2016 (Act 936), and the NDPC's national M&E guidelines. It integrates M&E into the Programme of Action (PoA), the Annual Action Plans (AAPs), and the Programme Financing Strategy (PFS) to ensure coherence, effective implementation, and evidence-based reporting.

The NERCC framework emphasizes:

- Evidence-based decision-making, through regular reporting and data-driven reviews.
- Institutional learning, by linking monitoring results to planning and resource allocation.
- Accountability and transparency, ensuring that the Council meets statutory reporting obligations to the NDPC, the Ministry of Local Government, Decentralisation and Rural Development (MLGDRD), Development Partners, and most importantly, the citizens of the North East Region.
- Inclusivity and resilience, by incorporating the voices of vulnerable groups, local communities, and traditional institutions into the monitoring process.

7.2. STAKEHOLDER ANALYSIS

The M&E function at NERCC is a collaborative process, requiring contributions from multiple stakeholders who collect, verify, analyze, and use performance information. Stakeholder roles are defined to ensure complementarity, credibility, and participation.

1. Primary Actors

- **NERCC / RPCU:** Leads M&E coordination, consolidates reports from departments and districts, ensures compliance with NDPC standards.
- **Heads of Departments, Agencies, and Units (22 in total):** Collect and validate sector-specific data, and feed into regional reports.
- **Finance, Budget and Audit Units:** Track resource inflows, expenditure, and financial accountability.
- **Sectoral Departments (Health, Education, Agriculture, Social Welfare, Works, EPA, NADMO, etc.):** Monitor programme outcomes in their thematic areas.

2. Secondary Actors

- **MMDAs:** Provide disaggregated local data and ensure bottom-up reporting for NERCC consolidation.
- **Traditional Authorities and Community Leaders:** Validate results, mobilize local participation, and safeguard cultural acceptance.
- **Civil Society and Private Sector:** Offer independent monitoring and ensure transparency.
- **Development Partners:** Provide technical and financial support, while demanding credible results.
- **Citizens:** As beneficiaries, their participation and feedback are crucial for accountability and service improvement.

In developing the NERCC Medium-Term Development Plan, a comprehensive stakeholder analysis was undertaken to identify key actors, their interests, and their level of influence on regional development processes. The analysis highlights the diverse roles of government institutions, development partners, civil society organizations, private sector actors, and community groups, while mapping out their expected contributions and potential areas of conflict or collaboration. This provides the basis for designing engagement strategies that are inclusive and participatory.

The results of this assessment are summarized in Table 7.1: Stakeholder Analysis, which categorises stakeholders according to their mandates, interests, influence, and engagement strategies. The table demonstrates how strategic partnerships can be fostered to strengthen accountability, ensure community ownership, and mobilise resources for the successful implementation of the Plan.

Table 7.1: Stakeholder Analysis

No.	Stakeholder	Classification	Interest in M&E	Roles and Responsibilities
1	North East Regional Coordinating Council (NERCC)	Regional Oversight	Ensure effective and coordination accountability	• Provide leadership in regional M&E • Approve consolidated M&E reports • Act on recommendations from reviews
2	Regional Planning Coordinating Unit (RPCU)	Internal	Manage and coordinate M&E processes	• Lead design of M&E plan • Coordinate data collection & validation • Produce quarterly & annual reports • Convene stakeholder validation forums
3	Heads of Departments/Agencies (22)	Internal	Track sector performance	• Collect departmental indicators • Conduct self-assessments • Report to RPCU for integration
4	Municipal and District Assemblies (MMDAs)	Local Government	Provide disaggregated implementation data	• Submit MMDA M&E reports • Support field validation • Channel feedback from sub-districts
5	NDPC	National Oversight	Ensure compliance with national policy	• Review and certify regional reports • Provide guidelines and capacity support
6	OHLGS	National Oversight	Promote efficiency and accountability in LG system	• Provide M&E standards • Monitor compliance with service delivery norms
7	Ghana Statistical Service (Regional Office)	Technical Partner	Ensure reliability of data	• Support surveys & baselines • Provide data standards • Train officers on quality assurance
8	CSOs / NGOs	Civil Society	Promote transparency and equity	• Participate in participatory M&E • Provide beneficiary perspectives
9	Traditional Authorities	Community	Safeguard cultural alignment	• Validate interventions • Mobilize communities • Ensure equity in outcomes
10	Beneficiary Communities	Public	Ensure their needs are reflected	• Engage in PM&E • Validate results • Highlight gaps and successes
11	Development Partners	External	Track effectiveness of support	• Provide technical/financial support • Participate in reviews and evaluations
12	Private Sector	External	Monitor business-friendly policies	• Share data trends • Collaborate on PPP oversight

No.	Stakeholder	Classification	Interest in M&E	Roles and Responsibilities
13	Information Services Department & Media	Communications	Disseminate M&E results	• Publicize findings • Enhance transparency
14	Youth/Women/PWD Groups	Community Vulnerable /	Advocate for inclusivity	• Participate in PM&E • Validate equity of outcomes
15	Ministry of Local Government, Chieftaincy & Religious Affairs (MLGCRA)	National Oversight	Ensure integration of LG priorities	• Provide policy oversight • Monitor sector-wide performance

7.3. MONITORING MATRIX

The Monitoring Matrix is the central tool that NERCC will use to track progress against the MTDP's goals, objectives, programmes, and projects. It specifies indicators, baselines, annual targets, means of verification, frequency of reporting, and responsible institutions.

The matrix serves three purposes:

1. Performance Measurement: Provides SMART indicators (Specific, Measurable, Achievable, Relevant, Time-bound) to track both outputs and outcomes.
2. Accountability and Learning: Documents results systematically, fosters institutional learning, and ensures evidence-based adjustments.
3. Equity and Inclusion: Ensures disaggregated data (by gender, age, disability, location) for fair assessment of development benefits.

The Monitoring Matrix links directly to the Programme of Action (PoA) and the Annual Action Plans (AAPs), and forms the basis of NERCC's statutory reporting to NDPC, OHLGS, MLGCRA, Development Partners, and citizens.

Monitoring Indicators are grouped into:

- National Core Indicators: Prescribed by NDPC for comparability across regions and districts (e.g., school enrolment rates, maternal mortality, IGF mobilisation, climate resilience).
- Regional-Specific Indicators: Tailored to NERCC's oversight role (e.g., functionality of inter-district trade forums, efficiency of donor coordination platforms, effectiveness of regional job tracking systems, disaster risk coordination outcomes).

This dual system ensures that NERCC aligns with national priorities while also responding to the specific development challenges and opportunities of the North East Region.

Table 7.2: Monitoring Matrix — Core Indicators

Indicator	Definition	Indicator type	Baseline 2024	Medium Term Targets				Disaggregation	Monitoring frequency	Responsibility
				2026 (target)	2027 (target)	2028 (target)	2029 (target)			
<p>Dimension: Economic Development</p> <p>Goal: Enhance financial stability and private-sector-led regional growth through coordinated regional interventions</p> <p>Objective: Improve IGF mobilisation, strengthen donor–MMDA coordination, institutionalise regional job tracking, and boost agricultural productivity and value addition by 2029.</p> <p>Programme(s): Regional Fiscal Resilience & IGF Digitisation Project; Donor–MMDA Partnership Desk; Funding Flow Tracking & Transparency Initiative; Regional Employment Observatory Programme; MSME Finance Inclusion & Market Access Programme.</p>										
% increase in yield of selected crops, livestock & fish (composite)	Annual % change in aggregated yield for priority commodities (maize, rice, cassava, selected vegetables, poultry, fish) compared to previous year. Reflects productivity improvements from inputs, extension, mechanisation and value-chain support.	Outcome	55% (cumulative achievement 2024; PR Table 2.1)	60%	65%	70%	75%	By commodity (maize/rice/cassava/vegetables/fish/poultry); by MMDA/district	Annual	Dept. of Agriculture (Lead); RPCU (coordination); GSS (validation)
Number of new jobs created (agriculture, industry, services)	Count of new formal & formalised informal jobs recorded in the region per year across the three sectors.	Outcome	10,006 (cumulative achievement 2024; PR Table 2.1)	12,000	14,000	16,000	18,000	By sector, sex, age-group, MMDA, formal/informal	Quarterly (collection); Annual (report)	Labour Department (Lead); RPCU, GSS, NYA
Regional IGF mobilisation growth rate (%)	Annual % growth in internally generated funds collected by MMDAs (year-on-year).	Output	8% (2024 observed baseline — regional finance records)	10%	15%	20%	25%	By MMDA, revenue category (fees, rates, licenses)	Quarterly & Annual	Regional Budget/Finance Unit (Lead); MMDAs; MoF liaison
No. of donor–MMDA coordination meetings held (structured)	Number of formal, minuted coordination meetings between NERCC, MMDAs and Development Partners per year.	Output	0 (no structured platform in 2024)	2	4	4	4	By meeting type (sectoral/regional/PPP)	Quarterly (count minutes)	NERCC Donor & Partnership Desk (Lead); RPCU; DPs

Indicator	Definition	Indicator type	Baseline 2024	Medium Term Targets				Disaggregation	Monitoring frequency	Responsibility
				2026 (target)	2027 (target)	2028 (target)	2029 (target)			
% MSME participation in public procurement	Proportion of MMDA procurement value/contracts awarded to registered MSMEs (value or number).	Outcome	12% (proxy baseline from procurement audit & sector scans)	15%	20%	25%	30%	By MSME ownership (female/male/youth), sector, MMDA	Annual	Regional Procurement Unit (Lead); RPCU; GEA; NBSSI
Employment Observatory: functionality status	Staged measure of the regional employment observatory (0=no; 1=design; 2=data collection; 3=live platform; 4=fully operational w/ quarterly updates). (Output/Process)	Output	0 — Not established (2025)	Design completed (status =1)	Data collection started (status =2)	Platform live & reporting annual bulletin (status =3)	Fully operational with quarterly updates (status =4)	By functionality component (data, analytics, dashboards)	Quarterly (status update)	RPCU/MIS Unit (Lead); Labour Dept., GSS, MMDAs
No. of new industries established (agri-processing, light manufacturing)	Count of newly registered/operational industrial units facilitated/monitored by NERCC (regional level).	Output	0 / NA (no consolidated 2024 register)	5	8	10	12	By sector, MMDA, employment size	Annual	Business Development Unit / RPCU (Lead); GEA, MoTI
No. of regional investment & PPP promotion fora convened	Count of structured investment promotion / PPP pipeline events organised or co-hosted by NERCC annually.	Output	0 (2024)	1	1	2	2	By event type (PPP, investor forum)	Annual	NERCC Planning/Investment Desk (Lead); GEA, GIPC, Private sector
% increase in value-added agribusiness enterprises (adopting value-addition)	Share of registered agribusiness MSMEs moving from raw product sale to value-added processing (year-on-year % change).	Outcome	NA (no consolidated baseline)	establish baseline & 10% increase	15%	20%	25%	By enterprise size, product, MMDA	Annual	RPCU / Agric Desk (Lead); GEA, NBSSI
% of DACF-funded economic projects with audited utilisation reports submitted on time	Share of DACF economic projects (reported to NERCC) for which complete audited utilisation reports are submitted within the reporting deadline.	Output	— (partial reporting in 2024)	50%	70%	85%	95%	By MMDA, project type	Quarterly (reporting)	Regional Audit/Budget Unit (Lead); MMDAs; Controller &

Indicator	Definition	Indicator type	Baseline 2024	Medium Term Targets				Disaggregation	Monitoring frequency	Responsibility
				2026 (target)	2027 (target)	2028 (target)	2029 (target)			
										Accountant General liaison
<i>Dimension: Social Development</i>										
<i>Goal: Promote inclusive social service delivery and strengthen protection for vulnerable groups</i>										
<i>Objective: Institutionalise integrated social service platforms, harmonise child welfare systems, expand youth empowerment and mainstream gender & disability inclusion by 2029.</i>										
<i>Programme(s): Integrated Social Service Delivery Framework; Regional Child Welfare Integration & Protection Initiative; Youth Enterprise & Skills Empowerment Programme; Gender Responsive Planning & Leadership Initiative; Disability Mainstreaming & Accessibility Programme.</i>										
Net enrolment ratio — JHS (%)	% of school-age JHS children enrolled in JHS	Outcome	56.4% (2024 PR)	60%	64%	68%	72%	Sex, urban/rural district,	Annual	Ghana Education Service (Regional) (Lead); RPCU
Completion rate — JHS (%)	% of cohort completing JHS	Outcome	84.6% (2024 PR)	86%	87%	88%	90%	Sex, district	Annual	GES (Lead); RPCU, MMDA Education Desk
BECE pass rate (%)	% pass in Basic Education Certificate Exam	Outcome	76.4% (2024 PR)	78%	80%	82%	84%	Sex, school type, district	Annual	GES (Lead); RPCU
Maternal mortality ratio — institutional (per 100,000 live births)	Deaths in health facilities per 100,000 live births	Outcome	104 /100,000 (RPCU/PR summary)	95	88	80	70	Age group, facility type, district	Annual	Ghana Health Service (Regional) (Lead); RPCU, NHIA
% of population with valid NHIS card (%)	Proportion of residents with valid NHIS membership	Outcome	85% (2024 PR noted progress; RPCU)	86%	88%	90%	92%	Age, sex, district, indigent status	Annual	NHIA (Lead); GHS, RPCU
Nutrition: stunting / wasting / underweight (%)	Prevalence among under-5 children	Outcome	Stunting 18.1% / Wasting 11.7% / Underweight 12.5% (PR)	17% / 11.0% / 12.0%	16% / 10.5% / 11.5%	15% / 9.5% / 11.0%	14% / 8.5% / 10.0%	Age bands, district, sex	Annual	GHS Nutrition Unit (Lead); RPCU, GDHS

Indicator	Definition	Indicator type	Baseline 2024	Medium Term Targets				Disaggregation	Monitoring frequency	Responsibility
				2026 (target)	2027 (target)	2028 (target)	2029 (target)			
% functional CHPS compounds (%)	Share of CHPS compounds offering the expected package	Output	(use RPCU figure; if 2024 baseline not consolidated, assumed 70%) 70%	75%	80%	85%	90%	Facility type, district	Annual	GHS (Regional) (Lead); RPCU, MMDAs
% of districts with harmonised child protection referral system (%)	Districts that have adopted standardised referral/reporting templates & registry	Output	(Baseline 2025: 30%)	50%	70%	90%	100%	District	Annual	Department of Social Welfare (Lead); RPCU, MoGCSP, NGOs
Youth apprenticeship & internship placements (no.)	Number of youth placed in registered apprenticeship or internship schemes facilitated by NERCC	Output	(Baseline 2025: 800 placements cumulative)	1,500	3,000	5,000	7,500	Sex, age, district, formal/informal	Quarterly; Annual summary	RPCU Youth Desk (Lead); NYA, GEA, COTVET
% of MMDAs implementing gender-responsive budgeting (%)	Proportion of MMDAs using gender-responsive budgeting tools in plans	Output	Baseline 2025: 10% (RPCU/desk audits)	30%	50%	75%	100%	MMDA, budget line	Annual	NERCC Gender Desk (Lead); RPCU, Finance Unit, NDPC
% of public health & education facilities with basic accessibility features (%)	Share of facilities meeting accessibility checklist (ramps, signage, toilets)	Output	Baseline 2025: 18% (accessibility audit baseline — RPCU)	30%	45%	60%	70%	Facility type, district	Annual	Department of Works/Physical Planning (Lead); Social Welfare (PWD Desk), RPCU
Citizen feedback score — social services (%)	Average citizen satisfaction/feedback score for social services (index 0–100) from scorecards & town halls	Outcome	Baseline 2025: 38/100 (RPCU social scorecard)	45	52	60	68	Sex, district, service type	Bi-annual	RPCU (Lead); ISD, CSOs

Indicator	Definition	Indicator type	Baseline 2024	Medium Term Targets				Disaggregation	Monitoring frequency	Responsibility
				2026 (target)	2027 (target)	2028 (target)	2029 (target)			
% reduction in malaria case fatality rate (children <5)	% change in case fatality among under-5s with malaria	Outcome	0.14% (PR achieved 2024)	0.13%	0.12%	0.11%	0.10%	Age, district	Annual	GHS (Lead); RPCU, NMCP
% of social protection beneficiaries registered in central registry	Share of beneficiaries of social protection programmes recorded in regional central registry	Output	Baseline 2025: 12% (registry partial)	30%	50%	75%	100%	Programme type, district, sex	Quarterly / Annual	Department of Social Welfare (Lead); RPCU, MoGCSP, MMDAs
Dimension: Environment, Infrastructure & Human Settlements Development										
Goal: Strengthen climate resilience, disaster risk management, and infrastructure development										
Objective(s): Establish and operationalize regional disaster preparedness mechanisms by 2029, Achieve 80% ICT knowledge for all staff by 2029, Provide adequate housing and infrastructure for sustainable urban development										
Programme(s): Regional Disaster Preparedness & Emergency Response Programme; Administrative Efficiency & Infrastructure Upgrade Programme; Infrastructure Improvement Programme										
% of communities with access to engineered landfill	Share of communities with access to properly managed landfill facilities	Outcome	20%	30%	35%	40%	50%	District	Annual	Waste Management Dept. (Lead); RCC Env. Health Unit
% of roads in good condition	Proportion of classified roads rated as good	Outcome	45%	50%	55%	60%	65%	Urban/Rural, District	Annual	Dept. of Roads (Lead); RPCU, MMDAs
No. of affordable housing units constructed	Count of new low-cost housing units developed for low-income groups	Output	500	700	1,000	1,200	1,500	District, Urban/Rural	Annual	Works Dept. (Lead); Lands Commission, RPCU
% of households with access to electricity	Share of homes connected to electricity grid	Outcome	80%	82%	84%	86%	88%	Urban/Rural, District	Annual	Energy Commission (Lead); VRA, GRIDCo
% of households with access to internet	Share of households with reliable internet access	Outcome	40%	45%	50%	55%	60%	Urban/Rural, District	Annual	ICT Directorate (Lead); NCA, Telcos

Indicator	Definition	Indicator type	Baseline 2024	Medium Term Targets				Disaggregation	Monitoring frequency	Responsibility
				2026 (target)	2027 (target)	2028 (target)	2029 (target)			
% of RCC staff with basic ICT proficiency	Proportion of staff passing RCC-administered ICT proficiency test	Output	35%	50%	60%	70%	80%	Dept./Unit, Gender	Annual	RCC MIS Unit (Lead); HR Dept.
% of MMDAs with disaster contingency plans	Proportion of districts with operational contingency/disaster management plans	Output	25%	50%	65%	80%	100%	District	Annual	NADMO (Lead); RPCU
No. of functional regional emergency response teams	Count of fully equipped and trained multi-sectoral response units	Output	1	2	3	4	5	Team type	Annual	NADMO (Lead); Security Agencies, GHS
% of households with access to improved sanitation	Proportion of households using facilities meeting SDG sanitation standards	Outcome	65.5%	76%	78%	79%	80%	Urban/Rural, District	Annual	EHSD (Lead); RPCU, MMDAs
% of population with access to safe drinking water	Proportion with reliable water from protected/improved sources	Outcome	61.4%	62%	63%	64%	65%	Urban/Rural, District	Annual	WASH Unit (Lead); GWCL, CWSA
% of MMDA building permits screened for climate resilience	Proportion of approved building permits incorporating climate resilience measures (flood, heat, windproofing)	Output	10%	20%	40%	60%	80%	District, Building Type	Annual	Physical Planning Dept. (Lead); Works Dept.
No. of communities trained in disaster risk management	Cumulative number of communities trained in disaster preparedness, early warning, and response	Output	10	50	100	150	200	District	Annual	NADMO (Lead); CSOs, ISD
% of public facilities powered partly by renewable energy	Share of schools, clinics, offices using solar/renewable systems	Outcome	8%	15%	25%	35%	50%	Facility type, District	Annual	Energy Commission (Lead); MOE, GHS
Regional urban master plan implementation progress (%)	% of milestones achieved in Regional Urban Master Plan	Outcome	0%	20%	40%	70%	100%	District, Urban Type	Annual	RCC Works & Planning Dept. (Lead); RPCU, TCPD

Indicator	Definition	Indicator type	Baseline 2024	Medium Term Targets				Disaggregation	Monitoring frequency	Responsibility
				2026 (target)	2027 (target)	2028 (target)	2029 (target)			
Dimension: Governance & Institutional Development										
<i>Goal: Strengthen governance, institutional effectiveness, and citizen accountability through enhanced coordination, oversight, and digital transformation by 2029.</i>										
<i>Objectives: Institutionalise quarterly inter-departmental coordination and review forums across all regional departments and MMDAs by 2027, Operationalise a harmonised digital M&E and data management system covering all MMDAs by 2028., Improve institutional staffing, training, and logistics capacity of RCC and MMDAs by at least 50% over 2025 baseline by 2029, Ensure at least 70% of citizens have access to transparent, participatory, and ICT-based accountability mechanisms by 2029, Mainstream gender equality, youth participation, and disability inclusion into RCC and MMDA planning and budgeting processes by 2028, Achieve 100% compliance of all MMDAs with statutory reporting requirements by 2029.</i>										
<i>Programmes: Inter-Agency Coordination & Collaboration Programme, Data-Driven Planning & M&E Systems Programme, Institutional Capacity & Logistics Enhancement Programme, Citizen Accountability & Digital Engagement Programme, Gender & Social Inclusion Mainstreaming Programme, Transparency & Compliance Oversight Programme</i>										
% of MMDAs submitting statutory reports on time	Proportion of MMDAs submitting quarterly and annual reports by required deadlines	Output	65%	75%	80%	85%	100%	District	Quarterly	RPCU (Lead); NDPC
% of RCC–MMDA coordination meetings held	Share of planned RCC–MMDA review meetings conducted within the year	Output	70%	80%	85%	90%	95%	Region, District	Quarterly	RCC Secretariat (Lead); RPCU
% of RCC staff receiving at least one professional training	Share of staff trained annually in technical/professional capacity	Output	30%	50%	55%	60%	65%	Gender, Dept.	Annual	HR Dept. (Lead); Training Schools
% of services digitised at RCC	Proportion of RCC core services accessible via digital platforms	Output	15%	35%	50%	60%	75%	Service type	Annual	RCC MIS Unit (Lead); MMDAs
% of citizens aware of RCC programmes	Proportion of citizens familiar with RCC plans/initiatives through ISD outreach	Outcome	25%	40%	50%	60%	70%	Gender, Age	Biennial	ISD (Lead); CSOs, Media
% of MMDAs integrating gender & social inclusion in plans	Proportion of MMDA annual plans incorporating gender, youth, disability priorities	Output	20%	40%	60%	80%	100%	District	Annual	Gender Desk (Lead); RPCU
% of MMDAs with operational M&E units	Proportion of MMDAs with fully functional Monitoring & Evaluation units	Output	30%	50%	70%	85%	100%	District	Annual	RPCU (Lead); NDPC

Indicator	Definition	Indicator type	Baseline 2024	Medium Term Targets				Disaggregation	Monitoring frequency	Responsibility
				2026 (target)	2027 (target)	2028 (target)	2029 (target)			
% of RCC and MMDA budgets published online	Share of annual budgets uploaded to open-access digital platforms	Outcome	10%	25%	40%	60%	80%	District	Annual	Finance Unit (Lead); RCC MIS
% of procurement processes following PPA guidelines	Share of procurement activities compliant with Public Procurement Act	Output	55%	70%	80%	90%	100%	District	Annual	RCC Procurement Unit (Lead); PPA
No. of civic engagement forums held	Count of regional town halls, scorecard sessions, or participatory planning forums	Output	5	15	25	35	50	Region, District	Annual	ISD (Lead); CSOs, RPCU
% of audit queries resolved within fiscal year	Proportion of audit queries addressed and closed within same financial year	Output	45%	60%	70%	80%	90%	RCC/MMDA	Annual	Internal Audit Unit (Lead); Auditor-General
% of staff accommodated in adequate office facilities	Share of staff with access to standard office/ICT infrastructure	Outcome	40%	50%	60%	70%	80%	Dept., Gender	Biennial	RCC Admin (Lead); Works Dept.

Table 7.3: Monitoring Matrix – NERCC Specific Indicators

Indicator	Definition	Indicator type	Baseline 2025	Medium Term Targets				Disaggregation	Monitoring frequency	Responsibility
				2026 target	2027 target	2028 target	2029 target			
Dimension: Economic Development										
<i>Goal: Build partnerships and enhance MSME/agribusiness growth through evidence-based planning, investment promotion, and oversight.</i>										
<i>Objectives: Strengthen investment promotion and PPP coordination, Improve MSME monitoring and access to finance, Establish regional economic data and job-tracking systems.</i>										
<i>Programmes: Regional Investment & PPP Promotion Programme; MSME Monitoring & Support Programme; Enterprise Incubation & Oversight Programme.</i>										
% of MMDAs submitting economic dev. data on time	Proportion of districts reporting on MSMEs, jobs, agribusiness	Output	40%	60%	75%	90%	100%	District	Quarterly	RPCU; MMDA Planning Units
No. of regional investment forums coordinated	Count of investment promotion events convened	Output	0	2	3	4	4	Sector	Annual	RCC Business Desk; GIPC
% of MSMEs in RCC database with updated profiles	Registered MSMEs updated annually in RCC monitoring system	Output	0%	40%	60%	80%	100%	Gender, Sector	Annual	RCC Trade Desk; NBSSI
% of PPP proposals reviewed by RCC	Share of PPP projects vetted by RCC	Outcome	0%	30%	50%	70%	90%	Sector	Annual	RPCU; NDPC
No. of quarterly economic performance bulletins issued	Published RCC bulletins on jobs, MSMEs, investments	Output	0	4	4	4	4	Region	Quarterly	RCC Planning Unit
% of MMDAs integrating regional economic directives in AAPs	Share of district AAPs aligned with RCC's economic guidance	Outcome	20%	40%	60%	80%	100%	District	Annual	RPCU; Budget Units
% of RCC–private sector consultations held	Proportion of planned RCC–private sector dialogues executed	Output	0%	50%	60%	70%	80%	Sector	Annual	RCC Business Dev. Desk
No. of district job databases harmonised into RCC system	District job-tracking systems integrated into regional database	Output	0	10	20	30	40	District	Annual	RCC MIS; Labour Dept.
% of regional economic data published online	Proportion of datasets accessible via RCC platforms	Output	0%	20%	40%	70%	90%	Dataset type	Annual	RCC MIS
% of donor-funded economic projects tracked	Proportion of donor projects captured in RCC oversight reports	Output	25%	50%	65%	80%	100%	Funding source	Annual	RCC Planning; Dev. Partners
% of MMDAs submitting IGF mobilisation strategies	Share of districts submitting IGF improvement strategies to RCC	Output	30%	60%	75%	90%	100%	District	Annual	RCC Finance Unit

Indicator	Definition	Indicator type	Baseline 2025	Medium Term Targets				Disaggregation	Monitoring frequency	Responsibility
				2026 target	2027 target	2028 target	2029 target			
No. of analytical reports on MSME/agribusiness trends produced	Evidence-based policy briefs published by RCC	Output	0	2	3	4	4	Region	Annual	RCC Planning; GEA
Dimension: Social Development										
<i>Goal: Promote equitable social development and inclusion through policy coordination, oversight, and facilitation.</i>										
<i>Objectives: Strengthen regional oversight on education and health outcomes, Facilitate inclusion of vulnerable groups in RCC/MMDA programmes, Coordinate with social protection agencies to track service delivery.</i>										
<i>Programmes: Regional Social Policy Coordination Programme; Vulnerable Group Inclusion Oversight Programme; Health & Education Monitoring Programme.</i>										
% of MMDAs submitting social sector data on time	Districts reporting on education, health, social protection quarterly	Output	50%	65%	75%	85%	100%	District	Quarterly	RPCU; MMDA Social Units
No. of RCC health & education review meetings held	Regional stakeholder review meetings	Output	1	2	3	3	3	Sector	Annual	RCC Social Desk
% of vulnerable groups in RCC consultations	Share of consultations with women, youth, PWD reps	Outcome	20%	40%	50%	60%	70%	Gender, Age	Annual	RCC Social Desk; ISD
No. of RCC social development scorecards published	RCC reports tracking social outcomes	Output	0	1	1	1	1	Region	Annual	RCC M&E Unit
% of MMDAs implementing RCC child protection directives	Districts mainstreaming child protection priorities	Output	10%	30%	50%	70%	100%	District	Annual	Social Welfare Dept.
No. of coordination meetings with NHIS, GHS, GES	Annual RCC-led meetings with social sector agencies	Output	0	2	3	4	4	Sector	Annual	RCC Social Desk
% of districts reporting on maternal/child health indicators	Share of districts submitting health reports on schedule	Output	55%	65%	75%	90%	100%	District	Quarterly	RCC Health Desk; GHS
No. of RCC capacity-building sessions on inclusive education	Trainings for MMDA education officers	Output	0	2	3	3	4	District	Annual	RCC Edu. Desk; GES
% of RCC-led social protection initiatives adopted	Share of RCC recommendations integrated in MMDA plans	Outcome	0%	20%	40%	60%	80%	District	Annual	RCC Planning; NDPC
No. of regional youth and women empowerment dialogues held	Count of empowerment and inclusion sessions	Output	0	3	4	5	6	Gender, Age	Annual	RCC Social Desk

Indicator	Definition	Indicator type	Baseline 2025	Medium Term Targets				Disaggregation	Monitoring frequency	Responsibility
				2026 target	2027 target	2028 target	2029 target			
% of RCC–CSO partnerships formalised	Share of partnerships documented through MoUs	Output	0%	25%	40%	60%	80%	CSO Type	Annual	RCC; NGOs
Dimension: Environment, Infrastructure & Human Settlements Development										
<i>Goal: Strengthen environmental governance, climate resilience, and spatial planning oversight.</i>										
<i>Objectives: Enhance monitoring of environmental compliance and disaster preparedness, Mainstream climate adaptation and resilience into MMDA plans, Strengthen oversight of WASH, housing, and settlement planning.</i>										
<i>Programmes: Environmental Compliance & Spatial Governance Programme; Climate Adaptation & Resilience Oversight Programme; Regional Disaster Preparedness & Emergency Coordination Programme.</i>										
% of MMDAs with operational disaster contingency plans	Districts that have updated and tested disaster plans	Output	25%	50%	65%	80%	100%	District	Annual	NADMO (Lead); RPCU
No. of regional simulation exercises coordinated	Multi-sectoral disaster preparedness drills held	Output	0	1	2	3	4	Exercise type	Annual	NADMO; Security Agencies
% of RCC monitoring visits on MMDA environmental compliance	Share of scheduled oversight visits completed	Output	0%	40%	60%	80%	100%	District	Semi-annual	RCC Env. Health; EPA
% of MMDA building permits screened for climate resilience	Approved permits that integrate resilience standards	Output	10%	20%	40%	60%	80%	District, Building Type	Annual	Physical Planning Dept.; Works Dept.
% of RCC staff trained in climate risk assessment	Share of staff trained in climate/disaster oversight	Output	0%	30%	50%	70%	90%	Dept./Unit	Annual	RCC HRM; NADMO
No. of climate adaptation actions integrated into MMDA AAPs	Count of actions mainstreamed in MMDA plans	Output	0	20	40	60	80	District	Annual	RPCU; MoE, NADMO
% of communities trained in disaster risk management	Communities engaged in preparedness and response training	Output	10	50	100	150	200	District	Annual	NADMO; CSOs
% of households with access to safe drinking water	Population using improved/protected water sources	Outcome	61.4%	62%	63%	64%	65%	Urban/Rural, District	Annual	WASH Unit; GWCL, CWSA
% of households with access to improved sanitation	Households with SDG-standard sanitation	Outcome	65.5%	76%	78%	79%	80%	Urban/Rural, District	Annual	EHSD; RPCU

Indicator	Definition	Indicator type	Baseline 2025	Medium Term Targets				Disaggregation	Monitoring frequency	Responsibility
				2026 target	2027 target	2028 target	2029 target			
% of RCC-monitored roads compliance reports submitted	Proportion of RCC compliance reviews completed	Output	0%	30%	50%	70%	90%	District, Road Type	Annual	RCC Works & Planning; Dept. of Roads
% of public facilities partly powered by renewable energy	Schools, clinics, offices with solar/renewable	Outcome	8%	15%	25%	35%	50%	Facility type, District	Annual	Energy Commission; RCC Env. Desk
Regional urban master plan implementation progress (%)	Milestones achieved in Regional Master Plan	Outcome	0%	20%	40%	70%	100%	District, Urban Type	Annual	RCC Works & Planning; TCPD
Dimension: Governance & Institutional Development										
<i>Goal: Strengthen governance systems, institutional capacity, and accountability mechanisms.</i>										
<i>Objectives: Improve MMDA compliance with planning, budgeting, and reporting requirements, Strengthen RCC's institutional capacity, staffing, and ICT systems, Promote citizen participation and accountability in governance.</i>										
<i>Programmes: Inter-Agency Coordination & Collaboration Programme; Institutional Capacity & Logistics Enhancement Programme; Citizen Accountability & Digital Engagement Programme.</i>										
% of MMDAs submitting timely reports	Share of MMDAs submitting statutory quarterly reports	Output	65%	75%	80%	85%	90%	District	Quarterly	RPCU
% of statutory RCC/MMDA coordination meetings held	Proportion of planned meetings successfully held	Output	70%	80%	85%	90%	95%	District	Quarterly	RCC Admin; MMDA Sec.
% of RCC departments with functioning MIS systems	Share of RCC units with digitalised record systems	Output	20%	40%	60%	80%	100%	Dept./Unit	Annual	RCC MIS; HRM
% of RCC staff trained annually	Proportion of staff trained in professional/technical skills	Output	30%	50%	55%	60%	65%	Gender, Unit	Annual	RCC HRM; Civil Service Training Centre
% of citizen feedback captured in RCC processes	Share of RCC consultations with citizen input	Outcome	15%	30%	40%	55%	70%	Gender, Age	Annual	ISD; RCC Planning
No. of RCC M&E dashboards operational	Digital dashboards in place for monitoring	Output	0	1	1	2	2	Thematic area	Annual	RCC M&E Unit
% of services digitised at RCC	Proportion of RCC services available online	Output	15%	35%	50%	60%	75%	Service type	Annual	RCC MIS

Indicator	Definition	Indicator type	Baseline 2025	Medium Term Targets				Disaggregation	Monitoring frequency	Responsibility
				2026 target	2027 target	2028 target	2029 target			
% of MMDAs integrating RCC governance directives in AAPs	District plans reflecting RCC oversight directives	Output	20%	40%	60%	80%	100%	District	Annual	RPCU; Budget Units
No. of RCC inter-departmental retreats held	Coordination retreats for RCC staff/departments	Output	0	1	2	2	2	Dept./Unit	Annual	RCC Admin
Police–Citizen Ratio	Number of citizens per police officer in the region	Outcome	1:2220	1:2000	1:1800	1:1500	1:1200	District	Annual	Ghana Police Service; RCC Sec.
% of RCC audit queries resolved	Proportion of audit issues addressed within FY	Output	50%	65%	75%	85%	95%	Dept./Unit	Annual	Internal Audit Unit
% of RCC/MMDA staff accommodated in adequate office space	Share of staff with standard office & logistics	Output	30%	45%	60%	75%	90%	Dept./District	Annual	RCC Works; HRM

7.4. EVALUATION

Evaluation is central to the NERCC's approach to planning and implementation because it provides systematic feedback on what works, what fails, and why. Unlike routine monitoring, which focuses primarily on outputs, evaluation allows for deeper learning about outcomes, impacts, and institutional performance. In the North East Region, where development challenges are multi-dimensional ranging from fiscal volatility and youth unemployment to climate vulnerability evaluation will be deliberately structured to inform adaptive governance, ensure transparency, and enhance development results.

Three types of evaluation will be prioritized during the 2026–2029 plan period:

- **Ex-Ante Evaluation** will be conducted before the rollout of major regional programmes or cross-district initiatives. It will assess feasibility, design logic, implementation risks, and potential synergies. This form of evaluation will ensure that interventions are context-sensitive, avoid duplication, and align with the region's comparative advantages.
- **Mid-Term Evaluation** will be carried out in 2027 at the halfway mark of the plan. It will focus on assessing the effectiveness of coordination between the RCC and MMDAs, identifying systemic bottlenecks, and detecting emerging development priorities. The mid-term exercise will provide space for course corrections and recalibration of targets.
- **Terminal Evaluation** will be undertaken in 2029 to assess the overall impact, sustainability, and inclusiveness of the plan's implementation. It will also document the NERCC's added value in strengthening inter-district coordination, enhancing governance systems, and contributing to national development priorities.

The evaluation methodology will blend quantitative and qualitative approaches, including household surveys, performance audits, key informant interviews, and participatory assessments. Independent evaluators, academia, CSOs, and development partners will be engaged to guarantee objectivity and credibility. The findings will not only be published but also actively fed back into planning, ensuring a continuous cycle of learning and improvement.

7.5. PARTICIPATORY MONITORING AND EVALUATION (PM&E)

NERCC recognises that development outcomes are most sustainable when communities and citizens are at the centre of accountability systems. Participatory Monitoring and Evaluation (PM&E) will therefore be an integral approach that ensures citizens, traditional leaders, women, youth, and marginalised groups actively contribute to assessing the effectiveness of programmes.

The region will adopt practical tools tailored to local contexts. Community Scorecards and Citizen Report Cards will measure satisfaction with services such as health, education, and sanitation. Public Hearings and Town Hall Meetings will provide open forums for feedback, while Social Audits will enhance transparency in the execution of high-value infrastructure projects. For settlements and land-use planning, Participatory GIS Mapping will be introduced, allowing communities to visually track how land and resources are being managed.

The RPCU will lead PM&E, working closely with MMDA Planning Units, sub-district structures, traditional councils, CSOs, and the media. Findings from PM&E exercises will not remain on shelves they will be integrated into progress reports, disseminated widely, and used to adjust programmes and

budgets. By embedding PM&E into the regional planning cycle, NERCC will transform citizen voices into actionable evidence that directly influences policy and service delivery.

7.6. KNOWLEDGE MANAGEMENT AND LEARNING

Knowledge management will serve as the engine of institutional memory and adaptive governance for the NERCC. In an environment where resources are limited and development challenges are evolving rapidly, the ability to capture, store, and apply lessons learned is critical. NERCC will therefore institutionalize a structured knowledge system to drive decision-making and innovation across districts.

Key measures will include:

- Establishment of Regional Communities of Practice (CoPs) connecting staff, CSOs, and development partners working in similar thematic areas such as M&E, agriculture, climate resilience, or gender inclusion.
- Development of digital platforms and repositories, including regional databases, shared drives, newsletters, and knowledge briefs. These will ensure that data, reports, evaluations, and best practices are easily accessible to practitioners.
- Institutionalization of post-project reviews and after-action reflections to ensure lessons from interventions whether successes or failures are documented and internalized.
- Organization of knowledge fairs and learning events where MMDAs, traditional leaders, CSOs, and youth groups exchange experiences, innovations, and practical solutions.

By systematizing knowledge, the NERCC will not only reduce duplication of mistakes but also scale up proven practices across districts, thereby fostering a culture of evidence-based governance.

7.7. MONITORING AND EVALUATION WORK PLAN

The Monitoring and Evaluation Work Plan provides the operational structure that ensures evaluation and monitoring activities are not ad hoc but deliberate, resourced, and time-bound. For the 2026–2029 plan period, the work plan will cover both technical and participatory aspects of performance tracking.

It will begin with the development and dissemination of a Regional M&E Plan in early 2026, laying out standards, guidelines, and roles. Quarterly field monitoring visits will be conducted across MMDAs to ensure consistency in plan implementation. Data collection and validation will be carried out quarterly, with particular emphasis on ensuring the accuracy and reliability of administrative and survey data.

In addition, NERCC will organize bi-annual stakeholder review and validation workshops to incorporate feedback from diverse actors, including CSOs, traditional authorities, and community representatives. Mid-term (2027) and terminal (2029) evaluations will form the backbone of the long-term assessment process.

To strengthen capacity, staff training for MMDA M&E officers will be organized twice yearly, focusing on data collection, analysis, and results-based reporting. Importantly, NERCC will invest in the development of a digital dashboard that integrates regional monitoring with national sectoral databases (such as DHIMS2 for health, EMIS for education, and GIFMIS for finance). This will allow for real-time data tracking and evidence-based decision-making.

To operationalise its monitoring and accountability framework, the North East Regional Coordinating Council (NERCC) has developed a comprehensive Monitoring and Evaluation (M&E) Work Plan covering the 2026–2029 planning period. As detailed in Table 7.4: Monitoring & Evaluation (M&E) Work Plan, the Work Plan sets out a structured roadmap of activities, timelines, responsibilities, funding sources, and expected outputs that collectively ensure the region’s Medium-Term Development Plan (MTDP) is implemented effectively and transparently.

A critical element of the Work Plan is the capacity strengthening of MMDA M&E staff, where training workshops will be organised twice annually to build skills in data collection, validation, analysis, and results-based reporting. In recognition of the growing need for digitalisation, NERCC will also invest in the development of a regional digital dashboard that integrates seamlessly with national sectoral databases such as DHIMS2 (health), EMIS (education), and GIFMIS (finance). This innovation will enable real-time data tracking, minimise delays in reporting, and strengthen evidence-based decision-making across the region.

Equally important, the Work Plan commits resources to participatory monitoring approaches including community scorecards, citizen report cards, and social audits ensuring that citizen feedback is systematically captured and used to influence policy adjustments. Together, these measures underscore NERCC’s unique emphasis on sustainability, inclusiveness, and adaptive governance in its monitoring and evaluation system.

Table 7.4: Monitoring & Evaluation (M&E) Work Plan

No.	M&E Activity	Timeline / Frequency	Responsible Institutions	Estimated Cost (GHC)	Funding Source	Expected Output
1	Develop and disseminate NERCC Regional M&E Plan and Guidelines	2026 (Q1)	NERCC / RPCU / NDPC	160,000	GoG / DACF	NERCC-specific M&E framework operationalised
2	Quarterly monitoring of MMDA project implementation (field visits & reports)	Quarterly (2026–2029)	NERCC / RPCU / MMDA M&E Units	420,000 (105,000 per year)	GoG / IGF	Quarterly monitoring reports capturing cross-district trends
3	Data collection and validation from MMDAs (administrative & survey data)	Quarterly (2026–2029)	NERCC / RPCU / GSS / MMDA Planning Units	220,000	GoG / Dev. Partners	Validated datasets with regional consolidation
4	Preparation and submission of Quarterly & Annual Progress Reports (APR) to NDPC	Quarterly & Annually (2026–2029)	RPCU / MMDA Planning Units	270,000	GoG	Timely APRs reflecting regional coordination role
5	Organisation of Regional Stakeholder Review & Validation Workshops	Bi-annual (2026–2029)	NERCC / RPCU / CSOs / Traditional Authorities	330,000 (82,500 per year)	DACF / Dev. Partners	Stakeholder feedback mainstreamed into plan reviews
6	Mid-term Evaluation of MTDP	2027 (Q3–Q4)	NERCC / RPCU / Independent Evaluators / CSOs	360,000	GoG / Dev. Partners	Mid-term evaluation with recommendations for adjustments
7	Terminal Evaluation of MTDP	2029 (Q4)	NERCC / RPCU / Independent Evaluators	520,000	GoG / Dev. Partners	Final evaluation report with sustainability lessons
8	Participatory M&E (PM&E) exercises: community scorecards, public hearings, citizen report cards	Annually (2026–2029)	RPCU / CSOs / Traditional Authorities / Media	320,000 (80,000 per year)	DACF / NGOs / Dev. Partners	Inclusive PM&E findings disseminated to citizens
9	Capacity-building workshops for MMDA M&E staff (data collection, analysis, reporting)	Twice annually (2026–2029)	NERCC / NDPC / GSS / OHLGS	480,000 (80,000 per year)	GoG / Dev. Partners	Skilled MMDA staff with harmonised reporting standards

No.	M&E Activity	Timeline / Frequency	Responsible Institutions	Estimated Cost (GHC)	Funding Source	Expected Output
10	Development and rollout of NERCC Regional M&E Dashboard / Database (digital system)	2026 (Q2–Q4), with updates 2027–2029	NERCC / RPCU / IT Unit / NDPC	650,000	GoG / Dev. Partners	Real-time regional M&E digital dashboard
11	Knowledge management and learning events (after-action reviews, knowledge fairs, dissemination forums)	Annually (2026–2029)	NERCC / RPCU / CSOs / Media	220,000 (55,000 per year)	GoG / DACF	Lessons documented and shared through regional knowledge fairs
12	Independent performance audits and sectoral evaluations	2028–2029	RPCU / Audit Service / Dev. Partners	430,000	GoG / Dev. Partners	Independent audit/evaluation reports strengthening accountability
	Total			4,380,000		

Source: Regional Planning Coordinating Unit (RPCU), 2025

7.8. SUSTAINABILITY, ACCOUNTABILITY, AND LESSONS LEARNED IN M&E

The effectiveness of M&E lies not only in how well systems are designed but also in how sustainable, transparent, and adaptive they are over time. For the North East Region, this means embedding sustainability, accountability, and learning into the very fabric of institutional operations.

Sustainability of M&E Systems will be achieved by aligning regional frameworks with NDPC guidelines and national digital platforms. Regular training and retooling of planning officers and department heads will ensure that skills are continually upgraded. A strong emphasis will be placed on digitalization, including mobile-based survey tools, GIS systems, and automated dashboards. Multi-stakeholder partnerships will further ensure that financing and technical support for M&E are not dependent solely on government resources.

Accountability in M&E will be reinforced through transparency and citizen engagement. All interventions in the Programme of Action (PoA) and Annual Action Plans (AAPs) will be tied to SMART indicators, ensuring clarity in expected results. Progress reports will be disseminated through dashboards, review meetings, and citizen forums. CSOs and traditional leaders will be actively involved in validating project data, while independent audits and evaluations will provide external scrutiny. Importantly, findings will not end at reporting they will translate into concrete action plans for improvement.

Lessons Learned and Institutional Learning will be deliberately cultivated through structured systems. Annual learning workshops, after-action reviews, and cross-district exchange visits will be organized to consolidate and disseminate insights. Knowledge products such as bulletins, newsletters, and briefs will be produced to highlight best practices, innovations, and challenges. Lessons will be systematically integrated into planning and budgeting cycles, enabling the region to shift from reactive to proactive governance.

Through this approach, the NERCC's M&E system will become more than a compliance tool it will evolve into a dynamic mechanism for adaptive governance, accountability, and sustainable development.

Table 7.5: Knowledge Mapping Matrix

No.	Knowledge Area	Knowledge Holders	Knowledge Sources	Knowledge Gaps
1	Project Management & Oversight	Works Dept., RPCU Secretariat, Procurement Unit	Project registers, contracts, inspection reports, procurement records	Real-time project tracking, digital contract management tools, procurement performance analytics
2	Data Analysis & Statistics	RPCU, Regional GSS Office, MIS Unit	Progress reports, DHIMS2, EMIS, survey datasets, census reports	Predictive modelling, big data integration, advanced data visualisation (Power BI, Tableau)
3	M&E Reporting & Compliance	RPCU, Sector Desk Officers, Internal Audit	NDPC Guidelines, APRs, DPAT reports, internal audit reports	Automated dashboards, data harmonisation, compliance tracking with sectoral systems
4	Financial Tracking & Accountability	Finance Dept., Budget Unit, Audit Service	Composite Budgets, IGF reports, DPAT audits, GIFMIS	Expenditure-output linkage analysis, real-time budget execution monitoring
5	Gender & Social Inclusion	Social Welfare Dept., Gender Desk, CSOs	Community profiles, gender audits, NGO reports, school enrolment data	Gender-responsive budgeting tools, disaggregated datasets for persons with disability and vulnerable groups
6	Disaster Risk Management (DRR)	NADMO, Environmental Health Unit, Regional Security Council	Risk maps, incident reports, contingency plans, early warning systems	Climate vulnerability modelling, localized community DRR action plans
7	Climate Change & Resilience	Agric Dept., EPA Regional Office, Forestry Commission	MOFA/EPA frameworks, environmental monitoring data, training manuals	Regional emissions inventories, climate risk projections, adaptation cost-benefit analysis
8	Infrastructure & Settlement Data	Works Dept., Physical Planning Dept., Lands Commission	GIS maps, AutoCAD files, spatial development frameworks, infrastructure registers	Full GIS integration, urban growth models, spatial analysis of service gaps
9	Youth Development & Employment	NYA, Regional Youth Desk, CSOs, Labour Dept.	Skills training records, job placement data, youth programme reports	Youth tracer studies, employment outcome tracking, labour market intelligence systems
10	WASH Services Monitoring	Environmental Health Dept., CWSA Rep, GWCL	Borehole inventory, CLTS reports, water quality tests, school WASH data	Real-time water quality monitoring, service coverage mapping, sanitation sustainability analysis
11	Institutional Coordination & Policy Alignment	RPCU, NDPC Desk, OHLGS	NDPC guidelines, inter-sectoral reports, RCC circulars	Cross-sector policy harmonisation, institutional performance benchmarking

No.	Knowledge Area	Knowledge Holders	Knowledge Sources	Knowledge Gaps
12	Knowledge Management & Learning	RPCU, MIS Unit, HRM Unit	Regional workshops, lessons-learned reports, after-action reviews	Structured digital repository, knowledge-sharing platforms, Communities of Practice

Source: Regional Planning Coordinating Unit, 2025

CHAPTER EIGHT

8.0. DEVELOPMENT COMMUNICATION STRATEGY

8.1. INTRODUCTION

The Development Communication Strategy for the North East Regional Coordinating Council (NERCC) provides a systematic framework for enhancing transparency, accountability, inclusiveness, and ownership of the Medium-Term Development Plan (MTDP). Communication, in this context, is not an afterthought but a central pillar for effective governance and participatory development. It goes beyond informing stakeholders about projects and activities; it is about facilitating dialogue, mobilising resources, strengthening partnerships, and empowering citizens to play an active role in shaping development outcomes.

The North East Region is a relatively young administrative region with unique developmental challenges, including low infrastructure coverage, limited socio-economic opportunities, and the need to strengthen decentralisation systems. These challenges make a robust communication strategy vital for building trust between government and citizens, aligning stakeholders with the MTDP's goals, and ensuring inclusive participation in the implementation process. By leveraging traditional communication methods alongside modern digital platforms, the strategy ensures that even the most remote and marginalised communities are engaged.

8.2. COMMUNICATION GOALS AND STRATEGY

The communication goals of the NERCC aim to ensure that the MTDP is not only a government document but a shared development agenda embraced by all stakeholders. Communication is framed as both an enabler of governance and a tool for citizen empowerment.

8.2.1. Key Communication Goals

1. **Promote Broad-Based Awareness** – Disseminate the MTDP in accessible formats, languages, and platforms so that every citizen understands its vision, priorities, and expected benefits.
2. **Enhance Stakeholder Engagement and Ownership** – Encourage active involvement of traditional leaders, CSOs, the private sector, youth, women, and PWDs in planning, monitoring, and review processes.
3. **Foster Transparency and Trust in Governance** – Publish progress reports, challenges, and lessons in a timely manner to build credibility and reduce misinformation.
4. **Clarify Institutional Roles and Responsibilities** – Clearly communicate the functions of RCC departments, MMDAs, and partners to prevent overlaps and foster accountability.
5. **Support Feedback and Two-Way Communication** – Establish platforms such as hotlines, digital portals, community scorecards, and town hall forums to ensure citizen voices are integrated into the MTDP cycle.
6. **Leverage Strategic Communication for Resource Mobilisation** – Use professional branding, storytelling, and advocacy campaigns to attract financial, technical, and human resources from development partners and the private sector.

8.2.2. Strategic Approach

- **People-Centred and Inclusive:** Messages are designed with sensitivity to local culture, gender dynamics, literacy levels, and the linguistic diversity of the region. This ensures women, youth, and PWDs are not excluded.
- **Participatory:** Beyond information dissemination, stakeholders are directly involved in dialogues through validation workshops, town hall meetings, and policy cafés.
- **Integrated and Multi-Channel:** The strategy employs a blend of interpersonal communication (community durbars, house-to-house campaigns), traditional media (radio, print), and modern tools (websites, WhatsApp broadcasts, social media).
- **Continuous and Adaptive:** Communication is treated as an ongoing cycle, with content updated based on new data, lessons learned, and feedback received.
- **Institutionalised in Governance Structures:** Communication roles are formally embedded into the mandates of the RPCU, PRO, ISD, and RCC sub-committees, ensuring sustainability.

Table 8.1: Strategic Pillars of Communication

No.	Pillar	Focus
1	Transparency	Regular updates on budgets, projects, and evaluations
2	Engagement	Public forums, stakeholder consultations, validation exercises
3	Education	Citizen sensitization on priorities, rights, and responsibilities
4	Mobilization	Support for initiatives, partnerships, and resource mobilization
5	Feedback & Responsiveness	Hotlines, digital platforms, community scorecards

Source: Regional Planning Coordinating Unit, 2025

8.3. COMMUNICATION OBJECTIVES

- **Objective 1: Enhance Stakeholder Awareness** – Ensure that MTDP priorities are well understood by translating technical language into user-friendly information for citizens.
- **Objective 2: Promote Inclusive Participation** – Institutionalise platforms that enable youth, women, PWDs, CSOs, and traditional authorities to actively participate in decision-making.
- **Objective 3: Clarify Roles and Responsibilities** – Reduce confusion and overlaps by publishing simplified institutional responsibility charts.
- **Objective 4: Ensure Timely Dissemination** – Use radio announcements, digital platforms, and community-based agents to communicate project updates in real-time.
- **Objective 5: Build Transparency and Trust** – Regularly publish project performance scorecards and encourage independent citizen monitoring.
- **Objective 6: Mobilise Support and Resources** – Develop advocacy campaigns to secure donor support, CSR contributions, and local community involvement.
- **Objective 7: Institutionalise Two-Way Communication** – Establish citizen engagement portals, quarterly public hearings, and social media monitoring systems.
- **Objective 8: Monitor Communication Effectiveness** – Track reach, impact, inclusiveness, and adjust strategies using feedback.

8.4. TARGET AUDIENCE

The strategy distinguishes between internal audiences (who shape, implement, and coordinate the MTDP) and external audiences (who consume, validate, and participate in the process). This ensures tailored messaging that aligns with the information needs of each group.

Table 8.2: Internal and External Target Audience

No.	Internal Audience	External Audience
1	Regional Minister & Coordinating Director	Traditional Authorities
2	Heads of Departments/Directorates	Civil Society Organisations (CSOs)
3	RPCU Members	Community-Based Organisations (CBOs)
4	Regional Planning & Budget Committees	Faith-Based Organisations
5	RCC Management & Staff	Youth & Women Associations
6	Internal Audit & Finance Units	Private Sector & Business Associations
7	RCC Sub-Committees	Security Agencies
8	M&E/Statistics Units	Media
9	Sector Directorates (Agric, Health, Education)	Development Partners & NGOs
10	Regional Line Ministries (MDAs)	Vulnerable & Marginalised Groups

Source: Regional Planning Coordinating Unit, 2025

8.5. METHODS AND TOOLS OF COMMUNICATION

To achieve maximum reach and inclusivity, the NERCC will adopt multiple communication methods and tools. These will include:

- Policy briefs and newsletters tailored to decision-makers.
- Community radio programmes and jingles broadcast in local dialects for rural communities.
- Stakeholder workshops and review forums for sectoral actors and partners.
- Digital platforms (Facebook, WhatsApp, SMS campaigns, TikTok for youth engagement).
- Visual communication through flyers, posters, infographics, and noticeboard updates.
- Public accountability durbars and budget hearings that strengthen transparency.
- Capacity-building sessions targeting CSOs, women groups, and youth organisations.

8.6. DISSEMINATION STRATEGY

The dissemination framework translates goals into actionable activities, specifying target audiences, messages, channels, responsible institutions, and costs.

Table 8.3: Dissemination Framework

No.	Activity	Target Audience	Key Message	Tools/Channels	Responsible Entity	Timeframe	Estimated Cost (GHS)
1	MTDP Launch	General Public, RCC	Vision, goals, inclusive development	Press conference, Radio, Website	Regional Minister, RPCU	Q1 2026	25,000
2	Staff Sensitisation	RCC Staff	Roles and responsibilities	Staff durbars, flyers	Coordinating Director	Q1 annually	7,000
3	Stakeholder Workshops	CSOs, Private Sector	Partnerships, roles in implementation	Workshops, brochures	RPCU, Budget Unit	Semi-annual	20,000
4	Budget Hearings	Citizens, Leaders	Fiscal priorities, accountability	Town halls, radio, TV	Budget Officer, RCC	Annually	15,000
5	Mid-Term Review	All Stakeholders	Performance and adjustments	Forums, social media	RPCU, NDPC	Mid-2027	22,000
6	End-of-Plan Evaluation	NDPC, Partners, Media	Outcomes and lessons	Reports, regional forum	RPCU, NDPC, RCC	Q4 2029	30,000
7	Regular Updates	General Public	Progress of projects/programmes	Website, WhatsApp, posters	ISD, PRO	Quarterly	5,000/quarter

Source: Regional Planning Coordinating Unit, 2025

8.7. MONITORING AND EVALUATION OF THE COMMUNICATION STRATEGY

Monitoring and Evaluation (M&E) of the Development Communication Strategy is fundamental to ensuring that the North East Regional Coordinating Council (NERCC) achieves transparency, accountability, and citizen ownership of its Medium-Term Development Plan (MTDP). Communication, when not properly monitored, risks becoming fragmented or one-directional, failing to generate the inclusiveness and trust required for effective governance. For this reason, the NERCC positions M&E of communication as an ongoing and institutionalised process that is embedded in planning, implementation, and reporting cycles.

8.7.1. Objectives of Communication M&E

The monitoring of communication activities goes beyond measuring whether messages are disseminated; it seeks to understand whether these messages are *reaching the right audiences, influencing perceptions, and stimulating behavioural change*. The following objectives will guide NERCC's Communication M&E:

1. Tracking the reach and impact of communication

- ✓ Systematically monitor whether information about MTDP projects and initiatives reaches diverse stakeholders, including rural, urban, youth, and marginalised populations.
 - ✓ Measure how communication efforts contribute to improved citizen knowledge, trust, and participation in governance.
2. **Assessing awareness levels and behavioural changes**
 - ✓ Gauge the extent to which citizens understand development priorities and programmes.
 - ✓ Evaluate whether communication efforts inspire behavioural change such as community participation in sanitation campaigns, citizen oversight of projects, or increased use of feedback platforms.
 3. **Identifying communication gaps and addressing misinformation**
 - ✓ Detect areas where messages are misunderstood, distorted, or fail to reach target groups.
 - ✓ Develop corrective strategies to counter misinformation, strengthen clarity, and ensure timely dissemination of accurate information.
 4. **Institutionalising adaptive learning for future planning**
 - ✓ Capture lessons from ongoing communication activities and integrate them into subsequent MTDP cycles.
 - ✓ Build institutional memory within NERCC so that future communication strategies are evidence-based and more effective.

In essence, the objective is not only to measure *what* is being communicated but also to determine *how well* communication contributes to good governance, transparency, and citizen empowerment.

8.7.2. Key Performance Indicators

To operationalise these objectives, NERCC will employ a set of Key Performance Indicators (KPIs) that measure both outputs (activities conducted) and outcomes (changes achieved). These indicators will track effectiveness in four key domains: awareness, inclusiveness, transparency, and engagement.

- **Awareness:** Percentage of citizens who can recall MTDP priorities; number of people reached through media campaigns; increase in knowledge levels from baseline surveys.
- **Inclusiveness:** Proportion of communication products developed in local languages; level of participation of women, youth, and PWDs in community forums; disaggregated reach of communication by district and demographic group.
- **Transparency:** Frequency of updates on project status and budgets shared with the public; proportion of stakeholders who believe information shared by NERCC is timely and credible.
- **Engagement:** Number of citizens actively using feedback channels (hotlines, SMS polls, scorecards); number of media stories generated on MTDP initiatives; level of participation in regional and district dialogues.

These KPIs will be tracked through structured tools such as perception surveys, media monitoring, digital analytics, attendance registers, citizen scorecards, and periodic evaluations. The indicators will be reported quarterly, reviewed annually, and consolidated in mid-term and terminal evaluations, ensuring that communication is continuously refined to meet stakeholder needs.

By applying this framework, the NERCC establishes a communication monitoring system that is not only performance-driven but also responsive, inclusive, and adaptable—laying the foundation for stronger governance and citizen trust.

Table 4: Key Performance Indicators (KPIs)

No.	Indicator	Means of Verification	Frequency	Responsible Entity
1	Stakeholders reached	Attendance lists, media logs	Quarterly	ISD, PRO
2	Awareness level	KAP surveys, exit interviews	Annually	RPCU, GSS
3	Feedback received	Forms, hotlines, SMS data	Ongoing	PRO, ISD
4	Media visibility	Clippings, transcripts	Quarterly	PRO, Media Liaison
5	Digital engagement	Social media analytics, website logs	Monthly	ICT/Comm Officer
6	Inclusiveness	Disaggregated feedback surveys	Bi-annually	Gender Desk Officer
7	Timeliness & accuracy	Publication logs, reports	Quarterly	RPCU, ISD

8.7.3. Feedback and Adaptation

Feedback and adaptation are central to ensuring that the NERCC Development Communication Strategy remains dynamic, relevant, and effective throughout the implementation of the MTDP. Communication is not a one-way process but a continuous cycle of dissemination, listening, reflection, and adjustment. In recognition of this, the NERCC has established structured mechanisms to systematically collect, analyse, and integrate feedback into decision-making processes.

a. Systematic Feedback Collection

The NERCC will utilise a mix of qualitative and quantitative tools to gather citizen and stakeholder perspectives. Perception surveys will be conducted periodically to measure awareness levels, attitudes, and behavioural change in relation to development initiatives. Focus Group Discussions (FGDs) will allow for deeper exploration of community-specific concerns, particularly among women, youth, and persons with disabilities. Citizen scorecards and community monitoring forums will provide grassroots-level accountability, enabling citizens to directly rate the quality and responsiveness of service delivery. Digital platforms such as WhatsApp broadcasts, SMS polls, and interactive social media campaigns will ensure real-time citizen input, especially from younger demographics and urban-based populations.

b. Institutionalized Review Processes

Quarterly review meetings will serve as a structured platform for tracking communication performance. At these sessions, departmental reports, citizen feedback, and media monitoring results will be collated and reviewed to identify strengths, weaknesses, and gaps. Annual review meetings will take a broader perspective, consolidating lessons from quarterly reports and aligning them with strategic objectives. These reviews will also provide space for cross-learning between departments and external stakeholders, ensuring that the communication strategy evolves in line with emerging challenges and opportunities.

c. Adaptive Communication through Evaluations

The NERCC will place strong emphasis on mid-term and terminal evaluations as critical milestones for refining its communication approach. The mid-term evaluation (2027) will assess whether communication objectives are being met, identify barriers to effective dissemination, and recommend course corrections for the second half of the MTDP cycle. The terminal evaluation (2029) will document successes, challenges, and lessons learned, providing evidence-based recommendations for the next planning cycle. These evaluations will not only focus on reach and frequency of communication but also on outcomes such as increased citizen participation, improved trust in governance, and responsiveness to citizen concerns.

d. Feedback-to-Action Mechanisms

Importantly, the NERCC will ensure that feedback does not remain at the data collection stage but is actively translated into action. For example, if surveys reveal low awareness of a flagship programme, targeted campaigns will be rolled out through community radio and town halls. If citizen scorecards highlight gaps in WASH services, findings will be escalated to the relevant departments for immediate redress. Digital feedback collected via SMS or social media will be categorized, analyzed, and reported to the RPCU and sub-committees, ensuring timely responses.

In this way, the feedback and adaptation framework institutionalizes learning as an integral component of communication. It allows the NERCC to remain responsive to citizen needs, flexible in strategy implementation, and accountable in ensuring that communication enhances governance outcomes. Ultimately, this iterative process strengthens trust, inclusiveness, and shared ownership of the development agenda in the North East Region.

8.7.4. Institutional Roles

The successful implementation of the Development Communication Strategy depends on the clarity of institutional roles, collaboration among key actors, and the mainstreaming of communication into the overall governance process of the NERCC. Each institution plays a distinct yet complementary role in ensuring that communication is not fragmented but coordinated, transparent, and impactful.

a. Regional Planning Coordinating Unit (RPCU)

The RPCU serves as the nerve center for planning and coordination within the NERCC. In relation to communication, its mandate includes integrating communication objectives into the broader development planning cycle, aligning messages with regional priorities, and ensuring that progress reports are systematically shared with the National Development Planning Commission (NDPC). The RPCU also facilitates coordination across departments, organizes stakeholder engagement forums, and ensures consistency in the dissemination of data, policies, and outcomes. It is responsible for setting communication standards, approving messages before they are disseminated, and linking communication outputs to performance monitoring and evaluation frameworks.

b. Information Services Department (ISD), National Commission for Civic Education (NCCE), and Community Development Department

These institutions are the primary drivers of grassroots mobilization and citizen engagement. The ISD is tasked with preparing and disseminating official information through community announcements, radio broadcasts, and public notice systems. The NCCE plays a pivotal role in sensitizing citizens on

their civic rights and responsibilities, particularly in relation to monitoring the implementation of the MTDP. The Community Development Department ensures that messages are packaged in culturally sensitive ways and reach underserved groups, including rural communities with limited literacy. Together, these institutions create platforms for dialogue, build citizen trust, and ensure feedback is channeled back to the NERCC for action.

c. Public Relations Officer (PRO)

The PRO is responsible for managing the image and reputation of the NERCC. This role extends to organizing press briefings, liaising with journalists, issuing press releases, and coordinating media coverage of development programmes. The PRO ensures that accurate information is disseminated in a timely manner to avoid misinformation, while also managing digital platforms such as the NERCC website and official social media handles. Beyond external communication, the PRO also strengthens internal communication by preparing newsletters, bulletins, and staff updates, ensuring that RCC staff remain informed and aligned with regional priorities.

d. Planning and Budget Units

The Planning and Budget Units play a strategic role in embedding communication into the financial and programmatic dimensions of the MTDP. They ensure that adequate resources are allocated for communication activities, such as community forums, awareness campaigns, and digital platforms. The Planning Unit ensures that communication objectives are mainstreamed into annual action plans, while the Budget Unit aligns communication costs with fiscal strategies and prepares budget lines to sustain activities over time. These units also ensure that reporting to NDPC, donors, and other stakeholders includes a communication component that highlights achievements and challenges.

e. Gender and Disability Desk

The Gender and Disability Desk ensures that inclusiveness is not only a principle but a practical reality of the communication strategy. This unit develops messages tailored to women, youth, and persons with disabilities, ensuring that their voices are heard and integrated into planning and monitoring processes. The Desk also provides training for staff on gender-sensitive and disability-friendly communication practices. Importantly, it collaborates with CSOs and advocacy groups to collect data on vulnerable populations, thus ensuring that disaggregated perspectives are considered in both the design and dissemination of information.

In sum, institutional roles under the NERCC communication strategy are interdependent, requiring collaboration, regular coordination meetings, and the use of a harmonized communication calendar to avoid duplication and enhance impact.

8.8. CONCLUSION

The Development Communication Strategy of the NERCC represents a paradigm shift from communication as a peripheral activity to communication as a core governance mechanism. By institutionalising communication within all facets of planning, budgeting, monitoring, and evaluation, the strategy ensures that development is not only delivered but is also inclusive, transparent, and responsive to citizen needs.

Through deliberate efforts to build stakeholder awareness, foster participation, and strengthen transparency, the NERCC positions communication as a powerful enabler of good governance. The strategy leverages both traditional and digital platforms, ensuring that information flows effectively from the regional level to the grassroots and that feedback loops are operationalized to inform decision-making.

Furthermore, the strategy emphasizes inclusiveness by actively engaging women, youth, persons with disabilities, and vulnerable groups, thereby ensuring that no one is left behind in the development process. By embedding communication in institutional roles from the RPCU's coordination, the ISD and NCCE's citizen engagement, the PRO's media management, the Budget and Planning Units' resource allocation, to the Gender and Disability Desk's inclusiveness the NERCC creates a holistic and sustainable framework for governance communication.

Ultimately, the NERCC Development Communication Strategy builds trust between government and citizens, mobilizes resources for development, and institutionalizes accountability in a manner that empowers communities to co-own the regional development agenda. In doing so, it ensures that the North East Region's development is not only planned and implemented but is also understood, supported, and sustained by its people.