

NORTHERN REGIONAL COORDINATING COUNCIL



MEDIUM TERM DEVELOPMENT PLAN (2026 – 2029)

(Resetting-Ghana Agenda – Creating Jobs, Ensuring Accountability and Promoting Shared Prosperity)



Prepared By:
2026-2029 MTDP Preparation Committee, NRCC, Tamale

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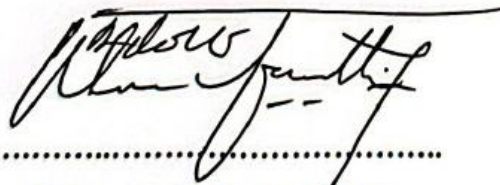
FOREWORD



As Northern Regional Coordinating Council, we are committed to promoting regional development and improving the lives of our people. This Medium-Term Development Plan (2026-2029) outlines our strategic direction, prioritizing good governance (improved service delivery, and facilitate economic growth, social development, and environmental sustainability, under *the Resetting-Ghana Agenda – Creating Jobs, Ensuring Accountability and Promoting Shared Prosperity*.

This plan aligns with the Policy Matrix of the National Medium Term Policy Framework (2026-2029) and in sync with existing regulations and requirements of the planning guidelines (2026-2029) issued by the National Development Planning Commission (NDPC) and the National Development Planning (Systems) Regulations, 2016 (L.I. 2232).

Through collaborative efforts with stakeholders including government agencies, and development partners, Metropolitan/Municipal/District Assemblies and traditional authorizes, we aim to harness regional resources and opportunities, and are committed to effective implementation, monitoring, and evaluation of the development priorities outlined in this document to ensure tangible results and positive impact on our communities in driving growth, create jobs, and reducing poverty.



HON. ADOLF ALI JOHN
(NORTHERN REGIONAL MINISTER)

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LIST OF ABBREVIATION

AAP	Annual Action Plans
APR	Annual Progress Report
BECE	Basic Education Certificate Examination
CCTV	Close Circuit Television
CLOGSAG	Civil Local Government Staff Association of Ghana
CP	Child Protection
CPD	Continuous Professional Development
CPESDP	Coordinated Programme of Economic and Social Development Policies
CSOs	Civil Society Organizations
CSU	Client Service Unit
CWSA	Community Water and Sanitation Agency
DACF	District Assemblies Common Fund
DAOs	District Agric Officers
DEPT'S	Departments
DoA	Department of Agriculture
DPAT	District Performance Assessment Tool
DPCU	District Planning Coordinating Unit
DPs	Development Partners
DRR	Disaster Risk Reduction
EA	Environmental Assessments
EHOs	Environmental Health Officers
FBOs	Farmer Based Organizations
FGDs	Focus Group Discussions
GHC	Ghana Cedis
GHS	Ghana Health Service
GIFMIS	Ghana Integrated Financial Management Information System
GIPC	Ghana Investment Promotion Center
GoG	Government of Ghana
GSS	Ghana Statistical Service
HoDs	Heads of Departments
HR	Human Resource
HRM	Human Resource Management
IA	Internal Auditor
IAU	Internal Audit Unit
ICT	Information Communication Technology
IGF	Internally Generated Fund
ILGS	Institute of Local Government Secretariat
LGS	Local Government Service

LI	Legislative Instrument
LUSPA	Land Use Planning Authority
M&E	Monitoring and Evaluation
MDAs	Ministries Departments and Agencies
MIS	Management Information System
MISOs	Management Information Systems Officers
MMDCDs	Metropolitan, Municipal, District Chief Executives
MMDCEs	Metropolitan, Municipal, District Coordinating Directors
MMDEHOs	Metropolitan, Municipal, District Environmental Health Officers
MOF	Ministry of Finance
MOFA	Ministry of Food and Agriculture
MoU	Memorandum of Understanding
MTDP	Medium Term Development Plan
MTDPF	Medium Term Development Policy Framework
NDPC	National Development Planning Commission
NGO	Non-Governmental Organization
NITA	National Information Technology Agency
NRCC	Northern Regional Coordinating Council
PM&E	Participatory Monitoring and Evaluation
PR	Public Relations
PRA	Participatory Rural Appraisal
PRAAD	Public Records and Archives Administration Department
R&D	Research and Development
RAO	Regional Agric Officers
RBA	Regional Budget Analyst
RCD	Regional Coordinating Director
REGSEC	Regional Security Council
REHO	Reg. Env. Health Officer
REPO	Regional Economic Planning Officer
RM	Regional Minister
RPCU	Regional Planning Coordinating Unit
SDF	Spatial Development Framework
SDG	Sustainable Development Goals
SEA	Strategic Environmental Assessment
SWOT	Strengths, Weaknesses, Opportunities and Threats
ToT	Training of Trainers
USD	United States Dollars
WASSCE	West Africa Senior School Certificate Examination

EXECUTIVE SUMMARY

The Northern Regional Coordinating Council (NRCC) is a statutory institution established by the Local Governance Act, 2016 (Act 936) with oversight responsibility for Ministries, Departments, and Extra-Ministerial Organizations. As a Central Management Agency, NRCC provides leadership, manages human resources, and promotes organizational development in the Local Government Service.

Policy Direction of the Plan

The NRCC developed its Medium-Term Development Plan (MTDP) 2026-2029, aligning with the National Development Planning Commission (NDPC) requirements and the National Medium-Term Development Policy Framework (NMTDPF 2026-2029). The plan's policy bases and strategic direction were derived from the development dimensions, broad policy objectives, and sector-specific strategies of the National Medium Term Development Policy Framework (NMTDPF) and the governments Coordinated Programme of Economic and Social Development Policies (CPESDP 2026-2029).

Overall goal of this plan is to ***‘Improve service delivery performance of the Northern Regional Coordinating Council and MMDAs in the region’***.

Key development priorities for 2026-2029 focus on:

- Strengthening service delivery and performance management culture
- Enhancing internal financial and management control systems
- Improving records management systems
- Fighting corruption and promoting attitudinal change

These priorities align with the ***Resetting-Ghana Agenda, aiming to create jobs, ensure accountability, and promote shared prosperity***.

This plan aligns with the Policy Matrix of the National Medium Term Policy Framework (2026-2029) and in sync with existing regulations and requirements of the planning guidelines (2026-2029) issued by the National Development Planning Commission (NDPC) and the National Development Planning (Systems) Regulations, 2016 (L.I. 2232).

Plan Preparation Team

A team comprising Technical Officers from various departments/units, and representatives from other institutions/agencies was constituted and trained as the Regional Plan Preparation Team. The team members were:

1. Regional Coordinating Director
2. Regional Planning Officer
3. Regional Budget Analyst
4. Regional Director of Agriculture
5. Regional Health Director
6. Regional Finance Officer
7. Regional Education Director
8. Community Development & Social Welfare Director
10. Regional Works Engineer
11. Community Water and Sanitation Agency Representative

Processes in Plan Preparation

The plan preparation team collaborated with stakeholders, including government agencies and civil society organizations. Stakeholder consultations and public hearings were conducted, with a signed public hearing report attached in the annex.

The Scope of the Plan

The Medium-Term Development Plan proposes strategic programmes and projects that need to be executed between 2026 and 2029. The document is divided into eight chapters in line with the National Development Planning Commission guidelines;

Chapter 1: General Introduction

Chapter 2: Performance Review, District Profile and Current Situation of Development

Chapter 3: District Development Priorities

Chapter 4: District Development Focus Areas, Goals, Objectives and Strategies.

Chapter 5: Development Programmes and Sub-programmes.

Chapter 6: Annual Action Plans (2026-2029).

Chapter 7: Monitoring and Evaluation Arrangements

Chapter 8: Communication Strategy

Indicative Budget, Programme Financing and Expected Outcomes

The current plan has been comprehensively developed to embody the development aspirations and needs of the Departments, Agencies and Units of the Northern Regional Coordinating Council. There is a clear focus, goals and objectives that must be met within the medium term of 2026-2029.

As contained in the Programme of Action, an estimated amount of *Twenty-Nine Million, Eight Hundred and Seventy-Eight Thousand, Eight Hundred and Eighty Ghana Cedis (Ghc 29,878,880.00)* is expected to go into financing of the development proposals outlined in this plan. The funds will be mobilized from the DACF, Donor Funds, other donor grants and GoG funds to the various departments in of the Northern Regional Coordinating Council will also be applied to the implementation of this strategic document.

Given the huge budgetary requirements, the following strategies would be used;

- Various components of the MTDP would be marketed to development partners and their commitment to the plan donors including foreign Embassies and High Commissions in Ghana will be encouraged.
- New sources of development funding would also be explored.

In ensuring that there is value for money in contract procedures the Public Procurement Act, 2003 (Act 633) as amended 2016 (Act 914) would be employed in dealing with all tender issues. The Public Financial Management Act, 2016 (Act 921) and the Public Financial Management Regulations, 2019 (L.I. 2378); will also be employed to ensure that there is counter-balancing in the way resources are disbursed.

CHAPTER ONE: GENERAL INTRODUCTION

1.1 Introduction

This chapter highlights the vision, mission, functions, mandate, core values, organogram (organizational structure) and locational map of the Northern Region.

1.2 Background

The Local Government Act, 1993 (Act 462) established the Northern Regional Coordinating Council (NRCC) in accordance with Article 255 of the 1992 Ghana Republican Constitution. The Northern Regional Coordinating Council, with its capital in Tamale is responsible for the management of sixteen (16) Metropolitan, Municipal, and District Assemblies in the Region and performs any functions assigned to it under the said law.

The Northern Regional Coordinating Council constitutes:

- (a) the Regional Minister;
- (b) the Presiding Member of each District Assembly and the District Chief Executive of each district in the Region;
- (c) two chiefs from the Regional House of Chiefs elected by the chiefs at a meeting of the House; and
- (d) the regional heads of the decentralized ministries in the region as members without the right to vote.

The Regional Minister is the Chairman of the Regional Coordinating Council. The Regional Coordinating Director is the Secretary to the Regional Coordinating Council.

Section 196 of Thirteenth Schedule of the Local Governance Act established 22 departments for the RCCs, However, in Northern Region Departments of Housing and Agricultural Engineering are not operational. The departments are headed by Regional Heads of Departments and are responsible to the Regional Minister through the Regional Coordinating Director.

Departments of the Northern Regional Coordinating Council

Table 1: List of Departments, Northern Regional Coordinating Council

No.	Departments		
1.	Department of Social Protection	12.	Public Works Department
2.	Department of Community Development	13.	Department of Parks and Gardens
3.	Department of Town and Country Planning	14.	Department of Housing
4.	National Board for Small-Scale Industries	15.	Ghana Library Authority

5.	Registry of Births and Deaths	16.	Ghana Health Service
6.	Controller and Accountant-General's Department	17.	Ghana Statistical Service
7.	Department of Feeder Roads	18.	Department of Children
8.	Department of Urban Roads	19.	Department of Women
9.	Veterinary Services Department	20.	Ghana Education Service
10.	Department of Agriculture	21.	National Youth Authority
11.	Department of Agricultural Engineering	22.	National Sports Authority

Source: NRCC, 2024 APR

Functional Agencies in the region also include Environmental Protection Agency, Food and Drug Authority, Ghana Water Company, Ghana Standard Authority, Driver and Licensing Authority, Tamale Teaching Hospital, Bank of Ghana among others.

1.3 Mandate

Section 190 of the Local Governance Act, 2016 (Act 936), mandates Northern Regional Coordinating Council (NRCC) to facilitate the preparation, coordination, harmonization, monitoring and evaluation of MMDAs development plans, as well as prepare NRCC Plans (MTDPs) and Budgets for submission to the National Development Planning Commission (NDPC) as inputs for the preparation of National Development Plans.

Our development planning mandate is backed by the legal framework of NDPC which consists of the following:

1. National Development Planning Commission Act, 1994 (Act 479), which formally establishes NDPC
2. National Development Planning (Systems) Act, 1994 (Act 480), which makes NRCC a regional coordinating body of the Decentralized Development Planning System in Ghana.

1.4 Vision

The NRCC envisions a peaceful, progressive and developed Northern Region with high standards of living for its people in a conducive atmosphere where the dreams and aspirations of its inhabitants can be attained and maximized.

1.5 Mission

The Northern Regional Coordinating Council acts as an arm of the Executive to provide quality administration and technical services through monitoring, evaluating, harmonization and coordinating plans and programmes of Ministries, Departments and Agencies (MDAs), Metropolitan, Municipal and District Assemblies (MMDAs) and Non-Governmental Organizations (NGOs) in order to achieve accelerated development of the region.

1.6 The Functions of Northern Regional Coordinating Council

Section 188.(1) of the Local Governance Act, 2016 (Act 936) stipulates that the Regional Coordinating Council shall perform the following functions:

- (a)* monitor, co-ordinate and evaluate the performance of the District Assemblies in the region;
- (b)* monitor the use of moneys mobilized by the District Assemblies; or allocated and released to the District Assemblies by any agency of central Government; and
- (c)* review and co-ordinate public services generally in the region.

(2) The Regional Coordinating Council is responsible for the following functions:

- (a)* the approval of the by-laws of the District Assemblies in the region subject to their consistency with national legislation,
- (b)* the provision of back-stopping support for the performance of any function assigned to the District Assemblies in the region in respect of which a particular District Assembly is deficient in terms of skills and workforce;
- (c)* the resolution of any conflicts between a District Assembly in the region and any agency of the central Government, public corporation, statutory body, non-governmental organization or individual;
- (d)* the oversight responsibility for second-cycle educational institutions and regional hospitals in the region on behalf of the Ministries of Education and Health; and
- (e)* the performance of any other functions assigned to it by or under an enactment.

1.6.1 Development Planning Functions of NRCC

Section 189 (1) of the Local Governance Act, 2016 (Act 936) stipulates that the Regional Coordinating Council shall:

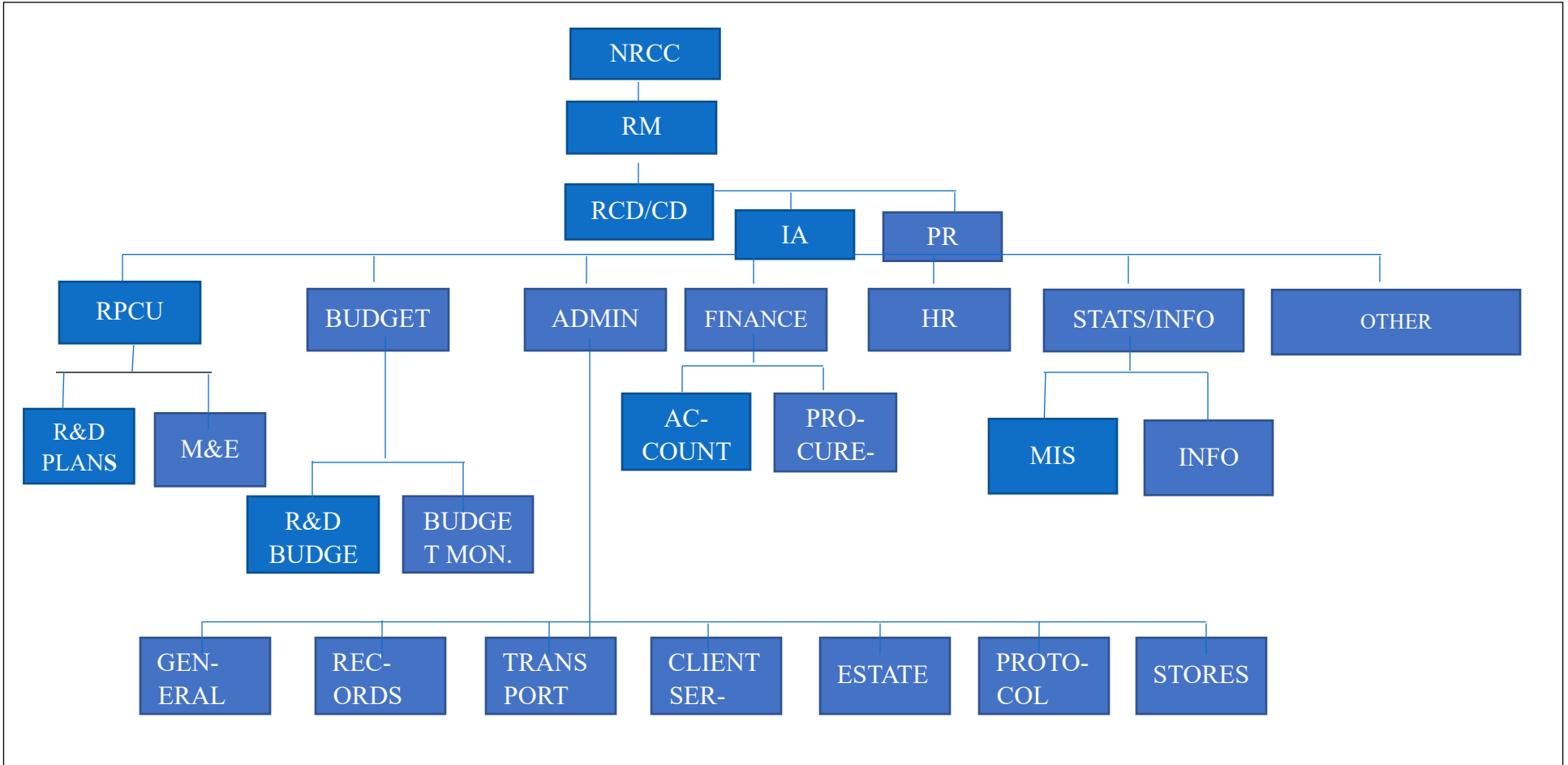
- (a)* Provide a District Planning Authority with the information and data necessary to assist the Authority in the formulation of a district development plan;
- (b)* Coordinate the plans and programmes of District Planning Authorities and harmonize the plans and programmes with national development policies and priorities for consideration and approval by the Commission;
- (c)* Monitor and evaluate the implementation of the programmes and projects of the District Planning Authorities within the region;
- (d)* Act on behalf of the Commission with respect to the national programmes and projects in the region as the Commission may direct; and
- (e)* Perform any other planning functions that may be assigned by the Commission.

1.7 Core Values

People- Centered, Integrity, Honesty, Equity, Timeliness, Discipline, Innovativeness, Creativity, Diligence, Commitment, Cooperative, Collaborative

1.8 Organogram of Northern Regional Coordinating Council

Figure 1: Organogram – Northern Regional Coordinating Council



1.9 Locational Map Northern Regional Coordinating Council

Figure 2: Locational Map, NRCC, Northern Region

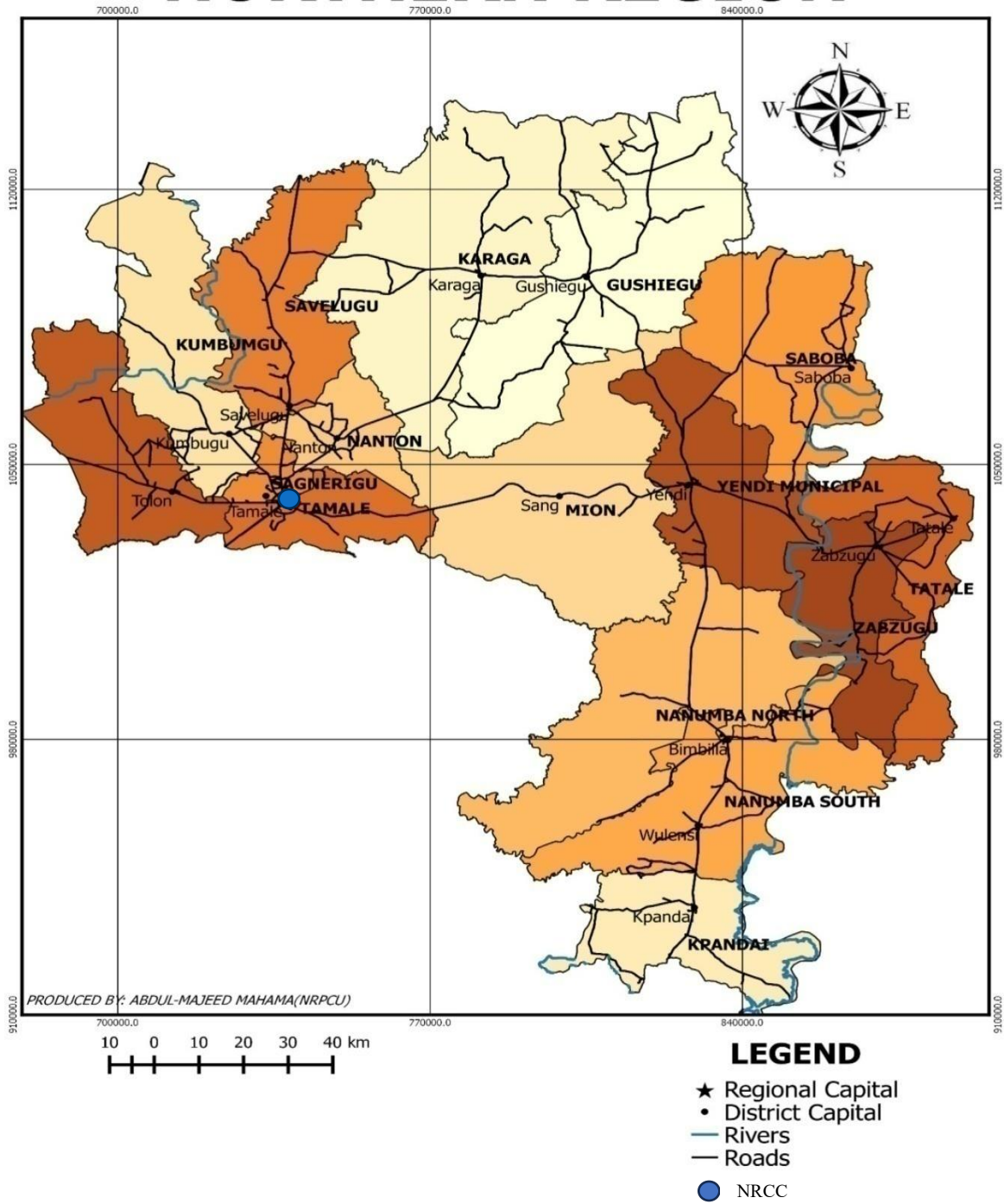
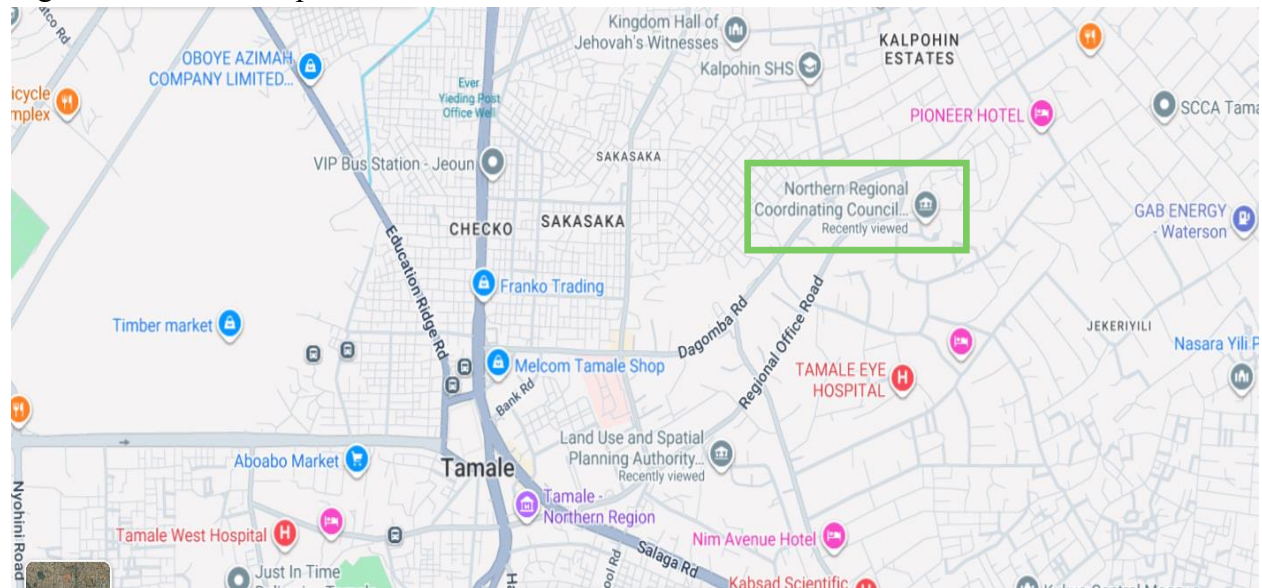


Figure 4: Location map NRCC, Tamale



1.10 Structure of the Plan

The 2026 – 2029 Medium Term Development Plan is structured into eight (8) chapters as follows: Chapter One states the Vision, Mission, Functions, Mandate and Core Values of the Northern Regional Coordinating Councils, Organogram (Organizational Structure), locational map and a structure of the plan.

Chapter Two provides the analysis of the performance review of 2022–2025 MTDP and analysis of financial performance, Analysis of existing conditions with adequate spatial expressions depicted in maps and the use of graphics, list of development issues (Strengths, Weaknesses, Opportunities and Threats) and estimated future development needs.

Chapter Three provides list of the prioritized development issues and provides a brief narrative on how prioritization was done

Chapter Four states development goals, objectives, strategies and programmes linked to national objectives, provides an assessment of goal compatibility using goal compatibility matrix, an indication of development proposals integrated with spatial plans, through the relevant maps and desired future situation, accompanied with a brief narrative (a spatial representation of proposed goals and objectives).

Chapter Five provides assumptions and methodologies used for the costing, matrix on Composite Development Programme for the plan period, with the indicative costs, programme status, and implementing institutions, programme financing matrix and revenue generation measures and strategic Environmental Assessment of formulated programmes.

Chapter Six captures Annual Action Plans for the four-year planning period, 2026 to 2029.

Chapter Seven presents a brief narrative accompanied with a table on stakeholder analysis, indicators selected for tracking implementation of MTDP presented in the matrix, a brief narrative on intended evaluation(s) to be conducted over the plan period and a knowledge management and learning framework.

Chapter Eight presents a communication strategy with defined communication channels for specific targeted audiences.

CHAPTER TWO: SITUATIONAL ANALYSIS

2.1 Introduction

Chapter Two provides the analysis of the performance review of 2022–2025 MTDP and financial performance, analysis of existing conditions with adequate spatial expressions depicted in maps and the use of graphics, list of development issues, SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats) and estimated future development needs.

2.2 Performance Review (2022-2024)

Table 2: Performance Review of 2022-2025 MTDP Implementation

2.2.5 Governance and Institutional Development Performance Indicators

Development Dimension	Indicator	Baseline (2021)	2022-2025 Medium Term Target	Cumulative Achievement		Remarks
				Year	Data	
Governance, Corruption and Public Accountability	Percentage of approved promotion and retirement schedules implemented at RCC	20%	80%	2024	40%	
	Percentage of RCC AAP activities implemented	90%	100%	2024	74%	
	Percentage of MMDAs submitting quarterly progress reports on time	100%	100%	2024	85%	
	Percentage of sub-district structures meeting minimum operational standards	17%	50%	2024	13%	
	Percentage of MMDAs uploading approved budgets to MOF website	100%	100%	2024	157%	
	Percentage of MMDA budgets successfully processed in GIFMIS	100%	100%	2024	100%	
	Percentage of MMDAs submitting Annual Budget Implementation Reports (ABIR)	36%	100%	2024	100%	
	Percentage of MMDAs submitting budget reports using approved template	28%	100%	2024	20%	
	Percentage increase in use of standardized PFM budget dissemination template	42%	75%	2024	15%	

Source: Regional Planning Coordinating Unit, 2025

The data shows the progress of the Northern Regional Coordinating Council (NRCC) in achieving its development targets in governance and institutional development. The baseline data for 2021 indicates a low implementation rate of promotion and retirement schedules (20%) and a moderate proportion of functional sub-district structures (17%).

As of 2024, the cumulative achievements show mixed progress. The implementation of promotion and retirement schedules has improved to 40%, but still lags behind the medium-term target of 80%. The proportion of RCC AAP implemented is at 74%, short of the 100% target. The submission of MMDAs quarterly progress reports on time is at 85%, below the 100% target.

Notable achievements include the uploading of MMDAs budgets onto the MOF website (157% achievement) and the loading of MMDA budgets onto GIFMIS (100% achievement). However, the proportion of functional sub-district structures remains low at 13%, indicating a need for improvement.

The remarks column highlights resource constraints as a major challenge, particularly in implementing training programs. This suggests that inadequate resources hinder progress in achieving some of the development targets.

Development Dimension	Indicator	Baseline (2021)	2022-2025 Medium Term Target	Cumulative Achievement		Remarks
				Year	Data	
Governance, Corruption and Public Accountability	%implementation of promotion and retirement schedules at RCC	20%	80%	2024	40%	
	Proportion of RCC AAP implemented	90%	100%	2024	74%	
	Percentage of MMDAs quarterly progress reports submitted on time	100%	100%	2024	85%	
	Proportion of functional sub-district structures	17%	50%	204	13 %	
	Percentage of MMDAs budgets uploaded unto MOF website	100%	100%	2024	157%	
	Proportion of MMDA budgets successfully loaded unto GIFMIS	100%	100%	2024	100%	
	Proportion of MMDA's annual Budget implementation reports submitted	36%	100%	2024	100%	
	Proportion of MMDA's budget implementation report that conforms with required template	28%	100%	2024	20%	
	Percentage change in the use of PFM template for budget dissemination in the region	42%	75%	2024	15%	

Source: Regional Planning Coordinating Unit, 2025

The data shows the progress of the Northern Regional Coordinating Council (NRCC) in achieving its development targets in governance and institutional development. The baseline data for 2021 indicates a low implementation rate of promotion and retirement schedules (20%) and a moderate proportion of functional sub-district structures (17%).

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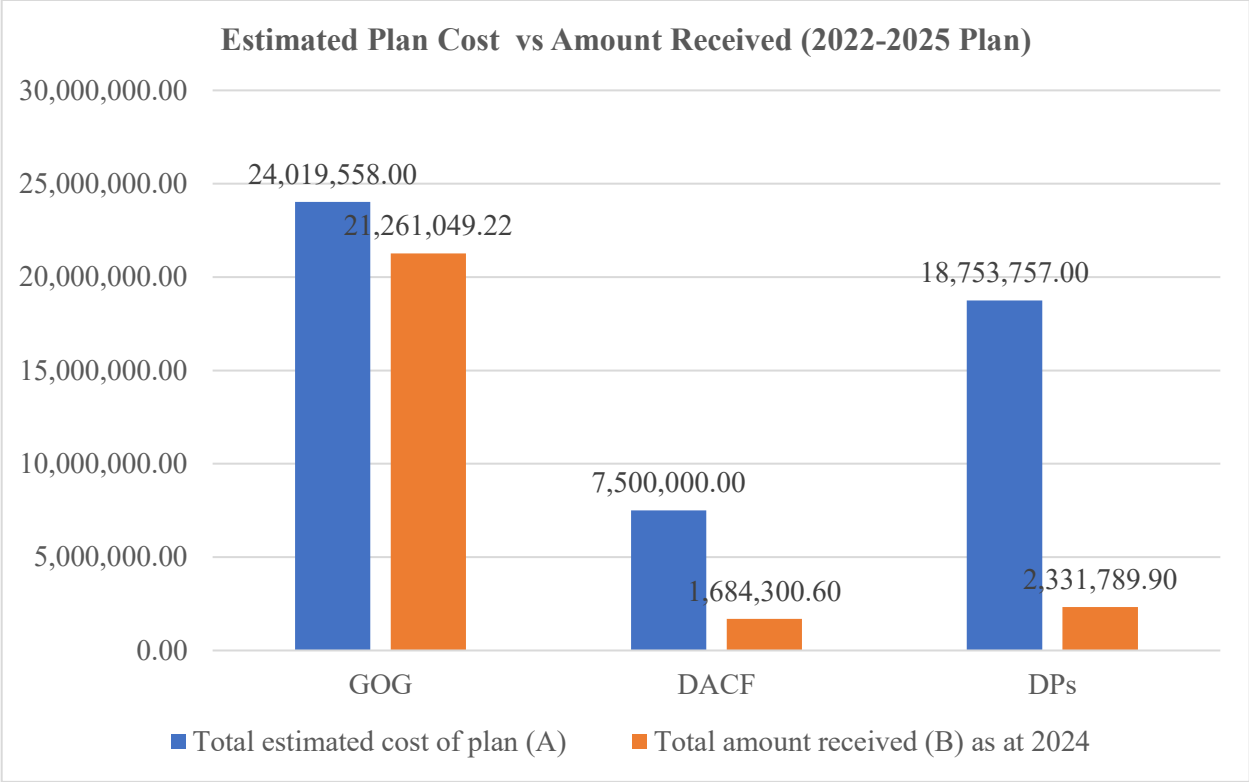
2.3 Financial Performance

Table 3: Financial Performance (2022-2025)

Source of funds	Total estimated cost of plan (A)	Total amount received (B) as at 2024	Variance(C) = (A -B)
GOG	24,019,558.00	21,261,049.22	2,758,508.78
DACF	7,500,000.00	1,684,300.6	9,184,300.60
DPs	18,753,757.0	2,331,789.9	16,421,967.1
Others (specify)	0.0	0.0	0.0
TOTAL	42,773,315.00	25,277,139.72	19,180,475.88

Source: Regional Planning Coordinating Unit, 2025

Figure 4: Funding Sources - Estimated Plan Cost vs Amount Received (2022-2025 Plan)



During the preparation of the NRCC 2022 -2025 MTDP, an amount of GHC 42,773,315.00 was projected as the financial resource required to implement the four (4) year plan. This amount was made up of GHC 24,019,558.00 GoG funds and GHC18,753,757.0 DP funds. However, as at the end of 2024, GHC25,277,139.73 was the total amount received being GHC 21,261,049.22 GoG funds and 16,421,967.1 funds. The total amount of funds received represents 59.10% of the planned financial resource.

The main sources of revenue for the NRCC during the plan implementation period 2022-2025 has been the Government of Ghana (GoG), District Assemblies Common Fund and Development Partners. GoG/ Central Government had been the major source of funding to the RCC. It is also important to add that over the years Development Partners also contributed significantly in terms of provision of funds for RCC activities.

This clearly showed that the NRCC by law is not a rating authority and therefore depends largely on grants from the Central Government and other donor funds.

2.4 Existing Situation

The Northern Regional Coordinating Council (NRCC) plays a crucial role in coordinating development efforts in the Northern Region. However, an assessment of its institutional capacity reveals disparities in staffing, office equipment, transportation, internet availability, and office space across departments, impacting service delivery and development outcomes.

2.4.1 Institutional (HR) Capacity Assessment

This section evaluates the institutional resource capacity of the Northern Regional Coordinating Council (NRCC) and its departments, as well as the Metropolitan, Municipal, and District Assemblies (MMDAs) in the Northern Region. The assessment examines various aspects of institutional capacity, including staffing, office equipment, transportation, internet availability, and office space, to identify strengths, weaknesses, and areas for improvement. The findings will inform strategies to enhance institutional effectiveness, efficiency, and service delivery.

2.4.1.1 Staffing Situation

Table 4: Staff Distribution by Sex

#	Departments	Senior Management		Junior staff		Total
		M	F	M	F	
1	Regional Health Directorate, GHS	5	0	150	74	229
2	Department of Gender	1	1	1	0	3
3	Department of Social Welfare		1	4	3	8
4	Environmental Protection Agency, Regional	7	6	2	0	15
5	Department of Community Development	4	1	10	5	20
6	Department of Agriculture	9	3	31	4	47
7	Ghana Education Service, Regional	7	0	59	20	86
8	Ghana Statistical Service, Regional	5	0	1	1	7
9	Department of Gender	1	1	1	0	3
10	National Disaster Management Organization (NADMO)	14	6	27	7	54
11	NRCC (Internal Units and Departments)	47	45	45	38	175
	TOTAL	100	64	331	152	647

Source: Regional Planning Coordinating Unit, 2025

The data shows the staffing levels across various departments in the Northern Regional Coordinating Council (NRCC). The Regional Health Directorate, GHS, has the largest workforce, with 229 staff, comprising 5 senior management and 224 junior staff. NRCC (Internal Units and Departments) has 175 staff, with a relatively balanced senior management team (47 males, 45 females).

The data highlights a male dominance in senior management positions, with 100 males compared to 64 females. Overall, the NRCC has a total staff strength of 647, with 331 male junior staff and

152 female junior staff.

The Department of Gender has a limited staff capacity, with only 3 staff members. The data shows that potential gender disparities in staffing and senior management representation.

2.4.1.2 Logistics - Office Equipment and Vehicles

a) Office Equipment

Table 5: Office Equipment Capacity of Departments and Units of the NRCC

Departments	OFFICE EQUIPMENT		
	Computers (desk/laptops)	printer	photocopiers
Regional Health Directorate, GHS	80	26	5
Department of Gender	2	1	0
Department of Social Welfare	2	1	1
Environmental Protection Agency, Regional	8	2	1
Department of Community Development	2	0	0
Department of Agriculture	4	1	2
Ghana Education Service, Regional	6	3	3
Ghana Statistical Service, Regional	5	3	1
Department of Gender	2	1	0
National Disaster Management Organization (NADMO)	6	3	1
NRCC (Internal Units and Departments)			
TOTAL	117	41	14

Source: Regional Planning Coordinating Unit, 2025

The data reveals the distribution of office equipment across various departments in the Northern Regional Coordinating Council (NRCC). The Regional Health Directorate, Ghana Health Service (GHS), has the highest number of computers (80), printers (26), and photocopiers (5), indicating a strong administrative capacity. In contrast, the Department of Community Development has limited office equipment, with only 2 computers and no printers or photocopiers.

The total count of office equipment across all departments includes 117 computers, 41 printers, and 14 photocopiers. This shows that a moderate level of administrative capacity, but potential disparities in resource allocation among departments.

a) Transport Capacity

Table 6: Transport Capacity of Departments and Units of the NRCC

Departments	TRANSPORT			
	Vehicles		Motor cycle	
	Available & motorable	# re-quired	Available & motora-ble	# re-quired
Regional Health Directorate, GHS	22	45	16	50
Ghana Education Service, Regional	4	4	10	5
Department of Gender	1	1	0	2
Department of Social Welfare	1	2	2	5
Environmental Protection Agency, Regional	3		3	2
Dept of Community Development	2	4	1	10
Department of Agriculture	8	10	3	6

Source: Regional Planning Coordinating Unit, 2025

The data highlights the transportation resources available to various departments in the Northern Regional Coordinating Council (NRCC). The Regional Health Directorate, Ghana Health Service (GHS), has the largest fleet of vehicles (22) and motorcycles (16), but still requires additional vehicles (45) and motorcycles (50) to meet its operational needs.

Other departments, such as the Department of Agriculture, have relatively modest transportation resources, with 8 vehicles and 3 motorcycles, and require 10 more vehicles and 6 more motorcycles. The Department of Community Development has limited transportation resources, with 2 vehicles and 1 motorcycle, and requires 4 more vehicles and 10 more motorcycles.

The data shows that significant transportation gaps across departments, hindering their ability to deliver services effectively.

2.4.1.3 Internet Connectivity

Table 7: Internet Access of Departments and Units of the NRCC

Departments	Internet Availa- bility
Regional Health Directorate, GHS	Yes
Department of Gender	
Department of Social Welfare	No
Environmental Protection Agency, Regional	NO

Department of Community Development	No
Department of Agriculture	No
Ghana Education Service, Regional	No
Ghana Statistical Service, Regional	No
Department of Gender	0
National Disaster Management Organization (NADMO)	No
NRCC (Internal Units and Departments)	Yes

Source: Regional Planning Coordinating Unit, 2025

The data shows internet availability across various departments in the Northern Regional Coordinating Council (NRCC). Only two departments, the Regional Health Directorate, GHS, and NRCC (Internal Units and Departments), have internet access. The remaining departments, including Department of Gender, Department of Social Welfare, Environmental Protection Agency, Regional, Department of Community Development, Department of Agriculture, Ghana Education Service, Regional, Ghana Statistical Service, Regional, and National Disaster Management Organization (NADMO), do not have internet access.

This shows that a significant gap in internet connectivity, hindering communication, data sharing, and overall operational efficiency across most departments.

2.4.1.4 Office Space and Residential Accommodation (Access)

a) Office Space

Table 8: Office Space of Capacity of Departments and Units of the NRCC

Department	OFFIC SPACE (# Available)
Regional Health Directorate, GHS	642
Department of Gender	4
Department of Social Welfare	0
Environmental Protection Agency, Regional	15
Department of Community Development	6
Department of Agriculture	35
Ghana Education Service, Regional	24
Ghana Statistical Service, Regional	7
Department of Gender	4
National Disaster Management Organization (NADMO)	8
NRCC (Internal Units and Departments)	27

Source: Regional Planning Coordinating Unit, 2025

All departments and units are not housed one place due to inadequacy of office space. Most of the departments are dispersed and leave 200m to 2km away from the main NRCC building making coordination a bit challenging. Some of the offices in the main building are crowded due limited space and also needs to be rehabilitated, especially the RPCU secretariat.

The above data shows the available office space across various departments in the Northern Regional Coordinating Council (NRCC). The Regional Health Directorate, GHS, has the largest office space, with 642 units, indicating a significant administrative presence. NRCC (Internal Units and Departments) has 27 units of office space, while other departments have relatively limited space, ranging from 4 units (Department of Gender) to 35 units (Department of Agriculture). Overall, the data shows that disparities in office space allocation, potentially impacting departmental effectiveness.

The most challenged department is that of social welfare. The Staff have vacated the office building because it has become a death trap and requires serious rehabilitation. As stop-gap measure the Department is now accommodated in a two-storey building adjacent the Northern Regional Coordinating Council.

b) Residential Accommodation

Most staffs live in rental accommodation due to inadequacy of this facility. Those who even occupy the bungalows and quarters' most often do not pay for the use of the facilities. People go on retirement or move to other places and still occupy the government residential facilities illegally. Lands for residential construction are being sold out to private developers by institutions responsible for keeping them in trust.

2.4.3 Data Accessibility

It is still a challenge most at times to gather reliable and timely data from some stakeholders including some security agencies, government departments, and Metropolitan, Municipal and District Assemblies in the region for evidence-based decision making, development reporting and performance assessment. Deepened stakeholder engagements including Regional Planning Coordinating Unit meetings and workshops are underway in addressing bureaucratic procedures and systemic constraints.

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2.4.4 Development Funding

The Northern Regional Coordinating Council hardly generates revenue internally and its highly dependent on government transfers and donor support to implement its programmes and projects. The delay and untimely release of government transfers constrain the effective administration of Departments and Units of the NRCC and effective implementation of government programmes, policy and projects in the region.

2.4.5 Monitoring, Evaluation, and Technical Backstopping

The NRCC carries out quarterly monitoring of performance of MMDAs in terms of programmes and projects implemented as well as their incomes and expenditures and also ex-post evaluation and progress reports submitted to NDPC, Local Government Service and other stakeholders. NRCC also undertakes pre-assessment of DPAT and provide technical back stopping to MMDAs. NRCC also provide technical backstopping during preparation MMDA Medium Term Plans and also Annual Action Plans.

The M&E and the technical backstopping are carried out with funds from the Ghana Secondary Cities Support Programme. Without this support these activities are carried out with difficulty. Also, some of the vehicles used for monitoring are very weak and often breakdown and hence require replacement.

The poor condition of roads in the region impact negatively on the monitoring and evaluation of development programmes and projects in rural, last mile and over-sea communities particularly during rainy seasons.

2.5 Cross Cutting Themes

2.5.1 Peace and Security

The Region is relatively peaceful, however, pockets of land and chieftaincy disputes/conflicts, influx of undocumented immigrants and drug menace in the region impact negatively on the security situation in the region. The Regional Security Council (REGSEC) headed by the Hon. Regional Minister is responsible for maintaining peace and security in the region has

2.6 Projections and Needs Assessment

2.6.1 Staffing – Needs Assessment

Table 9: Staffing – Needs Assessment

#	Departments	STAFF GAP ANALYSIS										
		Senior Management					Junior staff					Total Gap
		M	F	Total	# Re-quired	Gap	M	F	Total	# re-quired	gap	
1	Regional Health Directorate, GHS	5	0	5	8	3	150	74	224			
2	Department of Gender	1	1	2	4	2	1	0	1	8	7	9
3	Department of Social Welfare		1	1	3	2	4	3	7	9	2	4
4	Environmental Protection Agency, Regional	7	6	13			2	0	2			
5	Department of Community Development	4	1	5	6	1	10	5	15	22	7	8
6	Department of Agriculture	9	3	12	15	3	31	4	35	38	3	6
7	Ghana Education Service, Regional	7	0	7			59	20	79	20	-59	-59
8	Ghana Statistical Service, Regional	5	0	5	7	2	1	1	2	7	5	7
9	Department of Gender	1	1	2	4	2	1	0	1	8	7	9
10	National Disaster Management Organization (NADMO)	14	6	20	25	5	27	7	34	40	6	11
11	NRCC (Internal Units and Departments)	47	45	92			45	38	83			
	TOTAL	100	64	164	72		331	152	483	152		

Source: Regional Planning Coordinating Unit, 2025

2.6.2 Office Equipment Needs Assessment

Table 10: Office Equipment Needs Assessment

Departments	TRANSPORT						
	Vehicles		Gap	Motor cycle		Gap	Total Variance / Gap
	Available & motora-ble	# re-quired		Availa-ble & motora-ble	# re-quired		
Regional Health Directorate, GHS	22	45	23	16	50	34	57
Department of Gender	1	1	0	0	2	2	2
Department of Social Wel-fare	1	2	1	2	5	3	4

Environmental Protection Agency, Regional	3			3	2	-1	-1
Department of Community Development	2	4	2	1	10	9	11
Department of Agriculture	8	10	2	3	6	3	5
Ghana Education Service, Regional	4	4	0	10	5	-5	-5
Ghana Statistical Service, Regional	1	2	1	5	5	0	1
Department of Gender	1	1	0	0	2	2	2
National Disaster Management Organization (NADMO)	1	3	2	0	8	8	10
NRCC (Internal Units and Departments)	17	24	7	1	7	6	13
TOTAL	61	96	38	41	102	61	99

Source: Regional Planning Coordinating Unit, 2025

2.6.3 Office Space Needs Assessment

Table 11: Office Space Needs Assessment

Departments	OFFIC SPACE		Gap
	# Available	# Required	
Regional Health Directorate, GHS	642	1000	358
Department of Gender	4	4	0
Department of Social Welfare	0	8	8
Environmental Protection Agency, Regional	15		
Department of Community Development	6	8	2
Department of Agriculture	35	15	-20
Ghana Education Service, Regional	24	30	6
Ghana Statistical Service, Regional	7	9	2
Department of Gender	4	4	0
National Disaster Management Organization (NADMO)	8	20	12
NRCC (Internal Units and Departments)	27	41	14
TOTAL	772	1139	367

Source: Regional Planning Coordinating Unit, 2025

2.6.4 Office Equipment Needs Assessment

Table 12: Office Equipment Needs Assessment

Departments	OFFICE EQUIPMENT								
	Computers (desk/laptops)		Variance/Gap	printer		variance/Gap	photocopiers		Variance/Gap
	# available	# required		# available	# required		# available	# required	
Regional Health Directorate, GHS	80	120	40	26	50	24	5	15	10
Department of Gender	2	4	2	1	2	1	0	1	1
Department of Social Welfare	2	6	4	1	6	5	1	2	1
Environmental Protection Agency, Regional	8	16	8	2	3	1	1	1	0
Department of Community Development	2	8	6	0	6	6	0	1	1
Department of Agriculture	4	25	21	1	11	10	2	5	3
Ghana Education Service, Regional	6	22	16	3	9	6	3	5	2
Ghana Statistical Service, Regional	5	5	0	3	3	0	1	1	0
Department of Gender	2	4	2	1	2	1	0	1	1
National Disaster Management Organization (NADMO)	6	12	6	3	5	2	1	2	1
NRCC (Internal Units and Departments)			0			0			0
TOTAL	117	222	105	41	97	56	14	34	20

Source: Regional Planning Coordinating Unit, 2025

2.7 Strengths, Weaknesses, Opportunities and Threats (SWOT)

Table 13: SWOT Matrix

<i>Strengths</i>	<i>Weaknesses</i>	<i>Opportunities</i>	<i>Threats</i>
<ul style="list-style-type: none"> • Strong leadership and professional staff • Strong institutional linkages facilitating stakeholder collaboration and coordination • A functional website • Functional Client Affairs Units (in most departments, units, and agencies) • functional Departments and Units 	<ul style="list-style-type: none"> • Inadequate operational logistics transport and equipment office, internet data and staff (managerial and technical) • Inadequate office space, outdated equipment, and deteriorating buildings • Low quality of reports and submission delays by MMDAs and departments • Poor Records Management • Low staff motivation and Absenteeism • Over staffing/Understaffing/ inequitable staff distribution in MMDAs, departments and units • Inadequate staff Capacity building programmes and opportunities • Difficulty accessing development data/information among departments/agencies and units • Inadequate residential accommodation for staff • Inadequate transport/vehicles for monitoring • Inadequate capacity of NADMO in Disaster Risk Reduction and management • Inadequate office equipment and logistics • Inadequate resources for effective auditing and oversight • Limited transparency in government procurement processes among Regional Departments, Agencies and MMDAs 	<ul style="list-style-type: none"> • Strong Development Partner support/presence in the region • Official and social media platforms for communication • Capacity building programmes from central government ministries and agencies • Donor/Government of Ghana support with vehicles/logistics • Enabling environment and service providers to promote the use of internet / 	<ul style="list-style-type: none"> • Inadequate funding for the implementation of the development programmes and projects • Untimely release of funds from GoG • Dwindling donor support programmes and funds • Perennial water insecurity/ drought/ Erratic rainfall patterns • Unstable Power Supply • Difficulty in obtaining financial clearance from Ministry of Finance (MOF) for recruitment of staff • Encroachment of official lands and bungalows • Chieftaincy/Land disputes and Conflicts •

Source: Regional Planning Coordinating Unit, 2025

2.7.1 SWOT Analysis

The Northern Regional Coordinating Council (NRCC) has a mix of strengths, weaknesses, opportunities, and threats that impact its service delivery. The council's effective leadership led by the Northern Regional Minister, Chief Director, Heads of Departments and professional staff drive its mission, while its strong institutional linkages facilitate stakeholder collaboration and coordina-

tion. Its functional website and established Client Affairs Unit also enhance communication and service delivery.

However, the NRCC's financial resource limitations, including GoG budget constraints, hinders its operations. Inadequate operational logistics and human resources also impact productivity, leading to delays in report submission, poor records management, and low service productivity output. These weaknesses affect decision-making and service delivery, ultimately impacting the council's ability to achieve its goals.

Despite these challenges, the NRCC has the leverage to improve its services with strong development partner support/presence in the region for resources (grants) and expertise, and its enabling environment service providers clientele to sustain its operations.

As Threat, the operations of the NRCC however constrained by the untimely release of funds from GoG, which affects day-to-day administration of its services. Also, difficulty in obtaining financial clearance from Ministry of Finance (MOF) for recruitment of staff also impacts human resource capacity, making it challenging to address existing gaps.

In view of its Strengths, Weaknesses, Opportunities and Threats the NRCC has in place the following measures to improve on its service delivery:

- Explore alternative funding sources
- optimize resource allocation.
- Enhance operational logistics, such as procuring equipment and transport, and improving office accommodation, can also boost productivity.
- Strengthen human resources through recruitment and capacity building
- Implement efficient records management systems to support decision-making.
- Leverage on technology to improve communication and service delivery, utilizing internet and social media platforms to engage stakeholders and promote its services.
- Foster partnerships with development partners and stakeholders to provide additional resources and expertise to support the council's mission.

2.8 List of Development Issues

- Inadequate office Infrastructure and support systems (equipment and logistics)
- Inconsistent reporting quality and delayed submissions
- Insufficient staff support and welfare provisions
- Limited professional development opportunities and capacity enhancement initiatives for staff
- Ineffective record management and documentation practices
- Inadequate office and residential facilities

- Ineffective maintenance of office assets and infrastructure
- Inadequate operational vehicles for monitoring and oversight activities
- Limited cross-sectoral coordination and collaboration
- Delayed and insufficient disbursement of government funds for coordination and monitoring activities
- Sale of government lands/staff residential facilities to private developers
- Bureaucratic data access bottlenecks
- Inadequate safety and security provisions for staff quarters and offices
- Perennial water crisis within office premises
- Huge electricity debt burden of some departments
- Undue delays in staff career progression and promotions

CHAPTER THREE: KEY DEVELOPMENT PRIORITIES

3.1 Introduction

This chapter highlights the key development priorities of the NRCC to be undertaken during the 2026-2029 medium-term. These development priorities are primarily based on the issues identified from the performance review, and situational analysis carried out on the NRCC MTDP (2022 - 2025). The chapter also outlines methodologies and factors used in prioritizing the issues

3.2 Key Issues Development Issue

- Inadequate office equipment and support systems (logistics)
- Delayed and insufficient disbursement of government funds for coordination and monitoring activities
- Inadequate operational vehicles for monitoring and oversight activities
- Limited professional development opportunities and capacity enhancement initiatives for staff
- Inadequate office and residential facilities
- Inadequate safety and security provisions for staff quarters and offices
- Ineffective maintenance of office assets and infrastructure
- Perennial water crisis within office premises
- Undue delays in staff career progression and promotions
- Insufficient staff support and welfare provisions
- Inconsistent reporting quality and delayed submissions
- Ineffective record management and documentation practices
- Limited cross-sectoral coordination and collaboration
- Sale of government lands/staff residential facilities to private developers
- Bureaucratic data access bottlenecks
- Huge electricity debt burden of some departments

3.3 Prioritization Process of Development Issues

The issues discussed below were been prioritized based on the following criteria/factors:

- The severity and diversity of the problem and intended benefits (i.e. social, economic, environmental, infrastructural etc);
- The significant multiplier effect on economic efficiency e.g. attraction of investors, job creation, increase in income, general economic growth etc;
- The significant linkage effect on meeting basic human needs and rights; and
- The significant effects in the sustainable spatial development of designated spaces and corridors.

The Northern Regional Coordinating Council undertook participatory stakeholder engagements (focus group discussions and fora) involving regional departments, and partners and employed Simple and Pair-Wise ranking tools in ranking the development issues below in order of priority.

CHAPTER FOUR: GOALS, OBJECTIVES AND STRATEGIES

4.1 Introduction

This chapter focuses on outlining the goals, objectives, strategies and programmes of the NRCC for the 2026-2029 medium term and aligned National objectives. Specifically, it details the desired future conditions to be realized by the plan as well as its related objectives and the most appropriate strategies for achieving them.

4.2 Goal, Objective and Strategy

Table 14: Goal, Objective and Strategy Matrix

Prioritized Issues	Goals	Objectives	Link to National Objectives	Strategies	Development Programmes
Insufficient staff support and welfare provisions	Promote a motivated, skilled, and secure workforce to drive organizational performance.	Provide essential support services (medical, recreational, and welfare support) to 90% of staff, by July, 2027.	Build an effective and efficient Government machinery	Establish mechanisms for staff motivation, reward and sanction systems improve productivity	Human Resources Development and Management Programme
				Revive staff welfare committee	
Limited professional development opportunities and capacity en-		Ensure at least 80% of staff participate in at least one professional development program annually and conduct a		Introduce health insurance, recreational facilities, and recognition programs	
				Monitor staff satisfaction and welfare outcomes	
				Conduct organization-wide skills assessment	
				Enhance the skill-mix, competencies and capacity of staff of MMDAs, Departments and Units of the NRCC	

hancement initiatives for staff	Promote a motivated, skilled, and secure workforce to drive organizational performance.	skills gap assessment by July, 2027.	Build an effective and efficient Government machinery	Develop annual training calendar covering technical, managerial, ICT skills	Human Resources Development and Management Programme
Undue delays in staff career progression and promotions		Ensure 100% of eligible staff receive promotion decisions within the stipulated timeframe annually and reduce average processing time to less than 3 months by July, 2028		Partner with training institutions and NGOs for workshops and seminars	
Ineffective maintenance of office assets and infrastructure	Ensure efficient, functional, and well-maintained facilities and assets that support organizational operations.	Upgrade and maintain 100% of office and residential facilities to comply with established operational standards, ensuring at least 90% functionality by December 2029.	Build an effective and efficient Government machinery	Establish mentorship and peer-learning programs	
				Review and streamline promotion policies	
				Establish tracking system for promotion approvals	
				Strengthen coordination between HR, management, and relevant authorities	
				Conduct staff sensitization on promotion criteria and timelines	
				Provide access to both residential and office accommodation for staff.	Maintenance and Asset Management
				Assign responsible personnel and contractors.	
				Prioritize renovation and construction projects.	
				Implement a preventive maintenance plan for all office and residential facilities.	
				Schedule renovations and repairs based on facility assessment reports.	

				Allocate adequate budget and resources for facility maintenance, upgrades, and utility management.	Maintenance and Asset Management
				Conduct regular inspections and audits of facilities to ensure standards are met.	
				Develop a tracking system for maintenance requests, repairs, and completion timelines.	
				Establish a dedicated team for monitoring and responding to facility-related issues.	
				Involve staff in identifying facility needs and priorities through feedback mechanisms.	
				Collaborate with service providers for timely and quality maintenance services.	
				Implement energy-efficient and sustainable solutions in offices and residential facilities.	
Sale of government lands/staff residential facilities to private developers	Ensure efficient, functional, and well-maintained facilities	Ensure 70% of government lands and staff residential facilities are properly documented and secured by December,2029		Conduct comprehensive audits of government lands, staff housing, and utility accounts.	Maintenance and Asset Management
				Implement legal, administrative, and monitoring frameworks to protect assets.	

	ties and assets that support organizational operations.			Conduct awareness campaigns on regulations and penalties	
Perennial water crisis within office premises		Ensure 100% of office premises have reliable water supply by installing alternative water solutions (boreholes, tanks) by December, 2029		Assess current water supply situation	
				Install boreholes, storage tanks, and backup systems	
Inadequate office equipment and support systems (logistics)	Strengthen organizational capacity, logistics, and financial sustainability for effective service delivery.	Procure and distribute all critical office equipment (computers, printers, communication tools, stationery) to 100% of departments, December, 2029	Build an effective and efficient Government machinery	Ensure access to Communication logistics and effective Information Systems	Communication Programme
				Develop a budgeted procurement plan	
				Establish an asset management system to track and maintain equipment	
Inadequate operational vehicles for monitoring and oversight activities		Acquire and maintain 12 operational vehicles to ensure 90% of planned monitoring activities are executed on schedule, by December, 2029.		Conduct a fleet needs assessment	Monitoring and Evaluation Programme
				Prioritize vehicle procurement for monitoring activities	
				Implement a maintenance schedule	
				Explore leasing or shared vehicle arrangements if procurement is delayed	
				Effective stakeholder engagement	
		Achieve 90% effective monitoring for quality implementation of		Participatory Monitoring and evaluation of development programmes and	

		government of Ghana and donor programs and projects in the region by December, 2029.			
Ineffective record management and documentation practices	Enhance data, reporting, and knowledge management to support informed decision-making and accountability.	Reduce administrative delays in data access by 80% by December, 2028	Build an effective and efficient Government machinery	Implement an electronic document and records management system (EDRMS).	Knowledge Management Programme
Bureaucratic data access bottlenecks				Monitor reporting compliance and data retrieval efficiency.	
				Establish access permissions and workflows for timely data retrieval.	
				Build Capacities of staff on reporting, documentation, and data access protocols	
				Monitor compliance and retrieval efficiency	
Limited cross-sectoral coordination and collaboration	Improve service delivery performance of NRCC and MMDAs	Ensure at least 80% of planned joint activities and projects are implemented collaboratively annually.	Build an effective and efficient Government machinery	Strengthen mechanisms for effective interservice/inter-sectoral/stakeholder collaboration and cooperation at district and regional levels	Management and Administration Programme
				Map relevant sectoral stakeholders and define roles for coordination.	
				Organize regular coordination meetings and establish communication channels.	
				Foster partnerships through joint planning and resource sharing.	

				Monitor and evaluate the effectiveness of cross-sectoral initiatives.	
Delayed and insufficient disbursement of government funds for coordination and monitoring activities		Achieve 90% timely service delivery, 85% client satisfaction, and 95% compliance with service standards By December 2029	Build an effective and efficient Government machinery	Strengthen administrative and systems and supervision	
				Prepare and submit complete budget requests on time	
				Strengthen liaison with Ministry of Finance	
				Implement a financial tracking and reporting system	
				Explore alternative funding sources (grants, partnerships)	
Huge electricity debt burden of some departments				Conduct audit of outstanding electricity debts	
				Negotiate payment plans with utility providers	
				Integrate utility payments into departmental budgets and monitor consumption.	
				Monitor monthly consumption and expenditure to prevent arrears	
Inconsistent reporting quality and delayed submissions				Develop and disseminate standardized reporting templates and guidelines.	
				Conduct a security audit of all premises	
Inadequate safety and security provisions		Install and operationalize adequate security measures (CCTV,		Procure and install security systems	

sions for staff quarters and offices		guards, fencing, lighting) for 100% of offices and staff quarters by July, 2028.		Employ trained security personnel Monitor and evaluate security measures regularly	
Inadequate resources for effective auditing and oversight		Achieve 95% compliance with financial procurement regulations and standards by December, 2029.	Strengthen the effectiveness, accountability, and efficiency of public institutions /	Strengthen adherence to internal financial and management control systems /Foster a culture of accountability and excellence of the NRCC	Financial Management, Accountability and Transparency Programme
Limited transparency in government procurement processes among Regional Departments, Agencies and MMDAs			Strengthen the effectiveness, accountability, and efficiency of public institutions	Promote transparency and accountability in procurement processes of MMDAs, Regional Departments and units of the NRCC	
Inadequate stakeholder participation in budget hearing			Strengthen the effectiveness, accountability, and efficiency of public institutions	Enhance participatory budgeting, revenue, and expenditure tracking of MMDAs, Regional Departments and units	

4.3 Goal Compatibility

Table 15 Goal Compatibility Matrix

Goals	Goal 1: Promote a motivated, skilled, and secure workforce	Goal 2: Ensure efficient, functional, and well-maintained facilities and assets	Goal 3: Strengthen organizational capacity, logistics, and financial sustainability	Goal 4: Enhance data, reporting, and knowledge management	Goal 5: Improve service delivery performance of NRCC and MMDAs
Goal 1: Promote a motivated, skilled, and secure workforce		●	●	●	●
Goal 2: Ensure efficient, functional, and well-maintained facilities and assets	●		●	●	●
Goal 3: Strengthen organizational capacity, logistics, and financial sustainability	●	●		●	●
Goal 4: Enhance data, reporting, and knowledge management	●	●	●		●
Goal 5: Improve service delivery performance of NRCC and MMDAs	●	●	●	●	

Legend/Rating:

- = Very strong compatibility
- = Strong compatibility
- = Moderate compatibility
- = Weak compatibility / potential tension

The pairwise compatibility analysis below confirms that the strategic goals are mutually reinforcing, with no conflicts identified. Goals on workforce capacity, facilities and assets, organizational systems and finance, data and knowledge management, and partnerships collectively and synergistically support improved service delivery performance of the Northern Regional Coordinating Council and MMDAs in the region.

Table Combability Narrative

Goal 1: Promote a motivated, skilled, and secure workforce		
G1 ↔ G2	● Very Strong	Skilled and motivated staff perform better when offices, staff quarters, water, electricity, vehicles, and security are functional. Good facilities improve morale and productivity.
G1 ↔ G3	● Very Strong	Workforce development depends on logistics, funding, and operational capacity. Financial sustainability enables training, promotions, and staff welfare.
G1 ↔ G4	● Strong	Skilled staff improve data quality and reporting; good knowledge systems support staff learning and performance management.
G1 ↔ G5	● Very Strong	Service delivery performance improves directly when staff are motivated, skilled, and secure.
Goal 2: Ensure efficient, functional, and well-maintained facilities and assets		
G2 ↔ G3	● Very Strong	Facilities and assets require logistics systems and sustainable financing for maintenance, fuel, utilities, and repairs.
G2 ↔ G4	● Strong	Functional infrastructure (power, connectivity, office space) enables digital reporting, records management, and data systems.
G2 ↔ G5	● Very Strong	Service delivery to MMDAs improves when offices, vehicles, water, electricity, and equipment function properly.
Goal 3: Strengthen organizational capacity, logistics, and financial sustainability		
G3 ↔ G4	● Very Strong	Financial sustainability and logistics improve data systems; strong data improves budgeting, accountability, and resource allocation.
G3 ↔ G5	● Very Strong	Service delivery performance depends heavily on logistics, funding, and operational capacity.
G4 ↔ G5	● Very Strong	Data-driven planning and accountability systems directly improve service delivery outcomes and performance management.
Goal 6: Improve service delivery performance of NRCC and MMDAs		
G6	● Very Strong	Collaboration with MDAs, MMDAs, CSOs, and partners strengthens service delivery coverage, quality, and impact.

Theory of Change

If the NRCC invests in a motivated and skilled workforce, ensures functional facilities and assets, strengthens logistics and financial systems, improves data and knowledge management, and fosters effective collaboration with MDAs, MMDAs, CSOs, and partners, then coordination, monitoring, and technical backstopping will improve, leading to better service delivery performance across the region.

CHAPTER FIVE: COMPOSITE DEVELOPMENT PROGRAMMES

5.1 Introduction

This chapter focuses on the composite development programme i.e. Programme of Action (PoA) and Programme Financing. The Programme of Action mainly deals with the estimated budget, source of funding and time frame for each programme. It also seeks to identify the collaborating and lead implementers of each programme.

5.2 Programme of Action

Table 16: Programme of Action

Development Programmes	Time Frame				Cost			Pro-gramme Status		Implementing Institution/De-partment	
	2026	2027	2028	2029	GoG	DACF	Others (Specify)	New	On-going	Lead	Collaborating
Management and Administration	X	X	X	X	6,323,500.00	2,261,600.00	50,000.00	x		RCD	Departments, Agencies, Units of the NRCC
Financial Management, Accountability and Transparency Programme	X	X	X	X	2,187,000.00	671,000.00	200,000.00	x		RCD	Internal Audit Unit, Finance Department, Budget Unit, Procurement Department and Agencies
Communication Programme	X	X	X	X	4,858,100.00	1,358,000.00	50,000.00	x		MIS	Departments, Agencies, Units of the NRCC

Human Resources Development and Management Programme	X	X	X	X	585,000.00	897,000.00	-	x		HR	Departments, Agencies, Units of the NRCC
Knowledge Management	X	X	X	X	1,322,000.00	1,620,000.00	-	x		PRAAD	Departments, Agencies, Units of the NRCC, Records Management Unit.
Maintenance and Asset Management	X	X	X	X	4,110,000.00	2,384,000.00	-			Works Department	Estate Unit, Departments, Agencies, Units of the NRCC
Monitoring & Evaluation	X	X	X	X	136,000.00	847,680.00	18,000.00	X	X	REPO	Departments and Agencies, MMDAs
Total					19,521,600.00	10,039,280.00	318,000.00				
Grand Total					29,878,880.00						

5.3 Programme Financing

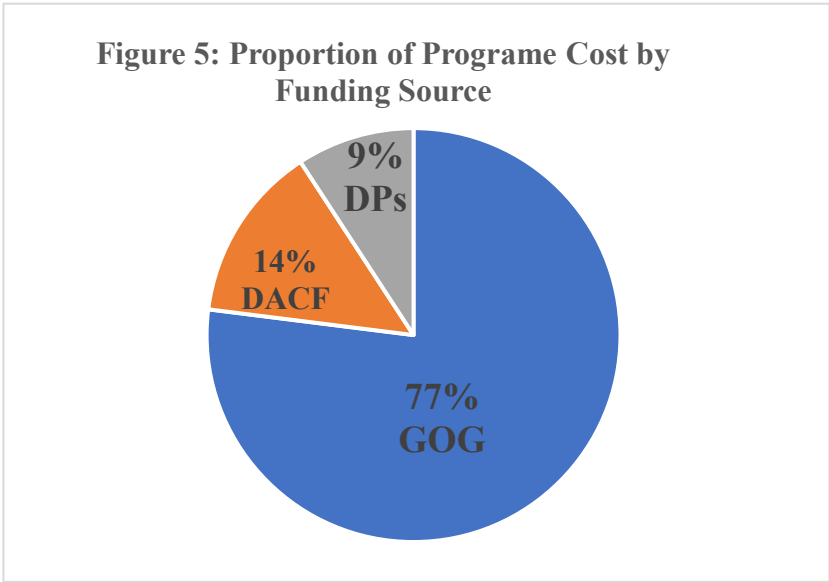
Table 17: Programme Financing Template

Development Programme	Programme Cost (A)	Expected Revenue and Sources of Funding				Total (B)	Gap (B-A)
		GoG	DACF	DPs	Others (Specify)		
Management and Administration	8,635,100.00	9,604,315.76	945,409.79	-	0.00	10,549,725.55	1,914,625.55
Financial Management, Accountability and Transparency Programme	3,058,000.00	2,424,832.48	467,975.60	248,621.70	0.00	3,141,429.78	83,429.78
Communication Programme	1,482,000.00	799,704.73	400,018.34	715,655.54	0.00	1,915,378.61	433,378.61
Human Resources Development and Management Programme	6,266,100.00	2,730,215.79	790,188.32	624,586.23	0.00	4,144,990.34	(2,121,109.66)
Knowledge Management	2,942,000.00	911,981.84	153,434.62	60,639.44	0.00	2,914,088.94	(27,911.06)
Maintenance and Asset Management	6,494,000.00	2,918,506.53	237,823.67	90,959.16	0.00	3,247,289.36	(3,246,710.64)
Monitoring & Evaluation	1,001,680.00	2,700,014.88	967,780.86	900,217.04	0.00	2,779,979.74	1,778,299.74
Total	29,878,880.00	22,089,572.01	3,962,631.20	2,640,679.11	0.00	28,692,882.32	(1,185,997.68)

5.3.1 Financial Analysis of the Programme of Action (POA) 2026–2029

The total cost of implementing the Northern Regional Coordinating Council’s Programme of Action for 2026–2029 medium-term is **GHS 29,878,880.00** and it to be financed through a mix of Government of Ghana (GoG), District Assemblies Common Fund (DACF), and Development

Partner (DP) resources. The financing structure reflects strong reliance on with GoG (77%) DACF (14%) and Development Partners (9%) as shown in figure 5



The total amount is focused on Governance and Institutional Development dimension and core mandate of the Northern Regional Coordinating Council to strengthen administration, financial management,

and emergency preparedness. These investments will enhance institutional capacity, accountability, and service delivery efficiency, ensuring that resources are managed effectively for sustainable development.

monitoring and evaluation,

Figure 6: Programme Cost (NRCC 2026-2029 MTPD)

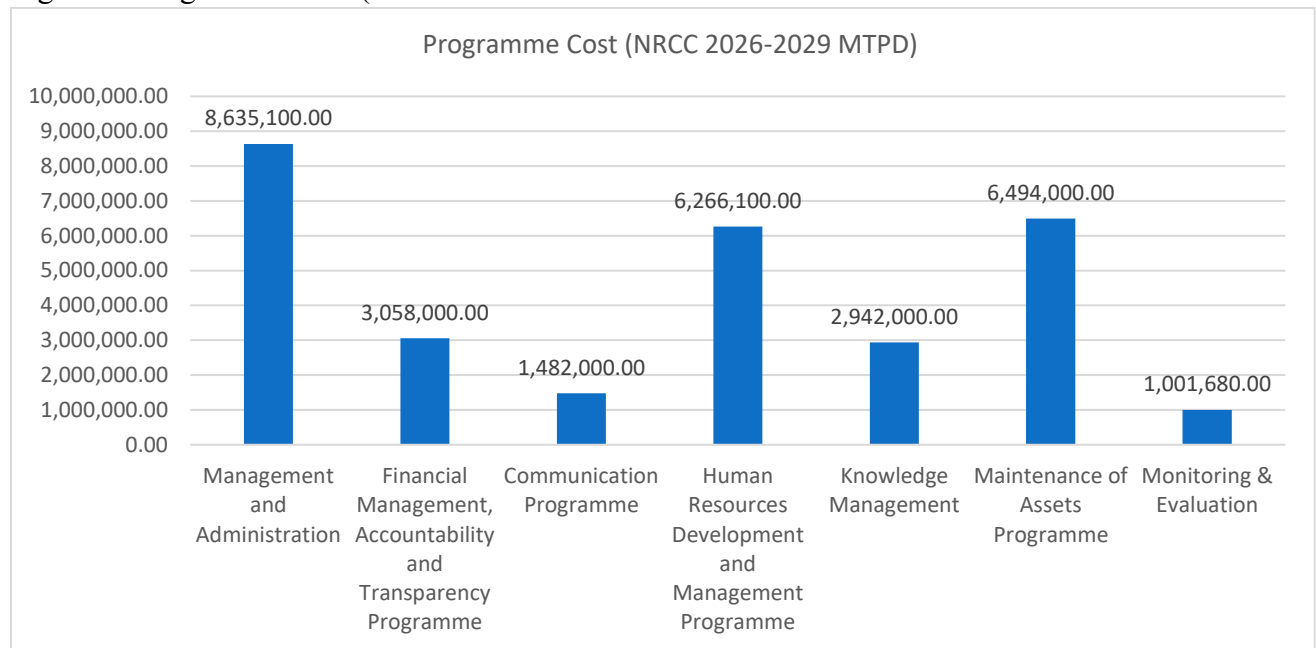
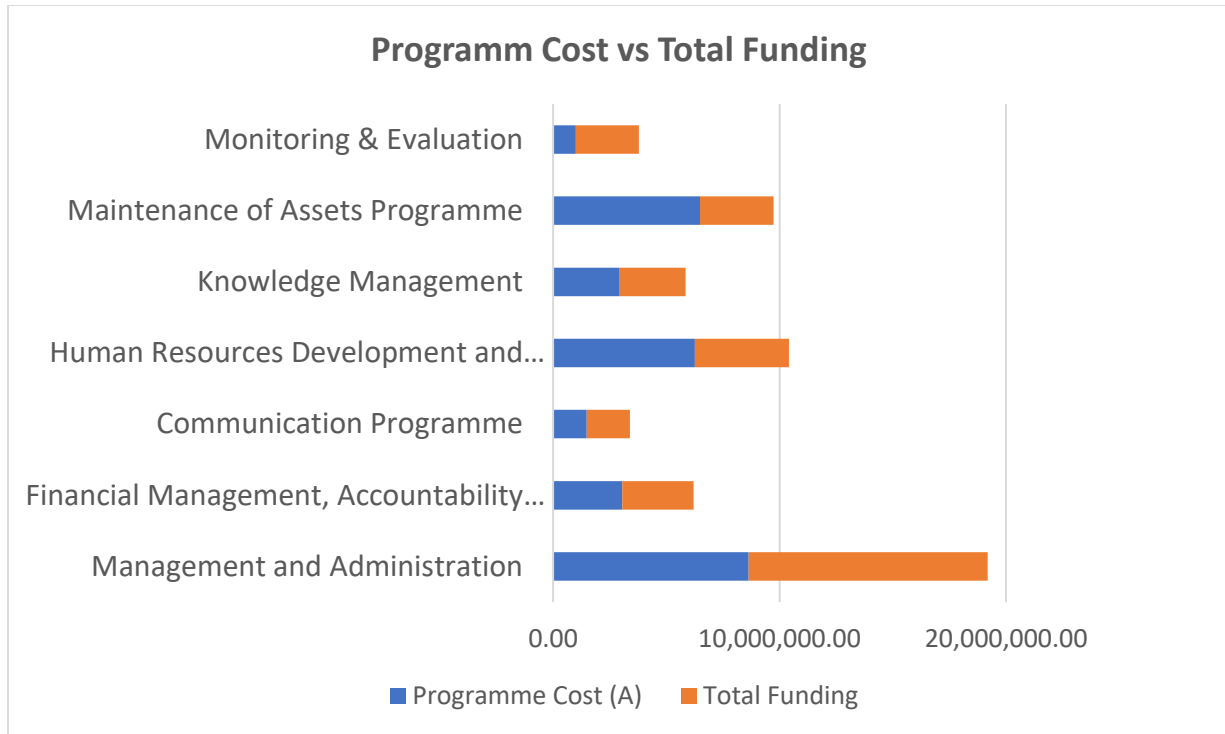


Figure 7: Programme Cost vs Total Funding



5.4 Assumptions and Methodologies for Costing

The costing of programmes and projects in the Programme of Action (POA) 2026-2029 was guided by a combination of technical, financial, and policy-based assumptions to ensure realism and sustainability.

a) Costing Assumption

Inflation and Price Stability: Projections were based on an average annual inflation rate of 10–15%, with adjustments for potential macroeconomic fluctuations.

- **Exchange Rate Stability:** An average exchange rate of GHS 12- per USD was assumed for the period, given the reliance on imported materials and donor-funded projects
- **DACF and GoG Transfers:** Allocations from the DACF and GoG subventions were projected based on historical trends, assuming timely disbursement of statutory funds.
- **Donor/DP Support:** Development Partner commitments were assumed to remain stable, with in-flows aligned to ongoing and planned sector programmes.

b) Methodology for Costing

- **Activity-Based Costing (ABC):** Each programme was broken down into key activities, with unit costs applied using current market prices, departmental budgets, and procurement benchmarks.

- **Sectoral Inputs:** Sector departments (Health, Education, Works, Agriculture, etc.) provided technical inputs on cost drivers, including personnel, equipment, logistics, and operational expenses.
- **Market Price Benchmarks:** Standardized cost items such as construction materials, fuel, vehicles, ICT equipment, and professional services were priced using the Ministry of Finance and Public Procurement Authority reference rates.
- **Contingency Provision:** A contingency margin of 5–10% was applied across cost estimates to accommodate inflationary adjustments and unforeseen cost escalations.
- **Participatory Validation:** Draft costings were validated with the RPCU, Finance and Budget Units, and key stakeholders to ensure alignment with realistic financial flows.

b) Linking Costs to Financing

The total programme cost was distributed across financing sources — GoG, DACF, and Development Partners — in line with historical performance, sector priorities, and funding agreements. This ensures a balanced financing structure and minimizes risks of funding shortfalls.

5.4.2 Financing Matrix

The financing matrix provides a consolidated picture of programme costs and their funding sources, ensuring consistency with the NDPC planning guidelines. All development programmes for the 2026–2029 MTDP have been matched with projected financing from GoG, DACF, and Development Partners. The projections indicate that programme costs (A) equal the total expected revenue (B), with no funding gaps anticipated. This alignment underscores the Assembly’s commitment to prudent resource planning, while leveraging the uncapped DACF and development partner support to ensure sustainable financing for local development.

5.6 Strategic Environmental Assessment (SEA)

This Strategic Environmental Assessment (SEA) applies a Sustainability Test Matrix to provide a clear, simple, and transparent method for assessing how proposed programmes of the Northern Regional Coordinating Council’s 2026-2029 Medium Term Development Plan contributes to sustainable development. The tool enables stakeholders to visually and quantitatively evaluate programme performance across environmental, social/cultural, and economic objectives, giving equal weight to each dimension of sustainability. (See Annex 2)

Methodology

The assessment follows a structured process: describing the programme and its likely effects, classifying objectives by sustainability theme, selecting relevant indicators, scoring performance against agreed criteria, and summarizing findings to inform decision-making. Performance is rated on a 0–5 scale, supported by a colour code to show whether a programme supports, is neutral to, or works against sustainability objectives as shown below. This approach ensures consistency,

comparability across programmes, and evidence-based decision-making in planning and implementation.

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

Key Findings/Analysis

The Sustainability Criteria Matrix (see Annex 2) indicates that the programmes of this Medium-Term Development Plan largely support sustainability objectives, particularly in the areas of social inclusion, gender empowerment, participation, job creation, institutional efficiency, and economic growth. Environmental benefits are mainly indirect, achieved through improved energy efficiency, waste management, and resource-use practices within administrative operations.

The programmes have limited direct influence on natural resource conservation and access to land, reflecting its institutional, and coordination-focused mandate rather than direct environmental intervention.

CHAPTER SIX: ANNUAL ACTION PLAN

6.1 Introduction

This chapter provides 2026-2029 Annual Action Plans of the Northern Regional Coordinating Council. The Action Plan Framework constitutes the projects required to achieve the development objectives.

2026 Annual Action Plan

Table 18: NRCC Action Plan 2026

Objectives: 1) Ensure at least 80% of planned joint activities and projects are implemented collaboratively annually. 2) Achieve 90% timely service delivery, 85% client satisfaction, and 95% compliance with service standards By December 2029. (3)															
Programme Management and Administration Programme															
SN#	Projects	Location	Time frame (2026)				Cost				Project Status		Implementing Institution/Department		
			Q1	Q2	Q3	Q4	GOG	DAC F	IGF	Oth-ers	New	O n- g o i n g	Lead	Collaborating	
1	Organize mandatory meetings of the Northern Regional Coordinating Council (NRCC)	Tamale						65,000.00	-	-	-	x	X	Central Admin	Head of Regional Departments, Units
2	Organise bi-weekly management meetings of the NRCC	Tamale					3,000.00	-	-	-	-		X	Central Admin	Head of Regional Departments, Units
3	Organise signing and monitor implementation of Performance Contract of 16 MMDAs in the region	All the 16 MMDAs					35,000.00	-	-	-	-		X	Central Admin	MMDAs

4	Facilitate organization of 2026 Independence Day parade/celebration	Tamale					250,000.00	-	-	-		X	Central Admin	GES
5	Organis 2026 Remembrance Day Celebration	Tamale					250,000.00	-	-	-		X	Central Admin	SECURITY AGENCIES
6	Facilitate development of Client Service charters of all MMDAs and Departments of the NRCC	Tamale					15,000.00	28,800.00	-	-		X	Central Admin	MMDAs
7	Organise regular and emergency meetings of REGSEC	Region wide					70,000.00	-	-	-	X		Central Administration	Security Services
8	Assist law enforcement agencies to fight crime including drug abuse in the region	Tamale					100,000.00	-	-	-		X	Central Administration	Security Services
9	Engage services of 10 casual workers at the NRCC	Tamale					120,000.00				x		Central Administration	HR, Casual Workers
10	Organize mid-year and annual review meetings of the NRCC	Tamale					-	140,800.00		-		X	NRPCU	MAs
11	Organize quarterly RPCU and DPCU consultative meetings	Tamale					-	150,000.00		50,000.00		X	NRPCU	MMDAs

12	Organize quarterly Development Partners engagement meetings	Tamale					50,000.00		-	-	X		NRPCU	DPs
13	Facilitate preparation of 2026-2029 Regional Integrated Plan	Tamale					150,000.00	-	-	-	x		NRPCU	NRCC Departments and Units
14	Insure 3 official Motorbikes	Tamale					6,000.00	-	-	-		X	Transport Department	Motor Insurance Companies
15	Insure 5 official Vehicles	Tamale					50,000.00	-	-	-		X	Transport Department	Motor Insurance Companies
16	Procure 15 Swivel chairs	Tamale					67,000.00					x	Procurement Department	Finance Department, General Administration, Tender Committee, Beneficiary Departments
17	Procure 1 No. Pickups Car	Tamale					900,000.00					x	Procurement Department	Finance Department, General Administration, Transport Department
18	Procure 5 No. 3-in-1 Printers for Departments and Units	Tamale						80,000.00				x	Procurement Department	Finance Department, General Administration, Tender Committee, Beneficiary Departments

19	Procure 20 No. boxes of A4 Paper for Departments and Units	Tamale						120,000.00					x	Procurement Department	Finance Department, General Administration, Tender Committee, Beneficiary Departments
20	Procure assorted 10 No. Tonners and 12No. Catridges	Tamale						157,000.00					x	Procurement Department	Finance Department, General Administration, Tender Committee, Beneficiary Departments
21	Install Curtains in 5 Departments and Unitis of the NRCC	Tamale					25,000.00						x	Procurement Department	Finance Department, General Administration, Tender Committee, Beneficiary Departments
22	Organise Pre-DPAT and DPAT field assessments of all 16 MMDAs in the region	MMDAs					35,000.00	20,000.00		-	x	X	Central Admin		MMDAs
23	Settle outstanding electrical bills	Tamale					300,000.00						x	Central Administration	All Departments and Units
24	Procure 120 diaries and 120 writing pads for departments and units of the NRCC	Tamale					25,000.00						x	Procurement Department	Finance Department, General Administration, Tender Committee, Beneficiary Departments
25	Procure 20 tables and 30 Chairs	Tamale					70,000.00						x	Procurement Department	Finance Department, General Administration, Tender Commit-

														tee, Beneficiary Departments
	Sub-Total						2,521,00 0.00	761,60 0.00	-		50,000 .00			

Objectives: Ensure at least 80% of staff participate in at least one professional development program annually and conduct a skills gap assessment by July, 2027. , 2) Provide essential support services (medical, recreational, and welfare support) to 90% of staff, by July, 2027. 3) Ensure 100% of eligible staff receive promotion decisions within the stipulated timeframe annually and reduce average processing time to less than 3 months by July, 2028

Programme : Human Resources Development and Management Programme

SN#	Projects	Location	Time frame (2026)				Cost				Project Status		Implementing Institution/Department		
			Q1	Q2	Q3	Q4	GOG	DAC F	IGF	Oth-ers	New	O n- g o i n g	Lead	Collaborating	
26	Organize 2No. refresher training on DDDP for 5 Central Administration and 32 MMDA staff	Tamale					60,600.00		-		50,000.00	X		HR Department	MMDAs,
27	Organize regular orientation trainings for newly appointed Officers	Tamale					40,000.00	-	-	-		X		Human Resource Department	Departments & Agencies, MMDAs,
28	Process Officers for foreign travels (Con-	Tamale					300,000.00	-	-	-			X	Human Resource	Departments & Agencies,

	ferences/Seminars/Workshops)												Department	
29	Train 32No. NRCC and MMDA drivers on defensive driving, security etc	Tamale					-	32,000.00	-	-	X		Human Resource Department	Departments & Agencies, MMDAs,
30	Support Organization of quarterly in-house staff training and Professional Development Programs (CPDs)	Tamale					25,000.00	-	-	-	X		Human Resource Department	Departments & Agencies,
31	Train 21 No. Security and 15 orderlies on their core duties	Tamale					-	24,000.00	-	-	X		Human Resource Department	Departments & Agencies, MMDAs,
32	Train staff on Appraisal Assessment	Tamale						3,000.00			x		Hurman Resource Department	All Departments and Units
33	Conduct Training Needs Assesments	Tamale					7,000.00				x		Human Resources Department	All Departments and Units
34	Organize regular orientation trainings for newly appointed Officers	Tamale					40,000.00	-	-	-	X		Human Resource Department	Departments & Agencies, MMDAs,

35	Process Officers for foreign travels (Conferences/Seminars/Workshops)	Tamale					300,000.00	-	-	-		X	Human Resource Department	Departments & Agencies,
36	Train 32No. NRCC and MMDA drivers on defensive driving, security etc	Tamale					-	32,000.00	-	-		X	Human Resource Department	Departments & Agencies, MMDAs,
37	Support Organization of quarterly in-house staff training and Professional Development Programs (CPDs)	Tamale					25,000.00	-	-	-		X	Human Resource Department	Departments & Agencies,
38	Train 21 No. Security and 15 orderlies on their core duties	Tamale					-	24,000.00	-	-		X	Human Resource Department	Departments & Agencies, MMDAs,
39	Undertake technical backstopping and capacity building of key departments and units of MMDAs and the NRCC.	All the 16 MMDAs					-	70,000.00	-	-	0		NRPCU	MMDAs,
40	Train staff on Appraisal Assessment	Tamale						3,000.00				x	Hurman Resource Department	All Departments and Units

41	Conduct Training Needs Assesments	Tamale					7,000.00					x	Human Resources Department	All Departments and Units
42	Attend Staff welfare/Social events	Tamale					60,000.00	-	-	-	X		Human Resource Department	Head of Regional Departments, Units
43	Organise regular staff durbars	Tamale					45,000.00	-	-	-	X		Human Resource Department	Head of Regional Departments, Units
44	Organise 2No. Wellness and Staff health programmes for NRCC staff	Tamale					50,000.00	-	-	-	X		Human Resource Department	Head of Regional Departments, Units
45	Organise bi-annual Staff Award events for high performing staff of the NRCC	Tamale					15,000.00	-	-	-	X		Human Resource Department	Head of Regional Departments, Units
46	Organise Annual Staff Get-to-gether	Tamale						120,000.00				x	Human Resources Department	Procurement Department, Finance Department, General Administration, Beneficiary Departments
47	Procure 1 No. 30 Seator Staff Welfare Bus	Tamale					1,500,000.00					x	Procurement Department	Finance Department, General Administration,

														Transport Department
48	Repair staff welfare bus	Tamale						70,000.00				x	Central Administration	Transport Unit, Procurement Department, Finance Department
49	Organise regular Promotion Interviews of staff of the NRCC and 16 MMDAs in the Northern Region.	Central Administration, Tamale					50,000.00		-	-		X	Human Resource Department	All MMDAs
	Sub-Total						2,524,600.00	378,000.00	-	50,000.00				

Objectives: Achieve 95% compliance with financial procurement regulations and standards by December, 2029.

Programme : Financial Management, Accountability and Transparency Programme

SN#	Projects	Location	Time frame (2026)				Cost				Project Status		Implementing Institution/Department	
			Q1	Q2	Q3	Q4	GOG	DAC F	IGF	Others	New	Ongoing	Lead	Collaborating
50	Organise meetings of Regional Audit Committee	Central Administration, Tamale					45,000.00	-	-	-	X		Internal Audit	Audit Committee

51	Undertake operational audit of departments and units of the NRCC	Tamale					50,000.00	-	-	-			Internal Audit	Audit Committee
52	Monitor activities of Internal Audit Units of 16 MMDAs, Departments & units of the NRCC	All the 16 MMDAs					100,000.00	-	-	-		X	Internal Audit	Audit Committee
53	Organise quarterly Audit Committee meetings of the NRCC	Tamale					30,000.00					X	Internal Auditor	All Departments and Units
54	Monitor implementation of Audit Findings of Departments, Units and MMDAs	region wide					45,000.00					X	Internal Auditor	All Departments, Units and MMDAs
55	Conduct Audit of NRCC staff bungalows	region wide					40,000.00					X	Internal Auditor	All Departments and Units
56	Organise mid-year budget review of all 16 MMDAs	Tamale					90,000.00	-	-			X	Budget Unit	MoF, MMDA's
57	Organize quarterly meetings of the Regional Budget Committee of the NRCC	NRCC, Tamale					-	49,000.00	-	-		X	Budget Unit	Dept. of the Central Administration
58	Organise annual Budget Production Workshop of all 16 MMDAs in the region	Tamale					-	80,000.00	-	50,000.00		X	Budget Unit	SIGRA, MMDAs
59	Update NRCC Procurement Plan quarterly	Tamale					4,500.00					X	Procurement	All Departments and Units

													Department		
60	Organise Tender Committee meetings	Tamale					60,000.00						x	Procurement Department	Tender Committee Members
	Sub-Total						464,500.00	129,000.00	-		50,000.00				

Objectives: Upgrade and maintain 100% of office and residential facilities to comply with established operational standards, ensuring at least 90% functionality by December 2029

Programme : Maintenance and Asset Management

SN#	Projects	Location	Time frame (2026)				Cost				Project Status		Implementing Institution/Department		
			Q1	Q2	Q3	Q4	GOG	DAC F	IGF	Others	New	Ongoing	Lead	Collaborating	
61	Landscape entire entrance of the NRCC with carpet grass and hedges.	Tamale					55,000.00	-	-	-		X		Estate Unit	Parks and Garden
62	Landscape frontage of the NRCC residency with carpet grass, longifolia plants and secure with wire fence/mesh.	Tamale						45,000.00	-	-		X		Estate Unit	Parks and Garden

63	Procure and install 15 No. Air Conditioners in 15 Departments and Units	Tamale					70,000.00						x	Procurement Department	Finance Department, General Administration, Tender Committee, Beneficiary Departments
	Sub-Total						125,000.00	45,000.00	-	-					

Objectives: Procure and distribute all critical office equipment (computers, printers, communication tools, stationery) to 100% of departments, December, 2029

Programme : Communication Programme

SN#	Projects	Location	Time frame (2026)				Cost				Project Status		Implementing Institution/Department		
			Q1	Q2	Q3	Q4	GOG	DAC F	IGF	Others	New	Ongoing	Lead	Collaborating	
64	Maintain the NRCC website	Tamale					50,000.00	-	-	-	X			MIS	
65	Organise four (4) Press engagements of Northern Regional Minister	Tamale					-	40,000.00	-	-	X			PRO	Head of Regional Departments, Units
66	Design, Print and issue 100 staff identification cards	Tamale											x	Human Resource Department	All Departments and Units

67	Procure 12No. Laptop computers	Tamale						48,000.00				x	Procurement Department	Finance Department, General Administration, Tender Committee, Beneficiary Departments
68	Procure 7 No. Desktop Computers	Tamale						35,000.00				x	Procurement Department	Finance Department, General Administration, Tender Committee, Beneficiary Departments
69	Procure 3 No. Projectors	Tamale						21,000.00				x	Procurement Department	Finance Department, General Administration, Tender Committee, Beneficiary Departments
70	Procure and Install 5 Internet Routers	Tamale					125,000.00					x	Procurement Department	Finance Department, General Administration, Tender Committee, Beneficiary Departments
71	Procure and Install 3 No. Starlink Internet Services Annual Subscription	Tamale						75,000.00				x	Procurement Department	Finance Department, General Administration, Tender Committee, Beneficiary Departments
	Sub-Total						175,000.00	219,000.00	-	-				

Objectives: Reduce administrative delays in data access by 80% by December, 2028

Programme : Knowledge Management Programme

	Projects	Location	Time frame (2026)				Cost				Project Status		Implementing Institution/Department		
			Q1	Q2	Q3	Q4	GOG	DAC F	IGF	Others	New	Ongoing	Lead	Collaborating	
72	Procure and distribute 20 Cabinets	Tamale					120,000.00						x	Procurement Department	Finance Department, General Administration, Tender Committee, Beneficiary Departments
73	Procure 3 No. Scanners	Tamale						75,000.00					x	Procurement Department	Finance Department, General Administration, Tender Committee, Beneficiary Departments
74	Procure 5 No. Photocopiers for Departments and Units	Tamale						400,000.00				x	Procurement Department	Finance Department, General Administration, Tender Committee, Beneficiary Departments	
	Sub-Total						120,000.00	475,000.00	-	-					

Objectives: Acquire and maintain 12 operational vehicles to ensure 90% of planned monitoring activities are executed on schedule, by December, 2029. 2) Achieve 90% effective monitoring for quality implementation of government of Ghana and donor programs and projects in the region by December, 2029.

Programme : Monitoring and Evaluation Programme

SN#	Projects	Location	Time frame (2026)				Cost				Project Status		Implementing Institution/Department		
			Q1	Q2	Q3	Q4	GOG	DAC F	IGF	Others	New	Ongoing	Lead	Collaborating	
75	Procure 4 No. Motor bikes for Departments and Units of the NRCC	Tamale						80,000.00				X		Procurement Department	Finance Department, General Administration, Transport Department
76	Maintain and Service Official Vehicles	Tamale						150,000.00	-	-		X	Transport Department	Motor Insurance Companies	
77	Service and maintain official vehicles of the NRCC	Tamale					-	150,000.00		-		X	Transport Unit	Service Providers	
78	Monitor implementation of Performance Agreement for Heads of Departments /Director	All the 16 MMDAs					-	60,000.00	-	-		X	Central Administration	MMDAs	

79	Monitor performance of Client Service Units and Record Managements Units of and Departments of the NRCC and MMDAs	All the 16 MMDAs					15,000.00	-	-	-		X	Central Admin	MMDAs
80	Undertake quarterly Monitoring of Developmental projects and programs in the region	Tamale					-	149,920.00	-	-		X	NRPCU	MMDAs
81	Conduct quarterly monitoring on budget performance of all 16 MMDA in the Region	All the 16 MMDAs					15,000.00	17,000.00	-	18,000.00		X	Budget Unit	MMDA's
	Sub-Total						30,000.00	606,920.00	-	18,000.00				
	TOTAL						5,960,100.00	2,614,520.00	-	168,000.00				
GRAND TOTAL							8,742,620.00							

2027 Annual Action Plan

Table 19: NRCC Action Plan 2027

Objectives: 1) Ensure at least 80% of planned joint activities and projects are implemented collaboratively annually. 2) Achieve 90% timely service delivery, 85% client satisfaction, and 95% compliance with service standards By December 2029.													
Programme: Management and Administration Programme													
SN#	Projects	Location	Time frame (2026)				Cost		Project Status			Implementing Institution/Department	
			Q1	Q2	Q3	Q4	GOG	DACF	Oth-ers	New	On-going	Lead	Collaborating
1	Train 50 NRCC Staff on Report Writing and documentation	Tamale					60,000.00	30,000.00		X		Human Resource Department	Departments & Agencies, MMDAs,
2	Organise Pre-DPAT and DPAT field assessments of all 16 MMDAs in the region	MMDAs					35,000.00	75,000.00	-	x	X	Central Admin	MMDAs
3	Facilitate development of Client Service charters of all MMDAs and Departments of the NRCC	Tamale					29,200.00		-		X	Central Admin	MMDAs
4	Assist law enforcement agencies to fight crime including drug abuse in the region	Tamale					100,000.00	-	-		X	Central Administration	Security Services
5	Monitor implementation of Performance Agree-	All the 16					-	60,000.00	-		X	Central Administration	MMDAs

	ment for Heads of Departments /Director	MMDAs											
6	Engage services of 10 casual workers at the NRCC	Tamale					150,000.00			x		Human Resources Department	HR, Casual Workers
7	Procure and install Solar Panels at the NRCC	Tamale					100,000.00			x		Estates Department	Procurement Department, Finance Department
8	Procure 120 diaries and 120 writing pads for departments and units of the NRCC	Tamale					50,000.00				x	Procurement Department	Finance Department, General Administration, Tender Committee, Beneficiary Departments
9	Procure 20 tables and 30 Chairs	Tamale					70,000.00				x	Procurement Department	Finance Department, General Administration, Tender Committee, Beneficiary Departments
10	Procure 15 Swivel chairs	Tamale					80,000.00				x	Procurement Department	Finance Department, General Administration, Tender Committee, Beneficiary Departments
11	Procure 5No. 3-in-1 Printers for Departments and Units	Tamale						95,000.00			x	Procurement Department	Finance Department, General Administration, Tender Committee, Beneficiary Departments

12	Procure 20 No. boxes of A4 Paper for Departments and Units	Tamale						120,000.00			x	Procurement Department	Finance Department, General Administration, Tender Committee, Beneficiary Departments
13	Procure assorted 10 No. Tonners and 12No. Cartridges	Tamale						60,000.00			x	Procurement Department	Finance Department, General Administration, Tender Committee, Beneficiary Departments
14	Install Curtains in 3 Departments and Units of the NRCC	Tamale					35,000.00				x	Procurement Department	Finance Department, General Administration, Tender Committee, Beneficiary Departments
15	Insure 3 official Motor-bikes	Tamale					3,000.00	-	-		X	Transport Department	Motor Insurance Companies
16	Insure 5 official Vehicles	Tamale					50,000.00	-	-		X	Transport Department	Motor Insurance Companies
17	Organise mandatory meetings of the Northern Regional Coordinating Council (NRCC)	Tamale					-	70,000.00	-	x	X	Central Admin	Head of Regional Departments, Units
18	Organise bi-weekly management meetings of the NRCC	Tamale					30,000.00	-	-		X	Central Admin	Head of Regional Departments, Units

19	Organise signing and monitor implementation of Performance Contract of 16 MMDAs in the region	All the 16 MMDAs					35,000.00	-	-		X	Central Admin	MMDAs
20	Facilitate organization of 2027 Independence Day parade/celebration	Tamale					200,000.00	-	-		X	Central Admin	GES
21	Organize 2027 Remembrance Day Celebration	Tamale					150,000.00	-	-		X	Human Resource Department	SECURITY AGENCIES
22	Organise regular and emergency meetings of REGSEC	Region wide					120,000.00	-	-	X		Central Administration	Security Services
23	Organize mid-year and annual review meetings of the NRCC	Tamale					140,800.00	-	-		X	NRPCU	MAs
24	Organize quarterly RPCU and DPCU consultative meetings	Tamale					150,300.00	-	-		X	NRPCU	MMDAs
25	Organize quarterly Development Partners engagement meetings	Tamale					-	60,000.00	-	X		NRPCU	DPs
	Sub-Total						1,588,300.00	570,000.00	-				

Objectives: Achieve 95% compliance with financial procurement regulations and standards by December, 2029.

Programme : Financial Management, Accountability and Transparency Programme

SN#	Projects	Location	Time frame (2026)				Cost		Project Status			Implementing Institution/Department	
			Q1	Q2	Q3	Q4	GOG	DACF	Oth-ers	New	On-going	Lead	Collaborating
26	Organise meetings of Regional Audit Committee	Central Administration, Tamale					70,000.00	-	-	X		Internal Audit	Audit Committee
27	Undertake operational audit of departments and units of the NRCC	Tamale					50,000.00	-	-		x	Internal Audit	Audit Committee
28	Monitor activities of Internal Audit Units of 16 MMDAs, Departments & units of the NRCC	All the 16 MMDAs					100,000.00	-	-		X	Internal Audit	Audit Committee
29	Organise quarterly Audit Committee meetings of the NRCC	Tamale					65,000.00				x	Internal Auditor	All Departments and Units
30	Monitor implementation of Audit Findings of Departments, Units and MMDAs	region wide					100,000.00				x	Internal Auditor	All Departments, Units and MMDAs
31	Conduct Audit of NRCC staff bungalows	region wide					40,000.00				x	Internal Auditor	All Departments and Units
32	Organise mid-year budget review of all 16 MMDAs	Tamale					-	90,000.00			X	Budget Unit	MoF, MMDA's

33	Organize quarterly meetings of the Regional Budget Committee of the NRCC	NRCC, Tamale					-	54,000.00	-		X	Budget Unit	Dept. of the Central Administration
34	Organise annual Budget Production Workshop of all 16 MMDAs in the region	Tamale					-	90,000.00	50,000.00		X	Budget Unit	SIGRA, MMDAs
	Sub-Total						425,000.00	234,000.00	50,000.00				

Objectives: Ensure at least 80% of staff participate in at least one professional development program annually and conduct a skills gap assessment by July, 2027. , 2) Provide essential support services (medical, recreational, and welfare support) to 90% of staff, by July, 2027. 3) Ensure 100% of eligible staff receive promotion decisions within the stipulated timeframe annually and reduce average processing time to less than 3 months by July, 2028

Programme : Human Resources Development and Management Programme

SN#	Projects	Location	Time frame (2026)				Cost		Project Status			Implementing Institution/Department	
			Q1	Q2	Q3	Q4	GOG	DACF	Oth-ers	New	On-going	Lead	Collaborating
35	Attend Staff welfare/Social events	Tamale					60,000.00	-	-	X		Human Resource Department	Head of Regional Departments, Units
36	Organise annual staff retreat of the NRCC	Tamale					150,000.00		-		X	Human Resource Department	Head of Regional Departments, Units

37	Organise regular staff durbars	Tamale					45,000.00	-	-	X		Human Resource Department	Head of Regional Departments, Units
38	Organise 2No. Wellness and Staff health programmes for NRCC staff	Tamale					65,000.00	-	-	X		Human Resource Department	Head of Regional Departments, Units
39	Organise bi-annual Staff Award events for high performing staff of the NRCC	Tamale					100,000.00	-	-	X		Human Resource Department	Head of Regional Departments, Units
40	Train 50 Staff on Scheme of Service/Competency	Tamale					30,000.00	-	-	X		Human Resource Department	Departments & Agencies, MMDAs
41	Undertake technical backstopping and capacity building of key departments and units of MMDAs and the NRCC.	All the 16 MMDAs					-	50,000.00	-	0		NRPCU	
42	Support Organization of quarterly in-house staff training and Professional Development Programs (CPDs)	Tamale					30,000.00	-	-		X	Central Administration	Departments & Agencies,
43	Organize regular orientation trainings for newly appointed Officers	Tamale					65,000.00	-	-	X		Human Resource Department	Departments & Agencies, MMDAs,

44	Process Officers for foreign travels (Conferences/Seminars/Workshops)	Tamale					300,000.00	-	-		X	Human Resource Department	Departments & Agencies,
45	Facilitate training staff of the NRCC on institutional fire prevention and management	Tamale						30,000.00	-	X		Human Resource Department	GNFS
46	Refresher Training of 21 No. Security and 15 orderlies on their core duties	Tamale					-	54,000.00	-		X	Human Resource Department	Departments & Agencies, MMDAs,
47	Organise 2No. Needs Assessment Training and Refresher Workshops of Human Departments at the NRCC and MMDAs	Tamale					-	34,000.00	-		X	Human Resource Department	Departments & Agencies, MMDAs,
48	Train staff on Appraisal Assessment	Tamale						45,000.00		x		Hurman Resource Department	All Departments and Units
49	Conduct Training Needs Assessments	Tamale					45,000.00				x	Human Resources Department	All Departments and Units
50	Organise Annual Staff Get-to-gather	Tamale						120,000.00			x	Human Resources Department	Procurement Department, Finance Department, General Administration, Beneficiary Departments

51	Repair staff welfare bus	Tamale					45,000.00				x	Transport Department	Procurement Department, Finance Department
52	Organise regular Promotion Interviews of staff of the NRCC and 16 MMDAs in the Northern Region.	Central Administration, Tamale					80,000.00		-		X	Human Resource Department	All MMDAs
	Sub-Total						1,015,000.00	333,000.00	-				

Objectives: Reduce administrative delays in data access by 80% by December, 2028

Programme: Knowledge Management Programme

SN#	Projects	Location	Time frame (2026)				Cost		Project Status			Implementing Institution/Department		
			Q1	Q2	Q3	Q4	GOG	DACF	Others	New	On-going	Lead	Collaborating	
53	Undertake decongestion of Records Offices of 16 MMDAs, Departments & Units and Administrative Records Center of the NRCC	Tamale					80,000.00	-	-			X	PRAAD/ Records Management Unit	Departments & Agencies, MMDAs,
54	Organise 2No. training workshop on Records Management for 16 MMDAs and 11 Departments	Tamale					85,000.00	-	-			X	PRAAD/ Records Management Unit	Departments & Agencies, MMDAs,

55	Monitor and evaluate recordkeeping systems of 16 MMDAs, 11 Departments & Agencies	Tamale					55,000.00		-		X	PRAAD/ Records Management Unit	Departments & Agencies, MMDAs,
56	Procure Staff Attendance book	Tamale					1,500.00				x	PRAAD/ Records Management Unit	All Departments and Units
57	Refresher Records Management training programme of 50 staff of the NRCC and MMDAs.	Tamale					-	65,000.00	-	X		Human Resource Department	Departments & Agencies, MMDAs,
58	Procure 25 PRAAD boxes for the RMU	Tamale					3,000.00				x	PRAAD/ Records Management Unit	Finance Department, PRAAD
	Sub-Total						224,500.00	65,000.00	-				

Objectives: Upgrade and maintain 100% of office and residential facilities to comply with established operational standards, ensuring at least 90% functionality by December 2029

Programme : Maintenance and Asset Management

SN#	Projects	Location	Time frame (2026)				Cost		Project Status			Implementing Institution/Department	
			Q1	Q2	Q3	Q4	GOG	DACF	Oth-ers	New	On-going	Lead	Collaborating
59	Rehabilitate Official 3 Bungalows	Tamale					250,000.00	-	-		X	Estate Unit	PWD

60	Reconstruct NRCC residency fence wall	Tamale					550,000.00	-	-		X	Estate Unit	Public Works Department
61	Landscape entire entrance of the NRCC with carpet grass and hedges.	Tamale					55,000.00	-	-	X		Estate Unit	Parks and Garden
62	Landscape frontage of the NRCC residency with carpet grass, longifolia plants and secure with wire fence/mesh.	Tamale					45,000.00		-	X		Estate Unit	Parks and Garden
63	Rehabilitate 3 No. dilapidated office structures (including Social Welfare Office infrastructure)	Tamale						450,000.00			x	Estates Department	Procurement Department, Finance Department, General Administration, Beneficiary Departments
64	Repair 1 No. Power Generators of the NRCC	Tamale						7,000.00			x	Estates Department	Procurement Department, Finance Department
65	Procure and install 15 No. Air Conditioners in 15 Departments and Units	Tamale					85,000.00				x	Procurement Department	Finance Department, General Administration, Tender Committee, Beneficiary Departments
66	Acquire deeds for government lands /Secure lands around NRCC of-office facilities	Tamale					120,000.00			x		Estates Department	Procurement Department, Finance Department, General Administration, Beneficiary Departments

67	Procure 1 No. 5000L Water Storage containers for departments and units of the NRCC	Tamale					15,000.00			x		Estates Department	Procurement Department, Finance Department
	Sub-Total						1,120,000.00	457,000.00	-				

Objectives: Procure and distribute all critical office equipment (computers, printers, communication tools, stationery) to 100% of departments, December, 2029

Programme : Communication Programme

SN#	Projects	Location	Time frame (2026)				Cost		Project Status			Implementing Institution/Department	
			Q1	Q2	Q3	Q4	GOG	DACF	Oth-ers	New	On-going	Lead	Collaborating
68	Organise four (4) Press engagements of Northern Regional Minister	Tamale						40,000.00	-	X		PRO	Head of Regional Departments, Units
69	Organise Policy Fair and Exhibition on Government business, flagship Programs and Projects.	Tamale					70,000.00	-	-	X		PRO	Head of Regional Departments, Units, DPs, Traditional Authority, CSOs
70	Procure 12No. Laptop computers	Tamale						48,000.00			x	Procurement Department	Finance Department, General Administration, Tender Committee, Beneficiary Departments

71	Procure 7 No. Desktop Computers	Tamale						35,000.00			x	Procurement Department	Finance Department, General Administration, Tender Committee, Beneficiary Departments
72	Procure 3 No. Projectors	Tamale						21,000.00			x	Procurement Department	Finance Department, General Administration, Tender Committee, Beneficiary Departments
73	Procure and Install 3 No. Starlink Internet Services Annual Subscription	Tamale						95,000.00			x	Procurement Department	Finance Department, General Administration, Tender Committee, Beneficiary Departments
	Sub-Total						70,000.00	239,000.00	-				

Objectives: Reduce administrative delays in data access by 80% by December, 2028

Programme: Knowledge Management Programme

SN#	Projects	Location	Time frame (2026)				Cost		Project Status			Implementing Institution/Department	
			Q1	Q2	Q3	Q4	GOG	DACF	Others	New	On-going	Lead	Collaborating

74	Procure and distribute 20 Cabinets	Tamale					120,000.00				x	Procurement Department	Finance Department, General Administration, Tender Committee, Beneficiary Departments
75	Procure 3 No. Scanners	Tamale						75,000.00			x	Procurement Department	Finance Department, General Administration, Tender Committee, Beneficiary Departments
76	Procure 3 No. Photocopiers for Departments and Units	Tamale						120,000.00		x		Procurement Department	Finance Department, General Administration, Tender Committee, Beneficiary Departments
77	Procure Staff Attendance book	Tamale					1,500.00				x	PRAAD/ Records Management Unit	All Departments and Units
78	Procure 25 PRAAD boxes for the RMU	Tamale					3,000.00				x	PRAAD/ Records Management Unit	Finance Department, PRAAD
	Sub-Total						124,500.00	195,000.00	-				

Objectives: Achieve 95% compliance with financial procurement regulations and standards by December, 2029.

Programme : Financial Management, Accountability and Transparency Programme

	Projects	Location	Time frame (2026)				Cost		Project Status			Implementing Institution/Department	
			Q1	Q2	Q3	Q4	GOG	DACF	Oth-ers	New	On-going	Lead	Collaborating
79	Update NRCC Procurement Plan quarterly	Tamale					4,500.00				x	Procurement Department	All Departments and Units
80	Organise Tender Committee meetings	Tamale					65,000.00				x	Procurement Department	Tender Committee Members
81	Organise quarterly Audit Committee meetings of the NRCC	Tamale					95,000.00				x	Internal Auditor	All Departments and Units
83	Conduct Audit of NRCC staff bungalows	region wide					4,000.00				x	Internal Auditor	All Departments and Units
	Sub-Total						268,500.00	-	-				

Objectives: Acquire and maintain 12 operational vehicles to ensure 90% of planned monitoring activities are executed on schedule, by December, 2029. 2) Achieve 90% effective monitoring for quality implementation of government of Ghana and donor programs and projects in the region by December, 2029.

Programme: Monitoring and Evaluation Programme

SN#	Projects	Location	Time frame (2026)				Cost		Project Status			Implementing Institution/Department	
			Q1	Q2	Q3	Q4	GOG	DACF	thers	New	On-going	Lead	Collaborating
84	Maintain and Service Official Vehicles	Tamale					150,000.00	-	-		X	Transport Department	Motor Insurance Companies

85	Service and maintain official vehicles of the NRCC	Tamale					-	150,000.00	-		X	Transport Unit	Service Providers
86	Procure 4 No. Motor bikes for Departments and Units of the NRCC	Tamale					80,000.00			x		Procurement Department	Finance Department, General Administration, Transport Department
87	Monitor performance of Client Service Units and Record Managements Units of all 16 MMDAs and Departments of the NRCC	All the 16 MMDAs					17,000.00	-	-		X	Central Admin	MMDAs
88	Conduct quarterly monitoring on budget performance of all 16 MMDA in the Region	All the 16 MMDAs					15,000.00	17,000.00			X	Budget Unit	MMDA's
89	Undertake quarterly Monitoring of Developmental projects and programs in the region	Tamale					-	149,920.00	-		X	NRPCU	MMDAs
	Sub-Total						2,000.00	316,920.00	-				
	TOTAL						5,097,800.00	2,409,920.00	50,000.00				
	GRAND TOTAL							7,557,720.00					

2028 Annual Action Plan

Table 20: NRCC Action Plan 2028

Objectives: 1) Ensure at least 80% of planned joint activities and projects are implemented collaboratively annually. 2) Achieve 90% timely service delivery, 85% client satisfaction, and 95% compliance with service standards By December 2029.														
Programme Management and Administration Programme														
SN#	Projects	Location	Time frame (2026)				Cost		Project Status		Implementing Institution/Department			
			Q1	Q2	Q3	Q4	GOG	DACF	Oth-ers	New	On-going	Lead	Collaborating	
1	Organise signing and monitor implementation of Performance Contract of 16 MMDAs in the region	All the 16 MMDAs					35,000.00	-	-			X	Central Admin	MMDAs
2	Organise Pre-DPAT and DPAT field assessments of all 16 MMDAs in the region	MMDAs					25,000.00	15,000.00	-	x		X	Central Admin	MMDAs
3	Facilitate development of Client Service charters of all MMDAs and Departments of the NRCC	Tamale					29,200.00		-			X	Central Admin	MMDAs
4	Train 50 NRCC Staff on Report Writing and documentation	Tamale					60,000.00	20,000.00			X		Human Resource Department	Departments & Agencies, MMDAs,
5	Engage services of 10 casual workers at the NRCC	Tamale					140,000.00				x		Human Resources Department	HR, Casual Workers

6	Undertake CCTV camera installations in all departments of the NRCC	Tamale					200,000.00			x		Estates Department	Procurement, Finance, General Administration
7	Procure and install Solar Panels at the NRCC	Tamale					120,000.00			x		Estates Department	Procurement Department, Finance Department
8	Procure 120 diaries and 120 writing pads for departments and units of the NRCC	Tamale					50,000.00				x	Procurement Department	Finance, General Administration, Tender Committee,
9	Procure 20 tables and 30 Chairs	Tamale					70,000.00				x	Procurement Department	Finance, General Administration, Tender Committee,
10	Procure 5No. 3-in-1 Printers for Departments and Units	Tamale					75,000.00				x	Procurement Department	Finance, General Administration, Tender Committee,
11	Procure 15 No. boxes of A4 Paper for Departments and Units	Tamale					70,000.00				x	Procurement Department	Finance, General Administration, Tender Committee,
12	Procure assorted 10 No. Toners and 12No. Cartridges	Tamale					45,000.00				x	Procurement Department	Finance, General Administration, Tender Committee,
13	Install Curtains in 7 Departments and Units of the NRCC	Tamale					55,000.00				x	Procurement Department	Finance General Administration, Tender Committee
14	Procure 15 Swivel chairs	Tamale					97,000.00				x	Procurement Department	Finance, General Administration, Tender Committee

15	Insure 3 official Motorbikes	Tamale					3,000.00	-	-		X	Transport Department	Motor Insurance Companies
16	Insure 5 official Vehicles	Tamale					75,000.00	-	-		X	Transport Department	Motor Insurance Companies
17	Organize mid-year and annual review meetings of the NRCC	Tamale					150,800.00	-	-		X	NRPCU	MAs
18	Organize quarterly RPCU and DPCU consultative meetings	Tamale					90,600.00	-	-		X	NRPCU	MMDAs
19	Organize quarterly Development Partners engagement meetings	Tamale					-	50,000.00	-	X		NRPCU	DPs
20	Organise regular and emergency meetings of REGSEC	Region wide					85,000.00	-	-	X		Central Administration	Security Services
21	Assist law enforcement agencies to fight crime including drug abuse in the region	Tamale					120,000.00	-	-		X	Central Administration	Security Services
22	Facilitate organization of 2027 Independence Day parade/celebration	Tamale					200,000.00	-	-		X	Central Admin	GES
23	Organize 2027 Remembrance Day Celebration	Tamale					160,000.00	-	-		X	Human Resource Department	SECURITY AGENCIES
24	Organise bi-weekly management meetings of the NRCC	Tamale					32,000.00	-	-		X	Central Admin	Head of Regional Departments, Units
25	Organise mandatory meetings of the Northern Regional Coordinating Council (NRCC)	Tamale					-	200,000.00	-	x	X	Central Admin	Head of Regional Departments, Units

	Sub-Total						1,597,600.00	675,000.00	-				
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Objectives: Achieve 95% compliance with financial procurement regulations and standards by December, 2029.

Programme : Financial Management, Accountability and Transparency Programme

SN#	Projects	Location	Time frame (2026)				Cost		Project Status		Implementing Institution/Department			
			Q1	Q2	Q3	Q4	GOG	DACF	Oth-ers	New	On-going	Lead	Collaborating	
26	Organise meetings of Regional Audit Committee	Central Administration, Tamale					36,000.00	-	-		X		Internal Auditor	Audit Committee
27	Undertake operational audit of departments and units of the NRCC	Tamale					50,000.00	-	-			x	Internal Auditor	Audit Committee
28	Monitor activities of Internal Audit Units of 16 MMDAs, Departments & units of the NRCC	All the 16 MMDAs					100,000.00	-	-			X	Internal Auditor	Audit Committee
29	Organise quarterly Audit Committee meetings of the NRCC	Tamale					8,000.00					x	Internal Auditor	All Departments and Units
30	Monitor implementation of Audit Findings of Departments, Units and MMDAs	region wide					100,000.00					x	Internal Auditor	All Departments, Units and MMDAs
31	Conduct Audit of NRCC staff bungalows	region wide					6,000.00					x	Internal Auditor	All Departments and Units
32	Organise mid-year budget review of all 16 MMDAs	Tamale					-	60,000.00				X	Budget Unit	MoF, MMDA's

33	Organize quarterly meetings of the Regional Budget Committee of the NRCC	NRCC, Tamale					-	34,000.00	-		X	Budget Unit	Dept. of the Central Administration
34	Organise annual Budget Production Workshop of all 16 MMDAs in the region	Tamale					-	40,000.00	50,000.00		X	Budget Unit	SIGRA, MMDAs
	Sub-Total						300,000.00	134,000.00	50,000.00				

Objectives: Ensure at least 80% of staff participate in at least one professional development program annually and conduct a skills gap assessment by July, 2027. , 2) Provide essential support services (medical, recreational, and welfare support) to 90% of staff, by July, 2027. 3) Ensure 100% of eligible staff receive promotion decisions within the stipulated timeframe annually and reduce average processing time to less than 3 months by July, 2028

Programme : Human Resources Development and Management Programme

SN#	Projects	Location	Time frame (2026)				Cost		Project Status		Implementing Institution/Department		
			Q1	Q2	Q3	Q4	GOG	DACF	Oth-ers	New	On-going	Lead	Collaborating
35	Train 50 Staff on Scheme of Service/Competency	Tamale					55,000.00	-	-		X	Human Resource Department	Departments & Agencies, MMDAs
36	Support Organization of quarterly in-house staff training and Professional Development Programs (CPDs)	Tamale					90,000.00	-	-		X	Central Administration	Departments & Agencies,
37	Organize regular orientation trainings for newly appointed Officers	Tamale					75,000.00	-	-		X	Human Resource Department	Departments & Agencies, MMDAs,

38	Process Officers for foreign travels (Conferences/Seminars/Workshops)	Tamale					300,000.00	-	-		X	Human Resource Department	Departments & Agencies,
39	Facilitate training staff of the NRCC on institutional fire prevention and management	Tamale						30,000.00	-	X		Human Resource Department	GNFS
40	Refresher Training of 21 No. Security and 15 orderlies on their core duties	Tamale					-	54,000.00	-		X	Human Resource Department	Departments & Agencies, MMDAs,
41	Organise 2No. Needs Assessment Training and Refresher Workshops of Human Departments at the NRCC and MMDAs	Tamale					-	64,000.00	-		X	Human Resource Department	Departments & Agencies, MMDAs,
42	Train staff on Appraisal Assessment	Tamale						55,000.00		x		Hurman Resource Department	All Departments and Units
43	Undertake technical backstopping and capacity building of key departments and units of MMDAs and the NRCC.	All the 16 MMDAs					-	70,000.00	-	0		NRPCU	
44	Organise Annual Staff Get-to-gather	Tamale						150,000.00			x	Human Resources Department	Procurement Department, Finance Department, General Administration, Beneficiary Departments

45	Attend Staff welfare/Social events	Tamale					80,000.00	-	-	X		Human Resource Department	Head of Regional Departments, Units
46	Organise regular staff durbars	Tamale					80,000.00	-	-	X		Human Resource Department	Head of Regional Departments, Units
47	Organise 2No. Wellness and Staff health programme for NRCC staff	Tamale					55,000.00	-	-	X		Human Resource Department	Head of Regional Departments, Units
48	Organise bi-annual Staff Award events for high performing staff of the NRCC	Tamale					120,000.00	-	-	X		Human Resource Department	Head of Regional Departments, Units
49	Repair staff welfare bus	Tamale					45,000.00				x	Transport Department	Procurement Department, Finance Department
50	Organise regular Promotion Interviews of staff of the NRCC and 16 MMDAs in the Northern Region.	Central Administration, Tamale					80,000.00		-		X	Human Resource Department	All MMDAs
	Sub-Total						980,000.00	423,000.00	-				

Objectives: Reduce administrative delays in data access by 80% by December, 2028

Programme: Knowledge Management Programme

SN#	Projects	Location	Time frame (2026)				Cost		Project Status		Implementing Institution/Department		
			Q1	Q2	Q3	Q4	GOG	DACF	Others	New	On-going	Lead	Collaborating

51	Undertake decongestion of Records Offices of 16 MMDAs, Departments & Units and Administrative Records Center of the NRCC	Tamale					100,000.00	-	-		X	PRAAD/ Records Management Unit	Departments & Agencies, MMDAs,
52	Organise 2No. training workshop on Records Management for 16 MMDAs and 11 Departments	Tamale					70,000.00	-	-		X	PRAAD/ Records Management Unit	Departments & Agencies, MMDAs,
53	Monitor and evaluate record-keeping systems of 16 MMDAs, 11 Departments & Agencies	Tamale					50,000.00		-		X	PRAAD/ Records Management Unit	Departments & Agencies, MMDAs,
54	Procure Staff Attendance book	Tamale					1,500.00				x	PRAAD/ Records Management Unit	All Departments and Units
55	Refresher Records Management training programe of 50 staff of the NRCC and MMDAs.	Tamale					-	65,000.00	-	X		Human Resource Department	Departments & Agencies, MMDAs,
56	Procure 25 PRAAD boxes for the RMU	Tamale					3,000.00				x	PRAAD/ Records Management Unit	Finance Department, PRAAD
57	Procure 3 No. Scanners	Tamale						75,000.00			x	Procurement Department	Finance Department, General Administration, Tender Committee,
58	Procure 3 No. Photocopiers for Departments and Units	Tamale						124,000.00		x		Procurement Department	Finance Department, General Administration,

													Tender Committee,
59	Procure and distribute 30 Cabinets	Tamale					150,000.00				x	Procurement Department	Finance Department, General Administration, Tender Committee
60	Procure Staff Attendance book	Tamale					1,500.00				x	PRAAD/ Records Management Unit	All Departments and Units
61	Procure 25 PRAAD boxes for the RMU	Tamale					3,000.00				x	PRAAD/ Records Management Unit	Finance Department, PRAAD
	Sub-Total						379,000.00	264,000.00	-				

Objectives: Upgrade and maintain 100% of office and residential facilities to comply with established operational standards, ensuring at least 90% functionality by December 2029

Programme : Maintenance and Asset Management

SN#	Projects	Location	Time frame (2026)				Cost		Project Status			Implementing Institution/Department		
			Q1	Q2	Q3	Q4	GOG	DACF	Others	New	Ongoing	Lead	Collaborating	
62	Rehabilitate 4 Official Bungalows	Tamale					400,000.00	-	-		X	Estate Unit	PWD	
63	Rehabilitate 2 Official 3 Bungalows	Tamale					150,000.00	-	-		X	Estate Unit	PWD	

64	Renovate residence chalets B, C, E and Roundhat conference facility	Tamale					160,000.00	-	-		X	Estate Unit	Public Works Department
65	Landscape entire entrance of the NRCC with carpet grass and hedges.	Tamale					55,000.00	-	-	X		Estate Unit	Parks and Garden
66	Landscape frontage of the NRCC residency with carpet grass, longifolia plants and secure with wire fence/mesh.	Tamale					45,000.00	-	-	X		Estate Unit	Parks and Garden
67	Acquire deeds for government lands /Secure lands around NRCC office facilities	Tamale					150,000.00			x		Estates Department	Procurement, Finance Department, General Administration,
68	Rehabilitate and furnish NRCC Guest house at NOR-RIP	Tamale						350,000.00		x		Estates Department	Procurement, Finance Department, General Administration,
69	Repair roof leakages at Catering Facility, Residency	Tamale					55,000.00				x	Estates Department	Procurement, Finance Department, General Administration,
70	Install security lights office premises of Departments and Units of the NRCC	Tamale						70,000.00			x	Estates Department	Procurement Finance
71	Renovate NRCC reception facility and Client Service Units	Tamale						65,000.00			x	Estates Department	Procurement Finance

72	Rehabilitate and furnish 5 No. washroom facilities of the NRCC departments and units	Tamale						50,000.00			x	Estates Department	Procurement Finance
73	Procure and install 15 No. Air Conditioners in 15 Departments and Units	Tamale						85,000.00			x	Procurement Department	Finance Department, General Administration, Tender Committee, Beneficiary Departments
74	Repair 1 No. Power Generators of the NRCC	Tamale						12,000.00			x	Estates Department	Procurement Department, Finance Department
75	Procure 2 No. 5000L Water Storage containers for departments and units of the NRCC	Tamale					30,000.00			x		Estates Department	Procurement Department, Finance Department
	Sub-Total						1,045,000.00	632,000.00	-				

Objectives: Procure and distribute all critical office equipment (computers, printers, communication tools, stationery) to 100% of departments, December, 2029

Programme : Communication Programme

SN#	Projects	Location	Time frame (2026)				Cost		Project Status		Implementing Institution/Department		
			Q1	Q2	Q3	Q4	GOG	DACF	Oth-ers	New	On-going	Lead	Collaborating
76	Maintain the NRCC website	Tamale					50,000.00	-	-	X		MIS	

77	Organise four (4) Press engagements of Northern Regional Minister	Tamale					-	40,000.00	-	X		PRO	Head of Regional Departments, Units
78	Organise Policy Fair and Exhibition on Government business, flagship Programs and Projects.	Tamale					70,000.00	-	-	X		PRO	Head of Regional Departments, Units, DPs, Traditional Authority, CSOs
79	Procure 12No. Laptop computers	Tamale						65,000.00			x	Procurement Department	Finance, General Administration, Tender Committee,
80	Procure 7 No. Desktop Computers	Tamale						45,000.00			x	Procurement Department	Finance, General Administration, Tender Committee,
81	Procure 3 No. Projectors	Tamale						21,000.00			x	Procurement Department	Finance, General Administration, Tender Committee,
82	Procure and Install 5 Internet Routers	Tamale					125,000.00				x	Procurement Department	Finance, General Administration, Tender Committee,
83	Procure and Install 1No. Starlink Internet Services Annual Subscription	Tamale						15,000.00			x	Procurement Department	Finance, General Administration, Tender Committee,
	Sub-Total						245,000.00	186,000.00	-				

Objectives: Achieve 95% compliance with financial procurement regulations and standards by December, 2029.

Programme: Financial Management, Accountability and Transparency Programme														
SN#	Projects	Location	Time frame (2026)				Cost		Project Status		Implementing Institution/Department			
			Q1	Q2	Q3	Q4	GOG	DACF	Others	New	On-going	Lead	Collaborating	
84	Update NRCC Procurement Plan quarterly	Tamale					4,500.00					x	Procurement Department	All Departments and Units
85	Organise Tender Committee meetings	Tamale					4,500.00					x	Procurement Department	Tender Committee Members
86	Organise quarterly Audit Committee meetings of the NRCC	Tamale					70,000.00					x	Internal Auditor	All Departments and Units
87	Monitor implementation of Audit Findings of Departments, Units and MMDAs	region wide					100,000.00					x	Internal Auditor	All Departments, Units and MMDAs
88	Conduct Audit of NRCC staff bungalows	region wide					4,000.00					x	Internal Auditor	All Departments and Units
	Sub-Total						183,000.00	-	-					

Objectives: Acquire and maintain 12 operational vehicles to ensure 90% of planned monitoring activities are executed on schedule, by December, 2029. 2) Achieve 90% effective monitoring for quality implementation of government of Ghana and donor programs and projects in the region by December, 2029.

Programme: Monitoring and Evaluation Programme													
SN#	Projects	Location	Time frame (2026)				Cost		Project Status		Implementing Institution/Department		

			Q1	Q2	Q3	Q4	GOG	DACF	Oth-ers	New	On-going	Lead	Collaborating
87	Procure 4 No. Motor bikes for Departments and Units of the NRCC	Tamale						80,000.00		x		Procurement Department	Finance Department, General Administration, Transport Department
88	Maintain and Service Official Vehicles	Tamale					150,000.00	-	-		X	Transport Department	Motor Insurance Companies
89	Service and maintain official vehicles of the NRCC	Tamale					-	150,000.00	-		X	Transport Unit	Service Providers
90	Monitor performance of Client Service Units and Record Managements Units of all 16 MMDAs and Departments of the NRCC	All the 16 MMDAs					19,000.00	-	-		X	Central Admin	MMDAs
91	Monitor implementation of Performance Agreement for Heads of Departments /Director	All the 16 MMDAs					-	30,000.00	-		X	Central Administration	MMDAs
92	Undertake quarterly Monitoring of Developmental projects and programs in the region	Tamale					-	149,920.00	-		X	NRPCU	MMDAs
93	Conduct quarterly monitoring on budget performance of all 16 MMDA in the Region	All the 16 MMDAs					15,000.00	17,000.00			X	Budget Unit	MMDA's
	Sub-Total						184,000.00	426,920.00	-				

	TOTAL						4,913,60 0.00	2,740,92 0.00	50,000 .00				
	GRAND TOTAL						7,704,520.00						

2029 Annual Action Plan

Table 21: NRCC 2029 Action Plan

Objectives: 1) Ensure at least 80% of planned joint activities and projects are implemented collaboratively annually. 2) Achieve 90% timely service delivery, 85% client satisfaction, and 95% compliance with service standards By December 2029.													
Programme Management and Administration Programme													
SN#	Projects	Location	Time frame (2026)				Cost			Project Status		Implementing Institution/Department	
			Q1	Q2	Q3	Q4	GOG	DACF	Oth-ers	New	On-go-ing	Lead	Collaborating
1	Insure 3 official Motorbikes	Tamale					3,000.00	-	-		X	Transport Department	Motor Insurance Companies
2	Insure 5 official Vehicles	Tamale					65,000.00	-	-		X	Transport Department	Motor Insurance Companies
3	Procure 120 diaries and 120 writing pads for departments and units of the NRCC	Tamale					50,000.00				x	Procurement	Finance, General Administration, Tender Committee,
4	Procure 20 tables and 30 Chairs	Tamale					150,000.00				x	Procurement	Finance, General Administration, Tender Committee,
5	Procure 5No. 3-in-1 Printers for Departments and Units	Tamale						65,000.00			x	Procurement	Finance, General Administration, Tender Committee,

6	Procure 15 No. boxes of A4 Paper for Departments and Units	Tamale					70,000.00				x	Procurement	Finance, General Administration, Tender Committee,
7	Procure assorted 10 No. Tonners and 12No. Cartridges	Tamale					45,000.00				x	Procurement	Finance, General Administration, Tender Committee,
8	Install Curtains in 3 Departments and Units of the NRCC	Tamale					35,000.00				x	Procurement	Finance, General Administration, Tender Committee,
9	Engage services of 10 casual workers at the NRCC	Tamale					94,000.00			x		Human Resource	HR, Casual Workers
10	Procure and install Solar Panels at the NRCC	Tamale					100,000.00			x		Estates Department	Procurement Department, Finance
11	Procure 15 Swivel chairs	Tamale					87,000.00				x	Procurement	Finance, General Administration, Tender Committee,
12	Train 50 NRCC Staff on Report Writing and documentation	Tamale					60,000.00	30,000.00		X		Human Resource	Departments & Agencies, MMDAs,
13	Organise Pre-DPAT and DPAT field assessments of all 16 MMDAs in the region	MMDAs					25,000.00	15,000.00	-	x	X	Central Admin	MMDAs
14	Facilitate development of Client Service charters of all MMDAs and Departments of the NRCC	Tamale					29,200.00		-		X	Central Admin	MMDAs

15	Organise regular and emergency meetings of REGSEC	Region wide					100,000.00	-	-	X		Central Administration	Security Services
16	Assist law enforcement agencies to fight crime including drug abuse in the region	Tamale					100,000.00	-	-		X	Central Administration	Security Services
17	Organise bi-weekly management meetings of the NRCC	Tamale					32,000.00	-	-		X	Central Admin	Head of Regional Departments, Units
18	Organise signing and monitor implementation of Performance Contract of 16 MMDAs in the region	All the 16 MMDAs					35,000.00	-	-		X	Central Admin	MMDAs
19	Facilitate organization of 2027 Independence Day parade/celebration	Tamale					200,000.00	-	-		X	Central Admin	GES
20	Organise 2027 Remembrance Day Celebration	Tamale					160,000.00	-	-		X	Human Resource Department	SECURITY AGENCIES
21	Organise mandatory meetings of the Northern Regional Coordinating Council (NRCC)	Tamale					-	120,000.00	-	x	X	Central Admin	Head of Regional Departments, Units
22	Organize mid-year and annual review meetings of the NRCC	Tamale					170,800.00	-	-		X	NRPCU	MAs
23	Organize quarterly RPCU and DPCU consultative meetings	Tamale					200,600.00	-	-		X	NRPCU	MMDAs

24	Organize quarterly Development Partners engagement meetings	Tamale					-	50,000.00	-	X		NRPCU	DPs
Sub-Total							1,696,600.00	395,000.00	-				

Objectives: Achieve 95% compliance with financial procurement regulations and standards by December, 2029.

Programme : Financial Management, Accountability and Transparency Programme

SN#	Projects	Location	Time frame (2026)				Cost			Project Status		Implementing Institution/Department	
			Q1	Q2	Q3	Q4	GOG	DACF	Others	New	On-going	Lead	Collaborating
25	Organise meetings of Regional Audit Committee	Central Administration, Tamale					36,000.00	-	-	X		Internal Audit	Audit Committee
26	Undertake operational audit of departments and units of the NRCC	Tamale					50,000.00	-	-		x	Internal Audit	Audit Committee
27	Monitor activities of Internal Audit Units of 16 MMDAs, Departments & units of the NRCC	All the 16 MMDAs					100,000.00	-	-		X	Internal Audit	Audit Committee
28	Organise quarterly Audit Committee meetings of the NRCC	Tamale					80,000.00				x	Internal Audit	All Departments and Units

29	Monitor implementation of Audit Findings of Departments, Units and MMDAs	region wide					100,000.00				x	Internal Auditor	All Departments, Units and MMDAs
30	Conduct Audit of NRCC staff bungalows	region wide					6,000.00				x	Internal Auditor	All Departments and Units
31	Organise mid-year budget review of all 16 MMDAs	Tamale					-	60,000.00			X	Budget Unit	MoF, MMDA's
32	Organize quarterly meetings of the Regional Budget Committee of the NRCC	NRCC, Tamale					-	34,000.00	-		X	Budget Unit	Dept. of the Central Administration
33	Organise annual Budget Production Workshop of all 16 MMDAs in the region	Tamale					-	80,000.00	50,000.00		X	Budget Unit	SIGRA, MMDAs
34	Update NRCC Procurement Plan quarterly	Tamale					4,500.00				x	Procurement	All Departments and Units
35	Organise Tender Committee meetings	Tamale					5,500.00				x	Procurement	Tender Committee Members
36	Organise quarterly Audit Committee meetings of the NRCC	Tamale					60,000.00				x	Internal Auditor	All Departments and Units
37	Monitor implementation of Audit Findings of Departments, Units and MMDAs	region wide					100,000.00				x	Internal Auditor	All Departments, Units and MMDAs
38	Conduct Audit of NRCC staff bungalows	region wide					4,000.00				x	Internal Auditor	All Departments and Units
	Sub-Total						546,000.00	174,000.00	50,000.00				

Objectives: Ensure at least 80% of staff participate in at least one professional development program annually and conduct a skills gap assessment by July, 2027.

2) Provide essential support services (medical, recreational, and welfare support) to 90% of staff, by July, 2027.

3) Ensure 100% of eligible staff receive promotion decisions within the stipulated timeframe annually and reduce average processing time to less than 3 months by July, 2028

Programme: Human Resources Development and Management Programme

SN#	Projects	Location	Time frame (2026)				Cost			Project Status		Implementing Institution/Department	
			Q1	Q2	Q3	Q4	GOG	DACF	Oth-ers	New	On-going	Lead	Collaborating
39	Support Organization of quarterly in-house staff training and Professional Development Programs (CPDs)	Tamale					55,000.00	-	-		X	Central Administration	Departments & Agencies,
40	Organize regular orientation trainings for newly appointed Officers	Tamale					35,000.00	-	-	X		Human Resource	Departments & Agencies, MMDAs,
41	Facilitate training staff of the NRCC on institutional fire prevention and management	Tamale						25,000.00	-	X		Human Resource	GNFS
42	Refresher Training of 21 No. Security and 15 orderlies on their core duties	Tamale					-	24,000.00	-		X	Human Resource	Departments & Agencies, MMDAs,
43	Organise 2No. Needs Assessment Training and Refresher Workshops of Human Departments at the NRCC and MMDAs	Tamale					-	34,000.00	-		X	Human Resource	Departments & Agencies, MMDAs,

44	Organise Annual Staff Get-to-gather	Tamale						120,000.00				x	Human Resource	Procurement Department, Finance Department, General Administration,
45	Repair staff welfare bus	Tamale					40,500.00					x	Transport Department	Procurement Department, Finance Department
46	Attend Staff welfare/Social events	Tamale					70,000.00	-	-	X			Human Resource	Head of Regional Departments, Units
47	Organise regular staff dur-bars	Tamale					80,000.00	-	-	X			Human Resource	Head of Regional Departments, Units
48	Organise 2No. Wellness and Staff health programme for NRCC staff	Tamale					50,000.00	-	-	X			Human Resource	Head of Regional Departments, Units
49	Organise bi-annual Staff Award events for high performing staff of the NRCC	Tamale					120,000.00	-	-	X			Human Resource	Head of Regional Departments, Units
50	Organise regular Promotion Interviews of staff of the NRCC and 16 MMDAs in the Northern Region.	Central Administration, Tamale					80,000.00		-			X	Human Resource	All MMDAs
	Sub-Total						530,500.00	203,000.00	-					

Objectives: Procure and distribute all critical office equipment (computers, printers, communication tools, stationery) to 100% of departments, December, 2029

Programme : Communication Programme

SN#	Projects	Location	Time frame (2026)				Cost			Project Status		Implementing Institution/Department	
			Q1	Q2	Q3	Q4	GOG	DACF	Oth-ers	New	On-go-ing	Lead	Collaborating
51	Maintain the NRCC website	Tamale					25,000.00	-	-	X		MIS	
52	Organise four (4) Press engagements of Northern Regional Minister.	Tamale					-	40,000.00	-	X		PRO	Head of Regional Departments, Units
53	Organise Policy Fair and Exhibition on Government business, flagship Programs and Projects.	Tamale					70,000.00	-	-	X		PRO	Head of Regional Departments, Units, DPs, Traditional Authority, CSOs
54	Procure 12No. Laptop computers	Tamale						48,000.00			x	Procurement	Finance, General Administration, Tender Committee,
55	Procure 7 No. Desktop Computers	Tamale						35,000.00			x	Procurement	Finance, General Administration, Tender Committee,
56	Procure 3 No. Projectors	Tamale						35,000.00			x	Procurement	Finance, General Administration, Tender Committee,
57	Procure and Install 5 Internet Routers	Tamale					125,000.00				x	Procurement	Finance, General Administration, Tender Committee,
58	Procure and Instal 3No. Starlink Internet Services Annual Subscription.	Tamale						95,000.00			x	Procurement	Finance, General Administra-

														tion, Tender Committee,
	Sub-Total						220,000.00	253,000.00	-					

Objectives: Reduce administrative delays in data access by 80% by December, 2028

Programme: Knowledge Management Programme

SN#	Projects	Location	Time frame (2026)				Cost			Project Status		Implementing Institution/Department	
			Q1	Q2	Q3	Q4	GOG	DACF	Others	New	On-going	Lead	Collaborating
59	Undertake decongestion of Records Offices of 16 MMDAs, Departments & Units and Administrative Records Center of the NRCC	Tamale					80,000.00	-	-		X	PRAAD	Departments & Agencies, MMDAs,
60	Organise 2No. training workshop on Records Management for 16 MMDAs and 11 Departments	Tamale					75,000.00	-	-		X	PRAAD	Departments & Agencies, MMDAs,
61	Monitor and evaluate recordkeeping systems of 16 MMDAs, 11 Departments & Agencies	Tamale					70,000.00		-		X	PRAAD	Departments & Agencies, MMDAs,
62	Procure Staff Attendance book	Tamale					1,500.00				x	PRAAD	All Departments and Units
63	Refresher Records Management training programe of	Tamale					-	65,000.00	-	X		Human Resource	Departments & Agencies, MMDAs,

	50 staff of the NRCC and MMDAs.												
64	Procure and distribute 20 Cabinets	Tamale					120,000.00				x	Procurement	Finance, General Administration, Tender Committee,
65	Procure Staff Attendance book	Tamale					1,500.00				x	PRAAD	All Departments and Units
66	Procure 25 PRAAD boxes for the RMU	Tamale					3,000.00				x	PRAAD	Finance Department, PRAAD
67	Procure 3 No. Photocopiers for Departments and Units	Tamale						200,000.00		x		Procurement	Finance, General Administration, Tender Committee,
68	Procure 25 PRAAD boxes for the RMU	Tamale					3,000.00				x	PRAAD	Finance Department, PRAAD
	Sub-Total						354,000.00	265,000.00	-				

Objectives: Upgrade and maintain 100% of office and residential facilities to comply with established operational standards, ensuring at least 90% functionality by December 2029

Programme: Maintenance and Asset Management

SN#	Projects	Location	Time frame (2026)				Cost			Project Status		Implementing Institution/Department	
			Q1	Q2	Q3	Q4	GOG	DACF	Oth-ers	New	On-going	Lead	Collaborating
69	Rehabilitate 3 Official Bungalows	Tamale					300,000.00	-	-		X	Estate Unit	PWD

70	Landscape entire entrance of the NRCC with carpet grass and hedges.	Tamale					55,000.00	-	-	X		Estate Unit	Parks and Garden
71	Landscape frontage of the NRCC residency with carpet grass, longifolia plants and secure with wire fence/mesh.	Tamale					45,000.00	-	-	X		Estate Unit	Parks and Garden
72	Procure and install 15 No. Air Conditioners in 15 Departments and Units	Tamale						85,000.00			x	Procurement	Finance, General Administration, Tender Committee,
73	Install security lights office premises of Departments and Units of the NRCC	Tamale						125,000.00			x	Estates Department	Procurement, Finance
	Sub-Total						400,000.00	210,000.00	-				

Objectives: Acquire and maintain 12 operational vehicles to ensure 90% of planned monitoring activities are executed on schedule, by December, 2029. 2) Achieve 90% effective monitoring for quality implementation of government of Ghana and donor programs and projects in the region by December, 2029.

Programme: Monitoring and Evaluation Programme

SN#	Projects	Location	Time frame (2026)				Cost			Project Status		Implementing Institution/Department		
			Q1	Q2	Q3	Q4	GOG	DACF	Others	New	On-going	Lead	Collaborating	
74	Procure 4 No. Motor bikes for Departments and Units of the NRCC	Tamale						80,000.00			x		Procurement	Finance, General Administration, Tender Committee,

75	Maintain and Service Official Vehicles	Tamale					60,000.00	-	-		X	Transport Department	Motor Insurance Companies	
76	Service and maintain official vehicles of the NRCC	Tamale					-	200,000.00	-		X	Transport Unit	Service Providers	
77	Conduct quarterly monitoring on budget performance of all 16 MMDA in the Region	All the 16 MMDAs					15,000.00	17,000.00			X	Budget Unit	MMDA's	
78	Monitor implementation of Performance Agreement for Heads of Departments /Director	All the 16 MMDAs					-	30,000.00	-		X	Central Administration	MMDAs	
79	Undertake quarterly Monitoring of Developmental projects and programs in the region	Tamale					-	149,920.00	-		X	NRPCU	MMDAs	
80	Monitor performance of Client Service Units and Record Managements Units of all 16 MMDAs and Departments of the NRCC	All the 16 MMDAs					25,000.00	-	-		X	Central Admin	MMDAs	
	Sub-Total						100,000.00	476,920.00	-					
	TOTAL						3,847,100.00	1,976,920.00	50,000.00					
	GRAND TOTAL							5,874,020.00						

CHAPTER SEVEN: MONITORING AND EVALUATION FRAMEWORK

7.1 Introduction

This chapter outlines the intended monitoring and evaluation arrangements for the 2026-2029 planning period. Specifically, the chapter presents a monitoring matrix with indicators to be used in tracking the implementation of programmes and projects as contained in the programme of action and Annual Action Plans.

7.2 Stakeholders for The Monitoring and Evaluation Framework

Stakeholders responsible for the implementation of the monitoring and evaluation framework of this plan have been categorized into two. They are Internal and External Stakeholders.

The RPCU will be responsible for the collation and quarterly reporting of all indicators to the National Development Planning Commission (NDPC). The preparation of the Annual Progress Reports for each year will also be prepared RPCU

Externally, the NRCC will collaborate with other institutions like the ..., Departments, and Agencies among others in monitoring and reporting on the implementation of the Plan.

7.2.1 Stakeholder Analysis

The Stakeholder analysis below would assist the NRCC identify all groups and organizations that have interest in or are affected by the activities detailed in this plan. The identification of stakeholders and their participation in the activities of the plan will also lead to sustained capacity building, information dissemination and demand for M & E results.

The analysis reveals a diverse range of stakeholders, including internal stakeholders such as NRCC staff and departments, and external stakeholders such as development partners.

Internal stakeholders require information on training, promotions, and general welfare issues, and are responsible for ensuring efficient and effective service delivery. External stakeholders, on the other hand, have varying information needs, such as policy directions, financial reports, and programme updates, and are responsible for providing technical assistance, funding, and oversight.

The level of engagement with stakeholders varies, with some stakeholders, such as government agencies and development partners, requiring high levels of engagement, while others, such a general public require medium to high levels of engagement.

The NRCC recognizes the importance of effective stakeholder engagement and is committed to providing timely and accurate information to its stakeholders. The NRCC will continue to foster

strong relationships with its stakeholders to ensure that their needs are met and that they are able to fulfill their responsibilities effectively.

Table 22: Stakeholder Analysis Matrix

NO.	STAKEHOLDERS	INFORMATION NEEDS	RESPONSIBILITIES	LEVEL OF ENGAGEMENT
INTERNAL STAKEHOLDERS				
1.	NRCC Staff	Information on training, promotions, general welfare issues	Ensure efficient & effective service delivery to all NRCC stakeholders	High Low Medium
2.	Department And Units Of the NRCC	<ul style="list-style-type: none"> Information on Resource allocation (funds) Administrative Recommendations Reports, Proposals and petitions (etc.) 	Develop good Policies (Training policy, Human Resource Policy, etc.) for the management Ensure effective management of records and also provide management consultancy services and Value for money Provide recommendations and guidelines for management.	High
EXTERNAL STAKEHOLDERS				
8.	MDAs	Policy directions and guidelines on HR issues, Interpretation of rules and regulations.	Effective management of the respective MMDAs and departments and report back to the office.	High
9.	NDPC	Copies of MTDP, M&E Plan and APR	Provide Planning Guidelines, technical assistance	High
10.	MOF	Request for funds and reports on the utilization of funds.	Provide budget guidelines and timely release of funds.	High
13.	CLOGSAG	Policy directions on HR welfare issues, feedback on	Assist NRCC to negotiate better conditions of service.	Medium

		petitions from Staff.		
14.	Consultants	Information on Contracts and consultancy Services available.	Provide Technical and professional services.	Medium
15.	Media	Programmes and activities	Disseminate Information and provide feedback.	Medium
16.	Development Partners	Policies and Programmes and Accurate Data.	Provide Technical Assistance and Monitor the utilization of allocated funds.	High
17.	Contractors	Information on contracts available	Execute projects/ contracts	Medium
19.	Ministry Of Gender, Children and Social Protection	Information on gender issues	Provide Policy directions in relation to gender issues in the Service.	High
20.	Public Services Commission	Credible information on HR issues in the Service.	Provide HR Policies Guidelines.	High
21.	Ministry Of Local Government, Decentralization Chieftaincy and Religious Affairs	Policy Guidelines on HR related issues	Provide credible staff profiles and performance reports.	High
22.	Ministry Of Information	Programmes and activities and HR policy guidelines	Disseminate Information and provide requisite feedback.	High
25.	Controller And Accountant General Department	Request for funds and expenditure returns.	Provide highly specialized financial and Accounting Services to NRCC	High
26.	Internal Audit Agency	Expenditure returns, Payment vouchers, Copies of NRCC plans and budget.	Ensure that resources are put into an effective and efficient use to achieve the objective of NRCC.	High

27.	Public Procurement Agency	Copies of Procurement plan and quarterly procurement returns.	Provide Procurement Guidelines, build capacity of procurement practitioners.	High
29.	Office Of the Head of the Local Government Service Secretariat	Validated staffing norms, staff profiles and number of Staff to be transferred to the LGS.	Develop conditions of service and schemes of service for staff.	High
30	Government Agencies / MDAs	Design, supervise, and regulate sector programmes	Collect sector-specific data, report on progress, enforce compliance, and conduct field monitoring	High
31	Municipal / District Assembly (MA / MMDAs)	Plan, coordinate, and oversee local development initiatives	Lead M&E activities, compile reports, organize town hall meetings, and facilitate field visits	High
32	Community-Based Organizations (CBOs) & NGOs	Implement grassroots interventions and mobilize communities	Support data collection, provide community feedback, and participate in participatory evaluations	High
33	Traditional Authorities & Opinion Leaders	Mobilize communities and provide local guidance.	Assist in community consultations, verify implementation, and facilitate participatory monitoring.	High
34	Development Partners / Donors	Fund and support programmes	Provide technical support, monitor project performance, and participate in evaluation exercises.	Medium
35	Private Sector	Support local economic and infrastructure initiatives	Track investments, provide sector-specific performance data, and participate in public-private partnership (PPP) monitoring	Low-Medium
36	General Public	Participate in interventions and provide feedback	Engage in citizen report cards, community score-cards, and participatory rural appraisals	High

Table 23: Stakeholder Analysis for M&E

Stakeholder	Roles and Responsibilities in M&E
MMDAs	Lead M&E processes; prepare quarterly/annual progress reports; coordinate data collection and validation.
NDPC	Provide policy direction, technical backstopping, and ensure alignment with national frameworks.
Line Departments & Agencies	Collect sector-specific data (education, health, agriculture, etc.); track indicators; provide technical inputs.
Development Partners (DPs)/NGOs/CSOs	Support capacity building, provide resources, conduct independent assessments, and validate results.
Traditional Authorities/ local authorities	Mobilize communities for participation in data collection; ensure cultural relevance and acceptance.
Private Sector	Provide investment data, collaborate on PPP projects, and supply information on employment and business growth.
Community-Based Organizations (CBOs) and Citizens	Participate in community scorecards, feedback forums, and citizen monitoring to enhance accountability.
Media	Disseminate M&E findings; promote transparency and civic awareness of development progress.

7.3 Monitoring Matrix

Table 24 below presents the core M&E Indicators of the NRCC that will be monitored and quarterly reported on to the National Development Planning Commission (NDPC) over the Medium-Term Period (2026 – 2029). In ensuring, comprehensive and detailed monitoring of the plan’s implementation, the Office in addition to the M&E indicators will also monitor and annually report on other Directorate and Department-specific indicators linked to their annual action plans.

Table 24: Monitoring Matrix											
Goal: Promote a motivated, skilled, and secure workforce to drive organizational performance.											
Objective: Provide essential support services (medical, recreational, and welfare support) to 90% of staff, by July, 2027.											
Programme: Human Resources Development and Management Programme											
Indicators	Indicator Definition	Indicator Type	Base-line 2025	Targets				Dis-aggregation	Monitoring Frequency	Responsible Institution	
				2026	2027	2028	2029			Lead	Collaborating
Staff motivation index	Composite score from staff satisfaction & engagement survey	Outcome	45% satisfaction	≥50% satisfaction	≥65% satisfaction	≥70% satisfaction	≥80% satisfaction	Gender, department, grade, location	Annually	HR	All Departments and Units
% of staff receiving essential support services	Proportion of staff receiving medical, recreational or welfare support	Outcome	30%	≥40%	≥60%	≥70%	≥90%	Gender, department, grade, location	Quarterly	HR	Finance
Goal: Promote a motivated, skilled, and secure workforce to drive organizational performance.											
Objective: Ensure 100% of eligible staff receive promotion decisions within the stipulated timeframe annually and reduce average processing time to less than 3 months by July, 2028											

Programme: Human Resources Development and Management Programme											
Staff competency rate	% of staff meeting minimum competency standards in performance appraisal	Out-come	55%	≥ 65	≥7 5%	≥8 5%	≥95 %	Gender, department, cadre	Annually	HR	All De-parts and Units
Average promotion processing time	Average months from application to decision	Out-come	9 months	< 6 months	< 5 months	< 4 months	< 3 months	Department, staff category	Quarterly	HR	All Departments and Units
Number of promotion-related complaints	Count of formal complaints on promotion delays/fairness	Output	30%	Reduced by 5%	Reduced by 10 %	Reduced by 10 %	Reduced by 5%	Gender, department	Quarterly	HR	Internal Audit
Goals: Promote a motivated, skilled, and secure workforce to drive organizational performance											
Objectives: Ensure at least 80% of staff participate in at least one professional development program annually and conduct a skills gap assessment by July, 2027.											
Programmes: Human Resources Development and Management Programme											
% of staff completing at least one training annually	Proportion of staff trained at least once per year	Output	10% annually	≥40 0%	≥60 %	≥70 %	≥80 %	Gender, department, grade, location	Annually	HR	/ Training Unit
Goal: Improve service delivery performance of NRCC and MMDAs											
Objective: Install and operationalize adequate security measures (CCTV, guards, fencing, lighting) for 100% of offices and staff quarters by July, 2028											

Programme: Management and Administration Programme											
Workplace safety perception score	% of staff reporting they feel safe at work and in staff quarters	Outcome	65%	69%	70%	80%	≥90%	Gender, facility type, location	Annually	HR	/ Security
% of offices & staff quarters with functional security measures	Proportion of facilities with operational CCTV, guards, fencing & lighting	Outcome	0%	40%	60%	80%	100%	Facility type, region, district	Quarterly	Security	Estates
% of offices with reliable water supply	% of offices with functional boreholes/tanks	Outcome	30%	40%	55%	70%	100%	Region, district	Quarterly	Public Works Department	Estates
Goals: Improve service delivery performance of NRCC and MMDAs											
Objectives: Achieve 90% timely service delivery, 85% client satisfaction, and 95% compliance with service standards By December 2029.											
Programmes Management and Administration Programme											
Indicators	Indicator Definition	Indicator Type	Base-line 2025	Targets				Dis-aggregation	Monitoring Frequency	Responsible Institution	
				2026	2027	2028	2029			Lead	Collaborating
% of operational funds secured within Q1	Proportion of allocated operational funds received within the first quarter of fiscal year	Output	30%	40%	45%	48%	50%	Funding source, Department	Quarterly	Finance Unit	Admi

% of outstanding electricity debt cleared	Proportion of overdue electricity bills that have been paid within 12 months	Output	10%	20%	30%	10%	80%	Department, Utility provider	Annually	General Admin	Finance & Beneficiary Departments
% of utility bills paid on time	Proportion of all utility bills settled by the due date	Output	45%	65%	70%	85%	100%	Department, Utility type	Quarterly	Admin	& Finance
Goals: Improve service delivery performance of NRCC and MMDAs											
Objectives: Ensure at least 80% of planned joint activities and projects are implemented collaboratively annually.											
Programmes Management and Administration Programme											
% of planned joint activities implemented collaboratively	Proportion of joint activities/projects executed in collaboration with partners	Outcome	60%	65%	70%	75%	80%	Activity type, Partner organization, Region	Annually	Planning Unit	DPs, MDAs
% of partners actively participating in joint activities	Proportion of partner organizations actively contributing to planned activities	Output	30%	50%	70%	80%	100%	Partner organization type, Region	Annually	Planning Unit	DPs, MDAs
Number of RPCU meetings held	Regional Planning & Coordinating Unit meetings organized	Output	4	4	4	4	4	Departments	Quarterly	Planning Unit	Heads Departments and Units

Number of management meetings held	RCC Management staff meetings	Output	42	48	48	48	48	Departments, Units	Weekly	General Administration	Heads Departments and Units
Number of RCC meetings held	Number of times council meetings has been organized	Output	2	2	2	2	2	Institutions	Bi-Annual	General Administration	Heads Departments and Units
Number of REGSEC meetings held	Number of meetings held by REGSEC in a year	Output	21	21	21	21	21	gender	As required	General Administration	Heads Departments and Units
<p>Goals: Improve service delivery performance of NRCC and MMDAs</p> <p>Objectives: Install and operationalize adequate security measures (CCTV, guards, fencing, lighting) for 100% of</p> <p>Programmes: Management and Administration Programme</p>											
Number of reported security incidents	Count of theft, intrusion, safety incidents	Outcome	60%	Reduced by 10 %	Reduced by 10 %	Reduced by 10 %	Reduce d by 10%	Facility type, region	Quarterly	Security	Departments/Units
<p>Goals: Strengthen organizational capacity, logistics, and financial sustainability for effective service delivery.</p> <p>Objectives: Achieve 90% effective monitoring for quality implementation of government of Ghana and donor programs and projectis in the region by December, 2029.</p> <p>Programmes Monitoring and Evaluation Programme</p>											
Indicators	Indicator Definition	Indicator Type	Base-line 2025	Targets				Dis-aggregation	Monitoring Frequency	Responsible Institution	
				2026	2027	2028	2029				

% of monitoring activities executed on schedule	Proportion of planned monitoring activities carried out as per schedule using operational vehicles	Outcome	35%	45%	56%	85%	90%	Type of activity, Region/Location, Vehicle type	Quarterly	Planning Unit	Transport unit
Monitoring visits conducted by RCC	Monitoring team visits to MMDAs	Output	4	4	4	4	4	Districts	Quarterly	Planning Unit	MMDAs, Traditional Authority
<p>Goals: Ensure efficient, functional, and well-maintained facilities and assets that support organizational operations.</p> <p>Objectives: Upgrade and maintain 100% of office and residential facilities to comply with established operational standards, ensuring at least 90% functionality by December 2029.</p> <p>Programmes: Maintenance and Asset Management</p>											
Indicators	Indicator Definition	Indicator Type	Base-line 2025	Targets				Dis-aggregation	Monitoring Frequency	Responsible Institution	
				2026	2027	2028	2029				
Preventive maintenance compliance rate	% of planned maintenance activities completed on schedule	Outcome	20%	≥30%	≥45%	≥75%	≥90%	Asset type, facility type, location	Quarterly	Admin	Estates/ Works
Occupancy rate of functional units	% of functional units occupied by staff	Outcome	70% occupancy	80 occupancy	85%	90%	100%	Location, staff category	Quarterly	HR	Estates

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% of facilities meeting standards	% of facilities meeting minimum operational standards	Out- come	40%	57 %	75 %	85 %	100 %	Facility type, lo- cation	An- nual	Estates	PWD
Facility functionality rate	% of facilities functional at time of inspection	Out- come	45%	≥56 %	≥65 %	≥85 %	≥90 %	Facility type, re- gion	Quar- terly	Estates	PWD
Number of offices renovated	Count of renovated offices meeting standards	Output	5	2	1	2	All iden- tified of- fices	Region, district	Quar- terly	Works	Procure- ment
<p>Goals: Ensure efficient, functional, and well-maintained facilities and assets that support organizational operations.</p> <p>Objectives: Ensure 100% of office premises have reliable water supply by installing alternative water solutions (boreholes, tanks) by December, 2029.</p> <p>Programmes: Maintenance and Asset Management</p>											
Functionality rate of water systems	% of installed water systems functional	Out- come	≥45% func- tional- ity	≥55 % fun- ctio- nal- ity	≥65 % fun- ctio- nal- ity	≥85 % fun- ctio- nal- ity	≥95 % fun- ctio- nal- ity	System type, lo- cation	Quar- terly	Works	Estates
Number of water systems installed	Count of boreholes/tanks installed	Output	1	1	1	1	All of- fices	Type of system, location	Quar- terly	Public Works De- partment	Estates

							covered				
Goals: Ensure efficient, functional, and well-maintained facilities and assets that support organizational operations.											
Objectives: Ensure 70% of government lands and staff residential facilities are properly documented and secured by December,2029.											
Programmes: Maintenance and Asset Management											
% of lands documented	% of government lands with valid legal documentation	Out-come	30%	40 %	50 %	78 %	100 %	Region, land type	An-nual	General Admi.	Estates
Goals: Improve service delivery performance of NRCC and MMDAs											
Objectives: Achieve 95% compliance with financial procurement regulations and standards by December, 2029.											
Programmes: Financial Management, Accountability and Transparency Programme.											
Indicators	Indicator Definition	Indica-tor Type	Base-line 2025	Targets				Dis-aggregation	Moni-toring Fre-quency	Responsible Institution	
				2026	2027	2028	2029				
Number of Audit Committee Meetings held	Number of times Audit Committee has met	Output	3	4	4	4	4	Institu-tions	Quar-terly	Internal Audit	Heads De-partments and Units
% of assets reconciled with register	% of physical assets matching asset register	Output	15% annually	30 % annually	40 % annually	65 % annually	100 % annually	Asset cate-gory, lo-cation	An-nual	Admin	Audit
Number of budget committee meetings held	Number of times budget committee has met	Output	3	4	4	4	4	Institu-tions	Quar-terly	Planning Unit	Heads De-partments and Units

Entity Tender Committee Meetings	Number of times entity tender committee met	Output	3	4	4	4	4	Institutions	Quarterly	Procurement Officer	Heads Departments and Units
Regional Tender Review Committee Meetings	Number of times tender review committee met	Output	2	4	4	4	4	Institutions	Quarterly	Planning Unit	Heads Departments and Units
Goals: Enhance data, reporting, and knowledge management to support informed decision-making and accountability. Objectives: Reduce administrative delays in data access by 80% by December, 2028 Programmes: Knowledge Management Programme											
Indicators	Indicator Definition	Indicator Type	Base-line 2025	Targets				Dis-aggregation	Monitoring Frequency	Responsible Institution	
				2026	2027	2028	2029				
% reduction in administrative delays for data retrieval	Proportionate reduction in the time it takes authorized staff to access required data	Outcome	40%	10% reduction	30% reduction	40% reduction	20% reduction	Department, Data type	Quarterly	MIS	Records Management Unit
Average time (hours/days) to access requested data	Mean time taken from request to access data	Outcome	1 week	20% reduction	25% reduction	25% reduction	30% reduction	Department, Data type	Quarterly	MIS	Records Management Unit
% of departments submitting reports on time	Proportion of departments submitting required	Output	15%	30%	50%	70%	100%	Department, Report type	Monthly/Quarterly	Planning Unit	Departments and Units

	reports by the deadline										
% of reports compliant with accuracy standards	Proportion of submitted reports meeting quality and accuracy standards	Output	45%	60%	80%	85%	90%	Department, Report type	Monthly/Quarterly	Planning Unit	Departments and Units
% of critical documents archived electronically	Proportion of critical documents stored in the electronic records system	Output	70%	80%	90%	95%	100%	Document type, Department	Quarterly	MIS	Records Management Unit
% of archived documents retrievable within required time	Proportion of archived documents that can be retrieved within 24 hours	Output	20%	30%	70%	80%	100%	Document type, Department	Quarterly	MIS	Records Management Unit
% of critical documents properly archived	Proportion of critical documents stored in compliance with archival standards	Output	70%	75%	80%	95%	100%	Department, Document type	Quarterly	MIS	Records Management Unit
<p>Goals: Strengthen organizational capacity, logistics, and financial sustainability for effective service delivery.</p> <p>Objectives: Procure and distribute all critical office equipment (computers, printers, communication tools, stationery) to 100% of departments, December, 2029</p> <p>Programmes: Communication Programme</p>											
Indicators				Targets						Responsible Institution	

	Indicator Definition	Indicator Type	Baseline 2025	2026	2027	2028	2029	Dis-aggregation	Monitoring Frequency		
% of departments equipped with all critical office equipment	Proportion of departments that have received and installed all required equipment	Output	0%	50%	60%	80%	100%	Department, Type of equipment	Quarterly	Procurement	Admin

7.4 Evaluation

Intended Evaluations for The Plan

Two (2) forms of evaluation will be carried out before the end of the NRCC MTDP (2026 -2029):

- A mid-term evaluation will be carried out to assess the progress being made in implementing the Plan and also to assess the impact of the programmes and projects carried out.
- An ex-post evaluation will also be carried out at the end of the plan implementation to measure its impact on the service delivery mandate of the NRCC.

7.5 Participatory Monitoring and Evaluation (PM&E)

The MTDP emphasizes participatory M&E to ensure inclusiveness, accountability, and ownership of development outcomes. PM&E will involve citizens, communities, and stakeholders in assessing the implementation and results of programmes and projects.

Participatory approaches to be used include:

- Participatory Rural Appraisals (PRA) to engage stakeholders in reviewing local projects.
- Focus Group Discussions (FGDs) and stakeholder forums for joint assessment and validation of results.

Table 25 : Knowledge Mapping Matrix for M&E

Knowledge Area	Knowledge Holders	Knowledge Sources	Knowledge Gaps
M&E Frameworks & Guidelines	NDPC, MLCRA	NDPC Guidelines, Local Government Service Manuals	Limited local capacity in adapting frameworks
Data Collection & Analysis	Ghana Statistical Service Department of Agriculture, GHS, Education Dept, Department of Gender, Department of Social Welfare, CWSA	Administrative data, surveys, MIS, sector reports	Weak capacity in advanced data analysis & disaggregation (sex, age, disability)
Participatory M&E Tools	Department of Community Development, Social Welfare Depart-	PRA, FGDs	Limited use of digital participatory platforms

	ment, Department of Agriculture		
Reporting & Communication	Department of Community Development, Social Welfare Department, Department of Agriculture	Meet the Press Series, Quarterly & Annual Progress Reports, Town Hall Meetings	Limited skills in data visualization and citizen-friendly reporting
Knowledge Sharing & Learning	MA, RCC, CSOs	Stakeholder workshops, peer learning sessions	Inconsistent documentation and poor institutional memory

Table 26: Competency Matrix for Learning in M&E

Competency	Training Programme	Evaluation Criteria	Learning Objectives
Communication & Reporting	Effective Communication & Data Visualization Workshop	Peer feedback; quality of reports produced	Improve skills in presenting M&E results clearly and accessibly to diverse audiences
Leadership & Coordination	M&E Leadership & Coordination Training	360-degree feedback from team & stakeholders	Strengthen ability to lead multi-stakeholder M&E processes and ensure accountability
Technical M&E Skills	Advanced Data Analysis & M&E Tools Training	Performance assessment; application of tools in reports	Enhance capacity to analyze and interpret data, ensuring proper disaggregation
Participatory Monitoring	PM&E Methods Training (Scorecards, PRA, FGDs)	Field observation; beneficiary feedback	Build capacity to facilitate inclusive monitoring that reflects community priorities
Knowledge Management	Knowledge Capture & Sharing Workshop	Number of lessons documented and shared; peer reviews	Improve institutional memory, ensure sustainability of learning, and scale good practices

7.6 Sustainability, Accountability, and Lessons Learned in M&E

M&E processes must be **sustainable, accountable, and adaptive**, ensuring they continuously inform planning, implementation, and decision-making.

- Sustainability will be achieved by building the capacity of local institutions, integrating M&E systems into the core functions of departments, units and agencies of the NRCC, and secure adequate budgetary allocations to maintain data systems and reporting processes beyond the plan period.
- Accountability will be promoted through transparent reporting, popular participation, and timely dissemination of M&E findings to all stakeholders including staff, government agencies, development partners and civil society. This will foster trust, strengthen oversight, and ensure that resources are effectively used to achieve intended results.
- Lessons learned will be systematically captured, documented, and shared across sectors and stakeholders. These lessons will guide the design of new interventions, improve existing programmes, and promote innovation and good practices., embedding a culture of continuous learning, the M&E system will help ensure that development outcomes are not only achieved but also sustained and scaled.

CHAPTER EIGHT: COMMUNICATION STRATEGY

8.1 Introduction

Chapter Eight presents a communication strategy with defined communication channels for specific targeted audiences. The strategy is intended to create awareness, inform all stakeholders about the programmes and projects the Northern Regional Coordinating Council intends to implement during the plan period 2026-2029, to encourage participation from stakeholders.

8.2 Specific Objectives of the Strategy

- a) Facilitate the Dissemination of the MTDP and Annual Progress Report of the implementation of the plan.
- b) Create awareness of the expected roles of the stakeholders in the implementation of the MTDP.
- c) Promote dialogue and generate feedback (challenges, constraints and progress) from stakeholders on the implementation of the plan to encourage popular participation
- d) Promote access to and manage the expectations of the public on the deliverables and programmes of the Plan.

8.2.1 Expected Impacts/Outcomes

The communication strategy is to achieve the following outcomes:

- a) Effective collaboration and coordination of Plan Implementation
- b) Effective implementation of government policies
- c) The general efficiency of the NRCC
- d) Effective and efficient human resource development and management practices of the Northern Regional Coordinating Council

8.3 Key Stakeholders

Dissemination of M&E reports to internal stakeholders will be done through reports presented at Management meetings and staff durbars. External stakeholders will participate and provide inputs for the preparation of the M&E reports by NRCC. Hard and soft copies of the reports will be sent to NDPC.

The stakeholders to be considered in the communication strategy include:

- MMDAs, Departments and Agencies
- MMDCEs,
- Members of Parliament and relevant Parliamentary Committee
- Development Partners
- Media
- Public

- Presiding Members
- Zonal/Area/Town Councils
- Traditional Authorities/Religious Org.
- CBO's

8.4 Communication Matrix

Table 27: Communication Matrix

Target Institutions / Groups	Key Message	Target Stakeholders/Audience	Basic Objectives of Communication	Channel/ Modes of Communication	Frequency	Responsible	Indicators
Northern Regional Coordinating Council Members	Professionalism and improved collaboration	Regional Ministers, Presiding Members, Traditional Authority, MMDCEs etc	Provide/receive information needed for successful implementation/coordination of policies and programmes	<ul style="list-style-type: none"> • Reports (monthly, quarterly, and Annual) • Meetings • Website • Social media 	Biannual	RCD	No. of engagement meetings held
Staff of the NRCC	Commitment, Professionalism, Innovation in Service Delivery	Management and Staff of the NRCC	<ul style="list-style-type: none"> • Ensure effective and efficient management of the NRCC • Inform them about policies and programmes towards achieving the visions and mission of the NRCC 	<ul style="list-style-type: none"> • Meetings/ Staff Durbars • Internal memos • NRCC Website • Social media 	• Fort-night	RCD	NRCC's rating in annual Performance assessment by the OHLGS
Departments and Agencies of the NRCC	Professionalism, Innovativeness, People-centeredness in service delivery	Heads of Regional Departments and Agencies	Provide/receive information needed for successful implementation/coordination of policies and programmes	<ul style="list-style-type: none"> • Workshops • Consultative meetings • Retreats • Calendars • Diaries 	Monthly	RCD NRCC -- PRO	Number of Expanded RPCU engagements successfully conducted

				<ul style="list-style-type: none"> • Circulars • NRCC website • Social media 				
MMDAs	support to continue the delivery of quality and affordable services	<ul style="list-style-type: none"> • MMDCEs • MMDCDs • Members of Parliaments • Assembly Persons • Presiding Members, • Traditional and Religious Authorities, • Community Members, 	Provide information needed for successful implementation of policies and programmes	<ul style="list-style-type: none"> • RPCU/ DPCU Meetings • Seminars • Conferences • Workshops • Consultative meetings • Retreats • Calendars • Diaries • Circulars • NRCC website • Social media 		RCD	Number of RPCU – DPCU engagement held.	
External Stakeholders								
Target Institutions/Groups		Target Stakeholders	Basic Objectives of Communication	Channel/ Modes of Communication	Frequency	Responsible		
Ministries, Departments and Agencies (MDAs)	Policy support for improved services delivery	Ministries – Local Government, Health, Education, Agric , GIPC, EPA, Ghana Tourism Authority etc	Inform on developments indicators and progress on the implementation of plans, projects and programmes	<ul style="list-style-type: none"> • Workshops • Consultative meetings • Retreats • Calendars • Diaries • Circulars 	Quarterly and annually	Regional Minister	Number of Policy consultative meetings a held	

				<ul style="list-style-type: none"> • NRCC website • Social media 			
		National Development Planning Commission	Inform on developments indicators and progress on the implementation of plans, projects and programmes	<ul style="list-style-type: none"> • Workshops • Consultative meetings • Retreats • Calendars • Diaries • Circulars • NRCC website • Social media 	Quarterly and Annually	RPCU	
Development Partners (CSOs, Bilateral and Multilateral Organizations)	Need Collaboration Development Partnership and Support	GIZ, UNICEF, SIGRA, etc)	To solicit for support, improve efficiency and effective implementation of development programmes and projects	Development Partners Meetings-Organise Mid-Year and Annual Reviews, Presentation, Questions & Answers, Meetings, Development Reporting, Knowledge sharing	July & December	RCD, REPO	Number of Development Partner meetings held, quantum of support received
Traditional and Religious Authorities	Need Guidance and collaborative governance of the region	Regional House of Chiefs, Faith Based Organizations, Opinion leaders	Develop a congenial working disposition for breakdown of barriers for successful implementation of plan	Meetings, Durbars, Festive occasions	Occasionally	RCD	Number of meetings, durbars held with Traditional Author
Media	Encourage Transparency	Ghana Broadcasting Cooperation, Daily	Develop a congenial working disposition for	Meetings, Durbars, Festive occasions,	Occasionally	PRO	Number of media en-

	and Accountability in Service Delivery	Graphic, Ghana News Agency etc	breakdown of barriers for successful implementation of plan	Meet the Press, Exhibition Fairs			agement held
Private Sector							
Vulnerable Groups and General Public	quality and affordable services	Individuals, Vulnerable Groups, Women Groups, Association of Persons Living with Disabilities	Create enabling environment to foster management support	Radio Discussions, Town Hall Meetings	1 st Quarter 2026	RCD, REPO, RBA	
Academic and Training Institutions	strategic research, expert knowledge and the development of human capital, skills and competencies	Institute of Local Government Studies, University for Development Studies, Technical University, Government Secretariat School etc	Discuss and review progress Plan Implementation	Monitoring Reports	Quarterly and annually	RCD, REPO	Number of academic research published
Organized Labour	Rally organized labour	CLOGSAG, Local Government Workers Union	Stakeholder Consultation Meetings	Town Halls, Focus Group Discussions	At the start of MTDP cycle	RCD, REPO	Number of collaborative meetings held

8.5 Methods of Communicating the MTDP Outcomes

a) Official Communication

Contact by official communication (letters), memoranda, telephone, newsletters, Press Releases, Press Soirees, Exhibitions, workshops, conferences.

b) Media Communication

This will focus on internal publicity. Meetings with appropriate communication kits provided. Notice boards, Flyers, Newsletters, Brochures, a documentary and the use of corporate identity keys – Logo, special colors, official type, style and dress, calendars, diaries, vision & mission statements, NRCC Website. Symposia, workshops and spotlights are additional tools that can be utilized by the NRCC.

c) Social Media Communication

The office shall also adopt the use of social media in disseminating and communicating the Plan. A couple of social media platforms have been created like the WhatsApp group platform for all MMDCEs, Heads of Department, Directors. It is expected that the published NRCC MTDP 2026 – 2029 will be disseminated on these Platforms. There shall also be a couple of dissemination workshops held through the Zoom App

8.5.1 Key Message

The Northern Regional Coordinating Council acts as an arm of the Executive to provide you with quality administration and technical services through monitoring, evaluating, harmonization and coordinating plans and programmes of Ministries, Departments and Agencies (MDAs), Metropolitan, Municipal and District Assemblies (MMDAs) and Non-Governmental Organizations (NGOs) in order to achieve accelerated development of the region.

8.5.2 SUB MESSAGES

Based on the key message stated above, sub-messages targeting the various stakeholders are presented in the matrix below;

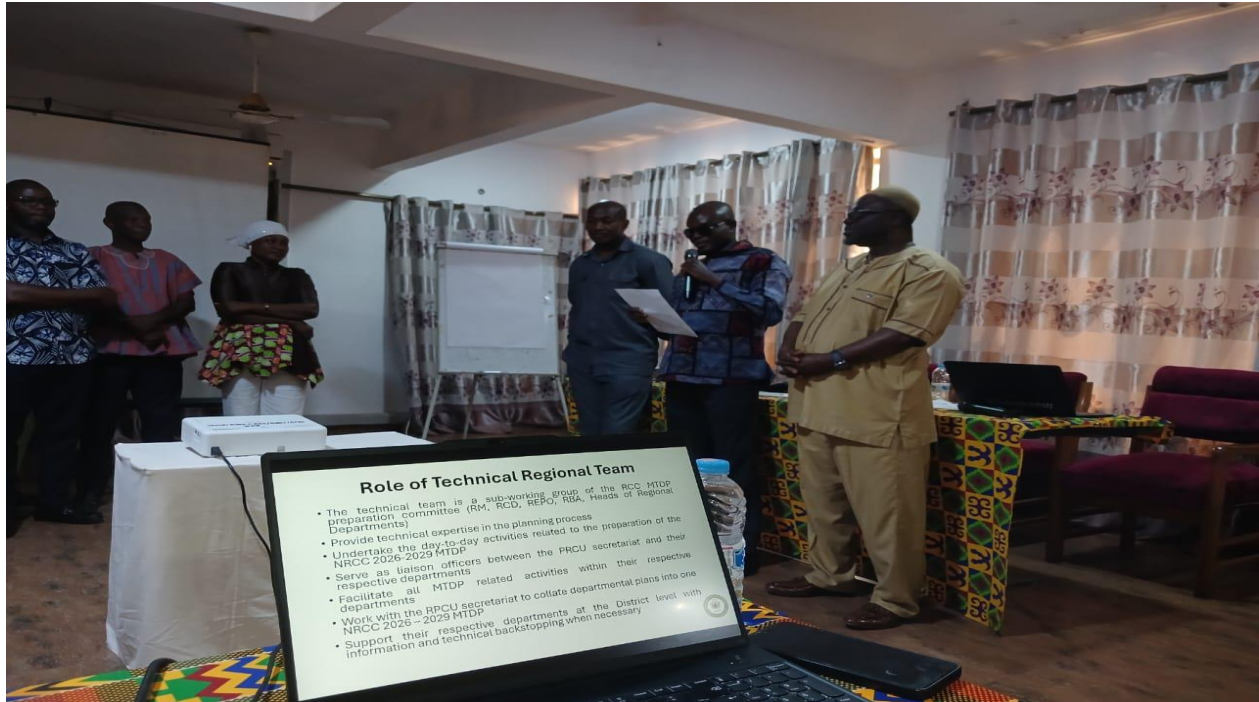
Table 28: Communication Messages

No.	Stakeholder / Institutional Group	Sub Messages
1	NRCC Management	Your professional skills and competences are required to effectively and efficiently deliver on our mandate. There is the need

		to work together as a team to achieve this objective. Let us deliver on our mandate to the delight of our stakeholders.
2	Staff of NRCC	Your hardwork and dedication to duty is needed to be able to achieve our mandate. Without your contribution, NRCC will not be able to achieve its mandate. Let us deliver on our mandate to the delight of our stakeholders.
3	MMDAs / Subdistrict Structures	The NRCC depends on you as frontline agencies for service delivery to improve livelihoods of the citizenry at the local level. You are the core of the Service. We need your support to continue the delivery of quality and affordable services to the people of Ghana. Let us work together to achieve our mandate.
4	Ministries, Departments and Agencies (MDAs)	The NRCC relies on you for strategic policies, technical cooperation and partners as well as successful implementation of these policies and programmes. We shall continue to rely on this partnership for the achievement of our mandated. Support the NRCC to deliver quality and affordable services to the region.
5	ILGS/Academia/Other Service Providers	The NRCC depends on you for strategic research, expert knowledge and the development of human capital, skills and competencies to ensure the delivery of effective and efficient services. Support the NRCC to develop its human capital and improve the livelihood of the citizenry.
6	Development Partners	The NRCC depends on you for financial and technical support to deliver responsive regional decentralization and local governance agenda. The NRCC needs your continued support to deliver on its mandate efficiently.
7	Private Sector	The NRCC requires your partnership in order to deliver affordable services in order to deliver affordable services within the communities in a sustainable manner. We need your continued collaboration and support. Let us work together to deliver quality and affordable services to the people of the region.
8	Media	The NRCC requires your support to publicize its activities and programmes. We need your support to inform the general public about the responsive national decentralization and local governance agenda that is resulting in the efficient delivery of basic social services to the citizenry.
9	General Public	As direct beneficiaries of these services, we require your feedback to enable us deliver in an efficient and sustained manner.

ANNEX

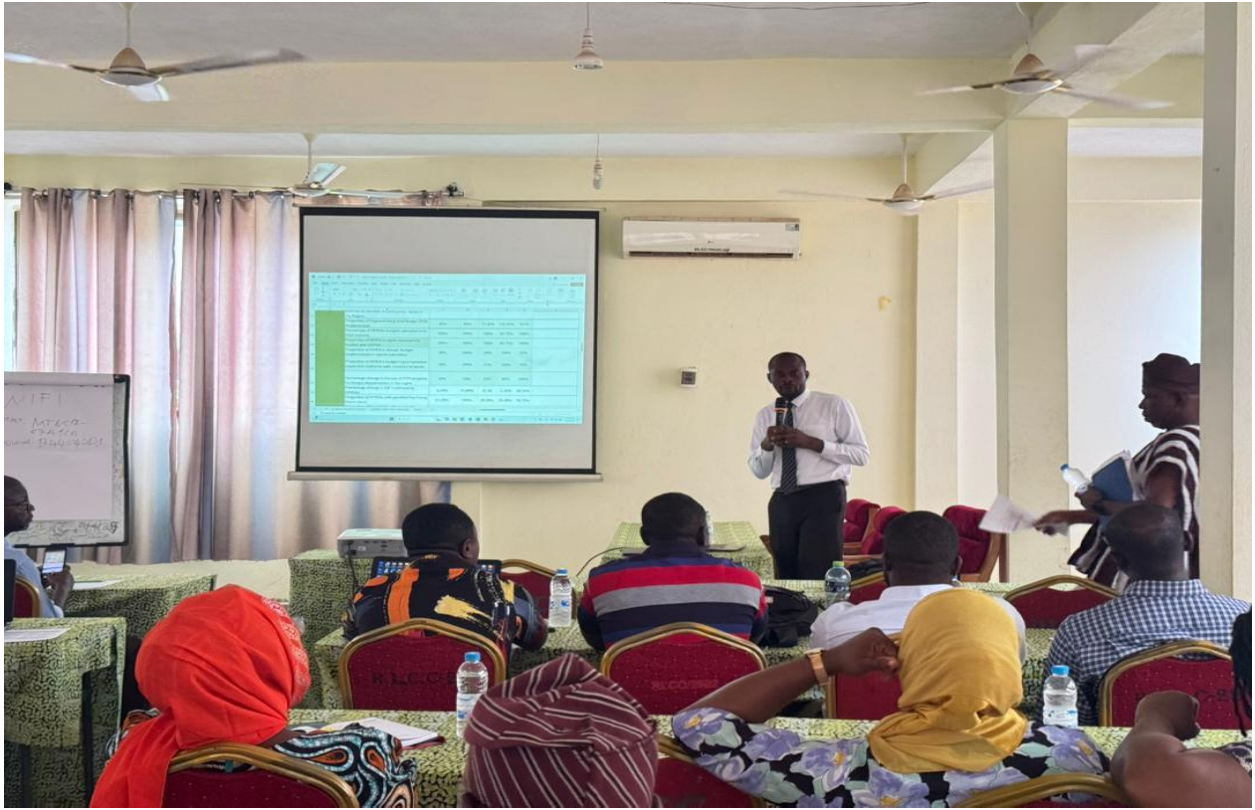
ANNEX 1: PHOTO GALLERY



Inauguration of Northern Regional Medium Development Plan Preparation Team



Stakeholder Engagements on Preparation of 2026-2029 NRCC MTDP





ANNEX 2: STRATEGIC ENVIRONMENTAL ASSESSMENT (SEA) OF PROGRAMMES

Communication Programme

Programme: Management and Administration							
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE (0–5)					
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practicable	Sensitive areas shown on maps	(0)	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0)	1	2	3	4	5
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	(0)	1	2	3	4	5
Pollution: Discharge of pollutants and waste products to the atmosphere, water, and land should be avoided or minimized.	Quantity/type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water Bodies: should retain their natural character.	Minimum flows/water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of local communities should be enhanced where practical.	Opinions of local communities to be assessed	(0)	1	2	3	4	5
Health and Well-being: The Activity should benefit the workforce, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of people exposed to water-borne disease or lacking adequate food and shelter	(0)	1	2	3	4	5
Gender: The activity should empower women	Number of women empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged	Level of participation proposed	(0)	1	2	3	4	5

aged (especially vulnerable and excluded sections)									
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0)	1	2	3	4	5		
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0)	1	2	3	4	5		
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0)	1	2	3	4	5		
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to benefit on equitable terms.	(0)	1	2	3	4	5		
Vulnerability and Risk: of drought, bushfire, floods and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5		
EFFECT ON THE ECONOMY									
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic	(0)	1	2	3	4	5		
Use of local materials and services: PPP should result in the use of raw materials and services from local industries where possible.	Description of services	(0)	1	2	3	4	5		
Local investment of Capital: Description should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5		

Communication Programme

Programme: Communication Programme									
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE (0–5)							
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practicable	Sensitive areas shown on maps	(0)	1	2	3	4	5		
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0)	1	2	3	4	5		

Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	(0)	1	2	3	4	5
Pollution: Discharge of pollutants and waste products to the atmosphere, water, and land should be avoided or minimized.	Quantity/type of pollutants and waste to be identified	(0)	1	2	3	4	5
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EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communities to be assessed	(0)	1	2	3	4	5
Health and Well-being: The Activity should benefit the workforce, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of people exposed to water-borne disease or lacking adequate food and shelter	(0)	1	2	3	4	5
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Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to benefit on equitable terms.	(0)	1	2	3	4	5

Vulnerability and Risk: of drought, bushfire, floods and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5
EFFECT ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic	(0)	1	2	3	4	5
Use of local materials and services: PPP should result in the use of raw materials and services from local industries where possible.	Description of services	(0)	1	2	3	4	5
Local investment of Capital: Description should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5

Knowledge Management Programme

Programme: Knowledge Management							
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE (0-5)					
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practicable	Sensitive areas shown on maps	(0)	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0)	1	2	3	4	5
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	(0)	1	2	3	4	5
Pollution: Discharge of pollutants and waste products to the atmosphere, water, and land should be avoided or minimized.	Quantity/type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water Bodies: should retain their natural character.	Minimum flows/water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							

Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communities to be assessed	(0)	1	2	3	4	5
Health and Well-being: The Activity should benefit the workforce, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of people exposed to water-borne disease or lacking adequate food and shelter	(0)	1	2	3	4	5
Gender: The activity should empower women	Number of women empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections)	Level of participation proposed	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to benefit on equitable terms.	(0)	1	2	3	4	5
Vulnerability and Risk: of drought, bushfire, floods and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5
EFFECT ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic	(0)	1	2	3	4	5
Use of local materials and services: PPP should result in the use of raw materials and services from local industries where possible.	Description of services	(0)	1	2	3	4	5
Local investment of Capital: Description should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5

Maintenance and Asset Management

Maintenance and Asset Management							
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE (0–5)					
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practicable	Sensitive areas shown on maps	(0)	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0)	1	2	3	4	5
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	(0)	1	2	3	4	5
Pollution: Discharge of pollutants and waste products to the atmosphere, water, and land should be avoided or minimized.	Quantity/type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water Bodies: should retain their natural character.	Minimum flows/water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of local communities should be enhanced where practical.	Opinions of local communities to be assessed	(0)	1	2	3	4	5
Health and Well-being: The Activity should benefit the workforce, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of people exposed to water-borne disease or lacking adequate food and shelter	(0)	1	2	3	4	5
Gender: The activity should empower women	Number of women empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections)	Level of participation proposed	(0)	1	2	3	4	5

Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to benefit on equitable terms.	(0)	1	2	3	4	5
Vulnerability and Risk: of drought, bushfire, floods and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5
EFFECT ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic	(0)	1	2	3	4	5
Use of local materials and services: PPP should result in the use of raw materials and services from local industries where possible.	Description of services	(0)	1	2	3	4	5
Local investment of Capital: Description should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5

Human Resources Development and Management Programme

Programme: Human Resources Development and Management Programme							
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE (0–5)					
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practicable	Sensitive areas shown on maps	(0)	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0)	1	2	3	4	5
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	(0)	1	2	3	4	5

Pollution: Discharge of pollutants and waste products to the atmosphere, water, and land should be avoided or minimized.	Quantity/type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water Bodies: should retain their natural character.	Minimum flows/water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communities to be assessed	(0)	1	2	3	4	5
Health and Well-being: The Activity should benefit the workforce, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of people exposed to water-borne disease or lacking adequate food and shelter	(0)	1	2	3	4	5
Gender: The activity should empower women	Number of women empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections)	Level of participation proposed	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to benefit on equitable terms.	(0)	1	2	3	4	5
Vulnerability and Risk: of drought, bushfire, floods and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5
EFFECT ON THE ECONOMY							

Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic	(0)	1	2	3	4	5
Use of local materials and services: PPP should result in the use of raw materials and services from local industries where possible.	Description of services	(0)	1	2	3	4	5
Local investment of Capital: Description should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5

Monitoring & Evaluation Programme

Programme: Monitoring & Evaluation							
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE (0–5)					
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practicable	Sensitive areas shown on maps	(0)	1	2	3	4	5
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Pollution: Discharge of pollutants and waste products to the atmosphere, water, and land should be avoided or minimized.	Quantity/type of pollutants and waste to be identified	(0)	1	2	3	4	5
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Rivers and Water Bodies: should retain their natural character.	Minimum flows/water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of local communities should be enhanced where practical.	Opinions of local communities to be assessed	(0)	1	2	3	4	5
Health and Well-being: The Activity should benefit the workforce, and local communities	Number of people exposed to water-borne	(0)	1	2	3	4	5

in terms of health and well-being, nutrition, shelter, education and cultural expression.	disease or lacking adequate food and shelter							
Gender: The activity should empower women	Number of women empowered	(0)	1	2	3	4	5	
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0)	1	2	3	4	5	
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Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0)	1	2	3	4	5	
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Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to benefit on equitable terms.	(0)	1	2	3	4	5	
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Local investment of Capital: Description should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5	

Financial Management, Accountability and Transparency Programme

Programme: Financial Management, Accountability and Transparency Programme

CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE (0–5)					
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practicable	Sensitive areas shown on maps	(0)	1	2	3	4	5
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Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0)	1	2	3	4	5

Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0)	1	2	3	4	5
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Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic	(0)	1	2	3	4	5
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