

VOLTA REGIONAL CO-ORDINATING COUNCIL



MEDIUM-TERM DEVELOPMENT PLAN 2026-2029

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

FOREWORD



The Volta Regional Co-ordinating Council (VRCC) is pleased to present its 2026-2029 Medium-Term Development Plan (MTDP) to the good people of Volta Region and beyond. This Plan is not merely a planning document but a blueprint for the sustainable transformation of the Volta Region over the next four years. It represents the collective aspirations of our people and provides a comprehensive framework to guide development interventions, co-ordinate district-level planning, and harmonize the efforts of stakeholders across the Region.

Anchored in the 1992 Constitution of the Republic of Ghana, the National Development Planning (System) Act, 1994 (Act 480), and the Local Governance Act, 2016 (Act 936), this Plan is both a statutory obligation and a strategic tool for regional development. It reflects the medium-term national development policy direction while addressing region-specific opportunities and challenges. Importantly, the MTDP is aligned with the 2026-2029 Medium-Term National Development Policy Framework (MTNDPF), the Sustainable Development Goals (SDGs), the African Union's Agenda 2063, and Ghana's long-term development vision.

The preparation of this Plan was guided by principles of inclusiveness, transparency, and accountability. It was developed through a highly participatory and consultative process involving key actors such as Metropolitan, Municipal, and District Assemblies (MMDAs); regional sector departments; traditional authorities; civil society organizations; private sector representatives; academia; faith-based organizations; development partners; and community groups. Their diverse contributions ensured that the Plan is not only technically sound but also grounded in the realities, needs, and aspirations of the people of the Volta Region.

This Plan identifies critical development issues facing the Region, including financial unpredictability, technical human resource gaps, inadequate infrastructure, climate change vulnerabilities, and weak inter-agency coordination. It translates these challenges into well-defined goals, strategies, and programmes across **five** thematic areas: Economic Development; Social Development; Environment, Infrastructure and Human Settlements Development; Governance and Institutional Development; and International Relations. The estimated cost of implementing the interventions is Two Hundred and Forty Million Ghana Cedis (GH¢240,000,000.00), which will be mobilized from multiple sources, including the Government of Ghana, the District Assemblies Common Fund (DACF), Development Partners, and the private sector.

A robust Monitoring and Evaluation (M&E) framework has also been integrated into the Plan to ensure transparency, accountability, and evidence-based decision-making. This will enable

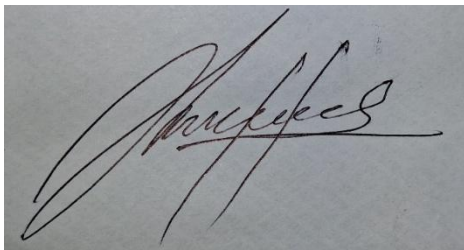
the VRCC and its partners to track progress, identify challenges, and adjust strategies in real time to achieve the desired results.

The VRCC recognizes that a plan is only as effective as its implementation. For this reason, the success of this MTDP depends on the commitment, resource mobilization, and collaboration of all stakeholders. I therefore call upon all MMDAs, sector departments, private sector actors, civil society organizations, traditional leaders, development partners, and the people of the Volta Region to embrace this Plan and contribute meaningfully to its realization.

Together, we can build a Volta Region that is economically vibrant, socially inclusive, environmentally resilient, institutionally strong, and internationally positioned. This is not the work of government alone but a shared responsibility and an investment in the future of our Region and our nation.

It is my earnest hope that this Plan will inspire collective action, foster stronger partnerships, and accelerate the pace of development to ensure sustainable growth and improved living standards for the people of the Volta Region.

Come Visit, Enjoy, Invest and Live in the Volta Region – the Microcosm of Ghana!



.....
Hon. James Gunu
Regional Minister

ACKNOWLEDGEMENT

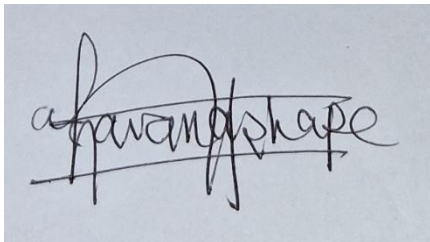
The preparation of the VRCC 2026–2029 Medium-Term Development Plan (MTDP) was made possible through the commitment and collaboration of many institutions, groups, and individuals.

The VRCC extends its profound appreciation to the National Development Planning Commission (NDPC) for providing policy direction and technical guidelines for the preparation of this Plan. We acknowledge the Ministry of Local Government, Chieftaincy and Religious Affairs (MLGCRA), Development Partners, and Civil Society Organisations whose technical contributions enriched the process.

Special gratitude goes to the Regional Planning Coordinating Unit (RPCU), Heads of Departments, and all Sector Agencies for their dedication and technical inputs. The active participation of Traditional Authorities, Religious Organisations, and the Private Sector was invaluable in ensuring that the Plan reflects the true aspirations of the people of the Volta Region.

Finally, I commend the staff of the Development Planning Unit Secretariat of the VRCC for their tireless efforts in co-ordinating consultations, synthesizing inputs, and drafting the document.

We count on the continued support and commitment of all stakeholders to translate this Plan into reality.



.....
Avona Mohammed Akape
Regional Co-ordinating Director

EXECUTIVE SUMMARY

The Volta Regional Coordinating Council (VRCC) 2026–2029 Medium-Term Development Plan (MTDP) provides a four-year strategic framework to coordinate regional development, guide district-level planning, and harmonize the efforts of stakeholders in advancing Ghana’s medium-term national development priorities. It represents both a consolidation of the gains achieved under the previous 2022–2025 MTDP and a strategic response to the persistent gaps and challenges that continue to constrain inclusive and sustainable development in the Region.

The preparation of this Plan was informed by a comprehensive performance review of the previous cycle. Notable achievements included improvements in agricultural productivity, with increases in maize, rice, yam, and cassava production supported by the Planting for Food and Jobs and Modernizing Agriculture in Ghana programmes. In education, completion rates at the Junior High School (JHS) and Senior High School (SHS) levels improved significantly, while gender parity remained stable, particularly in primary and JHS levels. Health and social service delivery also advanced, with the expansion of CHPS compounds, polyclinics, and sanitation facilities improving access to care and basic services across many districts. In terms of governance, the RCC consistently demonstrated strong performance in implementing its Annual Action Plans (AAPs), averaging more than 90 percent implementation.

However, some critical gaps remained unresolved. The review revealed financial unpredictability caused by delayed and inadequate releases of the District Assemblies Common Fund, limited Internally Generated Fund (IGF) mobilization, and insufficient and inconsistent development partner funding inflows. Many regional and district departments continued to operate with inadequate skilled staff and logistics, weakening institutional capacity. Coordination across departments was often fragmented, limiting opportunities for integrated service delivery. Youth employment and skills development, although prioritized, lacked robust tracking systems, leaving many young people underemployed or outside formal economic structures. The Region is also faced with significant environmental and climate vulnerabilities, including recurrent flooding, deforestation, and coastal erosion, while social protection systems, especially for children, persons with disabilities, and marginalized groups remained fragmented and under-resourced.

Against this background, the 2026–2029 MTDP was developed to provide a coherent framework that addresses these gaps while seizing new opportunities. The purpose of the Plan is to strengthen regional coordination, ensure alignment with the Medium-Term National Development Policy Framework (2026–2029), the Sustainable Development Goals (SDGs), and the African Union Agenda 2063, and create a roadmap for inclusive, resilient, and sustainable development across all districts in the Volta Region.

The preparation process was highly participatory and structured, anchored by the Regional Planning Co-ordinating Unit (RPCU) under the guidance of the VRCC. A dedicated Plan Preparation Team was established to steer the process, facilitating coordination and ensuring technical rigor. The Team organized a series of working sessions and Regional Planning Co-

ordinating Unit meetings to deliberate on priorities, review inputs, and harmonize sectoral perspectives. Extensive consultations were conducted with sector departments, traditional authorities, civil society organizations, private sector actors, academia, faith-based institutions, and development partners. These consultations identified seventeen critical development issues, which were subsequently translated into goals, objectives, strategies, and programmes under the five thematic clusters. The process culminated in technical validation workshops, ensuring broad ownership and alignment of the Plan with both national frameworks and local priorities.

The five thematic clusters that define the strategic direction of the Plan are Economic Development, Social Development, Environment, Infrastructure and Human Settlements Development, Governance and Institutional Development, and International Relations. Under Economic Development, the Plan emphasizes enhancing GoG funds/IGF mobilization, strengthening micro, small, and medium enterprises (MSMEs), improving donor coordination, and expanding opportunities for agribusiness and youth employment. Social Development interventions will focus on strengthening health and education systems, promoting integrated service delivery, expanding social protection programmes, and empowering youth, women, and vulnerable groups. The Environment, Infrastructure, and Human Settlements Development cluster prioritizes climate resilience, biodiversity conservation, sustainable land management, disaster risk reduction, and improvements in road and energy infrastructure.

Furthermore, the Governance and Institutional Development area aim to strengthen inter-departmental coordination, enhance monitoring and evaluation, improve citizen engagement and accountability, and build institutional capacity, staffing, and logistics across departments. Finally, the International Relation dimension seeks to establish effective international cooperations and partnerships with neighboring/overseas countries and development organizations/agencies abroad.

The Composite Programme of Action provides costed interventions totaling approximately Two Hundred and Forty Million Ghana Cedis (GH¢240,000,000.00) over the four-year period, with resources expected to come from the Government of Ghana, the District Assemblies Common Fund, development partners, and other strategic partnerships. Annual Action Plans (AAPs) have been prepared for each year of the plan cycle to break down these interventions into time-bound and measurable projects/activities.

To ensure accountability and adaptive learning, the Plan incorporates a robust Monitoring and Evaluation framework, a Development Communication Strategy to promote transparency and participation, and a Sustainability and Accountability mechanism to guarantee the long-term impact of interventions. These systems are designed to not only track progress but also facilitate evidence-based decision-making and strengthen trust between government and citizens.

In sum, the VRCC 2026–2029 MTDP is a forward-looking plan that seeks to position the Volta Region as an economically vibrant, socially inclusive, environmentally resilient, institutionally effective, and globally positioned. It calls on all stakeholders, including government agencies,

traditional authorities, civil society, the private sector, and development partners, to mobilize resources, expertise, and commitment toward the successful implementation of the Plan. Through collaborative effort, the aspirations of the people of the Volta Region for sustainable growth and improved living standards can be realized.

LIST OF ABBREVIATIONS / ACRONYMS

Acronym	Full Meaning
AAP	Annual Action Plan
AD	Agriculture Department
ASSI	Association of Small-Scale Industries
AGI	Association of Ghana Industries
AU	African Union
BU	Budget Unit
CAD	Central Administration Department
CBO	Community-Based Organisation
CSO	Civil Society Organisation
DACF	District Assemblies Common Fund
DPAT	District Performance Assessment Tool
DPCU	District Planning Coordinating Unit
ECOWAS	Economic Community of West African States
EHU	Environmental Health Unit
FD	Finance Department
GD	Gender Department
GEA	Ghana Enterprise Agency
GES	Ghana Education Service
GHS	Ghana Health Service
GIFMIS	Ghana Integrated Financial Management Information System
GoG	Government of Ghana
GRA	Ghana Revenue Authority
GSS	Ghana Statistical Service
IGF	Internally Generated Funds
HOD	Heads of Departments
HRD	Human Resource Department
HTU	Ho Technical University
IAU	Internal Audit Unit
IMO	International Migration Organisation
LC	Lands Commission
LUSPA	Land Use and Spatial Planning Authority
MISU	Management Information System Unit
M&E	Monitoring and Evaluation
MDA	Ministry, Department and Agency
MLGRD	Ministry of Local Government and Rural Development
MMDA	Metropolitan, Municipal and District Assembly

Acronym	Full Meaning
MOF	Ministry of Finance
MGCSP	Ministry of Gender, Children and Social Protection
MOFA	Ministry of Food and Agriculture
MFARI	Ministry of Foreign Affairs and Regional Integration
MOTAI	Ministry of Trade, Agribusiness and Industry
MLCRA	Ministry of Local Government, Chieftaincy and Religious Affairs
MTDP	Medium-Term Development Plan
MTNDPF	Medium-Term National Development Policy Framework
NDPC	National Development Planning Commission
NGO	Non-Governmental Organisation
NYA	National Youth Authority
OHLGS	Office of the Head of the Local Government Service
POA	Programme of Action
PRO	Public Relations Officer
PU	Procurement Unit
PLWD	Persons with Disabilities
PWD	Public Works Department
RCC	Regional Coordinating Council
RPCU	Regional Planning Coordinating Unit
SDGs	Sustainable Development Goals
SEA	Strategic Environmental Assessment
SIA	Social Impact Assessment
SWD	Social Welfare Department
TA	Traditional Authority
VRCC	Volta Regional Co-ordinating Council

TABLE OF CONTENT

<i>Contents</i>	<i>Pages</i>
<i>FOREWORD</i>	1
<i>ACKNOWLEDGEMENT</i>	4
<i>EXECUTIVE SUMMARY</i>	5
<i>LIST OF ABBREVIATIONS / ACRONYMS</i>	8
<i>TABLE OF CONTENT</i>	10
<i>LIST OF TABLES</i>	17
<i>LIST OF FIGURE</i>	17
<i>CHAPTER ONE</i>	18
<i>GENERAL INTRODUCTION</i>	18
<i>1.1. INTRODUCTION</i>	18
<i>1.2. BACKGROUND OF THE VOLTA REGIONAL COORDINATING COUNCIL</i>	19
<i>1.2.1. Purpose of the Plan</i>	19
<i>1.2.2. Methodology for Plan Preparation</i>	19
<i>1.3. VISSION</i>	20
<i>1.4. MISSION</i>	20
<i>1.5. MANDATE</i>	20
<i>1.6. CORE FUNCTIONS</i>	21
<i>1.7. CORE VALUES</i>	21
<i>1.8. ORGANIZATIONAL STRUCTURE (ORGANOGRAM)</i>	21
<i>1.9. STRATEGIC LOCATION AND REGIONAL SIGNIFICANCE</i>	23
<i>1.10. STRUCTURE OF THE MEDIUM-TERM DEVELOPMENT PLAN (MTDP)</i>	26
<i>CHAPTER TWO</i>	28
<i>SITUATIONAL ANALYSIS</i>	28
<i>2.1. INTRODUCTION</i>	28
<i>2.2. PERFORMANCE REVIEW OF THE 2022–2025 MTDP</i>	28
<i>2.2.1. Implementation of the Annual Action Plans</i>	29
<i>2.2.2. Lessons Learnt</i>	30
<i>2.2.1.2. Implications for Development Planning (2026–2029)</i>	30
<i>2.2.2. Achievement of the Medium-Term Development Plan (2022–2025)</i>	32
<i>2.2.2.1. Lessons Learnt</i>	33
<i>2.2.2.2. Implications for Development Planning (2026–2029)</i>	34
<i>2.2.3. PERFORMANCE ASSESSMENT OVERVIEW OF INDICATORS</i>	35
<i>1. Economic Development</i>	36
<i>2. Social Development</i>	37
<i>3. Infrastructure, Human Settlements and Environment</i>	37
<i>4. Governance, Corruption and Accountability</i>	37
<i>5. Emergency Planning and Disaster Risk Management</i>	37

6. <i>Implementation, Coordination, and M&E</i>	37
7. <i>Cross-cutting Observations</i>	38
2.2.3.2. <i>Lessons Learnt</i>	38
2.2.3.1. <i>Implications for 2026-2029 MTDP Development Planning Cycle</i>	39
2.2.4. <i>FINANCIAL PERFORMANCE REVIEW</i>	39
2.2.4.1. <i>Lessons Learnt</i>	41
2.2.4.1. <i>Implications for 2026-2029 MTDP Development Planning Cycle</i>	42
2.3. <i>ANALYSIS OF EXISTING CONDITIONS</i>	42
2.3.1. <i>Human Resource Situation</i>	43
2.3.1.1. <i>Lessons Learnt</i>	46
2.3.1.2. <i>Staffing Shortfalls and Implications for the 2026–2029 MTDP</i>	46
2.3.2. <i>Office and Staff Accommodation</i>	47
2.3.2.1. <i>Lessons Learnt</i>	48
2.3.2.2. <i>Implications for the 2026–2029 MTDP Cycle</i>	49
2.3.3. <i>Logistics and Office Equipment</i>	49
2.3.3.1. <i>Lessons Learnt</i>	50
2.3.3.2. <i>Key Implications for the 2026–2029 MTDP Cycle</i>	51
2.3.4. <i>Legal and Policy Environment</i>	54
2.3.5. <i>Service Delivery</i>	56
2.3.5.1. <i>Lessons Learnt</i>	57
2.3.5.2. <i>Implications for the 2026–2029 MTDP Cycle</i>	58
2.3.6. <i>Stakeholder Engagement and Partnerships</i>	59
2.3.7. <i>Monitoring and Evaluation (M&E) Systems</i>	60
2.3.8. <i>Information Communication Technology (ICT) and Innovation Readiness</i>	61
2.3.8.1. <i>Lessons Learned</i>	62
1. <i>Service Delivery</i>	62
2. <i>Stakeholder Engagement and Partnerships</i>	62
3. <i>Monitoring and Evaluation</i>	62
4. <i>ICT and Innovation Readiness</i>	63
5. <i>Cross-Cutting Lessons</i>	63
2.3.8.2. <i>Implications for the 2026–2029 MTDP Cycle</i>	63
1. <i>Strengthening Stakeholder Coordination and Partnerships</i>	63
2. <i>Enhancing M&E and Data-Driven Planning</i>	64
3. <i>Scaling ICT and Innovation Readiness</i>	64
4. <i>Addressing Resource and Capacity Constraints</i>	64
5. <i>Promoting Inclusive, Citizen-Centered Service Delivery</i>	65
6. <i>Integrated Regional Planning and Coordination</i>	65
2.3.9. <i>Tourism Development</i>	65
2.3.9.1. <i>Lessons</i>	66
2.3.9.2. <i>Implications for the 2026–2029 MTDP</i>	66

2.3.10. MSMEs development	66
2.3.10.1. Lessons	67
2.3.10.2. Implications for the 2026–2029 MTDP	67
2.3.11. Peace and security	67
2.3.11.1. Lessons	68
2.3.11.2. Implications for the 2026–2029 MTDP	68
2.4. CROSS-CUTTING AND EMERGING DEVELOPMENT ISSUES	68
2.4.1. Air Quality	68
2.4.2. Biodiversity	69
2.4.3. Blue Economy	69
2.4.4. Climate Change	69
2.4.5. Digitalization	69
2.4.6. Disability Inclusion	70
2.4.7. Disaster Risk Management	70
2.4.8. Food Systems, Nutrition Security, and Climate Action	70
2.4.9. Gender	70
2.4.10. Local Economic Development (LED)	70
2.4.11. Migration	71
2.4.12. Peace and Security	71
2.4.13. Social, Child Welfare, and Protection	71
2.4.14. Youth	71
2.4.15. International Relations	71
2.4.15.1. Lessons Learned	72
2.4.15.2. Implications for the 2026–2029 VRCC MTDP	73
2.5. STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT) ANALYSIS	73
a. Strengths (Internal Positive Factors)	73
1. Economic Development	73
2. Social Development	74
3. Environment, Infrastructure, and Human Settlements	74
4. Governance and Institutional Development	74
5. International Relations and Trade Integration	74
b. Weaknesses (Internal Negative Factors)	75
1. Economic Development	75
2. Social Development	75
3. Environment, Infrastructure, and Human Settlements	75
4. Governance and Institutional Development	75
5. International Relations and Peace & Security	75
c. Opportunities (External Positive Factors)	76
1. Economic Development	76
2. Social Development	76

3. <i>Environment, Infrastructure, and Human Settlements</i>	76
4. <i>Governance and Institutional Development</i>	76
5. <i>International Relations and Peace & Security</i>	77
d. <i>Threats (External Negative Factors)</i>	77
1. <i>Economic Development</i>	77
2. <i>Social Development</i>	77
3. <i>Environment, Infrastructure, and Human Settlements</i>	77
4. <i>Governance and Institutional Development</i>	77
5. <i>International Relations and Peace & Security</i>	77
e. <i>Lessons Learned and Implications for the 2026–2029 MTDP</i>	78
1. <i>Lessons Learned</i>	78
2. <i>Implications for the 2026–2029 MTDP</i>	78
2.7. <i>EMERGING DEVELOPMENT ISSUES</i>	81
1. <i>Economic Development Issues</i>	81
2. <i>Social Development Issues</i>	81
3. <i>Environment, Infrastructure, and Human Settlements Development Issues</i>	82
4. <i>Governance and Institutional Development Issues</i>	82
5. <i>International Relations, Peace, and Security Issues</i>	83
2.8. <i>OVERVIEW OF CRITICAL DEPARTMENTAL DEVELOPMENT ISSUES</i>	83
2.9. <i>HARMONIZED AND INTEGRATED DEVELOPMENT ISSUES</i>	90
1. <i>Economic Development</i>	91
2. <i>Social Development</i>	91
3. <i>Environment, Infrastructure, and Human Settlements Development</i>	92
4. <i>Governance and Institutional Development</i>	92
5. <i>International Relations and Cooperation</i>	93
CHAPTER THREE	94
KEY DEVELOPMENT PRIORITIES.....	94
3.1 <i>Introduction</i>	94
3.2. <i>Process of Prioritization</i>	94
3.2.1. <i>Prioritization Criteria and Methodology</i>	94
3.2.2. <i>Prioritization Tools and Steps</i>	95
3.2.3. <i>Steps Followed in the Prioritization Process</i>	95
a. <i>Compilation of Development Issues</i>	95
b. <i>Clustering and Thematic Grouping</i>	95
c. <i>Scoring Using the Matrix</i>	96
d. <i>Consensus-Based Ranking</i>	96
e. <i>Validation and Review</i>	96
3.3. <i>KEY PRIORITIZED DEVELOPMENT ISSUES</i>	96
3.3.1. <i>Economic Development</i>	96
3.3.2. <i>Social Development</i>	97

3.3.3. Environment, Infrastructure, and Human Settlements.....	97
3.3.4. Governance and Institutional Development	97
3.3.5. International Relations and Cooperation	98
3.4. Key Insights from the Ranking.....	100
1. Institutional and Governance Effectiveness as the Central Priority	100
2. Strengthened Monitoring, Evaluation, and Data Systems as Drivers of Results-Based Coordination.....	100
3. Financial Predictability and Resource Mobilization as Strategic Imperatives	101
4. Expanding International Relations and Cooperation for Regional Leverage	101
5. Citizen Engagement and Multi-Stakeholder Partnerships as Governance Enablers	101
6. Climate Change, Disaster Preparedness, and Environmental Management as Emerging Priorities	101
7. Persistent Disconnect Between Annual Outputs and Medium-Term Outcomes	102
8. Emerging Economic Transformation Priorities	102
Key Implications for the 2026–2029 MTDP	102
3.5. Linking the Prioritized Development Issues to the Sustainable Development Goals (SDGs) and Targets .	103
3.6. Operational Implications of the SDG Linkages.....	106
a. Strategic Alignment for Planning and Budgeting.....	106
b. Monitoring, Evaluation, and Indicator Development.....	106
c. Institutional Capacity Building and Strategic Partnerships	107
d. Integrated and Cross-Sectoral Programming	107
e. Resource Mobilization and Donor Reporting.....	108
f. Transparency, Accountability, and Citizen Engagement.....	108
CHAPTER FOUR.....	110
DEVELOPMENT GOAL, OBJECTIVES AND STRATEGIES.....	110
4.1. INTRODUCTION	110
4.2. DEVELOPMENT GOAL	110
4.2.1. Goal for the MTDP 2026–2029.....	111
4.2.2. Key Focus Areas of the Goal	111
4.2.3. Development Objectives and Strategies by Dimension.....	112
4.2.4. Goal Compatibility	115
4.2.4.1. Structure of the Matrix.....	116
4.2.4.2. Interpretation of Symbols	116
4.2.4.3 Reading and Applying the Matrix.....	117
4.2.4.4 Relevance and Application to the MTDP.....	117
4.2.4.5 Institutional Implications.....	118
4.2.4.5. Analysis of Goal Compatibility.....	122
4.3. INTEGRATION OF DEVELOPMENT PROPOSALS WITH SPATIAL PLANS	130
4.3.1. Institutional Focus Areas for Integration	130
4.3.2. Preparation of Development Proposal Maps and Integration into the POA and AAP.....	131
CHAPTER FIVE.....	134
FORMULATION OF PROGRAMME OF ACTION (PoA).....	134

5.1. INTRODUCTION	134
5.2. FRAMING OF THE PROGRAMMES OF ACTION	134
5.3. STRATEGIC ORIENTATION OF THE PROGRAM OF ACTION (PoA)	135
5.3.1. Purpose and Structure of the Programme of Action	135
5.3.2. Implementation Approach	136
5.3.3. Expected Outcomes	136
ECONOMIC DEVELOPMENT	137
SOCIAL DEVELOPMENT	137
ENVIRONMENT, INFRASTRUCTURE & HUMAN SETTLEMENTS	138
GOVERNANCE & INSTITUTIONAL DEVELOPMENT	138
5.2.1. Estimated Programme Cost and Resource Requirements	141
5.2.2. Financing Strategy and Sources	141
5.3. REVENUE GENERATION MEASURES	143
5.4. STRATEGIC ENVIRONMENTAL AND SOCIAL ASSESSMENT (SESA) OF DEVELOPMENT PROGRAMMES	148
5.4.1. Environmental Considerations	148
5.4.2. Social Considerations	148
5.4.3. Dual Assessments (SEA & SIA)	149
5.4.4. Key Findings and Safeguards	150
CHAPTER SIX	151
FORMULATION OF ANNUAL ACTION PLANS (2026–2029)	151
6.1. INTRODUCTION	151
6.2. OBJECTIVES AND PURPOSE OF THE ANNUAL ACTION PLANS	152
6.3. FRAMEWORK FOR PREPARATION OF THE ANNUAL ACTION PLANS	152
6.4. STRUCTURE OF THE ANNUAL ACTION PLANS	153
6.5. IMPLEMENTATION AND MONITORING ARRANGEMENTS	153
CHAPTER SEVEN	195
MONITORING AND EVALUATION FRAMEWORK	195
7.1. INTRODUCTION	195
7.2. STAKEHOLDER ANALYSIS	195
1. Primary Actors	195
2. Secondary Actors	196
7.3. MONITORING MATRIX	199
1. National Core Indicators	200
2. Regional Specific Indicators	200
7.4. EVALUATION	206
7.5. PARTICIPATORY MONITORING AND EVALUATION (PM&E)	206
7.6. KNOWLEDGE MANAGEMENT AND LEARNING	207
7.8. MONITORING AND EVALUATION WORK PLAN	207
7.9. SUSTAINABILITY, ACCOUNTABILITY, AND LESSONS LEARNED IN MONITORING AND EVALUATION (M&E)	211

7.9.1. Sustainability of M&E Systems	211
7.9.2. Accountability in M&E	211
7.9.3. Lessons Learned and Institutional Learning	212
CHAPTER EIGHT	214
DEVELOPMENT COMMUNICATION STRATEGY	214
8.1. INTRODUCTION	214
8.2. Communication Goals and Strategy	214
8.2.1. Key Communication Goals	214
8.2.2. Strategic Approach	214
8.3. Communication Objectives	215
8.4. Target Audience	216
8.5. Methods and Tools of Communication	216
8.6. Dissemination Strategy	216
8.7. Monitoring and Evaluation of Communication Strategy	217
8.7.1. Objectives of Communication M&E	217
8.7.2. M&E Tools and Methods	218
8.7.3. Feedback and Adaptation	219
8.7.4. Institutional Roles	220

LIST OF TABLES

Table 2.1: Performance Review of 2022–2025 MTDP.....	33
Table 2.2: Update on Revenue Sources and Expenditure (2022–2025)	38
Table 2.3: Staff Requirement Summary.....	41
Table 2.4: Key Logistics Summary by Department/Agencies/Units.....	51
Table 2.5: Departments Legal or Policy Mandates and Key Areas of Operation.....	52
Table 2.3: SWOT Analysis.....	77
Table 2.4: Summary of Key Development Issues Across Departments.....	85
Table 3.1: Development Issue Prioritization Criteria.....	93
Table 3.2: Ranking of Composite Development Issues.....	96
Table 3.3: Linkages between Prioritized Development Issues and the SDGs/Targets.....	101
Table 4.1: Goal Compatibility Matrix.....	115
Table 4.2: Goals, Objectives, Strategies & Programmes (Aligned to National Policy)	121
Table 5.1: Programme of Action (PoA).....	131
Table 5.1a: Summary of Programme Costs by Development Dimension (2026–2029)	135
Table 5.2: Programme Financing Strategy.....	138
Table 6.1: Standard Template for Annual Action Plan (AAP) Preparation (2026–2029)	146
Table 6.2: Annual Action Plans - 2026.....	147
Table 6.3: Annual Action Plan – 2027.....	158
Table 6.4: Annual Action Plan - 2028.....	168
Table 6.5: Annual Action Plan (AAP) – 2029.....	177
Table 7.1: Stakeholder Analysis.....	190
Table 7.2: Monitoring Matrix – Core National Indicators.....	194
Table 7.3: Monitoring Matrix – Regional Specific Indicators.....	197
Table 7.4: M&E Work Plan (2026–2029)	202
Table 7.3: Knowledge Mapping Matrix.....	205
Table 8.1: Strategic Pillars of Communication.....	208
Table 8.2: Internal and External Target Audience.....	209
Table 8.3: Dissemination Framework.....	210
Table 8.4: Key Performance Indicators (KPIs).....	210

LIST OF FIGURES

Figure 1.1: Organizational Structure of VRCC.....	21
Figure 1.2: Regional Map in National Context.....	22
Figure 1.3: Regional Map of Volta Region.....	23
Figure 1.4: Locational Map of VRCC.....	24
Figure 2.1: Implementation of Annual Action Plans (2021-2024)	29
Figure 2.2: Implementation Status by Development Dimension.....	30
Figure 2.3: Amounts Received, and Variances by Source of Funds (2022–2025)	39
Figure 2.4: Summary of Staff Requirements.....	43

CHAPTER ONE

GENERAL INTRODUCTION

1.1. INTRODUCTION

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

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

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

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

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

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

1.2. BACKGROUND OF THE VOLTA REGIONAL COORDINATING COUNCIL

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

The Volta Region, with Ho as its administrative capital, is one of Ghana's sixteen regions. It shares boundaries with the Oti Region to the north, the Eastern and Greater Accra Regions to the west, the Gulf of Guinea to the south, and the Republic of Togo to the east. The Region is well known for its diverse geography, stretching from the coastal plains in the south through the mid-belt highlands to the savannah grasslands in the north. This ecological diversity underpins its rich agricultural base, cultural heritage, and tourism potential.

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

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

1.2.1. Purpose of the Plan

The purpose of this Medium-Term Development Plan is to:

- Guide the socio-economic development efforts of the Volta Regional Coordinating Council from 2026 to 2029.
- Translate national development priorities into regional development actions.
- Provide a framework for the preparation of Annual Action Plans, Composite Budgets, and Monitoring and Evaluation Plans.
- Ensure the efficient allocation of resources to identified development priorities.
- Serve as a tool for coordination among stakeholders, including MMDAs, government agencies, development partners, civil society organizations, the private sector, and traditional authorities.

1.2.2. Methodology for Plan Preparation

The preparation of the VRCC 2026–2029 MTDP followed a participatory, evidence-based, and results-oriented approach. The process involved:

- Formation of a Regional Planning Team, including the Regional Planning Coordinating Unit, Heads of Departments, and representatives of decentralized departments and agencies.
- Review of existing development plans, especially the 2022–2025 MTDP and the 2025 Annual Progress Report.
- Conduct of a comprehensive situation analysis, including review of demographic, social, economic, spatial, and environmental data.
- Broad stakeholder consultations with community members, traditional authorities, youth groups, women associations, persons with disabilities, private sector actors, and civil society organizations.
- Use of participatory tools such as community scorecards, problem and objective trees, SWOT analysis, and issue prioritization matrices.
- Validation workshops and technical review sessions with key stakeholders to finalize the draft Plan.

This methodology ensured that the Plan reflects the aspirations of the people of the Volta Region, while being grounded in available resources, institutional capacity, and national policy direction.

1.3. VISSION

The Volta Regional Coordinating Council seeks to achieve a peaceful, stable, united, progressive, and prosperous region with a high and quality standard of living for its people.

1.4. MISSION

The Volta Regional Coordinating Council exists to facilitate the overall development of the Volta Region through effective and efficient Harmonizing, Co-ordinating, Monitoring and Evaluating of Plans and Programmes of Ministries, Departments and Agencies (MDAs), Metropolitan, Municipal and District Assemblies (MMDAs) and Civil Society Organizations (CSOs) in the Region within the context of Excellence, Transparency and Accountable Governance.

1.5. MANDATE

The VRCC derives its mandate from the 1992 Constitution of Ghana and the Local Governance Act, 2016 (Act 936). The Council is the highest political and administrative coordinating authority in the Region with deliberative, legislative, and executive functions. It is mandated to:

- Monitor, coordinate, and evaluate the performance of MMDAs.
- Ensure that MMDAs implement policies, plans, and programmes consistent with national priorities.
- Provide guidance and capacity support to MMDAs.
- Facilitate law, order, and public safety in the Region.

- Promote socio-economic development through coordination of public and private sector activities.
- Mobilize community participation in decision-making.

1.6. CORE FUNCTIONS

The core functions of the VRCC, as prescribed in the Local Governance Act (Act 936), include the following:

1. Harmonization and coordination of district development plans into a regional development framework.
2. Monitoring and evaluation of MMDAs' development performance.
3. Provision of technical backstopping to decentralized departments.
4. Promotion of local economic development (LED) across the Region.
5. Coordination of spatial and physical planning at the regional level.
6. Disaster prevention and management.
7. Mobilization of resources and support for development initiatives.
8. Facilitation of inter-district collaboration and partnerships.
9. Ensuring compliance with laws, policies, and standards.

1.7. CORE VALUES

The VRCC is guided by the following core values:

- **Accountability and Transparency:** Upholding integrity and openness in governance.
- **Inclusiveness:** Ensuring participation of all stakeholders, including marginalized groups.
- **Professionalism:** Delivering services with excellence, competence and commitment.
- **Innovation and Creativity:** Applying modern tools and approaches in service delivery.
- **Teamwork and Collaboration:** Fostering strong partnerships across all stakeholders.
- **Equity and Fairness:** Promoting balanced development across all parts of the Region.

1.8. ORGANIZATIONAL STRUCTURE (ORGANOGRAM)

The organizational structure of the Volta Regional Coordinating Council (VRCC) is designed to promote effective governance, coordination, and service delivery across government departments and agencies operating within the region. At the apex of the structure is the Regional Coordinating Council, chaired by the Regional Minister, who provides political leadership and policy direction in line with national priorities and regional development goals.

Supporting the Minister is the Office of the Regional Coordinating Council, managed by the Regional Coordinating Director. The Director serves as the chief administrator of the Council, responsible for overseeing day-to-day operations, coordinating the work of decentralized

departments, and ensuring effective implementation of government policies and programmes at the regional level. Within this office, two critical functional units play specialized roles:

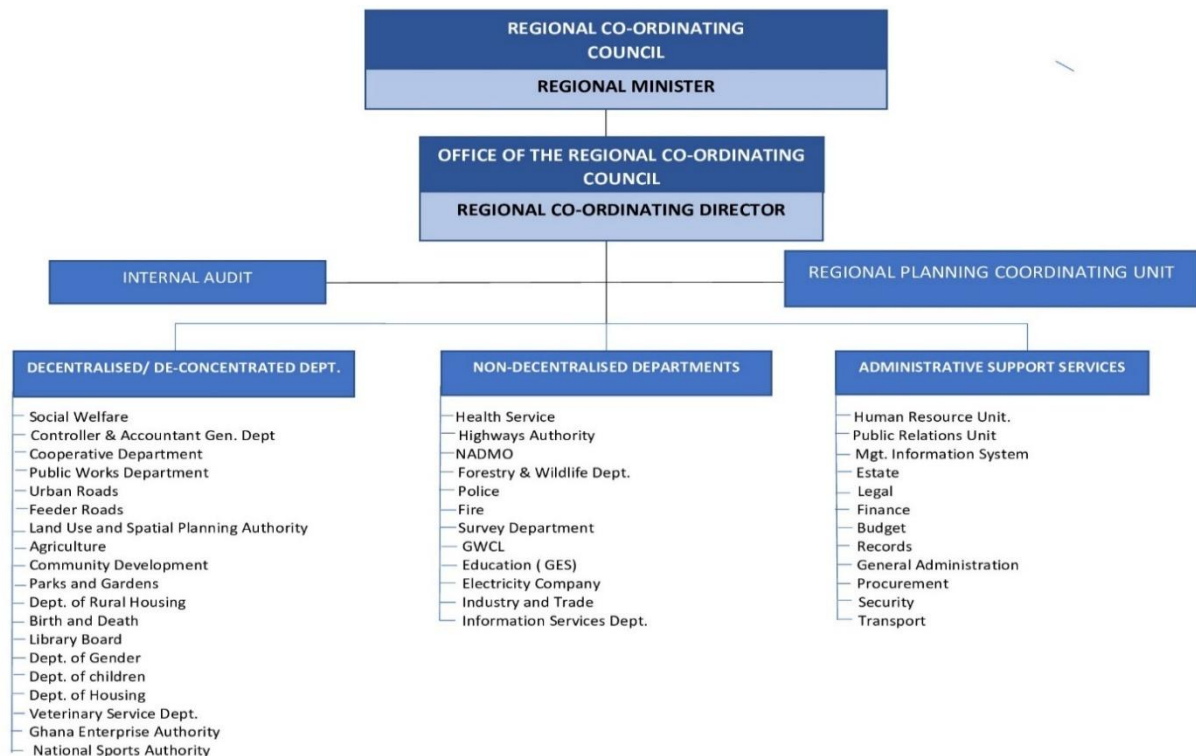
- The Internal Audit Unit, which ensures compliance, financial accountability, and the prudent use of public resources.
- The Regional Planning Coordinating Unit (RPCU), which leads the formulation, harmonization, and monitoring of development plans, as well as inter-agency collaboration to achieve integrated and sustainable development.

The wider operations of the VRCC are organized into three main clusters:

1. **Decentralised/De-concentrated Departments** – These represent the local presence of central government departments tasked with delivering essential services across districts in the region. They include departments such as Agriculture, Social Welfare, Community Development, Urban Roads, Feeder Roads, Veterinary Services, and Gender. Through these units, government services are extended directly to communities to improve livelihoods and development outcomes.
2. **Non-Decentralised Departments** – These are agencies that function at the regional level but report directly to their national headquarters rather than the VRCC. They include the Ghana Police Service, Ghana National Fire Service, Ghana Health Service, Ghana Education Service (GES), Electricity Company of Ghana (ECG), Ghana AIDS Commission–TSU, Ghana Highways Authority Regional Office, and the Complementary Education Agency, among others. Their operations complement the work of decentralized departments while maintaining autonomy under their respective national frameworks.
3. **Administrative Support Services** – This cluster provides the internal services necessary for the efficient functioning of the Council. Key units include Human Resource, Public Relations, Finance, General Administration, Procurement, Security, Budget, Planning, and Internal Audit. These units ensure that the Council’s mandate is effectively executed through sound administration, transparent financial management, and strong institutional support.

The VRCC’s Organizational Structure is therefore deliberately designed to facilitate coordination, avoid duplication of roles, and harmonize the work of both decentralized and non-decentralized agencies. By doing so, the Council is able to promote integrated development planning, enhance monitoring and evaluation of government programmes, and provide effective support to MMDAs across the Volta Region.

Figure 1.1: Organizational Structure of VRCC



Source: Regional Planning Co-ordinating Unit, 2025

1.9. STRATEGIC LOCATION AND REGIONAL SIGNIFICANCE

The Volta Region occupies a strategic location in the south-eastern part of Ghana, with Ho as its administrative capital. Geographically, it is bordered by the Oti Region to the north, the Eastern and Greater Accra Regions to the west, the Gulf of Guinea to the south, and the Republic of Togo to the east. This positioning situates the Region as both a vital inland–coastal corridor and an international gateway, offering unique opportunities for trade, tourism, and socio-economic integration. Its proximity to the national capital, Accra, enhances its role as a bridge between Ghana’s southern coastal belt and the northern savannah zones, while its eastern boundary facilitates cross-border commerce and cultural exchange with Togo and beyond into the West African sub-region.

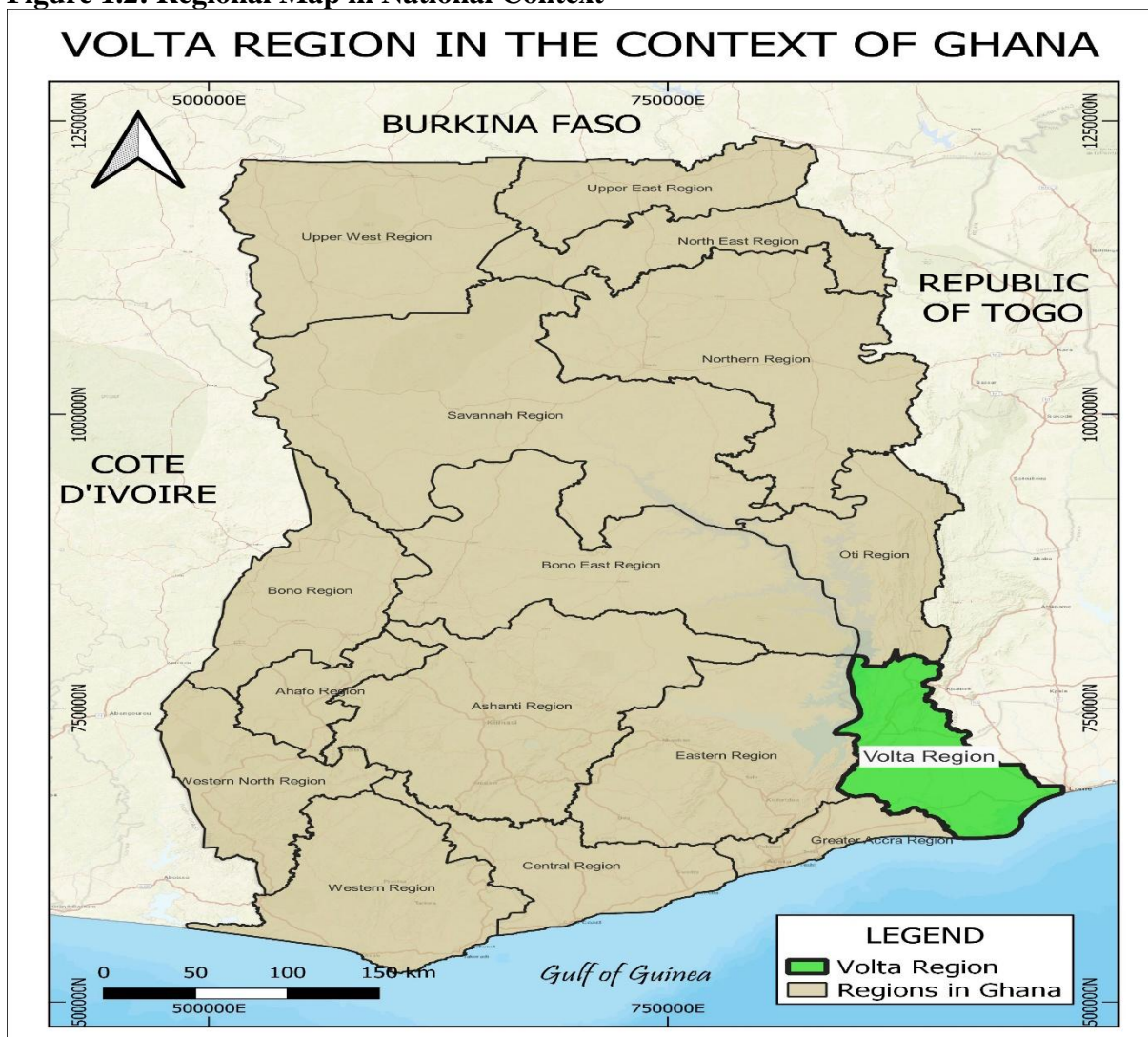
The Region’s ecological diversity ranging from the coastal plains and lagoons of the south, through the forested and mountainous middle belt, to the savannah grasslands of the north— makes it one of Ghana’s most resource-endowed areas. This diversity supports a wide range of agricultural activities, including root and tuber crops, fisheries, livestock, and emerging horticultural production. It also underpins the Region’s tourism potential, with attractions such as Wli Waterfalls, Lake Volta, Mountains (Afadjato the highest mountain in Ghana, Gemi the finest yet breathtaking hiking heights in Ghana, Adaklu the most imposing ground level outcrop in Ghana), Amedzofe Canopy Walkway and Highest Human Habitat, Scenic and Clean

Beaches (Ketu South, Keta, Anloga), Kpetoe Kente Village, rich Cultural Festivals, and among others that draw both domestic and international visitors.

Beyond its natural and cultural endowments, the Volta Region holds strategic significance for national development. It contributes significantly to Ghana's food security, energy generation (through the Akosombo and Kpong hydroelectric installations that extend into the Region), and trade logistics. The Region also plays a crucial role in regional integration efforts within the Economic Community of West African States (ECOWAS), given its shared border and transport links with Togo.

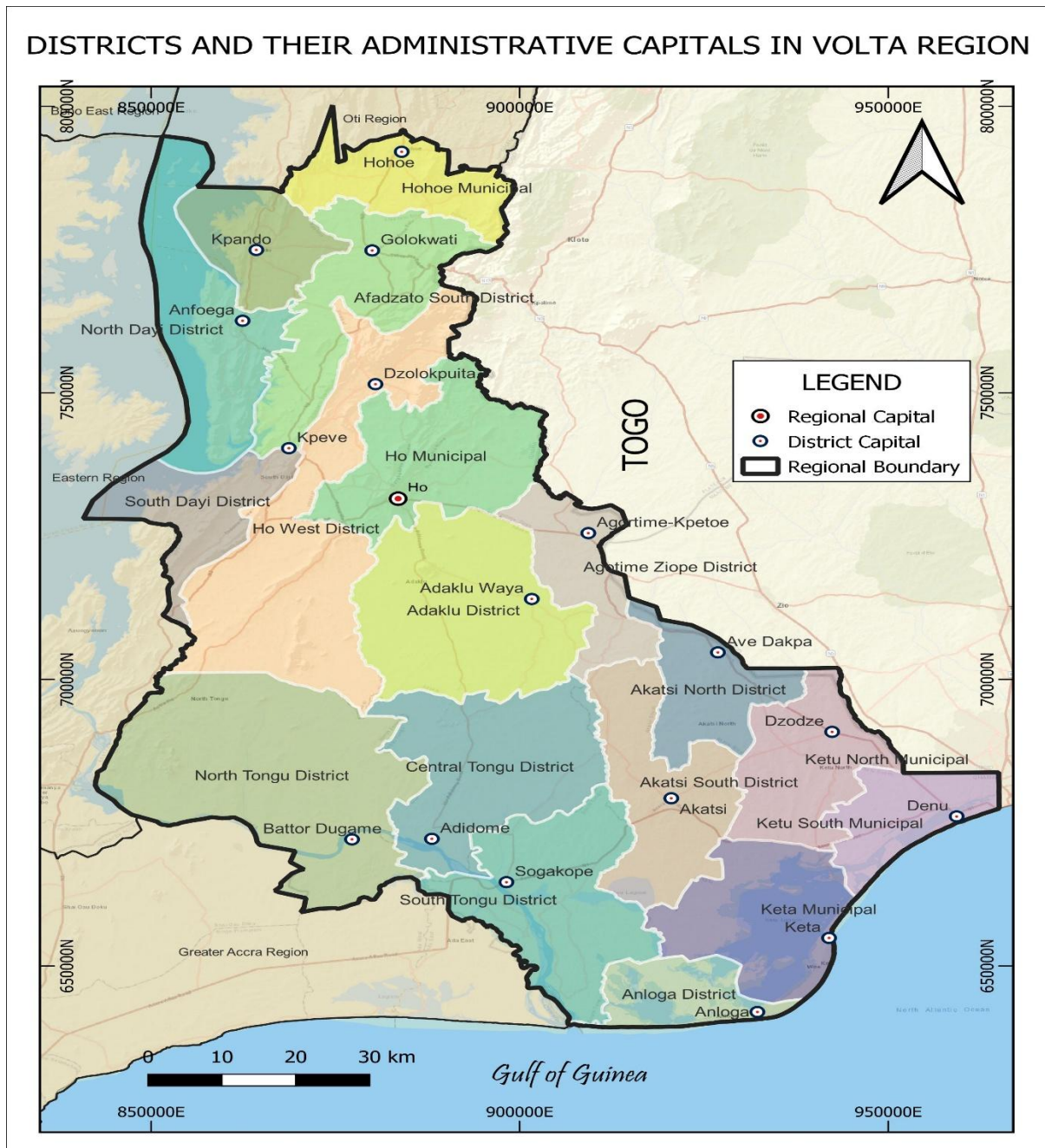
In governance terms, the Volta Regional Coordinating Council (VRCC) ensures that these locational advantages are effectively harnessed by coordinating development planning, harmonizing district-level initiatives, and strengthening partnerships between government, traditional authorities, civil society, and the private sector. By leveraging its strategic location and unique attributes, the Region remains central to Ghana's broader agenda of inclusive growth, national cohesion, and sustainable development.

Figure 1.2: Regional Map in National Context



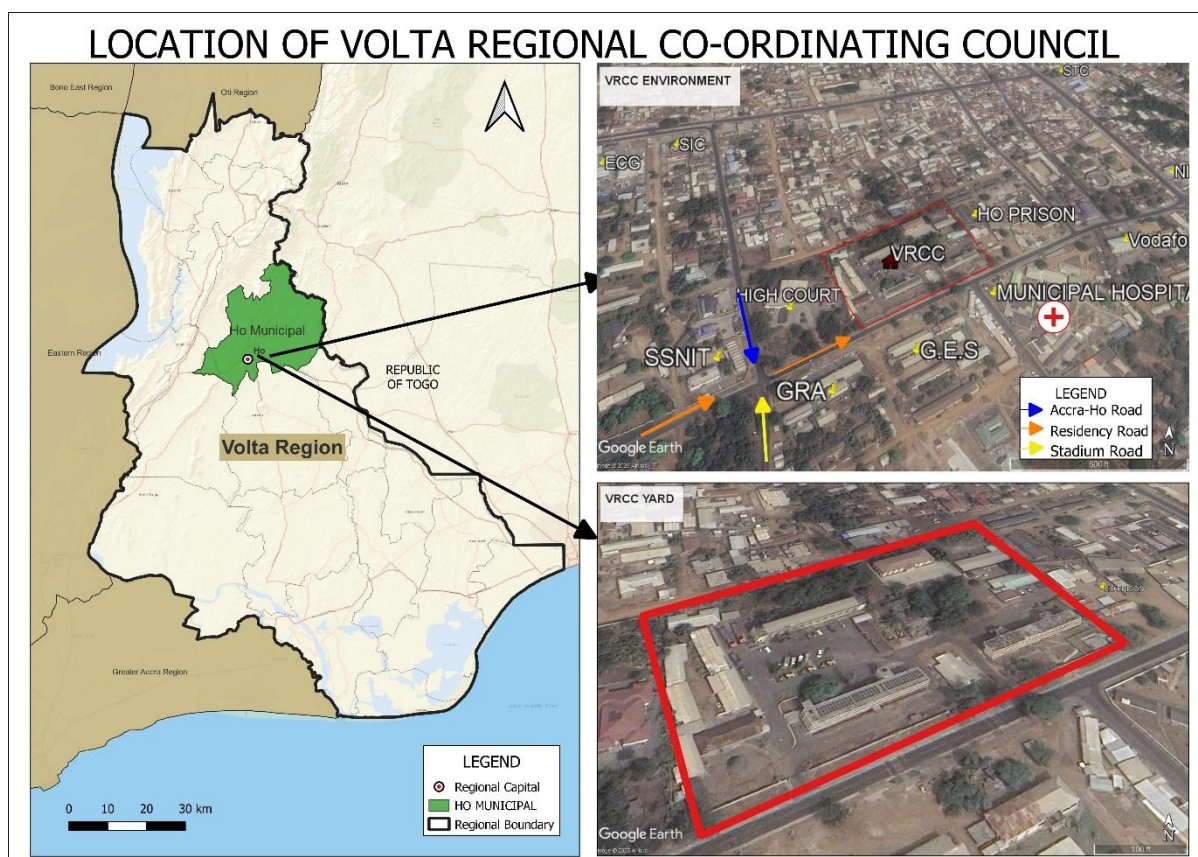
Source: Land Use and Spatial Planning Department, 2025

Figure 1.3: Regional Map of Volta Region



Source: Land Use and Spatial Planning Department, 2025

Figure 1.4: Locational Map of VRCC



Source: Land Use and Spatial Planning Department, 2025

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

The Medium-Term Development Plan (MTDP) for the Volta Regional Coordinating Council (VRCC) is carefully structured into eight interrelated chapters, each of which serves a distinct and strategic purpose in line with the revised planning guidelines issued by the National Development Planning Commission (NDPC) for the 2026–2029 planning cycle. The Plan begins with **Chapter One**, which provides a comprehensive general introduction. This opening chapter sets the foundation by outlining the legal and policy context within which the Plan is situated, together with the background of the Volta Regional Coordinating Council. It also articulates the vision, mission, mandate, core functions, and values of the VRCC, and presents the organizational structure as well as the overall layout of the MTDP, thereby establishing the institutional and philosophical framework upon which the entire Plan is built.

Chapter Two focuses on the performance review of the previous 2022–2025 MTDP. This section assesses the extent to which goals and objectives were achieved, highlighting key successes, challenges, and lessons learned. By providing this retrospective analysis, the chapter

creates a critical basis for refining strategies and informing decision-making for the 2026–2029 period.

Chapter Three shifts attention to the identification and analysis of development issues, priorities, and opportunities. Drawing from extensive stakeholder consultations, empirical evidence, and participatory planning tools, this chapter captures the most pressing developmental challenges facing the VRCC as well as the opportunities that can be harnessed. It provides the foundation for defining the strategic direction of the Plan.

Building on this, **Chapter Four** outlines the RCC’s development projections, goals, objectives, and strategies for the medium term. This chapter articulates the development aspirations of the VRCC, translates identified issues into actionable objectives, and aligns them with national and international development priorities, including the 2026–2029 NMTDPF, the SDGs, and the AU Agenda 2063.

Chapter Five presents the Composite Programme of Action (PoA), the budget framework, and the financial strategy. This chapter is critical for operationalizing the Plan as it details the specific interventions, indicative budgets, funding sources, and resource mobilization strategies needed to implement development priorities. By linking goals and objectives to strategies, outputs, and activities, it ensures that interventions are practical, costed, and measurable.

Chapter Six then translates the Composite Programme of Action into detailed Annual Action Plans (AAPs). These AAPs break down the four-year medium-term strategies into yearly cycles, ensuring that interventions are properly sequenced, time-bound, and synchronized with available resources and fiscal capacity.

Chapter Seven outlines the Monitoring and Evaluation (M&E) framework, which provides the institutional arrangements, performance indicators, baselines, targets, and reporting mechanisms that will be used to track progress and assess outcomes. This chapter ensures accountability, learning, and adaptive management, thereby strengthening transparency and continuous improvement throughout the implementation process.

Finally, **Chapter Eight** presents the Development Communication Strategy, which emphasizes the importance of effective stakeholder engagement and timely dissemination of information. It highlights mechanisms for structured feedback, citizen participation, and sustained dialogue between the VRCC, MMDAs, and development partners to ensure inclusiveness, ownership, and collective responsibility for the implementation of the Plan.

Taken together, this comprehensive and sequential structure guarantees logical consistency, clarity, and alignment with national and regional development planning frameworks. It provides an effective roadmap for planning, implementation, monitoring, evaluation, and communication of development interventions within the RCC during the 2026–2029 period.

CHAPTER TWO

SITUATIONAL ANALYSIS

2.1. INTRODUCTION

This chapter presents a situational analysis of the Volta Regional Coordinating Council (VRCC) as the foundation for preparing the 2026–2029 Medium-Term Development Plan (MTDP). It draws on the experiences and outcomes of implementing the 2022–2025 MTDP and synthesizes evidence from the 2024 Annual Progress Report (APR), departmental submissions, monitoring and evaluation (M&E) data, and extensive stakeholder consultations across the region.

The analysis provides a comprehensive assessment of development outcomes, institutional performance, and the prevailing socio-economic, spatial, environmental, and governance conditions in the Volta Region. It also incorporates a medium-term needs assessment, a SWOT analysis, and the identification of key development gaps and opportunities under the thematic areas of the Medium-Term National Development Policy Framework (MTNDPF) 2022–2025.

The purpose of this chapter is to present a clear and evidence-based picture of the current development context of the region to inform the formulation of inclusive, resilient, and sustainable strategies for the 2026–2029 planning cycle. It further highlights lessons learned, emerging issues, and implications for improved regional coordination, local governance, and service delivery going forward.

2.2. PERFORMANCE REVIEW OF THE 2022–2025 MTDP

This section presents a review of the implementation of the Volta Regional Coordinating Council's 2022–2025 Medium-Term Development Plan (MTDP). The review assesses progress made in the region under the thematic areas of the MTNDPF, namely: Economic Development; Social Development; Environment; Infrastructure and Human Settlements; Governance, Corruption and Public Accountability; Emergency Planning and Disaster Risk Management; and Implementation, Coordination, and Monitoring and Evaluation.

The performance review draws on the 2024 Annual Progress Report (APR), departmental reports, and stakeholder consultations, and provides an account of the extent to which planned programmes and projects were implemented. It highlights key achievements in regional economic growth, improvements in education and health, expansion of infrastructure and social services, as well as enhanced governance and institutional coordination.

At the same time, the review identifies major challenges that constrained implementation, including inadequate financial resources, delays in fund releases, weak stakeholder participation, and capacity gaps within some departments and decentralized structures. It also points to emerging development issues such as climate variability, migration, youth

unemployment, and rapid urbanization, which pose risks but also create opportunities for innovation and growth.

In sum, the review provides lessons that will shape the new planning cycle, ensuring that the 2026–2029 MTDP responds more effectively to the development needs and aspirations of the Volta Region while aligning with national and global priorities.

2.2.1. Implementation of the Annual Action Plans

The implementation of the 2022–2025 Medium-Term Development Plan (MTDP) for the Volta Regional Coordinating Council (VRCC) commenced in 2022 and recorded commendable progress across all development dimensions, despite funding and coordination challenges. A review of the Annual Action Plans between 2021 and 2024 shows strong institutional commitment, with implementation rates remaining high and fairly consistent. In 2024, for instance, 87 out of 88 planned programmes and projects were completed, representing a 98.9% execution rate.

Economic Development interventions maintained robust performance throughout the period. From 2021 to 2024, nearly all planned activities were executed, with a few shortfalls in 2023 when 22 out of 27 activities were completed. Key interventions focused on regional business development, support to agricultural value chains, and youth entrepreneurship, all of which contributed to enhancing economic resilience.

Social Development accounted for the largest share of interventions, with notable improvements in education, health, and social protection. In 2023, 67 out of 69 activities were executed (97.1%), while in 2024 all 33 planned activities were fully completed (100%). This reflects strong performance in expanding access to quality education and health services, improving social protection mechanisms, and promoting gender equity.

The Environment, Infrastructure, and Human Settlement dimension also recorded consistent implementation, with 18 out of 17 planned activities executed in 2023 (exceeding the target due to rollover and additional projects) and 9 out of 9 in 2024 (100%). These achievements reflect successful efforts in waste management, water and sanitation, road and housing infrastructure, and disaster risk management.

Governance, Corruption, and Public Accountability interventions showed mixed results. While 30 out of 32 planned activities were executed in 2023 (93.8%), the 2024 implementation rate declined slightly with 19 out of 20 projects completed (95%). Nonetheless, progress was achieved in strengthening institutional coordination, promoting transparency, and enhancing public accountability mechanisms across decentralized departments.

Emergency Planning and Response, including post-COVID recovery interventions, remained relatively stable, with 100% completion in both 2023 and 2024, though at a lower scale of activities. This highlights the region's capacity to maintain preparedness and response mechanisms for emergencies and public health threats.

Finally, the Implementation, Coordination, and Monitoring & Evaluation (M&E) dimension consistently recorded high completion rates across the period, achieving 100% implementation in 2021 and 2024. This demonstrates the region's strong institutional mechanisms for oversight, reporting, and adaptive management of development interventions.

Overall, the VRCC maintained a strong implementation record during the 2022–2025 MTDP cycle. Implementation rates improved steadily from 85.5% in 2021 (124 out of 145 planned activities executed) to 98.9% in 2024 (87 out of 88 executed). This performance underscores institutional capacity, effective stakeholder collaboration, and the commitment of the Coordinating Council to align regional development with national priorities.

2.2.2. Lessons Learnt

The implementation of the RCC Annual Action Plans between 2021 and 2024 highlights several key lessons. First, consistent execution in environment, infrastructure, governance, and emergency response demonstrates that well-planned, resource-backed programs achieve high success, emphasizing the value of clear mandates, coordination, and dedicated staffing. Second, variability in economic and social development activities underscores the impact of resource constraints, staffing gaps, and coordination challenges, indicating that ambitious targets must be matched with realistic capacity assessments.

Third, the decline in total planned activities in 2024 suggests the importance of strategic prioritization and adaptive planning to focus resources on high-impact interventions.

Finally, the strong performance of M&E and coordination-related activities reinforces the critical role of systematic monitoring, data-driven decision-making, and inter-agency collaboration in enhancing overall service delivery.

These lessons point to the need for strengthened planning, resource mobilization, and institutional capacity building to improve the efficiency and effectiveness of future MTDP cycles.

2.2.1.2. Implications for Development Planning (2026–2029)

The performance review highlights the need to sustain and scale up gains in Social Development, where full completion was achieved in 2024, as well as in Implementation and M&E, which have consistently driven accountability and results-oriented planning. At the same time, infrastructure development, though steady, will require more predictable funding arrangements, stronger private sector involvement, and innovative financing mechanisms to address gaps in housing, roads, and sanitation services.

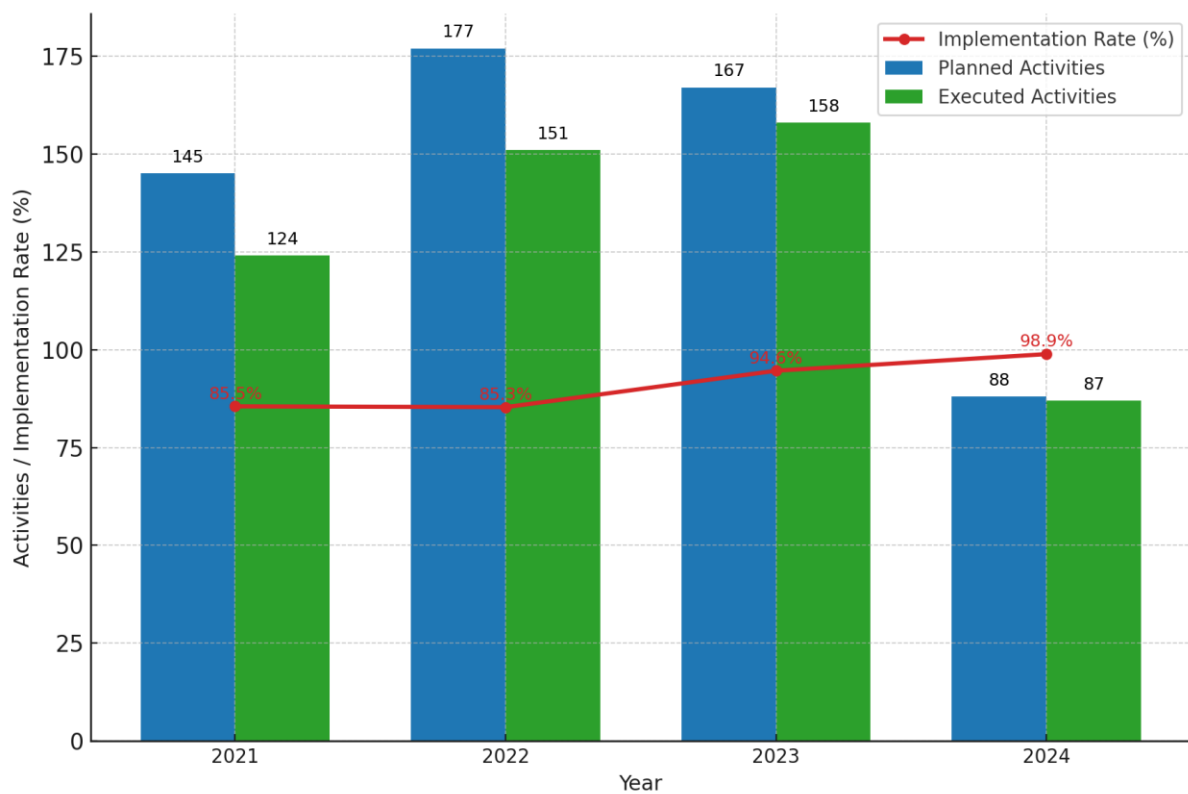
Economic development efforts, while strong, also call for greater diversification and resilience-building, especially in agricultural value chains and youth employment schemes. Governance and accountability interventions should focus on deeper citizen engagement and digitalization

of services to close transparency gaps. Emergency preparedness should be mainstreamed into all sectors, given the region’s exposure to climate variability and health emergencies.

These implications point to the need for a more balanced, integrated, and resource-sensitive development strategy in the 2026–2029 MTDP, one that consolidates social sector progress while scaling infrastructure, governance, and resilience outcomes.

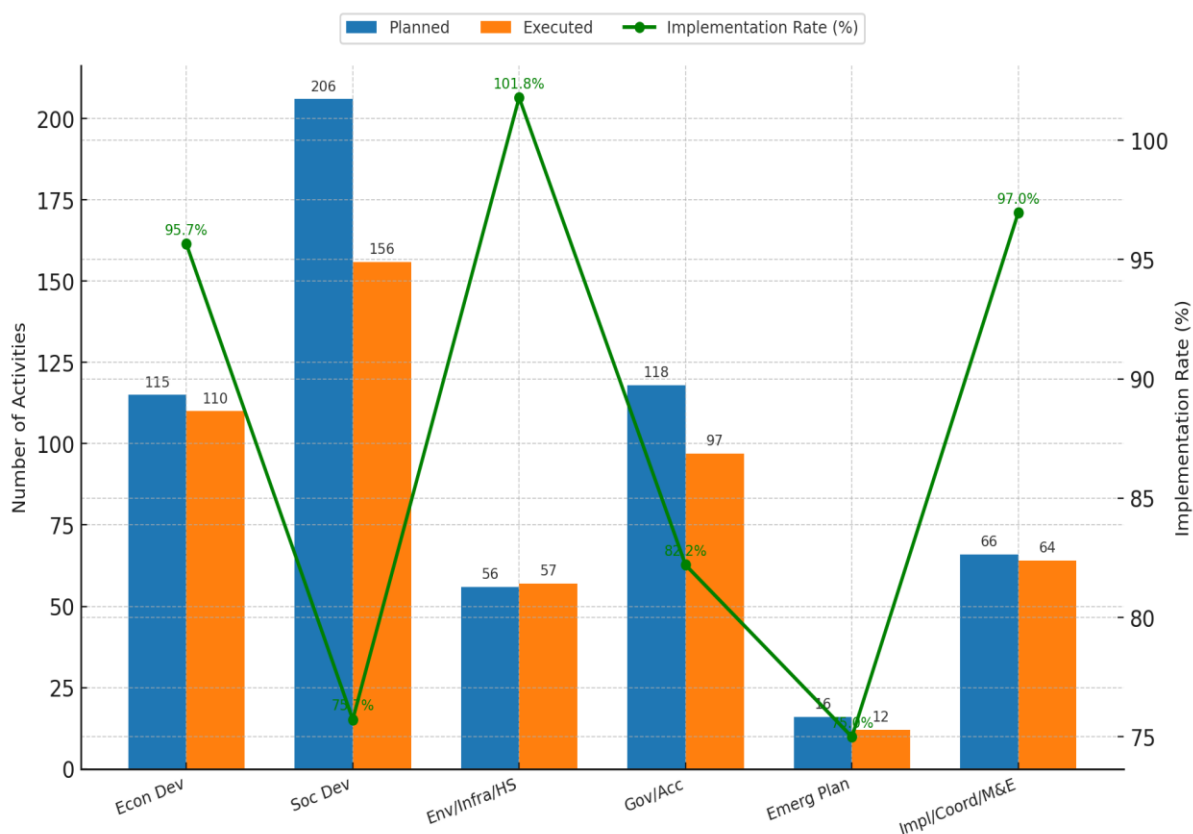
Figure 2.1 illustrates the implementation performance of the Volta Regional Coordinating Council’s Annual Action Plans (AAPs) from 2021 to 2024. The data show a steady improvement in execution rates, with planned and executed activities closely aligned throughout the period. In 2021, 124 out of 145 planned activities were implemented (85.5%), while in 2024, 87 out of 88 planned activities were successfully executed (98.9%). The graph highlights significant consistency in performance across all four years, with notable gains in efficiency and institutional capacity, particularly in the final year of the MTDP cycle.

Figure 2.1: Implementation of Annual Action Plans (2021-2024)



Source: Regional Planning Coordinating Unit, 2025

Figure 2.2: Implementation Status by Development Dimension



Source: Regional Planning Coordinating Unit, 2025

The graph illustrates the performance of the Volta Regional Coordinating Council (VRCC) in implementing planned programmes across the six development dimensions between 2021 and 2024. Generally, the VRCC achieved high levels of execution in Economic Development (91.5%), Social Development (76.1%), and Environment, Infrastructure and Human Settlement (98.1%), demonstrating strong alignment with regional and national priorities.

More so, implementation in Governance, Accountability and Corruption Control (76.6%) and Emergency Planning (54.2%) was relatively weaker, reflecting institutional and resource constraints. The Implementation, Coordination, and M&E dimension recorded one of the highest performance levels (94.3%), underscoring VRCC’s commitment to oversight and adaptive management. These trends highlight the need for targeted investment in governance and resilience-building while consolidating gains in social services and infrastructure delivery.

2.2.2. Achievement of the Medium-Term Development Plan (2022–2025)

The implementation performance of the Volta Regional Co-ordinating Council’s (VRCC) 2022–2025 Medium-Term Development Plan (MTDP) reveals a mixed trend of strong annual execution rates of planned interventions but relatively modest cumulative achievement of overall medium-term goals.

For the Annual Action Plans (AAPs), the proportion of projects and programmes implemented annually remained high and relatively stable, with execution rates ranging between 95% and 100% across the review period. In 2024, the implementation rate stood at 98%, only slightly below the target of 100% and consistent with the high delivery levels recorded in 2022 (100%) and 2023 (95%). However, a disaggregated analysis shows that the percentage of interventions fully completed declined over the years, falling from 87% in 2021 to 65% in 2024. Correspondingly, ongoing interventions rose significantly from 13% in 2021 to 35% in 2024, indicating challenges with timely project completion and rollover of activities into subsequent years. Encouragingly, there were no officially abandoned interventions throughout the period, while interventions yet to start were minimal (1% in 2024), reflecting strong institutional commitment to follow-through once implementation commenced.

At the level of Metropolitan, Municipal, and District Assemblies (MMDAs), the proportion of Annual Action Plans implemented also remained relatively high, averaging 89% in 2024 against a target of 95%. This indicates strong coordination between the VRCC and its constituent Assemblies, though the gap between planned and executed interventions underscores the need for improved resource mobilization and more effective prioritization.

Despite these generally positive annual execution rates, cumulative delivery of the MTDP outcomes was less encouraging. By the end of 2024, only 54% of the overall RCC MTDP had been achieved, falling short of the expected trajectory towards full realization of the plan's strategic objectives. This represents an improvement from 25% in 2022 and 38% in 2023, but still below the required pace for medium-term transformation. Similarly, the cumulative achievement of MMDAs' MTDPs stood at 23% in 2024, declining from a baseline of 46% in 2021.

This divergence between high annual execution and relatively modest cumulative plan achievement suggests that while routine activities and short-term outputs were consistently delivered, many of the transformational medium-term interventions—particularly those requiring large-scale infrastructure, inter-agency collaboration, and policy reforms—lagged behind. This underscores the need for stronger multi-year planning, enhanced financial predictability, and deeper stakeholder engagement to ensure that annual efforts translate more effectively into sustainable medium-term outcomes.

2.2.2.1. Lessons Learnt

Several important lessons emerge from the implementation of the 2022–2025 MTDP:

1. High annual execution does not automatically translate into medium-term success. Strategic alignment between AAPs and medium-term outcomes must be deliberately enforced through integrated planning and monitoring frameworks.
2. Strong accountability mechanisms have reduced project abandonment. The consistent zero rate of abandoned interventions reflects robust oversight and institutional commitment. This practice should be maintained and scaled up across all sectors.

3. The growing share of ongoing interventions highlights systemic delays. Procurement bottlenecks, resource flow constraints, and inadequate multi-year planning often resulted in rollover projects. Strengthening procurement efficiency, resource forecasting, and phased project management will be essential.
4. Monitoring and Evaluation (M&E) systems are crucial for adaptive planning. The consistently strong performance of Implementation, Coordination, and M&E demonstrates that timely reporting and MPCU reviews can support corrective actions. Scaling up data-driven planning and digital M&E systems will enhance efficiency.
5. Prioritization and funding predictability are key to transformational outcomes. Without predictable financing and a stronger focus on strategic, high-impact projects, annual delivery risks being limited to routine interventions rather than driving structural change.

In summary, the 2022–2025 MTDP demonstrated the VRCC’s strong operational capacity but also exposed weaknesses in translating annual achievements into medium-term transformational outcomes. These insights should guide the 2026–2029 cycle toward a more impact-oriented, resource-conscious, and strategically aligned development trajectory.

2.2.2.2. Implications for Development Planning (2026–2029)

The performance pattern of the 2022–2025 MTDP has important implications for the design and implementation of the next planning cycle. First, while annual action plans were largely executed, the relatively modest cumulative achievement of medium-term targets suggests that the VRCC must recalibrate its prioritization framework to ensure that interventions with long-term transformational impact particularly in infrastructure, governance reforms, and regional competitiveness are adequately resourced, tracked, and delivered within the cycle.

Second, the steady increase in ongoing interventions, which rose from 13% in 2021 to 35% in 2024, highlights the need for stronger financial predictability, better procurement planning, and realistic project timelines. This will be especially critical for multi-year and capital-intensive projects that require phased implementation.

Third, although the share of interventions yet to start was minimal (1% in 2024), its persistence reflects the need for more realistic planning and contingency mechanisms to anticipate risks such as delayed fund disbursements, external shocks, and institutional bottlenecks.

Finally, the fact that only 54% of the RCC’s MTDP and 23% of MMDAs’ MTDPs were cumulatively achieved by 2024 underscores a disconnect between annual outputs and long-term outcomes. The next cycle must therefore strengthen vertical integration between Annual Action Plans (AAPs) and the MTDP results framework to ensure that annual performance contributes meaningfully to medium-term strategic objectives.

2.2.3. PERFORMANCE ASSESSMENT OVERVIEW OF INDICATORS

The performance assessment of the Volta Regional Coordinating Council (VRCC) for the 2022–2025 Medium-Term Development Plan (MTDP) was carried out using validated data from departmental reports, Annual Progress Reports (APRs), and field monitoring activities coordinated by the Regional Planning Coordinating Unit (RPCU). The assessment tracked both core and specific Key Performance Indicators (KPIs) to determine the extent to which planned targets and development outcomes were achieved across the six development dimensions of the Medium-Term National Development Policy Framework (MTNDPF).

As summarized in Table 2.1, the review covered Economic Development, Social Development, Environment, Infrastructure and Human Settlements, Governance and Accountability, Emergency Preparedness and Disaster Risk Management, as well as Implementation, Coordination and Monitoring and Evaluation. The table presents baseline figures for 2021, annual actuals for 2022 and 2023, and target versus actual performance for 2024, thereby providing a cumulative picture of progress over the plan period.

The assessment highlights areas of significant progress, including strong agricultural output gains under Economic Development, steady improvements in education access and completion rates under Social Development, and consistently high execution of Annual Action Plans (AAPs) by the RCC and MMDAs. However, persistent challenges were recorded in maternal health outcomes, nutrition, and environmental management, while infrastructure and feeder roads remained major bottlenecks affecting market access and service delivery.

Table 2.1: Performance Review of 2022–2025 MTDP

No	Development Dimension	Indicator	Baseline (2021)	2022–2025 Medium-Term Target	Cumulative Achievement		Remarks
					Year	Data	
1	Economic Development	Total agricultural output (selected staples: maize, rice, yam, cassava, plantain)	Maize: 95,048mt Rice: 184,000mt Yam: 187,995mt Cassava: 1,068,665mt Plantain: 1,243mt	15–20% increase across major staples	2024	Maize: 126,380mt Rice: 242,098mt Yam: 240,274mt Cassava: 1,208,152mt Plantain: 4,769mt	Strong growth in food staples, though constrained by poor feeder roads, delayed resource releases, and low mechanization.
2		Average productivity (mt/ha) for maize, rice, cassava, yam	Maize: 2.27 Rice: 4.80 Cassava: 22.0 Yam: 13.81	≥10% increase by 2025	2024	Maize: 2.86 Rice: 6.19 Cassava: 23.13 Yam: 18.41	Productivity improved due to MAG programme support but remains below potential in some valleys.
3		New jobs created (agriculture, services, industry)	45.8% labour force employed in agriculture	Create 10,000 new jobs (2022–2025)	2024	Data incomplete	Job creation affected by limited industrial investment and high input costs.
4	Social Development	Net enrolment ratio (KG, Primary, JHS)	KG: 72.4% Primary: 77.0% JHS: 40%	100% (universal enrolment)	2024	KG: 56.3% Primary: 75.9% JHS: 55.7%	Progress recorded, but short of universal targets. Inadequate supervision

No	Development Dimension	Indicator	Baseline (2021)	2022–2025 Medium-Term Target	Cumulative Achievement		Remarks
					Year	Data	
							and funding challenges persist.
5		Completion rate (Primary, JHS, SHS)	Primary: 102% JHS: 70% SHS: 70%	100% (all levels)	2024	Primary: 102.6% JHS: 99.1% SHS: 86.7%	Significant gains in JHS/SHS completion, but equity gaps remain.
6		Gender Parity Index (KG–SHS)	Ranged from 1.0–1.2	Maintain parity (1.0–1.1)	2024	1.0–1.2 across levels	Gender equity in education largely achieved.
7		Maternal mortality ratio (institutional)	82/100,000	≤70/100,000	2024	104/100,000	Mortality remains high, pointing to quality of care and referral gaps.
8		Malaria case fatality (institutional)	0.01%	<0.01%	2024	0.2% (districts), 0% under-fives	Malaria case fatality worsened, calling for intensified prevention.
9		Prevalence of malnutrition (stunting, wasting, underweight)	Stunting: 19.4% Wasting: 11% Underweight: 10.8%	<10% (all forms)	2024	Stunting: 18.1% Wasting: 11.7% Underweight: 12.5%	Malnutrition persists; food insecurity and poverty major drivers.
10	Infrastructure & Human Settlements	Percentage of communities with electricity coverage	Data unavailable	100% coverage (2025)	2024	Expanded but incomplete	Rural electrification ongoing; full access not yet achieved.
11		Percentage of road network in good condition	Data unavailable	≥60% of feeder and urban roads	2024	Limited improvement	Transport challenges remain critical for agriculture.
12	Governance & Institutional Development	Proportion of Annual Action Plan implemented	RCC: 100% MMDAs: 95%	100%	2024	RCC: 98% MMDAs: 89%	High annual plan execution but lower cumulative MTDP implementation (RCC 54%, MMDAs 23%).
13		Proportion of overall MTDP implemented	RCC: — MMDAs: 46%	≥75% by 2025	2024	RCC: 54% MMDAs: 23%	Gap between annual outputs and medium-term outcomes; need for better alignment and resource predictability.

Source: Regional Planning Co-ordinating Unit. 2025

The performance review of the 2022–2025 MTDP reveals mixed outcomes across the development dimensions, with notable gains in agriculture, education, and social protection, but persistent challenges in health, infrastructure, and cumulative medium-term delivery.

1. Economic Development

Agricultural output increased substantially over the period, particularly for maize (from 95,048mt in 2021 to 126,380mt in 2024) and rice (from 184,000mt to 242,098mt). Productivity levels also improved across key crops, with maize yields rising from 2.27mt/ha to 2.86mt/ha, and rice from 4.80mt/ha to 6.19mt/ha. These gains were largely attributable to the Modernizing Agriculture in Ghana (MAG) programme, which supported extension services and input delivery. However, systemic bottlenecks such as poor feeder roads, undeveloped rice valleys, delays in resource release, and limited mechanization constrained the full realization of

potential. Job creation in agriculture and related services remains poorly tracked, suggesting weak linkages between production gains and employment outcomes.

2. Social Development

Education outcomes showed steady progress, especially in completion rates. JHS completion improved from 70% in 2021 to 99.1% in 2024, while SHS completion rose from 70% to 86.7% over the same period. Net enrolment, however, fell short of universal targets, with KG enrolment at 56.3% in 2024 against a 100% target. Gender parity indices remained between 1.0 and 1.2, reflecting commendable progress toward equity in access. In health, maternal mortality remained unacceptably high (104 per 100,000 live births in 2024), while malaria case fatality worsened from 0.01% in 2021 to 0.2% in 2024 at the district level. Nutrition outcomes also stagnated, with stunting still above 18%, indicating persistent vulnerabilities linked to food insecurity and poverty.

3. Infrastructure, Human Settlements and Environment

The region recorded only modest progress in expanding electricity coverage and road improvements. Feeder road conditions, critical for agricultural market access, remain poor and continue to limit the gains in production. This dimension represents one of the weakest performance areas, largely due to financing constraints, high costs of materials, and delays in project execution.

4. Governance, Corruption and Accountability

The VRCC maintained relatively strong performance in implementing its Annual Action Plans, with an execution rate of 98% in 2024. MMDAs also demonstrated a solid performance at 89% for the same year. However, the cumulative achievement of the MTDP was far lower — 54% for the RCC and only 23% for the MMDAs by 2024. This gap highlights a disconnect between short-term outputs and long-term strategic outcomes, pointing to weak integration between annual planning and medium-term frameworks.

5. Emergency Planning and Disaster Risk Management

The number of disaster-affected communities, particularly by bushfires and floods, declined over the review period, suggesting some progress in preparedness and response. However, storms continue to affect large numbers of communities, with 62 cases recorded in 2024. NADMO operations remain hampered by inadequate staffing, logistics, and relief items, limiting the overall impact of interventions.

6. Implementation, Coordination, and M&E

The performance of Implementation, Coordination, and M&E under the 2022–2025 MTDP was below target. Against a baseline of 8 trainings and a target of at least 20 by 2025, only 5 trainings and 1 regional intersectoral monitoring visit were conducted by 2024, with 45

referrals recorded. While this indicates some functional collaboration, progress was constrained by funding gaps, inadequate transport logistics, and weak inter-agency coordination. These challenges limited regular monitoring and follow-up, reducing the effectiveness of integrated service delivery. Strengthening resource allocation, transport support, and institutionalized joint reviews will be critical for improving M&E in the next planning cycle.

In sum, the 2022–2025 MTDP implementation demonstrates strong institutional capacity in annual delivery but limited progress toward transformational medium-term outcomes. The next cycle (2026–2029) will therefore require a sharper focus on infrastructure, health, and cumulative results, alongside sustained gains in agriculture and education.

7. Cross-cutting Observations

Three key trends emerge from the review. First, annual plan execution rates are high, yet the cumulative delivery of MTDP outcomes is weak, underscoring the need for stronger vertical alignment of plans. Second, while agriculture and education show significant progress, health and nutrition indicators remain stubbornly poor, requiring intensified multi-sectoral interventions. Third, persistent infrastructure bottlenecks, particularly in roads and energy access, continue to undermine the full potential of growth sectors.

2.2.3.2. Lessons Learnt

Several lessons can be drawn from the review of the MTDP. First, the experience demonstrates that high annual execution rates do not automatically guarantee medium-term transformation; achieving strategic outcomes requires consistent focus on results, not just outputs. Second, while agricultural growth can be stimulated through targeted interventions such as extension services and input support, these gains are unlikely to reach their full potential without complementary investments in infrastructure, mechanization, and value-chain linkages.

A third lesson is that social development requires balanced investments across education and health. The region recorded impressive progress in education, particularly in completion rates and gender parity, yet health and nutrition outcomes stagnated, showing that gains in one dimension can be undermined by neglect in another. Similarly, infrastructure deficits continue to undermine development outcomes more broadly, restricting market access, limiting service delivery, and constraining economic diversification.

The assessment also illustrates that disaster preparedness and risk reduction must move beyond reactive response mechanisms. While there were some successes in reducing the impact of bushfires and floods, inadequate resources and logistics meant that preparedness remained weak, especially in relation to storms. Finally, effective monitoring and evaluation requires not only institutional frameworks but also adequate resourcing and commitment. The limited number of trainings and monitoring visits carried out underscores that without sustained investment in M&E systems, development planning cannot be effectively tracked or guided toward its intended outcomes.

2.2.3.1. Implications for 2026-2029 MTDP Development Planning Cycle

The performance assessment of the 2022–2025 MTDP carries important implications for future development planning in the Volta Region. The findings reveal that while annual action plans were executed at relatively high rates, these outputs did not consistently translate into cumulative medium-term outcomes. This points to the need for stronger vertical alignment between annual and medium-term planning, with a sharper focus on results-based monitoring to ensure that progress at the activity level contributes meaningfully to strategic outcomes. Equally critical is the prioritization of infrastructure development—particularly feeder roads, electricity access, and market linkages—which emerged as a consistent bottleneck undermining gains in agriculture, education, and service delivery. Addressing these gaps requires innovative financing, including public–private partnerships, to complement government investment.

Health and nutrition outcomes also highlight the need for multi-sectoral strategies that integrate interventions in health, agriculture, education, and social protection. Persistent maternal mortality, worsening malaria case fatality, and stagnant nutrition outcomes suggest that sector-specific efforts are insufficient; a more coordinated approach will be necessary to address systemic vulnerabilities. Similarly, while agricultural productivity increased significantly through programmes such as MAG, job creation and value addition remained limited. This underscores the importance of embedding value chain development, mechanization, and agro-processing into regional planning in order to maximize economic and employment benefits.

Another implication relates to disaster risk management. Although some progress was achieved in reducing bushfire and flood impacts, storms continue to affect large numbers of communities, and NADMO operations remain constrained by inadequate logistics and staffing. Future plans must therefore place greater emphasis on disaster risk reduction and climate resilience, with adequate resourcing at both regional and community levels. Finally, the weak performance in monitoring, evaluation, and intersectoral coordination reflects the urgent need to institutionalize robust M&E systems with predictable funding, enhanced inter-agency collaboration, and regular joint reviews. Without stronger monitoring structures, progress toward transformational outcomes will remain limited.

2.2.4. FINANCIAL PERFORMANCE REVIEW

The financial performance of the VRCC over the 2022–2025 plan period reveals mixed results, with some sources over-performing while others fell significantly short of expectations. The Government of Ghana (GOG) allocations emerged as the largest source of funding, with a total estimated inflow of GHC34.8 million against an actual receipt of GHC45.6 million. This represents an over-performance of GHC10.7 million above projections, reflecting the government’s strong fiscal support to the region, particularly in recurrent and capital expenditure. However, this positive trend contrasts sharply with the performance of other revenue streams.

The District Assemblies Common Fund (DACF) recorded a total estimate of GH¢11.6 million but only received GH¢8.3 million, leaving a shortfall of GH¢3.3 million. Similarly, Development Partners (DPs) support was highly erratic and unreliable, with an estimated GH¢6.1 million yielding only GH¢2.16 million in actual receipts, representing a financing gap of nearly GH¢4 million. The volatility of donor inflows underscores the risk of over-dependence on external partners for development financing.

Funding categorized as “Others” (including GSCSP and MAG) amounted to GH¢2.33 million in estimates, with actual receipts totaling GH¢2.8 million. This slight over-performance indicates that programme-specific funds, when available, were disbursed as planned. Meanwhile, no resources were recorded under Internally Generated Funds (IGF), DACF-RFG, and ABFA, pointing to structural weaknesses in broadening and diversifying revenue sources.

Overall, the total estimated resource envelope for the period stood at GH¢54.8 million, while actual inflows amounted to GH¢58.8 million, resulting in an aggregate surplus of GH¢3.96 million. Although the aggregate picture appears positive, this surplus is largely explained by GOG’s over-performance, which masked the persistent underperformance of DACF and DPs. The imbalance in the revenue portfolio reflects a lack of predictability and sustainability in funding sources, with potential consequences for implementation consistency. Table 2.2 provides the details of the financial performance for the period.

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

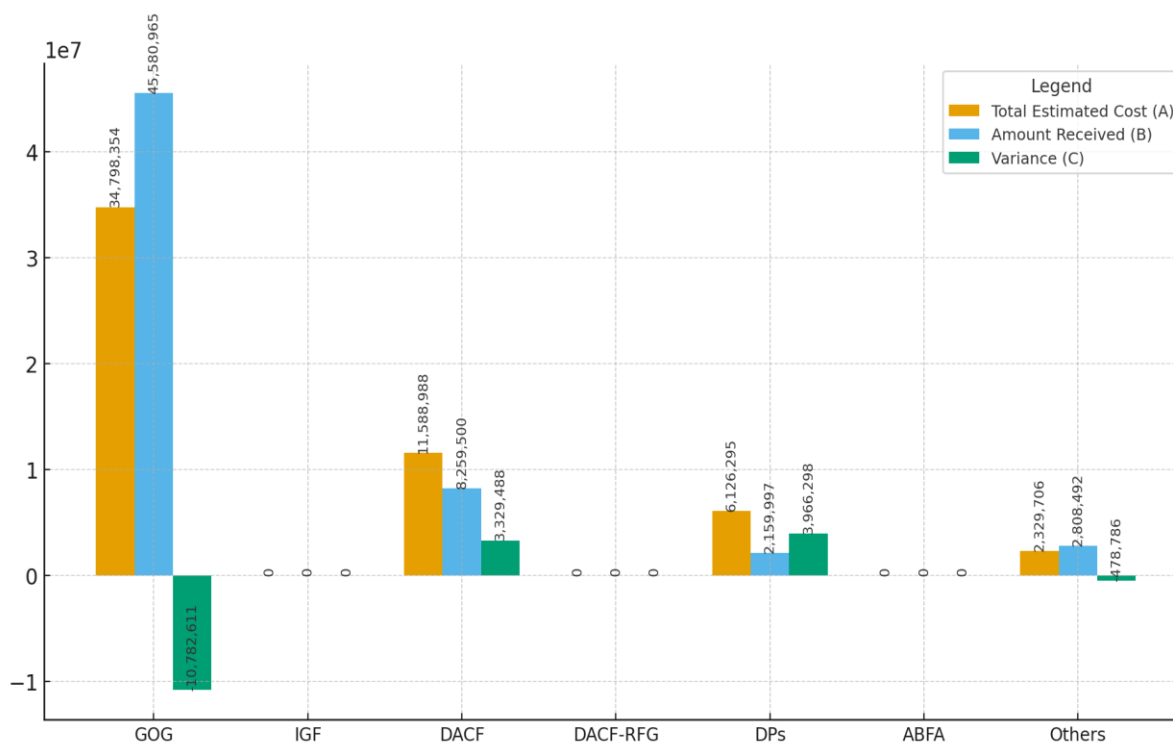
No.	Source of funds	Total estimated cost of plan (A)	Total amount received (B)	Variance (C = A – B)
1	GOG	34,798,353.73	45,580,964.70	-10,782,610.97
3	DACF	11,588,987.96	8,259,500.32	3,329,487.64
4	DACF-RFG	0.00	0.00	0.00
5	DPs	6,126,295.00	2,159,996.91	3,966,298.09
7	Others (specify)	2,329,706.00	2,808,492.11	-478,786.11
Total		54,843,342.69	58,808,953.04	-3,965,610.35

Source: RCC Finance Unit, 2025

Figure 2.2 illustrates the comparative performance of various revenue sources from 2022 to 2025. The Government of Ghana (GOG) recorded the highest total estimated cost and amount received, exceeding projections by approximately GH¢10.78 million. Conversely, the District Assemblies Common Fund (DACF) and Development Partners (DPs) showed funding shortfalls of GH¢3.33 million and GH¢3.97 million, respectively.

Other sources slightly exceeded their planned estimates, while internally generated funds (IGF), DACF-RFG, and ABFA recorded no inflows or planned allocations during the period. Overall, total revenue exceeded planned estimates by GH¢3.97 million, demonstrating an aggregate surplus mainly driven by GOG contributions.

Figure 2.3: Amounts Received, and Variances by Source of Funds (2022–2025)



Source: RCC Finance Unit, 2025

2.2.4.1. Lessons Learnt

Three key lessons emerge from the financial performance review. First, while total receipts exceeded projections, this aggregate success was unevenly distributed across funding sources. Reliance on a single dominant source of financing (GOG) creates fiscal vulnerability and undermines the stability of multi-year planning.

Second, overestimation of DACF and donor contributions highlights the risks of setting unrealistic targets without securing firm commitments, which can lead to under-implementation of programmes.

Third, the modest but steady inflows under “Others” demonstrate that aligning regional plans with specific national or programme-based interventions can yield consistent results, suggesting the importance of embedding regional strategies within broader national policy frameworks.

In sum, the financial performance underscores the need for a more diversified, predictable, and resilient financing framework for the VRCC. Future MTDPs should prioritize realistic revenue projections, enhanced IGF mobilization, and stronger partnerships to reduce volatility and ensure more consistent implementation of development priorities.

2.2.4.1. Implications for 2026-2029 MTDP Development Planning Cycle

The financial performance results carry several implications for future planning. First, the heavy dependence on central government allocations highlights the vulnerability of regional development financing to shifts in national fiscal policy and resource release schedules. This makes it imperative for the VRCC to explore more diversified funding strategies, including strengthening IGF mobilization, leveraging private sector partnerships, and better tapping into donor opportunities.

Second, the underperformance of DACF and the unreliability of DPs raise concerns about the adequacy and predictability of resources to implement planned programmes. Development planning must therefore adopt a more realistic approach in setting resource envelopes, incorporating contingency strategies to mitigate shortfalls. A stronger focus on expenditure prioritization will be essential to ensure that critical interventions are not stalled due to funding gaps.

Third, the slight over-performance in “Other” sources suggest that earmarked programme funding can be a dependable avenue when linked to national flagship initiatives such as agriculture modernization. Planning should therefore integrate and align more closely with such programmes to secure stable complementary resources.

Finally, the absence of inflows from categories like IGF, DACF-RFG, and ABFA underscores structural limitations in fiscal decentralization and resource mobilization. Future planning must consider reforms and capacity-building measures that enable MMDAs to enhance revenue generation and reduce overreliance on central transfers.

2.3. ANALYSIS OF EXISTING CONDITIONS

This section provides a comprehensive assessment of the current institutional, logistical, and operational landscape that influences the implementation of the VRCC’s strategic initiatives. It focuses on key thematic areas essential for understanding the organizational capacity and readiness for the 2026–2029 Medium-Term Development Plan (MTDP).

The analysis covers the human resource situation, including staff strength, skills mix, and capacity gaps, as well as the adequacy of office and field accommodation. It examines the availability and functionality of logistics and equipment critical for operational efficiency. The legal and policy environment is reviewed to assess the adequacy of regulatory frameworks supporting VRCC’s mandate, alongside the effectiveness, efficiency, and quality of service delivery.

Furthermore, the section evaluates stakeholder engagement and partnership frameworks, highlighting collaboration with governmental, non-governmental, and community actors. It also considers the effectiveness of monitoring and evaluation (M&E) systems in tracking progress, the organization’s readiness in ICT and innovation adoption, and adherence to environmental and social safeguards.

Through this analysis, the VRCC's institutional strengths, weaknesses, opportunities, and constraints are identified, providing a clear basis for strategic decision-making and targeted investments during the MTDP cycle. This groundwork ensures that planning interventions are evidence-based, context-sensitive, and aligned with the broader development agenda.

2.3.1. Human Resource Situation

The staff requirement analysis for the Volta Regional Coordinating Council (VRCC) and its associated departments highlights a mixed staffing landscape characterized by both significant gaps and isolated surpluses. Overall, the minimum staffing requirement across the 17 departments and units stands at 472, while the maximum requirement is 650. Currently, the RCC has 509 staff members available, comprising 350 males and 159 females, leaving a total gap of 229 positions relative to the minimum requirement. This clearly demonstrates that, although the aggregate staffing numbers suggest moderate coverage, the distribution of personnel across departments is uneven, with certain units severely understaffed while others exhibit minor surpluses.

For instance, the Office of the VRCC has a notable surplus of 64 staff relative to its minimum requirement, reflecting strong institutional presence at the central coordinating level. Similarly, the Health Directorate has a surplus of 16 staff, indicating capacity to address some health service delivery needs. Conversely, critical service departments such as the Department of Feeder Roads, Parks and Gardens, and Community Development reveal significant gaps of 34, 39, and 4 staff respectively, which are likely to undermine the effective delivery of essential infrastructure, environmental management, and community-based programs. Departments such as Forest Services Division have no clearly defined minimum or maximum staff requirement, complicating planning and human resource allocation. Smaller units, including the National Youth Authority, GEPA, and Ghana Statistical Service, also demonstrate limited staffing, potentially constraining their ability to execute their mandates fully.

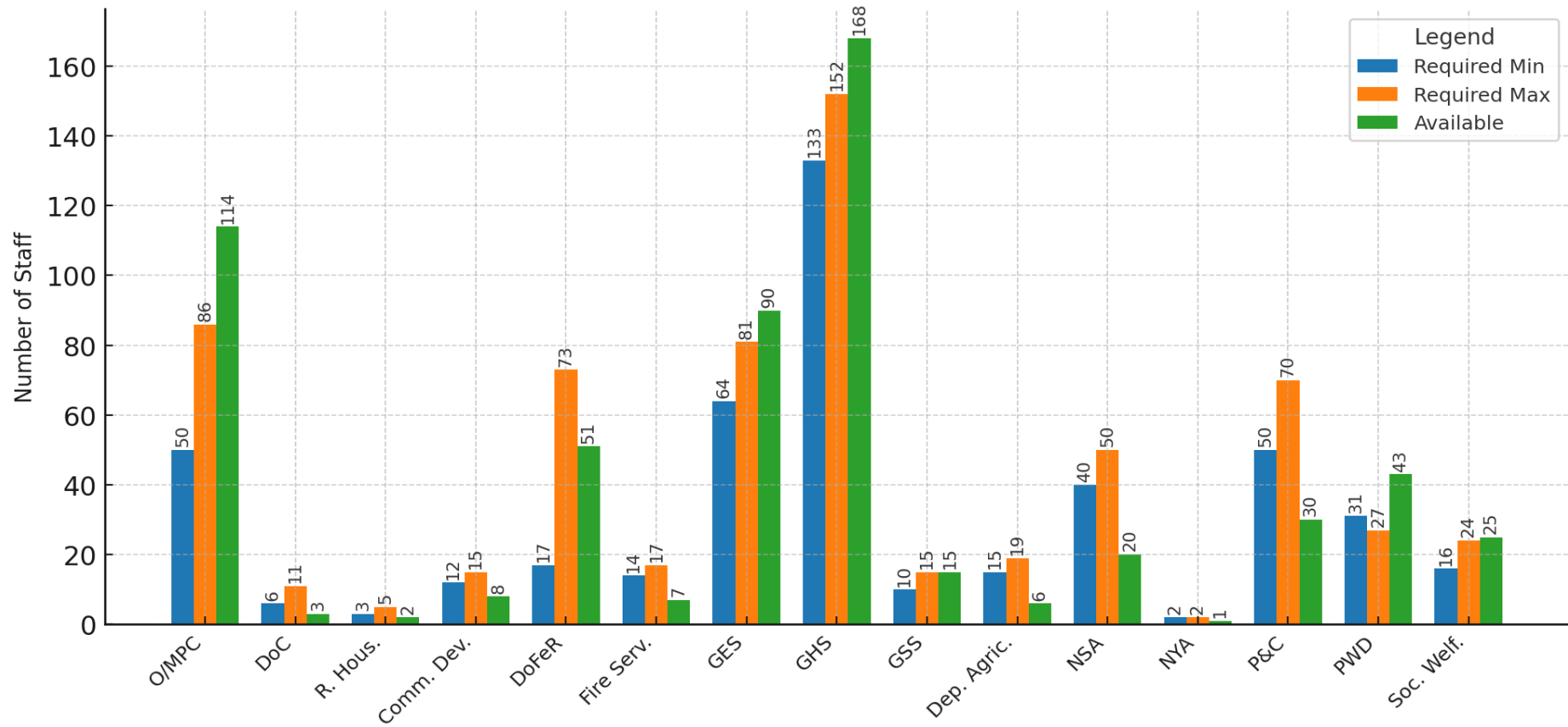
From a gender perspective, male staff dominate the workforce, with 350 males compared to 159 females. While some departments maintain reasonable gender representation, the overall imbalance underscores the need to prioritize recruitment strategies that promote gender equity, particularly in units engaging directly with communities and vulnerable populations, such as Social Welfare, Community Development, and Children's Services. Table 2.3 shows the detailed staffing requirements and availability by Department/Agencies/Unit of the VRCC.

Table 2.3: Staff Requirement Summary

No.	Department/Unit	Staff Required		Staff Available		Staff Available Total	Gap/Variance (vs. Min)
		Min	Max	Male	Female		
1	Office of the VRCC	50	86	90	24	114	+64
2	Department of Children	6	11	1	2	3	3
3	Rural Housing	3	5	1	1	2	1
4	Community Development	12	15	5	3	8	4
5	Department of Feeder Roads	51	73	9	8	17	34
6	Forest Services Division	N/A	N/A	13	1	14	N/A
7	Ghana Education Service	64	90	51	30	81	9
8	Ghana Export Promotion Authority	5	7	1	2	3	2
9	Health Directorate	131	152	111	57	168	+16
10	Ghana Statistical Service	10	15	4	1	5	5
11	Reg. Dept. of Trade, Agribusiness & Industry	5	6	2	2	4	1
12	National Sports Authority	40	50	17	3	20	20
13	National Youth Authority	2	2	1	0	1	1
14	Parks and Gardens	50	70	22	9	31	39
15	Public Works Department (PWD)	27	43	16	8	24	19
16	Department of Social Welfare	16	25	6	8	14	11
17	Department of Gender	N/A	N/A	4	1	5	N/A
	Total	472	650	350	159	509	229

Source: Regional Planning Coordinating Unit, 2025

Figure 2.4: Summary of Staff Requirements



Source: Regional Planning Coordinating Unit, 2025

2.3.1.1. Lessons Learnt

- High aggregate staffing does not necessarily translate to effective service delivery; attention must be paid to equitable distribution across departments and functional units.
- Regularly updating staffing norms and aligning them with departmental mandates is critical to avoid structural imbalances that hinder operational efficiency.
- Strategic redeployment and gender-inclusive hiring can optimize the existing workforce, reducing reliance on new recruitment and ensuring more sustainable human resource management.
- Gaps in technical and field-oriented departments underscore the need for integrated human resource planning alongside budgetary and logistical planning to support fully functional service delivery.

In summary, the VRCC's human resource profile indicates a region with moderate staffing numbers but significant distributional and functional gaps. Addressing these gaps strategically in the 2026–2029 MTDP cycle, alongside targeted capacity development and gender-sensitive staffing policies, will be essential to achieving the Council's development objectives and improving overall regional service delivery outcomes.

2.3.1.2. Staffing Shortfalls and Implications for the 2026–2029 MTDP

1. **Targeted Recruitment:** The substantial staffing gaps in departments critical to service delivery, infrastructure development, and community programs necessitate a targeted recruitment and deployment plan to ensure that minimum requirements are met, particularly in technical and field-based units such as Feeder Roads, Parks and Gardens, and Community Development.
2. **Redistribution of Surplus Staff:** Surpluses in central coordinating units present an opportunity to redeploy staff to understaffed departments to improve operational efficiency without necessarily increasing total staffing numbers.
3. **Gender-Responsive Planning:** The skewed gender composition highlights the need for gender-responsive human resource planning, including the recruitment of more female staff to enhance service delivery in social and health sectors, ensuring inclusive programming aligned with national development goals.
4. **Legislative and Policy Review:** Departments with unclear staffing norms, such as the Forest Services Division, require a formal review of their staffing standards and policy mandates to ensure clarity on minimum and maximum requirements for effective operations.
5. **Capacity Development:** Beyond numbers, the MTDP cycle should prioritize capacity-building initiatives to equip staff with the technical and managerial competencies necessary for effective service delivery, particularly in departments with high gaps where overburdened staff may struggle to meet service demands.

2.3.2. Office and Staff Accommodation

The assessment of office and staff accommodation across the departments under the Volta Regional Coordinating Council (VRCC) reveals a mixed picture of strengths and constraints. While some departments operate from relatively functional and accessible premises, the majority face serious challenges that directly affect efficiency, staff welfare, and quality of service delivery.

Most departments operate from old and deteriorating structures. For example, the Education Directorate is housed in an over-aged two-storey wooden structure in a deplorable state, while the National Sports Authority functions from a partially complete building in dire need of completion and renovation. Other departments, such as Parks and Gardens, Social Welfare, and Rural Housing, also occupy offices with roof leakages, cracks, worn-out tiles, peeling paint, and outdated furniture. Only a few departments notably the Ghana Statistical Service and National Youth Authority—operate from relatively stable environments, though even these facilities are aging and will require maintenance in the medium term.

Office space constraints are widespread. Departments such as the Department of Children, GEPA, and Feeder Roads report severe shortages, with senior officers forced to share offices with staff. Even where space is relatively adequate, such as in the case of the Social Welfare Department (six rooms, but still short of one office) or the Education Directorate (24 rooms), the configuration and quality of the space do not match operational needs, particularly with respect to client services, record management, and staff confidentiality. A few departments, such as the Ghana Statistical Service, Forest Services Division, and National Youth Authority, reported having adequate space for current staff, though future expansion may strain these arrangements.

Accessibility is another critical issue. Several offices, including those of the Social Welfare Department and Ghana Health Service, are not disability-friendly due to the absence of lifts, ramps, or walkways, restricting access for persons with disabilities. In other cases, such as the Department of Trade, Agribusiness and Industry, visibility is limited due to the lack of signposting. Conversely, most offices including Community Development, GSS, and NYA are generally well located and easy to access.

The quality of the workplace environment is generally poor to fair. Common issues include outdated or insufficient furniture (Department of Children), absence of modern ICT infrastructure (Trade, Agribusiness and Industry), poor ventilation and lighting, lack of burglar proofing or mosquito netting (Community Development), and structural deficiencies that compromise safety and productivity. Some departments operate in serene environments (Parks and Gardens) or fairly good spaces (PWD), but even these require substantial renovations and upgrades to meet modern administrative and professional standards.

Across the various departments under the VRCC, some notable strengths in office and staff accommodation were observed. A key advantage is that most of the offices are centrally located

and easily accessible, making them convenient for both staff and clients. In addition, a few departments such as the Ghana Statistical Service, Forest Services Division, and the National Youth Authority currently enjoy adequate space and functional office layouts, which support effective administration. The Public Works Department (PWD) also stands out for its extensive infrastructure, including workshops and warehouses, which if fully renovated have the potential to significantly enhance service delivery and broaden the Department's operational capacity.

However, the assessment also revealed widespread constraints that undermine efficiency and quality of service delivery. A recurring challenge is the aging and dilapidated nature of infrastructure across nearly all departments, with many buildings in need of urgent renovation. Several offices face inadequate space, forcing staff to share rooms and limiting confidentiality and client engagement. The workplace environment is often poor, characterized by old and uncomfortable furniture, roof leakages, peeling tiles and walls, lack of basic security features, and generally substandard conditions that are not conducive to professional work. Accessibility also remains a significant concern, as many offices are not disability-friendly, limiting inclusiveness and compliance with accessibility standards. Furthermore, the absence of modern ICT infrastructure and amenities in many offices hampers efficiency, innovation, and the ability of departments to adapt to modern administrative practices.

2.3.2.1. Lessons Learnt

The assessment of office and staff accommodation across the various departments of the VRCC highlights several important lessons for institutional planning and service delivery.

First, it has become clear that the physical state of office infrastructure directly affects staff productivity and service quality. Departments with adequate space and reasonably functional layouts, such as the Ghana Statistical Service and the National Youth Authority, operate more efficiently and with higher levels of staff satisfaction compared to those constrained by poor conditions and overcrowding.

Second, the exercise has shown that central location and accessibility are important but insufficient on their own. While most offices are well-situated within Ho and other central areas, inadequate facilities, worn-out infrastructure, and the absence of modern ICT systems continue to limit their effectiveness in meeting public service demands.

Third, the findings underscore the need to mainstream inclusiveness and accessibility in institutional planning. The absence of disability-friendly infrastructure in several departments demonstrates that inclusivity has not been fully integrated into office accommodation planning, weakening service reach and compliance with standards.

Fourth, the situation illustrates that piecemeal renovations are not sustainable. Departments such as PWD and Social Welfare, despite occasional partial repairs, continue to face recurring

deterioration due to the absence of comprehensive rehabilitation and planned maintenance regimes.

Finally, the assessment has revealed that investments in infrastructure must go hand in hand with ICT and modern amenities. Without these, even well-located and adequately spaced offices cannot fully meet the requirements of efficient, innovative, and client-oriented service delivery in the current development context.

2.3.2.2. Implications for the 2026–2029 MTDP Cycle

The current state of office and staff accommodation poses significant risks to staff productivity, professional image, and the capacity of VRCC departments to deliver quality public services. Urgent investments are required in:

- Rehabilitation and modernization of old and incomplete structures.
- Expansion of office space to match staffing needs.
- Provision of ICT infrastructure, furniture, and modern facilities to improve efficiency.
- Upgrading accessibility features, including ramps, lifts, and signage, to ensure inclusiveness.
- Institutional strengthening through conducive workplace environments, which will boost morale and service delivery.

In sum, while accessibility and location are generally strengths across departments, the overarching challenges of structural decay, inadequate space, poor workplace environments, and limited inclusiveness must be addressed to align office and staff accommodation with the objectives of the 2026–2029 MTDP.

2.3.3. Logistics and Office Equipment

The logistics situation across the VRCC and its decentralized departments presents a mixed picture of capacity and significant shortfalls in critical working tools. Overall, the data reveal wide disparities in the availability of essential logistics such as office furniture, ICT equipment, and vehicles, which directly affect institutional efficiency and service delivery.

Most departments report severe inadequacies in functional furniture, with many relying on outdated or dilapidated desks, chairs, and office fittings. The Office of the VRCC itself requires 69 sets of furniture but currently has only 28. The situation is particularly concerning in the Department of Children and Community Development, where the existing furniture is described as very old and outdated, falling far below the needs of staff. In contrast, a few departments such as the Ghana Education Service (GES) and National Youth Authority (NYA) appear relatively better resourced, with GES even having a slightly higher actual furniture stock (40) compared to its requirement (35). Nonetheless, across the system, the general deficit in modern and ergonomic furniture undermines staff comfort, professionalism, and productivity.

The analysis shows a critical shortfall in ICT infrastructure. While 119 desktop computers are required across departments, only 41 are available, representing less than 35% of needs. Laptops are even more constrained, with only 19 available out of 64 required. The Office of the VRCC, GES, and the Department of Feeder Roads have notable deficits, relying on less than half of their required computers. Departments like Social Welfare and GEPA are similarly constrained, with minimal or no laptops at all. By contrast, the Ghana Statistical Service and Ghana Health Service have a relatively stronger ICT base, though their distribution is uneven and insufficient to meet the increasing digitalization demands of public service. The ICT gaps hinder data management, e-governance, and modern service delivery, leaving departments reliant on manual processes.

Printing and document reproduction equipment is inadequate across nearly all departments. Out of 38 printers required, only 16 are available, while photocopiers stand at 20 required against 37 available, leaving many offices without functional equipment. Projectors are also in short supply, with only 9 in stock out of 46 required, constraining training, public sensitization, and monitoring activities. Departments such as Children, Parks and Gardens, and Social Welfare have little to no access to these tools, while even large institutions like GES and Health Service are unable to meet their full requirements. The inadequacy of such basic office tools limits workflow efficiency, reporting, and capacity-building functions.

The most striking challenge lies in vehicular logistics, where mobility constraints severely impact field operations and service delivery. While 93 vehicles are required across all departments, only 66 are available, many of which are reported to be aged and frequently grounded. Departments with extensive field responsibilities, such as the Department of Feeder Roads (11 required, 7 actual) and the Health Service (26 required, 26 actual but likely in mixed conditions), face operational inefficiencies due to these gaps. Smaller agencies like GEPA, Children, and Parks and Gardens are also constrained by the absence or inadequacy of departmental vehicles, forcing staff to depend on external arrangements for outreach and monitoring.

2.3.3.1. Lessons Learnt

The assessment of logistics across the VRCC and its departments provides several important lessons that are critical for institutional strengthening and future planning.

First, it is evident that logistics form the backbone of effective service delivery. Departments with relatively better furniture, ICT tools, and vehicles such as the Ghana Health Service and Ghana Education Service are able to sustain higher levels of functionality compared to those with severe shortfalls like the Department of Children, Community Development, and Parks and Gardens. This underscores the direct link between adequate logistics and institutional performance.

Second, the analysis highlights that piecemeal provisioning of logistics has created systemic imbalances across departments. Some units are better resourced than they require, while others

operate far below minimum standards. This uneven distribution weakens overall coordination and creates disparities in service delivery across sectors.

Third, the findings demonstrate that ICT readiness is fundamental but still underdeveloped. With less than half of the required computers and laptops available, many departments remain reliant on manual processes. This hampers data collection, reporting, and e-governance functions, showing that digital transformation cannot be achieved without deliberate investments in ICT tools and infrastructure.

Fourth, the study shows that vehicular availability is central to field-based operations, especially for departments mandated to conduct monitoring, outreach, and direct community engagement. Inadequate or aged vehicles translate into reduced visibility in the field, weaker supervision, and slower response to emerging challenges.

Finally, it has become clear that shortfalls in basic office equipment such as printers, photocopiers, and projectors though sometimes overlooked create cumulative inefficiencies. Without these, staff spend more time and resources improvising, which reduces productivity and weakens client services.

Overall, the lesson is that logistical planning must be comprehensive, equitable, and forward-looking. Addressing shortfalls in ICT, mobility, and office equipment is not only about improving comfort but also about enhancing institutional effectiveness, inclusiveness, and the credibility of public service delivery. Table 2.4 provides a detailed breakdown of logistics and equipment availability by department, underscoring the widespread shortfalls.

2.3.3.2. Key Implications for the 2026–2029 MTDP Cycle

The logistics gaps identified across the VRCC and its departments have significant implications for the design and implementation of the 2026–2029 Medium-Term Development Plan (MTDP).

First, the findings highlight the urgent need for systematic and equitable investment in logistics. Resource allocation should prioritize departments with the most critical deficits, particularly those directly involved in frontline service delivery such as Social Welfare, Community Development, Children, and Parks and Gardens. This will help address disparities and strengthen overall institutional balance.

Second, the persistent shortfall in ICT infrastructure signals the need to embed digital transformation as a cross-cutting priority. The next MTDP should integrate a dedicated strategy for ICT resourcing, ensuring that every department is equipped with adequate computers, laptops, and connectivity to support e-governance, data management, and real-time reporting.

Third, the analysis emphasizes the importance of vehicle provisioning and maintenance as a core enabler of development work. The 2026–2029 MTDP must include a targeted mobility strategy to procure, maintain, and replace vehicles for departments with high field demands

such as Feeder Roads, Health Service, Agriculture-related units, and the PWD. Without reliable transport, monitoring, supervision, and outreach functions will remain constrained.

Fourth, the rehabilitation and upgrading of basic office equipment including printers, photocopiers, projectors, and modern office furniture—should be treated not as peripheral needs but as essential infrastructure for efficient administration. A coordinated approach to procurement and maintenance under the MTDP would ensure standardization and cost efficiency.

Finally, the logistics assessment underscores the need for long-term planning and sustainability. Short-term, ad hoc interventions have proven insufficient to close the gaps. The MTDP should therefore introduce a structured asset management and replacement plan, ensuring that offices are not only equipped adequately but also maintained and updated in line with modern standards.

In summary, the implications for the 2026–2029 MTDP are clear: strategic investments in logistics, ICT, mobility, and basic office infrastructure are indispensable for improving efficiency, inclusiveness, and the overall credibility of public service delivery across the Volta Region.

Table 2.4: Key Logistics Summary by Department/Agencies/Units

No.	Department	Office Furniture		Computer (desktop)		Laptop		Printer		Photocopier		Projector		Vehicle	
		Req.	Actual	Req.	Actual	Req.	Actual	Req.	Actual	Req.	Actual	Req.	Actual	Req.	Actual
1	Office of the VRCC	69	28	17	9	19	10			6	3	5	2	14	5
2	Department of Children	4	Very old	3	0	3	0	2	0	1	0	1	0	1	0
3	Rural Housing	—	—	5	3	2	0	1	1	1	0	1	0	1	0
4	Community Development (Regional Off.)	A set for 5 office spaces	Old set for 1 + 7 outdated desks	7	1	3	0	2	1	1	1	1	1	1	0
5	Department of Feeder Roads	—	—	13	7	6	0	14	5	2	1	1	0	11	7
6	Forest Services Division	50	30	7	5	4	0	6	3	4	2	2	0	2	4
7	Ghana Education Service (GES)	35	40	25	7	25	0	10	4	3	0	5	0	5	3
8	Ghana Export Promotion Authority (GEPA)	5	3	4	2	2	0	2	1	1	0	1	1	1	1
9	Ghana Health Service	—	102	—	7	—	3	—	9	—	4	—	1	—	26
10	Statistical Service Office – Volta	—	—	5	0	0	7	0	5	—	—	5	2	2	1
11	Ministry of Trade, Agribusiness & Industry	4	4	2	2	2	1	2	1	1	0	1	1	1	1
12	National Sports Authority	—	—	10	2	10	1	5	1	2	0	2	0	3	1
13	National Youth Authority	6	6	4	4	4	4	2	2	1	1	1	0	1	1
14	Parks and Gardens	—	—	3	2	—	0	2	1	2	1	1	0	1	0
15	Public Works Department (PWD)	—	—	5	2	5	3	5	2	2	2	1	0	3	1
16	Department of Social Welfare	13	11	10	6	5	0	6	5	2	2	1	0	2	1
TOTAL		117 + narrative data	103	41	119	19	64	33	38	16	20	37	46	66	93

Source: Regional Planning Coordinating Unit, 2025

2.3.4. Legal and Policy Environment

The Volta Regional Coordinating Council (VRCC) and its decentralized departments operate within the framework of national laws, policies, and regulations that guide their mandates and service delivery. While these legal frameworks provide a foundation for governance, a number of challenges limit their effectiveness at the regional level.

One of the main issues is the absence of updated Legislative Instruments (LIs) for certain departments, such as the Department of Parks and Gardens and other smaller units, which weakens their authority in enforcing standards and collaborating effectively with Metropolitan, Municipal, and District Assemblies (MMDAs), civil society organizations, and the private sector. This lack of subsidiary legislation often results in inadequate clarity on roles, funding obligations, and accountability measures.

Overlapping mandates also remain a recurring challenge. For example, conflicts between functions related to social protection and child welfare sometimes overlap among the Department of Social Welfare, the Department of Children, etc. leading to fragmented service delivery.

Another challenge is the slow pace of legal reforms to match emerging development needs. The region's growing urbanization, youth unemployment, and climate change threats demand progressive policy frameworks, yet most departments still rely on older acts and regulations that do not fully address current realities. In addition, weak enforcement mechanisms and limited awareness of existing laws at the community level undermine compliance and hinder development outcomes.

Addressing these challenges requires revising and updating existing legal frameworks, clarifying departmental mandates, and strengthening provisions for inter-agency collaboration. Clearer lines of authority, modernized LIs, and supportive regulations will not only enhance coordination between VRCC departments and MMDAs but also create a more enabling environment for inclusive, efficient, and impactful service delivery.

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

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

No.	Department	Legal/Policy Mandate	Key Areas of Operation
1	Regional Coordinating Council (RCC)	Local Governance Act, 2016 (Act 936), Sec. 188	Monitoring, coordinating, and evaluating the performance of District Assemblies; overseeing use of public funds; ensuring compliance with national policies and development priorities.
2	Department of Social Welfare	Children's Act, 1998 (Act 560); Domestic Violence Act, 2007 (Act 732); PWD Act, 2006 (Act 715)	Social welfare services, child protection, support for vulnerable groups, disability inclusion, and response to gender-based violence.
3	Department of Community Development	Local Governance Act, 2016 (Act 936)	Community mobilization, adult literacy, rural development, capacity building at the grassroots level.
4	Department of Rural Housing	Local Governance Act, 2016 (Act 936); National Housing Policy, 2015	Affordable housing promotion, rural shelter improvement, support for housing policy implementation.
5	Public Works Department (PWD)	Public Financial Management Act, 2016 (Act 921); Local Governance Act, 2016 (Act 936)	Construction and maintenance of public infrastructure and facilities, provision of technical services to government.
6	Department of Parks and Gardens	Local Governance Act, 2016 (Act 936)	Urban landscaping, horticulture services, management of public parks and green spaces.
7	Department of Feeder Roads	Roads Act, 1997 (Act 536)	Construction, rehabilitation, and maintenance of feeder roads and rural transport infrastructure.
8	Forest Services Division	Forestry Commission Act, 1999 (Act 571)	Forest resource management, conservation, afforestation, and forest protection.
9	Ghana Education Service (GES)	Education Act, 2008 (Act 778); Education Regulatory Bodies Act, 2020 (Act 1023)	Management of pre-tertiary education, teacher deployment, supervision of schools, quality assurance.
10	Ghana Export Promotion Authority (GEPA)	Ghana Export Promotion Act, 1969 (NLCD 396)	Export trade development, promotion of Ghanaian products, capacity building for exporters.
11	Ghana Health Service	Ghana Health Service and Teaching Hospitals Act, 1996 (Act 525); Public Health Act, 2012 (Act 851)	Public health service delivery, disease prevention and control, maternal and child health, health promotion.
12	Ghana Statistical Service	Statistical Service Act, 2019 (Act 1003)	Collection, analysis, and dissemination of official statistics; surveys; census operations; data for planning and policy.
13	Department of Children	Children's Act, 1998 (Act 560)	Child rights promotion, welfare services, advocacy, and policy coordination for children.
14	National Sports Authority	Sports Act, 2016 (Act 934)	Promotion of sports development, management of sports facilities, talent identification and nurturing.
15	National Youth Authority (NYA)	National Youth Authority Act, 2016 (Act 939)	Youth empowerment, skills training, leadership development, and advocacy for youth inclusion in development.
16	Regional Department of Trade, Agribusiness & Industry	Ghana Enterprises Agency Act, 2020 (Act 1043); Local Governance Act, 2016 (Act 936); National Industrial and Trade Policies	Promotion of trade, commerce, and agribusiness within the region; support for SMEs and industrial development; facilitation of entrepreneurship training and business advisory services; coordination of agribusiness value chains; promotion of investment and industrialization.

Source: Regional Planning Co-ordinating Unit, 2025

2.3.5. Service Delivery

The Volta Regional Coordinating Council (VRCC) executes its service delivery mandate through a network of decentralized departments and agencies established under the Local Governance Act, 2016 (Act 936), as well as sector-specific legal frameworks. In line with its oversight role, the VRCC monitors, coordinates, and evaluates the performance of District Assemblies (DAs) while ensuring the proper application of public funds. At the same time, each regional department delivers specialized services that directly address the socio-economic development needs of the region.

Despite these mandates, effective service delivery continues to be constrained by institutional challenges. Persistent gaps include inadequate staffing, resource shortages, weak ICT integration, and poor logistics, especially for field-based departments such as agriculture, veterinary services, feeder roads, and community development. Inadequate vehicles and digital tools further limit outreach and timely reporting, while limited coordination across units hampers the integration of services.

Key service delivery areas and departmental roles are as follows:

- Social Protection and Welfare Services (Dept. of Social Welfare, Dept. of Community Development, Dept. of Gender, Dept. of Women, Dept. of Children): These departments safeguard vulnerable populations by delivering welfare support, child protection, gender advocacy, and community mobilization. Social Welfare supports case management for gender-based violence (GBV) and disability services; Community Development promotes rural development and adult literacy; the Departments of Gender, Women, and Children advocate rights, equity, and protection. Collectively, they form the frontline of social inclusion, though their impact is weakened by inadequate resources and weak interdepartmental collaboration.
- Infrastructure (Public Works Department, Dept. of Rural Housing, Feeder and Urban Roads): These institutions manage and maintain public facilities, promote housing, and develop road infrastructure. Their work is critical for sustainable urban and rural development. However, underperformance of the Regional Spatial Planning Committee (RSPC), frequent overlaps with the Lands Commission, and limited resources for infrastructure maintenance weaken delivery.
- Environmental and Urban Services (Dept. of Parks and Gardens, PWD, allied urban services): Parks and Gardens focuses on urban landscaping and green space management, while PWD provides technical support for maintaining state facilities. Both play a role in creating a livable urban environment, but chronic underfunding, inadequate personnel, and logistics shortages limit the effectiveness of these services.
- Health and Education Services (Ghana Health Service, Ghana Education Service, Ghana Library Authority): GHS oversees public health, disease control, and promotion of health services; GES manages basic and secondary education, teacher deployment, and school supervision; while the Library Authority drives literacy and information access. Together, they form the backbone of social development. Recent gains have

been made through digitization (e.g., GHS reporting systems), but outreach to underserved communities remains weak due to resource and staffing limitations.

- Youth, Sports, and Enterprise Promotion (National Sports Authority, National Youth Authority, Ghana Enterprises Agency): These departments promote youth empowerment, skills training, sports development, and entrepreneurship. They contribute to job creation, civic engagement, and talent promotion but remain constrained by low funding and limited institutional capacity, which prevent them from scaling up their services.
- Data, Monitoring, and Evaluation (Ghana Statistical Service, RCC M&E Units, RPCU): These units coordinate statistical data collection, monitoring, and reporting to inform policy decisions. Ghana Statistical Service has advanced in digitized data collection, while the RPCU continues to play a central coordinating role. However, uptake of digital systems across other departments remains slow, leading to fragmented monitoring and weak results tracking.

Positive developments are emerging despite these constraints. The Ghana Statistical Service and Ghana Health Service have piloted digital systems that improve data collection and reporting. The RCC Records Unit has introduced digitization to streamline administrative processes, and the RPCU is strengthening planning coordination. These initiatives demonstrate that with adequate investment in digital systems, logistics, and inter-agency collaboration, service delivery at the regional level can be significantly enhanced.

Going forward, service delivery in the VRCC will require stronger coordination mechanisms such as the sector-based working groups. Expanding ICT infrastructure, alongside capacity building for staff, will be critical in ensuring that departments can fulfill their mandates effectively and deliver responsive, inclusive, and high-quality public services to the people of the Volta Region.

2.3.5.1. Lessons Learnt

The service delivery experience of the VRCC and its decentralized departments underscores several key lessons. First, effective oversight and coordination require not only strong legal mandates but also adequate resourcing and institutional capacity. Where departments have received targeted support in logistics and digital tools, such as the Ghana Statistical Service and the Ghana Health Service, they have demonstrated improved efficiency and accountability in service delivery.

Second, the integration of ICT is no longer optional but a necessity. Manual systems and fragmented reporting continue to hinder timely decision-making and resource allocation. The gradual digitization of records and monitoring systems has shown that investment in technology yields significant gains in efficiency, transparency, and accessibility.

Third, service delivery outcomes are highly dependent on inter-departmental coordination. Weak collaboration across units especially in areas such as spatial planning, community

development, and social protection has highlighted the need for stronger mechanisms like sector working groups to avoid duplication and overlap.

Fourth, frontline service delivery, particularly in agriculture, veterinary services, and social protection, depends heavily on mobility and logistics. The lack of vehicles and field equipment has limited the reach of these departments, emphasizing the importance of sustained investment in transport and field operations to ensure equity in service delivery across rural and underserved areas.

Finally, inclusivity and accessibility remain major gaps. Limited provisions for persons with disabilities (PWDs), both in service infrastructure and delivery systems, undermine inclusiveness and contravene national accessibility standards. Addressing this requires deliberate planning and investment to ensure that all citizens benefit equally from public services.

In all, the lesson is clear: while the VRCC has made progress in oversight, coordination, and selective digitization, sustainable improvements in service delivery will depend on investing in people, systems, and infrastructure, while fostering collaboration across all departments and agencies.

2.3.5.2. Implications for the 2026–2029 MTDP Cycle

The assessment of service delivery across the VRCC and its decentralized departments has several implications for the preparation and implementation of the 2026–2029 Medium-Term Development Plan (MTDP).

First, institutional capacity gaps particularly in logistics, staffing, and ICT must be addressed as a priority. Without strengthening human and material resources, most departments will struggle to deliver on their mandates. The new MTDP must therefore include targeted investments in recruitment, capacity building, provision of vehicles, and digital tools to expand the reach and effectiveness of frontline services.

Second, the digital transformation agenda should be mainstreamed across all departments. The gradual success of digitization in the Ghana Statistical Service, Ghana Health Service, and the RCC Records Unit demonstrates the transformative potential of ICT in improving efficiency, accountability, and responsiveness. The next planning cycle should prioritize ICT integration, including digitized monitoring, reporting, and record-keeping systems across departments, while addressing digital skills gaps among staff.

Third, coordination mechanisms must be strengthened to reduce fragmentation and overlaps. Persistent overlaps in mandates such as between the Lands Commission and the Land Use and Spatial Planning Department illustrate the need for stronger regional coordination platforms. The MTDP should operationalize inter-agency working groups and fully resource the Regional Spatial Planning Committee to ensure coherent and integrated planning.

Fourth, inclusive service delivery must be deliberately embedded in all sectoral strategies. Accessibility challenges for persons with disabilities, underserved rural communities, and vulnerable populations highlight the need for inclusive planning. The MTDP should require all departments to integrate disability-friendly infrastructure, social protection measures, and equitable resource distribution into their programs.

Fifth, frontline service delivery in agriculture, veterinary services, social welfare, and feeder roads must receive heightened attention. Since these sectors are directly linked to rural livelihoods, food security, and social stability, the MTDP should prioritize mobility (vehicles, field equipment), community outreach, and innovative service delivery models such as mobile extension and digital reporting platforms.

Sixth, youth empowerment and job creation must be elevated as cross-cutting priorities. Departments such as the National Youth Authority, National Sports Authority, and Ghana Enterprises Agency hold significant potential to tackle unemployment and build entrepreneurial capacity. The MTDP should enhance resourcing for youth development, skills training, and sports infrastructure to harness the region's demographic dividend.

Finally, sustainability and resilience must underpin all service delivery interventions. Climate change, urbanization, and social inequalities pose growing risks that demand integrated and adaptive approaches. The MTDP should embed environmental sustainability, disaster risk reduction, and resilient infrastructure into departmental programs to ensure long-term impacts.

In the nutshell, the 2026–2029 MTDP must be designed not only as a planning document but also as a strategic instrument to build institutional capacity, scale up innovation, strengthen coordination, and deliver inclusive, efficient, and resilient public services across the Volta Region.

2.3.6. Stakeholder Engagement and Partnerships

The VRCC and its departments engage a wide range of stakeholders, including MDAs, MMDAs, CSOs, NGOs, development partners, private sector actors, and communities. While engagement is often formalized through MoUs, meetings, and joint programming, it remains fragmented and uneven across departments.

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

The GES partners with UNICEF, Right to Play, Lively Minds, Pencils of Promise, IPA, and T-Tel to strengthen teacher training, early childhood education, and gender-responsive education delivery. The Department of Children works with Social Welfare, GHS, DOVVSU, CHRAJ,

NCCE, and international NGOs including World Vision, Plan International, Compassion International, and Child Online Africa to promote child rights, advocacy, and referral services.

The Community Development Department coordinates with all 18 MMDAs, Social Welfare, GHS, and Environmental Health on social protection, regional planning, technical backstopping, and monitoring of district-level actors. The Forest Services Division engages local communities, timber firms, NGOs, research institutions, and concessionaires in sustainable forest resource management, while the Department of Rural Housing partners with MMDAs and government agencies on housing programs through technical backstopping and public sensitization.

The PWD collaborates with contractors, consultants, labor unions, community members, MDAs, and MMDAs on infrastructure planning and implementation, stakeholder engagement, and technical capacity building. The Department of Trade, Agribusiness & Industry works with AGI, GEA, GEPA, GSA, FDA, EXIM Bank, AfCFTA, and ASSI to promote trade, create free markets, and foster regulatory compliance. The National Sports Authority has limited partnerships due to passive engagement, while the National Youth Authority engages MDAs, developmental partners, youth groups, NGOs, PWDs, vulnerable groups, private sector actors, and media through formal and informal channels.

Departments such as GEPA, GHS, GSS, and Parks & Gardens maintain structured collaborations with stakeholders to strengthen program delivery. Development partners like GIZ, UNICEF, and UNFPA continue to support capacity building, M&E, and equipment provision. Challenges across departments include fragmented communication, overlapping mandates, limited funding, lack of synchronized databases, inadequate logistics, and bureaucratic delays. The VRCC plans to address these gaps by formalizing partnerships, establishing shared data systems, and strengthening joint planning frameworks to improve coordination, complementarity, and accountability.

2.3.7. Monitoring and Evaluation (M&E) Systems

The VRCC is mandated under Section 188 of the Local Governance Act, 2016 (Act 936) to monitor, coordinate, and evaluate District Assemblies to ensure accountability and alignment with national goals. M&E systems across departments vary in structure, consistency, and digital adoption.

The RPCU conducts quarterly MMDA monitoring, and oversees project implementation, tracks RIAP, and monitors sub-district structures.

The Department of Social Welfare has frameworks and tools such as RHC, Daycare, SWIMS, CP, ISS, and LEAP, with data collection via SWIMS, CP Toolkit, LEAP App, and ISSOP. While dedicated M&E personnel exist, utilization of data for decision-making is limited. The GES uses reporting frameworks coordinated through the Planning Unit but lacks dedicated

M&E staff. The Department of Children and Rural Housing rely heavily on RPCU oversight and have limited M&E capacity.

The GEPA (Ho Zonal Office) has structured quarterly M&E systems with dedicated personnel and routine use of monitoring data for decision-making. The Forest Services Division implements frameworks for sustainable resource management. Departments like Community Development, PWD, Parks & Gardens, NSA, and NYA conduct monitoring but are constrained by limited logistics, fragmented reporting, and reliance on manual systems.

Digitization is gradually being adopted: GSS uses Computer-Assisted Personal Interviewing (CAPI) and automated reporting; GHS employs DHIMS2 and Smart Workplace; the RCC Records Unit has digitized administrative processes. However, the absence of a centralized regional M&E dashboard continues to limit real-time reporting and coordinated analysis.

To strengthen evidence-based planning and accountability, the VRCC aims to standardize M&E frameworks, expand digital tools such as Kobo Toolbox, Excel dashboards, and GIS, and train staff in results-based monitoring, data visualization, and analysis.

2.3.8. Information Communication Technology (ICT) and Innovation Readiness

The VRCC has improved ICT infrastructure, with internet access at the regional secretariat, provision of laptops and printers, and the establishment of the MIS Office to coordinate digital records and enable automation. AI literacy training has been introduced across departments and MMDAs to enhance administrative efficiency, data processing, and decision-making.

The Department of Social Welfare leverages ICT tools such as SWIMS, LEAP App, CP Toolkit, and ISSOP for monitoring and reporting. GES relies on donor-supported digital platforms, while GEPA uses ICT for program coordination and reporting but faces challenges with database integration. GSS employs fully digitized data collection and processing through CAPI and server-based systems. GHS integrates DHIMS2 for health data management. Departments such as Community Development, Rural Housing, NSA, NYA, Parks & Gardens, and PWD continue to rely heavily on manual systems or partial digitization.

Despite progress, ICT readiness remains inconsistent across the VRCC. Critical gaps exist in digital literacy, integration of systems, and cross-platform data sharing. Addressing these requires investment in a centralized MIS platform, shared cloud storage, enhanced digital skills training, and the development of a regional AI and digital transformation strategy. These initiatives are crucial for transparent, efficient, and responsive governance in the 2026–2029 MTDP cycle.

2.3.8.1. Lessons Learned

The review of VRCC departments and agencies from the previous planning and service delivery cycle highlights several important lessons that can inform the 2026–2029 MTDP. These lessons relate to service delivery, stakeholder engagement, monitoring and evaluation, and ICT/innovation readiness.

1. Service Delivery

- Health, Education, and Social Welfare departments have delivered critical services, including public health campaigns, literacy promotion, and social protection programs, but fragmented coordination and inadequate resources have occasionally limited coverage and efficiency.
- Urban management and infrastructure departments (PWD, Parks and Gardens, Roads, Rural Housing) have made progress in maintaining roads, green spaces, and housing projects. Yet, overlapping mandates and delayed approvals have affected integrated planning and implementation.
- Youth, sports, and entrepreneurship promotion departments (NYA, NSA, GEPA/GEA) continue to provide skills training and entrepreneurship support, but limited funding and weak coordination have reduced impact at the community level.

2. Stakeholder Engagement and Partnerships

- Departments with formalized frameworks, such as GES, Department of Children, GEPA, and Community Development, have shown that structured engagement with MDAs, NGOs, and development partners improves program delivery and enhances outreach.
- Ad hoc or passive engagement, as observed in NYA and NSA, leads to missed opportunities for resource mobilization, advocacy, and community participation.
- Partnerships with international agencies like UNICEF, GIZ, UNFPA, and Right to Play have strengthened capacity, data systems, and program implementation, demonstrating the value of coordinated donor support.
- Weak communication, unclear roles, and overlapping mandates remain significant challenges across departments, reducing the efficiency and accountability of joint initiatives.

3. Monitoring and Evaluation

- Departments with established M&E systems, including GEPA, Forest Services, GHS, and GSS, benefit from structured reporting, dedicated personnel, and use of digital tools for decision-making.
- Departments lacking dedicated M&E staff or frameworks (Department of Children, Rural Housing, Social Welfare) rely heavily on RPCU support, resulting in delays and limited analytical capacity.

- While digitization efforts are emerging, the absence of a centralized M&E dashboard and inconsistent use of digital reporting tools limits timely data collection, real-time monitoring, and cross-departmental coordination.

4. ICT and Innovation Readiness

- Establishment of the MIS Office and provision of laptops, internet access, and administrative automation.
- Departments such as GES, GEPA, and GSS have successfully integrated digital tools for monitoring, reporting, and program management.
- Many departments, including Community Development, Rural Housing, Social Welfare, Parks and Gardens, and NYA, still rely heavily on manual systems, demonstrating uneven digital readiness across the region.
- Inconsistent ICT infrastructure, low digital literacy, and lack of centralized cloud-based systems remain significant constraints for inter-departmental collaboration and efficient service delivery.

5. Cross-Cutting Lessons

- Effective service delivery is highly dependent on adequate staffing, logistical support, and clearly defined roles among stakeholders.
- Formalized partnerships and structured stakeholder engagement are more sustainable and yield greater results than ad hoc collaborations.
- Digitization and M&E systems significantly improve efficiency, accountability, and evidence-based planning, highlighting the need to scale up digital interventions.
- Overlapping mandates, limited funding, and weak coordination remain pervasive issues and must be addressed to enhance program impact across all sectors.

2.3.8.2. Implications for the 2026–2029 MTDP Cycle

The analysis of stakeholder engagement, M&E systems, and ICT readiness across VRCC departments highlights key implications for planning, resource allocation, and service delivery in the 2026–2029 MTDP cycle.

1. Strengthening Stakeholder Coordination and Partnerships

Many departments maintain functional but fragmented partnerships with MDAs, MMDAs, CSOs, NGOs, development partners, and private sector actors. Departments such as Social Welfare, Children, GES, GEPA, Community Development, and Trade, Agribusiness & Industry have strong frameworks for engagement, while others, including NSA, NYA, Rural Housing, Parks & Gardens, and PWD, operate with limited or passive collaboration. Implications:

- MTDP interventions must prioritize institutionalizing partnerships through MoUs, joint planning, and shared platforms.

- Strengthened coordination mechanisms will reduce duplication, improve resource use, and ensure complementary programming across sectors.
- Formalized engagement with private sector actors, NGOs, and international partners will be critical in areas such as trade promotion, youth development, child protection, and housing.

2. Enhancing M&E and Data-Driven Planning

While departments such as GSS, GEPA, and GHS have structured M&E systems with data use in decision-making, others, including Social Welfare, Children, Rural Housing, Community Development, and Parks & Gardens, depend heavily on RPCU oversight or manual reporting systems. Limited logistics, inadequate personnel, and inconsistent data collection constrain performance evaluation and timely interventions.

- The MTDP should allocate resources for capacity building in results-based M&E, data analysis, and reporting across all departments.
- Investments in digitized, geo-referenced monitoring tools (Kobo Toolbox, Excel dashboards, GIS) will improve real-time tracking of programs.
- Establishing a centralized VRCC M&E dashboard will enhance coordination, planning, and accountability across sectors.

3. Scaling ICT and Innovation Readiness

Departments such as GSS, GHS, GEPA, and GES have made strides in digitization and automation, whereas Community Development, Rural Housing, Parks & Gardens, NSA, NYA, and PWD lag behind due to insufficient digital tools, connectivity, and staff ICT skills. The introduction of AI training has opened new opportunities, but integration remains uneven. MTDP interventions should include a regional ICT strategy that expands access to digital infrastructure, cloud-based storage, and integrated MIS platforms.

- Staff capacity development in digital tools, AI applications, and automated reporting is necessary to improve efficiency and service delivery.
- ICT-enabled data sharing and stakeholder communication will enhance transparency, planning efficiency, and evidence-based decision-making.

4. Addressing Resource and Capacity Constraints

Across departments, challenges such as limited logistics, inadequate staffing, inconsistent funding, and bureaucratic bottlenecks persist. Field-based departments like Agriculture, Veterinary Services, Community Development, Parks & Gardens, and Social Welfare are particularly affected.

- MTDP planning should prioritize targeted human resource allocation, transport logistics, and operational budgets to strengthen frontline service delivery.

- Efficient resource mobilization strategies, including leveraging donor support and private sector partnerships, will be necessary to implement programs effectively.
- Streamlined internal coordination and reduced bureaucratic delays will enhance departmental responsiveness and program impact.

5. Promoting Inclusive, Citizen-Centered Service Delivery

- Engagement with vulnerable groups children, youth, women, persons with disabilities, and marginalized communities is uneven across departments. Departments such as Social Welfare, Children, Community Development, and GES lead in inclusion, while others lag behind.
- MTDP interventions should embed social inclusion, gender sensitivity, and community participation into program design and delivery.
- Strengthening mechanisms for public feedback and grievance redress will improve service relevance, transparency, and citizen trust.

6. Integrated Regional Planning and Coordination

The analysis underscores the need for stronger integration of sectoral programs through VRCC leadership. Overlapping mandates, fragmented engagement, and inconsistent M&E and ICT adoption limit the region’s ability to plan and deliver cohesive programs.

- The 2026–2029 MTDP must institutionalize inter-departmental coordination mechanisms, including joint planning sessions, shared databases, and harmonized reporting standards.
- Strengthening the Regional Spatial Planning Committee, sector working groups, and cross-departmental planning forums will enhance alignment with national priorities and sustainable development objectives.

The 2026–2029 MTDP for the VRCC must address gaps in stakeholder coordination, M&E, ICT capacity, human resources, and inclusivity while building on existing departmental strengths. Strategic investments in digital infrastructure, capacity development, partnerships, and integrated planning will be essential to enhance service delivery, accountability, and citizen-responsive governance across the Volta Region.

2.3.9. Tourism Development

Tourism in the Volta Region sits on strong comparative assets coastlines, inland water bodies, rich cultural festivals, biodiversity, and unique community attractions yet it remains underexploited because of weak destination management, poor connectivity, low private-sector investment, and limited product packaging.

Under current conditions the VRCC's role is primarily enabling: promoting regional branding, harmonizing tourism plans across departments and districts, mobilizing partners for infrastructure (access roads, signage, sanitation, lighting), and facilitating public-private partnerships and community-based tourism. Constraints include inadequate cross-sector coordination (transport, environment, culture, trade), limited tourism market intelligence and digital promotion, weak standards and safety assurance for visitors, and low capacity at local enterprise and community levels to manage and benefit from tourism.

Cross-border opportunities (day trips and circuit tourism with Togo) exist but require coordinated visa, customs, and joint-marketing arrangements which the VRCC must broker. Strengthening tourism therefore depends on the Council's ability to convene stakeholders, attract investment for enabling infrastructure, mainstream tourism into spatial planning, and support MSMEs and communities to package bankable products that meet domestic and continental market expectations (including AfCFTA-era intra-African tourism flows).

2.3.9.1. Lessons

- Tourism gains are systemic: without roads, sanitation, safety, and promotion, attractions remain unrealized.
- Community ownership and benefit-sharing are essential to sustain destinations and reduce leakages.
- Digital marketing and market intelligence unlock new visitor streams at low marginal cost.
- Cross-border tourism is a practical, high-value opportunity but needs diplomatic and operational facilitation.

2.3.9.2. Implications for the 2026–2029 MTDP

- Prioritize VRCC-led destination management frameworks and a regional tourism masterplan.
- Establish a Tourism Co-ordination & Investment Desk to broker PPPs, joint marketing, and cross-border circuits.
- Allocate programme funding for access improvements (feeder roads to key sites), basic services (sanitation, lighting), and signage.
- Support capacity building for community tourism enterprises, standards (safety, hygiene), and digital promotion.
- Include tourism performance indicators in VRCC M&E (visitor numbers, income retained locally, number of community enterprises supported).

2.3.10. MSMEs development

Micro, small and medium enterprises (MSMEs) are the engine of local jobs and value addition in the Volta Region but operate in a constrained ecosystem: limited access to affordable

finance, weak business development services, low digital adoption, fragmented market linkages, and poor clustering into viable value chains.

The VRCC cannot lend or run incubators at scale but has a constitutional mandate to coordinate interventions that strengthen the enabling environment linking finance providers, technical training entities, trade promotion agencies, and local government to create an MSME-support ecosystem. Existing conditions show gaps in MSME data, weak regional branding, and little coordination between MSME support, vocational training, and market access (including intra-African market opportunities under AfCFTA).

By convening stakeholders, standardizing MSME support packages, promoting credit guarantee or matching-fund schemes with partners, and facilitating digital platforms for market linkages, the VRCC can catalyze higher survival and growth rates for MSMEs, particularly youth-led and women-owned enterprises.

2.3.10.1. Lessons

- MSME growth depends more on coordinated systems (finance + skills + markets) than on one-off grants.
- Digital tools (e-commerce, mobile payments) rapidly expand market reach if MSMEs are trained and supported.
- Aggregation (co-ops, clusters) reduces transaction costs and improves bargaining power in supply chains.
- MSME support must be gender-responsive and youth-targeted to deliver inclusive employment.

2.3.10.2. Implications for the 2026–2029 MTDP

- Create a VRCC-facilitated MSME Support Platform: coordination of training, microfinance, markets, and M&E.
- Prioritize interventions for MSME competitiveness: business clinics, mentorship, product standards, and access to digital marketplaces.
- Mobilize partnerships for financial instruments (credit guarantees, blended finance) targeted at value-chain actors (agro-processors, tourism service providers, artisans).
- Include MSME indicators in VRCC M&E (number of MSMEs formalized, jobs created, value of intra-regional sales, share of women/youth).
- Promote cluster development (agro-processing hubs, tourism service clusters) and link these to cross-border trade corridors.

2.3.11. Peace and security

Peace and security form the precondition for investment, tourism, MSME activity, and social cohesion. In the Volta Region current peace and security issues include cross-border informal trade tensions, occasional smuggling, localized land/ownership disputes, youth restiveness (linked to unemployment), and disaster-induced displacement that strains community relations.

The VRCC does not command security forces, but its coordinating mandate is central to preventive, community-focused, and multi-agency approaches: convening security agencies, traditional authorities, civil society, and youth structures to nurture early warning, conflict mitigation, community policing, and social inclusion programs.

Effective VRCC action involves institutionalizing peacebuilding platforms, supporting socio-economic alternatives for vulnerable youth, coordinating border management dialogues with Togo, and integrating security considerations into spatial planning and emergency response frameworks. Strengthening information sharing, joint tasking across agencies, and community trust-building will reduce the incidence of insecurity and create an environment conducive to development.

2.3.11.1. Lessons

- Security is multi-dimensional economic exclusion, environmental stress, and poor governance exacerbate risks.
- Preventive, community-led approaches are more sustainable and cost-effective than reactive enforcement.
- Cross-border cooperation is essential for managing transboundary crime, trafficking, and migration.
- Youth employment and inclusion reduce recruitment into illicit activities.

2.3.11.2. Implications for the 2026–2029 MTDP

- Institutionalize a VRCC Peace & Security Coordination Forum linking security agencies, NADMO, traditional leaders, youth and women’s groups, and border authorities.
- Mainstream conflict-sensitive programming across tourism and MSME interventions (e.g., ensure benefits reach at-risk groups).
- Support community policing, early-warning systems, and joint cross-border security dialogues with Togolese counterparts.
- Integrate social inclusion and youth employment interventions as preventive security measures; include these in VRCC M&E (incidence metrics, number of community mediation sessions, youth placed in livelihoods programs).
- Ensure VRCC coordinates simulation exercises and resource mapping for emergency response to disasters that could trigger insecurity.

2.4. CROSS-CUTTING AND EMERGING DEVELOPMENT ISSUES

2.4.1. Air Quality

Urban centers in the Volta Region, such as Ho, Hohoe, and Keta, face increasing air pollution from vehicular traffic, informal industrial activities, and coastal salt-laden winds that may exacerbate respiratory issues. VRCC interventions can focus on establishing an air quality monitoring network in key towns and coastal districts, enforcing emission standards for

vehicles and industries, and promoting cleaner transport options such as buses and electric motorcycles. Public sensitization campaigns, targeting schools, markets, and local communities, can raise awareness on the health impacts of air pollution and encourage behaviors that reduce emissions, such as tree planting and proper waste management. Coordination with the Environmental Protection Agency, municipal authorities, and research institutions will be critical to ensure data-driven policy and enforcement.

2.4.2. Biodiversity

The Volta Region has experienced loss of natural green cover due to urban expansion, coastal erosion, and unregulated land use, leading to habitat fragmentation, reduced urban cooling, and degradation of coastal and inland ecosystems. VRCC interventions can promote biodiversity conservation through urban greening programs, restoration of mangroves and coastal vegetation, establishment of mini-parks and community green spaces, and protection of inland forests and wetlands. Integration of biodiversity preservation into physical planning schemes and coastal management plans, alongside public education campaigns and collaboration with traditional authorities, local communities, and environmental NGOs, will strengthen ecosystem resilience and improve quality of life for residents.

2.4.3. Blue Economy

Given that several southern districts of the Volta Region are coastal and bounded by the Gulf of Guinea, VRCC interventions can focus on sustainable marine and inland water resource management. This includes supporting coastal protection measures, regulating fishing and aquaculture activities, implementing flood and erosion mitigation projects in vulnerable coastal communities, promoting sustainable tourism, and raising public awareness on the protection of waterways and marine ecosystems. Collaboration with fisheries authorities, environmental agencies, and local communities will be critical to ensure ecosystem health, sustainable livelihoods, and climate resilience.

2.4.4. Climate Change

The Volta Region is experiencing climate variability, including coastal erosion, urban flooding, heat stress, and erratic rainfall. VRCC interventions can strengthen climate resilience through climate-smart urban planning, permeable pavements, urban forestry, disaster-resilient infrastructure, and coastal protection measures. Public sensitization campaigns, early warning systems, and community-based adaptation programs will help residents prepare for and respond to climate-related risks. Collaboration with NADMO, environmental NGOs, and district assemblies is critical for building adaptive capacity across sectors.

2.4.5. Digitalization

While digital platforms are increasingly used for revenue mobilization, education, and health outreach, ICT infrastructure and digital literacy remain uneven, particularly among SMEs, vulnerable populations, and rural communities. VRCC interventions can expand digital

inclusion through the establishment of community ICT centers, support for e-governance platforms, digital skills training for youth and small businesses, and integration of digital solutions into health, education, and administrative services. Enhancing connectivity in underserved areas will ensure equitable access to digital tools across the region.

2.4.6. Disability Inclusion

Persons with Disabilities (PWDs) face barriers in accessing schools, markets, and public infrastructure. VRCC can mainstream disability inclusion through enforcement of accessibility standards, adaptation of public facilities, provision of assistive devices, and targeted training programs. Additionally, integrating PWD needs into budgetary planning and decision-making processes will promote equitable participation in civic and economic life. Public awareness campaigns can further reduce stigma and increase community support for inclusive development.

2.4.7. Disaster Risk Management

Flooding remains a high-risk issue in urban and low-lying coastal districts. VRCC interventions should mainstream disaster risk reduction into planning, develop community early warning systems, conduct regular simulation drills, and improve drainage and waste management infrastructure. Partnerships with NADMO, local government authorities, and civil society will enhance preparedness and ensure timely responses to disasters.

2.4.8. Food Systems, Nutrition Security, and Climate Action

Urban and peri-urban areas face food and nutrition challenges, particularly among LEAP beneficiaries and vulnerable households. VRCC interventions can strengthen urban agriculture, promote nutrition-sensitive programming, and improve resilience to food price shocks through support for community gardens, agro-processing, and market linkages. Collaboration with MOFA, health services, and NGOs can enhance nutrition education and integrate climate-smart agriculture practices.

2.4.9. Gender

Gender disparities persist in access to economic opportunities, land, and public services. VRCC interventions can strengthen women's empowerment through gender-responsive budgeting, microcredit and entrepreneurship support, skills development programs, and campaigns addressing issues like teenage pregnancy and unpaid care work. Collaboration with the Department of Gender, NGOs, and traditional authorities will ensure inclusive policies and programs.

2.4.10. Local Economic Development (LED)

The regional economy is dominated by microenterprises, trade, and services, with youth unemployment and informal sector dominance constraining growth. VRCC can implement

LED initiatives including value chain development, MSME formalization, vocational training, access to finance, and strategic public-private partnerships in sectors such as agro-processing, digital services, and tourism. Targeted youth engagement and business incubation programs can enhance local economic participation.

2.4.11. Migration

Internal migration to urban centers increases pressure on housing, sanitation, and social services. VRCC interventions can focus on data collection to monitor migration trends, provision of affordable housing, urban planning that accommodates population growth, and youth engagement programs that create employment opportunities and reduce migration-driven vulnerabilities.

2.4.12. Peace and Security

While the Volta Region is generally peaceful, some urban and peri-urban areas experience petty crime, including theft, minor drug abuse, and interpersonal disputes. VRCC interventions can strengthen community policing, enhance inter-agency coordination, and promote youth engagement programs to address underlying causes of insecurity. Establishing neighborhood watch initiatives, conflict resolution forums, and public sensitization campaigns will help maintain social stability and foster trust between communities and law enforcement agencies.

2.4.13. Social, Child Welfare, and Protection

Child protection services have improved, with increased referrals and reunifications, yet challenges remain in addressing streetism, child labour, and support for the aged and vulnerable. VRCC interventions can expand child protection initiatives, strengthen referral systems, support NGOs and community-based programs, and provide social safety nets for vulnerable populations. Training for staff and community volunteers will improve service delivery and protection outcomes.

2.4.14. Youth

Youth face limited access to jobs, entrepreneurship support, and recreational facilities. VRCC can implement vocational training, digital skills development, youth entrepreneurship programs, and partnerships with private sector actors to create employment opportunities. Establishing youth centers and promoting youth-led initiatives will enhance social inclusion, reduce dependency, and address social vices.

2.4.15. International Relations

International relations have become a critical dimension of regional development in an increasingly interconnected global economy. For the Volta Regional Coordinating Council (VRCC), international engagement particularly within the framework of the African

Continental Free Trade Area (AfCFTA) offers a major opportunity to drive economic transformation, investment promotion, and cross-border collaboration.

The AfCFTA seeks to establish a single continental market for goods and services, promote free movement of people and capital, and deepen industrial and trade integration across Africa. As a region sharing an extensive border with the Republic of Togo, the Volta Region is strategically positioned to leverage international relations to enhance trade competitiveness and regional integration.

The VRCC can capitalize on this by strengthening diplomatic and economic cooperation with neighboring Togolese regions and institutions to promote cross-border trade, infrastructure development, and cultural exchange. Improving border management systems, logistics facilities, and transport corridors such as the Eastern Corridor Road will facilitate smoother movement of goods and services and position the region as a key gateway for AfCFTA trade in Ghana. At the same time, fostering partnerships with national bodies such as the Ghana Investment Promotion Centre (GIPC), Ghana Export Promotion Authority (GEPA), and the National AfCFTA Coordination Office can enhance the region's ability to attract investment, promote exports, and develop competitive value chains in areas like agro-processing, salt production, tourism, and renewable energy.

The VRCC can also harness economic and cultural diplomacy to project the Volta Region's identity and potential to international audiences. Initiatives such as the Volta Trade and Investment Fair and other flagship events can be repositioned as continental platforms for business networking and investment promotion. Establishing an International Relations and AfCFTA Desk within the VRCC will provide institutional coordination for external engagements, monitor trade-related policy developments, and link regional actors with national and international partners. Additionally, collaboration with educational and research institutions across borders can promote skills development, technology transfer, and innovation-led growth. Strengthening these ties aligns with Ghana's commitments under Agenda 2063 and the Sustainable Development Goals (SDGs), ensuring that international relations contribute directly to inclusive and sustainable regional development.

2.4.15.1. Lessons Learned

1. Geostrategic advantage matters: The Volta Region's proximity to Togo provides a natural foundation for cross-border trade and integration under AfCFTA.
2. Institutional coordination is key: Effective international engagement requires strong linkages between regional, national, and international actors.
3. Infrastructure enables trade: Efficient transport and logistics systems are essential to realize AfCFTA's full benefits.
4. Private sector readiness determines impact: SMEs need support to meet export standards and compete in continental markets.
5. Soft diplomacy complements trade: Cultural, educational, and people-to-people exchanges build trust and open doors for economic collaboration.

2.4.15.2. Implications for the 2026–2029 VRCC MTDP

- The MTDP should mainstream AfCFTA and international cooperation into regional economic and trade development strategies.
- VRCC must establish an International Relations and AfCFTA Coordination Desk to institutionalize cross-border and external engagements.
- Cross-border infrastructure investments (roads, border markets, logistics hubs) should be prioritized to enhance trade facilitation.
- The region should build partnerships with development agencies, private investors, and regional institutions to mobilize resources and technical support.
- Capacity-building programs for SMEs, exporters, and border institutions should be integrated into the MTDP to boost competitiveness.
- Cultural and investment promotion events should be internationally repositioned to attract trade and tourism under AfCFTA.
- Monitoring frameworks should capture regional benefits of AfCFTA participation, including trade volumes, jobs created, and investments attracted.

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

This section presents an assessment of the Volta Regional Coordinating Council’s (VRCC) institutional and developmental landscape, drawing on its constitutional and statutory functions as defined under the 1992 Constitution and the Local Governance Act, 2016 (Act 936). The VRCC’s core mandate is to coordinate, monitor, and evaluate the performance of Metropolitan, Municipal, and District Assemblies (MMDAs); promote integrated regional development; and ensure peace, security, and administrative efficiency in the region.

Within this framework, the SWOT analysis identifies the internal capacities, structural limitations, and external dynamics such as tourism development, MSME promotion, peace and security, international relations, and AfCFTA integration that influence the VRCC’s ability to discharge its coordinating and regulatory responsibilities. The analysis draws lessons to guide the design of strategic interventions under the 2026–2029 Medium-Term Development Plan (MTDP).

a. Strengths (Internal Positive Factors)

1. Economic Development

- Existence of an effective coordinating framework for promoting regional economic development through MMDAs and partner agencies.
- Strong agricultural base and value chain networks that provide platforms for MSME growth and agro-processing coordination.
- Emerging trade promotion activities, including the Volta Trade and Investment Fair, facilitating regional and cross-border business engagement.

- Active collaboration with the Ghana Tourism Authority and private operators in promoting the region’s tourism potential.
- Growing recognition of the VRCC as a convening authority for public–private dialogue and SME support programs.

2. Social Development

- Strong institutional collaboration with the Regional Peace Council, National Youth Authority, and Department of Social Welfare in promoting peace, security, and social inclusion.
- Effective coordination of education, health, and social protection programs supported by government and development partners.
- High community participation and traditional authority engagement fostering peace and cohesion.
- Established institutional mechanisms for coordinating youth, gender, and disability inclusion in development planning.

3. Environment, Infrastructure, and Human Settlements

- Ongoing coordination with sector agencies (Highways, Energy, Water, Sanitation) in monitoring regional infrastructure delivery.
- Improved ICT adoption and digitization efforts across regional departments enhancing communication and data sharing.
- Institutional recognition of eco-tourism and environmental conservation as integral to sustainable development.

4. Governance and Institutional Development

- Strong statutory and administrative framework guiding coordination, monitoring, and capacity building of MMDAs.
- Functioning Regional Planning Coordinating Unit (RPCU) and Regional Security Council (REGSEC) enabling multi-sectoral and security coordination.
- High annual plan implementation rates and functional inter-departmental collaboration mechanisms.
- Increasing partnerships with national MDAs, donor agencies, and CSOs for governance and development support.

5. International Relations and Trade Integration

- Strategic geographic position as Ghana’s eastern corridor and gateway to the Republic of Togo and the wider ECOWAS sub-region.
- Growing institutional awareness of AfCFTA opportunities for trade, MSME, and tourism promotion.
- Ongoing engagements with international partners and diaspora networks on investment and cultural exchange programs.

b. Weaknesses (Internal Negative Factors)

1. Economic Development

- Limited institutional mechanisms to coordinate MSME development and industrial promotion at the regional level.
- Weak linkages between trade promotion, tourism development, and investment attraction functions.
- Inadequate data systems to track SME performance and tourism impacts for planning and policy formulation.
- Limited resource allocation and technical capacity to coordinate regional enterprise development.

2. Social Development

- Gaps in inter-agency collaboration on peacebuilding, youth development, and social protection delivery.
- Weak integration of peace and security information into planning and monitoring systems.
- Insufficient coordination of programs targeting vulnerable populations and border communities.
- Limited capacity to align education and skills initiatives with emerging economic opportunities (e.g., tourism, MSMEs).

3. Environment, Infrastructure, and Human Settlements

- Poor coordination of infrastructure projects related to tourism and trade logistics.
- Inadequate capacity to monitor climate adaptation, waste management, and environmental compliance across sectors.
- Delays in infrastructure projects due to weak collaboration between regional and central institutions.

4. Governance and Institutional Development

- Inadequate staffing, logistical constraints, and limited technical expertise affecting coordination and M&E.
- Heavy dependence on central government allocations and unpredictable release of DACF and donor funds.
- Weak inter-departmental coordination, particularly on cross-cutting programs such as peacebuilding, MSME support, and tourism.
- Limited use of digital governance tools and data systems for performance monitoring.

5. International Relations and Peace & Security

- Absence of a dedicated Regional Desk for AfCFTA and international cooperation.

- Weak cross-border coordination on trade facilitation, migration management, and security.
- Limited institutional engagement with international agencies and the private sector for investment promotion.
- Inadequate logistics and intelligence support for REGSEC and sub-regional peace coordination.

c. Opportunities (External Positive Factors)

1. Economic Development

- AfCFTA implementation and national industrial policy providing new opportunities for MSME growth and regional trade coordination.
- Expanding donor and private-sector interest in agro-processing, entrepreneurship, and tourism development.
- Potential for regional branding and value-chain development through creative industries and eco-tourism.

2. Social Development

- Support from national and international partners for youth empowerment, peacebuilding, and social protection initiatives.
- Growing cultural exchange and people-to-people diplomacy promoting regional peace and tourism.
- Increased potential for regional peacebuilding and mediation support through collaboration with national security and civil society actors.

3. Environment, Infrastructure, and Human Settlements

- Availability of climate finance and development assistance for sustainable tourism and green infrastructure.
- Expansion of ICT and e-governance platforms enhancing coordination and trade facilitation.
- Public-private partnerships for tourism infrastructure, hospitality investment, and logistics development.

4. Governance and Institutional Development

- Ongoing decentralization reforms strengthening regional coordination and M&E.
- Donor support for institutional strengthening, digital transformation, and data-driven governance.
- Emerging opportunities to integrate AfCFTA and peace frameworks into regional governance systems.

5. International Relations and Peace & Security

- Strategic potential to serve as a peace and trade bridge between Ghana and Togo.
- Opportunities for collaboration with ECOWAS, UNDP, and other partners on border management and conflict prevention.
- Diaspora engagement and international partnerships promoting tourism and investment inflows.

d. Threats (External Negative Factors)

1. Economic Development

- Global economic volatility, inflation, and energy price shocks reducing MSME and tourism competitiveness.
- Climate variability and natural disasters disrupting agricultural and tourism activities.
- Competition from other regions and countries under AfCFTA without sufficient regional industrial capacity.

2. Social Development

- Youth unemployment and migration pressures heightening social vulnerability and insecurity.
- Public health risks (malaria, epidemics) undermining productivity and social stability.
- Rising cost of living and inequality increasing social tension in urban centers.

3. Environment, Infrastructure, and Human Settlements

- Environmental degradation, flooding, and poor waste management threatening livelihoods and tourism potential.
- Urban sprawl and poor land-use planning affecting settlement quality and service delivery.
- Global financial tightening delaying donor and PPP infrastructure investments.

4. Governance and Institutional Development

- Limited funding predictability and bureaucratic bottlenecks affecting planning continuity.
- Fragmented coordination between national and regional security institutions.
- Cyber threats and low digital literacy affecting adoption of e-governance systems.

5. International Relations and Peace & Security

- Cross-border crime, smuggling, and human trafficking threatening regional stability.
- Political or social instability in neighboring states affecting trade and migration flows.

- Global crises such as pandemics or conflicts disrupting tourism, trade, and investment relations.

e. Lessons Learned and Implications for the 2026–2029 MTDP

1. Lessons Learned

- Effective coordination of economic, tourism, and MSME development requires strong institutional leadership and inter-agency collaboration.
- Peace and security are prerequisites for sustained regional growth and must be integrated into all planning and monitoring processes.
- The VRCC’s role in international relations and AfCFTA coordination needs to be institutionalized through formal structures and partnerships.
- Institutional efficiency, data-driven decision-making, and financial predictability are vital for translating plans into results.

2. Implications for the 2026–2029 MTDP

- Establish a Regional Tourism, MSME, and Trade Coordination Desk within the VRCC to support private sector engagement and AfCFTA implementation.
- Strengthen the Regional Security Council (REGSEC) and conflict early warning systems to safeguard peace and promote investor confidence.
- Enhance inter-departmental coordination and digital governance systems for integrated M&E and data management.
- Prioritize capacity building and logistics support to improve coordination, peace management, and economic facilitation roles.
- Leverage international cooperation and PPPs for tourism infrastructure, SME financing, and trade facilitation.
- Institutionalize cultural diplomacy and peace promotion as part of regional identity and socio-economic development strategy.

By implementing these measures, the VRCC will consolidate its position as the lead coordinating institution for regional development, driving peace, trade, tourism, and MSME growth in alignment with Ghana’s national development framework and the African Continental Free Trade Area agenda.

Table 2.3: SWOT Analysis

No.	Development Dimension	Strengths	Weaknesses	Opportunities	Threats
	<p>1. Economic Development (Agriculture, MSMEs, Tourism, Trade)</p>	<ul style="list-style-type: none"> • Strong coordination framework for economic planning and MMDAs. • Agricultural and agro-processing potential with emerging MSMEs. • Successful regional trade fairs and investment forums. • Active tourism promotion with Ghana Tourism Authority collaboration. • Growing public-private partnerships and business interest. 	<ul style="list-style-type: none"> • Weak institutional coordination of MSME and tourism initiatives. • Limited data on trade, enterprise, and tourism performance. • Low industrial diversification and value addition. • Inadequate logistics, infrastructure, and financial support for SMEs. • Weak linkages between trade promotion, tourism, and investment attraction. 	<ul style="list-style-type: none"> • AfCFTA creating new market opportunities for MSMEs and cross-border trade. • Potential for agro-processing, creative industries, and eco-tourism. • Expanding donor and private sector support for entrepreneurship and tourism. • Digitalization driving new business models. 	<ul style="list-style-type: none"> • Climate variability and disasters disrupting agriculture and tourism. • High youth unemployment and informality limiting productivity. • Regional competition from stronger industrial hubs under AfCFTA. • Economic shocks reducing investment inflows and tourism demand.
	<p>2. Social Development (Human Capital, Inclusion, Peace)</p>	<ul style="list-style-type: none"> • Active collaboration with Peace Council, NYA, and Social Welfare for social inclusion and peacebuilding. • Strong community participation and traditional authority engagement. • Functional coordination of education, health, and social programs. • Growing youth and gender inclusion in development processes. 	<ul style="list-style-type: none"> • Weak integration of peace and security information into planning. • Gaps in youth employment and migration management programs. • Limited coordination on vulnerable group support and social protection. • Insufficient skills development alignment with tourism and MSME needs. 	<ul style="list-style-type: none"> • Development partner support for youth empowerment, peacebuilding, and education. • Regional cooperation in vocational and social programs. • Cultural exchange and tourism promoting peace and social cohesion. • Increasing global focus on inclusion and resilience. 	<ul style="list-style-type: none"> • Rising youth unemployment and migration pressures. • Health and security shocks (epidemics, social unrest). • Inequality and exclusion increasing vulnerability. • Potential for local conflicts affecting social stability.
	<p>3. Environment, Infrastructure, and Human Settlements Development</p>	<ul style="list-style-type: none"> • Coordination with sector agencies on infrastructure and service delivery. • Improved electrification and ICT adoption. • Recognition of tourism-environment linkages in regional planning. • Established mechanisms for environmental monitoring. 	<ul style="list-style-type: none"> • Inadequate coordination on tourism, transport, and trade infrastructure. • Limited technical capacity in environmental management. • Poor waste management and urban planning systems. • Delays in infrastructure due to financing and procedural bottlenecks. 	<ul style="list-style-type: none"> • Climate and green finance opportunities for eco-tourism and infrastructure. • PPPs for logistics, energy, and urban development. • ICT expansion supporting governance and business facilitation. 	<ul style="list-style-type: none"> • Flooding, erosion, and deforestation affecting tourism and livelihoods. • Urban sprawl, pollution, and weak land-use control. • Financial constraints delaying project execution. • Global shocks disrupting donor and PPP investments.

No.	Development Dimension	Strengths	Weaknesses	Opportunities	Threats
	4. Governance and Institutional Development	<ul style="list-style-type: none"> • Clear statutory mandate under Act 936 for coordination, monitoring, and regulation. • Functioning REGSEC and RPCU ensuring peace and planning coherence. • High annual plan implementation rate. • Active partnerships with MDAs, CSOs, and development partners. • Commitment to transparency and continuity. 	<ul style="list-style-type: none"> • Limited staffing, logistics, and technical capacity. • Weak inter-departmental communication and M&E integration. • Dependence on central government funding. • Inconsistent use of digital tools and data systems. 	<ul style="list-style-type: none"> • Decentralization reforms strengthening regional governance. • Donor and government support for capacity building and digital systems. • Opportunities to institutionalize AfCFTA coordination and monitoring. 	<ul style="list-style-type: none"> • Funding unpredictability undermining planning. • Bureaucratic delays and fragmented coordination. • Cybersecurity and data risks affecting governance systems. • Overlapping institutional mandates causing duplication.
	5. International Relations and Peace & Security	<ul style="list-style-type: none"> • Strategic location as Ghana's eastern gateway to Togo and ECOWAS. • Functioning REGSEC framework coordinating peace and security. • Increasing participation in cross-border cooperation initiatives. • Growing awareness of AfCFTA and international collaboration benefits. 	<ul style="list-style-type: none"> • No dedicated unit for AfCFTA or international cooperation. • Weak regional trade data and cross-border coordination. • Limited engagement with international agencies and diaspora investors. • Inadequate logistics and intelligence support for REGSEC. 	<ul style="list-style-type: none"> • Potential to serve as a peace and trade corridor linking Ghana and Togo. • AfCFTA offering new trade, investment, and tourism opportunities. • Partner collaboration with ECOWAS, UNDP, and GIZ on peace and governance. • Diaspora networks supporting trade and cultural promotion. 	<ul style="list-style-type: none"> • Cross-border crime, smuggling, and trafficking threatening stability. • Instability in neighboring regions affecting trade flows. • Global crises (pandemics, conflicts) disrupting tourism and cooperation. • Insecurity undermining investment confidence.

Source: Regional Planning Coordinating Unit, 2025

2.7. EMERGING DEVELOPMENT ISSUES

In line with Article 255 of the 1992 Constitution and Section 186 of the Local Governance Act, 2016 (Act 936), the Volta Regional Coordinating Council (VRCC) is mandated to *coordinate, monitor, evaluate, and harmonize development activities and policies in the region*, ensure efficient resource utilization, and promote balanced regional development.

The review of the 2022–2025 Medium-Term Development Plan (MTDP) and institutional assessments revealed that, although the VRCC achieved high annual implementation of its Action Plans, significant challenges remain in achieving medium-term outcomes. These challenges are linked to funding unpredictability, limited institutional capacity, inadequate coordination, and weak integration of cross-sectoral initiatives.

The key emerging development issues and challenges of the VRCC are presented below according to the main development dimensions:

1. Economic Development Issues

- Inadequate institutional mechanisms for coordinating regional economic transformation, private sector engagement, and investment promotion.
- Weak support systems for Micro, Small, and Medium Enterprises (MSMEs) and limited linkages between regional planning and enterprise development.
- Insufficient capacity to facilitate tourism sector development, product diversification, and marketing coordination across districts.
- Absence of a functional regional trade and investment facilitation platform to promote local industries, agro-processing, and export under the AfCFTA framework.
- Limited institutional support for value chain development, business incubation, and industrial linkages.
- Weak public-private partnership (PPP) frameworks and investment promotion strategies.
- Lack of comprehensive regional data systems for economic performance, job creation, and trade competitiveness monitoring.
- Heavy dependence on central government transfers and unpredictable funding flows, limiting VRCC's ability to undertake strategic economic initiatives.

2. Social Development Issues

- Weak coordination among sector departments (Health, Education, Social Welfare, NYA, GES) in addressing cross-cutting human development challenges.
- Limited integration of gender equality, youth empowerment, and disability inclusion into regional planning and monitoring processes.
- Inadequate collaboration with NGOs, CSOs, and development partners in social sector programming.

- Weak institutional framework for coordinating youth employment, entrepreneurship, and social protection programs.
- Limited technical capacity for monitoring regional-level social indicators, including health, education, and welfare outcomes.
- Weak coordination of community-based peace education and social cohesion programs.
- Inadequate resource mobilization for social inclusion and regional advocacy campaigns.

3. Environment, Infrastructure, and Human Settlements Development Issues

- Limited institutional coordination mechanisms for planning, prioritizing, and monitoring regional infrastructure investments.
- Weak collaboration among infrastructure-related agencies (Roads, Energy, Works, and Housing) affecting delivery coherence and maintenance.
- Inadequate mechanisms to integrate environmental management, tourism infrastructure, and land use planning within a sustainable spatial framework.
- Weak technical capacity for climate change adaptation, disaster risk monitoring, and environmental data management.
- Absence of a comprehensive Regional Spatial and Settlement Development Framework to guide urbanization and tourism growth.
- Poor integration of green infrastructure, eco-tourism, and environmental sustainability initiatives in regional planning.
- Inadequate technical and logistical capacity for monitoring major infrastructure and environmental projects.

4. Governance and Institutional Development Issues

- Weak inter-departmental coordination and communication affecting operational efficiency.
- Limited institutional and human resource capacity for evidence-based planning, performance management, and data utilization.
- Inadequate logistical support, office infrastructure, and mobility tools for effective coordination and supervision.
- Weak linkages between annual outputs and medium-term results, affecting strategic outcome achievement.
- Limited automation and digitalization of administrative, financial, and M&E systems.
- Low institutional capacity for resource mobilization, project management, and stakeholder engagement.
- Weak mechanisms for inclusive governance and citizen feedback at the regional level.
- Limited coordination of regional peace and security monitoring systems, and inadequate integration of security intelligence into development planning.
- Insufficient staff training in ICT, data management, and results-based management systems.

5. International Relations, Peace, and Security Issues

- Absence of a dedicated Regional International Relations and AfCFTA Desk to coordinate cross-border cooperation and external partnerships.
- Limited engagement with international and bilateral partners in trade, tourism, and investment promotion.
- Weak institutional coordination and data systems for cross-border trade, migration, and regional integration initiatives.
- Inadequate logistical and intelligence support for REGSEC operations and early warning systems.
- Increasing incidents of cross-border crime, smuggling, and human trafficking posing threats to peace and economic stability.
- Limited capacity to integrate peacebuilding and conflict prevention strategies into planning and monitoring frameworks.
- Weak collaboration with ECOWAS, UNDP, and development agencies on peacebuilding, security governance, and regional diplomacy.
- Inadequate awareness creation and stakeholder sensitization on AfCFTA, regional integration, and peace-enhancing trade relations.

2.8. OVERVIEW OF CRITICAL DEPARTMENTAL DEVELOPMENT ISSUES

As part of the preparatory process for the 2026–2029 Medium-Term Development Plan (MTDP) for the Volta Regional Coordinating Council, regional departments, agencies, and units submitted detailed inputs highlighting their operational realities, challenges, and capacity needs. These departmental submissions formed the basis for a comprehensive situational and performance review, which systematically identified the development constraints and gaps affecting service delivery and institutional performance.

The analysis presented here synthesizes the critical development issues reported by the departments and those challenges that most significantly hinder operational efficiency, program implementation, and the achievement of sectoral and regional development objectives. Priority has been given to issues relating to human resource capacity, office infrastructure and logistics, legal and policy implementation, stakeholder engagement and partnerships, and the effective functioning of monitoring and evaluation systems. This synthesis provides an evidence-based foundation for targeted interventions and strategic planning in the 2026–2029 MTDP.

1. Department of Children

- **Human Resource:** Severe staff shortages and gaps in technical child protection skills, psychosocial support, M&E, and trauma-informed care.
- **Infrastructure & Logistics:** Inadequate office space; major shortages of computers, vehicles, and other essential logistics.
- **Legal/Policy:** Fragmented implementation of child protection laws; overlapping stakeholder roles; insufficient funding.

- **Service Delivery:** Delays due to logistics and HR gaps; public misconceptions on child rights advocacy.
- **Stakeholder Coordination:** Weak inter-agency partnerships, poor communication, overlapping mandates.
- **M&E:** Absence of dedicated M&E framework and personnel; data underutilized in decision-making.

2. Department of Rural Housing

- **Human Resource:** Staffing shortages and technical/project management gaps.
- **Infrastructure & Logistics:** Old office with limited space; insufficient computers, printers, and vehicles.
- **Legal/Policy:** Low public awareness and inadequate funding for housing initiatives.
- **Service Delivery:** Limited capacity to construct, inspect, and monitor housing projects.
- **Stakeholder Coordination:** Gaps in communication and logistics with MMDAs.
- **M&E:** Weak framework and insufficient data collection/utilization.

3. Department of Community Development

- **Human Resource:** Severe staffing gaps at regional and district levels; limited technical and coordination skills.
- **Infrastructure & Logistics:** Old office, outdated ICT equipment, insufficient logistical support for field activities.
- **Legal/Policy:** Weak legislative backing for integrated community development; overlap with other MDAs.
- **Service Delivery:** Weak coordination at district level; outdated programs; limited support for innovative initiatives.
- **Stakeholder Coordination:** Limited integration with MDAs; insufficient capacity to coordinate district initiatives.
- **M&E:** No dedicated personnel; lack of transport limits field monitoring; digital reporting absent.

4. Department of Feeder Roads

- **Human Resource:** Staffing shortages and limited technical/admin capacity for project management.
- **Infrastructure & Logistics:** Old, inadequate office; insufficient vehicles and IT equipment.
- **Service Delivery:** Project delays due to contractor payment issues; workflow inefficiencies.
- **M&E:** Framework exists but must be better used for timely interventions and resource allocation.

5. Forest Services Division

- **Human Resource:** Insufficient technical and administrative staff for forestry management; capacity gaps in monitoring, research, and planning.
- **Infrastructure & Logistics:** Old offices; partially functional equipment; limited maintenance due to financial constraints.
- **Legal/Policy:** Weak enforcement, conflicting land tenure, inadequate stakeholder coordination.
- **Service Delivery:** Limited feedback mechanisms; delays in forestry operations.
- **Stakeholder Engagement:** Weak participation, conflicting priorities, poor information sharing.

6. Volta Regional Education Directorate

- **Human Resource:** Teacher shortages in STEM subjects; non-teaching staff shortages; capacity gaps in digital literacy and special education.
- **Infrastructure & Logistics:** Old office and school infrastructure; inadequate classrooms, furniture, ICT, and sanitation facilities.

- **Service Delivery:** Funding shortfalls; inequitable resource distribution; political interference affecting staffing and program implementation.
- **Stakeholder Coordination:** Limited capacity for data management and communication; competing stakeholder interests.

7. Ghana Export Promotion Authority (GEPA)

- **Human Resource:** Limited staff and weak technical capacity in trade research and market analysis.
- **Infrastructure & Logistics:** Old office, poorly equipped; insufficient computers, printers, and office furniture.
- **Legal/Policy:** Overlapping mandates with other agencies; unclear operational jurisdiction.
- **Service Delivery:** High operational costs; low SME capacity; difficulties in standardization and registration.
- **Stakeholder Coordination:** Weak communication platforms; resource constraints.

8. Ghana Health Service (Volta Region)

- **Human Resource:** Adequate staff numbers but gaps in data analysis, financial planning, and emergency preparedness.
- **Infrastructure & Logistics:** Old office, limited space, and accessibility challenges; inadequate IT and vehicle resources.
- **Service Delivery:** Insufficient funding and logistics affecting workflow efficiency.
- **Stakeholder Coordination:** Fragmented priorities and resource limitations.

9. Ghana Statistical Service

- **Human Resource:** Staffing gaps and capacity gaps in advanced data analysis and statistical software.
- **Infrastructure & Logistics:** Office functional but limited vehicles for fieldwork; ICT infrastructure needs enhancement.
- **Service Delivery:** Funding gaps and late stakeholder responses affect data collection and reporting.
- **M&E:** Framework exists and used, but additional staff and ICT needed for optimal performance.

10. Regional Department of Trade, Agribusiness and Industry

- **Human Resource:** Small staff complement; gaps in technical and analytical capacity.
- **Infrastructure & Logistics:** Limited ICT and office resources; internet service required.
- **Service Delivery:** Policy/legal gaps affect trade facilitation; funding delays hamper program execution.
- **Stakeholder Coordination:** Weak integration and communication; global economic vulnerabilities affect performance.

11. National Sports Authority

- **Human Resource:** Severe staff shortages; weak governance and technical leadership.
- **Infrastructure & Logistics:** Incomplete, poorly maintained offices; insufficient equipment and vehicles.
- **Legal/Policy:** Weak policy implementation and enforcement; inadequate funding.
- **Service Delivery:** Neglect of grassroots programs; delayed service delivery; limited athlete development support.
- **Stakeholder Coordination:** Conflicting interests; weak engagement mechanisms.

12. National Youth Authority (NYA)

- **Human Resource:** Critical staff shortages; limited technical expertise.
- **Infrastructure & Logistics:** Old offices but adequate; some maintenance needs.

- **Service Delivery:** Resource constraints affecting youth participation and program implementation.
- **M&E:** No formal M&E framework; monitoring data not used for decision-making.
- **Stakeholder Coordination:** Communication barriers; limited formal partnerships.

13. Department of Parks and Gardens

- **Human Resource:** Staff shortages; technical gaps in horticulture and landscaping.
- **Infrastructure & Logistics:** Old office, roof leaks; insufficient IT and vehicle resources.
- **Service Delivery:** Lack of tools and transport; training gaps affect performance.
- **Stakeholder Coordination:** Limited funding and support from MMDAs; delayed release of resources.

14. Public Works Department

- **Human Resource:** Staff shortages; limited technical skills in construction and modern technologies.
- **Infrastructure & Logistics:** Old buildings; insufficient IT equipment and vehicles; lack of disability access.
- **Service Delivery:** Reduced productivity due to staff attrition, inadequate tools, and funding gaps.
- **Stakeholder Coordination:** Political interference, budget constraints, and communication challenges.

15. Department of Social Welfare

- **Human Resource:** Staff shortages across units; new officers lack knowledge in core programs and M&E.
- **Infrastructure & Logistics:** Old office with inadequate space and no PWD access; IT and vehicle shortages.
- **Legal/Policy:** Partial implementation of laws (e.g., Child Rights Regulations, Disability Act, Foster Care Fund).
- **Service Delivery:** Delays in program execution due to inadequate senior staff and poor district feedback.
- **Stakeholder Coordination:** Weak coordination; legal-mandated partnerships exist but underutilized.
- **M&E:** Tools exist but data utilization limited; personnel available but capacity for analysis and reporting needs enhancement.

Table 2.4 presents a summary of critical development issues across 15 regional departments and agencies, highlighting the most pressing constraints that require urgent attention and targeted intervention during the 2026–2029 MTDP period. This approach enables regional planners and policymakers to prioritize resource allocation, strengthen institutional capacity, and enhance service delivery outcomes for the citizens of the Volta Region.

Table 2.4: Summary of Key Development Issues Across Departments

Department/Agency	Human Resource / Capacity	Infrastructure & Logistics	Service Delivery Challenges	Legal / Policy Gaps	Stakeholder Engagement / Coordination	Monitoring & Evaluation (M&E)
Department of Children	Severe staff shortages; gaps in child protection, psychosocial support, M&E	Inadequate office space; shortages of computers, vehicles, printers	Delays due to HR & logistics gaps; misconceptions on child rights advocacy	Fragmented implementation; overlapping roles; underfunded programs	Weak inter-agency partnerships; poor communication; overlapping mandates	No dedicated M&E framework; limited data utilization
Department of Rural Housing	Staffing shortages; limited technical/project management skills	Old office; insufficient computers, printers, vehicles	Limited capacity to construct, inspect, monitor housing	Low public awareness; inadequate funding	Gaps in communication/logistics with MMDAs	Weak M&E; limited data collection and use
Department of Community Development	Severe staffing gaps at regional/district level; limited technical and coordination skills	Old office; outdated ICT; limited field logistics	Weak district coordination; outdated programs; limited innovation support	Weak legislative backing; overlap with other MDAs	Limited integration with MDAs; insufficient district-level coordination	No dedicated personnel; no digital reporting; limited transport
Department of Feeder Roads	Staff shortages; limited technical/admin capacity	Old office; insufficient vehicles and IT equipment	Delays in projects due to contractor payment and workflow inefficiencies	Adherence to procurement/financial frameworks critical	Limited documentation on stakeholder coordination	M&E exists but needs better use for resource allocation
Forest Services Division	Insufficient staff; capacity gaps in forest protection, research, planning	Old office; partially functional equipment; limited maintenance	Weak feedback mechanisms; delays in forestry operations	Weak enforcement; conflicting land tenure; poor inter-agency coordination	Poor stakeholder participation; conflicting priorities; poor info sharing	M&E exists but requires strengthening
Volta Regional Education Directorate	Teacher shortages in STEM; non-teaching staff shortages; digital literacy gaps	Old office & school infrastructure; insufficient classrooms, ICT, furniture	Funding shortfalls; inequitable resource distribution; political interference	Inadequate resource allocation; limited autonomy in teacher deployment	Limited data management & communication; competing stakeholder interests	Functional M&E, but lacks dedicated personnel; data use needs strengthening
Ghana Export Promotion Authority (GEPA)	Limited staff; weak capacity in trade research & analysis	Old office; insufficient IT & office furniture	High operational costs; low SME capacity; registration challenges	Overlapping mandates with other agencies	Weak communication; resource constraints	M&E framework exists; quarterly data collection; underutilized for decisions
Ghana Health Service	Adequate staff numbers; gaps in data analysis, financial planning, emergency preparedness	Old office; limited space; inadequate IT & vehicle resources	Insufficient funding and logistics affecting workflow	Legislation adequate; no major gaps	Fragmented priorities; resource limitations	M&E frameworks exist; DHIMS2 used; some underutilization

Department/Agency	Human Resource / Capacity	Infrastructure & Logistics	Service Delivery Challenges	Legal / Policy Gaps	Stakeholder Engagement / Coordination	Monitoring & Evaluation (M&E)
Ghana Statistical Service	Staff gaps; limited advanced statistical/data analysis skills	Office functional; insufficient vehicles	Funding gaps; late stakeholder responses	Legislation adequate; compliance aligned	Late reporting from stakeholders	M&E framework operational; additional staff/ICT needed
Regional Dept. of Trade, Agribusiness & Industry	Small staff; gaps in technical & analytical capacity	Limited ICT; old office; internet required	Policy/legal gaps hinder trade facilitation; funding delays	Weak M&E; limited export diversification	Weak integration & communication; global economic vulnerability	M&E framework exists; needs strengthening for integrated reporting
National Sports Authority	Severe staff shortages; weak governance & technical leadership	Incomplete/poorly maintained office; insufficient IT & vehicles	Neglect of grassroots programs; delayed services; limited athlete development	Poor policy implementation & enforcement; inadequate funding	Conflicting stakeholder interests; weak engagement mechanisms	M&E exists but underutilized; personnel limited
National Youth Authority (NYA)	Critical staff shortages; limited technical expertise	Old office adequate; some equipment needs maintenance	Resource constraints limit youth program delivery	No major gaps; periodic policy review needed	Communication barriers; no formal partnerships	No M&E framework; data not used for decisions
Department of Parks and Gardens	Staff shortages; limited horticulture expertise	Old office; roof leaks; insufficient IT & transport	Lack of tools, vehicles; inadequate training	Policy gaps not explicit; need review	Limited funding and support from MMDAs	M&E exists; data use could be strengthened
Public Works Department	Staff shortages; limited technical skills in construction & modern tech	Old office; inadequate IT, vehicles; limited disability access	Reduced productivity due to staff attrition, lack of equipment, funding gaps	Duplication of roles hampers efficiency	Political interference; communication challenges; budget constraints	M&E exists; data used but could be better leveraged
Department of Social Welfare	Staff shortages; new officers lack program/M&E knowledge	Old office; inadequate space; no PWD access; IT & vehicle shortages	Delays due to inadequate senior staff & poor district feedback	Partial implementation of laws; underfunded foster care & disability services	Weak coordination; legal-mandated partnerships underutilized	Tools exist; data utilization limited; personnel available but need capacity strengthening

Source: Regional Planning Co-ordinating Unit, 2025

2.8.1. Consolidated Critical Development Issues Across Departments

1. Human Resource and Capacity Constraints

Most departments face significant staff shortages and skills gaps, affecting service delivery, coordination, and technical efficiency. Key issues include:

- **Staffing shortages:** Many departments have fewer staff than required, including Social Welfare, Department of Children, National Sports Authority, Public Works, NYA, Parks and Gardens, Rural Housing, Community Development, Feeder Roads, Forestry, Volta Regional Education Directorate, GEPA, Trade and Industry, and GSS.
- **Technical and professional capacity gaps:** Departments such as Social Welfare, Children, Education, FEEDER ROADS, Forestry, Parks and Gardens, and GEPA report gaps in specialized technical skills (e.g., child protection, forestry management, road and building construction, trade and market analysis, ICT, digital literacy, data analysis).
- **Training needs:** Across departments, there is a need for capacity building in core sector competencies, digital literacy, monitoring and evaluation (M&E), project management, and sector-specific technical skills.

2. Office Infrastructure and Logistics

Several departments operate in old or inadequate facilities and lack essential logistical resources, affecting productivity and service delivery. Key issues include:

- **Inadequate office space and poor office conditions:** Departments affected include Children, Social Welfare, Rural Housing, Community Development, Feeder Roads, Forestry, Education, GEPA, NYA, Parks and Gardens, and National Sports Authority.
- **Shortages of essential logistics:** Common deficiencies include computers, laptops, printers, photocopiers, projectors, office furniture, and vehicles (Children, Social Welfare, PWD, Education, Feeder Roads, Rural Housing, GEPA, NYA, Parks and Gardens, National Sports Authority).
- **Maintenance and replacement challenges:** Many departments report equipment or vehicle maintenance and replacement hindered by inadequate funding (Children, Social Welfare, Education, Public Works, PWD, Feeder Roads, Parks and Gardens).

3. Legal and Policy Gaps

Several departments are constrained by incomplete, outdated, or overlapping legal and policy frameworks. Key issues include:

- **Overlapping mandates and unclear roles:** Children, Social Welfare, Community Development, Public Works, GEPA, and Trade & Industry experience duplication of functions due to weak policy clarity.
- **Incomplete or poorly operationalized legislation:** Departments such as Children and Social Welfare face challenges with un-gazetted regulations, unfunded policies, and limited implementation of key laws (e.g., Disability Act, Foster Care Regulations, Child Rights Regulations).
- **Need for policy review and enforcement:** Departments like National Sports Authority, Education, and Trade & Industry require clearer, enforceable policies with adequate funding.

4. Service Delivery Challenges

Operational inefficiencies and delays affect the ability of departments to deliver core services. Common issues include:

- **Limited staff and logistics affecting service delivery:** Departments affected include Children, Social Welfare, Education, Rural Housing, Community Development, PWD, Parks and Gardens, Feeder Roads, and National Sports Authority.
- **Inadequate funding for programs and operations:** Impacts departments such as Education, Social Welfare, Public Works, GEPA, Trade & Industry, and Children.
- **Workflow and coordination issues:** Poor feedback mechanisms, delays in reporting, and weak coordination at district or stakeholder levels are noted in Children, Social Welfare, Community Development, Education, NYA, and PWD.

5. Stakeholder Engagement and Partnerships

Many departments face challenges in coordinating stakeholders, leading to inefficiencies and limited impact. Key issues include:

- **Weak collaborative frameworks and unclear roles:** Children, Social Welfare, Community Development, PWD, GEPA, Trade & Industry, and National Sports Authority report weak partnerships or overlapping mandates.
- **Communication and data sharing challenges:** Common in Children, Social Welfare, Community Development, Education, PWD, GEPA, and Trade & Industry.
- **Limited funding to support stakeholder coordination:** Affecting departments such as PWD, Parks and Gardens, Children, Social Welfare, and Education.

6. Monitoring and Evaluation (M&E) Gaps

Effective M&E is critical for evidence-based decision-making but remains a challenge across departments. Key issues include:

- **Absence of dedicated M&E frameworks or personnel:** Children, NYA, and some units of Social Welfare lack institutionalized M&E.
- **Limited utilization of collected data for decision-making:** Noted in Children, Social Welfare, Community Development, PWD, Parks and Gardens, and Trade & Industry.
- **Need for strengthening M&E systems:** Across Feeder Roads, Forestry, Education, and GEPA to ensure data-driven planning, resource allocation, and performance monitoring.

This consolidated framework highlights cross-cutting development challenges in human resources, office infrastructure, policy/legal frameworks, service delivery, stakeholder engagement, and M&E. It provides a strategic basis for prioritizing interventions across departments in the Volta Region.

2.9. HARMONIZED AND INTEGRATED DEVELOPMENT ISSUES

In fulfillment of its mandate under the Local Governance Act, 2016 (Act 936), the Volta Regional Coordinating Council (VRCC) serves as the apex regional body responsible for coordinating, monitoring, evaluating, and harmonizing development policies, programs, and projects across sectors and districts. The Council also ensures the effective utilization of

resources, capacity building of decentralized departments, and alignment of regional priorities with national development frameworks.

A comprehensive review of the 2022–2025 Medium-Term Development Plan (MTDP), institutional performance assessments, and stakeholder consultations revealed that despite commendable progress in plan execution and service delivery, several systemic, institutional, and operational challenges continue to limit the VRCC’s effectiveness in achieving integrated and transformational regional outcomes.

The harmonized issues below, categorized under the five development dimensions, represent the key areas the VRCC will prioritize and coordinate during the 2026–2029 MTDP period.

1. Economic Development

- Inadequate institutional mechanisms for coordinating regional economic transformation, industrialization, and value-chain development initiatives.
- Weak integration among agriculture, trade, and industry sectors, limiting opportunities for value addition and local production linkages.
- Limited capacity to facilitate AfCFTA-related programs, investment promotion, and regional trade competitiveness.
- Weak institutional frameworks for Public–Private Partnerships (PPPs) and Local Economic Development (LED) initiatives.
- Persistent funding unpredictability due to delayed central government releases and limited internally generated revenue (IGF).
- Overreliance on government transfers, with minimal private sector and donor inflows for economic projects.
- Inadequate coordination of entrepreneurship development, MSME support, and job creation interventions.
- Weak integration of tourism development into regional economic planning, resulting in underutilized tourism assets.

2. Social Development

- Limited inter-sectoral coordination among health, education, social welfare, gender, and youth-focused departments.
- Fragmented implementation of child protection, gender equality, youth empowerment, and social protection programs.
- Inadequate mainstreaming of social inclusion principles in regional policy and project formulation.
- Weak facilitation of employable skills training, vocational development, and youth entrepreneurship programs.
- Low citizen engagement, participatory planning, and accountability mechanisms at the regional level.

- Insufficient collaboration with development partners, NGOs, and community-based organizations in social sector interventions.
- Limited data systems for monitoring social development outcomes and informing evidence-based decisions.

3. Environment, Infrastructure, and Human Settlements Development

- Weak institutional coordination for planning, monitoring, and prioritization of regional infrastructure projects.
- Limited integration of climate change adaptation, environmental management, and disaster risk reduction (DRR) into development planning.
- Inadequate enforcement of sustainable land use planning, waste management, and spatial development standards.
- Insufficient collaboration with infrastructure-related agencies (Roads, Energy, Housing, and Sanitation) for integrated delivery.
- Weak institutional readiness for disaster preparedness, response, and recovery operations due to logistical and technical gaps.
- Low promotion of green and blue economy initiatives, including eco-tourism, renewable energy, and climate-smart agriculture.
- Limited initiatives to promote sustainable urbanization, affordable housing, and resilient settlement systems.

4. Governance and Institutional Development

- Weak alignment between annual action plans and medium-term outcomes, reducing developmental impact.
- Inadequate inter-departmental coordination, communication, and knowledge-sharing across VRCC units.
- Limited human resource capacity in planning, monitoring and evaluation (M&E), ICT, and policy analysis.
- Insufficient office accommodation, logistics, and mobility support for effective coordination and supervision.
- Weak integration of digital tools and management information systems in planning, budgeting, and M&E.
- Limited stakeholder engagement and partnership-building with academia, private sector, and civil society.
- Heavy reliance on central government funding without a structured resource mobilization strategy.
- Weak mainstreaming of cross-cutting themes such as gender, youth, disability, climate, and disaster risk management in internal processes.
- Inadequate institutional mechanisms for coordinating peace and security information flows and integrating REGSEC operations into development planning.

5. International Relations and Cooperation

- Absence of a dedicated International Relations and Cooperation Desk within the VRCC to coordinate regional diplomacy, cross-border initiatives, and external partnerships.
- Weak engagement with bilateral, multilateral, and diaspora partners for regional development support.
- Limited participation in sub-regional and continental frameworks such as ECOWAS, AfCFTA, and the African Union's Agenda 2063 programs.
- Inadequate institutional capacity to negotiate, attract, and manage international partnerships and development assistance.
- Weak collaboration with neighboring regions and bordering countries (especially Togo) on transboundary trade, environmental, and cultural initiatives.
- Absence of a structured framework for promoting regional branding, cultural diplomacy, and investment promotion through international cooperation.
- Limited institutional capacity for data management, reporting, and monitoring of international projects and cross-border engagements.

CHAPTER THREE

KEY DEVELOPMENT PRIORITIES

3.1 Introduction

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

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

3.2. Process of Prioritization

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

3.2.1. Prioritization Criteria and Methodology

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

1. **Severity and Diversity of the Problem** – Issues with widespread and severe impact across multiple sectors or population groups were given higher priority.
2. **Potential Socio-Economic and Environmental Benefits** – Issues whose resolution could yield improved productivity, job creation, income, and resilience received preference.
3. **Contribution to Basic Human Needs and Rights** – Issues addressing fundamental needs such as education, health, nutrition, sanitation, and inclusion were prioritized.
4. **Multiplier Effects on Regional and Local Development** – Issues with potential to stimulate regional growth, improve service delivery, and enhance rural–urban integration received added weight.

5. **Cross-Cutting Impact** – Priority was accorded to issues affecting marginalized groups (women, youth, and Persons with Disabilities), while also advancing gender equality, social inclusion, climate resilience, and disaster risk reduction.
6. **Alignment with National and Global Frameworks** – Issues consistent with the MTNDPF, national policy commitments, and international development frameworks received higher scores.

3.2.2. Prioritization Tools and Steps

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

Table 3.1: Development Issue Prioritization Criteria

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

Source: Regional Planning Coordinating Unit (RPCU), 2025

3.2.3. Steps Followed in the Prioritization Process

a. Compilation of Development Issues

Issues were compiled from the VRCC performance review, 2024 APR, departmental assessments, and stakeholder consultations across MMDAs and regional sector departments. All identified issues were classified under the four development dimensions of the MTNDPF:

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

b. Clustering and Thematic Grouping

Issues with common root causes or outcomes were grouped into thematic clusters such as governance and coordination, resource mobilization, youth and gender inclusion, digital governance, environmental sustainability, and climate resilience.

c. Scoring Using the Matrix

The Regional Planning Coordinating Unit (RPCU), in collaboration with sector departments, scored each composite issue against the six criteria in Table 3.1.

d. Consensus-Based Ranking

Scores were reviewed and validated in technical planning sessions, followed by stakeholder workshops with MMDA representatives, regional sector heads, traditional authorities, CSOs, private sector actors, and vulnerable groups (youth, women, and PWDs).

e. Validation and Review

The final prioritization was endorsed at a regional-level validation workshop, ensuring inclusivity, transparency, and broad stakeholder ownership. This process guaranteed that VRCC's priorities reflect not only institutional mandates but also regional aspirations and national development policy directions.

3.3. KEY PRIORITIZED DEVELOPMENT ISSUES

Following a participatory prioritization exercise using the Development Issue Prioritization Matrix (DIPM), the Volta Regional Coordinating Council (VRCC) identified and ranked critical cross-sectoral development issues requiring focused institutional attention during the 2026–2029 Medium-Term Development Plan (MTDP) period.

The process was guided by the VRCC's constitutional and statutory mandate under the *Local Governance Act, 2016 (Act 936)* specifically to coordinate, monitor, evaluate, and harmonize development activities across the region, ensure balanced growth, and enhance the performance of decentralized departments. The prioritization also aligns with the Medium-Term National Development Policy Framework (MTNDPF), Sustainable Development Goals (SDGs), and the Coordinated Programme of Economic and Social Development Policies (CPESDP).

The prioritized issues reflect systemic constraints and strategic priorities that, when addressed, will enhance institutional effectiveness, strengthen coordination, and drive sustainable and inclusive regional development.

3.3.1. Economic Development

1. Persistent financial unpredictability due to overdependence on central government allocations, low Internally Generated Funds (IGF), and weak donor inflows.

2. Weak coordination and facilitation of regional economic transformation initiatives, including industrialization, AfCFTA implementation, and value-chain integration.
3. Limited institutional frameworks for investment promotion, public–private partnerships (PPPs), and local economic development (LED).
4. Inadequate coordination and support systems for entrepreneurship, MSME development, and youth employment creation.
5. Weak inter-sectoral linkages between agriculture, trade, and industry, reducing competitiveness and regional productivity.
6. Underdeveloped tourism potential due to weak institutional coordination, poor marketing, and limited investment in tourism infrastructure.

3.3.2. Social Development

1. Weak coordination of social sector interventions across health, education, gender, youth, and social welfare departments.
2. Fragmented and poorly resourced child protection, disability inclusion, and social protection programs.
3. Limited mainstreaming of gender equality, youth empowerment, and social inclusion in regional planning, budgeting, and monitoring.
4. Weak citizen engagement and participatory planning processes, leading to limited accountability and inclusiveness.
5. Inadequate coordination and use of social data and statistics for evidence-based policy and program formulation.
6. Limited collaboration with development partners, NGOs, and community-based organizations to support social sector delivery.

3.3.3. Environment, Infrastructure, and Human Settlements

1. Weak integration of climate change adaptation, disaster risk reduction (DRR), and environmental management into regional development planning.
2. Inadequate coordination and monitoring of regional infrastructure planning, particularly in roads, energy, and water sectors.
3. Poor enforcement of spatial planning, land-use regulation, and environmental standards across districts.
4. Low institutional readiness for disaster preparedness, emergency response, and recovery operations.
5. Weak collaboration with sectoral agencies for sustainable natural resource management, waste management, and green economy initiatives.
6. Limited planning and investment in resilient human settlements, sustainable urban growth, and eco-friendly community development.

3.3.4. Governance and Institutional Development

1. Weak inter-departmental coordination and inconsistent prioritization of institutional resources.
2. Limited capacity for monitoring and evaluation (M&E) and inadequate use of data for results-based decision-making.
3. Insufficient staffing levels, inadequate technical skills, and weak institutional performance systems.
4. Low levels of ICT adoption and slow digital transformation in governance and administrative operations.
5. Fragmented stakeholder engagement and limited partnerships with private sector, academia, and development partners.
6. Heavy dependence on central government funding, with weak mechanisms for local and external resource mobilization.
7. Inadequate office accommodation, logistics, and working environment, constraining staff productivity.
8. Weak mainstreaming of cross-cutting themes (gender, youth, disability, climate resilience, and DRR) across institutional processes.
9. Limited integration of peace and security coordination into development planning and policy oversight.
10. Disconnect between high annual plan execution rates and achievement of long-term, transformational regional outcomes.

3.3.5. International Relations and Cooperation

1. Limited institutional mechanisms to coordinate and leverage international cooperation and cross-border development initiatives.
2. Weak engagement with bilateral, multilateral, and diaspora partners in support of regional development priorities.
3. Low institutional visibility and participation in sub-regional and continental frameworks such as ECOWAS, AfCFTA, and Agenda 2063.
4. Inadequate capacity to negotiate, attract, and manage international partnerships, technical cooperation, and donor funding.
5. Limited collaboration with neighboring regions and countries, particularly Togo, on transboundary trade, peace and security, environmental management, and cultural exchange.
6. Absence of a structured framework for promoting regional branding, cultural diplomacy, and investment promotion through international engagement.

Table 3.2: Ranking of Composite Development Issues

No.	Development Dimension	Composite Development Issue	Score	Rank
1	Governance & Institutional Development	Weak inter-departmental coordination, communication, and inefficient resource prioritization	96	1 st
2	Governance & Institutional Development	Insufficient monitoring and evaluation (M&E) capacity and low use of data for decision-making	95	2 nd

No.	Development Dimension	Composite Development Issue	Score	Rank
3	Governance & Institutional Development	Inadequate staffing levels, technical skills gaps, and weak institutional performance	94	3 rd
4	Governance & Institutional Development	Heavy dependence on central government funding and weak resource mobilization	93	4 th
5	Governance & Institutional Development	Uneven ICT readiness and slow adoption of e-governance and management information systems	92	5 th
6	Economic Development	Weak coordination of regional economic transformation initiatives (industrialization, AfCFTA facilitation, PPPs, value chain linkages)	91	6 th
7	Governance & Institutional Development	Fragmented stakeholder engagement and weak partnerships with private sector, academia, and development partners	90	7 th
8	Social Development	Weak coordination of education, health, gender, youth, and social welfare programs	89	8 th
9	Environment, Infrastructure & Human Settlements	Weak integration of climate adaptation, environmental management, and disaster risk reduction into regional planning	88	9 th
10	International Relations & Cooperation	Limited institutional mechanisms to coordinate and leverage international cooperation and cross-border initiatives	87	10 th
11	Governance & Institutional Development	Inadequate office accommodation, logistics, and working environment affecting staff productivity	86	11 th
12	Economic Development	Financial unpredictability due to overdependence on central government allocations and low IGF mobilization	85	12 th
13	Social Development	Weak citizen engagement, participatory planning, and feedback mechanisms	84	13 th
14	Environment, Infrastructure & Human Settlements	Poor enforcement of spatial, land-use, and settlement planning standards	83	14 th
15	International Relations & Cooperation	Weak engagement with bilateral, multilateral, and cross-border partners (ECOWAS, AfCFTA, diaspora)	82	15 th
16	Governance & Institutional Development	Weak mainstreaming of cross-cutting themes (gender, youth, disability, climate resilience, and disaster risk reduction)	81	16 th
17	Economic Development	Limited institutional mechanisms for investment promotion, PPPs, and local economic development (LED)	80	17 th
18	Economic Development	Limited support for MSMEs, entrepreneurship, and youth employment coordination	79	18 th
19	Economic Development	Underdeveloped tourism sector and weak coordination of tourism and creative industry promotion	78	19 th
20	Governance & Institutional Development	Weak peace and security coordination mechanisms affecting regional stability	77	20 th
21	Social Development	Limited mainstreaming of gender equality, youth empowerment, and social inclusion in planning and programming	76	21 st

No.	Development Dimension	Composite Development Issue	Score	Rank
22	Environment, Infrastructure & Human Settlements	Inadequate coordination of regional infrastructure planning and monitoring	75	22 nd
23	International Relations & Cooperation	Low visibility and participation in sub-regional and continental initiatives (AfCFTA, ECOWAS)	74	23 rd
24	Environment, Infrastructure & Human Settlements	Weak collaboration for sustainable land use, waste management, and green economy initiatives	73	24 th
25	International Relations & Cooperation	Limited framework for regional branding, tourism diplomacy, and investment promotion	72	25 th

Source: Regional Planning Co-ordinating Unit (RPCU), 2025

3.4. Key Insights from the Ranking

The prioritization and ranking exercise highlight the most pressing and systemic development challenges that the Volta Regional Coordinating Council (VRCC) must address during the 2026–2029 planning period. The results reaffirm the Council’s constitutional and statutory mandate as a coordinating, monitoring, and capacity-building institution tasked with ensuring harmonized and inclusive development across the region rather than direct service delivery.

The insights provide a foundation for strategic, evidence-based, and transformative interventions in the next Medium-Term Development Plan (MTDP).

1. Institutional and Governance Effectiveness as the Central Priority

- The highest-ranked issues weak inter-departmental coordination, inadequate monitoring and evaluation (M&E) systems, staffing and capacity gaps, funding dependence, and limited ICT readiness are all institutional and governance-related.
- This emphasizes that the VRCC’s foremost development constraint lies within its internal systems, coordination frameworks, and operational efficiency, rather than in infrastructure or direct service provision.
- Strengthening the Council’s governance systems, enhancing staff competencies, and digitizing operational processes are therefore essential for improving regional coordination, policy harmonization, and accountability.
- Institutional transformation and governance capacity-building will serve as the core strategic pillars of the 2026–2029 MTDP.

2. Strengthened Monitoring, Evaluation, and Data Systems as Drivers of Results-Based Coordination

- Ranked second in priority, the lack of a robust regional M&E framework and limited use of data in decision-making reflect a critical institutional gap.

- The VRCC must establish an integrated regional M&E and data management system to ensure evidence-based coordination, consistent performance tracking, and timely feedback for policy adjustments.
- Building departmental capacity for data collection, analysis, and visualization will enhance results-based management (RBM) and institutional accountability across the region.

3. Financial Predictability and Resource Mobilization as Strategic Imperatives

- Persistent financial unpredictability, due to delayed DACF releases, low Internally Generated Funds (IGF), and weak donor inflows, undermines plan implementation and operational efficiency.
- The VRCC must pursue diversified funding mechanisms, strengthen financial management systems, and establish partnerships for innovative financing particularly through Public–Private Partnerships (PPPs) and international cooperation grants.
- A predictable and diversified financing framework will enable timely implementation of programs, enhance institutional stability, and build stakeholder confidence.

4. Expanding International Relations and Cooperation for Regional Leverage

- The prioritization of international relations and cooperation underscores the growing importance of regional integration and global partnerships as enablers of development.
- The VRCC’s limited engagement with multilateral agencies, ECOWAS, AfCFTA mechanisms, and cross-border initiatives constrains access to technical support and funding.
- Establishing a Regional International Cooperation Desk and strengthening collaboration with Togo, diaspora networks, and development partners will enhance trade facilitation, peacebuilding, and knowledge exchange.
- Leveraging international frameworks will also enhance the Volta Region’s visibility and competitiveness within the national and continental development space.

5. Citizen Engagement and Multi-Stakeholder Partnerships as Governance Enablers

- Weak citizen engagement and fragmented partnerships, both ranked among the top institutional challenges, reflect low inclusivity in the regional planning process.
- Strengthening participatory governance mechanisms, including regional stakeholder forums, public feedback systems, and partnerships with private sector and academia, will improve transparency, accountability, and innovation.
- Institutionalizing such engagement will bridge the gap between technical planning and community aspirations, fostering shared ownership of development outcomes.

6. Climate Change, Disaster Preparedness, and Environmental Management as Emerging Priorities

- The low integration of climate adaptation, disaster risk reduction (DRR), and environmental management into regional planning exposes the region to climate-induced shocks such as floods, droughts, and coastal erosion.
- The VRCC must lead the coordination of climate-sensitive and resilience-driven planning, strengthen partnerships with NADMO and EPA, and promote green and blue economy initiatives to ensure environmental sustainability.

7. Persistent Disconnect Between Annual Outputs and Medium-Term Outcomes

- Despite high annual action plan execution, the cumulative medium-term outcomes remain modest due to weak alignment between annual targets and strategic goals.
- The Council must institutionalize results-based management, improve annual-to-medium-term plan linkages, and adopt adaptive learning mechanisms to achieve sustained transformation and measurable development results.

8. Emerging Economic Transformation Priorities

- Weak coordination of regional economic transformation initiatives especially industrialization, AfCFTA facilitation, MSME development, and tourism limits the region’s competitiveness and job creation potential.
- The VRCC should intensify its regional economic coordination role, strengthen public–private collaboration, and facilitate value-chain integration to unlock inclusive economic growth and local enterprise development.

3.4.1. Key Implications for the 2026–2029 MTDP

- **Institutional Transformation:** Modernize VRCC systems, structures, and staff capacity for effective coordination.
- **Results-Based Governance:** Strengthen M&E, data analytics, and evidence-based decision-making.
- **Financial Resilience:** Diversify funding and enhance resource mobilization for predictable operations.
- **Inclusive Partnerships:** Deepen stakeholder participation, private sector engagement, and inter-agency collaboration.
- **Climate and Environmental Resilience:** Mainstream sustainability and disaster preparedness into all planning levels.
- **International Cooperation:** Strengthen cross-border, continental, and global partnerships for trade, investment, and development cooperation.

In summary, the prioritization exercise confirms that the VRCC’s most critical challenges and opportunities are institutional and governance-centered anchored in coordination, capacity, financial predictability, and international engagement.

By focusing the 2026–2029 MTDP on these core enablers, the VRCC will strengthen its leadership role, improve development coherence, and accelerate inclusive and resilient regional transformation.

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

The Volta Regional Coordinating Council (VRCC), in accordance with its statutory mandate under the *Local Governance Act, 2016 (Act 936)*, undertook a participatory and evidence-based prioritization of key development issues to guide the formulation of the 2026–2029 Medium-Term Development Plan (MTDP). The process involved an integrated approach combining institutional performance reviews, departmental self-assessments, regional stakeholder consultations, and analysis of cross-sectoral linkages.

The resulting 25 composite development issues reflect the structural, institutional, economic, social, environmental, and international cooperation challenges that shape the Volta Region’s development landscape. These issues mirror the VRCC’s role as a coordinating, monitoring, capacity-building, and performance oversight institution, rather than a direct service delivery agency. The prioritization thus emphasizes system-level enablers; institutional coordination, data management, financial predictability, partnerships, and capacity enhancement which are fundamental to achieving sustainable regional transformation.

To ensure policy coherence with national and global frameworks, the VRCC has aligned these prioritized issues with relevant Sustainable Development Goals (SDGs) and targets under the 2030 Agenda for Sustainable Development. This alignment ensures that regional interventions contribute directly to the Medium-Term National Development Policy Framework (MTNDPF) 2026–2029, the Coordinated Programme of Economic and Social Development Policies (CPESDP), and Ghana’s broader commitment to inclusive, resilient, and sustainable development.

Achieving these SDG targets will require enhanced collaboration among Metropolitan, Municipal, and District Assemblies (MMDAs), decentralized departments, traditional authorities, civil society, private sector actors, and development partners. It also demands stronger institutional capacity, predictable resource mobilization, digital transformation, and inclusive monitoring mechanisms. The VRCC’s leadership in harmonizing these efforts is critical to translating policy priorities into tangible results that leave no one behind.

Table 3.3 below presents the strategic linkage between the VRCC’s prioritized development issues and the corresponding Sustainable Development Goals (SDGs) and targets.

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

No.	Development Dimension	Composite Development Issue	Relevant SDGs and Targets
1	Governance & Institutional Development	Weak inter-departmental coordination, communication, and inefficient resource prioritization	SDG 16.6 – Develop effective, accountable, and transparent institutions; SDG 17.14 – Enhance policy coherence for sustainable development
2	Governance & Institutional Development	Insufficient monitoring and evaluation (M&E) capacity and low use of data for decision-making	SDG 16.6 – Effective, accountable institutions; SDG 17.18 – Enhance data availability and statistical capacity
3	Governance & Institutional Development	Inadequate staffing levels, technical skills gaps, and weak institutional performance	SDG 4.4 – Increase skills for decent jobs; SDG 16.6 – Build effective institutions
4	Governance & Institutional Development	Heavy dependence on central government funding and weak resource mobilization	SDG 17.1 – Strengthen domestic resource mobilization; SDG 8.3 – Support productive employment and entrepreneurship
5	Governance & Institutional Development	Uneven ICT readiness and slow adoption of e-governance and management information systems	SDG 9.c – Increase access to ICT; SDG 16.10 – Ensure public access to information
6	Economic Development	Weak coordination of regional economic transformation initiatives (industrialization, AfCFTA facilitation, PPPs, value chains)	SDG 8.2 – Promote higher productivity; SDG 9.3 – Increase access for small industries; SDG 17.11 – Promote exports from developing regions
7	Governance & Institutional Development	Fragmented stakeholder engagement and weak partnerships with private sector, academia, and development partners	SDG 16.7 – Ensure inclusive and participatory decision-making; SDG 17.17 – Encourage effective public, public-private, and civil society partnerships
8	Social Development	Weak coordination of education, health, gender, youth, and social welfare programs	SDG 3.8 – Achieve universal health coverage; SDG 4.1 – Ensure inclusive education; SDG 5.1 – End discrimination against women; SDG 10.2 – Promote social inclusion
9	Environment, Infrastructure & Human Settlements	Weak integration of climate adaptation, environmental management, and disaster risk reduction into regional planning	SDG 13.1 – Strengthen resilience and adaptive capacity; SDG 11.b – Integrate DRR into development planning
10	International Relations & Cooperation	Limited institutional mechanisms to coordinate and leverage international cooperation and cross-border initiatives	SDG 17.9 – Strengthen international support for capacity building; SDG 17.16 – Enhance global partnerships
11	Governance & Institutional Development	Inadequate office accommodation, logistics, and working environment affecting staff productivity	SDG 8.5 – Promote decent working conditions; SDG 16.6 – Build effective institutions
12	Economic Development	Financial unpredictability due to overdependence on central government allocations and low IGF mobilization	SDG 17.1 – Strengthen resource mobilization; SDG 8.3 – Promote inclusive economic growth

No.	Development Dimension	Composite Development Issue	Relevant SDGs and Targets
13	Social Development	Weak citizen engagement, participatory planning, and feedback mechanisms	SDG 16.7 – Ensure participatory and representative decision-making; SDG 11.3 – Enhance inclusive local governance
14	Environment, Infrastructure & Human Settlements	Poor enforcement of spatial, land-use, and settlement planning standards	SDG 11.3 – Strengthen sustainable urbanization; SDG 15.3 – Combat land degradation
15	International Relations & Cooperation	Weak engagement with bilateral, multilateral, and cross-border partners (ECOWAS, AfCFTA, diaspora)	SDG 17.11 – Promote regional and international trade; SDG 17.16 – Strengthen partnerships
16	Governance & Institutional Development	Weak mainstreaming of cross-cutting themes (gender, youth, disability, climate resilience, DRR)	SDG 5.5 – Ensure full participation of women; SDG 10.2 – Empower vulnerable groups; SDG 13.3 – Improve institutional capacity for climate action
17	Economic Development	Limited institutional mechanisms for investment promotion, PPPs, and local economic development (LED)	SDG 8.3 – Support entrepreneurship; SDG 9.3 – Facilitate access to finance and markets
18	Economic Development	Limited support for MSMEs, entrepreneurship, and youth employment coordination	SDG 8.3 – Promote small enterprise development; SDG 4.4 – Strengthen technical and vocational skills; SDG 9.3 – Access to financial services
19	Economic Development	Underdeveloped tourism sector and weak coordination of tourism and creative industry promotion	SDG 8.9 – Promote sustainable tourism; SDG 11.4 – Protect cultural and natural heritage
20	Governance & Institutional Development	Weak peace and security coordination mechanisms affecting regional stability	SDG 16.1 – Reduce violence and conflict; SDG 16.a – Strengthen relevant national and local institutions
21	Social Development	Limited mainstreaming of gender equality, youth empowerment, and social inclusion in planning and programming	SDG 5.c – Adopt policies for gender equality; SDG 10.2 – Promote inclusion and equal opportunity
22	Environment, Infrastructure & Human Settlements	Inadequate coordination of regional infrastructure planning and monitoring	SDG 9.1 – Develop quality, reliable, sustainable infrastructure; SDG 11.2 – Promote access to sustainable infrastructure
23	International Relations & Cooperation	Low visibility and participation in sub-regional and continental initiatives (AfCFTA, ECOWAS)	SDG 17.11 – Increase developing countries’ exports; SDG 17.16 – Strengthen regional cooperation
24	Environment, Infrastructure & Human Settlements	Weak collaboration for sustainable land use, waste management, and green economy initiatives	SDG 12.5 – Reduce waste generation; SDG 13.2 – Integrate climate change measures into policies
25	International Relations & Cooperation	Limited framework for regional branding, tourism diplomacy, and investment promotion	SDG 8.9 – Sustainable tourism; SDG 17.17 – Partnerships for sustainable development

Source: Regional Planning Co-ordinating Unit (RPCU), 2025

3.6. Operational Implications of the SDG Linkages

The mapping of the Volta Regional Coordinating Council’s (VRCC) 25 prioritized development issues to the Sustainable Development Goals (SDGs) serves not merely as a technical exercise but as an operational framework for coordination, implementation, and performance tracking. As the statutory body responsible for coordinating, monitoring, evaluating, and building the capacity of Metropolitan, Municipal, and District Assemblies (MMDAs), the VRCC’s mandate places it at the center of ensuring that regional development actions are coherent, inclusive, and results-driven.

By aligning its strategic priorities with specific SDG targets, the VRCC ensures that regional planning processes from the Medium-Term Development Plan (MTDP) through Annual Action Plans (AAPs) to performance reporting are systematically integrated into Ghana’s national and global development agendas. This alignment also enhances institutional accountability, strengthens access to development financing, promotes evidence-based decision-making, and supports the overarching national goal of achieving sustainable, resilient, and inclusive growth.

The following operational implications outline how these SDG linkages will be mainstreamed into the 2026–2029 MTDP cycle and the day-to-day work of the Council and its decentralized partners.

a. Strategic Alignment for Planning and Budgeting

The SDG linkages will guide the formulation of the 2026–2029 MTDP results framework by ensuring that each strategic objective, key output, and indicator directly corresponds to one or more SDG targets.

Through this approach:

- All MTDP policy objectives will explicitly show their contribution to both national development priorities and relevant SDG indicators (e.g., SDG 16.6 for institutional effectiveness, SDG 17.1 for resource mobilization, SDG 8.3 for economic growth).
- The Regional Planning Coordinating Unit (RPCU) will integrate SDG-linked performance indicators into the budgeting and annual planning templates of all decentralized departments.
- This alignment will also facilitate harmonized SDG reporting to the National Development Planning Commission (NDPC) and improve the Volta Region’s eligibility for performance-based and thematic funding from central government, development partners, and global SDG financing mechanisms.

b. Monitoring, Evaluation, and Indicator Development

Given that one of the highest-priority issues (Rank 2) concerns weak M&E capacity, the VRCC will establish a comprehensive SDG-aligned Regional Monitoring and Evaluation Framework. Operationally:

- The RPCU will adopt national SDG indicator definitions while contextualizing them with region-specific sub-indicators (e.g., disaggregating data by district, gender, or vulnerability category).
- Capacity will be built for data collection, analysis, and visualization, ensuring that M&E officers across departments can generate reliable evidence for policy review.
- Data systems will be digitized and harmonized through the Regional Development Management Information System (RDMIS) to facilitate real-time monitoring.
- Annual Progress Reports (APRs) will explicitly track VRCC contributions to the SDGs, particularly those related to governance (SDG 16), partnerships (SDG 17), economic growth (SDG 8), climate action (SDG 13), and social inclusion (SDG 10).

c. Institutional Capacity Building and Strategic Partnerships

Many prioritized issues including weak staffing, limited ICT readiness, and fragmented partnerships directly align with SDG 17 (Partnerships for the Goals).

In operational terms:

- The VRCC will institutionalize a Capacity Enhancement and Partnerships Framework that maps existing skills gaps and coordinates targeted training for staff, MMDAs, and decentralized departments.
- The Council will formalize partnerships through Memoranda of Understanding (MoUs) with key Ministries, Departments, and Agencies (MDAs), academia, civil society, and the private sector to strengthen technical backstopping and innovation.
- A Regional Development Partner Coordination Platform will be reactivated to align donor programs, reduce duplication, and improve synergy between SDG-linked projects.
- Through the International Relations and Cooperation Desk, the VRCC will actively pursue capacity exchange, technical assistance, and co-financing opportunities with international partners and diaspora networks.

d. Integrated and Cross-Sectoral Programming

Given the cross-cutting nature of issues such as climate resilience (SDG 13), youth employment (SDG 8), and gender inclusion (SDG 5), the VRCC will use the SDG framework as a tool for multi-sector integration and program design.

To operationalize this:

- Sectoral departments will jointly design and implement cluster programs that address multiple SDG targets simultaneously (e.g., combining tourism development with MSME support and environmental sustainability).
- The VRCC will facilitate inter-departmental task teams to coordinate planning, implementation, and reporting on multi-sectoral programs.

- Monitoring of integrated programs will be pooled to ensure holistic progress tracking, avoid duplication, and maximize cost efficiency.

This integrated approach will strengthen policy coherence, promote inclusive growth, and reflect the SDG principle of “leaving no one behind.”

e. Resource Mobilization and Donor Reporting

With financial unpredictability and overdependence on central government transfers (Rank 4 and 12) identified as critical challenges, SDG-linked financing will become a cornerstone of the MTDP implementation.

Accordingly:

- The VRCC will adopt a Resource Mobilization and Financing Strategy anchored on SDG 17.1 (domestic resource mobilization) and SDG 17.3 (mobilization of additional financial resources).
- Development proposals and budget narratives will explicitly cite SDG targets to strengthen justification for funding from government, donors, and private investors.
- The Council will engage financial institutions and development partners to develop blended financing arrangements, including PPPs, grants, and SDG performance-based funding mechanisms.
- Donor reporting will adopt SDG-linked templates to improve accountability, transparency, and international visibility.

f. Transparency, Accountability, and Citizen Engagement

The VRCC’s statutory responsibility to ensure accountable and participatory governance directly aligns with SDG 16 (Peace, Justice, and Strong Institutions).

In operationalizing this:

- The Council will institutionalize public reporting mechanisms, including the publication of annual SDG-linked MTDP performance reports and dissemination through digital platforms and community fora.
- Citizen engagement platforms such as town hall meetings, feedback hotlines, and participatory planning forums will be expanded to strengthen local ownership and transparency.
- Partnerships with civil society organizations and the media will be leveraged to promote evidence-based public accountability and social auditing of regional development programs.

In summary, the operationalization of the SDG linkages transforms the 2026–2029 MTDP from a conventional plan into an integrated results-based framework. It ensures that every regional action from planning and budgeting to monitoring and reporting is strategically aligned with both national priorities and the global SDG agenda.

Through this alignment, the VRCC will:

- Strengthen institutional efficiency and data-driven governance,
- Enhance regional coordination and capacity for M&E,
- Leverage partnerships and financing for sustainable outcomes, and
- Deepen transparency, inclusion, and accountability.

Ultimately, the operationalization of SDG linkages positions the Volta Regional Coordinating Council as a catalyst for inclusive, resilient, and sustainable regional development, fully consistent with its statutory coordination and oversight mandate under *Act 936*.

CHAPTER FOUR

DEVELOPMENT GOALS, OBJECTIVES AND STRATEGIES

4.1. INTRODUCTION

This chapter presents the overarching development goal, strategic objectives, and priority strategies that will guide the implementation of the Volta Regional Coordinating Council's (VRCC) Medium-Term Development Plan (MTDP) for the period 2026–2029.

Building on the situational analysis and the 25 composite development issues outlined in Chapter Three, this framework provides a coherent roadmap for addressing the VRCC's critical governance, institutional, economic, social, environmental, and cooperation challenges. The plan is designed in full recognition of the VRCC's distinct statutory role as a coordinating, monitoring, harmonizing, and capacity-building institution, rather than as a direct service-delivery agency.

Therefore, the Council's goals and objectives focus on:

- Strengthening institutional systems and inter-sectoral coordination;
- Promoting policy coherence and results-based management;
- Enhancing regional economic competitiveness through improved facilitation and partnerships; and
- Ensuring alignment with national and global development frameworks.

The MTDP 2026–2029 aligns with the five national development dimensions of the Medium-Term National Development Policy Framework (MTNDPF 2026–2029) namely:

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

It also responds directly to the Coordinated Programme of Economic and Social Development Policies (CPESDP, 2025–2030), the Ghana@100 vision, the Sustainable Development Goals (SDGs), and the African Union's Agenda 2063.

Through coordinated implementation, the VRCC aims to foster inclusive growth, climate and disaster resilience, institutional effectiveness, and transparent governance, ensuring that all MMDAs and sector departments deliver harmonized and accountable development outcomes.

4.2. DEVELOPMENT GOAL

The overarching development goal of the Volta Regional Coordinating Council for the 2026–2029 Medium-Term Development Plan is grounded in its statutory mandate under Section 188

of the Local Governance Act, 2016 (Act 936). It responds to the region’s structural coordination and institutional challenges, including weak inter-departmental linkages, unpredictable funding flows, inadequate staffing and logistics, low ICT integration, and limited private sector collaboration all of which constrain effective regional development management.

4.2.1. Goal for the MTDP 2026–2029

“To promote inclusive, resilient, and sustainable regional development through strengthened governance systems, improved coordination and resource mobilization, enhanced institutional capacity, and integrated support to MMDAs and stakeholders for social, economic, and environmental transformation in the Volta Region.”

4.2.2. Key Focus Areas of the Goal

1. Inclusive and Sustainable Economic Transformation

- ✓ Strengthen coordination of regional economic initiatives in agriculture, industry, trade, and tourism.
- ✓ Facilitate private sector partnerships, MSME growth, and value chain linkages to expand employment opportunities.
- ✓ Support regional investment promotion and AfCFTA participation mechanisms.

2. Social Inclusion and Human Development

- ✓ Enhance coordination of education, health, gender, youth, and social welfare programs across MMDAs.
- ✓ Mainstream gender equality, disability inclusion, and youth empowerment in regional and district planning.
- ✓ Promote evidence-based monitoring of social protection and human capital development outcomes.

3. Environmental Resilience, Infrastructure, and Settlement Management

- ✓ Strengthen integration of climate adaptation, environmental protection, and disaster risk reduction into regional and local planning.
- ✓ Facilitate coordinated regional infrastructure development, spatial planning, and flood risk management.
- ✓ Promote sustainable land use, waste management, and green economy initiatives.

4. Effective Governance, Coordination, and Citizen Participation

- ✓ Strengthen inter-departmental coordination, data-driven decision-making, and performance monitoring.
- ✓ Deepen participatory governance and engagement with civil society, traditional authorities, and the private sector.
- ✓ Institutionalize peace and security coordination mechanisms across the region.

5. Institutional Capacity, ICT Readiness, and Human Resource Development

- ✓ Address staffing gaps, improve office accommodation, and enhance logistics for efficient operations.

- ✓ Expand ICT infrastructure, adopt e-governance tools, and establish a digital management information system.
 - ✓ Strengthen M&E capacity and data systems for transparency and accountability.
- 6. Regional Integration and International Cooperation**
- ✓ Enhance the VRCC's role in coordinating sub-regional and cross-border initiatives under ECOWAS and AfCFTA frameworks.
 - ✓ Promote tourism diplomacy and regional branding to attract investment and partnerships.
 - ✓ Leverage international cooperation for technical assistance, capacity building, and development financing.

4.2.3. Development Objectives and Strategies by Dimension

The development objectives and strategies of the Volta Regional Coordinating Council (VRCC) are derived from the 25 prioritized composite development issues identified in Chapter Three. They are structured along the four national development dimensions, reflecting both the regional coordination mandate and the broader national and global frameworks.

a. Governance and Institutional Development

Development Issues Addressed: 1–5, 7, 11, 16, 20

(Weak coordination, low M&E capacity, inadequate staffing/logistics, overdependence on central funds, slow ICT adoption, fragmented partnerships, weak peace and security coordination, limited mainstreaming of cross-cutting themes.)

Goal:

To strengthen institutional effectiveness, coordination, accountability, and inclusive governance at the regional and district levels.

Objectives and Strategies:

1. **Objective 1:** Improve inter-departmental coordination and resource prioritization across VRCC departments and MMDAs.
 - ✓ Institutionalize quarterly inter-departmental review sessions.
 - ✓ Develop a harmonized regional coordination framework and integrated work plan.
2. **Objective 2:** Strengthen monitoring, evaluation, and data utilization systems for evidence-based decision-making.
 - ✓ Establish a Regional M&E and Data Management System (RMDMS).
 - ✓ Train M&E officers and adopt digital dashboards for performance tracking.
3. **Objective 3:** Enhance institutional capacity, staffing, and logistics for improved service delivery.
 - ✓ Facilitate recruitment and targeted capacity development programs.
 - ✓ Mobilize resources to improve office accommodation, transport, and working tools.

4. **Objective 4:** Strengthen ICT systems and e-governance adoption.
 - ✓ Implement a Regional ICT Readiness and e-Governance Action Plan.
 - ✓ Digitize records and enhance use of management information systems.
5. **Objective 5:** Improve peace and security coordination mechanisms.
 - ✓ Establish a regional peace and security coordination platform.
 - ✓ Facilitate early warning and community-based conflict prevention initiatives.

b. Economic Development

Development Issues Addressed: 6, 12, 17–19

(Weak economic coordination, unpredictable financing, limited investment promotion, MSME and tourism underdevelopment.)

Goal:

To strengthen regional economic coordination, promote MSME competitiveness, and facilitate sustainable investment and tourism development.

Objectives and Strategies:

1. **Objective 1:** Strengthen coordination of regional economic transformation initiatives.
 - ✓ Facilitate regular dialogue among MDAs, private sector actors, and MMDAs.
 - ✓ Develop a Regional Economic Transformation Coordination Framework (RET-CF).
2. **Objective 2:** Enhance investment promotion and private sector partnerships.
 - ✓ Establish a Regional Investment Facilitation Desk and PPP promotion framework.
 - ✓ Support MMDAs to prepare bankable projects for PPPs and donor funding.
3. **Objective 3:** Support MSME development and entrepreneurship coordination.
 - ✓ Facilitate regional business clinics, trade fairs, and innovation hubs.
 - ✓ Coordinate financial inclusion and market linkage initiatives.
4. **Objective 4:** Strengthen tourism and creative industry development.
 - ✓ Coordinate regional tourism clusters and destination branding.
 - ✓ Promote eco-tourism and cross-border cultural exchange programs.

c. Social Development

Development Issues Addressed: 8, 13, 21

(Weak social service coordination, limited citizen engagement, weak mainstreaming of gender, youth, and inclusion.)

Goal:

To promote inclusive and coordinated human development through effective regional oversight and partnerships in social sectors.

Objectives and Strategies:

1. **Objective 1:** Strengthen coordination of education, health, gender, and social welfare programs.

- ✓ Establish a regional social policy coordination platform.
- ✓ Facilitate data sharing and joint reviews among decentralized departments.
- 2. **Objective 2:** Promote citizen participation and feedback mechanisms.
 - ✓ Institutionalize regional citizen engagement platforms and scorecards.
 - ✓ Support MMDAs to adopt participatory planning and accountability tools.
- 3. **Objective 3:** Mainstream gender, youth, disability, and social inclusion.
 - ✓ Integrate cross-cutting themes in regional plans and capacity-building programs.
 - ✓ Track inclusion indicators in the regional M&E framework.

d. Environment, Infrastructure, and Human Settlements

Development Issues Addressed: 9, 14, 22, 24

(Weak environmental integration, poor enforcement of spatial planning, inadequate coordination of infrastructure planning, limited green economy initiatives.)

Goal:

To promote environmentally sustainable, climate-resilient, and well-coordinated infrastructure and human settlement development.

Objectives and Strategies:

1. **Objective 1:** Strengthen environmental governance and climate adaptation integration.
 - ✓ Mainstream climate resilience and DRR into regional and district plans.
 - ✓ Coordinate with EPA, NADMO, and other stakeholders for enforcement.
2. **Objective 2:** Improve regional infrastructure coordination and monitoring.
 - ✓ Develop a Regional Infrastructure Coordination Framework.
 - ✓ Establish spatial data and project-tracking systems.
3. **Objective 3:** Promote sustainable land use, waste management, and green economy initiatives.
 - ✓ Facilitate inter-district collaboration on land management and waste recycling.
 - ✓ Promote clean energy and eco-friendly settlement initiatives.

e. International Relations and Cooperation

Development Issues Addressed: 10, 15, 23, 25

(Limited international cooperation, weak engagement with partners, low participation in sub-regional initiatives, limited regional branding.)

Goal:

To enhance international cooperation, cross-border partnerships, and regional branding for economic and social advancement.

Objectives and Strategies:

1. **Objective 1:** Strengthen institutional mechanisms for international cooperation.
 - ✓ Establish a Regional International Cooperation and Diaspora Affairs Desk.

- ✓ Facilitate partnerships with ECOWAS, AfCFTA, and UN agencies.
- 2. **Objective 2:** Promote regional branding and tourism diplomacy.
 - ✓ Develop and implement a Regional Branding and Investment Promotion Strategy.
 - ✓ Facilitate cross-border tourism and trade promotion initiatives.

The 2026–2029 development goal, objectives, and strategies collectively define a results-oriented coordination agenda that positions the VRCC as a strategic enabler of inclusive, sustainable, and well-coordinated development.

By addressing the 25 ranked development issues through coherent goals and targeted strategies, the VRCC reinforces its statutory mandate under Act 936, ensuring that all regional development efforts are efficient, data-driven, transparent, and aligned with national and global priorities.

4.2.4. Goal Compatibility

The formulation of development goals within the Volta Regional Coordinating Council’s (VRCC) 2026–2029 Medium-Term Development Plan (MTDP) recognizes that no goal or objective operates in isolation. The complex and cross-sectoral nature of regional development spanning institutional coordination, economic facilitation, social inclusion, environmental management, and international cooperation demands that the VRCC ensures policy coherence and operational **synergy** across its entire results framework.

To achieve this, the VRCC applies a Goal Compatibility Matrix (GCM) a strategic planning and analytical tool designed to systematically assess how the goals derived from the 25 prioritized development issues interact with, reinforce, or potentially conflict with one another. The matrix helps the Council and its decentralized departments visualize linkages, complementarities, and interdependencies across institutional, economic, social, environmental, and cooperative dimensions.

Given the VRCC’s mandate under the Local Governance Act, 2016 (Act 936) — to coordinate, monitor, evaluate, and build the capacities of Metropolitan, Municipal, and District Assemblies (MMDAs) ensuring goal compatibility is central to promoting harmonized planning, efficient resource use, and coherent regional implementation.

For instance, strengthening M&E and ICT systems (Issues 2 & 5) directly supports inter-departmental coordination (Issue 1), enhances economic data tracking (Issue 6), and enables climate and disaster monitoring (Issue 9). Similarly, improving stakeholder partnerships and citizen engagement (Issues 7 & 13) reinforces transparency, accountability, and inclusive development outcomes across all other goals.

4.2.4.1. Structure of the Matrix

The Goal Compatibility Matrix (GCM) is structured as a 25 × 25 analytical grid, reflecting the 25 development goals and objectives derived from the composite development issues outlined in Chapter Three. Each goal appears along both the horizontal (top row) and vertical (left-hand column) axes.

Every cell in the matrix represents the relationship between a pair of goals:

- The diagonal cells (–) denote a goal’s self-relation.
- The off-diagonal cells denote the type and strength of the relationship whether one goal reinforces, complements, or indirectly supports another.

Because the relationship between any two goals is reciprocal, the matrix is symmetrical (e.g., the interaction between Goal 3 and Goal 8 is the same as that between Goal 8 and Goal 3).

This structured format allows the VRCC’s management and Regional Planning Coordinating Unit (RPCU) to visually identify where objectives are highly compatible (H), moderately compatible (M), or neutral/weakly related. These linkages are used to inform joint programming, integrated budgeting, and synchronized monitoring, particularly during the preparation of the Annual Action Plans (AAPs) and Composite Budget reviews.

4.2.4.2. Interpretation of Symbols

To simplify and standardize interpretation, three symbols are used across the Goal Compatibility Matrix:

- **H (Highly Compatible):**

Indicates a strong and direct reinforcing relationship between two goals. Advancing one goal will significantly support progress in the other.

Example: Strengthening inter-departmental coordination (Goal 1) is highly compatible with improving monitoring and evaluation systems (Goal 2) and enhancing ICT readiness (Goal 5), since all three reinforce institutional performance, data flow, and decision-making efficiency.

- **M (Moderately Compatible):**

Represents an indirect or supportive relationship, where progress in one area partially contributes to another but not as a primary driver.

Example: Enhancing citizen engagement (Goal 13) is moderately compatible with strengthening climate resilience (Goal 9), as participatory planning indirectly promotes environmental stewardship.

- **(Self-Relation):**

Denotes that a goal is being compared with itself (no compatibility rating required).

This simple but powerful classification allows planners to quantify synergies and identify potential integration opportunities during implementation and performance monitoring.

4.2.4.3. Reading and Applying the Matrix

To interpret the matrix:

1. Identify a goal on the vertical column and another on the horizontal row.
2. The intersecting cell provides the compatibility rating (H, M, or –).

For example:

- The intersection between Goal 7 (Strengthening stakeholder engagement and partnerships) and Goal 10 (Enhancing international cooperation and cross-border relations) is marked H, indicating that improved partnerships at the national and local level strongly reinforce the VRCC’s ability to attract international collaboration, technical assistance, and investment.
- Conversely, Goal 14 (Promoting enforcement of land-use planning standards) and Goal 19 (Developing the tourism sector) may be rated M, as both can support sustainable tourism infrastructure, though their linkages are more indirect.

The matrix is used not only for conceptual analysis but as a practical planning tool to:

- Identify areas for joint programming and resource pooling;
- Flag potential overlaps or redundancies in goals and targets;
- Strengthen coherence across departmental work plans and MMDA initiatives; and
- Guide performance reporting within the regional SDG monitoring framework.

4.2.4.4. Relevance and Application to the MTDP

The Goal Compatibility Matrix (GCM) serves as a foundational tool for enhancing strategic integration, resource optimization, and accountability within the VRCC’s 2026–2029 MTDP. Its operational significance lies in five key areas:

1. Integrated Planning and Implementation

- ✓ The matrix highlights where institutional, economic, social, and environmental goals can be pursued jointly for higher impact.
- ✓ For example, improving M&E systems (Goal 2) and ICT readiness (Goal 5) directly enable effective coordination of social programs (Goal 8) and environmental planning (Goal 9).

2. **Conflict Prevention and Policy Coherence**

- ✓ By identifying potential trade-offs or overlaps, the matrix acts as an early-warning system.
- ✓ For instance, expanding regional infrastructure (Goal 22) must be harmonized with environmental protection (Goal 9) to avoid ecosystem degradation or settlement conflicts.

3. **Resource Optimization and Prioritization**

- ✓ Goals such as Coordination (Goal 1), M&E Strengthening (Goal 2), ICT Readiness (Goal 5), and Resource Mobilization (Goal 4) emerge as catalyst goals with multiple “H” linkages.
- ✓ Prioritizing these enablers ensures the MTDP delivers maximum leverage from limited financial and human resources.

4. **Monitoring and Evaluation Integration**

- ✓ Compatibility ratings inform the results chain and indicator design, ensuring cross-sectoral impacts are captured.
- ✓ This facilitates unified reporting to NDPC, SDGs, and development partners, strengthening evidence-based governance.

5. **Accountability and Partnership Building**

- ✓ The transparent visualization of goal relationships supports stakeholder engagement, allowing MMDAs, CSOs, and development partners to clearly see how their contributions fit into the broader regional agenda.
- ✓ This builds trust, ownership, and accountability around shared outcomes.

4.2.4.5 Institutional Implications

For the VRCC, embedding the Goal Compatibility Matrix within the MTDP signifies a transition from siloed planning to systems-based coordination.

- It operationalizes the Council’s role as the nerve center of regional development management, ensuring that institutional reforms, economic facilitation, social inclusion, and environmental resilience are not treated as parallel agendas but as interconnected levers of transformation.
- It also provides a structured foundation for annual inter-departmental reviews, cross-sectoral performance dialogues, and SDG-aligned reporting, thereby reinforcing the Council’s statutory function as a coordinating, monitoring, and capacity-building institution.

In sum, the Goal Compatibility Matrix transforms the VRCC’s Medium-Term Development Plan from a list of discrete objectives into a coherent, synergistic framework for regional transformation.

By highlighting how the 25 development goals reinforce one another, the VRCC ensures that:

- Institutional strengthening accelerates economic competitiveness;
- Social inclusion enhances governance legitimacy;

- Environmental resilience supports sustainable livelihoods; and
- International cooperation unlocks new development partnerships.

This integrated approach positions the VRCC to deliver inclusive, resilient, and sustainable regional development, while fulfilling its statutory coordination and oversight mandate under Act 936 and contributing meaningfully to Ghana's national and global development commitments.

Table 4.1: Goal Compatibility Matrix

Goals	G1	G2	G3	G4	G5	G6	G7	G8	G9	G10	G11	G12	G13	G14	G15	G16	G17	G18	G19	G20	G21	G22	G23	G24	G25	
G1	-	H	H	H	H	M	M	M	H	M	M	M	H	M	M	H	M	M	M	H	H	M	H	M	H	
G2	H	-	H	H	H	M	M	H	H	M	M	M	H	M	M	H	M	M	M	H	H	M	H	H	H	
G3	H	H	-	H	H	H	H	M	M	M	M	M	M	M	M	M	M	M	M	H	M	H	H	H	H	
G4	H	H	H	-	H	H	M	H	M	M	M	M	M	M	M	H	M	M	M	H	H	M	H	H	H	
G5	H	H	H	H	-	M	M	M	M	M	M	H	H	H	M	M	M	M	M	H	H	M	H	H	H	
G6	M	M	H	H	M	-	H	H	M	H	M	M	M	M	M	M	M	H	M	H	M	H	H	H	H	
G7	M	M	H	M	M	H	-	H	M	M	M	M	M	H	M	M	M	H	M	H	M	H	H	H	M	
G8	M	H	M	H	M	H	H	-	M	M	M	M	H	H	M	H	M	M	M	M	M	M	H	H	H	M
G9	H	H	M	M	M	M	M	M	-	H	H	M	H	M	M	M	M	M	M	H	H	H	M	H	M	M
G10	M	M	M	M	M	H	M	M	H	-	H	M	M	M	M	M	M	M	M	H	H	M	H	H	M	M
G11	M	M	M	M	M	M	M	M	H	H	-	M	H	M	M	M	M	M	M	H	H	H	M	M	M	M
G12	M	M	M	M	H	M	M	M	M	M	M	-	H	H	H	H	M	M	M	M	M	M	M	H	M	H
G13	H	H	M	M	H	M	M	H	H	M	H	H	-	H	H	H	M	M	M	M	M	M	M	H	M	H
G14	M	M	M	M	H	M	H	H	M	M	M	H	H	-	H	M	M	M	M	M	M	M	M	H	M	H
G15	M	M	M	M	M	M	M	M	M	M	M	H	H	H	-	H	M	M	M	M	M	M	M	H	M	M
G16	H	H	M	H	M	M	M	H	M	M	M	H	H	M	H	-	H	M	M	M	M	M	M	H	H	H
G17	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	H	-	M	M	M	M	M	M	M	M	H
G18	M	M	M	M	M	H	H	M	M	M	M	M	M	M	M	M	M	-	M	H	H	H	H	H	H	M
G19	M	M	M	M	M	M	M	M	H	H	H	M	M	M	M	M	M	M	M	-	H	M	M	H	M	M
G20	H	H	H	H	H	H	H	M	H	H	H	M	M	M	M	M	M	H	H	-	H	H	H	H	H	H
G21	H	H	M	H	H	M	M	M	H	M	H	M	M	M	M	M	M	H	M	H	-	H	H	H	H	H
G22	M	M	H	M	M	H	H	H	M	H	M	M	M	M	M	M	M	H	M	H	H	-	H	H	H	H

Goals	G1	G2	G3	G4	G5	G6	G7	G8	G9	G10	G11	G12	G13	G14	G15	G16	G17	G18	G19	G20	G21	G22	G23	G24	G25
G23	H	H	H	H	H	H	H	H	H	H	M	H	H	H	H	H	M	H	H	H	H	H	-	H	H
G24	M	H	H	H	H	H	H	H	M	M	M	M	M	M	M	H	M	H	M	H	H	H	H	-	H
G25	H	H	H	H	H	H	M	M	M	M	M	H	H	H	M	H	H	M	M	H	H	H	H	H	-

Source: Regional Planning Co-ordinating Unit. 2025

4.2.4.5. Analysis of Goal Compatibility

The Goal Compatibility Matrix for the Volta Regional Coordinating Council's (VRCC) 2026–2029 Medium-Term Development Plan reveals strong interlinkages and mutual reinforcement among the Council's twenty-five (25) development goals. The analysis demonstrates that the vast majority of goals are complementary, with institutional, social, economic, environmental, and cooperative dimensions converging to create a coherent and mutually supportive framework. However, certain trade-offs and sequencing considerations must also be strategically managed to ensure balanced and sustainable implementation.

The analysis identifies five main clusters of interrelated goals and their operational implications for coordinated implementation.

1. Catalyst and Enabler Goals

A set of institutional goals emerge as *system-wide enablers* that underpin the effective delivery of all other objectives.

- **Core enabler goals** including *coordination and communication (G1)*, *monitoring, evaluation and data systems (G2)*, *financial resource mobilization (G3)*, *ICT adoption and e-governance (G4)*, *institutional capacity enhancement (G5)*, and *accountability and transparency (G25)* are *highly compatible (H)* with nearly every other goal.
- These goals reinforce efficiency, learning, and predictability within the regional development system, ensuring that sectoral interventions in economic, social, and environmental areas are effectively coordinated and evidence-based.
- They should therefore be treated as first-tier priorities, receiving early investment in staffing, logistics, digital systems, and performance management since progress here will accelerate outcomes across all other dimensions.

2. Economic Transformation and Integration Goals

Economic transformation goals including *regional economic coordination (G6)*, *MSME and entrepreneurship development (G7)*, *employment facilitation (G8)*, and *cross-border trade competitiveness (G22)* show strong mutual reinforcement and high compatibility with institutional and partnership goals.

- These goals link directly to *resource mobilization (G3)*, *ICT systems (G4)*, and *stakeholder partnerships (G23)*, which provide the enabling conditions for private-sector development and innovation.
- Synergies are especially strong between *G6–G8–G22*, indicating that integrated regional value-chain development and AfCFTA facilitation can simultaneously drive job creation and local economic resilience.
- To maximize impact, the VRCC should strengthen *multi-departmental coordination platforms* that bring together trade, industry, agriculture, and infrastructure departments under one regional economic transformation agenda.

3. Social Development and Inclusion Synergies

The social inclusion and welfare goals including *social service integration (G12)*, *gender and disability mainstreaming (G13)*, *youth empowerment and entrepreneurship (G14)*, *child protection and social welfare (G15)*, and *citizen participation (G16)* form a highly compatible cluster that reinforces the region's human development outcomes.

- **High compatibility (H)** is observed between *G12–G13–G14–G15*, underscoring the importance of integrated and inclusive service delivery across health, education, and social protection systems.
- *Gender equality and youth empowerment (G13 & G14)* also strongly reinforce *employment creation (G8)* and *citizen engagement (G16)*, producing a virtuous cycle of empowerment, participation, and accountability.
- Social inclusion goals are also moderately compatible with *peace and security coordination (G17)*, since inclusive participation and social protection reduce tensions and enhance community stability.

Operational implication: The VRCC should institutionalize a Regional Social Development Coordination Platform to harmonize the work of decentralized departments, civil society actors, and development partners on these interlinked goals.

4. Environmental Resilience, Infrastructure, and Spatial Planning

Environmental and spatial development goals including *climate resilience (G9)*, *infrastructure coordination (G10)*, *biodiversity management (G11)*, *land use and spatial planning (G19)*, and *infrastructure integration (G20)* display strong synergy but also require careful balancing with economic and social goals.

- *Climate adaptation (G9)* and *disaster risk reduction* are highly compatible with *infrastructure (G10 & G20)* and *social service delivery (G12)*, emphasizing that resilient infrastructure enhances both livelihoods and safety.
- *Biodiversity and natural resource management (G11)* aligns strongly with *land-use enforcement (G19)*, ensuring that spatial development supports environmental sustainability.
- However, potential trade-offs exist between rapid infrastructure expansion (G20) and environmental safeguards (G9, G11, G19) if climate-smart and green infrastructure standards are not rigorously applied.

Operational implication: The VRCC should ensure that all MMDA infrastructure projects undergo *regional environmental screening* and that *spatial planning units* integrate climate adaptation principles into their local plans.

5. Cooperation, Partnerships, and Peacebuilding

The cooperation and governance cluster comprising *peace and security coordination (G17)*, *tourism and culture (G18)*, *international cooperation (G24)*, *partnership engagement (G23)*, and *accountability and results-based management (G25)* provides horizontal support that enhances institutional legitimacy, visibility, and financing.

- *Partnerships and international cooperation (G23 & G24)* show high compatibility with *resource mobilization (G3)* and *economic transformation (G6 & G22)*, highlighting the importance of collaboration for scaling development outcomes.
- *Tourism and creative industries (G18)* benefit directly from *peace, security (G17)*, and *infrastructure coordination (G20)*, demonstrating how soft diplomacy and cultural branding can strengthen regional competitiveness.
- *Accountability and transparency (G25)* remain universally compatible, reinforcing trust, performance, and donor confidence across all other goal areas.

Operational implication: The VRCC should formalize *partnership frameworks and coordination compacts* with MMDAs, CSOs, private sector actors, and development partners to leverage both financial and technical support for regional transformation.

6. Potential Trade-offs and Risks

While most goals are mutually reinforcing, a few interrelationships present operational trade-offs that require proactive management:

- **Infrastructure versus Environment:** Goals *G20 (Infrastructure)* and *G9/G11/G19 (Climate & Biodiversity)* may compete for land and financial resources unless green infrastructure principles and spatial planning are strictly enforced.
- **Financial Allocation Priorities:** Goals *G3 (Resource Mobilization)* and *G5 (Institutional Capacity)* could face competing claims from social and infrastructure goals if financing frameworks lack transparency and prioritization.
- **Implementation Timelines:** *Citizen engagement (G16)* and *participatory planning* may extend project timelines, but these processes ultimately ensure inclusivity, ownership, and sustainability.

7. Strategic Implications for the MTDP

The analysis yields three major strategic lessons for implementing the 2026–2029 MTDP:

1. Invest in Institutional Enablers First

Early and sustained investment in coordination, M&E, ICT, and financial systems (Goals *G1–G5*, *G25*) will yield multiplier effects across all other development dimensions.

2. Leverage Synergies Across Clusters

Linking economic transformation (G6–G8–G22) with social inclusion (G12–G15) and environmental management (G9–G11) will maximize efficiency and development impact, especially through integrated regional programmes.

3. Manage Trade-offs Proactively

The VRCC should establish a Goal Coordination and Risk Management Mechanism under the RPCU to anticipate potential goal conflicts, guide resource prioritization, and ensure environmental and fiscal balance across interventions.

The Goal Compatibility Analysis confirms that the VRCC’s 25 development goals are highly interdependent and mutually reinforcing, with institutional efficiency, partnership-building, and environmental resilience forming the backbone of regional transformation. By sequencing investments strategically, leveraging synergies, and managing trade-offs, the Council can ensure that its Medium-Term Development Plan delivers on its mandate of inclusive, resilient, and sustainable regional development.

Table 4.2: Goals, Objectives, Strategies & Programmes (Aligned to National Policy)

	Prioritised Issue	Regional Goal	SMART Objective (by 2029 unless stated)	Aligned National Policy Objective	Core Strategies	Development Programmes
Economic Development						
1	Financial unpredictability and weak IGF mobilisation	Improve fiscal predictability and financial sustainability for regional and local development.	Strengthen IGF mobilisation, donor coordination, and financial management systems across all MMDAs by 2029.	Strengthen fiscal decentralisation and resource mobilisation (MTNDPF; SDG 17.1).	(a) Roll out IGF automation; (b) establish donor coordination platforms; (c) train MMDA finance staff.	• IGF Automation & Fiscal Sustainability Programme
2	Delays in fund releases affecting local economic programmes	Improve timeliness and predictability of development financing.	Operationalise regional funding flow dashboards and MoF-NDPC coordination mechanisms by 2027.	Ensure predictable and transparent resource flows (MTNDPF).	(a) Quarterly review mechanisms with MoF; (b) public expenditure tracking tools.	• Resource Flow Tracking & Accountability Programme
3	Limited MSME support and informality in the local economy	Enhance MSME competitiveness and access to finance.	Facilitate at least 10 MSME development and finance initiatives by 2029.	Strengthen MSME capacity and access to finance (MTNDPF; SDG 8, 9).	(a) Establish MSME support desks; (b) promote financial inclusion partnerships; (c) link MSMEs to procurement markets.	• MSME Finance & Market Linkage Programme
4	Weak value addition and agro-processing linkages	Promote agro-industrialisation and value addition.	Facilitate establishment of regional agro-processing clusters by 2029.	Promote agricultural modernisation and agro-industrialisation (MTNDPF; SDG 2, 9).	(a) Support value chain development; (b) facilitate industrial zone planning; (c) promote private investment partnerships.	• Agro-Industrialisation & Value Chain Development Programme
5	Weak tourism and creative industry development	Strengthen the tourism and creative sectors for inclusive economic growth.	Promote at least five flagship tourism and cultural investment initiatives by 2029.	Promote sustainable tourism and culture-based enterprises (MTNDPF; SDG 8, 11).	(a) Develop tourism clusters; (b) enhance heritage site management; (c) brand Volta as a cultural hub.	• Regional Tourism & Creative Industry Promotion Programme
Social Development						
6	Fragmented social service delivery and weak coordination	Strengthen coordination for integrated social service delivery.	Operationalise regional social sector coordination platforms in all MMDAs by 2028.	Strengthen integrated social services (MTNDPF; SDG 3, 4, 2).	(a) Establish social sector taskforces; (b) joint service reviews; (c) harmonised monitoring tools.	• Integrated Social Services Coordination Programme

	Prioritised Issue	Regional Goal	SMART Objective (by 2029 unless stated)	Aligned National Policy Objective	Core Strategies	Development Programmes
7	Weak youth employment and skills integration	Promote youth employment and entrepreneurship.	Link 5,000 youth to jobs and enterprises by 2029.	Promote youth employment and entrepreneurship (MTNDPF; SDG 8).	(a) Establish youth hubs; (b) promote internship/apprenticeship schemes; (c) partner with TVET/private sector.	• Regional Youth Employment & Enterprise Programme
8	Persistent gender disparities in access to opportunities	Mainstream gender equity and women empowerment in regional planning.	Institutionalise gender-responsive budgeting in all MMDAs by 2028.	Promote gender equality and empowerment (MTNDPF; SDG 5).	(a) Apply gender budgeting tools; (b) leadership training for women; (c) gender audits.	• Gender Mainstreaming & Equity Empowerment Programme
9	Weak child protection and social welfare systems	Strengthen child protection and social welfare coordination.	Establish harmonised child protection data and reporting systems across all MMDAs by 2029.	Strengthen social protection and welfare systems (MTNDPF; SDG 1, 10, 16).	(a) Develop integrated databases; (b) train social workers; (c) monitor vulnerable households.	• Child Protection & Social Welfare Systems Programme
10	Weak citizen engagement and accountability	Institutionalise participatory and accountable governance.	Operationalise citizen scorecards and digital feedback platforms in all MMDAs by 2028.	Promote participatory governance and accountability (MTNDPF; SDG 16).	(a) Introduce citizen scorecards; (b) digital engagement tools; (c) annual citizen reports.	• Citizen Engagement & Social Accountability Programme
Environment, Infrastructure & Human Settlements Development						
11	Weak environmental management and compliance	Strengthen environmental governance and enforcement.	Establish a regional environmental enforcement taskforce by 2027.	Strengthen environmental governance (MTNDPF; SDG 15).	(a) Create enforcement taskforce; (b) environmental monitoring systems; (c) MMDA capacity-building.	• Environmental Governance & Compliance Programme
12	Climate vulnerability and inadequate DRR integration	Build climate and disaster resilience in regional planning.	Integrate climate risk and DRR measures into 100% of MMDA plans by 2028.	Enhance climate adaptation and resilience (MTNDPF; SDG 13, 11).	(a) Develop climate-smart guidelines; (b) establish DRR committees; (c) conduct simulation exercises.	• Climate Resilience & Disaster Risk Management Programme
13	Weak spatial planning and land management	Strengthen spatial and land-use planning for resilience.	Digitise 80% of land-use plans and integrate with GIS systems by 2029.	Strengthen spatial planning and urban management (MTNDPF; SDG 11).	(a) Develop digital spatial database; (b) train planners; (c) enforce land-use compliance.	• Spatial Planning & Land Management Programme
14	Poor road, energy, and digital infrastructure	Enhance infrastructure	Facilitate regional infrastructure	Promote infrastructure development for inclusive growth (MTNDPF; SDG 9).	(a) Coordinate infrastructure investment plans; (b) promote digital inclusion.	• Regional Infrastructure & ICT Connectivity Programme

	Prioritised Issue	Regional Goal	SMART Objective (by 2029 unless stated)	Aligned National Policy Objective	Core Strategies	Development Programmes
		connectivity and ICT expansion.	coordination framework by 2027.			
15	Inadequate waste management and sanitation systems	Improve waste management and sanitation coordination.	Establish regional sanitation monitoring and coordination system by 2028.	Improve environmental sanitation and waste management (MTNDPF; SDG 6, 11).	(a) Strengthen MMDA collaboration; (b) promote PPP in waste management.	• Regional Sanitation & Waste Management Programme
Governance & Institutional Development						
16	Weak inter-departmental coordination	Improve inter-departmental coordination for effective planning and monitoring.	Institutionalise quarterly cross-departmental review platforms by 2027.	Strengthen coordination for effective local governance (MTNDPF; SDG 16).	(a) Establish coordination platforms; (b) performance reviews; (c) shared dashboards.	• Inter-Departmental Coordination & Performance Programme
17	Weak M&E and data systems	Strengthen evidence-based planning and M&E systems.	Develop harmonised regional M&E and data repository by 2028.	Strengthen data-driven decision-making (MTNDPF; SDG 17.18).	(a) Build M&E capacity; (b) harmonise indicators; (c) deploy data dashboards.	• Regional M&E & Data Systems Programme
18	Low ICT adoption in public administration	Promote ICT-enabled administration and e-governance.	Implement ICT systems in 80% of VRCC departments by 2028.	Improve digital governance and innovation (MTNDPF; SDG 9).	(a) Digitise administrative systems; (b) develop data hub; (c) ICT training.	• ICT & E-Governance Transformation Programme
19	Weak logistics and staff capacity	Strengthen institutional capacity and resourcing.	Upgrade office infrastructure and fill 90% of staffing gaps by 2029.	Strengthen decentralised governance systems (MTNDPF).	(a) HR audits; (b) training; (c) office upgrades.	• Institutional Capacity & Logistics Strengthening Programme
20	Weak peace and security coordination	Strengthen peace, security, and social cohesion mechanisms.	Establish Regional Peace and Security Monitoring System by 2028.	Promote peace, security, and social cohesion (MTNDPF; SDG 16).	(a) Strengthen REGSEC collaboration; (b) establish early warning systems; (c) promote community mediation.	• Regional Peace, Security & Cohesion Programme
5. International Relations & Cooperation						
21	Weak cross-border cooperation and regional integration	Strengthen cross-border and inter-regional cooperation.	Facilitate at least 10 cross-border development and peace initiatives by 2029.	Promote sub-national and regional cooperation (MTNDPF; SDG 17.17).	(a) Develop cross-border cooperation frameworks; (b) joint security and trade initiatives.	• Cross-Border Cooperation & Regional Integration Programme

	Prioritised Issue	Regional Goal	SMART Objective (by 2029 unless stated)	Aligned National Policy Objective	Core Strategies	Development Programmes
22	Weak coordination with development partners	Strengthen development cooperation and aid alignment.	Operationalise Regional Development Partnership Forum by 2027.	Strengthen partnerships for sustainable development (MTNDPF; SDG 17).	(a) Institutionalise partner coordination platforms; (b) align aid with regional priorities.	<ul style="list-style-type: none"> • Development Cooperation & Partnership Coordination Programme
23	Limited regional investment promotion	Position the region as a destination for investment and cultural exchange.	Establish Volta Regional Investment and Promotion Desk by 2028.	Promote investment and trade (MTNDPF; SDG 8, 17).	(a) Create investment promotion unit; (b) organise investment summits.	<ul style="list-style-type: none"> • Regional Investment Promotion & Economic Diplomacy Programme
24	Weak diaspora engagement and remittance mobilisation	Strengthen diaspora engagement for development financing.	Operationalise Volta Diaspora Engagement and Development Desk by 2028.	Strengthen diaspora relations (MTNDPF; SDG 17).	(a) Create diaspora database; (b) promote diaspora-led investment schemes.	<ul style="list-style-type: none"> • Diaspora Engagement & Remittance Mobilisation Programme
25	Weak international visibility and partnerships	Enhance Volta Region's visibility in international cooperation networks.	Integrate Volta into at least five international cooperation and learning platforms by 2029.	Promote subnational diplomacy and south-south cooperation (MTNDPF; SDG 17).	(a) Join regional/international networks; (b) develop Volta brand for international cooperation.	<ul style="list-style-type: none"> • Regional Branding & International Cooperation Programme

Source: Regional Planning Co-ordinating Unit, 2025

4.3. INTEGRATION OF DEVELOPMENT PROPOSALS WITH SPATIAL PLANS

The Volta Regional Coordinating Council (VRCC), as the highest planning, coordination, and oversight authority in the region, is mandated under the Local Governance Act, 2016 (Act 936) and related spatial planning regulations to ensure that all development proposals are fully integrated with spatial plans to promote orderly, inclusive, and sustainable growth.

This institutional responsibility requires the VRCC not only to prepare, coordinate, and monitor the Medium-Term Development Plan (MTDP) but also to harmonize the economic, social, environmental, governance, and international cooperation priorities of the region and its Metropolitan, Municipal, and District Assemblies (MMDAs) with the Volta Regional Spatial Development Framework (RSDF) and the National Spatial Development Framework (NSDF).

Through its Regional Planning Coordinating Unit (RPCU), the VRCC works in close collaboration with the Land Use and Spatial Planning Authority (LUSPA), relevant sector departments, and MMDAs to ensure coherence between physical development and service delivery. This coordination process ensures that investment decisions whether in infrastructure, social services, climate resilience, or private sector development are guided by spatial logic and conform to approved land use and spatial structures.

4.3.1. Institutional Focus Areas for Integration

In line with the new 25 prioritized development issues and the five development dimensions (economic, social, environmental, governance, and international cooperation), the VRCC will focus its spatial integration strategy on the following:

1. Spatial Coordination and Oversight

The VRCC will provide continuous technical oversight and guidance to MMDAs to ensure that local development proposals and projects are consistent with regional land-use patterns, transport and economic corridors, ecological zones, and disaster risk profiles. Spatial coherence will serve as a key criterion for approving projects and allocating resources.

2. Mainstreaming of Development Priorities

All 25 prioritized development issues under the MTDP will be translated into spatially explicit interventions through the preparation of Development Proposal Maps. These maps will depict regional economic clusters, tourism and cultural corridors, agro-industrial zones, infrastructure networks, disaster-prone areas, and service delivery gaps. This spatial visualization will ensure that social, economic, and environmental priorities are implemented in a geographically coordinated and sustainable manner.

3. Cross-District and Corridor-Based Planning

The VRCC, in collaboration with LUSPA and the MMDAs, will promote cross-district planning and corridor-based development. This includes coordinated investments in transportation, water systems, environmental conservation, and trade infrastructure along key growth and ecological corridors. Such integration will prevent fragmented planning and enhance economies of scale in regional investment programming.

4. Spatial Data and GIS-Driven Decision-Making

The RPCU, in partnership with LUSPA and the Lands Commission, will establish a Regional Spatial Database and GIS Hub to support real-time planning, project mapping, and monitoring. Spatial data will be used to track land-use changes, monitor development footprints, and guide resource allocation decisions. This will also enhance the alignment between development plans, zoning regulations, and environmental management.

5. Capacity-Building and Institutional Strengthening

The VRCC will strengthen institutional capacity for spatial planning across the region. Training programmes will target planners, engineers, and project officers of MMDAs to improve their skills in spatial analysis, GIS application, and integrated monitoring. The aim is to enhance technical capacity to manage spatial growth and reduce land-use conflicts.

6. Spatial Compliance and Monitoring

The VRCC will institutionalize spatial monitoring mechanisms within its regional M&E framework. Regular joint reviews with LUSPA and MMDAs will be conducted to ensure that development projects comply with approved spatial plans. Spatial indicators, inspection checklists, and compliance reports will be incorporated into quarterly performance reviews and progress reporting systems.

4.3.2. Preparation of Development Proposal Maps and Integration into the POA and AAP

To operationalize the spatial integration process, the VRCC will prepare a comprehensive set of “Development Proposal Maps” that visually represent the spatial dimension of all major programmes and projects under the 2026–2029 MTDP. These maps will illustrate investment concentrations, spatial linkages, and priority development corridors across the region.

The maps will:

- Highlight economic growth zones (e.g., agro-processing, tourism, and industrial clusters);
- Identify spatial disparities in service delivery and infrastructure access;
- Indicate environmentally sensitive and climate-vulnerable zones; and
- Support regional monitoring and investment sequencing.

The preparation and updating of these proposal maps will be explicitly included as a project under the Programme of Action (POA) and Annual Action Plans (AAPs), within the Spatial Planning and Land Management Programme. Key activities will include:

- Preparation of regional development proposal maps (2026);
- Annual updates and integration into district spatial plans (2027–2029);
- GIS-based monitoring of spatially significant projects.

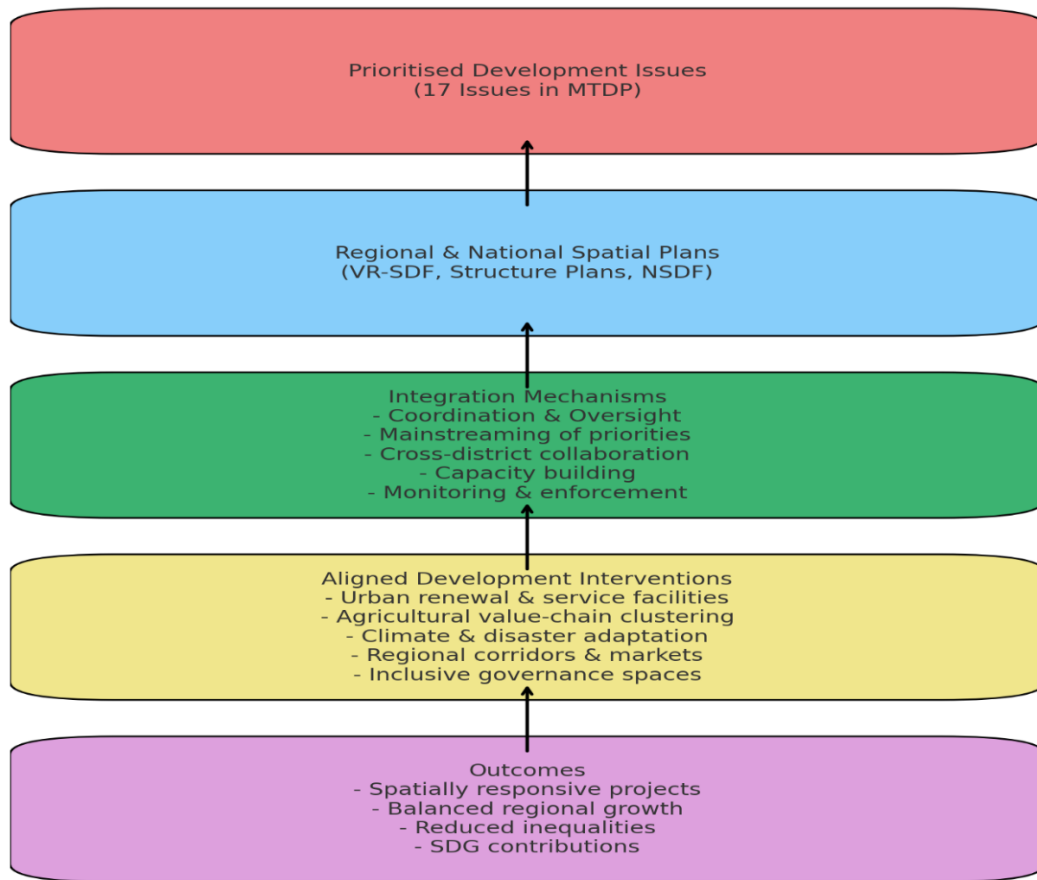
By integrating development proposals with spatial plans, the VRCC ensures that regional development is spatially coherent, environmentally sustainable, and socially inclusive. This integrated approach will:

- Enhance the efficiency and targeting of public investment;
- Reduce unplanned and haphazard development;
- Improve resilience to climate and disaster risks;
- Strengthen cross-district and cross-border linkages; and
- Align regional initiatives with the National Spatial Development Framework (NSDF) and the Sustainable Development Goals (SDGs).

Through this spatially guided coordination, the VRCC will effectively translate the 2026–2029 MTDP into a spatially balanced, economically competitive, and sustainable development framework fulfilling its statutory mandate of ensuring harmonized, inclusive, and resilient growth across the Volta Region.

Figure 4.1: Framework for Integrating Development Proposals with Spatial Plans

Integration of Development Proposals with Spatial Plans - VRCC



Source: Regional Planning Co-ordinating Unit, 2025

This framework illustrates how the VRCC aligns its prioritized development issues with regional and national spatial plans through integration mechanisms such as coordination, mainstreaming, and monitoring. It ensures that development interventions are spatially responsive, environmentally sustainable, and regionally balanced, ultimately contributing to SDG implementation and equitable growth.

CHAPTER FIVE

FORMULATION OF PROGRAMME OF ACTION (PoA)

5.1. INTRODUCTION

This chapter presents the Volta Regional Coordinating Council's (VRCC) Composite Programme of Action (PoA) for the 2026–2029 Medium-Term Development Plan (MTDP). The PoA translates the Council's vision, strategic goals, and prioritized development issues into coherent, costed, and time-bound programmes with clearly defined institutional responsibilities and implementation arrangements.

As the statutory coordinating, regulatory, and monitoring authority in the region, the VRCC operates within the framework of the Local Governance Act, 2016 (Act 936) and the National Development Planning (System) Act, 1994 (Act 480). Its mandate requires it to:

- Coordinate, harmonize, and monitor the development activities of Metropolitan, Municipal, and District Assemblies (MMDAs) and decentralized departments;
- Facilitate effective inter-departmental and inter-district collaboration;
- Ensure alignment between regional development priorities and the national policy framework; and
- Build institutional capacity for evidence-based planning, monitoring, and evaluation.

Accordingly, the Programmes of Action do not represent direct project implementation by the VRCC but rather a strategic framework of facilitation, coordination, and capacity development. These programmes are designed to strengthen the performance and integration of MMDAs, departments, and stakeholders in achieving inclusive, sustainable, and spatially balanced development outcomes for the Volta Region.

5.2. FRAMING OF THE PROGRAMMES OF ACTION

The VRCC's composite programmes are organized under five interrelated development dimensions, consistent with the Medium-Term National Development Policy Framework (MTNDPF, 2026–2029) and the Sustainable Development Goals (SDGs):

1. **Economic Development** – Enhancing regional competitiveness, enterprise growth, and employment creation through coordinated investment promotion, value-chain development, and digital transformation.
2. **Social Development** – Improving human capital outcomes through integrated service delivery in health, education, nutrition, youth, gender, and social protection.
3. **Environment, Infrastructure, and Human Settlements** – Promoting spatially coordinated, climate-resilient, and sustainable development through effective spatial planning, environmental management, and infrastructure integration.

4. **Governance and Institutional Development** – Strengthening inter-departmental coordination, M&E systems, financial management, and participatory governance to improve accountability and service delivery.
5. **International Relations and Regional Cooperation** – Advancing cross-border trade, peacebuilding, and inter-regional collaboration through strategic partnerships, diplomacy, and shared development initiatives.

5.3. STRATEGIC ORIENTATION OF THE PROGRAM OF ACTION (PoA)

The VRCC’s Programme of Action builds directly on the 25 prioritized development issues and the corresponding strategic goals, objectives, and programmes established in the earlier chapters. In implementing these, the Council seeks to:

- **Ensure Policy Coherence:** Harmonize the economic, social, environmental, and governance interventions of MMDAs and regional departments with national and global frameworks (MTNDPF, CPESDP, and SDGs).
- **Promote Spatial Integration:** Ensure that all programmes are spatially grounded and consistent with the Volta Regional Spatial Development Framework (RSDF), in collaboration with the Land Use and Spatial Planning Authority (LUSPA).
- **Strengthen Institutional Effectiveness:** Build the capacity of MMDAs, departments, and stakeholders to deliver results through improved coordination, digitalization, and results-based management.
- **Facilitate Regional Integration and Cooperation:** Foster inter-district, inter-regional, and cross-border initiatives that enhance trade, mobility, peace, and cultural exchange.
- **Mainstream Cross-Cutting Priorities:** Address gender equality, youth empowerment, disability inclusion, climate resilience, and ICT transformation across all programmes.

5.3.1. Purpose and Structure of the Programme of Action

The Programme of Action (PoA) provides a structured framework that links the strategic intent of the MTDP to implementation mechanisms. It specifies for each programme:

- The corresponding development issue, goal, and objective;
- The strategy and key interventions to be pursued;
- The lead and collaborating institutions responsible for coordination and implementation;
- The expected outcomes and performance indicators; and
- The time frame and indicative budget, as reflected in the accompanying Implementation and M&E Framework.

This structure facilitates synergy across sectors, transparency in resource allocation, and consistency in performance tracking. It ensures that regional priorities are implemented in a coordinated and results-oriented manner, consistent with the VRCC’s oversight mandate.

5.3.2. Implementation Approach

The implementation of the PoA will be guided by:

- **Collaborative Programming:** Joint action between the VRCC, MMDAs, decentralized departments, development partners, civil society, and private sector actors.
- **Spatial and Thematic Integration:** All key programmes will be mapped and spatially represented in the **Development Proposal Maps**, as described in Chapter 4, to ensure physical and functional coherence across the region.
- **Capacity Support and Oversight:** The VRCC will provide continuous technical support, policy guidance, and performance monitoring to ensure timely and quality delivery.
- **Resource Mobilization and Partnership Building:** The VRCC will leverage government funding, development partner support, and private sector investment through the Regional Development Partnership Forum.

5.3.3. Expected Outcomes

Through the successful execution of the 2026–2029 PoA, the Volta Region is expected to achieve:

- Improved institutional performance and coordination among MMDAs and departments;
- Enhanced economic productivity, youth employment, and investment attraction;
- Stronger social protection systems and inclusion of vulnerable groups;
- Increased climate resilience and environmentally sustainable development; and
- Deeper regional and cross-border cooperation contributing to peace and shared prosperity.

The detailed breakdown of the programmes, objectives, and actions under each of the five development dimensions is presented in Table 5.1: Programme of Action (2026–2029), which serves as the operational roadmap for implementing the Volta Regional Coordinating Council’s Medium-Term Development Plan.

Table 5.1: Programme of Action (PoA)

No.	Development Programme	Time Frame				Cost (Total GHC)	Cost (Funding Sources)					Programme Status		Implementing Institution/ Department	
		2026	2027	2028	2029		GoG (GHC)	DACF (GHC)	DACF-RFG (GHC)	IGF (GHC)	Others (Specify) (GHC)	New	Ongoing	Lead Institution	Collaborating Institution(s)
ECONOMIC DEVELOPMENT															
1	IGF Automation & Fiscal Sustainability Programme	✓	✓	✓	✓	10,000,000	3,000,000	1,000,000	0.00	0.00	6,000,000 (MoF/DPs)	✓		Finance Dept.	MMDAs, GRA, MoF
2	Resource Flow Tracking & Accountability Programme	✓	✓	✓	✓	8,000,000	2,000,000	500,000	0.00	0.00	5,500,000 (MoF/NDPC)	✓		IAU	NDPC, MoF
3	MSME Finance & Market Linkage Programme	✓	✓	✓	✓	12,000,000	3,000,000	1,000,000	0.00	0.00	8,000,000 (GEA/DPs)	✓		GEA	GEPA, ASSI MoTI, FI
4	Agro-Industrialisation & Value Chain Development Programme	✓	✓	✓	✓	15,000,000	4,000,000	1,500,000	0.00	0.00	9,500,000 (MoFA/DPs)	✓		Agric Dept.	MoFA, Private Sector, MMDAs
5	Regional Tourism & Creative Industry Promotion Programme	✓	✓	✓	✓	10,000,000	2,500,000	1,000,000	0.00	0.00	6,500,000 (MoTAC/Private)	✓		GTA	MoTCA, MMDAs
Subtotal – Economic Development						55,000,000	14,500,000	5,000,000	0.00	0.00	35,500,000				
SOCIAL DEVELOPMENT															
6	Integrated Social Services Coordination Programme	✓	✓	✓	✓	9,000,000	2,000,000	1,000,000	0.00	0.00	6,000,000 (MoGCSP/DPs)	✓		SWD	GHS, GES, MoGCSP, DPs
7	Regional Youth Employment & Enterprise Programme	✓	✓	✓	✓	10,000,000	3,000,000	1,000,000	0.00	0.00	6,000,000 (MoYS/DPs)	✓		NYA	COTVE T, Private Sector
8	Gender Mainstreaming & Equity Empowerment Programme	✓	✓	✓		5,000,000	1,000,000	500,000	0.00	0.00	3,500,000 (MoGCSP/NGOs)	✓		GD	DPs

No.	Development Programme	Time Frame				Cost (Total GHC)	Cost (Funding Sources)					Programme Status		Implementing Institution/ Department	
		2026	2027	2028	2029		GoG (GHC)	DACF (GHC)	DACF-RFG (GHC)	IGF (GHC)	Others (Specify) (GHC)	New	Ongoing	Lead Institution	Collaborating Institution(s)
9	Child Protection & Social Welfare Systems Programme	✓	✓	✓	✓	6,000,000	1,500,000	500,000	0.00	0.00	4,000,000 (UNICEF/DPS)	✓		SWD	MoGCS P, DPS, MMDAs
10	Citizen Engagement & Social Accountability Programme	✓	✓	✓	✓	8,000,000	2,000,000	500,000	0.00	0.00	5,500,000 (CSOs/DPS)	✓		IAU/ RPCU	ISD, NCCE, CSOs
Subtotal – Social Development						38,000,000	9,500,000	3,500,000	0.00	0.00	25,000,000			0.00	0.00
ENVIRONMENT, INFRASTRUCTURE & HUMAN SETTLEMENTS DEVELOPMENT															
11	Environmental Governance & Compliance Programme	✓	✓	✓	✓	10,000,000	2,000,000	1,000,000	0.00	0.00	7,000,000 (EPA/DPS)	✓		EHU	EPA, LUSPA, MMDAs
12	Climate Resilience & Disaster Risk Management Programme	✓	✓	✓	✓	12,000,000	3,000,000	1,000,000	0.00	0.00	8,000,000 (NADMO/DPS)	✓		NADMO	EPA, DPS
13	Spatial Planning & Land Management Programme	✓	✓	✓	✓	9,000,000	2,000,000	500,000	0.00	0.00	6,500,000 (LUSPA/DPS)	✓		LUSPA	LC, MMDAs
14	Regional Infrastructure & ICT Connectivity Programme	✓	✓	✓	✓	10,000,000	2,500,000	500,000	0.00	0.00	7,000,000 (GIFEC/ MoC)	✓		PWD	MoC, GRA, GIFEC
15	Regional Sanitation & Waste Management Programme	✓	✓	✓	✓	6,000,000	1,500,000	500,000	0.00	0.00	4,000,000 (DPS)	✓		EHU	EPA, MMDAs
Subtotal – Environment, Infrastructure & Human Settlements						47,000,000	11,000,000	3,500,000	0.00	0.00	32,500,000				
GOVERNANCE & INSTITUTIONAL DEVELOPMENT															
16	Inter-Departmental Coordination & Performance Programme	✓	✓	✓	✓	6,000,000	1,500,000	1,000,000	0.00	0.00	3,500,000 (NDPC/DPS)	✓		RPCU/CA/HRD	NDPC, MLGRD, OHLGS, IMCC
17	Regional M&E & Data Systems Programme	✓	✓	✓	✓	8,000,000	2,000,000	1,000,000	0.00	0.00	5,000,000 (NDPC/DPS)	✓		RPCU	NDPC, GSS, MMDAs

No.	Development Programme	Time Frame				Cost (Total GHC)	Cost (Funding Sources)					Programme Status		Implementing Institution/ Department	
		2026	2027	2028	2029		GoG (GHC)	DACF (GHC)	DACF-RFG (GHC)	IGF (GHC)	Others (Specify) (GHC)	New	Ongoing	Lead Institution	Collaborating Institution(s)
18	ICT & E-Governance Transformation Programme	✓	✓	✓	✓	5,000,000	1,000,000	500,000	0.00	0.00	3,500,000 (MoCD/NIT A)	✓		MISU	MoCD, NITA, MMDAs
19	Institutional Capacity & Logistics Strengthening Programme	✓	✓	✓	✓	18,000,000	5,000,000	1,000,000	0.00	0.00	12,000,000 (OHLGS/DPs)	✓	✓	HRD/PU	OHLGS, DPs
20	Regional Peace, Security & Cohesion Programme	✓	✓	✓	✓	7,000,000	2,000,000	500,000	0.00	0.00	4,500,000 (REGSEC & Peace Council)	✓		REGSEC	Security Agencies, MoI, MoD
Subtotal – Governance & Institutional Development						44,000,000	11,500,000	4,000,000	0.00	0.00	28,500,000				
INTERNATIONAL RELATIONS & CO-OPERATION															
22	Cross-Border Cooperation & Regional Integration Programme	✓	✓	✓	✓	6,000,000	1,000,000	500,000	0.00	0.00	4,500,000 (ECOWAS/MFA)	✓		VRCC Partnership/Int. Relations Desk	MoFARI, Border Security Agencies, MMDAs
23	Development Cooperation & Partnership Coordination Programme	✓	✓	✓	✓	5,000,000	1,000,000	500,000	0.00	0.00	3,500,000 (DPs/Embassies)	✓		VRCC Partnership/Int. Relations Desk	Dev. Partners, NDPC, MoFARI
24	Regional Investment Promotion & Economic Diplomacy Programme	✓	✓	✓	✓	5,000,000	1,000,000	500,000	0.00	0.00	3,500,000 (GIPC/DPs)	✓		VRCC Trade & Investment Desk.	GIPC, GEPA MoTAI,
25	Diaspora Engagement & Remittance Mobilisation Programme	✓	✓	✓	✓	4,000,000	500,000	500,000	0.00	0.00	3,000,000 (MFA/DPs)	✓		VRCC Diaspora Desk	MoFARI, MoF, GTA

No.	Development Programme	Time Frame				Cost (Total GHC)	Cost (Funding Sources)					Programme Status		Implementing Institution/ Department	
		2026	2027	2028	2029		GoG (GHC)	DACF (GHC)	DACF-RFG (GHC)	IGF (GHC)	Others (Specify) (GHC)	New	Ongoing	Lead Institution	Collaborating Institution(s)
26	Regional Branding & International Cooperation Programme	✓	✓	✓	✓	3,000,000	500,000	500,000	0.00	0.00	2,000,000 (MoC/DPs)	✓		VRCC Partnership/Int. Relations Desk	MoTAI, GEPA, GIPC, GTA
Subtotal – International Relations & Cooperation						23,000,000	4,000,000	2,500,000	0.00	0.00	16,500,000				
GRAND TOTAL (All Programmes)						240,000,000.00	50,000,000	20,500,000	0.00	0.00	169,500,000				

Source: Regional Planning Co-ordinating Unit, 2025

5.2.1. Estimated Programme Cost and Resource Requirements

The total projected cost for implementing all VRCC programmes under the 2026–2029 Medium-Term Development Plan (MTDP) is *Two Hundred and Forty Million Ghana Cedis (GHC240,000,000)*. This framework reflects a balanced and inclusive allocation of resources across five (5) development dimensions; Economic Development, Social Development, Environment & Infrastructure, Governance, and International Relations & Cooperation. The indicative cost distribution across these dimensions is presented in Table 5.1a.

Table 5.1a: Summary of Programme Costs by Development Dimension (2026–2029)

No.	Development Dimension	Total Programme Cost (GHC)
1	Economic Development	55,000,000.00
2	Social Development	38,000,000.00
3	Environment, Infrastructure & Human Settlements	47,000,000.00
4	Governance & Institutional Development	36,000,000.00
5	International Relations & Cooperation	39,000,000.00
6	Total (All Programmes)	240,000,000.00

Source: Regional Planning Coordinating Unit, 2025

These allocations ensure strategic investment in the following priorities:

- **Economic Development:** Enhancing regional revenue predictability, job tracking, and investment promotion for MSMEs.
- **Social Development:** Expanding integrated social services, youth employment, and gender equality interventions.
- **Environment & Infrastructure:** Advancing regional climate adaptation, environmental governance, and resilient settlements.
- **Governance & Institutional Development:** Strengthening M&E systems, inter-departmental coordination, and institutional logistics.
- **International Relations & Cooperation:** Deepening cross-border partnerships, trade facilitation, and transboundary peace and security cooperation.

5.2.2. Financing Strategy and Sources

To mobilize the GHC240 million required to fully implement the MTDP, the VRCC will pursue a multi-source and blended financing approach that maximizes statutory, donor, and private sector contributions.

Key financing strategies include:

(i) Diversified and Blended Financing Mix

- Leveraging GoG and DACF as the foundational domestic sources of financing, accounting for approximately 40% of total programme costs.
- Engaging Development Partners (DPs) to co-finance approximately 41% of the total through grants and technical assistance for climate resilience, social protection, and governance reform.
- Mobilizing “Other Sources” such as PPPs, CSR funds, and philanthropic initiatives to complement ongoing programmes (approx. 4% of total financing).

(ii) Climate-Smart and Performance-Based Financing

- Tapping into national and international climate financing windows to support environmental governance, disaster preparedness, and sustainable infrastructure initiatives.

(iii) Strategic Partnerships and Private Sector Leverage

- Facilitating Public–Private Partnerships (PPPs) in areas such as infrastructure development, ICT systems, and youth entrepreneurship.
- Promoting private investment through structured co-financing, especially in employment, environmental, and social sectors.
- Expanding collaboration with NGOs, CSR projects, and community-based organizations to support social inclusion and service delivery.

(iv) Identified Financing Gaps and Leverage Strategy

Analysis of the resource framework reveals a total secured and expected financing of approximately **GHC203.7 million**, leaving a funding gap of **GHC36.3 million** to be mobilized over the plan period.

These gaps are most significant in:

- **Economic Development** (GHC5.5 million): requiring PPP and private investment to strengthen MSME, employment, and fiscal coordination programmes.
- **Social Development** (GHC2.1 million): needing DP support for integrated social protection and youth empowerment.
- **Environment, Infrastructure & Human Settlements** (GHC2.1 million): to be bridged through climate adaptation grants and green financing.
- **Governance & Institutional Development** (GHC1.7 million): focusing on digital systems and institutional capacity-building through donor-funded governance support.
- **International Relations & Cooperation** (GHC1.9 million): requiring external grants for cross-border integration and migration management programmes.

To address these shortfalls, the VRCC will implement an innovative resource mobilization framework, centered on:

- Strategic PPP pipelines for infrastructure, ICT, and green energy projects.
- Proposal development and resource-matching mechanisms to attract DPs and CSR contributions.
- Targeted advocacy for increased DACF allocations to support cross-district initiatives.

5.3. REVENUE GENERATION MEASURES

Although the VRCC is not a direct revenue-collecting institution, it plays a catalytic role in strengthening regional revenue mobilization, improving financial predictability, and promoting sustainability through its decentralized departments.

Key initiatives will include:

(i) Department-Led Revenue Streams

- **Social Welfare & Community Development:** Licensing and registration of NGOs, daycare facilities, and social service providers; renewal fees for community-based welfare institutions.
- **Public Works & Physical Planning:** Digital permit processing, infrastructure inspection levies, and zoning service charges.

(ii) Development Partner & PPP Engagement

- The Regional Planning Coordinating Unit (RPCU) and Finance Unit will coordinate PPP frameworks and development proposals targeting ICT, climate resilience, and social sector investments.
- This will ensure co-financing and cost-sharing arrangements to reduce funding gaps.

(iii) Fiscal Sustainability and Transparency

- Introduce robust financial reporting and M&E tools for tracking resource flow and expenditure.
- Enhance accountability and reduce dependency on unpredictable DACF inflows.
- Institutionalize inter-departmental collaboration to optimize IGF opportunities region-wide.

Through this integrated approach, the VRCC will ensure that financing for the 2026–2029 MTDP remains predictable, inclusive, and sustainable driven by effective coordination, innovative partnerships, and transparent resource utilization.

This framework is further illustrated in Table 5.2: Programme Financing Strategy, which presents a detailed breakdown of programme costs, expected funding sources, and the identified financing gaps to be addressed through strategic partnerships and PPP arrangements.

Table 5.2: Programme Financing Strategy

No.	Development Programme	Programme Cost (A) (GHC)	Expected Funding Sources (Costs)						Total (B) (GHC)	Gap C = (B - A) (GHC)
			GoG (GHC)	DACF (GHC)	IGF (GHC)	DACF-RFG (GHC)	DPs (GHC)	Others (Specify) (GHC)		
Economic Development										
1	Regional Revenue Mobilisation & Predictability Programme	12,000,000	4,500,000	3,000,000	0	0	3,500,000	0	11,000,000	1,000,000
2	Donor Coordination & Fiscal Sustainability Initiative	10,000,000	3,500,000	2,000,000	0	0	3,500,000	0	9,000,000	1,000,000
3	Resource Flow Tracking & Accountability Programme	9,000,000	3,000,000	2,000,000	0	0	3,000,000	0	8,000,000	1,000,000
4	Regional Job Tracking & Employment Monitoring Programme	14,000,000	5,000,000	3,000,000	0	0	5,000,000	0	13,000,000	1,000,000
5	Investment Promotion & Regional Trade Facilitation Programme	10,000,000	3,500,000	2,000,000	0	0	3,000,000	0	8,500,000	1,500,000
Subtotal (Economic Development)		55,000,000	19,500,000	12,000,000	0	0	18,000,000	0	49,500,000	5,500,000
Social Development										
6	Integrated Social Services Coordination Programme	9,000,000	2,000,000	1,000,000	0	0	5,000,000	500,000	8,500,000	500,000
7	Regional Youth Employment & Enterprise Programme	10,000,000	3,000,000	1,000,000	0	0	5,000,000	500,000	9,500,000	500,000
8	Gender Mainstreaming & Equity Empowerment Programme	5,000,000	1,000,000	500,000	0	0	3,000,000	200,000	4,700,000	300,000
9	Child Protection & Social Welfare Systems Programme	6,000,000	1,500,000	500,000	0	0	3,500,000	200,000	5,700,000	300,000
10	Citizen Engagement & Social Accountability Programme	8,000,000	2,000,000	500,000	0	0	4,500,000	500,000	7,500,000	500,000
Subtotal – Social Development		38,000,000	9,500,000	3,500,000	0	0	21,000,000	1,900,000	35,900,000	2,100,000
Environment, Infrastructure & Human Settlements										
11	Regional Environmental Governance & Enforcement Programme	10,000,000	3,000,000	1,000,000	0	0	5,000,000	500,000	9,500,000	500,000
12	Regional Climate Resilience & Adaptation Programme	12,000,000	3,500,000	1,000,000	0	0	6,500,000	500,000	11,500,000	500,000

No.	Development Programme	Programme Cost (A) (GHC)	Expected Funding Sources (Costs)						Total (B) (GHC)	Gap C = (B - A) (GHC)
			GoG (GHC)	DACF (GHC)	IGF (GHC)	DACF-RFG (GHC)	DPs (GHC)	Others (Specify) (GHC)		
13	Regional Disaster Preparedness & Risk Reduction Programme	8,000,000	2,000,000	1,000,000	0	0	4,500,000	200,000	7,700,000	300,000
14	Biodiversity Conservation & Urban Greening Programme	8,000,000	2,000,000	1,000,000	0	0	4,500,000	200,000	7,700,000	300,000
15	Regional Infrastructure & Settlements Improvement Programme	9,000,000	3,000,000	1,000,000	0	0	4,000,000	500,000	8,500,000	500,000
Subtotal – Environment, Infra & Human Settlements		47,000,000	13,500,000	5,000,000	0	0	24,500,000	1,900,000	44,900,000	2,100,000
Governance & Institutional Development										
16	Inter-Departmental Coordination & Review Platform	7,000,000	2,500,000	1,000,000	0	0	2,500,000	500,000	6,500,000	500,000
17	Regional M&E & Data Systems Strengthening Programme	8,000,000	3,000,000	1,000,000	0	0	3,500,000	200,000	7,700,000	300,000
18	Institutional Capacity & Logistics Support Programme	9,000,000	3,000,000	1,000,000	0	0	4,500,000	200,000	8,700,000	300,000
19	Regional Procurement & Compliance Oversight Programme	6,000,000	2,000,000	500,000	0	0	3,000,000	200,000	5,700,000	300,000
20	Public Sector Ethics & Transparency Initiative	6,000,000	2,000,000	500,000	0	0	3,000,000	200,000	5,700,000	300,000
Subtotal – Governance & Institutional Development		36,000,000	12,500,000	4,000,000	0	0	16,500,000	1,300,000	34,300,000	1,700,000
21	Regional Economic Diplomacy & Trade Mission Support	8,000,000	2,500,000	1,000,000	0	0	4,000,000	200,000	7,700,000	300,000
22	Transboundary Peace & Security Cooperation Programme	7,000,000	2,000,000	500,000	0	0	3,500,000	500,000	6,500,000	500,000
23	Cross-Border Infrastructure Integration Programme	9,000,000	3,000,000	1,000,000	0	0	4,500,000	200,000	8,700,000	300,000
24	Regional Migration Management & Labour Mobility Programme	7,000,000	2,000,000	500,000	0	0	3,500,000	500,000	6,500,000	500,000
25	International Partnerships & Development Cooperation Promotion	8,000,000	2,500,000	1,000,000	0	0	4,000,000	200,000	7,700,000	300,000
Subtotal – International Relations & Cooperation		39,000,000	12,000,000	4,000,000	0	0	19,500,000	1,600,000	37,100,000	1,900,000
GRAND TOTAL (All Programmes)		240,000,000	67,000,000	28,500,000	0	0	99,500,000	8,700,000	203,700,000	36,300,000

No.	Development Programme	Programme Cost (A) (GHC)	Expected Funding Sources (Costs)					Total (B) (GHC)	Gap C = (B - A) (GHC)
			GoG (GHC)	DACF (GHC)	IGF (GHC)	DACF-RFG (GHC)	DPs (GHC)		

Source: Regional Planning Coordinating Unit, 2025

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

The Volta Regional Coordinating Council (VRCC) undertook a Strategic Environmental and Social Assessment (SESA) as an integral part of preparing the 2026–2029 Medium-Term Development Plan (MTDP). The purpose of the SESA is to ensure that environmental sustainability, climate resilience, and social inclusion are embedded in the implementation of all programmes outlined in the Programme of Action (PoA) (see Table 5.1).

The assessment covered all 25 regional development programmes under the five (5) development dimensions — *Economic, Social, Environment/Infrastructure, Governance, and International Relations & Cooperation* — applying Strategic Environmental Assessment (SEA) to interventions with potential ecological implications and Social Impact Assessment (SIA) to those with significant social dimensions.

5.4.1. Environmental Considerations

Programmes with potential land-use, natural resource, or infrastructure implications were screened for environmental risks and sustainability factors.

- **Regional Climate Resilience & Adaptation Programme** and **Regional Disaster Preparedness & Risk Reduction Programme** were identified as having major environmental interactions, particularly in flood-prone areas, ecosystem management, and resource use. SEA recommended watershed protection, ecosystem restoration, and the adoption of *climate-smart* infrastructure standards.
- **Biodiversity Conservation & Urban Greening Programme** required full SEA due to its focus on forest cover enhancement, pollution control, and sustainable urban ecosystems. Mitigation measures included strict enforcement of biodiversity offsets, sustainable waste management systems, and community-based reforestation initiatives.
- **Regional Environmental Governance & Enforcement Programme** had limited direct impacts but necessitated institutional strengthening for pollution monitoring, environmental audits, and the enforcement of green compliance across MMDAs.
- Infrastructure-related initiatives under **Governance & Institutional Development**, such as the *Institutional Capacity and Logistics Support Programme*, were screened and categorized as low-risk. Recommended safeguards included responsible construction waste management, energy-efficient systems, and green building practices.

Overall, the environmental screening established the need for mainstreaming climate resilience and environmental safeguards in all infrastructure, environmental, and economic development programmes.

5.4.2. Social Considerations

Given the strong social orientation of the PoA, all programmes were evaluated for their potential to promote equity, inclusiveness, and social cohesion.

- **Regional Youth Empowerment & Skills Programme, Child Welfare & Social Protection Coordination Programme, and Disability Inclusion & Accessibility Programme** were identified as having significant social benefits but also risks of exclusion and elite capture. SIAs recommended affirmative targeting of youth, women, and persons with disabilities, as well as transparent beneficiary selection and community-based monitoring.
- **Gender Mainstreaming & Equity Empowerment Programme and Citizen Engagement & Accountability Programme** were evaluated for their impact on inclusiveness and participation. SIAs emphasized gender-responsive planning, participatory engagement, and digital inclusion strategies.
- **Regional Job Tracking & Employment Monitoring Programme** showed positive social potential for employment equity but required safeguards to ensure balanced rural–urban representation and informal sector inclusion.
- **Regional Integrated Social Services Programme** was assessed for both environmental and social factors. The SIA emphasized inclusive access to social services, equitable coverage for marginalized groups, and feedback mechanisms to ensure accountability.

Overall, all social programmes demonstrated strong potential for poverty reduction, social protection, and inclusive development when combined with appropriate safeguard measures.

5.4.3. Dual Assessments (SEA & SIA)

Several cross-cutting programmes were subjected to both environmental and social assessments due to their integrated nature:

- **Donor Coordination & Fiscal Sustainability Initiative** influenced regional investment patterns and resource allocation. The SEA underscored the need for climate-aligned donor funding, while the SIA emphasized equitable distribution of benefits and local ownership.
- **Regional Integrated Social Services Programme** combined health, education, and welfare infrastructure components. SEA findings highlighted climate-resilient facility siting and energy-efficient designs, while SIA emphasized inclusive service access, particularly for women, children, and vulnerable households.
- **Regional Climate Resilience & Adaptation Programme** required dual assessment due to its wide-ranging environmental interventions and community-level impacts. SEA and SIA jointly recommended participatory planning, early warning systems, and climate education for communities.

5.4.4. Key Findings and Safeguards

The SESA process produced the following key findings and safeguard recommendations:

1. Environmental Safeguards:

- ✓ SEA is mandatory for all land-use, infrastructure, and environmental governance programmes.
- ✓ Climate-smart design principles, green infrastructure, and pollution control systems must be integrated into all project planning.

2. Social Safeguards:

- ✓ SIA is required for all programmes given the region's strong emphasis on equity, inclusion, and social accountability.
- ✓ Targeted interventions should prioritize vulnerable groups, including women, youth, and persons with disabilities.

3. Cross-Cutting Safeguards:

- ✓ Adoption of participatory monitoring frameworks involving traditional authorities, civil society organizations (CSOs), and local communities.
- ✓ Strengthened institutional coordination among EPA, MMDAs, and sector departments for environmental compliance and social accountability.
- ✓ Integration of resilience-building indicators into monitoring and evaluation frameworks of all programmes.

Through this integrated SESA process, the Volta Regional Coordinating Council ensures that its 2026–2029 Programme of Action is technically sound, socially inclusive, and environmentally sustainable. This guarantees that the implementation of the Medium-Term Development Plan contributes to long-term ecological integrity, climate resilience, and social equity across the Volta Region.

CHAPTER SIX

FORMULATION OF ANNUAL ACTION PLANS (2026-2029)

6.1. INTRODUCTION

This chapter presents the Annual Action Plans (AAPs) of the Volta Regional Coordinating Council (VRCC) for the period 2026–2029. The AAPs are operational instruments derived from the Medium-Term Development Plan (MTDP), translating medium-term priorities into annual, budgeted, time-bound, and monitorable interventions.

The preparation of the AAPs follows the provisions of the National Development Planning (System) Act, 1994 (Act 480) and aligns with the Medium-Term National Development Policy Framework (MTNDPF, 2026–2029). The AAPs also serve as the foundation for annual budgeting, performance monitoring, and results reporting, ensuring transparency, accountability, and coordinated implementation of development initiatives across the Volta Region.

Each Annual Action Plan provides detailed information on:

- Programme and project title and description
- Implementation location and target beneficiaries
- Timeframe and quarterly implementation schedule
- Estimated cost and expected funding sources (GoG, DACF, Development Partners, PPPs, and other sources)
- Programme status (New or Ongoing)
- Lead and collaborating implementing institutions

In line with the updated Medium-Term Development Framework and the approved Programme of Action (PoA), the AAPs have been structured around the following five (5) development dimensions:

1. **Economic Development** – Promoting regional economic transformation through MSME development, industrialization, value-chain expansion, youth entrepreneurship, skills development, and investment promotion.
2. **Social Development** – Strengthening social protection, health, education, child and gender welfare, and community development systems to enhance social inclusion, equity, and human capital formation.
3. **Environment, Infrastructure, and Human Settlement Development** – Enhancing environmental governance, physical planning, waste management, road and ICT infrastructure, climate adaptation, and biodiversity conservation.
4. **Governance and Institutional Development** – Improving institutional efficiency, human resource capacity, inter-departmental coordination, digital governance, accountability mechanisms, and service delivery within the VRCC and decentralized departments.

5. **International Relations and Cooperation** – Strengthening sub-regional and cross-border collaboration, donor coordination, diaspora engagement, and partnerships that promote sustainable investment and regional integration.

6.2. OBJECTIVES AND PURPOSE OF THE ANNUAL ACTION PLANS

The Annual Action Plans (AAPs) provide a structured roadmap for implementing the VRCC's development priorities within each fiscal year. They translate the broader medium-term objectives into implementable annual deliverables, ensuring that each activity contributes directly to the achievement of the outcomes defined in the MTDP.

Specifically, the AAPs aim to:

- Operationalize medium-term priorities by defining actionable annual targets and interventions.
- Bridge planning and budgeting, ensuring that financial resources are allocated according to the sequencing and urgency of programmes.
- Enhance implementation efficiency through clearly defined roles, timelines, and collaboration frameworks between departments, agencies, and development partners.
- Strengthen results-based monitoring and evaluation (M&E) by setting measurable indicators and annual milestones.
- Promote inclusiveness and resilience, ensuring that vulnerable and marginalized groups (women, youth, children, and persons with disabilities) are adequately represented in programme design and delivery.

Through these AAPs, the VRCC will ensure that development efforts are coherent, financially realistic, environmentally sound, and socially inclusive, in line with both national priorities and the Sustainable Development Goals (SDGs).

6.3. FRAMEWORK FOR PREPARATION OF THE ANNUAL ACTION PLANS

The formulation of the AAPs follows a participatory, evidence-based, and results-oriented process. Guided by NDPC directives, the process involves:

1. Review of the MTDP and PoA to extract annual priorities from the four-year programme framework.
2. Stakeholder consultations with regional departments, decentralized agencies, civil society organizations, and development partners to validate annual targets.
3. Alignment with fiscal ceilings provided through the Composite Budget process and annual resource envelopes.
4. Sequencing of activities by priority level, budget availability, and institutional readiness.
5. Integration of cross-cutting issues, including gender, climate resilience, digital transformation, and disability inclusion.

This approach ensures consistency between the MTDP and AAPs and allows for annual adjustments based on emerging development dynamics, policy shifts, or funding variations.

6.4. STRUCTURE OF THE ANNUAL ACTION PLANS

Each Annual Action Plan (AAP) has been designed to provide clear operational guidance for programme implementation, budgeting, and performance monitoring. The structure ensures uniformity, transparency, and ease of tracking progress across all five development dimensions.

Table 6.1 below presents the Standard Template for Preparing the Annual Action Plans (AAPs), which outlines the key information required for each project or programme entry.

Table 6.1: Standard Template for Annual Action Plan (AAP) Preparation (2026–2029)

No.	Item	Details
1	Development Dimension	Economic, Social, Environment & Infrastructure, Governance, or International Relations
2	Programme / Project Title	Description of the intervention
3	Location	Districts / Regional Offices
4	Implementation Period	Quarterly Schedule (Q1–Q4)
5	Programme Status	New / Ongoing
6	Indicative Cost	In Ghana Cedis (GHC)
7	Expected Funding Source(s)	GoG, DACF, DPs, PPP, Others
8	Lead Institution	VRCC Department / Co-ordinating Unit
9	Collaborating Institutions	MDAs, CSOs, Development Partners

Source: Regional Planning Co-ordinating Unit, 2025

This format enables comprehensive tracking of performance, facilitates budget preparation, and ensures alignment with the Programme Financing Strategy outlined in Chapter Five.

6.5. IMPLEMENTATION AND MONITORING ARRANGEMENTS

Implementation of the AAPs will be coordinated by the Regional Planning Coordinating Unit (RPCU) under the supervision of the Chief Director of the VRCC. Departmental heads and sectoral focal persons will lead specific programme areas, while periodic reviews and quarterly performance assessments will ensure alignment with approved plans and budgets.

Monitoring and Evaluation (M&E) will be conducted in accordance with NDPC’s results framework. Annual Progress Reports (APRs) will be prepared to assess performance, highlight challenges, and recommend corrective measures.

The preparation of the Annual Action Plans (2026–2029) marks a critical step in operationalizing the VRCC’s Medium-Term Development Plan. Through these AAPs, the

Council ensures that its vision of inclusive, resilient, and sustainable regional development is translated into practical annual outcomes.

By maintaining consistency between planning, budgeting, implementation, and reporting, the VRCC will promote transparency, resource efficiency, and accountability thereby ensuring that the total investment of Two Hundred and Forty Million Ghana Cedis (GH¢240,000,000) is effectively utilized to deliver tangible, equitable, and sustainable results for the people of the Volta Region.

Table 6.2: Annual Action Plan for 2026

No.	Project	Location	Time Frame				Funding Sources (Cost)				Project Status		Implementing Institution/ Department	
			Q1	Q2	Q3	Q4	GoG (GHC)	DACF (GHC)	IGF (GHC)	Other (DPs/PPP) (GHC)	New	Ongoing	Lead Institution	Collaborating Institutions
Economic Development														
Goal: Improve fiscal predictability and sustainable regional economic growth.														
Objective: Strengthen donor coordination, MSME competitiveness, agro-industrialisation, and tourism development by 2026.														
IGF Automation & Fiscal Sustainability Programme														
1	Upgrade regional IGF automation software & dashboards.	Ho	■	■			288,000	115,200	–	172,800		■	VRCC Finance Unit	MoF, GRA, NDPC
2	Conduct refresher training for MMDA finance officers.	All Districts	■	■			192,000	76,800	–	115,200		■	VRCC Finance Unit	MoF, LGSS
3	Conduct regional IGF performance audits.	Region-wide		■	■		144,000	57,600	–	86,400		■	RPCU	Audit Service, NDPC
Resource Flow Tracking & Accountability Programme														
4	Maintain & expand regional funding flow dashboard.	Ho	■	■			192,000	76,800	–	115,200		■	Budget Unit	MoF, NDPC
5	Organise quarterly fiscal review with MMDAs & stakeholders.	Ho		■	■	■	144,000	57,600	–	86,400		■	RPCU & Finance Units	NDPC, GRA
MSME Finance & Market Linkage Programme														
6	Facilitate MSME registration & access to credit clinics.	Hohoe	■	■			192,000	76,800	–	115,200		■	GEA	GEA, NBSSI, DPs, ASSI, AGI
7	Host regional MSME trade fair & finance forum.	Ho		■	■	■	192,000	76,800	–	115,200		■	RPCU & GEA	Private Sector, DPs, AGI
8	Develop online MSME market linkage portal.	Ho	■	■	■		144,000	57,600	–	86,400		■	ICT Unit	GEA, MoC
Agro-Industrialisation & Value Chain Development Programme														
9	Conduct feasibility study for agro-processing cluster zones.	Hohoe	■	■			192,000	76,800	–	115,200		■	RPCU & Agric Dept.	MoFA, GEA

No.	Project	Location	Time Frame				Funding Sources (Cost)				Project Status		Implementing Institution/ Department	
			Q1	Q2	Q3	Q4	GoG (GHC)	DACF (GHC)	IGF (GHC)	Other (DPs/PPP) (GHC)	New	Ongoing	Lead Institution	Collaborating Institutions
10	Facilitate PPP arrangements for agro-processing parks.	Ho, Keta					192,000	76,800	–	115,200			VRCC Trade Desk	MoTI, Private Sector, Agric Dept.
11	Support value chain training for farmer groups.	Region-wide					144,000	57,600	–	86,400			Agric Dept.	MoFA, NGOs
Regional Tourism & Creative Industry Promotion Programme														
12	Facilitate upgrade of heritage site facilities.	Region-wide					192,000	76,800	–	115,200			RPCU	GTA, DPs, MMDAs
13	Facilitate and develop Volta Cultural Calendar & Creative Arts Festival.	Region-wide					192,000	76,800	–	115,200			VRCC Culture Desk	GTA, MoTAC
14	Train local tour operators & creative entrepreneurs	Ho					144,000	57,600	–	86,400			GTA	MoTAC, NGOs
15	Launch tourism investment promotion campaigns.	Hohoe, Kpando, Aflao, Amedzofe					144,000	57,600	–	86,400			VRCC Tourism & Trade Desk	GTA, Private Sector
16	Support local cultural enterprise development.	Region-wide					144,000	57,600	–	86,400			VRCC Culture Desk	NGOs, DPs
17	Facilitate creative industry incubation hubs.	Ho					144,000	57,600	–	86,400			VRCC Culture Desk	Private Sector, DPs
18	Promote regional tourism investment linkages.	Region-wide					144,000	57,600	–	86,400			VRCC Trade Desk	GTA, DPs, AGI
19	Conduct regional tourism and cultural mapping.	Region-wide					144,000	57,600	–	86,400			RPCU	MoTAC, GTA MMDAs
20	Organize annual Volta cultural & tourism awards.	Ho					144,000	57,600	–	86,400			GTA	GTA, Media, VRCC
Subtotal – Economic Development (2026)							6,000,000	2,400,000	–	3,600,000				12,000,000

No.	Project	Location	Time Frame				Funding Sources (Cost)				Project Status		Implementing Institution/ Department	
			Q1	Q2	Q3	Q4	GoG (GHC)	DACF (GHC)	IGF (GHC)	Other (DPs/PPP) (GHC)	New	Ongoing	Lead Institution	Collaborating Institutions
Social Development														
Goal: Strengthen integrated social service delivery and inclusion mechanisms.														
Objective: Enhance youth employment, gender equity, social protection, and citizen engagement systems by 2026.														
Integrated Social Services Co-ordination Programme														
1	Expand regional social services data platform	Ho	■	■	■		300,000	120,000	–	180,000		■	SWD	NDPC, DPs, MoGCSP
2	Conduct integrated health-education-social reviews.	Region-wide	■	■	■	■	240,000	96,000	–	144,000		■	SWD/GD	GHS, GES
3	Establish joint service delivery taskforces in all MMDAs.	All Districts	■	■			253,000	101,000	–	152,000		■	SWD	MMDAs, RPCU
4	Develop harmonised monitoring tools for social services.	Ho	■		■		200,000	80,000	–	120,000		■	RPCU	GHS, GES, MoGCSP
5	Conduct quarterly inter-sectoral social service coordination meetings.	Ho		■	■	■	146,000	58,000	–	88,000		■	SWD	NDPC, MMDA Coordinators
Regional Youth Employment & Enterprise Programme														
6	Implement regional youth apprenticeship scheme.	Hohoe, Dzodze	■	■	■		300,000	120,000	–	180,000		■	NYA	VRCC, GEA
7	Support youth enterprise grants for start-ups.	Ho, Kpando	■	■	■	■	242,000	96,800	–	145,200		■	GEA	NYA, DPs
8	Conduct youth employability skills workshops.	All Districts	■	■			173,000	69,200	–	103,800		■	RPCU	NYA, NGOs
9	Establish regional youth hubs for skills and mentorship.	Sogakofe, Ho, Kpeve	■		■		196,000	78,400	–	117,600		■	NYA	Private Sector, VRCC
10	Facilitate youth business incubation programmes.	Ho		■	■		219,000	87,600	–	131,400		■	NYA	GEA, HTU
Gender Mainstreaming & Equity Empowerment Programme														
11	Conduct gender audit of MMDA budgets.	Region-wide	■	■			196,000	78,400	–	117,600		■	GD	NDPC, RPCU

No.	Project	Location	Time Frame				Funding Sources (Cost)				Project Status		Implementing Institution/ Department	
			Q1	Q2	Q3	Q4	GoG (GHC)	DACF (GHC)	IGF (GHC)	Other (DPs/PPP) (GHC)	New	Ongoing	Lead Institution	Collaborating Institutions
12	Hold women leadership & entrepreneurship bootcamp.	Ho					242,000	96,800	–	145,200			GD	NGOs/CSOs, DPs, SIGRA
13	Develop gender-responsive budgeting training manuals	Hohoe					150,000	60,000	–	90,000			GD	NDPC, SIGRA
14	Conduct gender-sensitivity/awareness workshops for MMDA staff.	All Districts					173,000	69,200	–	103,800			GD/SWD	MMDAs
15	Launch regional women economic empowerment mentorship programme.	Akatsi					219,000	87,600	–	131,400			GD/RPCU	NGOs, DPs, Private Sector
Child Protection & Social Welfare Systems Programme														
16	Update and digitise child protection database.	Ho					242,000	96,800	–	145,200			SWD	CHRAJ, DSW
17	Train MMDA Social Development Officers on case management.	Region-wide					173,000	69,200	–	103,800			SWD	MoGCSP
18	Conduct quarterly social protection monitoring visits.	All Districts					150,000	60,000	–	90,000			SWD/RPCU	MMDAs
19	Develop regional social protection awareness campaigns.	Ho					127,000	50,800	–	76,200			SWD	NGOs, CSOs, Media
20	Establish harmonised child protection reporting framework.	Ho					196,000	78,400	–	117,600			SWD/DD	DSW, MoGCSP
Subtotal – Social Development (2026)						6,000,000	2,400,000	–	3,600,000					12,000,000
Environment, Infrastructure and Human Settlement Development														
Goal: Promote sustainable environmental management and resilient infrastructure systems for inclusive growth.														
Objective: Strengthen environmental governance, climate resilience, infrastructure connectivity, and waste management systems by 2029.														
Environmental Governance & Compliance Programme														
1	Establish Regional Environmental Health Enforcement Taskforce.	Ho					300,000	120,000	–	180,000			EHU	EPA, PWD, NADMO

No.	Project	Location	Time Frame				Funding Sources (Cost)				Project Status		Implementing Institution/ Department	
			Q1	Q2	Q3	Q4	GoG (GHC)	DACF (GHC)	IGF (GHC)	Other (DPs/PPP) (GHC)	New	Ongoing	Lead Institution	Collaborating Institutions
2	Conduct environmental monitoring and compliance audits.	All Districts					240,000	96,000	–	144,000			EPA	MMDAs, EHU
3	Develop GIS-based environmental management database.	Ho					219,000	87,600	–	131,400			LUSPA	RPCU, EPA
4	Train MMDA officers on environmental standards, compliance & enforcement.	Region-wide					196,000	78,400	–	117,600			EHU/EPA	MLGCRA, NADMO
Climate Resilience & Disaster Risk Management Programme														
5	Develop climate-smart MMDA planning guidelines.	Ho					196,000	78,400	–	117,600			RPCU	EPA, MLNR, SIGRA
6	Conduct community climate risk mapping.	Selected Districts					150,000	60,000	–	90,000			NADMO	GMet, LUSPA
7	Establish regional DRR coordination taskforce	Ho					242,000	96,800	–	145,200			NADMO	MoFA, EPA
8	Conduct simulation exercises on floods and drought.	Hohoe, Kpando					196,000	78,400	–	117,600			NADMO	Security Agencies
Spatial Planning & Land Management Programme														
9	Digitise regional land-use plans (GIS integration).	Ho					219,000	87,600	–	131,400			LUSPA	RPCU, LC
10	Train MMDA planners on digital mapping tools.	Region-wide					150,000	60,000	–	90,000			LUSPA	MLGRD
11	Develop Regional Spatial Database and Web Portal.	Ho					219,000	87,600	–	131,400			LUSPA	MISU, RPCU
12	Enforce land-use compliance through routine inspections.	All Districts					173,000	69,200	–	103,800			LUSPA	MMDAs
Regional Infrastructure & ICT Connectivity Programme														
13	Develop regional infrastructure investment framework.	Ho					196,000	78,400	–	117,600			PWD	RPCU

No.	Project	Location	Time Frame				Funding Sources (Cost)				Project Status		Implementing Institution/ Department	
			Q1	Q2	Q3	Q4	GoG (GHC)	DACF (GHC)	IGF (GHC)	Other (DPs/PPP) (GHC)	New	Ongoing	Lead Institution	Collaborating Institutions
14	Co-ordinate/facilitate VRCC infrastructure projects (residential and office accommodation).	Region-wide					242,000	96,800	–	145,200			RPCU	PWD, MMDAs
15	Promote digital inclusion in rural communities.	Selected Districts					173,000	69,200	–	103,800			MISU	MoCD, Private Sector
16	Support installation of ICT connectivity in VRCC offices.	Ho					150,000	60,000	–	90,000			MISU	MoCD, NITA, DPs
Regional Sanitation & Waste Management Programme														
17	Establish regional sanitation monitoring system.	Ho					242,000	96,800	–	145,200			EHU	GHS, EPA
18	Promote PPP in waste collection and recycling.	Region-wide					219,000	87,600	–	131,400			EHU	Private Sector
19	Build capacity of MMDAs on waste segregation.	Region-wide					173,000	69,200	–	103,800			EHU	Private Sector
20	Promote/facilitate environmental sanitation awareness campaigns.	All Districts					150,000	60,000	–	90,000			EHU	EPA, Media, Schools
Subtotal – Environment, Infrastructure & Human Settlements (2026)							6,000,000	2,400,000	–	3,600,000				12,000,000
Governance And Institutional Development														
Goal: Strengthen governance systems, institutional efficiency, and accountability mechanisms for effective regional coordination.														
Objective: Improve inter-departmental coordination, digital governance, M&E systems, and administrative capacity at the VRCC by 2029.														
Inter-Departmental Coordination & Performance Programme														
1	Convene quarterly inter-departmental coordination meetings.	Ho					300,000	120,000	–	180,000			CAD	RPCU, MDAs
2	Develop performance dashboards for all VRCC departments.	Ho					219,000	87,600	–	131,400			MISU	CAD, OHLGS
3	Conduct quarterly reporting & feedback reviews.	Region-wide					196,000	78,400	–	117,600			RPCU	MMDAs, MDAs, NDPC
4	Hold bi-annual staff performance retreat.	Ho					219,000	87,600	–	131,400			HRD	CAD, DPs

No.	Project	Location	Time Frame				Funding Sources (Cost)				Project Status		Implementing Institution/ Department	
			Q1	Q2	Q3	Q4	GoG (GHC)	DACF (GHC)	IGF (GHC)	Other (DPs/PPP) (GHC)	New	Ongoing	Lead Institution	Collaborating Institutions
Monitoring, Evaluation & Data Systems Programme														
5	Develop and deploy Regional M&E dashboard & harmonised reporting tools.	Ho, MMDAs	■	■			300,000	120,000	–	180,000	■		RPCU	MISU, GSS
6	Train RPCU & MMDA planning officers on M&E dashboard.	Ho	■		■		219,000	87,600	–	131,400	■		RPCU	MISU, DPs
7	Conduct quarterly/annual M&E and validation workshops.	Ho		■	■	■	196,000	78,400	–	117,600	■		RPCU	NDPC, MDAs
8	Develop integrated data repository & document management system.	Ho, MMDAs	■	■	■		242,000	96,800	–	145,200	■		RPCU	DPs, MISU, GSS
ICT & E-Governance Transformation Programme														
9	Digitise administrative systems & document workflow.	Ho	■	■	■		300,000	120,000	–	180,000	■		CAD	MISU, HRD
10	Implement e-service platforms for citizens & staff	Region-wide	■	■	■		242,000	96,800	–	145,200	■		CAD/HRD	MISU
11	Develop regional intranet and collaborative workspace.	Ho		■	■	■	219,000	87,600	–	131,400	■		MISU	HRD
12	Train staff on e-governance and ICT tools.	All Districts	■	■			173,000	69,200	–	103,800	■		HRD	MISU
Institutional Capacity & Logistics Support Programme														
13	Conduct staff HR audit and capacity gap analysis.	Ho	■	■			196,000	78,400	–	117,600	■		HRD	CAD
14	Organize leadership, project management and general staff refresher trainings/retreats.	Ho	■	■	■	■	242,000	96,800	–	145,200	■		HRD	HODs, DPs
15	Renovate VRCC office structures & upgrade logistics.	Ho		■	■	■	300,000	120,000	–	180,000	■		CAD	PWD, DACF Secretariat, MLGCRA, DPs
16	Procure essential ICT equipment & office furniture.		■	■			242,000	96,800	–	145,200	■		CAD/PU	DACF Secretariat, MLGCRA, DPs

No.	Project	Location	Time Frame				Funding Sources (Cost)				Project Status		Implementing Institution/ Department	
			Q1	Q2	Q3	Q4	GoG (GHC)	DACF (GHC)	IGF (GHC)	Other (DPs/PPP) (GHC)	New	Ongoing	Lead Institution	Collaborating Institutions
Governance Transparency & Accountability Programme														
17	Establish VRCC governance feedback & complaints platform.	Ho	■	■			219,000	87,600	–	131,400	■		IAU	CAD, HRD
18	Conduct anti-corruption & ethics training for staff.	Ho	■		■		150,000	60,000	–	90,000	■		IAU	CAD, HRD
19	Strengthen internal audit systems.	Ho	■	■	■	■	173,000	69,200	–	103,800	■		IAU	FD, BU
20	Publish annual VRCC performance report.	Ho	■		■	■	150,000	60,000	–	90,000	■		CAD	HRD, HODs
Subtotal – Governance & Institutional Development (2026)							6,000,000	2,400,000	–	3,600,000				12,000,000
International Relations and Co-operation														
Goal: Strengthen regional, national, and international partnerships for development, trade, culture, and diplomacy.														
Objective: Enhance cross-border cooperation, regional diplomacy, investment promotion, and cultural exchange through institutional mechanisms by 2029.														
Cross-Border Cooperation & Security Programme														
1	Strengthen collaboration with Togo Prefectures through annual bilateral meetings.	Aflao	■		■		300,000	120,000	–	180,000	■		REGSEC	Security Agencies
2	Conduct joint border security and migration monitoring.	Border Posts	■	■	■		219,000	87,600	–	131,400	■		REGSEC	Security Agencies
3	Develop Regional Cross-Border Cooperation Framework.	Ho	■	■			196,000	78,400	–	117,600	■		CAD	Security Agencies, DPs
4	Organize quarterly cross-border stakeholder coordination meetings.	Ho	■	■	■	■	219,000	87,600	–	131,400	■		CAD	Security Agencies, TA
Regional Trade & Investment Promotion Programme														
5	Establish Regional Development & Investment Think Tank and Investment Promotion Desk.	Ho	■	■			300,000	120,000	–	180,000	■		RPCU	GIPC, AGI, MoTI, GEPA, GEA
6	Host Annual Volta Regional Business & Investment Summit.	Ho		■	■		242,000	96,800	–	145,200	■		RPCU	GIPC, GEPA, AGI, GEA

No.	Project	Location	Time Frame				Funding Sources (Cost)				Project Status		Implementing Institution/ Department	
			Q1	Q2	Q3	Q4	GoG (GHC)	DACF (GHC)	IGF (GHC)	Other (DPs/PPP) (GHC)	New	Ongoing	Lead Institution	Collaborating Institutions
7	Facilitate trade missions with neighbouring regions and countries.	Ho					173,000	69,200	–	103,800			CAD	RCCs, DPs MoFARI
8	Develop online Volta Investment Opportunities Portal.	Ho					219,000	87,600	–	131,400			RPCU/MISU	GIPC, AGI
Culture, Tourism & Diaspora Engagement Programme														
9	Coordinate Regional Tourism and Cultural Festivals.	Hohoe					300,000	120,000	–	180,000			GTA	MoTCA, TA, DPs
10	Develop Diaspora Investment Facilitation Strategy.	Ho					242,000	96,800	–	145,200			RPCU/RPCU	GIPC, DPs, MoFARI
11	Host Volta–Diaspora Homecoming & Networking Event.	Ho					219,000	87,600	–	131,400			GTA/CAD	MoFARI, GTA, CEANA
12	Develop cultural exchange programs with major border communities and selected cities across the globe.	Ketu South					173,000	69,200	–	103,800			GTA/RPCU	MoFARI, DPs, CEANA
Development Partnerships & Cooperation Programme														
13	Institute a Donors/DPs Coordination Platform/Database.	Ho					196,000	78,400	–	117,600			RPCU	NDPC, DPs, MoF
14	Establish a Development Partnership Desk.	Ho					219,000	87,600	–	131,400			RPCU	NDPC, DPs
15	Facilitate project development for donor funding.	Region-wide					300,000	120,000	–	180,000			RPCU	DPs, MMDAs
16	Organize and host regional/international Annual Donors/DPs Conference.	Ho					219,000	87,600	–	131,400			RPCU	NDPC, DPs MoFARI
International Relations Strengthening Programme														
17	Establish a Regional & International Relations Secretariat.	Ho					242,000	96,800	–	145,200			CAD	MoFARI, DPs
18	Conduct capacity building for schedule IR officers & coordinators.	Ho					196,000	78,400	–	117,600			HRD	MoFARI, DPs

No.	Project	Location	Time Frame				Funding Sources (Cost)				Project Status		Implementing Institution/ Department	
			Q1	Q2	Q3	Q4	GoG (GHC)	DACF (GHC)	IGF (GHC)	Other (DPs/PPP) (GHC)	New	Ongoing	Lead Institution	Collaborating Institutions
19	Develop regional international cooperation strategy	Ho					219,000	87,600	–	131,400			RPCU	NDPC, MFA
20	Host joint regional cooperation forum (Volta–Oti–Togo)	Ho					242,000	96,800	–	145,200			RCC	MFA, ECOWAS
Subtotal – International Relations & Cooperation (2026)							6,000,000	2,400,000	–	3,600,000				12,000,000

Source: Regional Planning Co-ordinating Unit, 2025

Table 6.3: Annual Action Plan – 2027

No.	Project	Location	Time Frame				Funding Sources (Costs)				Project Status		Implementing Institution/Dept/Unit	
			Q1	Q2	Q3	Q4	GoG (GHC)	DACF (GHC)	IGF (GHC)	Other (DPs/PPP) (GHC)	New	Ongoing	Lead Institution	Collaborating Institutions
ECONOMIC DEVELOPMENT														
Goal: Improve financial predictability and sustainable regional economic growth.														
Objective: Strengthen regional economic coordination, MSME development, revenue automation, and employment tracking by 2030.														
IGF Automation & Fiscal Coordination Programme														
1	Roll out phase II of IGF automation and database upgrade	Ho	■	■			350,000	140,000	–	210,000	■		FD	IT Unit, MoF
2	Conduct revenue data integration with GRA & MMDAs	Ho	■	■	■		300,000	120,000	–	180,000	■		FD	GRA, NDPC
3	Establish regional fiscal dashboard for DACF/GoG releases	Ho		■	■	■	350,000	140,000	–	210,000	■		BU	MoF, Controller
4	Train MMDA finance staff on automation system maintenance	Region-wide	■	■			250,000	100,000	–	150,000	■		FD	MISU., MOF
Donor Coordination & Private Investment Programme														
5	Host 2027 Regional Donor & Private Investment Forum	Ho		■	■		400,000	160,000	–	240,000	■		RPCU	GIPC, AGI, NDPC
6	Develop Volta Regional Investment Tracker System	Ho	■	■	■	■	300,000	120,000	–	180,000	■		MISU	GIPC, MOTAI
7	Conduct regional PPP pipeline mapping and feasibility reviews	Ho	■		■		250,000	100,000	–	150,000	■		RPCU	MOF, NDPC

8	Organize regional public-private roundtables	Ho				350,000	140,000	–	210,000			PRU	Private Sector, GEPA, AGI, DPs
MSME Development & Industrial Promotion Programme													
9	Support MSME clusters with capacity-building workshops	Hohoe				300,000	120,000	–	180,000			GEA	MOTAI, ASSI
10	Facilitate access to finance linkage fairs for SMEs	Ho				250,000	100,000	–	150,000			GEA	MOTAI, ASSI, FIs
11	Establish Regional MSME Help Desk	Ho				350,000	140,000	–	210,000			GEA	AGI, MOTAI
12	Develop regional industrial profiles and investment briefs	Region-wide				300,000	120,000	–	180,000			GIPC	GEA, GEPA, AGI
Employment & Job Tracking Programme													
13	Update regional employment and skills database	Ho				300,000	120,000	–	180,000			MISU	LD, NYA
14	Conduct regional job fairs and career linkages	Kpando				250,000	100,000	–	150,000			NYEA	NYA, MOELR
15	Implement youth entrepreneurship incubation programme	Ho				350,000	140,000	–	210,000			NYA	GEA AGI, DPs
16	Establish regional labour market observatory	Ho				300,000	120,000	–	180,000			NYEA	LD, GSS, RPCU
Agricultural Value Chain & Regional Trade Programme													
17	Promote agribusiness incubation for youth	Hohoe				300,000	120,000	–	180,000			AD/MOTAI	GEA, MOFA
18	Support regional agribusiness trade fairs	Ho				250,000	100,000	–	150,000			AD	MOTAI
19	Develop export readiness training for agripreneurs	Region-wide				300,000	120,000	–	180,000			GEPA	GEA, GIPC

20	Launch Volta Regional Agricultural Market Linkage Portal	Ho		400,000	160,000	–	240,000			AD	MISU, GIPC, MOTAI
Subtotal – Economic Development (2027)				6,000,000	2,400,000	–	3,600,000				12,000,000
SOCIAL DEVELOPMENT											
Goal: Promote inclusive human capital development and equitable access to quality social services.											
Objective: Strengthen integrated social service delivery, youth skills and employment, gender equality, social protection, and citizen engagement by 2029.											
Integrated Social Services Coordination Programme											
1	Establish Regional Social Services Coordination Platform	Ho		350,000	140,000	–	210,000			SWD	GHS, GES, GD, CD
2	Conduct annual regional social sector review forum	Ho		300,000	120,000	–	180,000			RPCU	NDPC, MGCSP
3	Develop harmonised social protection data system	Ho		400,000	160,000	–	240,000			MISU	GSS, MGCSP
4	Build capacity of MMDA social development officers on coordination tools	Region-wide		250,000	100,000	–	150,000			SWD	NDPC, MGCSP, DPs
Regional Youth Employment & Enterprise Programme											
5	Establish regional youth enterprise incubation centres	Hohoe		400,000	160,000	–	240,000			NYA	MGCSP, GEA
6	Organise youth career and job fairs	Ho		250,000	100,000	–	150,000			NYA	MoELR, GEA
7	Implement youth mentorship and internship programmes	Region-wide		350,000	140,000	–	210,000			HRU	TVET, MOELR
8	Launch youth digital innovation challenge	Ho		300,000	120,000	–	180,000			MISU	MOC, GEA
Gender Mainstreaming & Equity Empowerment Programme											

9	Conduct regional gender budgeting training for MMDAs	Ho					250,000	100,000	–	150,000			GD	NDPC, MGCSP, DPs
10	Establish Regional Women Leadership Forum	Ho					300,000	120,000	–	180,000			GD	CSOs, NCCE
11	Conduct gender and inclusion audit across social programmes	Region-wide					350,000	140,000	–	210,000			GD	NGOs, NDPC, DPs
12	Launch Women in Entrepreneurship Development Campaign	Kpando					400,000	160,000	–	240,000			GD	MOTAI, GEA
Child Protection & Social Welfare Systems Programme														
13	Operationalise regional child protection database	Ho					350,000	140,000	–	210,000			CD	UNICEF, DPs, SWD
14	Conduct community sensitisation on child labour & trafficking	Region-wide					300,000	120,000	–	180,000			CD/SWD	MGCSP, DPs
15	Build capacity of social welfare officers on case management	Ho					250,000	100,000	–	150,000			SWD	MGCSP
16	Establish referral systems for vulnerable children & families	Ho					400,000	160,000	–	240,000			SWD/CD	DPs, GHS
Citizen Engagement & Social Accountability Programme														
17	Roll out digital citizen feedback platforms	Region-wide					300,000	120,000	–	180,000			IMSU	NDPC, NITA
18	Conduct citizen scorecard assessments	All MMDAs					250,000	100,000	–	150,000			RPCU	NCCE, CSOs
19	Host annual citizen accountability forum	Ho					300,000	120,000	–	180,000			IAU	MLGCRA, CSOs
20	Produce and publish annual social accountability report	Ho					300,000	120,000	–	180,000			IAU	NDPC, GSS, IAA

Subtotal – Social Development (2027)				6,000,000	2,400,000	–	3,600,000				12,000,000		
ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENT DEVELOPMENT													
Goal: Promote sustainable environmental governance, climate resilience, infrastructure, and spatial development.													
Objective: Strengthen regional capacity for environmental management, disaster resilience, urban planning, sanitation, and ICT connectivity by 2029.													
Environmental Governance & Compliance Programme													
1	Establish Regional Environmental Enforcement Taskforce	Region-wide					400,000	160,000	–	240,000		EPA	EHU, NADMO
2	Conduct annual environmental monitoring and compliance audits	All Districts					350,000	140,000	–	210,000		EPA	EHU, MMDAs
3	Develop regional environmental GIS database	Ho					300,000	120,000	–	180,000		RPCU	MISU, EPA
4	Organize regional environmental awareness campaign	Hohoe					250,000	100,000	–	150,000		EPA/EHU	Schools, CSOs
Climate Resilience & Disaster Risk Management Programme													
5	Mainstream climate adaptation into MMDA plans	All Districts					350,000	140,000	–	210,000		RPCU	NADMO, EPA
6	Conduct district disaster preparedness simulations	Region-wide					400,000	160,000	–	240,000		NADMO	Security Agencies
7	Establish regional early warning and response centre	Ho					450,000	180,000	–	270,000		NADMO	GMet, EPA
8	Pilot community climate adaptation projects	Hohoe, Kpando					300,000	120,000	–	180,000		EHU	NGOs, MMDAs
Spatial Planning & Land Management Programme													
9	Update and digitize district land-use and spatial plans	Ho, Hohoe					450,000	180,000	–	270,000		LUSPA	LC, MMDAs

10	Train MMDA planners on GIS and spatial data systems	Region-wide			✓		300,000	120,000	–	180,000			LUSPA	NDPC, MLGCRA
11	Implement spatial development monitoring framework	All Districts			✓		350,000	140,000	–	210,000			LUSPA	GSS, MMDAs
12	Develop regional urban greening and beautification plan.	Ho					400,000	160,000	–	240,000			PGD	FC, DPs
Infrastructure Coordination & Monitoring Programme														
13	Conduct quarterly regional infrastructure review sessions	Ho					350,000	140,000	–	210,000			PWD	MMDAs, DPs
14	Develop regional infrastructure investment tracking system	Ho					300,000	120,000	–	180,000			PRCU	MOF, NDPC, DPs
15	Support maintenance of regional public facilities	Region-wide					400,000	160,000	–	240,000			PWD	MWH, MMDA
16	Facilitate public-private dialogue on regional infrastructure	Ho					250,000	100,000	–	150,000			RCC	MOF, Private Sector, MWH
ICT Connectivity & Smart Infrastructure Programme														
17	Develop regional ICT & connectivity strategy	Ho					350,000	140,000	–	210,000			MISU	NITA, Private Sector
18	Establish regional data centre for infrastructure projects	Ho					400,000	160,000	–	240,000			MISU/RPCU	MOC, NDPC, DPs
19	Roll out digital project monitoring dashboards	All Districts					300,000	120,000	–	180,000			RPCU	NDPC, DPs
20	Conduct ICT skills training for MMDA engineers & planners	Region-wide					300,000	120,000	–	180,000			MISU	PWD, NDPC
							6,000,000	2,400,000	–	3,600,000				12,000,000
GOVERNANCE AND INSTITUTIONAL DEVELOPMENT														
Goal: Strengthen governance systems, accountability, human resource development, and institutional coordination for effective regional administration.														

Objective: Enhance institutional efficiency, human capacity, digital governance, and transparency mechanisms in the VRCC and MMDAs by 2030.														
Regional Administration & Coordination Programme														
1	Conduct quarterly regional coordinating meetings	Ho					400,000	160,000	–	240,000			RPCU/CAD	MMDAs, MDAs
2	Prepare and disseminate VRCC performance reports	Region-wide					350,000	140,000	–	210,000			RPCU/HRD	NDPC, GSS, OHLGS
3	Organize annual regional policy and stakeholder dialogue	Ho					400,000	160,000	–	240,000			RPCU	CSOs, DPs
4	Facilitate inter-departmental performance reviews	Ho					300,000	120,000	–	180,000			CAD	HRD, DPs
Human Resource & Capacity Development Programme														
5	Organize leadership and management training for RCC staff	Ho					350,000	140,000	–	210,000			HRD	OHLGS, OHCS, NDPC
6	Facilitate capacity-building for MMDA staff on planning & M&E	Region-wide					450,000	180,000	–	270,000			HRD	RPCU, NDPC, DPs
7	Develop and implement VRCC staff welfare & motivation scheme	Ho					350,000	140,000	–	210,000			HRD	MOF, CAD
8	Strengthen HR data management and digitization	Ho					300,000	120,000	–	180,000			MISU	HRD, NITA
Transparency, Accountability & M&E Programme														
9	Conduct annual monitoring and evaluation of regional projects	All Districts					400,000	160,000	–	240,000			RPCU	NDPC, GSS
10	Publish annual citizens' accountability report	Ho					350,000	140,000	–	210,000			IAU	ISD, CSOs

11	Establish e-M&E dashboard for performance tracking	Ho					450,000	180,000	–	270,000			MSIU	NDPC, DPs
12	Facilitate public hearings on budget and plan implementation	Region-wide					300,000	120,000	–	180,000			ISD	RPCU, CSOs, MOF
Institutional Logistics & Infrastructure Support Programme														
13	Procure essential office logistics and furniture	Ho					400,000	160,000	–	240,000			CAD	MOF, DACF, DPs
14	Renovate and maintain RCC office buildings	Ho					350,000	140,000	–	210,000			PWD	MWH, DACF, MLGCRA, OHLGS, DPs
15	Procure vehicles and motorbikes for field monitoring	Region-wide					500,000	200,000	–	300,000			CAD	OHLGS, MLGCRA, DPs
16	Install alternative power systems (solar backup) at RCC	Ho					450,000	180,000	–	270,000			PWD	MLGCRA, DPs
ICT, Digitalization & Records Management Programme														
17	Digitize records and archives of VRCC	Ho					300,000	120,000	–	180,000			MISU	ISD, PRAAD
18	Develop VRCC intranet and e-documentation system	Ho					350,000	140,000	–	210,000			MISU	NITA, DPs
19	Train RCC staff on cybersecurity and data protection	Region-wide					300,000	120,000	–	180,000			MISU	MOCD, DPs
20	Establish feedback mechanism and complaints desk	Ho					350,000	140,000	–	210,000			CSU	CHRAJ, CSOs
Subtotal – Governance & Institutional Development (2027)							6,000,000	2,400,000	–	3,600,000				12,000,000
INTERNATIONAL RELATIONS & COOPERATION														
Goal: Strengthen Volta Region’s participation in national, sub-regional, and international development cooperation networks.														
Objective: Promote partnerships, cross-border cooperation, investment promotion, and diaspora engagement for inclusive regional development.														

Cross-Border Cooperation & Regional Integration Programme													
1	Facilitate annual cross-border cooperation meetings with Togo regional authorities	Aflao					400,000	160,000	–	240,000		CAD	MFARI, GIS, REGSEC
2	Develop and operationalize Cross-Border Development Framework	Ho					450,000	180,000	–	270,000		RPCU	MFARI, GIS, REGSEC
3	Organize regional peace and security dialogue for border communities	Aflao–Dzodze					350,000	140,000	–	210,000		REGSEC	NADMO, Security Agencies
4	Conduct joint cross-border trade facilitation awareness campaigns	Aflao					300,000	120,000	–	180,000		MOTAI	GRA, MFARI, MMDAs, DPs
Development Cooperation & Partnership Coordination Programme													
5	Hold quarterly Development Partner (DP) coordination meetings	Ho					400,000	160,000	–	240,000		RPCU	DPs, NDPC, MMDAs
6	Establish and operate VRCC Development Partnership Forum Secretariat	Ho					450,000	180,000	–	270,000		CAD	NDPC, DPs
7	Prepare Annual Development Cooperation Report	Ho					350,000	140,000	–	210,000		Development Partnership Secretariat	NDPC, MFARI
8	Build capacity of staff on aid alignment and partnership management	Ho					400,000	160,000	–	240,000		HRU	DPs, MOF
Regional Investment Promotion & Economic Diplomacy Programme													
9	Establish Regional Investment Promotion Desk	Ho					450,000	180,000	–	270,000		CAD	GIPC, MOTAI, GIPC

10	Organize Volta Investment & Trade Summit	Ho					500,000	200,000	–	300,000			RPCU/AGI	GIPC, DPs, Private Sector
11	Develop Regional Investment Profile and Prospectus	Ho					350,000	140,000	–	210,000			RPCU	GIPC, DPs, AGI, GEPA
12	Facilitate public-private partnership (PPP) dialogue for investment	Ho					400,000	160,000	–	240,000			GIPC/GEPA	MOF, RPCU, DPs
Diaspora Engagement & Remittance Mobilisation Programme														
13	Establish Volta Diaspora Engagement Desk	Ho					400,000	160,000	–	240,000			CAD	MFARI, GTA, MTAC
14	Create digital database of Volta Region diaspora professionals	Ho					300,000	120,000	–	180,000			GTA	GIPC, MFARI
15	Organize “Homecoming Summit” for Volta diaspora	Ho					450,000	180,000	–	270,000			GTA	DPs, Private Sector, MFARI, GTA, MTAC
16	Facilitate diaspora investment partnership schemes	Ho					400,000	160,000	–	240,000			GTA	MFARI, GTA, MTAC , DPs
Regional Branding & International Visibility Programme														
17	Develop Volta Region international branding strategy	Ho					450,000	180,000	–	270,000			GIPC	MTAC, ISD, DPs
18	Design and maintain Volta Region promotional website	Ho					400,000	160,000	–	240,000			MISU	ISD, DPs, NDPC
19	Participate in international expos and cooperation fairs	Accra / ECOWAS / AU events					500,000	200,000	–	300,000			GIPC	MFARI, GTA, NDPC, GEPA, DPs

20	Produce and distribute Volta cultural and investment promotion materials	Region-wide					450,000	180,000	–	270,000			GIPC/GTA	MTAC, DPs
Subtotal – International Relations & Cooperation (2027)							6,000,000	2,400,000	–	3,600,000				12,000,000

Table 6.4: Annual Action Plan - 2028

No.	Project	Location	Time Frame				Funding Sources (Costs)				Project Status		Implementing Institution/Dept/Unit	
			Q1	Q2	Q3	Q4	GoG (GHC)	DACF (GHC)	IGF (GHC)	Other (DPs/PPP) (GHC)	New	Ongoing	Lead Institution	Collaborating Institutions
ECONOMIC DEVELOPMENT														
Goal: Enhance regional economic transformation through sustainable MSME growth, fiscal efficiency, and industrial competitiveness.														
Objective: Strengthen IGF automation, value chain development, and tourism-led investment for inclusive growth.														
Programme: Fiscal Efficiency & IGF Automation Programme														
1	Upgrade and maintain regional IGF automation system (rollover)	Ho					400,000	160,000	–	240,000			Finance Unit	MoF, GRA, NDPC
2	Conduct annual fiscal performance audits and reviews	Region-wide					350,000	140,000	–	210,000			RPCU	Audit Service, NDPC
3	Build MMDA finance officers' capacity in digital reporting	All Districts					350,000	140,000	–	210,000			Finance Unit	LGSS, NDPC
4	Organize quarterly regional fiscal accountability dialogues	Ho					400,000	160,000	–	240,000			Planning & Finance Units	NDPC, GRA
Programme: MSME Development & Market Linkages Programme														
5	Facilitate MSME business clinics and registration drives	Hohoe					400,000	160,000	–	240,000			MSME Desk	GEA, NBSSI
6	Support MSME finance access and trade fairs	Ho					450,000	180,000	–	270,000			Trade Unit	DPs, Private Sector
7	Develop and operate MSME market linkage portal	Ho					400,000	160,000	–	240,000			ICT Unit	GEA, MoC
8	Train women and youth entrepreneurs in value addition	Hohoe					350,000	140,000	–	210,000			MSME Desk	GEA, NGOs

No.	Project	Location	Time Frame				Funding Sources (Costs)				Project Status		Implementing Institution/Dept/Unit	
			Q1	Q2	Q3	Q4	GoG (GHC)	DACF (GHC)	IGF (GHC)	Other (DPs/PPP) (GHC)	New	Ongoing	Lead Institution	Collaborating Institutions
Programme: Agro-Industrialisation & Value Chain Support Programme														
9	Conduct feasibility study for agro-processing zones	Hohoe					450,000	180,000	–	270,000			Agric Dept.	MoFA, GEA
10	Facilitate PPP investment in agro-industrial clusters	Ho, Kpando					500,000	200,000	–	300,000			Trade Desk	MoTI, DPs
11	Support regional agro-value chain training & certification	Region-wide					350,000	140,000	–	210,000			Agric Dept.	MoFA, NGOs
12	Establish regional agro-processing business incubation hub	Ho					450,000	180,000	–	270,000			Trade & Agric Units	MoTI, MoFA
Programme: Regional Tourism & Creative Industry Promotion Programme														
13	Upgrade heritage sites and visitor facilities (Wli Falls, Tafi Atome)	Hohoe					400,000	160,000	–	240,000			Tourism Dept.	GTA, DPs
14	Organize annual Volta Cultural & Tourism Festival	Region-wide					450,000	180,000	–	270,000			Culture Desk	GTA, Media
15	Conduct creative industry skills and entrepreneurship training	Ho					350,000	140,000	–	210,000			Culture Desk	MoTAC, NGOs
16	Launch tourism investment promotion campaigns	Ho, Kpando					400,000	160,000	–	240,000			Trade & Tourism Units	GIPC, DPs
Programme: Investment Promotion & Regional Competitiveness Programme														
17	Develop regional investment promotion strategy	Ho					400,000	160,000	–	240,000			Trade & Planning Units	GIPC, NDPC
18	Hold regional investment forum and business-to-business sessions	Ho					450,000	180,000	–	270,000			Trade Unit	Private Sector, DPs
19	Support PPP pipeline development for industrial projects	Hohoe					350,000	140,000	–	210,000			Planning Unit	MoF, DPs
20	Conduct monitoring and evaluation of economic growth indicators	Region-wide					400,000	160,000	–	240,000			M&E Unit	NDPC, GSS
Subtotal – Economic Development (2028)							6,000,000	2,400,000	–	3,600,000				12,000,000

No.	Project	Location	Time Frame				Funding Sources (Costs)				Project Status		Implementing Institution/Dept/Unit	
			Q1	Q2	Q3	Q4	GoG (GHC)	DACF (GHC)	IGF (GHC)	Other (DPs/PPP) (GHC)	New	Ongoing	Lead Institution	Collaborating Institutions
Goal: Enhance social inclusion, human capital development, and community resilience in the Volta Region. Objective: Improve education, health, gender equality, youth empowerment, and social protection systems.														
Education Quality & Skills Development Programme														
1	Support teacher professional development and ICT-based learning	Ho, Keta					400,000	160,000	–	240,000			Education Dept.	GES, MoE
2	Construct and equip regional STEM training center	Ho					500,000	200,000	–	300,000			Works Dept.	GES, GETFund
3	Expand inclusive education for children with disabilities	Region-wide					350,000	140,000	–	210,000			Social Welfare	GES, NGOs
4	Support TVET linkages with local industry	Hohoe, Kpando					400,000	160,000	–	240,000			Education Dept.	COTVET, GEA
Health & Nutrition Improvement Programme														
5	Upgrade selected health centers and CHPS compounds	Region-wide					500,000	200,000	–	300,000			Health Dept.	GHS, DPs
6	Conduct regional immunization and nutrition outreach	All Districts					400,000	160,000	–	240,000			Health Dept.	UNICEF, WHO
7	Train health workers on emergency response and referral systems	Ho					350,000	140,000	–	210,000			Health Dept.	GHS, NADMO
8	Launch regional adolescent reproductive health campaign	Hohoe					400,000	160,000	–	240,000			Health & Gender Units	MoH, NGOs
Gender Equality & Child Protection Programme														
9	Strengthen gender mainstreaming in MMDA planning	Region-wide					350,000	140,000	–	210,000			Gender Desk	DSW, NDPC
10	Implement regional anti-GBV and child marriage campaign	Ho, Jasikan					400,000	160,000	–	240,000			Gender Dept.	MoGCSP, NGOs
11	Train gender advocates and social workers	Region-wide					350,000	140,000	–	210,000			Gender & Social Welfare	NGOs, MoGCSP

No.	Project	Location	Time Frame				Funding Sources (Costs)				Project Status		Implementing Institution/Dept/Unit	
			Q1	Q2	Q3	Q4	GoG (GHC)	DACF (GHC)	IGF (GHC)	Other (DPs/PPP) (GHC)	New	Ongoing	Lead Institution	Collaborating Institutions
12	Establish community gender-based response teams	All Districts					400,000	160,000	–	240,000			Social Welfare	Police, CSOs
Youth Empowerment & Sports Development Programme														
13	Organize annual regional youth summit	Ho					400,000	160,000	–	240,000			Youth Dept.	NYA, NGOs
14	Establish youth innovation and entrepreneurship hubs	Kpando, Hohoe					500,000	200,000	–	300,000			Youth & MSME Units	NYA, GEA
15	Support sports infrastructure rehabilitation	Ho, Keta					400,000	160,000	–	240,000			Works & Sports Units	NSA, MMDAs
16	Train youth volunteers in civic and environmental projects	Region-wide					350,000	140,000	–	210,000			Youth & Planning Units	CSOs, MoYS
Social Protection & Community Resilience Programme														
17	Support LEAP and Livelihood Empowerment initiatives	Region-wide					400,000	160,000	–	240,000			Social Welfare	MoGCSP, DPs
18	Establish regional disaster support fund	Ho					400,000	160,000	–	240,000			NADMO & Finance Unit	DPs, MoF
19	Conduct community resilience and risk reduction training	All Districts					400,000	160,000	–	240,000			NADMO	EPA, NGOs
20	Monitor and evaluate social sector performance indicators	Region-wide					400,000	160,000	–	240,000			M&E Unit	NDPC, GSS
Subtotal – Social Development (2028)							6,000,000	2,400,000	–	3,600,000				12,000,000
ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENT														
Goal: Promote sustainable environmental management, resilient infrastructure, and orderly human settlements.														
Objective: Strengthen environmental governance, climate adaptation, infrastructure quality, and spatial planning.														
Environmental Governance & Compliance Programme														
1	Establish Regional Environmental Enforcement Taskforce	Region-wide					400,000	160,000	–	240,000			Environmental Health Unit	EPA, NADMO

No.	Project	Location	Time Frame				Funding Sources (Costs)				Project Status		Implementing Institution/Dept/Unit	
			Q1	Q2	Q3	Q4	GoG (GHC)	DACF (GHC)	IGF (GHC)	Other (DPs/PPP) (GHC)	New	Ongoing	Lead Institution	Collaborating Institutions
2	Conduct environmental monitoring and compliance audits	All Districts					350,000	140,000	–	210,000			Environmental Health	EPA, MMDA Env. Units
3	Develop GIS-based environmental management database	Ho					300,000	120,000	–	180,000			Planning Unit	GIS, EPA
4	Train MMDA officers on enforcement and green policy compliance	Region-wide					300,000	120,000	–	180,000			Environmental Health	MMDA Env. Units
Climate Change Adaptation & Resilience Programme														
5	Mainstream climate change into MMDA development plans	Region-wide					350,000	140,000	–	210,000			Planning Unit	EPA, NADMO
6	Establish regional early warning and data management system	Ho					400,000	160,000	–	240,000			NADMO Unit	GMet, IT Unit
7	Conduct regional climate vulnerability assessment	Region-wide					300,000	120,000	–	180,000			Planning & NADMO	EPA, Hydrological Dept.
8	Promote climate-smart agriculture demonstrations	Kpando, Hohoe					400,000	160,000	–	240,000			Agric Dept.	MoFA, NGOs
Infrastructure Quality & Maintenance Programme														
9	Rehabilitate regional office and logistics facilities	Ho					450,000	180,000	–	270,000			Works Dept.	Central Admin, PWD
10	Upgrade road linkages between MMDAs for economic access	Region-wide					450,000	180,000	–	270,000			Works & Roads Dept.	Urban Roads, DPs
11	Supervise implementation of MMDA infrastructure projects	All Districts					350,000	140,000	–	210,000			Works Dept.	MMDA Works Units
12	Maintain regional vehicles, utilities, and public assets	Ho					350,000	140,000	–	210,000			Transport Unit	Works, Finance Unit
Waste Management & Sanitation Improvement Programme														

No.	Project	Location	Time Frame				Funding Sources (Costs)				Project Status		Implementing Institution/Dept/Unit	
			Q1	Q2	Q3	Q4	GoG (GHC)	DACF (GHC)	IGF (GHC)	Other (DPs/PPP) (GHC)	New	Ongoing	Lead Institution	Collaborating Institutions
13	Implement integrated solid waste management system	Region-wide					400,000	160,000	–	240,000			Environmental Health	Zoomlion, EPA
14	Support construction of community toilet and landfill sites	All Districts					450,000	180,000	–	270,000			Works Dept.	MMDAs, NGOs
15	Train sanitation officers on waste segregation and recycling	Ho, Hohoe					350,000	140,000	–	210,000			Environmental Health	NGOs, DPs
16	Conduct quarterly sanitation and environmental campaigns	Region-wide					300,000	120,000	–	180,000			Environmental Health	ISD, NCCE
Spatial Planning & Urban Development Programme														
17	Develop updated regional spatial development framework	Ho					400,000	160,000	–	240,000			Town & Country Planning	NDPC, Lands Dept.
18	Support district physical planning and building permit reviews	All Districts					350,000	140,000	–	210,000			Town & Country Planning	Works, Lands
19	Promote sustainable housing and settlement layouts	Region-wide					400,000	160,000	–	240,000			Planning Dept.	Housing, CSOs
20	Establish Regional Infrastructure Monitoring & Data Centre	Ho					400,000	160,000	–	240,000			VRCC Planning Unit	Works, IT Unit
Subtotal – Environment, Infrastructure & Human Settlements (2028)							6,000,000	2,400,000	–	3,600,000				12,000,000
GOVERNANCE AND INSTITUTIONAL DEVELOPMENT														
Goal: Strengthen effective governance, transparency, and institutional efficiency within the region.														
Objective: Improve inter-departmental coordination, data-driven planning, ICT adoption, and public accountability.														
Inter-Departmental Coordination & Performance Programme														
1	Conduct quarterly inter-departmental coordination meetings	Ho					350,000	140,000	–	210,000			Central Administration	All VRCC Departments

No.	Project	Location	Time Frame				Funding Sources (Costs)				Project Status		Implementing Institution/Dept/Unit	
			Q1	Q2	Q3	Q4	GoG (GHC)	DACF (GHC)	IGF (GHC)	Other (DPs/PPP) (GHC)	New	Ongoing	Lead Institution	Collaborating Institutions
2	Facilitate joint regional planning and review sessions	Region-wide					400,000	160,000	–	240,000			Planning Unit	NDPC, MMDAs
3	Establish regional performance dashboard for MMDAs	Ho					350,000	140,000	–	210,000			MIS/IT Unit	NDPC, GIZ
4	Develop coordination manual and service standards	Region-wide					300,000	120,000	–	180,000			Administration Dept.	NDPC, OHLGS
Monitoring, Evaluation & Data Systems Programme														
5	Develop regional M&E framework with harmonized indicators	Ho					400,000	160,000	–	240,000			M&E Unit	NDPC, Statistics Dept.
6	Train departmental M&E focal persons	Region-wide					300,000	120,000	–	180,000			HR Unit	NDPC, NGOs
7	Conduct regional mid-term performance review workshop	Ho					400,000	160,000	–	240,000			Planning & M&E Unit	Finance, OHLGS
8	Establish regional data repository and analytics system	Ho					400,000	160,000	–	240,000			MIS/IT Unit	GSS, NDPC
ICT & E-Governance Transformation Programme														
9	Digitize administrative records and archives	Ho					400,000	160,000	–	240,000			IT Unit	OHLGS, Records Unit
10	Install VRCC intranet and secure communication systems	Ho					450,000	180,000	–	270,000			MIS/IT Unit	Communications Unit
11	Deploy digital workflow and e-filing systems	Region-wide					400,000	160,000	–	240,000			IT Unit	All Departments
12	Train staff on cybersecurity and digital literacy	Ho					350,000	140,000	–	210,000			HR Unit	IT Dept., GIZ
13	Conduct HR audits and capacity gap assessment	Ho					300,000	120,000	–	180,000			HR Unit	OHLGS, PSC
14	Provide training in leadership, ethics, and productivity	Region-wide					400,000	160,000	–	240,000			HR Unit	CLOGSAG, NDPC

No.	Project	Location	Time Frame				Funding Sources (Costs)				Project Status		Implementing Institution/Dept/Unit	
			Q1	Q2	Q3	Q4	GoG (GHC)	DACF (GHC)	IGF (GHC)	Other (DPs/PPP) (GHC)	New	Ongoing	Lead Institution	Collaborating Institutions
15	Procure logistics (vehicles, IT, furniture, equipment)	Ho					450,000	180,000	–	270,000			Transport & Stores	Finance Unit
16	Renovate and maintain staff residential facilities	Ho					450,000	180,000	–	270,000			Works Dept.	PWD, DPs
Peace, Security & Social Cohesion Programme														
17	Establish Regional Peace and Security Coordination Desk	Ho					400,000	160,000	–	240,000			REGSEC Secretariat	Security Agencies
18	Conduct regional conflict prevention and mediation training	Hohoe					350,000	140,000	–	210,000			REGSEC, NADMO	Peace Council
19	Develop early warning and community safety monitoring systems	Region-wide					400,000	160,000	–	240,000			REGSEC	NADMO, CSOs
20	Hold quarterly stakeholder dialogues on peacebuilding	Region-wide					400,000	160,000	–	240,000			REGSEC	Peace Council, NGOs
Subtotal – Governance & Institutional Development (2028)							6,000,000	2,400,000	–	3,600,000				12,000,000
Goal: Strengthen VRCC's international relations, partnerships, and cooperation for sustainable regional development.														
Objective: Deepen cross-border collaboration, promote investment and tourism, enhance diaspora engagement, and expand international development partnerships.														
Cross-Border Cooperation & Development Programme														
1	Facilitate periodic cross-border security and development meetings	Aflao/Ho					350,000	140,000	–	210,000			REGSEC	GIS, Customs, Togolese Prefecture
2	Organize annual Ghana–Togo regional trade and investment fair	Ho					400,000	160,000	–	240,000			Trade & Industry Dept.	GIPC, GEPA, Togolese Chamber
3	Conduct joint cross-border sanitation and health campaigns	Aflao/Denu					350,000	140,000	–	210,000			Environmental Health	MoH, EPA, Togo Health Dir.
4	Develop a cross-border development cooperation framework	Ho					400,000	160,000	–	240,000			Planning Unit	MFA, NDPC

No.	Project	Location	Time Frame				Funding Sources (Costs)				Project Status		Implementing Institution/Dept/Unit	
			Q1	Q2	Q3	Q4	GoG (GHC)	DACF (GHC)	IGF (GHC)	Other (DPs/PPP) (GHC)	New	Ongoing	Lead Institution	Collaborating Institutions
Programme: Investment Promotion & Trade Facilitation Programme														
5	Establish a regional investment promotion desk	Ho					400,000	160,000	–	240,000			Trade & Industry Dept.	GIPC, MoTI
6	Conduct regional business and investor forums	Ho/Hohoe					400,000	160,000	–	240,000			Trade Dept.	AGI, GEPA
7	Support MSMEs to access export and investment markets	Region-wide					350,000	140,000	–	210,000			BAC, NBSSI	GEPA, GEA
8	Create online investment portal for regional opportunities	Ho					350,000	140,000	–	210,000			IT Unit	Trade Dept., GIPC
Tourism, Culture & Heritage Promotion Programme														
9	Organize annual Volta Regional Cultural & Tourism Festival	Ho					400,000	160,000	–	240,000			Tourism Dept.	GTA, Creative Arts
10	Upgrade key tourist attraction sites (Afadjato, Wli, Tafi)	Region-wide					400,000	160,000	–	240,000			Tourism Dept.	GTA, MMDAs
11	Develop a regional cultural tourism branding strategy	Ho					350,000	140,000	–	210,000			Tourism Dept.	GIPC, PR Unit
12	Support community-based tourism enterprises (CBTEs)	Region-wide					400,000	160,000	–	240,000			Tourism Dept.	NGOs, GTA
Diaspora Engagement & Development Support Programme														
13	Establish VRCC Diaspora Engagement & Relations Unit	Ho					400,000	160,000	–	240,000			VRCC Secretariat	GIPC, GDF
14	Host annual Volta Diaspora Investment Forum	Ho					400,000	160,000	–	240,000			Diaspora Office	MFA, GIPC
15	Develop diaspora database and communication portal	Ho					350,000	140,000	–	210,000			IT/MIS Unit	Diaspora Office
16	Facilitate diaspora-led social projects (health, education)	Region-wide					400,000	160,000	–	240,000			Social Dev. Dept.	MoH, NGOs
International Development Partnerships & Aid Coordination														
17	Coordinate development partner programs and reviews	Ho					400,000	160,000	–	240,000			Planning Unit	DPs, NDPC

No.	Project	Location	Time Frame				Funding Sources (Costs)				Project Status		Implementing Institution/Dept/Unit	
			Q1	Q2	Q3	Q4	GoG (GHC)	DACF (GHC)	IGF (GHC)	Other (DPs/PPP) (GHC)	New	Ongoing	Lead Institution	Collaborating Institutions
18	Develop regional aid management and tracking system	Ho					350,000	140,000	–	210,000			IT/M&E Units	NDPC, UNDP
19	Hold annual VRCC–DPs Roundtable Conference	Ho					400,000	160,000	–	240,000			VRCC Secretariat	DPs, MFA
20	Produce annual international cooperation performance report	Ho					350,000	140,000	–	210,000			M&E Unit	Planning, NDPC
Subtotal – International Relations & Cooperation (2028)							6,000,000	2,400,000	–	3,600,000				12,000,000

Source: Regional Planning Co-ordinating Unit, 2025

Table 6.5: Annual Action Plan (AAP) - 2029

No.	Project	Location	Time Frame				Funding Sources (Costs)				Project Status		Implementing Institution/Department/Unit	
			Q1	Q2	Q3	Q4	GoG (GHC)	DACF (GHC)	IGF (GHC)	Other (DPs/PPP) (GHC)	New	Ongoing	Lead Institution	Collaborating Institutions
ECONOMIC DEVELOPMENT														
Goal: Accelerate sustainable and inclusive economic growth through enterprise development, value addition, and investment facilitation.														
Objective: Promote industrialization, enhance MSME competitiveness, support agribusiness, and expand job creation opportunities.														
Regional Enterprise & Industrial Development Programme														
1	Strengthen Business Advisory Centres (BACs) for MSME support	Region-wide					400,000	160,000	–	240,000			BAC, Trade & Industry	NBSSI, GEA
2	Organize entrepreneurship and innovation training for youth	Ho/Hohoe					400,000	160,000	–	240,000			BAC	Youth Authority, GEA
3	Facilitate access to credit and business incubation support	Ho					400,000	160,000	–	240,000			Trade & Industry Dept.	MoTI, GEA, DPs

No.	Project	Location	Time Frame				Funding Sources (Costs)				Project Status		Implementing Institution/Department/Unit	
			Q1	Q2	Q3	Q4	GoG (GHC)	DACF (GHC)	IGF (GHC)	Other (DPs/PPP) (GHC)	New	Ongoing	Lead Institution	Collaborating Institutions
4	Implement regional MSME digitalization & e-commerce platform	Ho					350,000	140,000	–	210,000			IT Unit	Trade Dept., NBSSI
Agriculture Modernization & Value Chain Development														
5	Establish agribusiness incubation centers in selected districts	Hohoe/Kadjebi					400,000	160,000	–	240,000			Agric Dept.	MoFA, DPs
6	Train farmer-based organizations in post-harvest management	Region-wide					350,000	140,000	–	210,000			Agric Dept.	MoFA, NGOs
7	Promote regional food processing and packaging industries	Ho/Hohoe					400,000	160,000	–	240,000			Trade Dept.	MoTI, GEA
8	Support greenhouse and climate-smart agriculture initiatives	Region-wide					350,000	140,000	–	210,000			Agric Dept.	MoFA, DPs
Skills Development & Employment Promotion														
9	Implement youth technical and vocational skills programs	Region-wide					400,000	160,000	–	240,000			VRCC HR Unit	CTVET, Youth Authority
10	Facilitate apprenticeship and job placement programs	Region-wide					400,000	160,000	–	240,000			HR Dept.	MoEL, GEA
11	Establish a regional database of skilled youth for employment	Ho					350,000	140,000	–	210,000			MIS Unit	HR Dept., MoEL
12	Organize business linkage events for youth entrepreneurs	Ho					350,000	140,000	–	210,000			Trade Dept.	Youth Authority
Regional Investment Promotion & Trade Facilitation														
13	Host annual Volta Regional Investment & Trade Forum	Ho					400,000	160,000	–	240,000			Trade & Industry	GIPC, GEPA
14	Develop a regional export promotion strategy	Ho					400,000	160,000	–	240,000			Trade Dept.	GEPA, GEA
15	Strengthen cross-border trade facilitation with Togo	Aflao/Denu					350,000	140,000	–	210,000			Trade Dept.	Customs, GRA

No.	Project	Location	Time Frame				Funding Sources (Costs)				Project Status		Implementing Institution/Department/Unit	
			Q1	Q2	Q3	Q4	GoG (GHC)	DACF (GHC)	IGF (GHC)	Other (DPs/PPP) (GHC)	New	Ongoing	Lead Institution	Collaborating Institutions
16	Organize business-to-business (B2B) investment networking	Ho					350,000	140,000	–	210,000			Planning Unit	GIPC, DPs
Regional Economic Governance & Policy Coordination														
17	Conduct regional economic review and investment outlook	Ho					350,000	140,000	–	210,000			Planning Unit	NDPC, GIPC
18	Develop regional economic data management dashboard	Ho					350,000	140,000	–	210,000			IT Unit	StatsGhana, NDPC
19	Hold quarterly coordination meetings on economic programs	Ho					350,000	140,000	–	210,000			VRCC Secretariat	MDAs, DPs
20	Produce annual economic performance and impact report	Ho					350,000	140,000	–	210,000			M&E Unit	Planning, NDPC
Subtotal – Economic Development (2029)							6,000,000	2,400,000	–	3,600,000				12,000,000
SOCIAL DEVELOPMENT														
Goal: Promote inclusive social development, equality, and well-being for all residents in the Volta Region.														
Objective: Strengthen social protection systems, improve education, health, gender equity, and youth empowerment across the region.														
Integrated Social Services Coordination Programme														
1	Strengthen regional coordination platform for social services	Region-wide					350,000	140,000	–	210,000			Social Welfare Dept.	GHS, GES, DSW, NGOs
2	Conduct joint social sector monitoring and evaluation exercises	All Districts					300,000	120,000	–	180,000			Planning Unit	DSW, NDPC
3	Develop integrated regional database for social indicators	Ho					350,000	140,000	–	210,000			MIS Unit	NDPC, GSS
4	Hold regional review and planning meeting on social services	Ho					300,000	120,000	–	180,000			Social Welfare Dept.	VRCC, DPs

No.	Project	Location	Time Frame				Funding Sources (Costs)				Project Status		Implementing Institution/Department/Unit	
			Q1	Q2	Q3	Q4	GoG (GHC)	DACF (GHC)	IGF (GHC)	Other (DPs/PPP) (GHC)	New	Ongoing	Lead Institution	Collaborating Institutions
Regional Youth Employment & Enterprise Development Programme														
5	Organize regional youth entrepreneurship training and boot camps	Ho/Hohoe					400,000	160,000	–	240,000			Youth Authority	GEA, BAC, NGOs
6	Establish regional internship and job placement initiative	Region-wide					350,000	140,000	–	210,000			HR Dept.	MoEL, GEA
7	Strengthen district-level youth employment desks	All MMDAs					300,000	120,000	–	180,000			VRCC HR Unit	Youth Authority
8	Organize career and skills fairs for youth and students	Ho					300,000	120,000	–	180,000			Education Dept.	Youth Authority, NGOs
Mainstreaming & Women Empowerment Programme														
9	Conduct gender-responsive budgeting (GRB) training for MMDAs	Ho					300,000	120,000	–	180,000			Gender Dept.	NDPC, MoGCSP
10	Support women's leadership and mentorship networks	Ho					350,000	140,000	–	210,000			Gender Dept.	NGOs, CSOs
11	Establish regional women entrepreneurship forum	Ho					350,000	140,000	–	210,000			Trade & Industry	Gender Dept., BAC
12	Conduct annual gender equality assessment and reporting	Region-wide					300,000	120,000	–	180,000			Gender Dept.	NDPC, MoGCSP
Child Protection & Social Welfare Systems Programme														
13	Establish harmonized child protection data system	Region-wide					400,000	160,000	–	240,000			DSW	UNICEF, DPs
14	Train social welfare officers on case management and response	Hohoe/Keta					350,000	140,000	–	210,000			DSW	GHS, NGOs
15	Conduct regional child protection awareness campaigns	Ho/Hohoe					350,000	140,000	–	210,000			DSW	ISD, CSOs

No.	Project	Location	Time Frame				Funding Sources (Costs)				Project Status		Implementing Institution/Department/Unit	
			Q1	Q2	Q3	Q4	GoG (GHC)	DACF (GHC)	IGF (GHC)	Other (DPs/PPP) (GHC)	New	Ongoing	Lead Institution	Collaborating Institutions
16	Establish community child protection committees in districts	All MMDAs					400,000	160,000	–	240,000			Social Welfare Dept.	NGOs, GHS
Citizen Engagement & Social Accountability Programme														
17	Implement digital citizen feedback and reporting platform	Ho					400,000	160,000	–	240,000			IT Unit	ISD, M&E
18	Facilitate annual regional citizens' dialogues and scorecards	Ho					400,000	160,000	–	240,000			ISD	Civil Society, NDPC
19	Conduct district-level public expenditure tracking surveys	All Districts					400,000	160,000	–	240,000			M&E Unit	NDPC, NGOs
20	Produce and publish annual regional citizen accountability report	Ho					400,000	160,000	–	240,000			Planning Unit	M&E, ISD
Subtotal – Social Development (2029)							6,000,000	2,400,000	–	3,600,000				12,000,000
ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENT														
Goal: Promote sustainable environmental management, resilient infrastructure, and orderly human settlement development in the Volta Region.														
Objective: Strengthen environmental governance, climate resilience, disaster risk management, spatial planning, and digital infrastructure.														
Environmental Governance & Compliance Programme														
1	Conduct regional environmental audits and compliance inspections	All Districts					350,000	140,000	–	210,000			Environmental Health	EPA, NDPC
2	Establish Regional Environmental Enforcement Taskforce	Ho					400,000	160,000	–	240,000			Environmental Health	EPA, NADMO
3	Strengthen MMDA environmental health units	Region-wide					350,000	140,000	–	210,000			Environmental Health	MMDA Depts., MoH
4	Conduct environmental awareness and community cleanup campaigns	All MMDAs					350,000	140,000	–	210,000			ISD	NGOs, EPA

No.	Project	Location	Time Frame				Funding Sources (Costs)				Project Status		Implementing Institution/Department/Unit	
			Q1	Q2	Q3	Q4	GoG (GHC)	DACF (GHC)	IGF (GHC)	Other (DPs/PPP) (GHC)	New	Ongoing	Lead Institution	Collaborating Institutions
Climate Resilience & Disaster Risk Reduction Programme														
5	Mainstream climate change adaptation into MMDA plans	All Districts					400,000	160,000	–	240,000			Planning Unit	EPA, NDPC
6	Develop early warning and response systems	Region-wide					350,000	140,000	–	210,000			NADMO	GMet, Security Agencies
7	Conduct community disaster preparedness drills	Selected MMDAs					350,000	140,000	–	210,000			NADMO	Fire Service, DPs
8	Establish regional climate resilience knowledge hub	Ho					400,000	160,000	–	240,000			Planning Unit	NGOs, EPA
Spatial Planning & Land Management Programme														
9	Digitize land-use and spatial development plans	Region-wide					400,000	160,000	–	240,000			Physical Planning Dept.	Lands Commission, IT Unit
10	Develop GIS-based regional spatial data system	Ho					350,000	140,000	–	210,000			Planning Unit	GIS Unit, EPA
11	Conduct urban development control inspections	Urban Districts					350,000	140,000	–	210,000			Works Dept.	MMDAs, PWD
12	Strengthen district spatial planning committees	All Districts					350,000	140,000	–	210,000			RPCU	Lands Commission, NDPC
Infrastructure & Public Works Improvement Programme														
13	Coordinate implementation of district infrastructure projects	Region-wide					400,000	160,000	–	240,000			Works Dept.	MMDA Works Units
14	Develop regional infrastructure performance dashboard	Ho					350,000	140,000	–	210,000			IT Unit	Works Dept., RPCU

No.	Project	Location	Time Frame				Funding Sources (Costs)				Project Status		Implementing Institution/Department/Unit	
			Q1	Q2	Q3	Q4	GoG (GHC)	DACF (GHC)	IGF (GHC)	Other (DPs/PPP) (GHC)	New	Ongoing	Lead Institution	Collaborating Institutions
15	Monitor and maintain public buildings and logistics	Ho/Hohoe					350,000	140,000	–	210,000			Works Dept.	PWD, MoF
16	Conduct regional roads and transport infrastructure review	All Districts					400,000	160,000	–	240,000			Planning Unit	Dept. of Roads, Transport
Digital Infrastructure & Smart Settlements Programme														
17	Develop digital infrastructure master plan for the region	Ho					400,000	160,000	–	240,000			IT Unit	MoC, NDPC
18	Establish regional ICT connectivity hubs	Hohoe/Keta					400,000	160,000	–	240,000			IT Unit	Private Sector, GRA
19	Implement e-infrastructure monitoring and reporting tools	Ho					400,000	160,000	–	240,000			IT Unit	Works Dept., NDPC
20	Pilot smart settlement and green building initiatives	Selected Districts					400,000	160,000	–	240,000			Physical Planning Dept.	PWD, EPA
Subtotal – Environment, Infrastructure & Human Settlements (2029)							6,000,000	2,400,000	–	3,600,000				12,000,000
No.	Goal / Objective / Programme / Project	Location	Q1	Q2	Q3	Q4	GoG (GHC)	DACF (GHC)	IGF (GHC)	Other (DPs/PPP) (GHC)	New	Ongoing	Lead Institution	Collaborating Institutions
GOVERNANCE AND INSTITUTIONAL DEVELOPMENT														
Goal: Enhance participatory governance, institutional effectiveness, transparency, and accountability in regional development														
Objective: Strengthen coordination, capacity, accountability systems, citizen engagement, and public service delivery.														
Regional Policy Coordination & Management Programme														
1	Coordinate quarterly inter-departmental performance reviews	Region-wide					350,000	140,000	–	210,000			RCC Admin	NDPC, MMDAs

No.	Project	Location	Time Frame				Funding Sources (Costs)				Project Status		Implementing Institution/Department/Unit	
			Q1	Q2	Q3	Q4	GoG (GHC)	DACF (GHC)	IGF (GHC)	Other (DPs/PPP) (GHC)	New	Ongoing	Lead Institution	Collaborating Institutions
2	Conduct annual regional development policy summit	Ho					400,000	160,000	–	240,000			RCC	DPs, NDPC
3	Prepare and publish regional annual progress report	Ho					350,000	140,000	–	210,000			Planning Unit	NDPC
4	Conduct monitoring & evaluation (M&E) missions	All Districts					350,000	140,000	–	210,000			M&E Unit	MMDA Planning Units
Programme: Institutional Capacity Building & Human Resource Development Programme														
5	Train staff on performance management and leadership	Ho					400,000	160,000	–	240,000			HR Dept.	OHCS, NDPC
6	Build capacity of MMDA staff in results-based management	Region-wide					350,000	140,000	–	210,000			HR Dept.	NDPC, MLGDRD
7	Conduct refresher training on financial administration	Ho					350,000	140,000	–	210,000			Finance Dept.	CAGD, GRA
8	Implement digital HRM and workflow automation	RCC HQ					400,000	160,000	–	240,000			IT Unit	OHCS, NDPC
Programme: Transparency, Accountability & Public Financial Management (PFM) Programme														
9	Conduct quarterly internal audits and compliance checks	RCC & MMDAs					350,000	140,000	–	210,000			Internal Audit	Finance Dept.
10	Train MMDA staff on PFM and IFMIS systems	All MMDAs					400,000	160,000	–	240,000			Finance Dept.	CAGD
11	Publish audit recommendations and compliance status reports	RCC HQ					350,000	140,000	–	210,000			Internal Audit	NDPC
12	Promote open data and fiscal transparency initiatives	Ho					400,000	160,000	–	240,000			IT Unit	NDPC, CSOs
Programme: Participatory Governance & Civic Engagement Programme														

No.	Project	Location	Time Frame				Funding Sources (Costs)				Project Status		Implementing Institution/Department/Unit	
			Q1	Q2	Q3	Q4	GoG (GHC)	DACF (GHC)	IGF (GHC)	Other (DPs/PPP) (GHC)	New	Ongoing	Lead Institution	Collaborating Institutions
13	Strengthen regional and district public hearings	All Districts					350,000	140,000	–	210,000			ISD	CSOs, Media
14	Facilitate social accountability mechanisms (scorecards, citizen feedback)	Ho					400,000	160,000	–	240,000			ISD	NGOs, NDPC
15	Promote gender mainstreaming and inclusion in local governance	All MMDAs					350,000	140,000	–	210,000			Gender Desk	CSOs, NDPC
16	Strengthen youth and PWD participation in decision-making	Region-wide					350,000	140,000	–	210,000			ISD	Youth & Gender Units
Programme: Legal, Administrative & Institutional Reform Programme														
17	Review and harmonize RCC administrative policies	RCC HQ					400,000	160,000	–	240,000			Legal Unit	OHCS
18	Strengthen RCC-MMDA coordination structures	Region-wide					350,000	140,000	–	210,000			RCC Admin	NDPC, MLGDRD
19	Review and update RCC organizational structure	Ho					350,000	140,000	–	210,000			HR Dept.	OHCS
20	Institutionalize performance contracting and service charters	RCC & MMDAs					400,000	160,000	–	240,000			HR Dept.	OHCS, NDPC
Subtotal – Governance & Institutional Development (2029)							6,000,000	2,400,000	–	3,600,000				12,000,000
INTERNATIONAL RELATIONS AND COOPERATION														
Goal: Strengthen international partnerships, cross-border cooperation, and regional visibility for sustainable development														
Objective: Deepen regional collaboration, promote investment, diaspora engagement, and global learning partnerships.														
Programme: Cross-Border Cooperation & Regional Integration Programme														
1	Facilitate cross-border peace and security meetings with Togo	Aflao, Akanu					400,000	160,000	–	240,000			REGSEC	GAF, GIS, NADMO
2	Conduct quarterly joint border trade facilitation forums	Aflao, Asikuma					350,000	140,000	–	210,000			Trade Dept.	GRA-Customs, MoTI

No.	Project	Location	Time Frame				Funding Sources (Costs)				Project Status		Implementing Institution/Department/Unit	
			Q1	Q2	Q3	Q4	GoG (GHC)	DACF (GHC)	IGF (GHC)	Other (DPs/PPP) (GHC)	New	Ongoing	Lead Institution	Collaborating Institutions
3	Develop cross-border market infrastructure proposal	Aflao					350,000	140,000	–	210,000			RCC Planning	MoTI, PPP Unit
4	Organise cross-border cultural exchange festival	Denu					400,000	160,000	–	240,000			ISD	GTA, NCAC
Programme: Development Cooperation & Partnership Coordination Programme														
5	Host Annual Regional Development Partners' Forum	Ho					400,000	160,000	–	240,000			RCC	NDPC, DPs
6	Develop MoUs with bilateral and multilateral partners	Ho					350,000	140,000	–	210,000			Legal Unit	MoFA, NDPC
7	Coordinate donor support alignment with MTDP	Ho					350,000	140,000	–	210,000			Planning Dept.	NDPC, MoF
8	Publish annual development cooperation report	Ho					400,000	160,000	–	240,000			Planning Dept.	NDPC, MoF
Programme: Regional Investment Promotion & Economic Diplomacy Programme														
9	Host annual Volta Investment and Trade Summit	Ho					400,000	160,000	–	240,000			Trade & Investment Desk	MoTI, GIPC
10	Develop Volta Region investment prospectus	Ho					350,000	140,000	–	210,000			Trade Desk	GIPC
11	Facilitate PPP-driven agro-processing investments	Hohoe					350,000	140,000	–	210,000			Planning Dept.	MoTI, GEPA
12	Organise regional business-to-business networking events	Ho					400,000	160,000	–	240,000			Investment Desk	GIPC, AGI
Programme: Diaspora Engagement & Remittance Mobilisation Programme														
13	Operationalise Volta Diaspora Engagement and Development Desk	RCC HQ					400,000	160,000	–	240,000			Admin	MoFA, GIPC
14	Develop Volta diaspora database and online portal	Ho					350,000	140,000	–	210,000			IT Unit	MoFA, GIPC

No.	Project	Location	Time Frame				Funding Sources (Costs)				Project Status		Implementing Institution/Department/Unit	
			Q1	Q2	Q3	Q4	GoG (GHC)	DACF (GHC)	IGF (GHC)	Other (DPs/PPP) (GHC)	New	Ongoing	Lead Institution	Collaborating Institutions
15	Facilitate diaspora investment and tourism promotion events	Ho & Abroad					400,000	160,000	–	240,000			RCC	GTA, Diaspora Affairs
16	Organise Volta Diaspora Business Roundtable	Accra / Ho					350,000	140,000	–	210,000			RCC	Diaspora Office, GIPC
Programme: Regional Branding & International Visibility Programme														
17	Develop Volta Region international branding strategy	Ho					400,000	160,000	–	240,000			ISD	GTA, NDPC
18	Participate in regional and international fairs/expos	Accra/Abroad					350,000	140,000	–	210,000			RCC	MoFA, GEPA
19	Create documentary on Volta's tourism and culture for global promotion	Ho, Kpando					400,000	160,000	–	240,000			ISD	GTA, NCAC
20	Establish partnerships with global learning networks	Ho					350,000	140,000	–	210,000			RCC Planning	UNDP, NDPC
Subtotal – International Relations & Cooperation (2029)							6,000,000	2,400,000	–	3,600,000				12,000,000

CHAPTER SEVEN

MONITORING AND EVALUATION FRAMEWORK

7.1. INTRODUCTION

This chapter presents the Monitoring and Evaluation (M&E) framework that will guide the effective tracking and assessment of the implementation of the Volta Regional Coordinating Council's (VRCC) 2026–2029 Medium-Term Development Plan (MTDP). It outlines the institutional arrangements, performance indicators, participatory tools, and knowledge management systems required to monitor progress, evaluate outcomes, and ensure accountability across all programmes and projects coordinated by the VRCC.

The framework is anchored on the principles and standards established in the National Development Planning (System) Act, 1994 (Act 480), the Local Governance Act, 2016 (Act 936), and the NDPC's National M&E Guidelines. It ensures that all M&E activities are systematically integrated into the Programme of Action (PoA), the Annual Action Plans (AAPs), and the Program Financing Strategy (PFS) to facilitate smooth implementation and reporting.

Furthermore, the M&E framework promotes evidence-based decision-making, institutional learning, and continuous improvement across the region. It also facilitates performance auditing and enables the VRCC to meet its statutory reporting obligations to the National Development Planning Commission (NDPC), the Ministry of Local Government, Decentralisation and Rural Development (MLGDRD), Development Partners, Civil Society, and the citizens of the Volta Region.

7.2. STAKEHOLDER ANALYSIS

Monitoring and Evaluation (M&E) within the VRCC is a collaborative, multi-stakeholder function that requires the active involvement of a wide range of institutions, departments, agencies, and citizen groups. Each stakeholder has distinct but complementary roles in the generation, verification, analysis, dissemination, and utilisation of performance information.

The main stakeholders include:

1. Primary Actors

VRCC/RPCU (Regional Planning Coordinating Unit): Lead responsibility for coordinating M&E across departments, compiling reports, and ensuring alignment with NDPC requirements.

Heads of Departments, Agencies and Units (22 in total): Responsible for collecting, validating, and reporting sector-specific data on programme implementation.

Regional Support of Finance, Budget, and Internal Audit: Track resource inflows, expenditures, and ensure financial accountability.

NADMO, EPA, Agric, Social Welfare, Education, Health, Works, and other line departments: Monitor programme-specific indicators in their thematic areas.

2. Secondary Actors

MMDAs: Provide disaggregated local-level data, align MMDA M&E to VRCC reporting, and support bottom-up accountability.

Traditional Authorities and Opinion Leaders: Facilitate community participation, validation of progress, and ensure cultural and social alignment of interventions.

Civil Society and Private Sector: Provide independent monitoring, promote citizen engagement, and offer feedback on development outcomes.

Development Partners: Supply technical and financial support while requiring accountability and performance reporting.

Citizens/Public: Ultimate beneficiaries whose feedback and participation are essential for transparency, inclusiveness, and service delivery improvement.

This stakeholder analysis clarifies roles, ensures collaborative partnerships, and enhances the credibility, ownership, and transparency of the M&E system.

Table 7.1: Stakeholder Analysis

No.	Stakeholder	Classification	Interest in M&E	Roles and Responsibilities in M&E
1	Volta Regional Coordinating Council (VRCC)	Internal (Regional Oversight)	Ensure coordinated implementation of regional development programmes and accountability	<ul style="list-style-type: none"> • Provide overall policy direction and resources for regional M&E • Approve consolidated M&E reports and act on recommendations • Ensure transparency and responsiveness to findings across MMDAs
2	Regional Planning Coordinating Unit (RPCU)	Internal	Coordinate and manage M&E activities within the region	<ul style="list-style-type: none"> • Lead development and implementation of regional M&E plan • Coordinate data collection, analysis, and reporting from departments and MMDAs • Prepare quarterly and annual regional progress reports • Convene M&E stakeholder reviews and validation meetings
3	Heads of Regional Departments/Agencies/Units (22 total)	Internal	Assess performance of sectoral projects and programmes	<ul style="list-style-type: none"> • Provide departmental data and indicators • Conduct internal monitoring and evaluation • Integrate M&E findings into sector planning and budgeting
4	Municipal and District Assemblies (MMDAs)	Sub-national (Local Government)	Align local implementation to regional and national priorities	<ul style="list-style-type: none"> • Submit disaggregated M&E reports to VRCC • Support data validation and field monitoring • Provide feedback from sub-district structures (area councils, unit committees)
5	National Development Planning Commission (NDPC)	National Oversight Body	Provide national oversight, policy direction, and technical support	<ul style="list-style-type: none"> • Review and certify regional M&E reports • Issue M&E guidelines and reporting formats • Provide training and capacity-building support • Evaluate impact of national development priorities
6	Office of the Head of the Local Government Service (OHLGS)	National Oversight Body	Ensure professionalism, efficiency, and accountability in Local Government Service	<ul style="list-style-type: none"> • Issue guidelines and standards for M&E in RCCs/MMDAs • Build capacity of staff in M&E • Monitor compliance with service delivery standards • Provide oversight on performance management
7	Ghana Statistical Service (GSS – Regional Office)	Technical Partner	Ensure data quality, standards, and comparability	<ul style="list-style-type: none"> • Provide statistical tools, training, and indicators • Assist in surveys and data quality assurance • Collaborate on baseline and impact evaluations
8	Civil Society Organisations (CSOs) / NGOs	External (Civil Society)	Ensure accountability, transparency, and social equity	<ul style="list-style-type: none"> • Independently monitor projects and service delivery • Provide feedback from beneficiaries and vulnerable groups • Participate in participatory M&E (PM&E) processes

9	Traditional Authorities and Opinion Leaders	Community-based	Represent local interests and support project sustainability	<ul style="list-style-type: none"> • Mobilize community support and participation • Provide cultural and contextual insights for evaluation • Serve as watchdogs for equitable service delivery
10	Community Members / Beneficiaries	Community-based	Ensure their needs are met through development efforts	<ul style="list-style-type: none"> • Participate in PM&E activities (scorecards, hearings) • Report implementation challenges and success stories • Validate local-level results and outcomes
11	Development Partners / Donors	Development Partner	Track effectiveness and results of funding/support	<ul style="list-style-type: none"> • Participate in joint reviews and evaluations • Provide technical and financial support to M&E • Use findings for future partnership and resource allocation
12	Private Sector	External (Private Sector)	Assess economic benefits and investment opportunities	<ul style="list-style-type: none"> • Share data and trends in the regional economy • Collaborate on public-private M&E partnerships • Respond to performance-based investment assessments
13	Information Services Department (ISD – Regional) & Media	Internal / Communications	Disseminate M&E findings and promote transparency	<ul style="list-style-type: none"> • Publish and broadcast key M&E outcomes • Promote citizen awareness and public accountability • Facilitate communication feedback loops
14	Youth Groups / Women's Groups / PWD Associations	Community-based / Vulnerable Groups	Represent the voice of vulnerable and marginalized groups	<ul style="list-style-type: none"> • Participate in PM&E to reflect inclusiveness • Validate if development benefits are equitable • Advocate for their interests in reporting outcomes
15	Ministry of Local Government, Chieftaincy and Religious Affairs (MLGCRA)	National Oversight Body	Promote cultural heritage, religious harmony, and traditional leadership inclusion in development	<ul style="list-style-type: none"> • Facilitate integration of traditional and religious perspectives into M&E • Ensure inclusivity of chieftaincy and faith-based contributions in development programmes • Provide oversight on M&E relating to cultural and religious projects

Source: regional planning coordinating unit, 2025

7.3. MONITORING MATRIX

An effective monitoring system for the Volta Regional Coordinating Council (VRCC) requires the application of clearly defined and measurable indicators to track the performance of the goals, objectives, programmes, and projects articulated in the Programme of Action (PoA) and Annual Action Plans (AAPs). The Monitoring Matrix is a critical tool that provides a structured approach to tracking implementation status, outputs, outcomes, and long-term impacts of development interventions across the four thematic areas.

The Monitoring Matrix for the VRCC has been designed in line with the National Development Planning (System) Act, 1994 (Act 480) and the NDPC National M&E Framework, and serves three core functions:

1. **Performance Measurement:** It establishes SMART indicators (Specific, Measurable, Achievable, Relevant, and Time-bound) that reflect the critical success factors of the MTDP and capture both quantitative and qualitative dimensions of change.
2. **Accountability and Learning:** By systematically recording outputs, outcomes, and results, the matrix enhances accountability, fosters evidence-based decision-making, and provides a learning mechanism for continuous improvement.
3. **Inclusivity and Equity:** The matrix incorporates disaggregation of data (e.g., gender, age, disability, geographic location) to ensure inclusive monitoring and equitable assessment of impact across all segments of society.

Each entry in the Monitoring Matrix provides essential information such as baseline values, annual targets (2026–2029), means of verification, frequency of data collection, and responsible institutions. This enables the VRCC and its departments to regularly assess progress, make informed adjustments, and ensure successful plan implementation.

The Monitoring Matrix is directly linked to the Programme of Action (PoA) and the Annual Action Plans (AAPs) and will be applied in VRCC statutory reporting to the National Development Planning Commission (NDPC), the Ministry of Local Government, Decentralisation and Rural Development (MLGDRD), and other key stakeholders.

To illustrate, the M&E Matrix table presents a comprehensive set of indicators aligned with the Goals, Objectives, and Programmes of the VRCC MTDP. These include:

- **Economic Development:** Indicators on IGF mobilisation, private sector partnerships, and agricultural innovation.
- **Social Development:** Indicators on social protection coverage, education service coordination, and inclusion of vulnerable groups.
- **Environment, Infrastructure & Human Settlements:** Indicators on climate adaptation, disaster risk management, and environmental health systems.

- **Governance & Institutional Development:** Indicators on inter-departmental coordination, transparency platforms, and compliance with national reporting timelines.

This structured monitoring approach ensures that the VRCC fulfils its statutory coordination mandate, strengthens institutional accountability, and contributes to achieving both regional and national development outcomes.

In line with NDPC guidelines, the indicators for monitoring the implementation of the VRCC MTDP are grouped into two broad categories:

1. National Core Indicators

These are standardised indicators prescribed by the NDPC to enable comparability of results across all Metropolitan, Municipal, and District Assemblies (MMDAs) and regions. They track progress on key national development priorities and international commitments such as the Sustainable Development Goals (SDGs). Examples include indicators on school enrolment rates, maternal mortality, poverty levels, climate resilience, and IGF mobilisation.

2. Regional Specific Indicators

These indicators reflect the unique development priorities and challenges of the VRCC and measure progress in areas that may not be fully captured by the national core set. They are tailored to the VRCC's coordination and oversight mandate, and respond to regional needs such as cross-district collaboration, tourism promotion, regional trade facilitation, disaster risk coordination, and localized employment tracking.

This categorization into National Core Indicators with Regional Specific Indicators, the VRCC ensures that its monitoring framework is both aligned with national policy objectives and responsive to the specific development dynamics of the VRCC.

Table 7.2: Monitoring Matrix – Core National Indicators

Indicator	Definition	Indicator type	Baseline 2024	Medium Term Targets				Disaggregation	Monitoring frequency	Responsibility
				2026	2027	2028	2029			
<p>Dimension: Economic Development Goal: Promote agro-industrialisation and value addition Objective: Facilitate establishment of regional agro-processing clusters by 2029. Programme(s): Agro-Industrialisation & Value Chain Development Programme</p>										
Total agricultural output (selected staples: maize, rice, yam, cassava, plantain)	Regional volume (metric tonnes) of selected staples produced	Output	Maize 126,380t; Rice 242,098t; Yam 240,274t; Cassava 1,208,152t; Plantain 4,769t	+5% vs baseline	+10%	+12%	+15%	By district / crop	Annual	Dept. of Agriculture / RPCU
Average productivity of major staples (mt/ha)	Yield per hectare (maize, rice, cassava, yam)	Outcome	Maize 2.86; Rice 6.19; Cassava 23.13; Yam 18.41	+5%	+7%	+9%	+10%	By district / crop	Annual	Dept. of Agriculture
<p>Goal: Enhance MSME competitiveness and access to finance Objective: Facilitate at least 10 MSME development and finance initiatives by 2029. Program: MSME Finance & Market Linkage Programme</p>										
Number of new jobs created (agriculture, services, industry)	Net new formal & informal jobs created regionally	Outcome	Data incomplete (2024)	2,500	5,000	7,500	10,000	By sector, gender, age	Annual	Business Dev't Unit / Labour Dept.
<p>Goal: Improve fiscal predictability and financial sustainability for regional and local development. Objective: Strengthen IGF mobilisation, donor coordination, and financial management systems across all MMDAs by 2029 Program: IGF Automation & Fiscal Sustainability Programme</p>										
% change in IGF (regional aggregate)	Year-on-year % growth in aggregated IGF from MMDAs	Outcome	—	+5%	+8%	+10%	+12%	By source / MMDA	Annual	Finance / RPCU
Proportion of MMDAs adopting IGF automation	% of MMDAs using digital IGF billing & reporting systems	Output	0%	30%	60%	80%	100%	By MMDA	Annual	Finance / RPCU
<p>Dimension: Social Development Goal: Strengthen coordination for integrated social service delivery. Objective: Operationalise regional social sector coordination platforms in all MMDAs by 2028. Program: Integrated Social Services Coordination Programme</p>										

Indicator	Definition	Indicator type	Baseline 2024	Medium Term Targets				Disaggregation	Monitoring frequency	Responsibility
				2026	2027	2028	2029			
Net enrolment ratio (KG, Primary, JHS)	% of age-eligible children enrolled	Outcome	KG 56.3%; Prim 75.9%; JHS 55.7%	KG 60; P79; J60	KG 63; P82; J65	KG 66; P85; J70	KG 68; P88; J75	By gender, district	Annual	GES / RPCU
Completion rate – Primary, JHS, SHS	% completing the level	Outcome	P 102.6%; JHS 99.1%; SHS 86.7%	Maintain / improve	Maintain / improve	Maintain / improve	Maintain / improve	By gender	Annual	GES
Institutional maternal mortality ratio	Maternal deaths per 100,000 live births	Impact	104/100,000	90	80	75	≤70	By facility, district	Annual	GHS
Malaria case fatality	% of malaria cases resulting in death	Impact	0.2%	0.15%	0.10%	<0.10%	<0.10%	By age, sex, district	Annual	GHS
Prevalence of malnutrition (stunting/wasting/under weight)	% of U5 children affected	Outcome	Stunt 18.1; Waste 11.7; UW 12.5	St16.1; Wa10; UW11	St14.1 ; Wa8.5 ; UW10	St12.1; Wa7; UW9	St<10; Wa<5 ; UW<10	By sex, age, district	Annual	GHS / Nutrition Unit / RPCU
Proportion of MMDAs with integrated social service platforms	% of MMDAs with functioning social service coordination	Output	0%	25%	50%	75%	100%	By MMDA	Annual	Social Welfare / RPCU
Dimension: Environment, Infrastructure & Human Settlements										
Goal: Build climate and disaster resilience in regional planning.										
Objective: Integrate climate risk and DRR measures into 100% of MMDA plans by 2028.										
Program: Climate Resilience & Disaster Risk Management Programme										
% of road network in good condition	Share classified as good	Outcome	<40%	45%	50%	55%	60%	By type, MMDA	Annual	Dept. of Roads / Works
% of communities with electricity coverage	% connected to grid/mini-grid	Outcome	85%	88%	91%	95%	100%	By district	Annual	Energy Dept.

Indicator	Definition	Indicator type	Baseline 2024	Medium Term Targets				Disaggregation	Monitoring frequency	Responsibility
				2026	2027	2028	2029			
Proportion of MMDAs with DRR plans	% with updated contingency plans	Output	20%	40%	70%	90%	100%	By MMDA	Annual	NADMO / RPCU
Number of climate adaptation initiatives implemented	Count of regional initiatives	Output	0	2	4	6	8	By type	Annual	EPA / RPCU
Dimension: Governance & Institutional Development										
Goal: Improve inter-departmental coordination for effective planning and monitoring										
Objective: Institutionalise quarterly cross-departmental review platforms by 2027.										
Program: Inter-Departmental Coordination & Performance Programme										
% of AAP implemented (VRCC & MMDAs)	% of planned activities completed	Outcome	RCC 98% / MMDAs 89%	92%	94%	95%	95%	By MMDA	Annual	RPCU / Admin
Proportion of MTDP implemented	% of objectives achieved	Outcome	RCC 54% / MMDAs 23%	60%	70%	80%	85%	By MMDA	Annual	RPCU
Stakeholder participation in reviews	% of stakeholder groups engaged	Outcome	60%	70%	75%	80%	85%	By CSO, private, youth, PWD	Annual	RPCU / ISD
Proportion of MMDAs with functional M&E dashboards	% reporting via harmonised dashboards	Output	0%	25%	50%	75%	100%	By MMDA	Annual	RPCU / NDPC
% of VRCC departments with adequate staff/logistics	Departments meeting staffing/logistics standards	Outcome	<50%	60%	70%	80%	90%	By dept.	Annual	Admin / HR / RPCU

Source: Regional Planning Co-ordinating Unit, 2025

Table 7.3: Monitoring Matrix – Regional Specific Indicators

Goal	Objective	Programme	Indicator	Indicator Definition	Indicator Type	Baseline (2024)	Target 2026	Target 2027	Target 2028	Target 2029	Disaggregation	Monitoring Frequency	Responsibility
Economic Development													
Strengthen regional trade and value chains	Facilitate regional cross-district agro-processing & warehousing	Regional Agro-Industrial Coordination Programme	Number of operational district-level warehouses linked to regional market hubs	Count of functional warehouses integrated into regional value chains	Output	2 warehouses (Adaklu, Ho)	4	6	8	10	By district	Annual	VRCC (Agric, Trade, Works)
Promote private sector investment in Volta	Enhance PPP facilitation mechanisms	Regional Investment & PPP Facilitation Programme	Value of private investments brokered through VRCC facilitation	Total cedi value of MoUs / contracts facilitated by VRCC	Outcome	GHS 50m	70m	100m	130m	160m	By sector	Annual	VRCC / GIPC / Private Sector
Social Development													
Strengthen regional coordination of social protection	Ensure inclusion of vulnerable groups across districts	Regional Inclusive Development Coordination Programme	% of district plans incorporating disability & gender mainstreaming	Share of district MTDPs reviewed & certified with inclusion lens	Outcome	40%	60%	75%	90%	100%	By MMDA	Biennial	VRCC (Social Welfare, Gender, RPCU)
Improve youth & skills development	Coordinate TVET and youth innovation support	Regional Youth Innovation & TVET Coordination Programme	Number of regional youth start-ups supported via pooled schemes	Total youth-led start-ups accessing VRCC-coordinated funds	Output	0	50	120	180	250	By district, gender	Annual	VRCC / GEA / Youth Dept.
Environment, Infrastructure & Human Settlements													
Strengthen regional climate resilience	Integrate climate risk assessments into planning	Regional Climate Coordination Programme	% of district AAPs screened for climate risks	Proportion of MMDAs adopting VRCC-led	Outcome	0%	40%	70%	85%	100%	By MMDA	Annual	VRCC / EPA / NADMO

Goal	Objective	Programme	Indicator	Indicator Definition	Indicator Type	Baseline (2024)	Target 2026	Target 2027	Target 2028	Target 2029	Disaggregation	Monitoring Frequency	Responsibility
				climate screening tool									
Improve water resource & wetlands management	Facilitate inter-district watershed protection	Regional Water & Ecosystem Management Programme	Number of joint inter-district watershed projects coordinated	Projects covering Lafa, Volta Lake basin, Keta lagoon	Output	1 pilot (Lafa stream)	2	4	5	6	By watershed	Annual	VRCC / EPA / Hydrology
Governance & Institutional Development													
Strengthen inter-MDAs coordination	Institutionalise joint regional-sector reviews	Regional Sector Coordination & Review Programme	Number of sector review meetings held by VRCC annually	Meetings documented with action follow-up	Output	4 (annual average)	6	8	8	10	By sector	Quarterly	VRCC / RPCU / Line Depts.
Improve evidence-based planning	Enhance regional data systems & M&E	Regional Data & Knowledge Management Programme	% of MMDAs submitting timely quarterly M&E reports to VRCC	Share of MMDAs meeting reporting deadlines & formats	Outcome	55%	70%	80%	90%	100%	By MMDA	Quarterly	VRCC / RPCU / GSS
Promote participatory development	Strengthen civic & media engagement	Regional Civic Engagement & Accountability Programme	Number of participatory M&E engagements (town halls, scorecards) facilitated regionally	Count of inclusive PM&E events documented by VRCC	Output	5	8	12	15	20	By district, gender, group (youth, PWDs)	Annual	VRCC / ISD / CSOs

Source: Regional Planning Coordinating Unit, 2025

7.4. EVALUATION

Evaluation is a critical component of the development planning and implementation process, providing systematic insights into what works, what does not, and why. For the VRCC, evaluation enhances regional accountability, strengthens coordination with MMDAs, and informs policy adjustments to improve development outcomes across the Volta Region.

Within the framework of the 2026–2029 Medium-Term Development Plan (MTDP), evaluation will serve as both a learning tool and a mechanism for transparency and performance enhancement at the regional level.

The VRCC will conduct three main forms of evaluation:

- **Ex-ante Evaluation** – undertaken prior to the implementation of selected regional programmes and high-impact inter-district projects, to assess feasibility, potential risks, and design quality.
- **Mid-term Evaluation** – carried out at the midpoint of the plan period (2027), focusing on regional coordination effectiveness, bottlenecks affecting MMDAs, and emerging priorities requiring adjustments.
- **Terminal Evaluation** – undertaken at the end of the plan period (2029) to assess the overall impact, sustainability, and lessons learned, including the contribution of VRCC oversight to district and regional outcomes.

All evaluations will be integrated into the Regional Programme of Action (PoA) and Annual Action Plans (AAPs). They will adopt both qualitative and quantitative approaches, supported by independent assessments, stakeholder consultations, and sector-specific performance data. Development partners, Civil Society Organisations (CSOs), and academia will be invited to collaborate in evaluations to ensure credibility, inclusiveness, and learning.

7.5. PARTICIPATORY MONITORING AND EVALUATION (PM&E)

Participatory Monitoring and Evaluation (PM&E) is an inclusive approach that actively involves citizens, beneficiaries, and stakeholders in the assessment of development performance. For the VRCC, PM&E ensures that the voices of communities, traditional authorities, youth, women, and vulnerable groups inform regional decision-making.

In the Volta Region, PM&E will be applied to priority interventions with direct community-level impacts or those requiring inter-district collaboration. Tools to be applied include Community Scorecards, Citizen Report Cards, Focus Group Discussions, Public Hearings, and Social Audits. These tools will be adapted to local contexts to ensure accessibility and inclusiveness.

The Regional Planning Coordinating Unit (RPCU) will lead PM&E facilitation in collaboration with:

- MMDA Planning Units
- Traditional Authorities
- CSOs/NGOs
- Sub-district structures (Area Councils, Unit Committees)
- Media and Information Services Department (ISD)

Findings from PM&E exercises will be integrated into quarterly and annual progress reports, disseminated through regional stakeholder platforms and town hall meetings, and used to improve the responsiveness of regional coordination and service delivery.

7.6. KNOWLEDGE MANAGEMENT AND LEARNING

In an era of evidence-based governance, knowledge management and learning are vital for improving regional planning, implementation, and oversight. The VRCC will adopt structured systems to capture, organize, and share lessons learned across MMDAs and stakeholders in the Volta Region.

Key strategies include:

- Establishment of Regional Communities of Practice (CoPs) to connect staff across departments and districts working on similar functions (e.g., M&E, finance, agriculture, environment).
- Development of digital and offline knowledge-sharing platforms, including regional databases, shared drives, newsletters, and knowledge briefs.
- Institutionalization of post-project reviews and after-action reflections, ensuring lessons from implementation are documented and shared.
- Establishment of a regional knowledge repository to store data, reports, evaluations, and best practices for easy access and use in planning.

This approach will help the VRCC strengthen institutional memory, support innovation, avoid duplication of mistakes, and replicate successful models across MMDAs in the region.

7.8. MONITORING AND EVALUATION WORK PLAN

The Monitoring and Evaluation (M&E) Work Plan provides a structured roadmap for tracking the implementation of the 2026–2029 MTDP. It specifies key M&E activities, timelines, responsible institutions, funding sources, estimated costs, and expected outputs.

For the VRCC, the M&E Work Plan will include activities such as:

- Quarterly monitoring of district-level plan implementation.
- Regional performance reviews and validation meetings.
- Capacity-building workshops for MMDA M&E staff.
- Development and rollout of a harmonised regional M&E database/dashboard.
- Mid-term (2027) and terminal (2029) evaluations.

- Participatory M&E exercises involving CSOs, media, and traditional authorities.

The Work Plan ensures that M&E activities are systematically resourced, aligned with NDPC guidelines, and coordinated across all sectors. This will enable timely data collection, analysis, and reporting, while promoting institutional learning and adaptive management.

Table 7.4: M&E Work Plan (2026–2029)

No.	M&E Activity	Timeline / Frequency	Responsible Institutions	Estimated Cost (GHC)	Funding Source	Expected Output
1	Develop and disseminate Regional M&E Plan and Guidelines	2026 (Q1)	VRCC / RPCU / NDPC	150,000	GoG / DACF	Regional M&E framework operationalised
2	Quarterly monitoring of MMDA project implementation (field visits & reports)	Quarterly (2026–2029)	VRCC / RPCU / MMDA M&E Units	400,000 (100,000 per year)	GoG / IGF	Quarterly field monitoring reports produced
3	Data collection and validation from MMDAs (administrative & survey data)	Quarterly (2026–2029)	VRCC / RPCU / GSS / MMDA Planning Units	200,000	GoG / Development Partners	Reliable, validated datasets
4	Preparation and submission of Quarterly & Annual Progress Reports (APR) to NDPC	Quarterly & Annually (2026–2029)	RPCU / MMDA Planning Units	250,000	GoG	Timely APRs submitted to NDPC
5	Organisation of Regional Stakeholder Review & Validation Workshops	Bi-annual (2026–2029)	VRCC / RPCU / CSOs / Traditional Authorities	300,000 (75,000 per year)	DACF / Dev. Partners	Stakeholder inputs integrated into reviews
6	Mid-term Evaluation of MTDP	2027 (Q3–Q4)	VRCC / RPCU / Independent Evaluators / CSOs	350,000	GoG / Dev. Partners	Mid-term evaluation report with recommendations
7	Terminal Evaluation of MTDP	2029 (Q4)	VRCC / RPCU / Independent Evaluators	500,000	GoG / Dev. Partners	Final evaluation report with lessons learned
8	Participatory M&E (PM&E) exercises: community scorecards, public hearings, citizen report cards	Annually (2026–2029)	RPCU / CSOs / Traditional Authorities / Media	300,000 (75,000 per year)	DACF / NGOs / Dev. Partners	Inclusive PM&E reports disseminated
9	Capacity-building workshops for MMDA M&E staff (data collection, analysis, reporting)	Twice annually (2026–2029)	VRCC / NDPC / GSS / OHLGS	450,000 (75,000 per year)	GoG / Dev. Partners	Trained staff with enhanced M&E skills

No.	M&E Activity	Timeline / Frequency	Responsible Institutions	Estimated Cost (GHC)	Funding Source	Expected Output
10	Development and rollout of Regional M&E Dashboard / Database (digital system)	2026 (Q2–Q4), with updates 2027–2029	VRCC / RPCU / IT Unit / NDPC	600,000	GoG / Dev. Partners	Functional regional M&E digital dashboard
11	Knowledge management and learning events (after-action reviews, knowledge fairs, dissemination forums)	Annually (2026–2029)	VRCC / RPCU / CSOs / Media	200,000 (50,000 per year)	GoG / DACF	Knowledge products and lessons documented
12	Independent performance audits and sectoral evaluations	2028–2029	RPCU / Audit Service / Dev. Partners	400,000	GoG / Dev. Partners	Independent audit/evaluation reports

Source: Regional Planning Co-ordinating Unit, 2025

7.9. SUSTAINABILITY, ACCOUNTABILITY, AND LESSONS LEARNED IN MONITORING AND EVALUATION (M&E)

The effectiveness of Monitoring and Evaluation (M&E) systems depends not only on their technical design and execution but also on the ability of institutions to sustain, account for, and learn from performance tracking processes. The Volta Regional Coordinating Council (VRCC) recognizes that embedding these principles within its M&E framework is critical for ensuring improved service delivery, adaptive regional planning, transparency, and long-term development impact.

7.9.1. Sustainability of M&E Systems

To ensure the sustainability of M&E processes beyond the life cycle of the 2026–2029 Medium-Term Development Plan (MTDP), the VRCC will adopt a systems integration approach. Regional-level M&E tools will be aligned with existing structures such as the Regional Planning Coordinating Unit (RPCU), NDPC reporting systems, the District Performance Assessment Tool (DPAT), and national digital systems like GIFMIS, DHIMS2 (health), EMIS (education), and CWSA databases (WASH).

Capacity building will remain a cornerstone. Regular training programmes will be rolled out for RPCU staff, MMDA Planning Officers, Heads of Departments, and key CSO partners. Focus areas will include results-based M&E, data quality assurance, indicator tracking, participatory monitoring, and gender-responsive evaluation.

The VRCC will prioritize digitalization in M&E, including mobile survey tools, GIS-based mapping, and a regional digital dashboard to enable real-time tracking and reporting. This will improve evidence-based decision-making and facilitate harmonized data systems across MMDAs.

Sustainability will also be promoted through strategic partnerships with traditional authorities, CSOs, NGOs, private sector actors, and development partners. Multi-stakeholder review forums and Communities of Practice will foster collaborative learning and strengthen ownership.

Finally, M&E will be mainstreamed into organizational culture by integrating findings into RCC management meetings, sector reviews, and performance appraisals of MMDA Chief Executives and Departmental Heads.

7.9.2. Accountability in M&E

Accountability ensures that M&E results are credible, trusted, and actionable. The VRCC will ensure that all programmes within its Programme of Action (PoA) and Annual Action Plans (AAPs) are linked to SMART indicators with measurable targets.

Transparency will be enhanced by publicly sharing M&E findings through quarterly regional review meetings, town hall forums, regional dashboards, citizen scorecards, and communication via the Information Services Department (ISD).

The VRCC will strengthen participatory accountability by involving CSOs, traditional leaders, and community structures in data validation and verification, particularly for high-impact projects.

External scrutiny will be encouraged through independent evaluations and performance audits, with results made accessible to the public. Action plans will be developed to ensure that evaluation recommendations are implemented and tracked.

7.9.3. Lessons Learned and Institutional Learning

Generating and applying lessons learned is fundamental to adaptive governance and sustainable regional development. The VRCC will establish a structured knowledge management system to document best practices, challenges, and lessons from MMDA and regional-level interventions.

After-action reviews will be held after major projects, and annual learning workshops will be convened to consolidate lessons across MMDAs.

Lessons will be disseminated through knowledge fairs, bulletins, regional newsletters, learning platforms, and inter-regional exchanges. Success stories and innovations will be highlighted to encourage replication and attract investment.

Finally, institutional learning will be embedded into planning and budgeting cycles. Insights from past interventions will shape programme design, risk management strategies, and staff capacity-building priorities ensuring that VRCC evolves from reactive problem-solving to proactive, knowledge-driven development management.

Table 7.3: Knowledge Mapping Matrix

No.	Knowledge Area	Knowledge Holders	Knowledge Sources	Knowledge Gaps
1	Project Management & Oversight	Works Dept., RPCU Secretariat	Project registers, contracts, site inspection reports	Real-time project tracking and contract management tools
2	Data Analysis & Statistics	RPCU, Regional Office	Progress reports, DHIMS2, EMIS, survey datasets	Advanced analytics (Power BI, predictive modelling), data visualisation
3	M&E Reporting & Compliance	RPCU, Sector Desk Officers	NDPC Guidelines, APRs, DPAT reports	Automated reporting and integration with digital dashboards
4	Financial Tracking & Accountability	Finance Dept., Budget Unit	Composite Budgets, IGF reports, DPAT audits	Use of GIFMIS-linked monitoring; expenditure-output analysis

No.	Knowledge Area	Knowledge Holders	Knowledge Sources	Knowledge Gaps
5	Gender & Social Inclusion	Social Welfare Dept., Gender Desk	Community profiles, CSO reports, sectoral data	Gender-responsive budgeting, disaggregated regional datasets
6	Disaster Risk Management (DRR)	NADMO, Environmental Health Unit	Risk maps, early warning systems, incident reports	Climate vulnerability assessments, community-level DRR action plans
7	Climate Change & Resilience	Agric Dept., EPA Regional Office	Training manuals, MOFA/EPA frameworks	Local climate modelling, regional emissions tracking
8	Infrastructure & Settlement Data	Works Dept., Physical Planning Dept.	GIS maps, AutoCAD files, infrastructure registers	Full GIS integration into M&E and regional planning
9	Youth Development & Employment	NYA, Regional Youth Desk, CSOs	Skills training records, youth programme reports	Youth tracer studies post-training; employment outcome tracking
10	WASH Services Monitoring	Environmental Health Dept., CWSA Rep	Borehole inventory, CLTS reports, school WASH data	Real-time water quality tracking; sanitation service coverage data

Source: Regional Planning Co-ordinating Unit (RPCU, 2025)

CHAPTER EIGHT

DEVELOPMENT COMMUNICATION STRATEGY

8.1. INTRODUCTION

This chapter presents the Development Communication Strategy for the effective dissemination and implementation of the Volta Regional Coordinating Council (VRCC) Medium-Term Development Plan (MTDP). It defines the goals, target audiences, communication channels, and monitoring mechanisms necessary to enhance transparency, participation, and ownership of the VRCC development agenda among stakeholders, including decision-makers, communities, and the general public.

An effective communication strategy is critical to engaging stakeholders, clarifying roles and responsibilities, and ensuring commitment to the objectives of the MTDP. Ultimately, it contributes to improved governance, accountability, and sustainable development outcomes in the Volta Region.

8.2. Communication Goals and Strategy

The communication goals of the VRCC are designed to ensure that the MTDP is widely understood, actively supported, transparently implemented, and collectively owned. These goals reflect the principles of inclusiveness, accountability, participation, and transparency.

8.2.1. Key Communication Goals

1. **Promote Broad-Based Awareness:** Ensure stakeholders understand the content, relevance, and benefits of the MTDP.
2. **Enhance Stakeholder Engagement and Ownership:** Encourage active participation of citizens, especially marginalized groups.
3. **Foster Transparency and Trust in Governance:** Communicate progress, challenges, and government responsiveness regularly.
4. **Clarify Institutional Responsibilities:** Define roles of VRCC departments, decentralized MDAs, and partner institutions.
5. **Support Feedback and Two-Way Communication:** Establish mechanisms for stakeholders to provide input and hold duty-bearers accountable.
6. **Leverage Strategic Communication for Resource Mobilization:** Attract technical, financial, and human resources from partners and community actors.

8.2.2. Strategic Approach

- **People-Centered and Inclusive:** Messages tailored to youth, women, PWDs, and rural communities, using local languages and accessible formats.
- **Participatory:** Use town halls, community forums, and stakeholder dialogues for feedback and co-creation.

- **Integrated and Multi-Channel:** Combine traditional media (radio, community meetings, print) with digital platforms (social media, websites, SMS).
- **Continuous and Adaptive:** Maintain ongoing communication, responsive to stakeholder feedback throughout the MTDP cycle.
- **Institutionalized within VRCC Governance:** Embedded in Planning, ISD, PRO, and RCC Sub-Committees.

Table 8.1: Strategic Pillars of Communication

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

Source: Regional Planning Coordinating Unit, 2025

8.3. Communication Objectives

Objective 1: Enhance Stakeholder Awareness and Understanding of the MTDP

- *Expected Outcomes:* Broad public knowledge of MTDP goals; citizens understand implications for local development.

Objective 2: Promote Inclusive Participation and Ownership

- *Expected Outcomes:* Active engagement of CSOs, youth, women, and PWDs; strengthened trust in governance.

Objective 3: Clarify Roles and Responsibilities

- *Expected Outcomes:* Improved accountability and inter-agency collaboration.

Objective 4: Ensure Timely and Targeted Dissemination of Messages

- *Expected Outcomes:* Accessible information reaches all communities, including hard-to-reach areas.

Objective 5: Promote Transparency and Public Trust

- *Expected Outcomes:* Regularly informed citizens; reduced misinformation.

Objective 6: Mobilize Support and Resources

- *Expected Outcomes:* Increased partner commitment and resource leverage.

Objective 7: Establish Two-Way Communication Channels

- *Expected Outcomes:* Citizen voice incorporated into MTDP revisions; adaptive planning.

Objective 8: Monitor and Evaluate Communication Effectiveness

- *Expected Outcomes:* Measurable communication impact; lessons applied to planning cycles.

8.4. Target Audience

Table 8.2: Internal and External Target Audience

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

Source: Regional Planning Coordinating Unit, 2025

8.5. Methods and Tools of Communication

- Policy briefs and briefing notes
- Community radio programs, jingles, and local newspapers
- Stakeholder forums, workshops, and town halls
- Official visits and project inspections
- Social media platforms, WhatsApp broadcasts, and VRCC website updates
- Brochures, flyers, infographics, and noticeboard postings
- Budget hearings, accountability durbars, and public exhibitions
- Capacity-building and sensitization sessions

8.6. Dissemination Strategy

Table 8.3: Dissemination Framework

No.	Activity	Target Audience	Key Message	Tools/Channels	Responsible Entity	Timeframe	Estimated Cost (GHS)
1	MTDP Launch	General Public, RCC Members	Vision, goals, inclusive development	Press conference, Radio, Website	Regional Minister, RPCU	Q1 2026	20,000
2	Staff Sensitization	VRCC Staff	Roles and responsibilities	Staff durbars, flyers	Coordinating Director	Q1 Annually	5,000
3	Stakeholder Workshops	CSOs, Private Sector, Partners	Partnerships, implementation roles	Workshops, brochures	RPCU, Budget Unit	Semi-Annual	15,000
4	Budget Hearings	Citizens, Traditional Leaders	Fiscal priorities, accountability	Town halls, radio, TV	Budget Officer, RCC	Annually	12,000
5	Mid-Term Review	All Stakeholders	Performance, adjustments	Forums, social media, reports	RPCU, NDPC	Mid-2027	18,000
6	End-of-Plan Evaluation	NDPC, Partners, Media	Outcomes, lessons learned	M&E reports, regional conference	RPCU, NDPC, RCC	Q4 2029	25,000
7	Regular Updates	General Public	Progress of projects/programmes	Website, WhatsApp, posters	ISD, PRO	Quarterly	3,000/quarter

Source: Regional Planning Coordinating Unit, 2025

8.7. Monitoring and Evaluation of Communication Strategy

8.7.1. Objectives of Communication M&E

- Track reach and impact of messages.
- Assess awareness and behavioral change.
- Identify communication gaps.
- Ensure accountability in dissemination.
- Support adaptive communication management.

Table 8.4: Key Performance Indicators (KPIs)

No.	Indicator	Means of Verification	Frequency	Responsible Entity
1	Stakeholders reached	Attendance lists, media records	Quarterly	ISD, PRO
2	Awareness & understanding	KAP surveys, exit interviews	Annually	RPCU, GSS Liaison
3	Feedback received	Forms, SMS, digital platforms	Ongoing	PRO, ISD

No.	Indicator	Means of Verification	Frequency	Responsible Entity
4	Media visibility	Clippings, radio transcripts	Quarterly	PRO, Media Liaison
5	Digital engagement	Social media analytics, website logs	Monthly	ICT/Comm Officer
6	Inclusiveness	Disaggregated feedback & surveys	Bi-annually	Gender Desk Officer
7	Timeliness & accuracy	Publication logs, response audits	Quarterly	RPCU, ISD

Source: Regional Planning Coordinating Unit, 2025

8.7.2. M&E Tools and Methods

Monitoring and evaluation (M&E) of the communication strategy requires the use of a combination of qualitative and quantitative tools to measure reach, impact, inclusiveness, and responsiveness. Each tool plays a unique role in capturing data and insights from stakeholders.

For instance, perception surveys help to track changes in awareness and understanding of the MTDP, while community scorecards facilitate citizen-driven accountability at the grassroots. Media monitoring and analytics ensure that the VRCC has a pulse on how development messages are being disseminated and interpreted in the public sphere. Similarly, hotlines, SMS polls, and suggestion boxes create low-cost and direct feedback mechanisms that are accessible to diverse stakeholder groups, including those in rural and marginalized communities.

- **Perception surveys and polls:**

1. Used to measure citizens' awareness, attitudes, and understanding of MTDP initiatives.
2. Example: A survey conducted in selected districts on awareness of regional flagship projects (e.g., 24-Hour Economic Policy) to gauge public knowledge and perceptions.

- **Focus group discussions (FGDs):**

1. Enable in-depth dialogue with specific groups (youth, women, PWDs, traders).
2. Example: Holding FGDs with fisherfolk in coastal districts to explore communication gaps about climate adaptation programmes.

- **Media monitoring and analytics:**

1. Tracks how MTDP-related news and programmes are covered and discussed in radio, TV, newspapers, and social media.
2. Example: Monitoring radio phone-in segments on Volta Star Radio to assess citizen concerns about project implementation.

- **Community scorecards and town hall reports:**
 1. Tools for participatory assessment of services and projects.
 2. Example: Citizens in Hohoe scoring health facilities based on availability of drugs, and presenting results at a town hall meeting.

- **Suggestion boxes, hotlines, and SMS polls:**
 1. Provides anonymous and accessible feedback channels.
 2. Example: An SMS poll inviting residents to rate satisfaction with newly constructed roads in Ketu South Municipality.

8.7.3. Feedback and Adaptation

Feedback and adaptation mechanisms ensure that the communication strategy remains dynamic, responsive, and effective throughout the MTDP cycle. The VRCC will adopt a structured process where feedback is systematically collected, reviewed, and translated into practical adjustments. Regular quarterly review meetings will provide a platform to track communication performance, while mid-year assessments will help recalibrate the strategy in line with evolving realities.

Annual reviews will institutionalize learning and support long-term effectiveness. Crucially, findings will not only be shared internally but also reported to the NDPC, MDAs, and stakeholders for transparency. A regional knowledge repository will serve as a reference hub, ensuring that lessons learned are not lost but applied to future planning cycles.

Points with Examples

1. **Quarterly review meetings by RPCU Communication Sub-Committee**
 1. Review progress reports, citizen feedback, and communication reach.
 2. Example: Quarterly meeting identifies poor coverage of MTDP updates in local newspapers and agrees on more proactive press briefings.

2. **Mid-year assessments of strategy effectiveness**
 1. Assess whether communication messages are reaching target audiences and achieving intended outcomes.
 2. Example: Mid-year assessment reveals low awareness of youth entrepreneurship programmes, prompting targeted radio campaigns.

3. Annual updates of the strategy

1. Revise the communication strategy annually to integrate lessons and new priorities.
2. Example: Annual update introduces TikTok and short video content after realizing strong youth engagement on digital platforms.

4. Reporting findings to NDPC, MDAs, and stakeholders

1. Ensure higher-level institutions and citizens have access to evidence of communication impact.
2. Example: Submission of annual communication performance report to NDPC and presenting highlights at regional stakeholder forums.

5. Documentation of lessons learned into a regional knowledge repository

1. Maintain a database of what worked, challenges faced, and innovative solutions.
2. Example: Documenting lessons from participatory radio shows that improved women's participation in town hall meetings.

8.7.4. Institutional Roles

The successful implementation of the communication strategy depends on clearly defined institutional roles and responsibilities. The VRCC's communication framework is designed to harness the comparative strengths of various departments and units.

The RPCU provides overall coordination, ensuring alignment with national frameworks and regional priorities. The ISD, NCCE, and Community Development Department are central to grassroots engagement and media outreach, while the Public Relations Office (PRO) ensures effective messaging and digital visibility.

The Planning and Budget Units provide policy alignment and resource backing, ensuring that communication activities are integrated into planning and financing frameworks. The Gender and Disability Desk safeguards inclusivity by ensuring that messages are tailored to the needs of women, youth, PWDs, and marginalized groups.

- **RPCU: Overall coordination**

- a. Oversees implementation and ensures reporting to NDPC.
- b. Example: RPCU consolidates quarterly communication reports from departments and submits to the RCC Board.

- **ISD/NCCE/CD: Community outreach, public education, and media monitoring**
 - a. Disseminates MTDP messages through radio, community durbars, and sensitization campaigns.
 - b. Example: ISD organizes a public education programme on sanitation priorities in Tongu districts.

- **PRO: Media engagement, press relations, digital outreach**
 - a. Leads in managing social media, press releases, and engaging with journalists.
 - b. Example: PRO issues a press release on the commissioning of a new water project and shares updates on the RCC website.

- **Planning & Budget Units: Ensure alignment of communication with resource allocation**
 - a. Integrate communication activities into annual budgets and planning cycles.
 - b. Example: Planning Unit ensures that budget hearings include a communication segment for citizen feedback.

- **Gender & Disability Desk: Ensure inclusiveness and accessibility of messages**
 - a. Adapts messages for vulnerable groups and monitors inclusivity.
 - b. Example: Produces MTDP brochures in simplified Ewe and organizes sign-language interpretation at stakeholder forums.