



**Western Regional
Coordinating Council**



MEDIUM TERM DEVELOPMENT PLAN (2026 - 2029)

Prepared under the
**Resetting-Ghana Agenda - Creating Jobs,
Ensuring Accountability and Promoting
Shared Prosperity**

By

Regional Planning Coordinating Unit

AUGUST, 2025



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FOREWORD



I am honoured to present the 2026–2029 Medium-Term Development Plan (MTDP) for the Western Regional Coordinating Council. This document is not merely a plan—it is a bold declaration of our collective ambition to transform the Western Regional Coordinating Council into a proactive, development-oriented authority fostering inclusive growth through modern agriculture, youth empowerment, and effective local governance.

The Western Region is blessed with abundant natural resources, rich cultural heritage and a dynamic population; our region holds immense potential to lead Ghana’s transformation agenda. Yet, we are equally confronted with pressing challenges—ranging from youth unemployment and infrastructure deficits to environmental degradation and institutional capacity gaps. This MTDP is our strategic response to these realities.

Guided by the national development framework and the Sustainable Development Goals (SDGs), this Plan outlines a comprehensive roadmap to accelerate growth, deepen decentralization, and improve service delivery across all sectors. We are committed to enhancing agricultural productivity, expanding access to quality education and healthcare, improving road and energy infrastructure, and strengthening governance and accountability. Special attention has been given to climate resilience, gender inclusion, and digital transformation—recognizing their centrality to sustainable development in the 21st century.

I extend my deepest appreciation to the Regional Planning Coordinating Unit (RPCU) and all departments and agencies whose tireless efforts have culminated in this Plan. I also acknowledge the invaluable support of our key stakeholders such as the NDPC, OHLGS and GIZ.

Let this Plan serve as a call to action. Together, let us build a WRCC that is not only proactive but also people-centered and ensures high service delivery standards. The future we envision is within reach—and it begins with the bold steps we take today.

.....
Hon. Joseph Nelson
Western Regional Minister

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LIST OF ACRONYMS AND ABBREVIATIONS

APR	Annual Progress Report
BECE	Basic Education Certificate Examination
CAGD	Controller and Accountant General's Department
CHPS	Community-Based Health Planning and Services
CSO	Civil Society Organizations
DACF	District Assemblies Common Fund
DCE	District Chief Executive
DoG	Department of Gender
DOVVSU	Domestic Violence and Victims Support Unit
DPAT	District Assemblies Performance Assessment Tool
DPCU	District Planning Coordinating Unit
DRIP	District Road Improvement Programme
DVLA	Driver and Vehicle Licensing Authority
EA	Environmental Assessment
ECG	Electricity Company of Ghana
ECOWAS	Economic Community of West African States
ENT	Ear, Nose, Throat
EPA	Environmental Protection Authority
ETC	Entity Tender Committee
FBO	Faith-Based Organisation
FDA	Food and Drugs Authority
GDP	Gross Domestic Product
GEA	Ghana Enterprises Agency
GEPA	Ghana Export Promotion Authority
GES	Ghana Education Service
GETFund	Ghana Education Trust Fund
GHS	Ghana Health Service
GIDA	Ghana Irrigation Development Authority
GIS	Ghana Immigration Service
GLSS	Ghana Living Standards Survey
GoG	Government of Ghana
GPS	Ghana Police Service
GSA	Ghana Standard Authority
GSCSP	Ghana Secondary Cities Support Programme
GSS	Ghana Statistical Service
GWCL	Ghana Water Company Ltd.
ICT	Information and Communication Technology
IGF	Internally Generated Fund
ILO	International Labor Organization

IMF	International Monetary Fund
ISD	Information Services Department
JHS	Junior High School
LC	Lands Commission
LEAP	Livelihood Empowerment Against Poverty
LUSPA	Land Use and Spatial Planning Authority
M&E	Monitoring and Evaluation
MDA	Ministries, Departments and Agencies
MLGCRA	Ministry of Local Government, Chieftaincy and Religious Affairs
MMDAs	Metropolitan, Municipal and District Assemblies
MoFA	Ministry of Food and Agriculture
MoH	Ministry of Health
MoT	Ministry of Transport
MSMEs	Micro, Medium and Small Enterprises
MTDP	Medium-Term Development Plan
NACOC	Narcotics Control Commission
NADMO	National Disaster Management Organisation
NDPC	National Development Planning Commission
NGO	Non-Governmental Organization
NHIS	National Health Insurance Scheme
NMTDPF	National Medium-Term Development Policy Framework
NPA	National Pensions Authority
NYA	National Youth Authority
OWRCC	Office of the Western Regional Coordinating Council
PC	Pharmacy Council
PM&E	Participatory Monitoring and Evaluation
PPEs	Personal Protective Equipment
PURC	Public Utility Regulatory Commission
PWDs	Persons with Disabilities
RCC	Regional Coordinating Council
REGSEC	Regional Security Council
RPBMC	Regional Planning and Budget Management Committee
RPCU	Regional Planning Coordinating Unit
RTRC	Regional Tender Review Committee
RTRC	Regional Tender Review Committee
SDGs	Sustainable Development Goals
SHS	Senior High School
SMEs	Small and Medium Enterprises
SW	Social Welfare
SWOT	Strengths, Weaknesses, Opportunities and Threats

TVET	Technical and Vocational Education and Training
UN	United Nations
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund Programme
UNICEF	United Nations International Children's Emergency Fund
UTI	Urinary tract Infection
WASH	Water, Sanitation and Hygiene
WHO	World Health Organization
WRCC	Western Regional Coordinating Council

EXECUTIVE SUMMARY

The Western Regional Coordinating Council (WRCC), as the apex sub-national government institution in Ghana's Western Region, presents this Medium-Term Development Plan (MTDP) for the period 2026 to 2029. This strategic document articulates the RCCs development aspirations, challenges and priorities and serves as a blueprint for coordinated action across departments and institutions. It is grounded in the national development framework and aligned with the Sustainable Development Goals (SDGs), aiming to foster inclusive growth, institutional efficiency and sustainable transformation.

The Western Region, with a population of over two million and a land area representing 6.1% of Ghana's total, is endowed with rich natural resources, vibrant cultural heritage, and a dynamic population. However, the region faces persistent development challenges including youth unemployment, infrastructure deficits, environmental degradation, and institutional capacity constraints. The WRCC, through this plan, seeks to address these challenges by leveraging its mandate to coordinate, monitor, and evaluate the performance of Metropolitan, Municipal and District Assemblies (MMDAs) and regional Departments and Agencies.

The preparation of the plan was coordinated by a plan preparation team set up from among the Regional Planning Coordinating Unit. Membership of the team comprised of the Regional Coordinating Director, the Regional Development Planning Officer, Regional Directors of LUSPA, Gender, Agriculture, Community Development, Social Welfare, Regional Budget Analyst and the Regional Director – Controller and Accountant General Department. The team collaborated effectively with other Regional Departments of the RCC through information exchanges and review meetings.

The plan preparation commenced with a comprehensive review of the previous MTDP (2022–2025) which revealed mixed outcomes. The overall implementation rate of the previous MTDP stood at 71.5% as at the end of the third year (2024). Financially, the WRCC faced a significant shortfall, receiving only GH¢9.38 million out of a projected GH¢22.25 million, which constrained the full implementation of planned programs. The plan outlines strategies to diversify funding sources and improve financial planning, including leveraging development partner support and enhancing internal coordination.

The next step in the plan preparation process involved the analysis of existing situation of the Western Regional Coordinating Council through which the key development issues confronting the RCC were identified.

The team then prioritized the key development issues through a rigorous SWOT Analysis and a pair-wise ranking process. These include inadequate and irregular funding, poor logistics and office infrastructure, weak monitoring and evaluation capacity, unreliable data systems, insufficient IT infrastructure, and limited women’s participation in decision-making. The plan sets out clear goals, objectives and strategies to address these issues, with a strong emphasis on institutional capacity building, digital transformation, and inclusive governance.

Based on the prioritized key development issues, the team formulated Goals, Objectives and Strategies to address the key prioritized issues in the medium term. The objectives were aligned to the national objectives in the National Medium Term Development Policy Framework (2026 – 2029) to achieve national consistency.

Development programmes were then formulated based on the strategies. Under each programmes, implementable activities were identified and put together in Annual Action Plans for the four year period of the plan after which planning was done for monitoring and evaluation of the implementation of the plan.

The final stages of the plan preparation were to identify channels through which the plan can be effectively communicated. This was presented in a communication plan/framework in the final chapter. It is important to mention that the team at every stage engaged with other key stakeholders of the RCC through expanded RPCU meetings.

Projected financial resources for the plan amount to GH¢24.97 million, with contributions expected from the Government of Ghana, District Assemblies Common Fund, development partners, and donations. Population projections estimate growth from 2.06 million in 2021 to 2.38 million by 2029, informing sectoral targets in education, health, infrastructure, and employment.

The implementation framework includes detailed annual action plans, stakeholder engagement strategies, and a robust monitoring and evaluation system. A strategic communication plan ensures transparency, accountability, and citizen participation throughout the plan period.

In sum, this Medium-Term Development Plan represents a bold and coordinated effort to transform the Western Region into a resilient, inclusive, and prosperous territory. It calls for collective action, innovation, and sustained commitment from all stakeholders to realize the region’s development vision

CHAPTER ONE

GENERAL INTRODUCTION

I.0 Introduction

This chapter presents the general introduction and background to the 2026 – 2029 Medium Term Development Plan of the Western Regional Coordinating Council (WRCC). The chapter also gives insight into the Regional Coordinating Council’s mandate, its strategic overview, functions and core values.

1.1 Background

The Western Region is one of the 16 administrative regions of Ghana. The Region used to be part of the Western Province but was carved out of the then Central Region in July 1960 with Sekondi as its administrative capital. On 27th December 2018 after a referendum, the Western North Region was carved out of the Western Region and the present-day Western Region was established via Constitutional Instrument (CI) 117.

The WRCC is at the apex of the sub-national government to provide administrative and technical services to Ministries, Departments, Agencies, Districts Assemblies and Not for Profit Organization (NPOs) through monitoring, coordination and evaluation of their interventions and performance.

1.2 Strategic Overview of WRCC

Vision

“To be a proactive and development-oriented coordinating authority that fosters inclusive growth through modern agriculture and agribusiness, youth development and effective local governance for the sustainable transformation of the Western Region.”

Mission

The mission is to provide effective and efficient administration and technical services through harmonizing, coordinating, monitoring and evaluating of plans and programs of Ministries, Departments and Agencies (MDAs), Metropolitan, Municipal and District Assemblies (MMDAs) and Not for Profit Organizations (NPOs) in order to achieve the overall development goals of the Region.

Functions

The WRCC, just as other Regional Coordinating Councils in the country, performs the following functions as specified under section 188 of the Local Governance Act, 2016 (Act 936);

- a. monitors, co-ordinates and evaluates the performance of the District Assemblies in the Region;
- b. monitors the use of moneys
 - i. mobilised by the District Assemblies; or
 - ii. allocated and released to the District Assemblies by any agency of central Government; and
- c. reviews and co-ordinates public services generally in the Region.

The WRCC is also responsible for the following functions as specified in the same Act:

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

1.3 Mandate

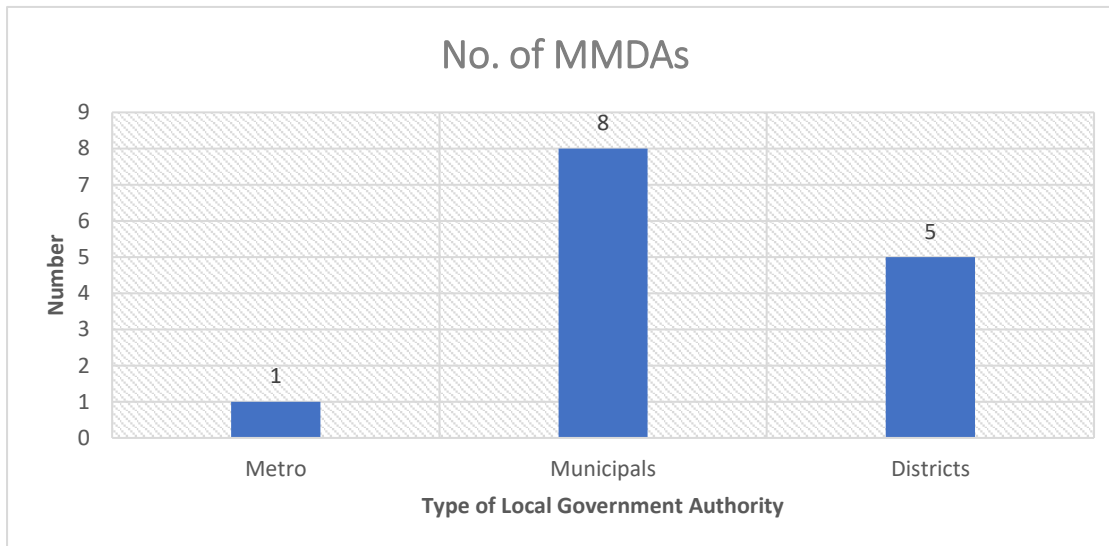
WRCC like other RCCs in Ghana, derives its mandate from the underlisted legislations;

- The 1992 Constitution of Ghana (Articles 86 and 87).
- The National Development Planning Commission Act, 1994 (Act 479).
- The National Development Planning (System) Act, 1994 (Act 480).
- Local Governance Act, 2016 (Act 936).
- Land Use and Spatial Planning Authority Act, 2016 (Act 925).
- Public Financial Management Act, 2016 (Act 921).

- The Civil Service Act, 1993 (PNDC Law 327).
- National Development Planning Commission Regulations 2020 (L.I. 2402).
- National Development Planning (System) Regulations 2016 (L.I. 2232).
- Local Governance (Permit and Notices) Regulations 2020 (L.I. 2407).
- Land Use and Spatial Planning Regulations 2019 (L.I. 2384).
- Public Financial Management Regulations 2019 (L.I. 2378).

WRCC has jurisdiction over the entire Western Region. It coordinates all regional development programmes and provides monitoring and evaluation (M&E) and technical backstopping services to the fourteen (14) Metropolitan, Municipal and District Assemblies in the Region. Figure 1 provides information on categories of districts while annex 1 gives the list.

Figure 1: Local Government Authorities in the Western Region



Source: RPCU Construct, 2025

Core Values

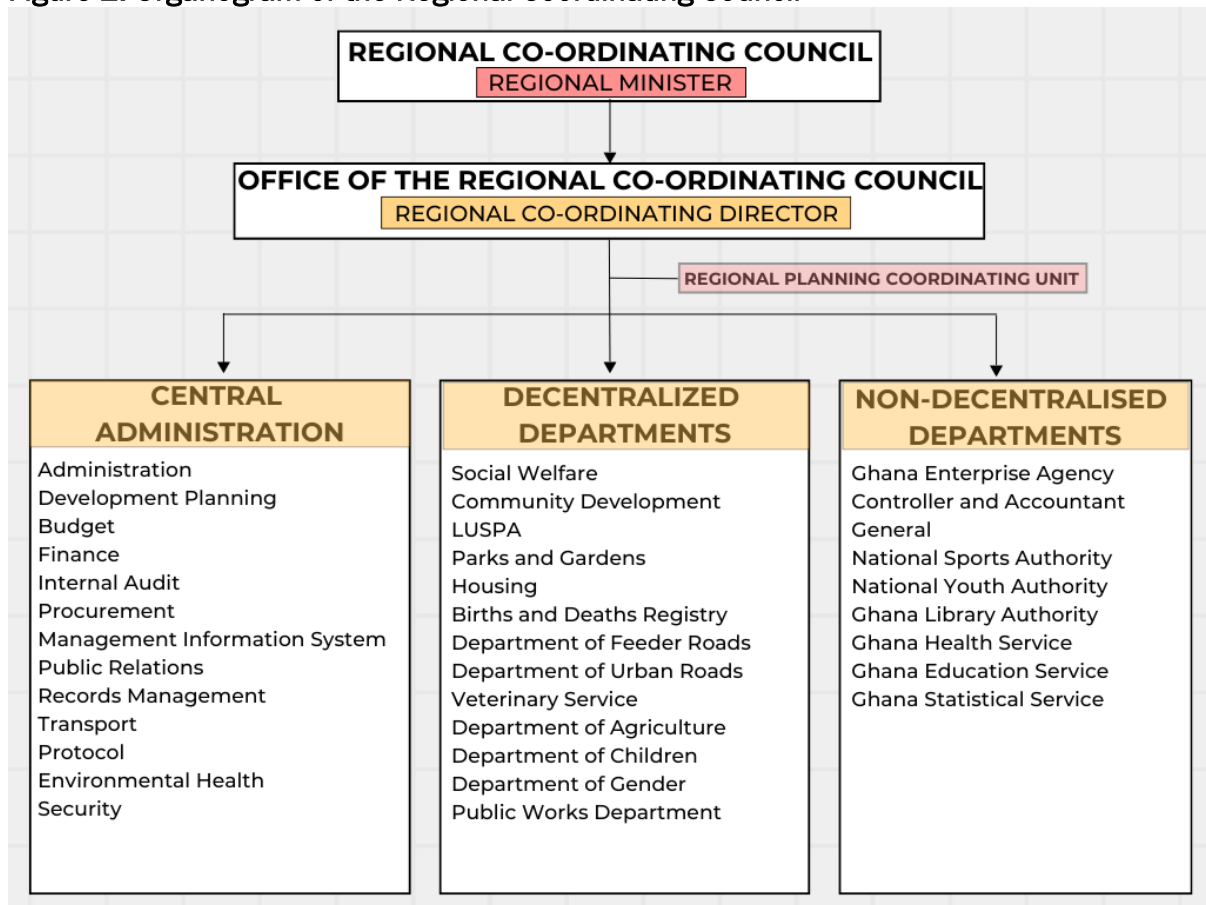
The WRCC is committed to the following values:

- Professionalism in delivering public service with transparency, accountability, efficiency, timeliness, effectiveness and above all, client satisfaction as hallmarks.
- Good institutional (corporate) governance by way of compliance with all laws and regulations; and internalisation of teamwork, results orientation and ethical behaviour among officers and staff at all levels.
- Job and Wealth Creation.

1.4 Organizational Structure of the Western Regional Coordinating Council

The organizational structure of the WRCC is made up of the Regional Co-ordinating Council and the Office of the Regional Coordinating Council (ORCC). The ORCC administratively assists the RCC in the performance of its duties and is made up of twenty-two (22) decentralized and deconcentrated departments, the Regional Planning Co-ordinating Unit and the administrative support units. Figure 2 provides details.

Figure 2: Organogram of the Regional Coordinating Council

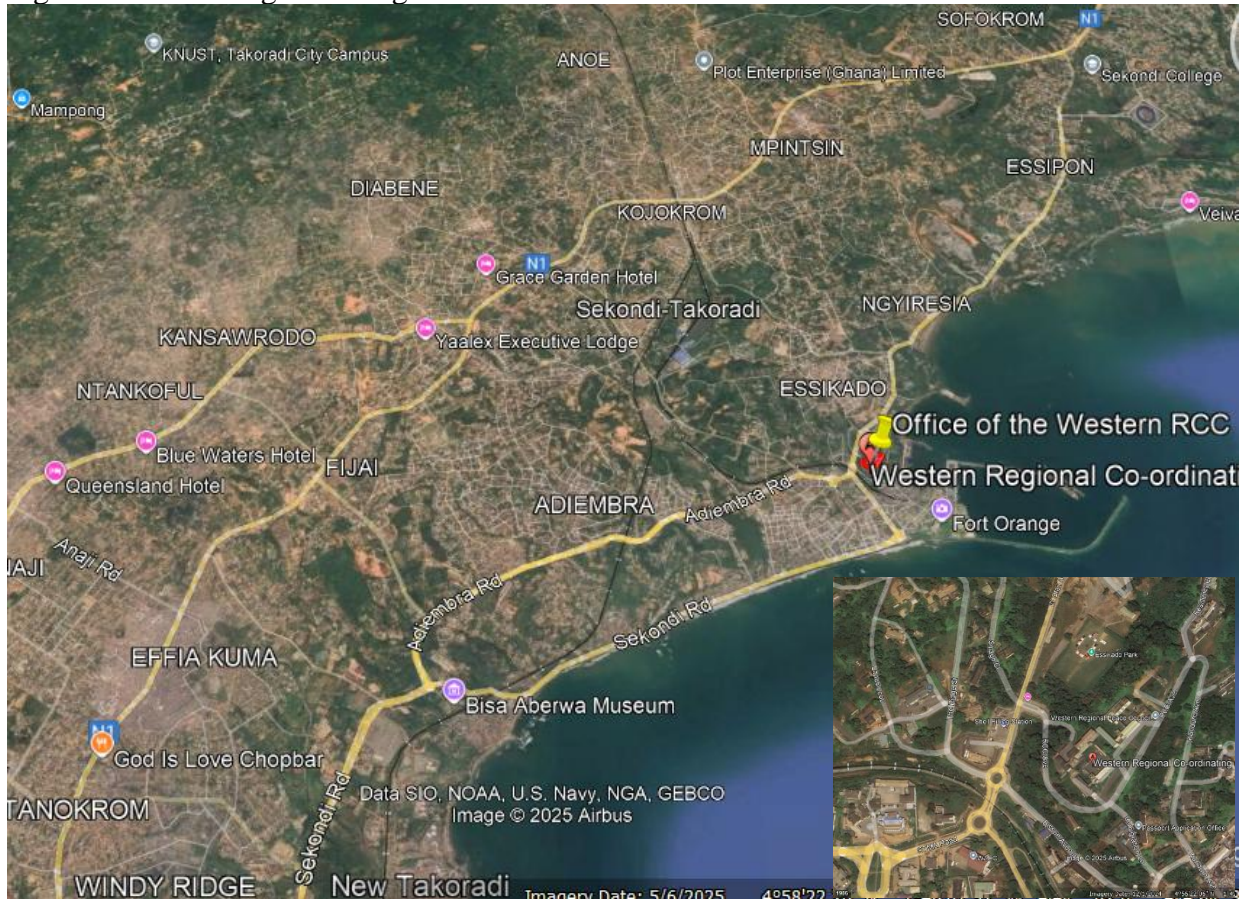


Source: RPCU, 2025

1.4 Location of the Office of Western Regional Coordinating Council

The Office of the Western Regional Coordinating Council is located at British Sekondi along the W. Ofori Attah Road.

Fig. 3: Satellite Image showing the Location of the Office of WRCC



Source: Google Earth (July, 2025)

1.5 Structure of the Plan

The Medium-Term Development Plan (2026-2029) is organized into 8 Chapters. Chapter one provides a general introduction to the plan. The vision, mission, functions, core values as well as the organizational structure of the WRCC are provided in this chapter. Chapter two focuses on the analysis of existing situation, performance review of the previous plan including financial performance and SWOT analysis of the development issues. Chapter two ends with an estimate of future development needs of the WRCC.

Chapter three is on key development priorities of the WRCC. Thus, a list of prioritized development issues and a narration on how the prioritization was done are provided in this chapter. In chapter four, development goals, objectives and strategies are discussed. The compatibility of the goals is also provided using the compatibility matrix.

The composite development programmes, assumptions for costing of programmes, programme financing and revenue generation measures as well as a strategic environmental

assessment of the programmes are provided in chapter five of the plan. The Composite development programmes are broken into implementable activities in the Annual Action Plan in chapter 6.

Chapter seven focuses on monitoring and evaluation arrangements. Stakeholder analysis, indicators for tracking the implementation of the plan, narratives on evaluations to be conducted as well as knowledge management and learning frameworks are discussed in this chapter.

The plan ends in chapter eight with development communication strategy with defined communication channels for specific target audience and communication messages for the MTDP (2026-2029) communication.

CHAPTER TWO

SITUATIONAL ANALYSIS OF THE WESTERN REGIONAL COORDINATING COUNCIL

2.1 Introduction

This chapter presents the performance review of the WRCC under the previous MTDP (2022 – 2025). The chapter also discusses the financial performance as well as existing conditions and diagnostics of the RCC. It also highlights the development issues facing the RCC and ends with a medium-term needs assessment and projections for the Regional Coordinating Council.

2.2 Performance Review

The performance review assesses the implementation of the 2022-2025 MTDP of the WRCC and the Regional Departments under the “Agenda for Jobs II: Creating Prosperity and Equal Opportunity for All (2022-2025)”. It is based on data on regional indicators collected from departments and gives an indication of the level of progress of implementation of the plan as at the end of the fourth year. Details are as follows in table 2.0.

Table 2.0 : Performance Review of 2022 – 2025 Medium Term Development Plan

Development Dimension	indicator	Baseline (2021)	2022 -2025 MDTP Target	Cumulative Achievement		Remarks
				Year	Data	
Economic Development	% change in yield of selected crops	(%)			(%)	Targets could still be achieved with the implementation of Feed Ghana
	• Rice	-10.3	40%	2024	24.1	
	• Yam	-4.6	10%	2024	6.2	
	• Cocoyam	-5.4	10%	2024	-3.3	
	• Maize	-8.8	20%	2024	3.9	
	• Plantain	14.0	20%	2024	7.6	
• Cassava	139.1	20%	2024	5.8		
Economic Development	% change in yield of selected livestock	(%)			(%)	The region is on course to achieve the targets by the end of plan period
	• Sheep	48.3	60%	2023	47.4	
	• Goat	19.9	60%	2023	47.1	
	• Pigs	-1.2	50%	2023	67.5	
	• Poultry	6.0	60%	2023	33.9	
Social Development	B.E.C.E. percentage pass for core subjects	85.3	100	2024	95	There's a significant improvement in pass rate for the core subjects
Social Development	W.A.S.S.C.E. percentage pass for core subjects	66.4	90	2024	83.9	Efforts will be sustained to improve performance in both the core and elective subjects
Social Development	Gross enrolment rate in kindergarten	124.3	100%	2024	139.4	Target not achieved
Social Development	Gross enrolment rate in Primary	111.4	100%	2024	125.1	Target achieved
Social Development	Gross enrolment rate in JHS	103.7	100%	2024	90.2	Target not achieved

Development Dimension	indicator	Baseline (2021)	2022 -2025 MDTP Target	Cumulative Achievement		Remarks
				Year	Data	
Social Development	Gross enrolment rate in SHS	45.6	60%	2024	53.4	Target not achieved
Social Development	Net enrolment rate in kindergarten	89.4%	100%	2024	70.12%	Target not achieved
Social Development	Net enrolment rate in Primary	101.4%	100%	2024	85.01%	Target not achieved
Social Development	Net enrolment rate in JHS	51.1%	100%	2024	65.49%	Target not achieved
Social Development	Net enrolment rate in SHS	•	80%	2024	53.0%	Target not achieved
Social Development	Gender Parity Index in Kindergarten	1	1	2024	1.05	
Social Development	Gender Parity Index in Primary	1	1	2024	1.07	
Social Development	Gender Parity Index in JHS	1	1	2024	1.1	
Social Development	Gender Parity Index in SHS	1.1	1	2024	1.34	
Social Development	Completion rate in kindergarten	98.1%	100%	2024	122.03%	Target achieved
Social Development	Completion rate in Primary	107.3%	100%	2024	108.28%	Target achieved
Social Development	Completion rate in JHS	78.1%	100%	2024	103.65%	Target achieved
Social Development	Completion rate in SHS	50.4%	60%	2024	44.92%	
Social Development	Prevalence of malnutrition					
	• Underweight	0.9	≤ 5	2024	0.8	
	Stunting	1.1	≤ 5	2024	0.4	
Social Development	Maternal mortality ratio	118.6	125	2024	94	
Social Development	Malaria case fatality in children under 5yrs	0.7%	0.08	2024	0%	
Social Development	HIV/AIDS prevalence rate (% of adult population, 15-49yrs HIV positive)	2.7	0.5	2023	1.55	

Development Dimension	indicator	Baseline (2021)	2022 -2025 MDTP Target	Cumulative Achievement		Remarks
				Year	Data	
Social Development	OPD Attendance	2,473,445	3,000,000	2024	2,786,411	Target not achieved
Social Development	Malaria suspects tested positive	509,639	350,000	2024	528,937	Target achieved
Social Development	Family Planning Acceptor Rate	36.9	50%	2024	41.34	Target not achieved
Social Development	TB Death Rate	2.5	5	2023	0.7	Target not achieved
Environment, Infrastructure & Human Settlement	Percentage of population with sustainable access to safe drinking water	68.6%	90%	2024	89.2%	There is an increase in coverage but all year-round access remains a challenge due to illegal mining
Environment, Infrastructure & Human Settlement	Proportion of population with access to improved sanitation	36.7%	70%	2024	66.2%	
Environment, Infrastructure & Human Settlement	Proportion of road network in good condition <ul style="list-style-type: none"> • Feeder Roads • Urban Roads • Highways (Trunk Roads) 	23.64%	50%	2024	33%	The DRIP equipment has helped improve road intra community and feeder roads condition. But trunk roads deteriorated within the period.
		26%	40%	2024	35%	
		44%	60%	2024	31%	
Environment, Infrastructure & Human Settlement	Proportion of communities covered by electricity	76%	95%	2024	82.3%	There still remain a high number of communities not connected to the national grid
Governance, Corruption & Public Accountability	Number of MMDAs passing DPAT Assessment	14	14	2022	14	MMDAs in the region has shown consistent performance in the DPAT assessment
Governance, Corruption & Public Accountability	Number of MMDAs ranked in the first 20 of District League Table	2	6	2022	3	Performance in the DLT is negatively impacted by the WASH and Education in the region.

Development Dimension	indicator	Baseline (2021)	2022 -2025 MDTP Target	Cumulative Achievement		Remarks
				Year	Data	
Governance, Corruption & Public Accountability	Number of MMDAs ranked in the first 20 of Performance Contract Assessment	1	6	2022	0	The performance of MMDAs improved generally in this assessment overtime. But more MMDAs from outside the region were able to improve their scores significantly and overtook the districts in the WR.
IMPLEMENTATION, COORDINATION, MONITORING AND EVALUATION						
Implementation, Coordination, Monitoring & Evaluation	No. of MMDAs scoring Excellent in APR reviews	2	6	2023	3	In 2022, 4 MMDAs scored excellent in their APR reporting. But this reduced to 3 in 2023. The WRCC intensified its technical backstopping for the preparation of the 2024 APR. Thus, the WRCC expects to achieve its target of 6 in the 2024 reviews.
Implementation, Coordination, Monitoring & Evaluation	Proportion of the overall RCC Medium Term Development Plan implemented	N/A	100%	2024	71.5%	The WRCC performed well in the coordination, monitoring and evaluation related activities. The performance in the implementation of capital projects was sub-optimal due to inadequate resources.

2.3 Analysis of performance indicators

The performance of WRCC under the 2022–2025 MTDP reflects both significant progress and critical challenges across various development dimensions as can be seen from the achievement of indicators in table 1 above. An in-depth examination of the indicators provides valuable insights into the region’s developmental trajectory and offers guidance for strategic focus in the next planning cycle. The analysis of the indicators under the various development dimensions are provided below:

Economic Development

Under the Economic Development dimension, the region registered mixed results, particularly in the agricultural sector, which remains the backbone of the regional economy. Crop production saw some modest gains; for example, rice yield increased by 24.1% against a target of 40%, yield of yam rose by 6.2% against the target of 10%, while cocoyam yield decreased by 3.3% with a target of 10% between 2022 and 2024. Over the same period, maize production grew by 3.9% against a target of 20%, and plantain by 7.6% compared to 20% target. Cassava, which had a baseline of 139.1%, achieved only a 5.8% cumulative increase during the plan period against the target of 20%. These results indicate that while there have been improvements in certain crops, productivity levels remain below expectations overall. The shortfalls point to persistent challenges posed by illegal mining through destruction of arable land. There are also challenges with input availability, mechanization, and extension support, which if not addressed, could hamper food security and agribusiness development. Conversely, livestock production fared better, with pigs surpassing the target (67.5% against a 50% target) and goats and sheep nearing their targets. However, poultry production lagged behind at 33.9% against a 60% target, suggesting the need for greater investments in the poultry value chains.

A critical constraint in agricultural transformation is the poor extension agent-to-farmer ratio, which worsened from 1:1,295 to 1:5,050, far from the target of 1:500. This decline underscores the urgent need for scaling up extension services if the government’s policy on agricultural modernization titled *Feed Ghana* is to be realized.

Business development efforts led to the establishment of new industries in agriculture, industry, and services, achieving less than half of the ambitious targets set. Job creation also fell short, with

11,708 jobs created in agriculture (out of a 20,000 target), 4,667 in industry (out of 10,000), and 12,726 in services (out of 20,000). While these efforts demonstrate some momentum in employment generation, they reveal a gap in inclusive economic growth capable of addressing the region's youth unemployment challenge.

Social Development

The Social Development dimension recorded notable progress in educational outcomes. Basic education recorded significant improvements in completion rates, with kindergarten completion rates exceeding 122% and primary completion rate at 108.3%, both surpassing their targets. The Junior High School (JHS) completion rate also exceeded expectations with 103.7% against a 100% target. However, Senior High School (SHS) completion rate declined to 44.9% against a 60% target, highlighting an area of concern for the region's human capital development. Pass rates in core subjects at both BECE (95%) and WASSCE (83.9%) approached the ambitious targets, reflecting efforts to improve learning outcomes. Nevertheless, net enrolment rates, especially at the SHS level (53% against an 80% target), and primary (85% against a 100% target), expose inequalities in school participation, necessitating targeted interventions to ensure equitable access and retention, particularly for mining areas where children of school going age abandon school for *galamsey and pragya (tricycle) riding*.

In the area health, the region made substantial strides. Maternal mortality declined to 94 per 100,000 live births, better than the 125 target, while underweight and stunting prevalence among children remained well below the 5% threshold. Malaria case fatality among children under five was reduced to zero, and the TB death rate dropped to 0.7% against a 5% target, representing a major achievement in communicable disease control. Low doctor-to-population and nurse-to-population ratios signal persistent human resource gaps that could compromise the quality and accessibility of healthcare in the region. The HIV prevalence rate among adults dropped significantly from 2.7% to 1.55%, although it remained above the target of 0.5%, indicating a need for continued investment in prevention and treatment programmes.

Further, access to safe drinking water improved to 89.2%, nearly achieving the target of 90%. Access to improved sanitation also rose from 36.7% to 66.2%, falling slightly short of the 70% target but representing notable progress

Environment, Infrastructure and Human Settlement

In the dimension of Environment, Infrastructure, and Human Settlement, road infrastructure showed slower gains, with only modest increases in the proportion of feeder, urban, and trunk roads in good condition. The electricity coverage rate improved to 82.3%, still below the 95% target, underscoring the need to intensify rural electrification programs to bridge regional disparities in access to modern energy.

Governance, Corruption and Public Accountability

Governance, Corruption, and Public Accountability dimension saw mixed outcomes. All 14 MMDAs passed the DPAT assessment as targeted, reflecting some stability in basic governance processes. However, only three MMDAs made it into the top 20 of the District League Table against a target of six, and none achieved the performance contract ranking target, suggesting that while compliance may be improving, performance quality and accountability still require significant strengthening. This calls for deeper reforms in public administration, capacity building, and stronger incentive structures to promote excellence.

Implementation, Coordination, Monitoring and Evaluation

Finally, under Implementation, Coordination, Monitoring, and Evaluation dimension, the number of MMDAs achieving excellent ratings in Annual Progress Reviews rose from two to three, short of the six targeted. This indicates that M&E systems, though improving, still face challenges in effectiveness, data quality, and the translation of findings into actionable policy adjustments.

Overall, the review of the 2022–2025 MTDP reveals that while the Western Region has made commendable progress in several sectors—particularly health, education at the basic level, water and sanitation, and some aspects of economic diversification, it continues to face significant challenges in infrastructure development, agricultural modernization, secondary education retention, child protection, and governance performance.

2.4 Financial Performance of WRCC

The financial performance of the WRCC was reviewed in relation to its sources of revenue.

Table 2.1: FINANCIAL PERFORMANCE OF WRCC

Sources of Funds	Total Estimated Cost of Plan	Total Amount Received	Variance
GoG	9,563,680.00	7,451,325.77	2,112,354.23
OTHERS	12,684,000.00	1,924,932.00	10,759,068.00
TOTAL	22,247,680.00	9,376,257.77	12,871,422.23

Source: Regional Accounts Office, WRCC, 2025

Table 2.1 provides an overview of the financial performance of WRCC from 2022 to 2023 in relation to the total estimated cost of the plan and the total amount released to finance the plan. The plan was prepared based on revenue projections from two main sources namely Government of Ghana (GoG) comprising Goods and Services as well as Non-Financial Assets, District Assemblies Common Fund (DACF) and others comprising Development Partners (DPs) (GSCSP, GrEEn, MAG etc). Internally Generated Fund was not considered because the WRCC has no revenue-generating asset.

The total estimated cost of the plan was pegged at GH¢**22,247,680.00**. Out of this amount, GH¢9,563,680.00 was expected to come from GoG sources whilst DPs were expected to contribute GH¢12,684,000.00. The total revenue inflow within the plan period was GH¢**9,376,257.77** resulting in unfavourable variance of GH¢**12,871,422.23**. This means that most planned interventions could not be implemented, which negatively impacted the Region’s performance.

2.5 Lessons Learnt and Implications for the next Medium-Term Planning Cycle

Performance review of WRCC’s MTDP – 2022-2025 has brought to fore some lessons learnt. First, budgetary and technical support from DPs and other interventions such as GIZ, GrEEN, and GSCSP improved the capacity of WRCC to effectively deliver its mandate in some specific areas including monitoring, co-ordination and backstopping. Such interventions should be sustained to enable WRCC remain effective in delivering its mandate.

Second, strong collaboration with the private sector and NGOs eg, mining companies, Hen Mpoano, fosters leveraging of resources towards office building maintenance, fighting illegal

mining, data validation and planning. This relationship should be strengthened to continuously harness the benefit of such synergy into next medium-term planning cycle.

The implications for the next medium-term plan are clear: there is a need for focused interventions to address structural deficits, build institutional capacities, promote inclusive economic growth, and enhance the effectiveness of governance and accountability mechanisms. These priorities, if addressed with commitment and innovation, will better position the Western Region to achieve sustainable and equitable development in the coming years.

2.6 Existing Conditions and Diagnosis

2.6.1 Monitoring and Evaluation

The Regional Coordinating Council undertake monitoring and evaluation of the performance of Metropolitan, Municipal and District Assemblies (MMDAs) and the use of resources mobilized by the MMDAs as well as those allocated and released to them by any agency of Central Government. The monitoring is expected to be undertaken on quarterly basis using indicators in the functional areas of planning, procurement, environment and sanitation, management and organization/administration, human resources management, and finance and auditing. However, due to financial and logistical constraints, the WRCC only manages to undertake 2 or 3 monitoring exercises in the past years except for the current year (2025) where the WRCC has undertaken the first 2 quarterly monitoring exercises in time.

Findings of monitoring exercise are disseminated to key stakeholders of government and the MMDAs. The exercise is used to provide technical backstopping to the MMDAs to enable them perform their mandated functions effectively and efficiently.

Progress recorded in the monitoring and evaluation includes:

- MMDAs high pass marks in DPAT Assessment, Annual Progress Report (APR) Assessment and OHLGS Performance Contract Assessment.
- Capacity building on gaps identified during monitoring exercise
- Improved performance in the activities of the MMDAs, Departments and Agencies
- Platform for dissemination of findings

- Improvement in revenue generation

2.6.2 Coordination Activities

The crosscutting nature of development challenges and their solutions necessitate the establishment of central institutions to coordinate activities of public and private sectors in legally specified space with the aim to reduce policy, programs and projects duplication, policy conflicts and wasteful expenditure.

The RCC, internally coordinate the activities and submission of departmental Action Plans, quarterly and annual reports. The RPCU meetings has been one of the platforms for coordination and harmonization of efforts. The challenge however is, some departments do not or submit their reports late which affects decision making. Some Heads of Department delegate their direct-reports to RPCU meetings instead of showing up themselves and due to that certain critical decisions cannot be taken during the meetings.

The RCC as part of its function also co-ordinate the plans and programs of District Planning Authorities and harmonize the plans and programs with national development policies and priorities for consideration and approval by the NDPC. This role has been executed through creating platforms for discussions of draft MTDPs, creation of Regional Mobile Teams (RMTs) to support plan preparation and involvement in the various public hearing among others. It can be stated that the coordination at the MMDAs level has been relatively effective but still requires strengthening the mechanisms to effectively coordinate to facilitate sustainable development.

The WRCC has taken advantage of the incentives and mechanism to promote and facilitate coordination at the regional level. The mechanisms include the inter-service and sectoral collaboration and co-operation (ISCC) system by the Office of the Head of the Local Government Service and the Expanded RPCU and RCC meetings. The success of this can be attributed to the keen interest shown by the Hon. Regional Minister who chairs most of these meetings.

This notwithstanding, the Council will continue to facilitate and strengthen its coordination role by leveraging on its goodwill and technology.

2.6.3 Technical Backstopping

The WRCC as part of its core mandate provides technical backstopping to the MMDAs within the Western Region. These are in the areas of Planning, Budgeting, IGF enhancement and financial reporting. This is done with support from one of our key Development Partner, GIZ. For instance, the GIZ has helped to establish and provides logistical support to a Regional Mobile Team (RMT) to support MMDAs in the areas of Planning, Budgeting, Climate Change, Accountability, Gender and Vulnerability.

The technical backstopping provided by the WRCC has led to a general improvement in the performance of MMDAs in the region as shown DPAT Assessments over the years.

2.6.4 Staff Strength and Key Logistics

The successful preparation and implementation of the Medium-Term Development Plan (MTDP) for the Western Regional Coordinating Council (WRCC) is highly contingent upon the institutional capacity, particularly human resources and logistical support of the RCC and its decentralized departments.

Table 2.2: Staff Strength

Decentralized Departments	Min.	Max.	Actual	% Coverage
Regional Co-ordinating Council	141	200	115	81.5
Land Use and Spatial Planning	29	43	24	82.7
Department of Agriculture	85	121	24	28.2
Department of Social Welfare	18	25	5	27.7
Department of Urban Roads	40	63	15	37.5
Controller & Accountants General Dept.	20	31	15	75
Ghana Library Board	21	30	23	109.5
Birth & Death Registration	20	24	5	25
Dept. of Community Development	18	28	6	33.3
Department of Feeder Roads	51	73	25	49
National Youth Authority	11	18	3	27.2
Public Works Department	102	173	27	26.4
Department of Parks & Gardens	24	37	11	45.5
Department of Gender	0	0	4	4
Ghana Enterprises Agency	11	16	5	45.5
Education Directorate	0	0	53	53
Department of Housing	0	0	3	-3
Veterinary Services Department	0	0	2	-2

Decentralized Departments	Min.	Max.	Actual	% Coverage
National Sports Authority	11	18	31	-31
Ghana Statistical Service	0	0	6	-6
Total	659	900	414	

Source: WRCC's Annual Progress Report, 2024

A review of the current staff strength as provided in table 2.2 above reveals serious systemic capacity constraints that could significantly affect the RCC's ability to coordinate, implement, monitor, and report on the development agenda in the region.

From a human resource standpoint, the analysis of staffing across departments reveals that only 414 out of a required 900 staff are currently in place, representing a **46% overall staffing coverage**. While the RCC itself has an 81.5% staff coverage which is relatively better compared to others, this advantage is largely offset by severe deficits in other key technical and implementation departments. For instance, the Department of Agriculture, a lead agency in economic development and food security, has only 24 staff out of a minimum required 85, representing just 28.2% coverage. This shortfall implies that agricultural extension, monitoring of farmer-based projects, and agribusiness support services are severely under-resourced, thereby undermining the region's ability to deliver on strategic agricultural transformation goals under the *Feed Ghana* project in the medium term.

Equally concerning is the staffing status in the Department of Social Welfare, the Community Development Department, and the National Youth Authority. These Departments are critical to social development and inclusion. These entities report coverage rates of 27.7%, 33.3%, and 27.2%, respectively. The consequence is a systemic weakness in the delivery of social protection interventions, such as child welfare, skills training for vulnerable groups, youth employment schemes, and community empowerment programs. Such limitations risk deepening inequality and reducing the impact of poverty reduction strategies outlined in the MTDP.

Moreover, infrastructure-focused departments like the Department of Urban Roads and Feeder Roads, with staffing levels of 37.5% and 49% respectively, also show worrying gaps. Given the significant road infrastructure deficits in the region, especially in rural and peri-urban areas, the capacity of these departments to plan, supervise, and monitor road projects is critically constrained. The Public Works Department, expected to provide oversight on government construction and renovation works, has only 27 out of a required 102 staff, amounting to just

26.4% coverage. This has direct implications for the quality assurance, cost control, and timely delivery of physical infrastructure under the MTDP.

Table 2.3: Key Logistics

Logistics	No. Required	No. Available	No. in Good Condition
Computers	226	123	84
Printers	68	49	33
Photocopier	21	13	9
Projectors	19	11	11
Office Space	147	138	121
Vehicle	73	39	16

Source: Derived from WRCC’s Annual Progress Report, 2024

The logistical situation further compounds the institutional weakness of the WRCC. Of the 226 computers required, only 123 are available, and just 84 are in good condition. Similarly, printers and photocopiers are also understocked and in suboptimal condition. Vehicles, a key enabler for field monitoring, project supervision and stakeholder engagement are severely inadequate, with only 39 available out of 73 required, and just 16 reported to be in good condition. This stark limitation in mobility will not only hamper field data collection and project supervision but also hinder the regional departments’ engagement with Metropolitan, Municipal, and District Assemblies (MMDAs), civil society organizations, and private sector actors critical to participatory development.

2.6.5 Gender (Women in Decision Making)

At the Assembly level, results from the Electoral Commission on the 2023 District Level Elections saw 11 (3.1%) females elected into office out of the 363 Assembly Members. Out of the fourteen (14) MMDCEs in the region, only two (2) representing 14.3% are women.

The representation of women Members of Parliament in the Region has seen notable progress over the last three election cycles. In 2016, the Region had two (2) female MPs, reflecting the broader

challenge of achieving gender balance in political leadership. However, the 2020 elections marked a breakthrough with one (1) becoming the Region's sole female MP. This momentum continued until the recent elections in 2024, which saw a significant increase in female representation. Eleven (11) women contested with six (6) elected. This steady growth underscores the strides being made towards gender inclusion in Ghanaian politics, particularly in the Western Region.

The Region has two (2) female District Coordinating Directors in the 14 Metropolitan, Municipal and District Assemblies. The OWRCC is headed by a female Regional Coordinating Director and four (4) females as Heads of Departments out of the 22 Departments of the RCC.

2.6.6 Climate Change

Climate change poses a growing threat to the socio-economic stability and environmental integrity of the Western Region. The region, characterized by a coastal belt, fertile forest zones and active mining and agricultural activities is increasingly vulnerable to climate-induced hazards such as coastal erosion, flooding, rising temperatures, and erratic rainfall. Communities along the coast such as those in Shama, Ahanta West, Nzema East, Ellembelle, and Jomoro face displacement due to tidal waves and sea-level rise, while inland farming communities experience crop failures, reduced yields, and loss of livelihoods as rainfall patterns become unpredictable. These impacts exacerbate poverty, food insecurity, and health risks, especially among vulnerable groups such as women, children, and smallholder farmers.

The Regional Coordinating Council (RCC) will play a crucial role in climate resilience by integrating climate adaptation and mitigation measures into district and regional development plans. This includes supporting afforestation programs, promoting climate-smart agriculture, coordinating disaster risk reduction efforts and facilitating environmental education campaigns. Additionally, the RCC will strengthen inter-agency collaboration, data collection, and early warning systems to enhance preparedness and response. Building institutional capacity and securing climate finance for local interventions will be vital for ensuring that communities are protected and development gains are not reversed by the effects of climate change.

2.7 Identifying Strengths, Weaknesses, Opportunities and Threats (SWOTS) Analysis

The key development issues listed above have been analysed in terms of WRCC's strengths available to deal with the issues, inherent weaknesses that may derail the WRCC's ability to overcome the issues, opportunities available for WRCC to take advantage of to address the issues and the threats that could work against WRCC in addressing the issues. The SWOT analysis is presented in table 2.4 below.

Table 2.4: SWOT Analysis

ISSUE: 1. Inadequate staffing.	
STRENGTHS: <ul style="list-style-type: none"> • Dedicated core personnel despite limited numbers. • Existing staff possess institutional knowledge and are trainable. • Capacity Building programmes. 	WEAKNESSES: <ul style="list-style-type: none"> • High vacancy rates across departments. • Limited capacity to supervise and coordinate activities across 14 MMDAs. • Lack of mandate to recruit staff.
OPPORTUNITIES: <ul style="list-style-type: none"> • Government recruitment drives. • Collaboration with development partners for technical assistance and capacity development. 	THREATS: <ul style="list-style-type: none"> • High attrition of existing staff. • Poor condition of service.
ISSUE: 2. Inadequate resources and capacity for Monitoring & Evaluation (M&E).	
STRENGTHS: <ul style="list-style-type: none"> • Existence of Regional Planning Coordinating Unit (RPCU). • Availability of Regional Mobile Team. • Availability of some logistics for M&E. 	WEAKNESSES: <ul style="list-style-type: none"> • Limited M&E Capacity and knowledge.
OPPORTUNITIES: <ul style="list-style-type: none"> • National M&E frameworks and NDPC support. • Existence of the electronic data management platforms. • Availability of Development Partner (DP) support. 	THREATS: <ul style="list-style-type: none"> • Inadequate data for M & E tracking and reporting. • Poor data-driven decision-making. • Cybersecurity vulnerabilities.
ISSUE: 3. Unreliable and untimely data for planning, and M&E.	
STRENGTHS: <ul style="list-style-type: none"> • Existence of Ghana Statistical Service and other Agencies at the regional level. • Existence of electronic data management platforms. 	WEAKNESSES: <ul style="list-style-type: none"> • Untimely update of the electronic data management platforms. • Inconsistent data and data formats across departments. • Fragmented data management platforms. • Ineffective planning due to outdated or incorrect data.
OPPORTUNITIES: <ul style="list-style-type: none"> • Development Partner support for management of electronic data platforms. • Availability of MMDAs. 	THREATS: <ul style="list-style-type: none"> • Uncoordinated data platforms and formats. • Loss of confidence in public reporting and policy relevance.
ISSUE: 4. Poor road condition, network and traffic congestion.	
STRENGTHS: <ul style="list-style-type: none"> • Existence of road sector agencies such as the GHA, DFR and DUR. • Availability of DRIP machinery. • Availability of road inventory. • Existence of strong advocacy and lobby groups. 	WEAKNESSES: <ul style="list-style-type: none"> • Inadequate funding for road maintenance and rehabilitation. • Limited influence of the WRCC on road infrastructure design and budgets. • Malfunctioning railway line.
OPPORTUNITIES: <ul style="list-style-type: none"> • Oil and gas development to drive infrastructure investment in the road sector. 	THREATS: <ul style="list-style-type: none"> • High rainfall leading to early deterioration of road infrastructure.

<ul style="list-style-type: none"> • “The Big Push” Agenda. • Existence of PPP Act to be leveraged for private sector investment in the road sector. • Support from mining companies for road infrastructure projects. 	<ul style="list-style-type: none"> • High number of haulage trucks and ineffective axle weighing stations leading to early deterioration of roads. • Change of government resulting in delayed, uncompleted and abandoned road projects.
ISSUE: 5. Illegal mining (galamsey).	
STRENGTHS: <ul style="list-style-type: none"> • Government and WRCC’s commitment to fighting illegal mining (galamsey). • Dedicated REGSEC members in fighting galamsey. 	WEAKNESSES: <ul style="list-style-type: none"> • Weak enforcement of regulations • Inadequate logistics to fight galamsey
OPPORTUNITIES: <ul style="list-style-type: none"> • Inter-agency collaboration (e.g., Minerals Commission, Forestry Commission). • Promotion of alternative livelihoods and existence of Mining Act. • Increasing media and civil society scrutiny. • Existence of Blue Water Guards and establishment of Anti-Galamsey Taskforce Secretariat. 	THREATS: <ul style="list-style-type: none"> • Weak enforcement of anti-galamsey laws. • Involvement of foreigners in illegal mining. • Increased social vices.
ISSUE: 6. Inadequate and irregular release of funds.	
STRENGTHS: <ul style="list-style-type: none"> • Existence of statutory funding frameworks (e.g. DACF). • Competence in fund utilization and accountability reporting. 	WEAKNESSES: <ul style="list-style-type: none"> • Lack of Internally Generated Fund (IGF). • Limited Development Partner support for WRCC.
OPPORTUNITIES: <ul style="list-style-type: none"> • Potential to attract donor or NGO funding. • Existence of some DP support. • Availability of private sector support. 	THREATS: <ul style="list-style-type: none"> • Unfavorable DACF allocation formular. • Unfavorable conditions attached to DP support.
ISSUE: 7. Inadequate/dilapidated office and residential buildings.	
STRENGTHS: <ul style="list-style-type: none"> • Ownership of WRCC premises. • Availability of land for office building. • Availability of dedicated Estate Management Unit (EMU) and Public Works Department (PWD). • Availability of GoG, DACF and CAPEX Funding. • Availability of existing housing stock. • Legal authority over regional properties. 	WEAKNESSES: <ul style="list-style-type: none"> • Poor maintenance culture. • Inadequate Resources for EMU and PWD to function effectively. • Lack of funds for maintenance. • Low rent collection from occupants of WRCC buildings.
OPPORTUNITIES: <ul style="list-style-type: none"> • Central Government support for Infrastructure improvement. • Private sector support for office refurbishment. 	THREATS: <ul style="list-style-type: none"> • Inadequate CAPEX releases. • Encroachment on WRCC residential properties.

ISSUE: 8. Chieftaincy disputes	
STRENGTHS: <ul style="list-style-type: none"> • Existence of Traditional Authorities. • Good collaboration between WRCC and Regional House of Chiefs. • Existence of Courts. • Existence of security agencies. 	WEAKNESS: <ul style="list-style-type: none"> • Lack of documented succession process.
OPPORTUNITIES: <ul style="list-style-type: none"> • Presence of National House of Chiefs for mediation. • Recognition of traditional leaders' importance in governance. 	THREAT: <ul style="list-style-type: none"> • Undermining of Traditional Authority structures.
ISSUE: 9. Insufficient IT infrastructure and poor internet connectivity.	
STRENGTHS: <ul style="list-style-type: none"> • Basic IT systems in place in some departments. • Staff willingness to adopt digital tools. 	WEAKNESSES: <ul style="list-style-type: none"> • Limited bandwidth, outdated equipment, and high downtime. • Under-staffed and under-resourced IT Departments/Unit.
OPPORTUNITIES: <ul style="list-style-type: none"> • GoG Smart Workplace, GIFMIS and related reforms. • Availability of broadband initiatives by Telcos. 	THREAT: <ul style="list-style-type: none"> • Cybersecurity vulnerabilities.
ISSUE: 10. Inadequate logistics and office equipment.	
STRENGTHS: <ul style="list-style-type: none"> • Inventory of existing assets for management planning. • WRCC budget allocation line for operations. • Existence of few fleet of vehicles. • Availability of GoG and DACF. 	WEAKNESSES: <ul style="list-style-type: none"> • Worn-out equipment and lack of replacements. • Inadequate funds to procure and/or maintain existing equipment. • Inadequate funds to maintain existing fleet and procure new vehicles. • Overaged vehicles.
OPPORTUNITIES: <ul style="list-style-type: none"> • Donor support and GoG logistics improvement schemes. • Leveraging district-level resources. • Central Government vehicle retooling programmes and DP funded projects. • Availability of auto service shops. • Private sector support. 	THREATS: <ul style="list-style-type: none"> • Inadequate funds releases to the WRCC. • Unfavourable Central Government and DP policies on vehicle purchase. • Poor road condition leading to frequent break-down of existing fleet.
ISSUE: 11. Inadequate women in decision-making.	
STRENGTHS: <ul style="list-style-type: none"> • WRCCs commitment to gender mainstreaming. • Existence of Department of Gender at the WRCC and gender desk officers at district level. 	WEAKNESSES: <ul style="list-style-type: none"> • Limited number of female Heads of Department (HoDs). • Inadequate Funding for the Department of Gender.
OPPORTUNITIES: <ul style="list-style-type: none"> • Enactment of the Affirmative Action (Gender Equity) Act, 2024 (Act 1121). • Partnering with civil society for leadership training. 	THREATS: <ul style="list-style-type: none"> • Low interest of women in contesting/competing for leadership positions. • Cultural barriers and biases.

<ul style="list-style-type: none"> • Development Partner support for gender programmes. • SDG goal on gender. 	
ISSUE: 12. Weak collaboration among departments and agencies.	
STRENGTHS: <ul style="list-style-type: none"> • Existing inter-agency platforms (e.g. inter-sectorial meetings, extended RPCU meetings, etc). • Institutional willingness to collaborate. • Existence of institutions in the Western Region. 	WEAKNESSES: <ul style="list-style-type: none"> • Ineffective information sharing among departments. • Conflicting mandates and competition for resources.
OPPORTUNITIES: <ul style="list-style-type: none"> • Joint planning and review sessions. • Existence of legislations (eg. Act 936, L. I. 2232, etc). 	THREATS: <ul style="list-style-type: none"> • Duplication of efforts or uncoordinated service delivery. • Resource inefficiencies and low impact.
ISSUE 13. Poor records keeping and documentation	
STRENGTHS: <ul style="list-style-type: none"> • Existence of office accommodation and few logistics for records keeping. • Existence of trainable records keeping staff. 	WEAKNESSES: <ul style="list-style-type: none"> • Inadequate logistics (office equipment, etc) for records keeping.
OPPORTUNITIES: <ul style="list-style-type: none"> • Availability of national institutions for training of records staff. • Availability of DP support for improving records management. 	THREATS: <ul style="list-style-type: none"> • Non recruitment of records keeping staff at the national level.

2.8 Summary of Key Issues

The key issues constraining the effective functioning of the RCC and its departments that have implication for the achievement of goals and objectives in the MTDP (2026-2029) are as follows;

- Inadequate staffing.
- Inadequate resources and capacity for Monitoring and Evaluation (M&E).
- Unreliable and untimely data for planning, monitoring and evaluation.
- Poor road condition, network and traffic congestion.
- Inadequate and irregular flow of funds to WRCC and its departments.
- Inadequate/dilapidated office and residential buildings.
- Chieftaincy disputes.
- Insufficient IT infrastructure and poor internet connectivity.
- Inadequate logistics and office equipment.
- Inadequate women in decision making.
- Weak collaboration among departments and agencies.
- Poor records keeping and documentation.

2.9 Medium-Term Needs Assessment and Projections

Based on the identified issues of the Region, the RPCU estimated the development interventions that need to be undertaken over the plan period taking into consideration the expected financial inflows. All proposals for the desired future were also informed by the estimated population.

2.9.1 Projected Population Size

According to 2021 PHC, the Western Region had a total population of 2,060,585. Using the Regional population growth rate of 1.8% per annum and an exponential population projection method, the population of the Region is expected to grow from 2,254,639 in 2026 to 2,379,737 in 2029. It is assumed that the Region's population growth rate would remain constant over the four-year period. Table 2.5 shows the projected population of the Region.

Table 2.5: The Projected Population for Western Region (2026-2029)

Population	2026	2027	2028	2029
Male	1,143,661	1,164,433	1,185,583	1,207,116
Female	1,110,979	1,131,157	1,151,703	1,172,621
Total	2,254,639	2,295,590	2,337,285	2,379,737

Source: Computed from 2021 PHC Population Data

2.9.2 Financial Projections

DACF and GoG are the main sources of funding for WRCC and its departments. Trend analysis of receipts of these funds from the Central Government by WRCC was made to establish the percentage change in annual growth rates from 2021 to 2024 and the average growth rate. These are presented in table 2.6 below.

Table 2.6: Percentage Change in Revenue Received by WRCC

Funding Source/Year	2022	2023	2024	Average
DACF	168%	-11%	-8%	49.6%
GoG	-63%	109%	103%	49.6%
Total	107%	-5%	4%	35.1%

The average percentage change in total receipts by the WRCC of 35.1% was used as basis to project the expected revenue for the medium term (2026 – 2029). This was based on the assumption that the Ghanaian economy will continue to remain stable and grow steadily.

Table 2.6: Projected Revenue (in Ghana cedis) for WRCC (2026-2029)

Revenue Item	2026	2027	2028	2029
DACF	4,215,045.37	6,311,298.12	9,450,072.41	14,149,841.58
GoG	1,081,593.70	1,618,976.75	2,423,355.19	3,627,384.02
Total	4,314,653.66	5,830,510.33	7,878,929.21	10,647,014.07

2.9.3 Staff Strength Required

The required staff strength of WRCC and its departments is estimated at 900. However, the existing number is 414 which is below the minimum threshold of 659. A total of 254 officers would be needed to fill the existing gap over the planning period. The details are provided in table 2.7 below.

Table 2.7: Staff Strength Required

Decentralized Departments	Min.	Max.	Actual	Backlog	Remarks
Regional Co-ordinating Council	141	200	115	26	
Land Use and Spatial Planning	29	43	24	5	
Department of Agriculture	85	121	24	61	
Department of Social Welfare	18	25	5	13	
Department of Urban Roads	40	63	15	25	
Controller & Accountants General Dept.	20	31	15	5	
Ghana Library Authority	21	30	23	0	Meets the minimum staff requirement
Birth & Death Registration	20	24	5	15	
Dept. of Community Development	18	28	6	12	
Department of Feeder Roads	51	73	25	26	
National Youth Authority	11	18	3	8	
Public Works Department	102	173	27	75	
Department of Parks & Gardens	24	37	11	13	
Department of Gender	0	0	4	-	
Ghana Enterprises Agency	11	16	5	6	
Education Directorate	0	0	53	-	
Department of Housing	0	0	3	-	
Veterinary Services Department	0	0	2	-	
National Sports Authority	11	18	31	0	Overstaffed
Ghana Statistical Service	0	0	6	-	
Total	659	900	414	245	

2.9.4 Capacity (Training/Skills) Needs

Staff capacity development through training and other methods would be undertaken to improve staff performance and ensure effective delivery of the mandate of WRCC and its departments. Presented in table 2.8 below are some key departmental skills set identified to be imparted from 2026 to 2029.

Table 2.8: Capacity (Training/Skills) Needs

Decentralized Departments	Required skills
Regional Co-ordinating Council	Leadership and management, ICT, procurement and project management, proposal, minutes and report writing.
Land Use and Spatial Planning	Geographic Information System, ICT, drone operation
Department of Agriculture	Analytical skills, reporting writing, leadership and management
Department of Social Welfare	Leadership and management
Department of Urban Roads	Leadership and management
Controller & Accountants General Dept.	Analytical skills, financial management, ICT.
Ghana Library Authority	Leadership and management, records management
Birth & Death Registration	Leadership and management, ICT; Statistics and database management.
Dept. of Community Development	Advanced social administration; leadership and management, ICT.
Department of Feeder Roads	Leadership and management
National Youth Authority	Leadership and management
Public Works Department	Project management; procurement and contract management
Department of Parks & Gardens	Leadership and management
Department of Gender	Analytical skills, leadership and management
Ghana Enterprises Agency	Proposal and business plan writing, leadership and management
Education Directorate	ICT, leadership and management
Department of Housing	Leadership and management, ICT
Veterinary Services Department	Leadership and management
National Sports Authority	Leadership and management
Ghana Statistical Service	Database management, communication skills;

2.9.5 Key Logistics Required

WRCC and its departments would require 103 computers, 22 printers, 8 photocopiers, 8 projectors, 9 offices and 34 vehicles to support the performance of their functions over the next four years as shown in 2.9 below. Malfunctioned logistics/equipment would be maintained to keep them in service.

Table 2.9: Key Logistics Required

Logistics	No. Required	No. Available	No. in Good Condition	Backlog	Remarks
Computers	226	123	84	103	Non functioning equipment need to be maintained to augment existing ones.
Printers	68	49	33	22	
Photocopier	21	13	9	8	
Projectors	19	11	11	8	
Office Space	147	138	121	9	
Vehicle	73	39	16	34	

CHAPTER THREE

KEY DEVELOPMENT PRIORITIES

3.1 Introduction

In this chapter, the development issues identified in the previous chapter have been prioritized to arrive at most pressing issues which when addressed will ensure the effective and efficient functioning of WRCC.

3.2 Key Development Priorities

In order to arrive at the key development priorities of WRCC, the issues identified in the previous chapter were further prioritized by the RPCU using the pair-wise ranking tool. The following criteria were used by the RPCU to consider an issue as priority over the other;

- Impact on the functions of the Regional Co-ordinating Council;
- Severity and diversity of the problem and its intended benefits;
- Significant multiplier effect on economic efficiency;
- Significant linkages to meeting basic human needs and rights.
- Impact on even development (extent to which it supports or addresses inequality);
- Opportunities for addressing key cross-cutting themes such as vulnerability, gender, climate change, sustainability among others.
- Feasibility of implementation (amount of time and other resources – technical and management capacity, capital outlay).

The RPCU also considered the significant impact of the issue on accelerating the achievement of four (4) out of the five (5) of Ghana's prioritized SDG targets relating to;

- a. Equitable education
- b. Hygiene and sanitation
- c. Employment and decent work and
- d. Effective, accountable and transparent institutions.

Through the use of the pair-wise ranking tool with the above considerations, the RPCU arrived at the most prioritized issues of WRCC as presented in table 3.0 below.

Table 3.0: List of Prioritized Development Issues

Development Issue	Rank
Inadequate and irregular flow of funds to WRCC and its departments.	1 st
Inadequate logistics and office equipment.	2 nd
Inadequate resources and capacity for Monitoring and Evaluation (M&E).	3 rd
Unreliable and untimely data for planning, monitoring and evaluation.	4 th
Insufficient IT infrastructure and poor internet connectivity.	5 th
Inadequate/dilapidated office and residential buildings.	6 th
Poor road condition, network and traffic congestion.	7 th
Poor records keeping and documentation.	8 th
Weak collaboration among Departments and Agencies.	9 th
Inadequate women in decision making.	10 th
Chieftaincy disputes.	11 th
Inadequate staffing.	12 th

CHAPTER FOUR

DEVELOPMENT GOALS, OBJECTIVES AND STRATEGIES

4.1 Introduction

This chapter discusses the formulation of goals aimed at addressing the identified prioritized development issues enumerated in the previous chapter taking into account cross-cutting and emerging development themes. For each goal, there are corresponding objectives and strategies which when implemented could lead to the attainment of the goals. The compatibility of the goals has also been assessed in this chapter using the goal compatibility assessment tool. Finally, the chapter also shows an indication of development proposals integrated with spatial plans, through the relevant maps and desired future situation.

4.2 Goals, Objectives, Strategies and Programmes linked to National Objectives

The table 4.0 gives information on the identified prioritized issues of the Western Regional Coordinating Council. The table also contains information on the goals formulated to address the prioritized development issues. There are also objectives and strategies through which the formulated goals can be attained. The objectives have been aligned to the national objectives outlined in the Medium-Term National Development Policy Framework (MTNDPF) (2026 – 2029). The table also contains development programmes in line with the formulated strategies which when implemented will result in the achievement of the goals and objectives.

The identified prioritized development issues have been compiled and linked under four (4) out of the five (5) development dimensions (with the exception of international relations) of the MTNDPF (2026 – 2029). The five (5) development dimensions of the framework are;

- Economic Development
- Social Development
- Environment and Human Settlements Development
- Governance and Institutional Development
- International Relations

Table 4.0: Matrix on Development Goals, Objectives, Strategies and Programmes

Prioritized Issue	Goal	Objective	Aligned National Objective	Strategies	Development Programme
ECONOMIC DEVELOPMENT					
Low agricultural productivity	Increased agricultural productivity	Improve agricultural productivity by 30% and promote agri-business development for job creation by 2030	1.6.2 Enhance agricultural production and agri-business for economic transformation	1.6.2.8 Facilitate the establishment of Agro-Production enclaves with appropriate infrastructure including irrigation and networked warehousing systems	Sustainable Economic Development Programme
SOCIAL DEVELOPMENT					
Inadequate and inequitable distribution of critical staff mix	Improved health care and health service delivery management system	Ensure equitable, affordable and quality Universal Health Coverage (UHC)	2.3.8 Strengthen healthcare and health service delivery management system	Incentivise the posting of healthcare workers to rural communities and underserved areas	Health Promotion Programme
Inadequate health infrastructure	Improved access to health care and health services	To facilitate the completion and construction of 1No. Regional hospital, ICU Centre and 5No. District Hospitals by 2030	2.3.1 Ensure equitable, affordable and quality Universal Health Coverage (UHC)	Facilitate the construction of and completion of health infrastructure	Health Promotion Programme
Inadequate school infrastructure	Equitable access to quality education	To facilitate the construction and rehabilitation of 100no. basic and secondary school buildings and supply 160,000 school furniture by 2030	2.6.1 Enhance equitable access to, and participation in quality education at all levels	2.6.1.7 Expand infrastructure and facilities at all levels (SDG Target 4.a, 4.c)	Education Improvement Programme
Inadequate supervision and monitoring of schools	Effective supervision and monitoring of schools	Create a robust schools management system at all levels to ensure improved academic performance by 2030	2.6.6 Strengthen school management systems	Strengthen supervision, management, and accountability at all levels of the educational system (SDG Target 16.6)	Education Improvement Programme
High unemployment rate especially among the youth	Improved job opportunities for all, especially the youth	To facilitate the creation of 40,000 jobs through public works, entrepreneurship, and targeted employment schemes by 2030	2.13.1 Promote effective participation of the youth in socioeconomic development	2.13.1.5 Strengthen and harmonise the implementation of evidence-based youth employment programmes (SDG Target 17.18)	Youth and Women Empowerment Programme

Prioritized Issue	Goal	Objective	Aligned National Objective	Strategies	Development Programme
Inadequate Women in decision-making	Increased women's participation in public life and leadership	To increase women indecision making at all levels to at least 30% by 2030	2.10.1 Attain gender equality and equity in political and social development	2.10.1.1 Expedite the implementation of the Affirmative Action (Gender Equality) Act 2024 and other gender-relevant policies (SDG Target 5.c)	
ENVIRONMENT AND HUMAN SETTLEMENT					
Inadequate/dilapidated office and residential buildings	Promote sustainable development through resilient infrastructure, protected environments, safe and orderly settlements, and improved transport connectivity	To rehabilitate and construct office and residential infrastructure for RCC staff by 2030	3.16.1 Promote effective maintenance culture	3.16.1.1 Institute a robust maintenance scheme including financing for critical infrastructure. (SDG Targets 9.a, 11.2) (AU Target A1 G4 P2&3 T3)	Infrastructure Maintenance Programme
Illegal mining (galamsey)		Build capacity of public institutions to enforce regulations and address climate change and variability in 14 MMDAs by 2030	3.2.1 Promote sustainable extraction of mineral resources	3.2.1.1 Ensure mining activities are undertaken in a safe and environmentally sustainable manner (SDG Targets 14.2, 15.1, 15.2, 15.3, 15.4, 15.5) (AU Target A1 G7 P1 T1)	Sustainable Environmental Management Programme
Low institutional capacity to address climate change and variability issues		Build capacity of public institutions to enforce regulations and address climate change and variability in 14 MMDAs by 2030	3.7.1 Enhance institutional capacity and coordination for effective climate action	3.7.1.1 Intensify institutional capacity development in climate change (SDG Targets 13.1, 13.3) (AU Target A1 G7 P4 T2)	
Inadequate spatial plans		To complete the preparation of Regional Spatial Development Framework (SDF) and facilitate the preparation of district SDF in 10 MMDAs by 2030	3.12.1 Promote sustainable spatially integrated development of human settlements	3.12.1.2 Accelerate the preparation, revision and implementation of Spatial Plans (SDG Targets 11.3, 11.7, 11.a) (AU Target A1 G1 P4 T1)	Sustainable spatial and human settlement development programme
Poor road condition, network and traffic congestion		To facilitate the construction of 280km of trunk, urban, and feeder roads and improve traffic management systems by 2030.	3.8.1 Improve efficiency and effectiveness of road transport infrastructure and services	3.8.1.1 Expand and maintain road transport infrastructure (SDG Target 9.1, 11.2) (AU Target A2 G10 P1 T1 & 2)	Transport infrastructure improvement programme

Prioritized Issue	Goal	Objective	Aligned National Objective	Strategies	Development Programme
GOVERNANCE AND INSTITUTIONAL DEVELOPMENT					
Weak collaboration among Departments and Agencies	Enhanced inter-agency coordination for integrated development	To intensify regional level inter-service and inter-sectorial collaboration and coordination by 2030	4.2.1 Deepen political and administrative decentralization	4.2.1.5 Institute mechanism for effective inter-service/inter- sectoral collaboration and cooperation at district, regional and national levels	Regional Inter-service inter-sectorial communication improvement programme
Inadequate and irregular flow of funds to WRCC and its departments	Improved funding for the RCC FOR planning and coordination by 2030	To diversify funding for the RCC by leveraging unconventional sources of funding to increase RCC revenue by 150% by 2030.	4.2.3 Strengthen fiscal decentralization	4.2.3.3 Lobby for the review of DACF allocation to make it more equitable to the RCCs	Revenue Improvement Programme
Inadequate staffing	Improved institutional capacity for effective regional coordination	To achieve 100% staffing requirement of the RCC by 2030.	4.4.1 Strengthen the effectiveness, accountability and efficiency of public institutions	4.4.1.6 Lobby for timely and efficient recruitment in the public institutions	Institutional Re-tooling and Capacity Building Programme
Inadequate resources and capacity for Monitoring and Evaluation (M&E)	Improved institutional capacity for effective regional coordination	To enhance the human, technical, and logistical capacity for effective functioning at RCC and district levels by 2030	4.4.1 Strengthen the effectiveness, accountability and efficiency of public institutions	4.4.1.7 Enhance the competency and skills of public sector workers	Knowledge Management and Learning Programme
Unreliable and untimely data for planning, monitoring and evaluation	Results based planning and decision making	To ensure real-time or near real-time data entry onto the district development data platform (DDDP) and improve collaboration with GSS and sector departments by 2030	4.4.1 Strengthen the effectiveness, accountability and efficiency of public institutions	4.4.1.7 Enhance the competency and skills of public sector workers	Knowledge Management and Learning Programme
Insufficient IT infrastructure and poor internet connectivity	Improved operational efficiency and Digital transformation across departments	To expand IT infrastructure and ensure reliable internet connectivity for all departments by 2030	4.4.1 Strengthen the effectiveness, accountability and efficiency of public institutions	4.4.1.1 Promote digital transformation in public institutions through automation of services, e-governance platforms, and ICT infrastructure development to improve compliance and	Institutional Re-tooling and Capacity Building Programme

Prioritized Issue	Goal	Objective	Aligned National Objective	Strategies	Development Programme
				governance within public institutions	
Inadequate logistics and office equipment	Improved operational efficiency and Digital transformation across departments	To procure 10No. vehicles and supply modern logistics and equipment for effective service delivery by 2030	4.4.1 Strengthen the effectiveness, accountability and efficiency of public institutions	4.4.1.7 Enhance the competency and skills of public sector workers	Institutional Re-tooling and Capacity Building Programme
Poor records keeping and documentation	World class records management system	To digitize records management systems and build staff capacity in information handling in all departments by 2030.	4.4.1 Strengthen the effectiveness, accountability and efficiency of public institutions	4.4.1.5 Improve accessibility and preservation of public records	Institutional Re-tooling and Capacity Building Programme
Chieftaincy Disputes	A cohesive and peaceful traditional governance	To support the Regional House of Chiefs to resolve conflicts/ chieftaincy disputes by 2030	4.7.1 Promote cultural heritage for national development	4.7.1.4 Promote stability in traditional governance	Effective Traditional Governance Programme

4.3 Assessment of Goal Compatibility

The formulated goals have been evaluated to ascertain their compatibility or consistency with each other using the goal compatibility matrix tool. In using this tool, the goals are first listed in the first column of the matrix. The same goals are repeated in the same order at the top row of the table. Each goal in the first column was then compared with the other goals in the top row to determine the compatibility or consistency of the two goals and rated as either high, medium or low.

The compatibility of the goals is indicated by colours. Green indicates high compatibility, yellow indicates medium compatibility whereas red indicates low compatibility. As can be seen from the matrix, there is no red colour in the matrix which means that none of the goals have low compatibility and only three (3) yellow boxes can be counted with almost all the boxes being green. This means that the goals are all highly compatible with each other. Therefore, the pursuit of one is not likely to affect the achievement of the other.

Table 4.1: Goal Compatibility Matrix

GOALS	Increased agricultural productivity	Increased agricultural productivity	Increased agricultural productivity	Increased agricultural productivity	Increased agricultural productivity	Increased agricultural productivity	Increased agricultural productivity	Increased agricultural productivity	Increased agricultural productivity	Increased agricultural productivity	Increased agricultural productivity	Increased agricultural productivity	Increased agricultural productivity	Increased agricultural productivity	Increased agricultural productivity
Increased agricultural productivity															
Improved health care and health service delivery management system															
Improved access to health care and health services															
Equitable access to quality education															
Effective supervision and monitoring of schools															
Improved job opportunities for all, especially the youth															
Increased women’s participation in public life and leadership															
Promote sustainable development through resilient infrastructure, protected environments, safe and orderly settlements, and improved transport connectivity															
Enhanced inter-agency coordination for integrated development															
Improved funding for the RCC FOR planning and coordination by 2030															
Improved institutional capacity for effective regional coordination															
Results based planning and decision making															

CHAPTER FIVE

COMPOSITE DEVELOPMENT PROGRAMMES

5.1 Introduction

This chapter focuses on the composite development programmes to be implemented by the Western Regional Coordinating Council and its departments based on the key development issues identified in the earlier chapters. Formulation of programmes for the four-year plan period was a critical stage of the plan preparation process.

The financial implications of executing these programmes have been well thought-out. Hence programs financing strategy in term of funds inflows and expenditure has been analysed over a 4-year period to identify gaps and strategies to bridge those gaps if any.

The chapter also explains the critical assumptions and methodologies underpinning the costing of the programmes. Lastly, a Strategic Environmental Assessment (SEA) of the composite development programmes is also conducted to ensure their long-term sustainability and alignment to strategic goals.

5.2 Assumptions and Methodologies for Costing the Plan

The costing of the programmes has been made based on the following assumptions;

- i. That the cedi will continue remain stable against the major trading currencies. Specifically, it is assumed that the dollar to cedi rate will not exceed 16 cedis during the plan period.
- ii. That inflation will continue to reduce and remain stable at not more that 13% for the plan period.

Thus, the costing was done based on current prices which were projected over the years and relative to the prevailing inflation rate. The next had to do with the duration of the particular project and the flow of resources to execute same. The broad programmes were broken down and costed individually, after which the individual costs were put together to obtain a single figure per programme. The cost of the total plan is obtained after all cost for the various programmes were summed up.

5.3 Development Programmes

Table 5.0: Matrix of Development Programmes

DEVELOPMENT PROGRAMME	Time Frame				Cost (GHc)			Prog. Status		Implementing Inst./Dep't	
	26	27	28	29	GoG	DACF	Others (DPs, Donor, etc)	New	Ong.	Lead	Collaborating
ECONOMIC DEVELOPMENT											
Sustainable Economic Development Programme					120,000	180,000	300,000			GEA	Agric. Dep't, MoTI, MMDAs, BRCs, BACs
SUB-TOTAL					120,000	180,000	300,000				
SOCIAL DEVELOPMENT											
Education Improvement Programme					800,000	-	800,000			GES	WRCC, MMDAs
Health Promotion Programme					600,000	-	1,000,000			GHS	WRCC, MMDAs
Youth and Women Empowerment Programme					120,000	80,000	500,000			NYA	Dept of Gender, GEA, MMDAs
Environmental Health and Sanitation Improvement Programme					50,000	150,000	-			REHO	WRCC, MMDAs
Child Rights Protection and Promotion					260,000	100,000	50,000			DSW	Depts of Gender, Children, Comm. Devt & MMDAs
SUB-TOTAL					1,830,000	330,000	2,350,000				
ENVIRONMENT AND HUMAN SETTLEMENT											
Infrastructure Maintenance Programme					800,000	1,500,000	300,000			PWD	WRCC

DEVELOPMENT PROGRAMME	Time Frame				Cost (GHc)			Prog. Status		Implementing Inst./Dep't	
	26	27	28	29	GoG	DACF	Others (DPs, Donor, etc)	New	Ong.	Lead	Collaborating
Sustainable Environmental Management Programme						500,000	1,000,000			EPA	WRCC, MinCom, REGSEC, MMDAs, LUSPA
Transport Infrastructure Improvement Programme					600,000	1,000,000				GHA	DUR, DFR, WRCC, MMDAs
SUB-TOTAL					1,400,000	3,000,000	1,300,000				
GOVERNANCE AND INSTITUTIONAL DEVELOPMENT											
Regional Level inter-service inter-sectorial communication improvement programme					500,000	340,000	150,000			WRCC	CSOs, DP, MMDAs, HoDs, MDAs
Coordination, Monitoring and Evaluation					500,000	1,000,000	1,000,000			RPCU	HoDs, MMDAs, MDAs
Revenue Improvement Programme					400,000	200,000	200,000			WRCC	CSOs, DP, MMDAs, HoDs, MDAs
Institutional Re-tooling and Capacity Building Programme					2,100,000	4,060,000	1,000,000			WRCC	CSOs, DP, MMDAs, HoDs, MDAs
Knowledge Management and Learning Programme					1,000,000	400,000	500,000			WRCC	CSOs, DP, MMDAs, HoDs, MDAs
Effective Traditional Governance Programme						300,000	80,000			Western Region House of Chiefs	WRCC, REGSEC, MMDAs
SUB-TOTAL					4,500,000	6,300,000	2,930,000				
TOTALS					7,850,000	9,810,000	6,880,000				
GRAND TOTAL							24,540,000				

5.4 Programme Financing Matrix

A major task for the successful implementation of the 2026-2029 MTDP will be the effective mobilization and management of crucial financial resources. This section therefore delves into the analysis and projection of revenue to support the various programmes that will be implemented by the Office of the Western Regional Co-ordinating Council and its departments.

Analysis of the cost of programmes as against the expected revenue to implement same indicates a revenue surplus of **Four Hundred and Thirty-Eight Thousand, Sixty-Eight Ghana Cedis (GH¢438,068)**. This expected revenue surplus will be used to support the operations of Regional Departments. Details of the cost of programmes and expected revenues are indicated in table 5.1.

Table 5.1: Programme Financing Matrix

PROGRAMME	PROGRAMME COST (GHc)	EXPECTED REVENUE AND SOURCES OF FUNDING					TOTAL	GAPS
		GoG	DACF	DACF-RFG	DPs	OTHERS		
Sustainable Economic Development Programme	600,000	122,249	183,374		305,623		611,247	11,247
Education Improvement Programme	1,600,000	814,996	-			814,996	1,629,992	29,992
Health Promotion Programme	1,600,000	611,247	-		1,018,745		1,629,992	29,992
Youth and Women Empowerment Programme	700,000	122,249	81,500		509,372		713,121	13,121
Environmental Health and Sanitation Improvement Programme	200,000	50,937	152,812		-		203,749	3,749
Child Rights Protection and Promotion	410,000	264,874	101,874		50,937		417,685	7,685
Infrastructure Maintenance Programme	2,600,000	814,996	1,528,117			305,623	2,648,737	48,737
Sustainable Environmental Management Programme	1,500,000	-	509,372		1,018,745		1,528,117	28,117
Transport Infrastructure Improvement Programme	1,600,000	611,247	1,000,000		-		1,611,247	11,247
Regional Level inter-service inter-sectorial communication improvement programme	990,000	509,372	305,623	40,000	152,812		1,007,808	17,808
Coordination, Monitoring and Evaluation	2,500,000	509,372	937,245	80,000	1,018,745		2,545,363	45,363
Revenue Improvement Programme	800,000	407,498	203,749		203,749		814,996	14,996
Institutional Re-tooling and Capacity Building Programme	7,160,000	2,139,364	4,085,167	50,000	1,018,745		7,293,276	133,276
Knowledge Management and Learning Programme	1,900,000	1,018,745	407,498		509,372		1,935,615	35,615
Effective Traditional Governance Programme	380,000	-	305,623			81,500	387,123	7,123
TOTAL	24,540,000	7,997,148	9,801,956	170,000	5,806,846	1,202,119	24,774,319	438,068

5.5 Strategic Environmental Assessment

The Strategic Environmental Assessment (SEA) was applied during the formulation of the Western Regional Coordinating Council (WRCC) Medium-Term Development Plan (MTDP) 2026–2029 to ensure that development interventions promote environmental sustainability, climate resilience, social inclusion, and long-term economic viability. In line with the Environmental Protection Agency Act, 1994 (Act 490), Environmental Assessment Regulations, 1999 (LI 1652), and National Development Planning Commission (NDPC) guidelines, SEA principles were mainstreamed into the situational analysis, problem prioritization, programme formulation, and implementation frameworks of the Plan.

The SEA process focused on key development areas contained in the MTDP, particularly agriculture modernization, infrastructure development, urban development, natural resource management, sanitation and waste management, climate change adaptation, disaster risk reduction, tourism development, and industrialization initiatives.

In the Economic Development dimension, programmes on agricultural modernization, agro-processing, MSME development, aquaculture, and tourism were screened to ensure environmentally responsible land use, sustainable fisheries practices, soil conservation, water management, and climate-smart agriculture. Interventions supporting youth agribusiness, irrigation development, agro-industrial parks, and tourism site enhancement will incorporate Environmental Management Plans (EMPs) to mitigate deforestation, land degradation, and water pollution risks while promoting green jobs and sustainable livelihoods.

For Social Development programmes, including health infrastructure expansion, sanitation improvements, water systems development, education infrastructure, and urban settlement upgrading, SEA ensured that public health, environmental hygiene, waste disposal, water quality protection, and climate resilience considerations were embedded in design and implementation. Attention was given to protecting vulnerable populations, women, children, and persons with disabilities from environmental health risks and climate shocks.

Under Infrastructure and Human Settlement Development, road rehabilitation, market redevelopment, housing infrastructure, drainage construction, coastal protection works, and urban renewal programmes were screened for potential impacts on wetlands, floodplains, coastal

ecosystems, and settlements. Environmental safeguards such as flood risk mapping, drainage management, resettlement planning where necessary, and adherence to land-use and spatial planning standards will guide implementation to minimize displacement, erosion, and ecosystem degradation.

Within the Environment and Climate Change dimension, programmes targeting environmental sanitation, solid and liquid waste management, forest restoration, water resource protection, illegal mining control, biodiversity conservation, and climate resilience were fully aligned with SEA objectives. These interventions directly address the Region's vulnerability to climate change, deforestation, land degradation, and coastal erosion, while strengthening ecosystem services and public health outcomes.

In the Governance and Institutional Development dimension, programmes on data management, decentralised coordination, and community resilience were assessed to strengthen early warning systems, risk-sensitive planning, compliance with environmental laws, and inter-agency collaboration. These measures ensure that governance reforms directly support sustainable environmental management and climate-responsive development.

SEA implementation will be mainstreamed into the MTDP Monitoring and Evaluation (M&E) framework. Environmental sustainability indicators — including forest cover protection, land restoration, waste management efficiency, water quality improvement, climate adaptation investments, coastal erosion control, and disaster preparedness — will be tracked through quarterly and annual monitoring and evaluations conducted by the Regional Planning Coordinating Unit (RPCU).

The WRCC will strengthen coordination with MMDAs, decentralized departments, civil society organizations, traditional authorities, and community groups to ensure environmental compliance, stakeholder participation, and community ownership of development interventions. Public accountability platforms and citizen feedback mechanisms will also be used to enhance transparency and responsiveness in environmental governance.

CHAPTER SIX

ANNUAL ACTION PLANS

6.1 Introduction

To ensure the effective implementation of the Plan, the Composite Programme of Action has been phased into Annual Action Plans (AAPs) for the four years starting from 2026 to 2029. This chapter outlines the Annual Action Plans to be implemented by the various Departments of the Western Regional Coordinating Council during the four-year period. All relevant ongoing projects and programs together with other critical issues have been rolled over for implementation.

6.2 Implementation of the Annual Action Plans

The development interventions will be implemented by the various departments and agencies in collaboration with relevant key stakeholders within the Region. The departments implementing the programs and projects include but not limited to the twenty-two (22) departments of the WRCC.

6.3 Annual Action Plan as basis for the Composite Budget

The projects captured in the Annual Action Plans will be linked to the Annual Composite Budgets of the RCC, departments and other implementing agencies. The budget for the implementation of programmes and projects would be obtained largely from the Government of Ghana, District Assemblies Common Fund, Development Partner Supports and Donations.

The Department of Urban Roads as well as the Department of Feeder Roads projects are funded directly from the Central Government sources such as the Ghana Road Fund among others. The cost of these projects was therefore not captured in this plan and will not be in the WRCC Composite Budget. Even though the plan captures cost of projects from education and health, the RCCs Composite Budget will not capture them as they run their own separate budgets.

Table 6.0: 2026 Annual Action Plan

S N	PROJECTS	LOCATION	Time Frame				Cost (GHc)			Proj. Status		Implementing Inst./Dep't	
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	Others	New	Ong .	Lead	Coll.
Objective: Enhance agricultural production and agri-business for economic transformation													
Programme: Sustainable Economic Development Programme													
1	Coordinate, monitor and evaluate agricultural extension and other agricultural services provision in the region	Jomoro					10,000	-	-			Dep't of Agric	WRCC, MMDAs
2	Operate the Western Region Investment Centre as a one-stop shop for investors	Sekondi							50,000			WRCC	MoTI, GEA, GIPC
3	Coordinate, Monitor and Facilitate management trainings, access to credit and business formalization for MSMEs	All 14 MMDAs					6,000		30,000			GEA	Private Sector
4	Coordinate and promote the Celebration of Fancy Festival (Ankos) in Sekondi-Takoradi	STMA, EKMA					-	10,000	40,000			WRCC	STMA, EKMA, GTA
Objective: Enhance equitable access to, and participation in quality education at all levels													
Programme: Education Improvement Programme													
4	Coordinate the Sensitization of age-appropriate enrolment in public KG, primary schools, and JHS in 14 MMDEDs, focusing on reducing under-age enrolment at KG level and encouraging first time over-age enrollees to attend primary schools rather than KG	All 14 MMDAs					15,000					GES-RD	WRCC, MMDAs
5	Build capacity of SMCs and PTAs on SPIP, SPAM, SRCs, gender sensitive education and special needs education in 14 MMDEDs	All 14 MMDAs					40,000					GES-RD	WRCC, MMDAs
6	Monitor the Implementation of L1 policy in Basic Schools in 14 MMDEs	All 14 MMDAs					10,000					GES-RD	WRCC, MMDAs
7	Organize Regional and District STMIE Camp and science, ICT and Math Competition in 14 MMDEDs.	Sekondi / Takoradi					20,000		30,000			GES-RD	WRCC, MMDAs, DPs

S N	PROJECTS	LOCATION	Time Frame				Cost (GHc)			Proj. Status		Implementing Inst./Dep't	
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	Others	New	Ong .	Lead	Coll.
8	Organize Sensitization programss to increase students' participation in STEM in 14 MMDEDs	All MMDAs 14					15,000					GES-RD	WRCC, MMDAs
9	Coordinate and Monitor construction of child-friendly classroom blocks with ancillary facilities (toilets, urinals, stores, library, rams, rails etc) in Basic Schools in 14 MMDEDs	All MMDAs 14					10,000					GES-RD	WRCC/MOE/GETFUND/GES
10	Coordinate and monitor the supply of grade appropriate furniture for public pre-tertiary schools in 14 MMDEDs	All MMDAs 14					10,000					GES-RD	WRCC/MOE/GETFUND/GES
11	Prepare Financial/Annual Performance Reports in 14 MMDEDs	Sekondi					20,000					GES-RD	Audit Unit
12	Capacity building and training for Directors and Office staff	Sekondi / Takoradi					-			45,000		GES-RD	RCC
13	Organisation of cultural activities	All 14 MMDAs					30,000					GES-RD	CNC, RCC
14	Organisation of sports activities	All 14 MMDAs					90,000					GES-RD	NSA, WRCC, MMDAs
15	Organisation of Mid-Year and Annual Educational Review	Sekondi					-			78,000		GES-RD	RCC
16	Organizing Reading Competitions	All 14 MMDAs					-			12,000		GLA, RCC	RCC
17	Adopting Community Libraries	All 14 MMDAs					-			17,000		GLA, RCC	RCC
Objective: Ensure equitable, affordable and quality Universal Health Coverage (UHC)													
Programme: Health Promotion Programme													
18	Monitor the construction of Health Facilities and Infrastructure in the Region and facilitate the construction of ICU at Takoradi Hospital	All 14 MMDAs					25,000			-		GHS-RHD	RCC

S N	PROJECTS	LOCATION	Time Frame				Cost (GHc)			Proj. Status		Implementing Inst./Dep't		
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	Others	New	Ong .	Lead	Coll.	
19	Manage the recruitment, training and promotion of health service staff in the region	All 14 MMDAs					14,000			16,000			GHS-RHD	RCC
20	Regional preparedness and response to epidemic prone disease	All 14 MMDAs					50,000			10,000			GHS-RHD	EHS, WRCC
21	Monitor the performance of DHDs and Health Facilities	All 14 MMDAs					20,000			-			GHS-RHD	RCC
22	Implement the “My Hospital Experience Project” and Conduct Health Facilities Peer Review	All 14 MMDAs					250,000						GHS-RHD	RCC
23	Maternal Death Auditing post training monitoring supervision	All 14 MMDAs					30,000						GHS-RHD	RCC
24	Training in Infection Prevention Care Practices	All 14 MMDAs					108,500						GHS-RHD	RCC
25	Quarterly meeting of regional health mental health committee	Sekondi								10,000			GHS-RHD	RCC
26	Supportive supervision of mental health nurses	All 14 MMDAs								15,000			GHS-RHD	RCC
27	Conduct disease surveillance	All 14 MMDAs					25,000						Vet Serv. Dept	GHS
Objective: Promote effective participation of the youth in socio-economic dev't and attain gender equality and equity in political and social dev't														
Programme: Youth and Women Empowerment Programme														
28	Coordinate and monitor the implementation of youth development programmes in the region	All 14 MMDAs					10,400						NYA	MMDAs
29	Institute and run Community Parent Network to address adolescent issues	All 14 MMDAs							53,000				Gender	RCC
30	Male engagement to encourage change of negative gender/social norms or stereotypes	All 14 MMDAs							45,000				Gender	RCC

S N	PROJECTS	LOCATION	Time Frame				Cost (GHc)			Proj. Status		Implementing Inst./Dep't	
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	Others	New	Ong .	Lead	Coll.
Objective: Promote effective maintenance culture													
Programme: Infrastructure maintenance programme													
31	Rehabilitation and renovation of Office Buildings	Sekondi, Takoradi					-	200,000	100,000			WRCC	PWD
32	Rehabilitation and Renovation of Staff Bungallows	Sekondi-Takoradi					50,000	150,000				WRCC	PWD
33	Monitor the rehabilitation of public sports infrastructure	All 14 MMDAs					10,000					WRCC	NSA
Objective: Promote sustainable extraction of mineral and enhance institutional capacity and coordination for effective climate action													
Programme: Sustainable Environmental Management Programme													
34	Coordinate the enforcement of laws on forests and protected areas	All 14 MMDAs					-	20,000	10,000			REGSE C	MMDAs
35	Coordinate anti galamsey activities	All 14 MMDAs					20,000	150,000				RCC	EPA, Mincom, MMDAs
Objective: Promote sustainable spatially integrated development of human settlements													
Programme: Sustainable spatial and human settlement development programme													
36	Coordinate the preparation, revision and implementation of spatial plans in the region	All 14 MMDAs					15,000	-	-			LUSPA	WRCC, MMDAs
37	Provide technical assistance/ back stopping to MMDAs and Individual in improved local Building materials	All 14 MMDAs					10,000	-	-			Dep't of Housing	WRCC, MMDAs
38	Undertake sensitization and awareness creation on the use of improved local building materials(ILBM), its development and use as a cheap source of materials in buildings.	All 14 MMDAs					15,000	-	-			Dep't of Housing	WRCC, MMDAs

S N	PROJECTS	LOCATION	Time Frame				Cost (GHc)			Proj. Status		Implementing Inst./Dep't	
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	Others	New	Ong .	Lead	Coll.
39	Promote erosion control around buildings in rural areas and sanitation measures	All 14 MMDAs					5,000	-	-			Dep't of Housing	WRCC, MMDAs
40	Maintain landscaping at public open spaces	Sekondi-Takoradi					15,000	-	-			Parks and Gardens	WRCC, MMDAs
41	Propagation of tree seedlings for schools and the general public	Sekondi					10,000	-	-			Parks and Gardens	WRCC, MMDAs
42	Cultivate varieties of flowering plants as cut flowers for wreathes and bouquets.	Sekondi					10,000	-	-			Parks and Gardens	WRCC, MMDAs
Objective: Improve efficiency and effectiveness of road transport infrastructure and services													
Programme: Transport infrastructure improvement programme													
43	Supervise, monitor and evaluate the design, construction and maintenance of urban roads in the region	All 14 MMDAs					70,000	-	-			DUR	WRCC, MMDAs
44	Supervise, monitor and evaluate the design, construction and maintenance of feeder roads in the region	All 14 MMDAs					70,000	-	-			DFR	WRCC, MMDAs
Objective: Deepen political and administrative decentralization													
Programme: Citizen-Centered Public Service Delivery Programme													
45	Organize Statutory Meetings	Sekondi/Takoradi					200,000	400,000	-			WRCC	HoDs
46	Coordinate postings of Officers in the Region	All 14 MMDAs					3,000					HR	HoDs, MMDAs
47	Organize and coordinate capacity building trainings for RCC and MMDA staff in the region	All 14 MMDAs					150,000	300,000	20,000			HR	HoDs, MMDAs
48	Provision of office supplies and logistics	Sekondi					100,000	400,000	10,000			WRCC	DPs

S N	PROJECTS	LOCATION	Time Frame				Cost (GHC)			Proj. Status		Implementing Inst./Dep't	
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	Others	New	Ong .	Lead	Coll.
49	Procurement of Office Vehicles 2No. Vehicles	Sekondi					-	300,000	1,000,000			WRCC	DPs, MLGCRA
50	Repair of Office Vehicles	Sekondi / Takoradi					250,000	300,000	10,000			WRCC	MMDAs
51	Implement the communication plan through Town Hall Meetings etc	Sekondi / Takoradi					50,000	150,000	30,000			WRCC	HoDs, MMDAs
52	Coordinate and monitor the use of dddp platform in MMDAs	All 14 MMDAs					-	20,000	40,000			RPCU	HoDs, MMDAs
53	Organize AAP and Composite Budget Production Workshops	All 14 MMDAs					-	120,000	30,000			RPCU	MMDAs, DP's
54	Organize Regional Budget Hearings	All 14 MMDAs					-	15,000	85,000			WRCC	MMDAs
55	Conduct quarterly monitoring of MMDAs	All 14 MMDAs					-	200,000	40,000			RPCU	HoDs, MMDAs
56	Provide Technical backstopping to MMDAs	All 14 MMDAs					40,000	30,000	120,000			RPCU	HoDs, MMDAs
57	Implement the Smart Workplace System	Sekondi					10,000	50,000	-			HR	HoDs
58	Implement the GIFMIS System	Sekondi					5,000	15,000	-			Finance	HoDs, CAGD
59	Support the Western Region House of Chiefs to settle chieftaincy disputes	Sekondi					-	40,000	60,000			WRCC	WRHoC
	TOTAL						1,916,900	2,968,000	1,858,000				
	GRAND TOTAL								6,742,900				

Table 6.1: 2027 Annual Action Plan

S N	PROJECTS	LOCATION	Time Frame				Cost (GHe)			Proj. Status		Implementing Inst./Dep't	
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	Others	New	Ong.	Lead	Coll.
Objective: Enhance agricultural production and agri-business for economic transformation													
Programme: Sustainable Economic Development Programme													
1	Facilitate the establishment of agro-production enclave with appropriate infrastructure including irrigation and networked warehousing systems	Mpohor Dist					-	40,000	20,000			WRCC	Dep't of Agric
2	Coordinate, monitor and evaluate agricultural extension and other agricultural services provision in the region	Jomoro					10,000	-	-			Dep't of Agric	WRCC, MMDAs
3	Coordinate, Monitor and Facilitate management trainings, access to credit and business formalization for MSMEs	All 14 MMDAs					6,000		30,000			GEA	Private Sector
4	Coordinate and promote the Celebration of Fancy Festival (Ankos) in Sekondi-Takoradi	STMA, EKMA					-	10,000	40,000			WRCC	STMA, EKMA, GTA
Objective: Enhance equitable access to, and participation in quality education at all levels													
Programme: Education Improvement Programme													
5	Coordinate the Sensitization of age-appropriate enrolment in public KG, primary schools, and JHS in 14 MMDEDs, focusing on reducing under-age enrolment at KG level and encouraging first time over-age enrollees to attend primary schools rather than KG	All 14 MMDAs					15,000					GES-RD	WRCC, MMDAs
6	Build capacity of SMCs and PTAs on SPIP, SPAM, SRCs, gender sensitive education and special needs education in 14 MMDEDs	All 14 MMDAs					40,000					GES-RD	WRCC, MMDAs
7	Monitor the Implementation of L1 policy in Basic Schools in 14 MMDEs	All 14 MMDAs					10,000					GES-RD	WRCC, MMDAs

S N	PROJECTS	LOCATION	Time Frame				Cost (GHc)			Proj. Status		Implementing Inst./Dep't		
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	Others	New	Ong.	Lead	Coll.	
8	Organize Regional and District STMIE Camp and science, ICT and Math Competition in 14 MMDEDs.	Sekondi / Takoradi					20,000			30,000			GES-RD	WRCC, MMDAs, DP's
9	Organize Sensitization programss to increase students' participation in STEM in 14 MMDEDs	All MMDAs 14					15,000						GES-RD	WRCC, MMDAs
10	Coordinate and Monitor construction of child-friendly classroom blocks with ancillary facilities (toilets, urinals, stores, library, rams, rails etc) in Basic Schools in 14 MMDEDs	All MMDAs 14					10,000						GES-RD	WRCC/ MOE/G ETFUND/GES
11	Coordinate and monitor the supply of grade appropriate furniture for public pre-tertiary schools in 14 MMDEDs	All MMDAs 14					10,000						GES-RD	WRCC/ MOE/G ETFUND/GES
12	Train Planning and Statistics officers on M&E and data management in 14 MMDEDs	Sekondi / Takoradi					20,000						GES-RD	EMIS Unit
13	Prepare Financial/Annual Performance Reports in 14 MMDEDs	Sekondi					20,000						GES-RD	Audit Unit
14	Capacity building and training for Directors and Office staff	Sekondi / Takoradi					-			45,000			GES-RD	RCC
15	Organisation of cultural activities	All 14 MMDAs					30,000						GES-RD	CNC, RCC
16	Organisation of sports activities	All 14 MMDAs					90,000						GES-RD	NSA, WRCC, MMDAs
17	Organisation of Mid-Year and Annual Educational Review	Sekondi					-			78,000			GES-RD	RCC
18	Organizing Reading Competitions	All 14 MMDAs					-			12,000			GLA, RCC	RCC
19	Adopting Community Libraries	All 14 MMDAs					-			17,000			GLA, RCC	RCC

S N	PROJECTS	LOCATION	Time Frame				Cost (GHc)			Proj. Status		Implementing Inst./Dep't		
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	Others	New	Ong.	Lead	Coll.	
Objective: Ensure equitable, affordable and quality Universal Health Coverage (UHC)														
Programme: Health Promotion Programme														
20	Monitor the construction of Health Facilities and Infrastructure in the Region	All 14 MMDAs					25,000			-			GHS-RHD	RCC
21	Manage the recruitment, training and promotion of health service staff in the region	All 14 MMDAs					14,000			16,000			GHS-RHD	RCC
22	Regional preparedness and response to epidemic prone disease	All 14 MMDAs					50,000			10,000			GHS-RHD	EHS, WRCC
23	Monitor the performance of DHDs and Health Facilities	All 14 MMDAs					20,000			-			GHS-RHD	RCC
24	Conducting Health Facilities Peer Review	All 14 MMDAs					250,000						GHS-RHD	RCC
25	Maternal Death Auditing post training monitoring supervision	All 14 MMDAs					30,000						GHS-RHD	RCC
26	Training in Infection Prevention Care Practices	All 14 MMDAs					108,500						GHS-RHD	RCC
27	Quarterly meeting of regional health mental health committee	Sekondi								10,000			GHS-RHD	RCC
28	Supportive supervision of mental health nurses	All 14 MMDAs								15,000			GHS-RHD	RCC
29	Conduct disease surveillance	All 14 MMDAs					25,000						Vet Serv. Dept	GHS
Objective: Promote effective participation of the youth in socio-economic dev't and attain gender equality and equity in political and social dev't														
Programme: Youth and Women Empowerment Programme														
30	Coordinate and monitor the implementation of youth development programmes in the region	All 14 MMDAs					10,400						NYA	MMDAs

S N	PROJECTS	LOCATION	Time Frame				Cost (GHc)			Proj. Status		Implementing Inst./Dep't	
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	Others	New	Ong.	Lead	Coll.
31	Increasing Women in Decision-Making Project; Capacity Training Workshops, Mobilization of Women and Capacity Training Workshops for Women Aspirants	All 14 MMDAs						50,000	50,000			Gender	RCC
32	Institute and run Community Parent Network to address adolescent issues	All 14 MMDAs						53,000				Gender	RCC
33	Male engagement to encourage change of negative gender/social norms or stereotypes	All 14 MMDAs						45,000				Gender	RCC
Objective: Promote effective maintenance culture													
Programme: Infrastructure maintenance programme													
34	Rehabilitation and renovation of Office Buildings	Sekondi, Takoradi					-	200,000	100,000			WRCC	PWD
35	Rehabilitation and Renovation of Staff Bungallows	Sekondi-Takoradi					50,000	150,000				WRCC	PWD
36	Monitor the rehabilitation of public sports infrastructure	All 14 MMDAs					10,000					WRCC	NSA
Objective: Promote sustainable extraction of mineral and enhance institutional capacity and coordination for effective climate action													
Programme: Sustainable Environmental Management Programme													
37	Coordinate the enforcement of laws on forests and protected areas	All 14 MMDAs					-	20,000	10,000			REGSEC	MMDAs
38	Coordinate anti galamsey activities	All 14 MMDAs					20,000	150,000				RCC	EPA, Mincom, MMDAs
39	Organize capacity building programmes for WRCC and MMDA Staff on Climate Change	All 14 MMDAs					-	-	300,000			REGSEC	WRC, GWCL, MMDAs

S N	PROJECTS	LOCATION	Time Frame				Cost (GHc)			Proj. Status		Implementing Inst./Dep't	
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	Others	New	Ong.	Lead	Coll.
Objective: Promote sustainable spatially integrated development of human settlements													
Programme: Sustainable spatial and human settlement development programme													
40	Coordinate the preparation, revision and implementation of spatial plans in the region	All 14 MMDAs					15,000	-	-			LUSPA	WRCC, MMDAs
41	Provide technical assistance/ back stopping to MMDAs and Individual in improved local Building materials	All 14 MMDAs					10,000	-	-			Dep't of Housing	WRCC, MMDAs
42	Undertake sensitization and awareness creation on the use of improved local building materials(ILBM), its development and use as a cheap source of materials in buildings.	All 14 MMDAs					15,000	-	-			Dep't of Housing	WRCC, MMDAs
43	Promote erosion control around buildings in rural areas and sanitation measures	All 14 MMDAs					5,000	-	-			Dep't of Housing	WRCC, MMDAs
44	Maintain landscaping at public open spaces	Sekondi-Takoradi					15,000	-	-			Parks and Gardens	WRCC, MMDAs
45	Propagation of tree seedlings for schools and the general public	Sekondi					10,000	-	-			Parks and Gardens	WRCC, MMDAs
46	Cultivate varieties of flowering plants as cut flowers for wreathes and bouquets.	Sekondi					10,000	-	-			Parks and Gardens	WRCC, MMDAs
Objective: Improve efficiency and effectiveness of road transport infrastructure and services													
Programme: Transport infrastructure improvement programme													
47	Supervise, monitor and evaluate the design, construction and maintenance of urban roads in the region	All 14 MMDAs					70,000	-	-			DUR	WRCC, MMDAs
48	Supervise, monitor and evaluate the design, construction and maintenance of feeder roads in the region	All 14 MMDAs					70,000	-	-			DFR	WRCC, MMDAs

S N	PROJECTS	LOCATION	Time Frame				Cost (Ghc)			Proj. Status		Implementing Inst./Dep't	
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	Others	New	Ong.	Lead	Coll.
Objective: Deepen political and administrative decentralization													
Programme: Citizen-Centered Public Service Delivery Programme													
49	Organize Statutory Meetings	Sekondi/ Takoradi					200,000	400,000	-			WRCC	HoDs
50	Coordinate postings of Officers in the Region	All MMDAs					3,000					HR	HoDs
51	Organize and coordinate capacity building trainings for RCC and MMDA staff in the region	All 14 MMDAs					150,000	300,000	20,000			HR	HoDs, MMDAs
52	Provision of office supplies and logistics	Sekondi					100,000	400,000	10,000			WRCC	DPs
53	Procurement of Office Vehicles 2No. Vehicles	Sekondi					-	300,000	1,000,000			WRCC	MLGCR A
54	Repair of Office Vehicles	Sekondi / Takoradi					250,000	300,000	10,000			WRCC	MMDAs
55	Implement the communication plan through Town Hall Meetings etc	Sekondi / Takoradi					50,000	150,000	30,000			WRCC	HoDs, MMDAs
56	Coordinate and monitor the use of dddp platform in MMDAs	All 14 MMDAs					-	20,000	40,000			RPCU	HoDs, MMDAs
57	Organize AAP and Composite Budget Production Workshops	All 14 MMDAs					-	120,000	30,000			RPCU	MMDAs , DPs
58	Organize Regional Budget Hearings	All 14 MMDAs					-	15,000	85,000			WRCC	MMDAs
59	Conduct quarterly monitoring of MMDAs	All 14 MMDAs					-	200,000	40,000			RPCU	HoDs, MMDAs
60	Provide Technical backstopping to MMDAs	All 14 MMDAs					40,000	30,000	120,000			RPCU	HoDs, MMDAs
61	Implement the Smart Workplace System	Sekondi					10,000	50,000	-			HR	HoDs
62	Implement the GIFMIS System	Sekondi					5,000	15,000	-			Finance	CAGD
63	Support the Western Region House of Chiefs to settle chieftaincy disputes	Sekondi					-	40,000	60,000			WRCC	WRHoC
	TOTAL						1,936,900	3,058,000	2,228,000				
	GRAND TOTAL								7,222,900				

Table 6.2: 2028 Annual Action Plan

SN	PROJECTS	LOCATION	Time Frame				Cost (GHe)			Proj. Status		Implementing Inst./Dep't	
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	Others	New	Ong.	Lead	Coll.
Objective: Enhance agricultural production and agri-business for economic transformation													
Programme: Sustainable Economic Development Programme													
1	Facilitate the establishment of agro-production enclave with appropriate infrastructure including irrigation and networked warehousing systems	Mpohor Dist					-	40,000	20,000			WRCC	Dep't of Agric
2	Coordinate, monitor and evaluate agricultural extension and other agricultural services provision in the region	Jomoro					10,000	-	-			Dep't of Agric	WRCC, MMDAs
3	Coordinate, Monitor and Facilitate management trainings, access to credit and business formalization for MSMEs	All 14 MMDAs					6,000		30,000			GEA	Private Sector
4	Coordinate and promote the Celebration of Fancy Festival (Ankos) in Sekondi-Takoradi	STMA, EKMA					-	10,000	40,000			WRCC	STMA, EKMA, GTA
Objective: Enhance equitable access to, and participation in quality education at all levels													
Programme: Education Improvement Programme													
5	Coordinate the Sensitization of age-appropriate enrolment in public KG, primary schools, and JHS in 14 MMDEDs, focusing on reducing under-age enrolment at KG level and encouraging first time over-age enrollees to attend primary schools rather than KG	All 14 MMDAs					15,000					GES-RD	WRCC, MMDAs
6	Build capacity of SMCs and PTAs on SPIP, SPAM, SRCs, gender sensitive education and special needs education in 14 MMDEDs	All 14 MMDAs					40,000					GES-RD	WRCC, MMDAs

SN	PROJECTS	LOCATION	Time Frame				Cost (GHc)			Proj. Status		Implementing Inst./Dep't	
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	Others	New	Ong.	Lead	Coll.
7	Monitor the Implementation of L1 policy in Basic Schools in 14 MMDEs	All MMDAs 14					10,000					GES-RD	WRCC, MMDAs
8	Organize Regional and District STMIE Camp and science, ICT and Math Competition in 14 MMDEs.	Sekondi / Takoradi					20,000		30,000			GES-RD	WRCC, MMDAs, DPs
9	Organize Sensitization programss to increase students' participation in STEM in 14 MMDEs	All MMDAs 14					15,000					GES-RD	WRCC, MMDAs
10	Coordinate and Monitor construction of child-friendly classroom blocks with ancillary facilities (toilets, urinals, stores, library, rams, rails etc) in Basic Schools in 14 MMDEs	All MMDAs 14					10,000					GES-RD	WRCC/M OE/GETF UND/GES
11	Coordinate and monitor the supply of grade appropriate furniture for public pre-tertiary schools in 14 MMDEs	All MMDAs 14					10,000					GES-RD	WRCC/M OE/GETF UND/GES
12	Train Planning and Statistics officers on M&E and data management in 14 MMDEs	Sekondi / Takoradi					20,000					GES-RD	EMIS Unit
13	Prepare Financial/Annual Performance Reports in 14 MMDEs	Sekondi					20,000					GES-RD	Audit Unit
14	Capacity building and training for Directors and Office staff	Sekondi / Takoradi					-		45,000			GES-RD	RCC
15	Organisation of cultural activities	All 14 MMDAs					30,000					GES-RD	CNC, RCC
16	Organisation of sports activities	All 14 MMDAs					90,000					GES-RD	NSA, WRCC, MMDAs
17	Organisation of Mid-Year and Annual Educational Review	Sekondi					-		78,000			GES-RD	RCC
18	Organizing Reading Competitions	All 14 MMDAs					-		12,000			GLA, RCC	RCC
19	Adopting Community Libraries	All 14 MMDAs					-		17,000			GLA, RCC	RCC

SN	PROJECTS	LOCATION	Time Frame				Cost (GHc)			Proj. Status		Implementing Inst./Dep't		
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	Others	New	Ong.	Lead	Coll.	
Objective: Ensure equitable, affordable and quality Universal Health Coverage (UHC)														
Programme: Health Promotion Programme														
20	Monitor the construction of Health Facilities and Infrastructure in the Region	All 14 MMDAs					25,000			-			GHS-RHD	RCC
21	Manage the recruitment, training and promotion of health service staff in the region	All 14 MMDAs					14,000			16,000			GHS-RHD	RCC
22	Regional preparedness and response to epidemic prone disease	All 14 MMDAs					50,000			10,000			GHS-RHD	EHS, WRCC
23	Monitor the performance of DHDs and Health Facilities	All 14 MMDAs					20,000			-			GHS-RHD	RCC
24	Conducting Health Facilities Peer Review	All 14 MMDAs					250,000						GHS-RHD	RCC
25	Maternal Death Auditing post training monitoring supervision	All 14 MMDAs					30,000						GHS-RHD	RCC
26	Training in Infection Prevention Care Practices	All 14 MMDAs					108,500						GHS-RHD	RCC
27	Quarterly meeting of regional health mental health committee	Sekondi								10,000			GHS-RHD	RCC
28	Supportive supervision of mental health nurses	All 14 MMDAs								15,000			GHS-RHD	RCC
29	Conduct disease surveillance	All 14 MMDAs					25,000						Vet Serv. Dept	GHS
Objective: Promote effective participation of the youth in socio-economic dev't and attain gender equality and equity in political and social dev't														
Programme: Youth and Women Empowerment Programme														
30	Coordinate and monitor the implementation of youth development programmes in the region	All 14 MMDAs					10,400						NYA	MMDAs
31	Increasing Women in Decision-Making Project; Capacity Training Workshops, Mobilization of Women and Capacity Training Workshops for Women Aspirants	All 14 MMDAs								50,000	50,000		Gender	RCC

SN	PROJECTS	LOCATION	Time Frame				Cost (GHc)			Proj. Status		Implementing Inst./Dep't	
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	Others	New	Ong.	Lead	Coll.
32	Institute and run Community Parent Network to address adolescent issues	All 14 MMDAs						53,000				Gender	RCC
33	Male engagement to encourage change of negative gender/social norms or stereotypes	All 14 MMDAs						45,000				Gender	RCC
Objective: Promote effective maintenance culture													
Programme: Infrastructure maintenance programme													
34	Rehabilitation and renovation of Office Buildings	Sekondi, Takoradi					-	200,000	100,000			WRCC	PWD
35	Rehabilitation and Renovation of Staff Bungalows	Sekondi-Takoradi					50,000	150,000				WRCC	PWD
36	Monitor the rehabilitation of public sports infrastructure	All 14 MMDAs					10,000					WRCC	NSA
Objective: Promote sustainable extraction of mineral and enhance institutional capacity and coordination for effective climate action													
Programme: Sustainable Environmental Management Programme													
37	Coordinate the enforcement of laws on forests and protected areas	All 14 MMDAs					-	20,000	10,000			REGSE C	MMDAs
38	Coordinate anti galamsey activities	All 14 MMDAs					20,000	150,000				RCC	EPA, Mincom, MMDAs
Objective: Promote sustainable spatially integrated development of human settlements													
Programme: Sustainable spatial and human settlement development programme													
39	Coordinate the preparation, revision and implementation of spatial plans in the region	All 14 MMDAs					15,000	-	-			LUSPA	WRCC, MMDAs
40	Provide technical assistance/ back stopping to MMDAs and Individual in improved local Building materials	All 14 MMDAs					10,000	-	-			Dep't of Housing	WRCC, MMDAs

SN	PROJECTS	LOCATION	Time Frame				Cost (GHc)			Proj. Status		Implementing Inst./Dep't	
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	Others	New	Ong.	Lead	Coll.
41	Undertake sensitization and awareness creation on the use of improved local building materials(ILBM), its development and use as a cheap source of materials in buildings.	All 14 MMDAs					15,000	-	-			Dep't of Housing	WRCC, MMDAs
42	Promote erosion control around buildings in rural areas and sanitation measures	All 14 MMDAs					5,000	-	-			Dep't of Housing	WRCC, MMDAs
43	Maintain landscaping at public open spaces	Sekondi-Takoradi					15,000	-	-			Parks and Gardens	WRCC, MMDAs
44	Propagation of tree seedlings for schools and the general public	Sekondi					10,000	-	-			Parks and Gardens	WRCC, MMDAs
45	Cultivate varieties of flowering plants as cut flowers for wreathes and bouquets.	Sekondi					10,000	-	-			Parks and Gardens	WRCC, MMDAs
Objective: Improve efficiency and effectiveness of road transport infrastructure and services													
Programme: Transport infrastructure improvement programme													
46	Supervise, monitor and evaluate the design, construction and maintenance of urban roads in the region	All 14 MMDAs					70,000	-	-			DUR	WRCC, MMDAs
47	Supervise, monitor and evaluate the design, construction and maintenance of feeder roads in the region	All 14 MMDAs					70,000	-	-			DFR	WRCC, MMDAs
Objective: Deepen political and administrative decentralization													
Programme: Citizen-Centered Public Service Delivery Programme													
48	Organize Statutory Meetings	Sekondi/Takoradi					200,000	400,000	-			WRCC	HoDs
49	Coordinate postings of Officers in the Region	All 14 MMDAs					3,000					HR	HoDs, MMDAs

SN	PROJECTS	LOCATION	Time Frame				Cost (GHc)			Proj. Status		Implementing Inst./Dep't	
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	Others	New	Ong.	Lead	Coll.
50	Organize and coordinate capacity building trainings for RCC and MMDA staff in the region	All 14 MMDAs					150,000	300,000	20,000			HR	HoDs, MMDAs
51	Provision of office supplies and logistics	Sekondi					100,000	400,000	10,000			WRCC	DPs
52	Procurement of Office Vehicles 2No. Vehicles	Sekondi					-	300,000	1,000,000			WRCC	DPs, MLGCRA
53	Repair of Office Vehicles	Sekondi / Takoradi					250,000	300,000	10,000			WRCC	MMDAs
54	Implement the communication plan through Town Hall Meetings etc	Sekondi / Takoradi					50,000	150,000	30,000			WRCC	HoDs, MMDAs
55	Coordinate and monitor the use of dddp platform in MMDAs	All 14 MMDAs					-	20,000	40,000			RPCU	HoDs, MMDAs
56	Organize AAP and Composite Budget Production Workshops	All 14 MMDAs					-	120,000	30,000			RPCU	MMDAs, DPs
57	Organize Regional Budget Hearings	All 14 MMDAs					-	15,000	85,000			WRCC	MMDAs
58	Conduct quarterly monitoring of MMDAs	All 14 MMDAs					-	200,000	40,000			RPCU	HoDs, MMDAs
59	Provide Technical backstopping to MMDAs	All 14 MMDAs					40,000	30,000	120,000			RPCU	HoDs, MMDAs
60	Implement the Smart Workplace System	Sekondi					10,000	50,000	-			HR	HoDs
61	Implement the GIFMIS System	Sekondi					5,000	15,000	-			Finance	HoDs, CAGD
62	Support the Western Region House of Chiefs to settle chieftaincy disputes	Sekondi					-	40,000	60,000			WRCC	WRHoC
	TOTAL						1,936,900	3,058,000	1,928,000				
	GRAND TOTAL								6,922,900				

Table 6.3: 2029 Annual Action Plan

S N	PROJECTS	LOCATION	Time Frame				Cost (GHc)			Proj. Status		Implementing Inst./Dep't		
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	Others	New	Ong.	Lead	Coll.	
Objective: Enhance agricultural production and agri-business for economic transformation														
Programme: Sustainable Economic Development Programme														
1	Facilitate the establishment of agro-production enclave with appropriate infrastructure including irrigation and networked warehousing systems	Mpohor Dist					-	40,000	20,000			WRCC	Dep't of Agric	
2	Coordinate, monitor and evaluate agricultural extension and other agricultural services provision in the region	Jomoro					10,000	-	-			Dep't of Agric	WRCC, MMDAs	
3	Coordinate, Monitor and Facilitate management trainings, access to credit and business formalization for MSMEs	All 14 MMDAs					6,000		30,000			GEA	Private Sector	
4	Coordinate and promote the Celebration of Fancy Festival (Ankos) in Sekondi-Takoradi	STMA, EKMA					-	10,000	40,000			WRCC	STMA, EKMA, GTA	
Objective: Enhance equitable access to, and participation in quality education at all levels														
Programme: Education Improvement Programme														
5	Coordinate the Sensitization of age-appropriate enrolment in public KG, primary schools, and JHS in 14 MMDEDs, focusing on reducing under-age enrolment at KG level and encouraging first time over-age enrollees to attend primary schools rather than KG	All 14 MMDAs					15,000					GES-RD	WRCC, MMDAs	
6	Build capacity of SMCs and PTAs on SPIP, SPAM, SRCs, gender sensitive education and special needs education in 14 MMDEDs	All 14 MMDAs					40,000					GES-RD	WRCC, MMDAs	

S N	PROJECTS	LOCATION	Time Frame				Cost (Ghc)			Proj. Status		Implementing Inst./Dep't	
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	Others	New	Ong.	Lead	Coll.
7	Monitor the Implementation of L1 policy in Basic Schools in 14 MMDEs	All MMDAs 14					10,000					GES-RD	WRCC, MMDAs
8	Organize Regional and District STMIE Camp and science, ICT and Math Competition in 14 MMDEs.	Sekondi / Takoradi					20,000		30,000			GES-RD	WRCC, MMDAs, DPs
9	Organize Sensitization programss to increase students' participation in STEM in 14 MMDEs	All MMDAs 14					15,000					GES-RD	WRCC, MMDAs
10	Coordinate and Monitor construction of child-friendly classroom blocks with ancillary facilities (toilets, urinals, stores, library, rams, rails etc) in Basic Schools in 14 MMDEs	All MMDAs 14					10,000					GES-RD	WRCC/M OE/GETF UND/GES
11	Coordinate and monitor the supply of grade appropriate furniture for public pre-tertiary schools in 14 MMDEs	All MMDAs 14					10,000					GES-RD	WRCC/M OE/GETF UND/GES
12	Prepare Financial/Annual Performance Reports in 14 MMDEs	Sekondi					20,000					GES-RD	Audit Unit
13	Capacity building and training for Directors and Office staff	Sekondi / Takoradi					-		45,000			GES-RD	RCC
14	Organisation of cultural activities	All 14 MMDAs					30,000					GES-RD	CNC, RCC
15	Organisation of sports activities	All 14 MMDAs					90,000					GES-RD	NSA, WRCC, MMDAs
16	Organisation of Mid-Year and Annual Educational Review	Sekondi					-		78,000			GES-RD	RCC
17	Organizing Reading Competitions	All 14 MMDAs					-		12,000			GLA, RCC	RCC
18	Adopting Community Libraries	All 14 MMDAs					-		17,000			GLA, RCC	RCC

S N	PROJECTS	LOCATION	Time Frame				Cost (Ghc)			Proj. Status		Implementing Inst./Dep't		
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	Others	New	Ong.	Lead	Coll.	
Objective: Ensure equitable, affordable and quality Universal Health Coverage (UHC)														
Programme: Health Promotion Programme														
19	Monitor the construction of Health Facilities and Infrastructure in the Region	All 14 MMDAs					25,000			-			GHS-RHD	RCC
20	Manage the recruitment, training and promotion of health service staff in the region	All 14 MMDAs					14,000			16,000			GHS-RHD	RCC
21	Regional preparedness and response to epidemic prone disease	All 14 MMDAs					50,000			10,000			GHS-RHD	EHS, WRCC
22	Monitor the performance of DHDs and Health Facilities	All 14 MMDAs					20,000			-			GHS-RHD	RCC
23	Conducting Health Facilities Peer Review	All 14 MMDAs					250,000						GHS-RHD	RCC
24	Maternal Death Auditing post training monitoring supervision	All 14 MMDAs					30,000						GHS-RHD	RCC
25	Training in Infection Prevention Care Practices	All 14 MMDAs					108,500						GHS-RHD	RCC
26	Quarterly meeting of regional health mental health committee	Sekondi								10,000			GHS-RHD	RCC
27	Supportive supervision of mental health nurses	All 14 MMDAs								15,000			GHS-RHD	RCC
28	Conduct disease surveillance	All 14 MMDAs					25,000						Vet Serv. Dept	GHS
Objective: Promote effective participation of the youth in socio-economic dev't and attain gender equality and equity in political and social dev't														
Programme: Youth and Women Empowerment Programme														
29	Coordinate and monitor the implementation of youth development programmes in the region	All 14 MMDAs					10,400						NYA	MMDAs

S N	PROJECTS	LOCATION	Time Frame				Cost (GHc)			Proj. Status		Implementing Inst./Dep't		
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	Others	New	Ong.	Lead	Coll.	
30	Institute and run Community Parent Network to address adolescent issues	All 14 MMDAs						53,000					Gender	RCC
31	Male engagement to encourage change of negative gender/social norms or stereotypes	All 14 MMDAs						45,000					Gender	RCC
32	Refresher course on Gender Mainstreaming for Gender Desk, Planning and Budget Officers in the 14 MMDA's	All 14 MMDAs							30,000				Gender	RCC
Objective: Promote effective maintenance culture														
Programme: Infrastructure maintenance programme														
33	Rehabilitation and renovation of Office Buildings	Sekondi, Takoradi					-	200,000	100,000				WRCC	PWD
34	Rehabilitation and Renovation of Staff Bungallows	Sekondi-Takoradi					50,000	150,000					WRCC	PWD
35	Monitor the rehabilitation of public sports infrastructure	All 14 MMDAs					10,000						WRCC	NSA
Objective: Promote sustainable extraction of mineral and enhance institutional capacity and coordination for effective climate action														
Programme: Sustainable Environmental Management Programme														
36	Coordinate the enforcement of laws on forests and protected areas	All 14 MMDAs					-	20,000	10,000				REGSE C	MMDAs
37	Coordinate anti galamsey activities	All 14 MMDAs					20,000	150,000					RCC	EPA, Mincom, MMDAs
Objective: Promote sustainable spatially integrated development of human settlements														
Programme: Sustainable spatial and human settlement development programme														
38	Coordinate the preparation, revision and implementation of spatial plans in the region	All 14 MMDAs					15,000	-	-				LUSPA	WRCC, MMDAs

S N	PROJECTS	LOCATION	Time Frame				Cost (Ghc)			Proj. Status		Implementing Inst./Dep't	
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	Others	New	Ong.	Lead	Coll.
39	Provide technical assistance/ back stopping to MMDAs and Individual in improved local Building materials	All 14 MMDAs					10,000	-	-			Dep't of Housing	WRCC, MMDAs
40	Undertake sensitization and awareness creation on the use of improved local building materials(ILBM), its development and use as a cheap source of materials in buildings.	All 14 MMDAs					15,000	-	-			Dep't of Housing	WRCC, MMDAs
41	Promote erosion control around buildings in rural areas and sanitation measures	All 14 MMDAs					5,000	-	-			Dep't of Housing	WRCC, MMDAs
42	Maintain landscaping at public open spaces	Sekondi-Takoradi					15,000	-	-			Parks and Gardens	WRCC, MMDAs
43	Propagation of tree seedlings for schools and the general public	Sekondi					10,000	-	-			Parks and Gardens	WRCC, MMDAs
44	Cultivate varieties of flowering plants as cut flowers for wreathes and bouquets.	Sekondi					10,000	-	-			Parks and Gardens	WRCC, MMDAs
Objective: Improve efficiency and effectiveness of road transport infrastructure and services													
Programme: Transport infrastructure improvement programme													
45	Supervise, monitor and evaluate the design, construction and maintenance of urban roads in the region	All 14 MMDAs					70,000	-	-			DUR	WRCC, MMDAs
46	Supervise, monitor and evaluate the design, construction and maintenance of feeder roads in the region	All 14 MMDAs					70,000	-	-			DFR	WRCC, MMDAs
Objective: Deepen political and administrative decentralization													
Programme: Citizen-Centered Public Service Delivery Programme													
47	Organize Statutory Meetings	Sekondi/Takoradi					200,000	400,000	-			WRCC	HoDs
48	Coordinate postings of Officers in the Region	All 14 MMDAs					3,000					HR	HoDs, MMDAs

S N	PROJECTS	LOCATION	Time Frame				Cost (Ghc)			Proj. Status		Implementing Inst./Dep't	
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	Others	New	Ong.	Lead	Coll.
49	Organize and coordinate capacity building trainings for RCC and MMDA staff in the region	All 14 MMDAs					150,000	300,000	20,000			HR	HoDs, MMDAs
50	Provision of office supplies and logistics	Sekondi					100,000	400,000	10,000			WRCC	DPs
51	Procurement of Office Vehicles 2No. Vehicles	Sekondi					-	300,000	1,000,000			WRCC	DPs, MLGCRA
52	Repair of Office Vehicles	Sekondi / Takoradi					250,000	300,000	10,000			WRCC	MMDAs
53	Implement the communication plan through Town Hall Meetings etc	Sekondi / Takoradi					50,000	150,000	30,000			WRCC	HoDs, MMDAs
54	Coordinate and monitor the use of dddp platform in MMDAs	All 14 MMDAs					-	20,000	40,000			RPCU	HoDs, MMDAs
55	Organize AAP and Composite Budget Production Workshops	All 14 MMDAs					-	120,000	30,000			RPCU	MMDAs, DPs
56	Organize Regional Budget Hearings	All 14 MMDAs					-	15,000	85,000			WRCC	MMDAs
57	Conduct quarterly monitoring of MMDAs	All 14 MMDAs					-	200,000	40,000			RPCU	HoDs, MMDAs
58	Provide Technical backstopping to MMDAs	All 14 MMDAs					40,000	30,000	120,000			RPCU	HoDs, MMDAs
59	Implement the Smart Workplace System	Sekondi					10,000	50,000	-			HR	HoDs
60	Implement the GIFMIS System	Sekondi					5,000	15,000	-			Finance	HoDs, CAGD
61	Support the Western Region House of Chiefs to settle chieftaincy disputes	Sekondi					-	40,000	60,000			WRCC	WRHoC
	TOTAL						1,916,900	3,008,000	1,908,000				
	GRAND TOTAL								6,832,900				

CHAPTER SEVEN

MONITORING AND EVALUATION ARRANGEMENTS

7.1 Introduction

This chapter presents a detailed strategy on how monitoring and evaluation would be carried out to ensure a smooth implementation of the plan and also provide the necessary feedback. The chapter provides information on stakeholder analysis to understand their needs and degree of influence. The chapter also contains the monitoring matrix, evaluation, participatory monitoring and evaluation (PM&E) as well as knowledge management and learning. The chapter ends with a narrative on how the WRCC has incorporated sustainability, accountability and lessons learned in its monitoring and evaluation arrangements.

7.2 Stakeholder Analysis

Stakeholders have varied needs, influence and responsibilities in any endeavour. The projects and programmes to be implemented in this plan will undoubtedly affect the stakeholders one way or the other. It is therefore imperative to identify and analyze the needs, responsibilities and their involvement in monitoring and evaluation. The identified stakeholders have been classified as primary, secondary or tertiary based in their needs and level of influence as shown in table 17 below.

Table 7.0: Matrix for Stakeholder Analysis

S/N	Identified Stakeholders	Classification	Interest/Responsibilities	Involvement in M&E Activities
1	Regional Coordinating Council (RCC)	Primary	a. A good plan capturing the needs and aspirations of the people b. Supervision	i. Biannual RCC Meetings ii. Quarterly Monitorings
2	Office of the Head of Local Government Service (OHLGS)	Primary	a. Use of right expertise in planning and implementation b. Adherence to the core values in planning and implementation c. Ensure adequate staffing and capacity development	i. Supervision/monitoring iii. Quarterly reporting on plan implementation
3	Ministry of Local Government, Chieftancy and Religious Affairs (MLGCRA)	Secondary	a. Preparation of good plan and meeting timelines b. Provision of policy directions c. Monitoring of plan preparation and implementation	i. Supervision / monitoring ii. Quarterly reporting on plan implementation

S/N	Identified Stakeholders	Classification	Interest/Responsibilities	Involvement in M&E Activities
4	NDPC	Primary	<ul style="list-style-type: none"> a. Guidelines followed and good plan prepared b. Planning timelines met c. Provide Policy directions d. Issuing of guideline a. Capacity building 	<ul style="list-style-type: none"> i. M&E plan preparation ii. Quarterly and Annual Progress Reporting ii. M&E results and report dissemination and communication
5	DACF Secretariat	Primary	<ul style="list-style-type: none"> a. Judicious use of financial resources b. Allocation of financial resources c. Advisory services b. Monitoring utilization of fund inflow 	<ul style="list-style-type: none"> i. Supervision, inspection of projects ii. Quarterly reporting iii. dissemination of M&E report
6	Members of Parliament (MPs)	Secondary	<ul style="list-style-type: none"> a. Broader Consultation b. Good plan expressing the needs of the people d. Support plan implementation 	<ul style="list-style-type: none"> i. Dissemination of M&E Reports iii. Participation in Town Hall Meetings
7	Ministries, Departments and Agencies (MDAs) /	Secondary	<ul style="list-style-type: none"> a. Inclusion in plan preparation process b. Harmonization of plans and activities c. Provision of data for planning, monitoring and evaluation c. Review and adopt plan 	<ul style="list-style-type: none"> i. Regional level inter-service and inter-sectorial meetings ii. RPCU Meetings iii. Dissemination of M&E Reports ii. Data collection
8	Metropolitan, Municipal and District Assemblies (MMDAs)	Primary	<ul style="list-style-type: none"> a. Good plan seeking to address their needs b. Provision of data d. Collaborate for plan implementation 	<ul style="list-style-type: none"> i. Biannual RCC Meetings ii. Quarterly Monitoring iii. Quarterly and Annual Progress Reporting
9	Civil Society Organizations (CSO)	Secondary	<ul style="list-style-type: none"> a. Information dissemination and advocacy b. Demand for transparent and accountable use of public funds c. Fair distribution and allocation of resources d. Data for planning and decision making e. Outcome/Impact of programs and projects implemented 	<ul style="list-style-type: none"> i. M&E seminars ii. Data collection iii. M&E results dissemination iv. Project monitoring
10	General Public	Primary	<ul style="list-style-type: none"> a. Plan that addresses their needs and aspiration b. Allocation and use of funds to benefit them c. Equitable distribution of projects d. Level of plan implementation e. To demand accountability and support data collection f. Monitor plan implementation 	<ul style="list-style-type: none"> i. Town Hall Meetings ii. Project monitoring v. M&E Report dissemination

S/N	Identified Stakeholders	Classification	Interest/Responsibilities	Involvement in M&E Activities
11	Media	Secondary	<ul style="list-style-type: none"> a. Information to the general public b. Monitor and report on projects c. Demand transparency and accountability g. Advocacy and communication of M&E results to general public 	<ul style="list-style-type: none"> i. Participate in M&E dissemination ii. Town Hall Meetings iii. Media Briefings iv. RCC Meetings vi. Project monitoring
12	Traditional Authorities Politicians	Primary	<ul style="list-style-type: none"> a. Advocacy b. Transparency and accountability c. Conflict resolution d. Provision of land for project implementation 	<ul style="list-style-type: none"> i. Participate in M&E dissemination workshops ii. Inspection of projects iii. Town Hall Meetings iv. RCC Meetings
13	Development Partners	Secondary	<ul style="list-style-type: none"> a. Transparency and accountability b. Good plans addressing needs of the people c. Provision of financial and material resources d. Provision of Technical assistance d. Capacity Building 	<ul style="list-style-type: none"> i. M&E Results dissemination ii. PM&E iv. RPCU Meetings
14	Consultants	Secondary	<ul style="list-style-type: none"> a. Accurate cost of projects and programmes e. Provision of expert advisory services 	<ul style="list-style-type: none"> v. Technical Meetings

7.3 Monitoring Matrix

The M&E Matrix is designed to be the basis to gather data from different sources to monitor projects and programs in the Medium-Term Development Plan. These will include data from regional decentralized departments, agencies, and other established institutions. The monitoring and evaluation of the RCC MTDP will be useful in tracking the input, output, outcome and impact of projects and programmes implemented. The monitoring matrix is presented in table 18 below

Table 7.1: Monitoring Matrix

Indicator	Indicator Definition	Indicator Type	Baseline (2025)	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Goal: Increased agricultural productivity										
Objective: Enhance agricultural production and agri-business for economic transformation										
Programme: Sustainable Agriculture and Agribusiness Development Programme										
No. of new jobs created	count of new jobs created	Output	11,708	12,500	12,500	15,000	12,500	Gender	Annual/Quarter	Dep't of Agriculture
No. of Agro-production enclaves established	Count of Agro-production enclaves established	Output	0	0	0	1	1	Location	Annual	Dep't of Agriculture
Total output in agricultural production	Total output of agricultural production.	Output	116,158.49	120,000	125,000	130,000	140,000	By category: Staple crops cash crops Livestock and poultry Fisheries	Annual	Dep't of Agriculture
Extension Agent: Farmer Ratio	Ratio of Extension Agents to Farmers in the Region	Output	1:5,050	1:4,500	1:4,000	1:3,000	1:2,800	Regional	Annual	Dep't of Agriculture
Goal: Equitable access to quality education										
Objective: Enhance equitable access to, and participation in quality education at all levels										
Programme: Education Improvement Programme										
Net enrolment rate	The ratio of appropriately aged pupils enrolled at a given level expressed as a percentage of the total population in that age group	Outcome	70.12%	72%	75%	80%	85%	Kindergarten Primary JuniorHigh	Annual	GES-RD
Gender Parity	Ratio of male to female enrolment rates	Outcome	1.1	1	1	1	1	Kindergarten Primary JuniorHigh	Annual	GES-RD

Indicator	Indicator Definition	Indicator Type	Baseline (2025)	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Completion Rate	Ratio of the total number of boys/girls enrolled in the last grade of a given level of education (Primary 6, JHS 3, SHS 3), regardless of age, expressed as a percentage of the total district population of boys/girls of the theoretical entrance age to the last grade of that level of education	Outcome	103.65%	100%	100%	100%	100%	Kindergarten Primary Presented separately for boys and girls: JHS SHS	Annual	GES-RD
Percentage pass rate	No of candidates who passed WAEC exams expressed as a percentage of total candidates who wrote the exams.	outcome	95%	100%	100%	100%	100%	B.E.C.E WASSCE	Annual	GES-RD
Goal: Improved access to health services										
Objective: Ensure equitable, affordable and quality Universal Health Coverage (UHC)										
Programme: Health Promotion Programme										
Proportion of population with valid NHIS card	The population with valid NHIS card, expressed as a percentage of total district population	Outcome	49%	52%	55%	58%	60%	Total (by sex) Indigents Informal Aged Under 18years Pregnant Women	Annual	NHIA-RD
Maternal Mortality Ratio (Institutional)	Maternal deaths recorded per 100,000 live births in the district	Outcome	94	120	120	120	120	Region	Annual	GHS-RHD
Malaria Case Fatality in children under 5 years (Institutional)	Total malaria deaths expressed as a percentage of total malaria admissions in health facilities	Outcome	0%	0%	0%	0%	0%	Sex Age	Annual	GHS-RHD
No. of operational health facilities	Total number of health facilities able to deliver basic health care	Output	681	690	700	710	720	CHPS Clinics Hospitals	Annual	GHS-RHD

Indicator	Indicator Definition	Indicator Type	Baseline (2025)	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Doctor to Population ratio	Ratio of practicing Medical Doctors in the region to the number of people in the region	Outcome	1:6,408	1:5,500	1:5000	1:4,500	1:4,000	Region	Annually	GHS-RHD
Nurse to population ratio	Ratio of practicing nurses to the number of people in the region	Outcome	1:343	1:300	1:250	1:200	1:200	Region	Annually	GHS-RHD
PENTA 3 coverage	Proportion of children under ***** who have received the prescribed doses of PENTA 3.	Outcome	95.21	96%	97%	98%	100%	Region	Annually	GHS-RHD
Family Planning Acceptor Rate	Proportion of women in fertility age that are on family planning	Outcome	41.34	45%	50%	55%	60%	Region	Annually	GHS-RHD
Goal: Improved job opportunities for all, especially the youth										
Objective: Promote effective participation of the youth in socioeconomic development										
Programme: Youth and Women Empowerment Programme										
No. of Unemployed Youth benefiting from Youth Empowerment Programmes	Total count of youth benefiting from any kind of youth centred programme	Input	3,773	4,000	4,000	6,000	5,000	Sex, type of programme (skills training, employment, entrepreneurship)	Quarterly/ Annually	NYA-RD
No. of Women benefiting from women empowerment programmes	Total count of women benefiting from any kind of women focused empowerment programme	Input	0	10,000	10,000	10,000	10,000	type of empowerment programme (leadership training, economic empowerment, etc)	Quarterly/ Annually	Dep't of Gender
Goal: Child-friendly society										
Objective: Promote the rights and welfare of children										
Programme: Child rights protection and promotion										
Number of births registered	Count of births registered at registering institutions	Outcome	34,913	36,500	38,000	39,000	40,000	Sex	Quarterly/ Annually	Births and Deaths Registry

Indicator	Indicator Definition	Indicator Type	Baseline (2025)	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Number of deaths registered	Count of deaths registered at registering institutions	Outcome	926	1,000	1,000	1,200	1,500	Sex, age group	Quarterly/ Annually	Births and Deaths Registry
Total Number of recorded cases of child abuse	Count of recorded cases of child trafficking and child abuse cases in the district	Outcome	294	250	200	200	100	Child trafficking (sex) Child abuse (sex)	Quarterly/ Annually	Dept of Social Welfare
Proportion of case workers trained in child protection and family welfare	Number of case workers trained in child protection and family welfare expressed as a percentage of total case workers	Output	56%	60%	70%	75%	80%	Region	Annually	Dept of Social Welfare
Proportion of referrals receiving adequate follow-ups	Number of referrals receiving adequate follow-ups expressed as a percentage of total referrals	Output	50%	65%	80%	100%	100%	Region	Annually	Dept of Social Welfare
Goal: An effective public infrastructure maintenance regime										
Objective: Promote effective maintenance culture										
Programme: Infrastructure Maintenance Programme										
No. of RCC bungalows rehabilitated / maintained	Total count of Official Bungalows renovated in a given year	Output	0	2	2	2	2	Region	Annually	PWD, Estates
No of Office Buildings Maintained	Total Count of Office Buildings renovated in a given year	Output	0	1	1	1	1	Region	Annually	PWD, Estates
Goal: A protected environment and sustainable natural resource management										
Objective: Build capacity of public institutions to enforce regulations and address climate change and variability in 14 MMDAs by 2030										
Programme: Sustainable Environmental Management Programme										
Number of communities affected by disaster	Count of disaster incidents recorded at the district including floods, bushfires etc	Outcome	42	35	35	30	25	By type (Fire, Floods, Tidal Waves, pit collapse, drowning)	Quarterly, Annually	NADMO

Indicator	Indicator Definition	Indicator Type	Baseline (2025)	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
No. of staff whose capacity have been built in climate change and variability	Total count of Officers that have undergone training in climate change and variability	Output	N/A	50	50	50	50	District, Sex	Quarterly, Annually	
Goal: An orderly, safe and sustainable human settlement development										
Objective: To complete the preparation of Regional Spatial Development Framework (SDF) and facilitate the preparation of district SDF in 10 MMDAs by 2030										
Programme: Sustainable spatial and human settlement development programme										
No. of MMDAs with approved Spatial Development Frameworks	Total count of MMDAs with valid district Spatial Development Framework	Output	8	8	10	12	14	District	Annually	LUSPA
No. of MMDAs with approved Structure Plans	Total count of MMDAs with valid structure district structure plan	Output	6	8	10	12	14	District	Annually	LUSPA
Goal: Improved transportation connectivity and road safety										
Objective: To facilitate the construction of 280km of trunk, urban, and feeder roads and improve traffic management systems by 2030										
Programme: Transport infrastructure improvement programme										
Percentage of road network in good condition	The total km of classified road network in good condition expressed as percentage of total road network	Outcome	32%	35%	38%	45%	50%	Total Urban Feeder Trunk	Annually	GHA DUR DRF
Length of road constructed/ maintained/ Rehabilitated	Total length of road network constructed, rehabilitated and maintained	Output	N/A	90km	90km	90km	90km	Total Urban Feeder Trunk	Annually	GHA DUR DRF
Goal: Enhanced inter-agency coordination for integrated development										
Objective: To intensify regional level inter-service and inter-sectorial collaboration and coordination by 2030										
Programme: Citizen-Centered Public Service Delivery Programme										
No. of Regional level inter-service and inter-sectorial coordinating meetings held	Total count of regional level inter-service inter-sectorial meetings held in a given year	Output	2	2	2	2	2	Region	Quarterly, Annually	RCD
Goal: Improved funding for the RCC FOR planning and coordination BY 2030										
Objective: To diversify funding for the RCC by leveraging unconventional sources of funding to increase RCC revenue by 150% by 2030										

Indicator	Indicator Definition	Indicator Type	Baseline (2025)	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Programme: Revenue Improvement Programme										
Percentage increase in RCC revenue	Year-on-year increase in total revenue of the RCC expressed as a percentage of the previous year	Outcome	10.53%	30%	20%	30%	10%	By source (DACF, GoG, DPs, Donations, IGF)	Annually	Finance, Budget
Goal: Improved institutional capacity for effective regional coordination										
Objective: To enhance the human, technical, and logistical capacity for effective functioning at RCC and district levels by 2030										
Programme: Institutional Re-tooling and Capacity Building Programme										
No. of new vehicles procured / received	Total count of new vehicles procured in a given year	Output	0	2	2	2	2	By vehicle type	Annually	RCD, Transport Officer
Proportion of RCC vehicles in good condition	No. of RCC vehicles in good condition expressed as a percentage of the total vehicles	Output	41%	50%	60%	60%	70%	Region	Quarterly, Annually	RCD, Transport Officer
Proportion of Office Equipment in Good Condition	Number of office equipment in good condition expressed as a percentage of the total number of office equipment	Output	77.25%	80%	80%	85%	90%	By type of equipment	Annually	Estates
No. Capacity building Training organized	Total count of capacity building training organized for staff in a yr.	Output	4	5	5	5	5	By type or discipline	Quarterly, Annually	Human Resource
No. of Department with required minimum number of staff	Count of Departments that meet the minimum staff threshold	Output	1	2	2	4	4	Department	Annually	Human Resource
Percentage of Annual Action Plan Implemented	No. of Activities implemented in the AAP expressed as a percentage of the total number of activities	Output	90.1%	100%	100%	100%	100%	Development Dimensions	Quarterly, Annually	RPCU
Goal: A cohesive and peaceful society through effective traditional governance										
Objective: To support the Regional House of Chiefs to resolve conflicts/ chieftaincy disputes by 2030										
Programme: Effective Traditional Governance and Peace Programme										

Indicator	Indicator Definition	Indicator Type	Baseline (2025)	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
No. of conflicts resolved	Count of conflicts successfully resolved by the Regional HoCs	Outcome	N/A	1	1	1	1	District	Annually	Regional House of Chiefs
No. of reported cases of crime	Count of reported cases of crime	Output	42	50	50	50	50	Regional, by type	Annually	Ghana Police Service
Police: citizen ratio	Ratio of Police to total population in the region	Output	1:962	1:800	1:700	1:600	1:500	Region	Annually	Ghana Police Service
No. of Regional House of Chiefs Meetings attended by the RCC or its Representative	Total count of meetings of the Western Region House of Chiefs attended by a Rep of the RCC	Input	N/A	2	2	2	2	Region	Annually	Regional House of Chiefs

7.4 Evaluation

Evaluation of the implementation of programmes and projects is a critical component of the 2026-2029 Medium Term Development Plan of the Western Regional Coordinating Council. In light of this, the Regional Planning Coordinating Unit (RPCU) will seek to create a comprehensive, integrated regional picture that include the evaluation of all completed projects and programmes to ascertain whether the interventions were relevant in achieving their original objectives and assess the overall changes caused by these interventions.

The evaluations will further examine short term and long-term effectiveness with reference to the overall goal of the plan as well as the qualitative changes and cost efficiency of all interventions during the plan period. This evaluation will serve as a critical decision-making tool and provide insights for future programme design and implementation.

To do this, the RPCU will establish an internal evaluation structure to assess the effectiveness and impact of all the programs and policies initiated by the RCC through the MTDP. The RPCU will undertake ex-ante, mid-term and terminal evaluations together with other stakeholders such as CSOs, NGOs, the NDPC, Community Members among others.

The evaluation will be conducted by leveraging both primary and secondary data sources such as surveys, interviews, focus group discussion, quarterly and annual progress reports from Departments, manuals etc. The type of evaluations and the periods to be conducted are shown in table 19.

Table 19: Evaluation Matrix

Evaluation Type	Period	Actors
Ex-ante	Before the commencement of planned programmes and projects	RPCU, HoDs, CSOs, NDPC, Other stakeholders
Mid-Term	During project/programme implementation (when project is about halfway through implementation)	RPCU, HoDs, CSOs, NDPC, Other stakeholders
Terminal	Within one month after project completion.	RPCU, HoDs, CSOs, NDPC, DPs, MDAs, MMDAs, Traditional Authority, Opinion Leaders, SMEs, CBOs, Security Agencies, MLGCRA, MoF etc

7.5 Participatory Monitoring and Evaluation (PM&E)

Participatory Monitoring and Evaluation (PM&E) tools such as Participatory expenditure tracking, Citizens Report Card, Community Score Cards, Focus Group Discussions etc will be employed by the RPCU to assess performance in the delivery of services as part of the MTDP implementation.

The following steps will be considered by the RPCU in planning for the PM&E.

- i. A facilitator will be identified to enable a determination of the relevant questions, and resources available;
- ii. Terms of Reference (ToR) will be developed for the lead facilitator;
- iii. a team will be trained to carry out the exercise.
- iv. Validation of PM&E results with key stakeholders.
- v. Dissemination of results to broader stakeholders and the general public.

To achieve effective participatory monitoring and evaluation, there is the need to educate and create awareness among stakeholders and also involve them in data collection, data analysis and dissemination of Annual Progress Reports. The need for effective participatory M & E will therefore call for building the capacities of stakeholders to be able to carry out these monitoring and evaluation at all levels.

7.6 Knowledge Management and Learning

Knowledge management refers to the systematic process of capturing, organizing, storing and disseminating information, experiences and best practices to improve decision-making and service delivery. For the Western Regional Coordinating Council (WRCC), effective knowledge management will ensure that lessons learned, innovative practices and performance insights from various departments as well as Metropolitan, Municipal and District Assemblies (MMDAs) are not lost, but rather institutionalized and leveraged to enhance development outcomes.

In implementing the MTDP, the WRCC will apply knowledge management and sharing through the establishment of a centralized digital knowledge hub to serve as a repository for reports, research findings, monitoring and evaluation data and project documentation. Regular review meetings, learning workshops and peer exchanges will be institutionalized to encourage cross-

departmental learning and replication of successful initiatives. The use of ICT tools, including databases, dashboards, and online collaboration platforms, will facilitate timely access to reliable data and information for all stakeholders.

Importantly, knowledge sharing will not only be internal but will also extend to communities, civil society, and development partners through participatory platforms and public accountability forums. Refer to annex 1 and annex 2 for matrices on knowledge mapping and competency and learning.

CHAPTER EIGHT

DEVELOPMENT COMMUNICATION STRATEGY

8.1 Introduction

This chapter delves into the Communication Strategy and dissemination of information to stakeholders on the implementation of the plan. It identifies the modalities for communication at the Regional and department level as outlined in the Local Governance Act, 936 as well as the National Popular Participation Framework.

8.1 Objectives of the Communication Strategy

The objectives and purpose of the Communication Strategy are to:

- a) Create multi-stakeholder platform to facilitate networking opportunities
- b) Create awareness on the expected roles of stakeholders in the implementation of the plan
- c) Generate feedback information on the performance of the WRCC
- d) Create access to information and manage the expectations of the citizenry in the delivery of services
- e) Facilitate the dissemination of the MTDP and its associated implementation reports and communicate results.

8.1 Methods /Tools for Communication

The Western Regional Coordinating Council will adopt the following medium in disseminating information to all stakeholders and the general public:

- Announcements, discussions and broadcast in the local media and newspapers
- WRCC's website (www.wrcc.gov.gh)
- Press Releases
- Social media posts
- Brochures and Flyers
- Stakeholders' fora.
- Presentations at Staff durbars
- Budget Hearings for MMDAs/ RCC
- Plenary Sessions for dissemination of reports
- Workshops etc.

Table 20: Communication Strategy

Target Audience	Purpose	Message	Feedback Required & mechanism	Method / Tool	Channel	Timeframe	Responsibility	Cost
Management and staff	To promote effective implementation of the MTDP by management and staff	Implementation of MTDP, M&E findings	Yes Q&A session	Presentation, Discussions	meeting	Bi-monthly	REPO and HoDs	Staff time
Expanded RPCU	To discuss progress of implementation of sector interventions and strengthen collaboration	Share progress updates Challenges and way forward	Yes Emails, SMS, phone calls and minutes of meeting	Power point Presentations	Meetings/ workshops	Quarterly	RPCU	Staff time, Venue, Meals
MMDAs	Create the platform for performance review to improve service delivery`	Status of MTDP, progress of the urban strategy, OCYF campaign	Yes Correspondence, WhatsApp platform, emails, minutes, meeting with RM	Power point Presentation, Info graphics	workshop	3 rd Quarter, 2021	RPCU	Venue, Meals, Transport
General public/ Citizens	To Provide information to the general public on the RCCs interventions	Progress of interventions (M&E, OCYF) and updates on critical issues	Yes Telephone hotlines, web site, client service Unit	Reports, Photos, videos and audios, website & info graphics	Editors' forum/ stakeholder platforms	Periodically	MIS/PRO/ RPCU	Venue, Meals, Transport
Private Sector operators	To provide information and buy-in of stakeholders on programme implementation	Projects achievements, information sharing	Yes Q and A, website, client service Unit, formal letters & meeting with RM	Presentations and discussions, reports	Workshops, seminars, dissemination of reports	Quarterly	HoDs & REPO	Staff time, Venue, meals,
NDPC, OHLGS, DACF, MMDAs, MLGD&RD	To provide information for policy and decision making	Monitoring findings, challenges and recommendation	No	Progress reports, monitoring reports and findings	Distribution of reports, publications	1 st , 2 nd , 3 rd & 4 th Quarters	RPCU/HoDs	Staff time, Accommodation, Meals

Target Audience	Purpose	Message	Feedback Required & mechanism	Method / Tool	Channel	Timeframe	Responsibility	Cost
NDPC OHLGS DACF MLGD&RD, MoH, Health facilities	To provide information on performance to key stakeholders	Progress of implementation of MTDP, achievements, way forward	No	Reports Documents (Annual Progress & Performance Reports)	Distribution	Yearly	RPCU	Staff time, Stationery
RPCU OHLGS MMDAs HOUs	To disseminate findings of monitoring exercises	Monitoring findings and recommendations	Yes Q&A, discussions	PowerPoint presentations/ Open Forum	Workshop/ RPCU- DPCU fora	Twice a year	RPCU	Staff time, Venue, Stationery, Meals
Expanded RPCU, Corporate Ghana, Private sector, DP	To present information on progress of implementation	Progress of implementation of MTDP, Urban Strategy achievements, way forward	Yes Q&A, discussions	Power point Presentation, infographics	Workshop/ seminar	Twice in a Year	RPCU	Staff time, stationery, Venue, Meals, Transport
MMDAs, Expanded RPCU, NDPC, OHLGS	Disseminate information on the evaluation of MTDP implementation	Information sharing outcomes	Yes Q&A, discussions Interviews	Presentation, infographics	Workshop & Seminars	December 2023 & 2025	RPCU	Staff time, stationery, Venue, Meals, Transport

ANNEXES

Annex 1: Knowledge Management and Sharing Framework

KNOWLEDGE AREA	KNOWLEDGE HOLDERS	KNOWLEDGE SOURCES	KNOWLEDGE GAPS
Organizational Development	Hon. Joseph Nelson, Rachel F. Sarpong	Manuals, Memos, Minutes, Trainings	Use of digital platforms for effective organizational management
Public Financial Management	Rachel F. Sarpong, Matthew Kirk Kwofie, Jane Mensah	Acts, Manuals, Legislative Instruments	Improve presentation skills
Participatory Planning and Budgeting	Collins Ohene Djan, Ebenezer Hadzide, Estherine Mensah, Rhoda K. Danquah	Acts, LIs, Manuals, Trainings, Policy Documents etc	Develop stakeholder management skills
Social Protection and Rights Promotion	Jonathan Gyaw, Joyce Obiri-Yeboah,	Acts, Manuals, Trainings etc	Improve oral presentation
Gender Mainstreaming	Maribel A. Okine, Joyce Obiri-Yeboah	Acts, Manuals, Trainings etc	Improve communication skills
Public Administration	Rachel F. Sarpong	Acts, Manuals, Trainings, Peer Learning	Improve people management skills
Climate Change and Sustainable Development	Nanabenyin A. Thompson, Ama A. A. Ferkah, Ebenezer Hadzide,	Acts, Policy Documents, Trainings, Manuals etc	Climate Change Communication
Community Mobilization and effective stakeholder Engagement	Joyce Obiri-Yeboah, Estherine Mensah	Manuals, Trainings etc	Improve people management skills
Project Management	Collins Ohene Djan, Ebenezer Hadzide, Estherine Mensah	Project Manuals, Trainings,	Improve Project Grant Proposal Writing
Participatory Monitoring and Evaluation	Collins Ohene Djan, Ebenezer Hadzide, Estherine Mensah	Acts, LIs, Manuals, Trainings etc	Communication skills
Sustainable Environmental Management	Ama A. A. Ferkah, Oliver Cromwell,	Acts, Manuals, Trainings	Oral presentation
Sustainable Public Procurement	Angelina Badu, Racheal F. Sarpong, Fredrick Adomako	Acts, Manuals, Trainings etc	Improve communication skills
District Development Data Platform (DDDP)	Estherine Mensah, Ebenezer Hadzide, Georgina Katakiti	Manuals, Trainings	New functionalities of the platform. (APR and DPAT Assessment)

Annex 2: Competency Matrix for Learning

COMPETENCY	TRAINING PROGRAM	LEARNING OBJECTIVES	EVALUATION CRITERIA
Monitoring & Evaluation (M&E)	Results-Based M&E Training; Data Collection & Reporting Workshop	Improve tracking of indicators; Enhance reporting accuracy; Strengthen evaluation skills	Accuracy of reports; Timeliness; Field supervision quality
Financial Management & Budgeting	PFM Training; Budget Preparation & Execution Workshop	Strengthen budgeting; Improve PFM compliance; Enhance reporting	Compliance with PFM laws; Reduced errors; Audit feedback
ICT & Data Analytics	ICT Proficiency Training; Excel, GIS & MIS Dashboard Training	Improve digital literacy; Strengthen spatial and statistical analysis; Enhance visualization skills	Assessments on ICT tools; Quality of datasets; Adoption in routine work
Records & Information Management	Records Management Workshop; Digital Archiving Training	Improve documentation; Strengthen archiving; Enhance compliance	Retrieval time; Documentation standards; Audit performance
Leadership & Team Management	Leadership Skills Training; Change Management Workshop	Enhance supervision; Improve communication; Strengthen leadership	Performance reviews; Team output; 360-degree assessment
Customer Service & Public Engagement	Client Service Training; Stakeholder Engagement Workshop	Improve public responsiveness; Strengthen engagement; Enhance communication	Client satisfaction; Engagement quality; Communication materials
Procurement & Contract Management	Procurement Act Training; Contract Management Workshop	Ensure compliance; Strengthen procurement skills; Improve contract monitoring	Procurement compliance; Documentation quality; Timeliness
Climate Change Adaptation & Mitigation	Climate Change Training; Environmental Safeguards Workshop	Improve understanding of climate risks; Strengthen adaptation planning; Mainstream climate into MTDP	Integration of climate actions; Environmental compliance; Quality of safeguards
GIS & Spatial Planning	GIS Mapping Training; Land Use & Spatial Planning Tools Workshop	Enhance spatial data use; Strengthen mapping skills; Improve land-use planning	Accuracy of maps; GIS integration in planning; Quality of spatial data

COMPETENCY	TRAINING PROGRAM	LEARNING OBJECTIVES	EVALUATION CRITERIA
Disaster Risk Reduction & Management	Disaster Preparedness Training; Emergency Coordination Workshop	Strengthen knowledge; emergency response; Enhance risk assessment	Response time; Quality of risk assessments; Compliance with DRR protocols
Strategic Planning & Policy Analysis	Medium-Term Development Planning Workshop; Policy Analysis & Scenario Building Training	Strengthen planning and analytical skills; Improve policy formulation; Enhance indicator setting	Quality of plans; Use of planning tools; Assessment scores