

NATIONAL DEVELOPMENT PLANNING COMMISSION



GUIDELINES

**FOR THE PREPARATION OF
DISTRICT MEDIUM-TERM DEVELOPMENT PLAN
UNDER
THE GHANA SHARED GROWTH AND DEVELOPMENT
AGENDA (GSGDA I) 2010-2013**

(REVISED)

PREFACE

The National Development Planning Commission (NDPC) is responsible for providing guidelines to facilitate the preparation of development plans by the Metropolitan, Municipal and District Assemblies (DAs) in accordance with Section 1(3, 4), 2 to 11 of the National Development Planning (System) Act 1994 (Act 480). The Guidelines are designed to provide focus and direction on national development priorities and enhance harmonisation and rationalisation of development programmes, projects and activities initiated from the community, district and national levels respectively.

This document is the fourth in a series of Guidelines for the preparation of District Medium-Term Development Plans¹ (DMTDPs) and issued by the NDPC, since 1996. The current Guidelines are therefore designed to facilitate the preparation of DMTDPs under the Ghana Shared Growth and Development Agenda (GSGDA I 2010-2013).

The document is divided into four chapters. Chapter 1 focuses on the background, rationale and the process of developing the Guidelines. Chapter 2 presents the roles of key actors, particularly, the District Planning Coordinating units (DPCUs) and Regional Plan Coordinating Unit (RPCU) at the district and regional levels. Chapter 3 deals with the detailed activities including the relevant steps for the development of the DMTDP. Procedures for harmonizing the DMTDPs by the Regional Coordinating Councils (RCCs) are outlined in Chapter 4. The structure and format of the DMTDP has also been provided.

The major national development thematic areas for the 2010-2013 planning period are: Ensuring and Sustaining Macroeconomic Stability; Enhancing Competitiveness in Ghana's Private Sector; Accelerated Agriculture Modernisation and Sustainable Natural Resource Management; Oil and Gas Development; Infrastructure, Energy and Human Settlements; Human Development, Productivity and Employment; Transparent and Accountable Governance. The details are provided in the GSGDA 2010-2013, which should be used together with these Guidelines in the preparation of the DMTDPs by the DAs. The Guidelines also emphasizes on ensuring that the Millennium Development Goals (MDGs), New Partnership for Africa Development (NEPAD) and other cross-cutting issues such as gender and environmental sustainability etc are integrated in the DMTDP.

The NDPC duly acknowledges, the technical and logistic support provided by all stakeholders, especially the UNDP, UNICEF, Department of Planning, Kwame Nkrumah University of Science and Technology, NGOs and other organisations. The process also involved the participation of the staff of the NDPC and a number of members of the DPCUs and RPCUs. We also wish to acknowledge the useful contribution of other individuals in the formulation of these current Guidelines.

¹ District also refers to Metropolitan and Municipal

ABBREVIATIONS

AAB	-	Appeals Advisory Board
AIDS	-	Acquired Immuno Deficiency Syndrome
ASFR	-	Age-Specific Fertility Rate
CBO	-	Community Based Organisation
CBPRP	-	Community Based Poverty Reduction Project
CBR	-	Crude Birth Rate
CDR	-	Crude Death Rate
CSOs	-	Civil Society Organisations
DACF	-	District Assembly Common Fund
DAs	-	District Assemblies
DCDs	-	District Co-ordinating Directors
DHIS	-	District Health Insurance Scheme
DMTDPs	-	District Medium-Term Development
DoP	-	Department of Planning
DPCU	-	District Planning Coordinating Unit
DPs	-	Development Partners
EIA	-	Environmental Impact Assessment
EU	-	European Union
GPRS I	-	Ghana Poverty Reduction Strategy
GPRS II	-	Growth and Poverty Reduction Strategy
GTZ	-	German Technical Co-operation
HIPC	-	Highly Indebted Poor Countries
HIV	-	Human Immuno-deficiency Virus
HRD	-	Human Resource Development
HRDBS	-	Human Resource Development and Basic Services
ICT	-	Information and Communication Technology
ILGS	-	Institute of Local Government Studies
IMR	-	Infant Mortality Rate
KNUST	-	Kwame Nkrumah University of Science and Technology
LE	-	Life Expectancy
LED	-	Local Economic Development
LGPRSP	-	Local Governance – Poverty Reduction Support
M&E	-	Monitoring and Evaluation
MDAs	-	Ministries, Departments and Agencies
MDGs	-	Millennium Development Goals
MTDP	-	Medium-Term Development Plan
GSGDA	-	Ghana Shared Growth and Development Agenda
MTEF	-	Medium Term Expenditure Framework
NDPC	-	National Development Planning Commission
NDPS	-	National Development Planning Systems
NEPAD	-	New Partnership for Africa’s Development
NGO	-	Non-Governmental Organisation
NM	-	Net Migration

PA	-	Planning Authority
PoA	-	Programme of Action
POCC	-	Potentials, Opportunities, Constraints and Challenges
PPM	-	Poverty Profiling and Mapping
PPP	-	Policies, Programmes and Projects
PPSC	-	Priorities for Private Sector Competitiveness
PSC	-	Private Sector Competitiveness
RCCs	-	Regional Co-ordinating Councils
RPCUs	-	Regional Planning Co-ordinating Units
SD	-	Sustainable Development
SDCP	-	Sub-District Council Plans
SDCs	-	Sub-District Councils
SDDP	-	Sub-District Development Plans
SDS	-	Sub-District Structures
SEA	-	Strategic Environmental Assessment
SIF	-	Social Investment Fund
SMART	-	Specific, Measurable, Achievable, Realistic and Time- bound
SNV	-	Netherlands Development Organisation
SWOT	-	Strengths, Weaknesses, Opportunities and Threats
TFR	-	Total Fertility Rate
TMR	-	Total Mortality Rate
TOR	-	Terms Of Reference
U5MR	-	Under Five Mortality Rate
UNICEF	-	United Nations Children's Fund
VIP	-	Village Infrastructure Project

Step 12.	<i>Formulation of Joint Districts Programmes and Projects</i>	21
Step 13.	<i>Application of sustainability tools</i>	21
Step 14	<i>Formulation of Composite Programmes of Action (PoA)</i>	23
Step 15.	<i>Preparation of Indicative Financial Plan</i>	24
Step 16	<i>Preparation of District Annual Action Plans</i>	24
Step16.1	<i>Linking the Plan with the Annual Budget</i>	24
Step 17.	<i>Implementation of Annual Action Plans</i>	27
Step 18.	<i>Monitoring and Evaluation (M&E)</i>	27
Step 19.	<i>Development of District communication strategy/plan</i>	27
3.4.	OUTLINE OF DISTRICT MEDIUM-TERM DEVELOPMENT PLAN	27
3.5.	SPATIAL DEVELOPMENT PLANS	29
3.6.	SUMMARY OF STAKEHOLDER PARTICIPATION AND RESPONSIBILITIES	30

CHAPTER FOUR: HARMONIZATION OF DISTRICT PLANS BY REGIONAL COORDINATING COUNCILS (RCCS)..... 31

4.1.	INTRODUCTION.....	31
4.2.	THE RATIONALE OF THE HARMONISATION EXERCISE	31
4.3.	ACTORS OF THE HARMONISATION EXERCISE	31
4.4.	HARMONISATION PROCEDURE	32
4.4.1	<i>Harmonisation of issues in the GSGDA 2010-2013 and DMTDPs</i>	32
4.4.2	<i>Harmonisation of Strategies of the DMTDPs and GSGDA 2010-2013</i>	32
4.4.3	<i>Spatial distribution of activities/projects and cost</i>	33
4.4.4	<i>Efficient allocation of resource</i>	33
4.4.5.	<i>Extent to which the necessary complementary facilities have been planned for in the provision of infrastructure</i>	34
4.4.6.	<i>Arrangements for joint District collaboration</i>	34
4.4.7.	<i>Gender Equity</i>	34
4.6.	OUTLINE OF HARMONISED REPORT OF THE REGION	35

LIST OF TABLES

PAGES

<i>Table 1: Performance of the District from 2006-2009</i>	<i>Error! Bookmark not defined.</i>
<i>Table 2: Scoring</i>	11
<i>Table 3: Harmonisation of Community needs and aspirations with Identified Development Problems/Issues of GPRS II</i>	11
<i>Table 4: scoring</i>	<i>Error! Bookmark not defined.</i>
<i>Table 5: Linking Harmonised Identified Development Problems/Issues to the GSGDA I, 2010-2013.....</i>	<i>Error! Bookmark not defined.</i>
<i>Table 6: Application of POCC</i>	15
<i>Table 7: Definition of Score.....</i>	16
<i>Table 8: Ghana Shared Growth and Development Agenda (2010-2013) and District goal</i>	16
<i>Table 9: Activities vrs resources allocated.....</i>	34
<i>Table 10: Activity/Services and complementary facilities</i>	34
<i>Table 11: Time frame for harmonisation.....</i>	34

LIST OF ANNEXES

PAGES

<i>ANNEX 1: LIST OF MEMBERS OF METROPOLITAN, MUNICIPAL AND DISTRICT PLANNING COORDINATING UNITS</i>	37
<i>ANNEX 2: MEMBERS OF THE REGIONAL COORDINATING PLANNING UNIT</i>	38
<i>ANNEX 3: GUIDELINES FOR PUBLIC HEARING /PUBLIC HEARING REPORT OF DISTRICT DEVELOPMENT PLANS</i>	39
<i>ANNEX 4: GRIEVANCE PROCEDURES FOR THE ADMINISTRATION OF ACT 480</i>	44
<i>ANNEX 5: PROCEDURE FOR PRIORITIZATION</i>	46
<i>ANNEX 6: STEPS FOR POPULATION PROJECTIONS</i>	48
<i>ANNEX 7: SUSTAINABILITY TOOLS</i>	50
<i>ANNEX 8: IMPLEMENTATION OF THE DMTDP</i>	56
<i>ANNEX9: POTENTIAL CLIMATE IMPACTS AND PROPOSED ADAPTATION AND MITIGATION STRATEGIES</i>	58
<i>ANNEX 10: STRATEGIC DIRECTION OF MEDIUM-TERM DEVELOPMENT FRAMEWORK</i>	60
<i>ANNEX 11: GLOSSARY OF TERMS</i>	64

CHAPTER ONE

1.0. Introduction

Chapter One presents the background, rationale and the process of developing the Guidelines for the preparation of the District Medium-Term Development Plans.

1.1 Background

The District Assemblies (DAs) are required to prepare development plans in relation to the Guidelines provided by the NDPC. The Guidelines are to facilitate the translation of the Ghana Shared Growth and Development Agenda into programmes, projects and activities to be implemented for the benefit of the people. This should be done by analyzing the specific DAs' context and circumstances with regards to meeting the local needs and aspirations in harmony with the national development goals and objectives as contained in the National Development Policy Framework.

Section 1(3,4), 2 to 11 of the National Development Planning (System) Act 1994 (Act 480) requires the National Development Planning Commission to issue from time to time, legislative Instruments and Guidelines to regulate the Decentralized Planning System and to guide District Assemblies (DAs) and Sector Ministries, Departments and Agencies (MDAs) in the preparation of Development Plans.

Accordingly, these Guidelines for the preparation of District Medium-Term Development Plans under the Ghana Shared Growth and Development Agenda (GSGDA I, 2010-2013) have been developed to assist DAs in the formulation and implementation of their respective DMTDPs under the GSGDA I, 2010-2013. The Regional Planning Coordinating Units (RPCUs) of the Regional Coordinating Councils (RCCs) will also be guided by these Guidelines to coordinate, harmonize, monitor and evaluate DMTDP.

While other Planning/Operational Manuals may be used to supplement these set of Guidelines, particular attention should be paid to their planning processes. Where the planning process of a particular Planning Manual contradicts what has been provided for, the one in these Guidelines should be followed.

1.2 Rationale

The Guidelines have been designed to serve three purposes:

- (i). *facilitate the preparation of:*
 - DMTDPs under the GSGDA 2010-2013.
 - Annual Action Plans (including supplementary estimates) based on the DMTDP
 - Composite budgeting and Medium term expenditure framework (MTEF)

- (ii). *ensure that DMTDPs:*
- are relevant to local needs and aspirations
 - are purposefully formulated to support the achievement of national development goals and objectives (GSGDA I, 2010-2013)
 - are effectively implemented, monitored and evaluated
 - integrate cross-cutting issues (e.g. Population, Gender, SEA, Climate Change, Vulnerability etc) in development programmes and projects for sustainable development
 - are gender sensitive
 - provide the basis for budgeting annually and throughout the Plan period based on the PoA,
 - provide the basis for monitoring and evaluation at the District level
 - serve as the basis for the preparation of proposals for donors, stakeholder support and partnership;
 - meet the requirement of the FOAT
- (iii). *provide a uniform format for the harmonization DMTDP at the regional level based on the GSGDA I, 2010-2013.*

1.3. Process of developing these Guidelines

A participatory process was used in preparing these Guidelines. The process started by organising a Cross-sectoral Planning Group (CSPG) workshop to review the Guidelines for the preparation of DMTDP under the GPRS II 2006-2009 and the Guidelines for the preparation of the Sector Medium-Term Development Plan (SMTDP) under the GPRSII 2006-2009. Participants at the review workshop were from the DAs, RCCs, MDAs, NGOs, Research Institutions, Private Sector and Development Partners. The output of the workshop including comments and suggestions were used to develop the current Guidelines. Further comments received from stakeholders on the Guidelines were analyzed and incorporated.

14. Structure of the Document

The document is divided into four chapters. Chapter 1 contains the background, rationale and the process of developing the Guidelines. Chapter 2 focuses on the roles of key actors, particularly the District Planning Coordinating Unit (DPCU) and Regional Planning Coordinating Unit (RPCU) in the preparation of the DMTDP. Chapter 3 presents the detailed activities including the relevant steps for the development of the DMTDP. Chapter 4 provides procedures for harmonization of the DMTDPs by the Regional Coordinating Councils. These chapters in general contain several illustrations with tables and diagrams to facilitate the plan preparation exercise.

CHAPTER TWO

ROLE OF KEY ACTORS IN THE PREPARATION OF THE DISTRICT MEDIUM-TERM DEVELOPMENT PLAN

2.0. Introduction

Chapter Two identifies the key actors and their corresponding actions necessary for the formulation of the DMTDP. These actors are the DPCUs, District Chief Executives (DCEs), a facilitator, District Assembly members and the RPCUs.

2.1. The composition of the DPCUs

For purposes of this exercise, the current membership of the DPCUs as indicated in Annex 1 should be revised to include other Departments and Agencies responsible for cross-cutting issues like Gender, HIV, Environment, Public Relations, representatives of the relevant umbrella networks of the Private Sector Institutions, representatives of relevant umbrella networks of Civil Society (NGOs, CBOs, Faith-based Organisations), research institutions, youth organisations, academia, representatives of traditional authorities and others relevant for the preparation of the MTDP.

2.2. Role of the DPCU

The role of the DPCU is to prepare the DMTDP. This is in addition to other planning functions as prescribed by the relevant sections of the National Development Planning (System) Act, 1994, (Act 480), the Local Government Act, 1994 (Act 462) and the Civil Service Law, 1993, PNDC Law 327.

It is therefore, recommended that:

- i. the District Coordinating Director should lead the DPCU to prepare the DMTDP
- ii. the District Planning Officer, (DPO) should serve as a Secretary to the DPCU
- iii. the Office of the DPO should serve as the Secretariat to the Plan preparation exercise.
- iv. in order to speed up the plan preparation efforts, a smaller team should be formed within the DPCU to be led by DPO to provide technical backstopping to the plan preparation exercise. The output of this smaller team should be discussed by the DPCU.
- v. the DPCU should have a detailed work plan covering:
 - activities to be carried out (what to do such as data collection from all district departments, data analysis and synthesis etc),
 - who should do what etc
 - time frame and
 - a budget for the exercise to be financed by the District Assembly

2.3. The Role of a Facilitator

DAs are advised to ensure that the DMTDPs are prepared by the members of the DPCUs in order to deepen capacity building, ensure retention of institutional memory and ownership. However, **where necessary**, the services of a facilitator, knowledgeable in development planning, may be engaged to facilitate the plan preparation exercise. Such a facilitator should be assessed by the RPCU. The facilitator should assist the DPCU members to prepare the plan and **not to prepare it him/herself. He/she** should have clear Terms of Reference (TOR) as shown in the like the example in Box 2.1.

Box 2.1: An Example of the Role/TOR of the Facilitator

- ❖ facilitate the larger district discussions on results of the situation analysis including the baseline situation/conditions, consensus building on 2010-2013 district development goals, priorities etc.
- ❖ collate and analyse in detail all the major problems/issues arising out of the above discussions
- ❖ facilitate the formulation of programmes, projects and activities.
- ❖ finalise the DMTDP after adoption by the DAs.

2.4. The Role of the DCE²

DCEs in collaboration with Heads of District Departments are requested to:

- ensure that the necessary logistics are provided on time
- ensure that members of the DPCUs fully participate in the preparation exercise
- support and motivate members of DPCU to get the DMTDP prepared on time
- ensure that the DMTDP captures all the planned programmes, projects and activities of the DMTDP for 2010-2013
- ensure that the DMTDP reflects the development aspirations of the local people and GSGDA I, 2010-2013.

2.5. The Role of members of the DAs and Sub-District Councils³

Members of the DAs and the Sub-District Councils are required to

- participate fully during the data collection exercise

² District Chief Executive also refers to Metropolitan or Municipal Chief Executive

³ Sub-District Council refers to the Urban, Town, Zonal and Area Councils.

- mobilize community members to support the planning exercise by providing data and sharing their views on development issues at the local level
- facilitate the needs assessment in the communities during community dialogue meetings and workshops
- adopt finally, the DMTDP

2.6. The Role of the Regional Coordinating Council (RCC) and the Regional Planning Coordinating Unit (RPCU)

In order to facilitate the preparation of the DMTDPs by the DAs, it is recommended that the RPCUs:

- provide relevant data, maps and information for the preparation of the DMTDP
- organize orientation/workshops for the DPCU members
- facilitate in identification of development programmes/projects
- participate in Public Hearings
- monitor and harmonise the DMTDP
- assess the facilitators before selection
- either assign planning officer(s) from other Metropolis, Municipalities, Districts or Regional level or assist Districts without planning officers.

CHAPTER THREE

SEQUENCE OF ACTIVITIES FOR PREPARING THE DMTDP

3.0. Introduction

This Chapter begins with the main highlights of the thematic areas of the GSGDA I, 2010-2013 as in Box 3.1 and continues with an overview of the Medium-Term Expenditure Framework (MTEF) Strategic Planning process. It also outlines the set of activities, required to be carried out by the DPCUs in preparing the DMTDP. These activities are expected to be interspersed with public hearings and procedures for addressing grievances where necessary.

Box 3.1. Highlights of GSGDA I, 2010-2013

As the implementation of the GPRS II ends in December 2009, its successor the Ghana Shared Growth and Development Agenda (GSGDA I) 2010-2013 has been prepared. It forms the basis for planning by both the sectors and the DAs. The basic goal of GSGDA I, is to achieve and sustain macroeconomic stability while placing the economy on a path to higher and shared growth, reducing socio-economic inequalities, ensuring rapid reduction in poverty and achieving the Millennium Development Goals (MDGs).

The broad strategic direction for the Ghana Shared Growth and Development Agenda (2010-2013) focuses on the following thematic areas:

1. **Ensuring and Sustaining Macroeconomic Stability;**
2. **Enhancing Competitiveness of Ghana's Private Sector;**
3. **Accelerated Agriculture Modernisation and Sustainable Natural Resource Management;**
4. **Oil and Gas Development;**
5. **Infrastructure, and Human Settlements;**
6. **Human Development, Productivity and Employment;**
7. **Transparent and Accountable Governance**

Each thematic area is structured around focus areas, issues, policy objectives, strategies, lead implementing and collaborating agencies as well as global and regional linkages. The GSGDA 2010-2013, has mainstreamed Strategic Environment Assessment (SEA) recommendations, Millennium Development Goals (MDGs), migration, gender, climate change and other cross-cutting issues, Using the GSGDA 2010-2013 as the main source of reference to prepare the DMTDPs, particular attention should be paid to sections where the DAs have been mentioned as either lead or collaborating agencies.

3.1. An overview of MTEF Strategic Planning Process

These Guidelines have incorporated the main principles of the MTEF Strategic Planning process. This is to ensure that both the DMTDP and the MTEF strategic planning process draw their inspiration from the existing national development policy framework. The MTEF Manual (1998) puts emphasis on the analysis of the national objectives and priorities as defined by the national development policy framework, which provides the basis for deriving the respective missions and strategic objectives of the District. Other steps include internal and external environmental scan for the diagnosis and identification of the key issues facing the District (including application of Strengths, Weaknesses, Opportunities and Threats as well as stakeholder analysis), objective setting from the mission and review

of the programmes of the District to ensure that they are consistent with national policies and are the most effective means of achieving the set objectives. Further steps include District goal setting, identification of the required output needed to be produced to achieve the objectives, identification of activities to be carried out to produce the outputs and identification of lower priority activities that can be eliminated, scaled down or postponed.

This strategic planning process is geared towards addressing the concerns of where we are coming from, where we want to get to, where we are now, what we should achieve with reference to the mission, what we should produce in order to achieve the strategic objectives and what we have to do to produce the output. The MTEF strategic planning process has been enhanced by the steps for the preparation the DMTDP under the GSGDA 2010-2013. The DMTDP covering 2010-2013 plan period would therefore serve as a comprehensive plan that would feed into the MTEF budget using the annualised action plans.

3.2. Steps in the preparation of DMTDP

Step 1: Performance Review

Districts, in consultation with the relevant stakeholders including its sub-structures and LED Platforms are required to collect and collate disaggregated data (including those of the departments such as education, health, agriculture etc and taking into consideration, public hearing/participatory processes) to review their performances in relation to the GPRS II and other interventions from 2006 to 2009. (Annual Progress Reports of the DAS or Annual Reports of the Departments of the District may be helpful for this exercise).

Box 3.2.: THEMES OF THE GPRS II

The Themes of the GPRS II are:

- Private Sector competitiveness
- Human Resource Development
- Good Governance and Civic Responsibility

Thus the Performance Review should cover:

- (a) the appropriate programmes and activities relating to the thematic areas of the GPRS II from 2006 to 2009.
- (b) other interventions (new projects and other initiatives) not covered by the GPRS II but implemented during 2006 to 2009 e.g. free maternal care, Child Labour and Trafficking; Pilot projects supported by Community Based Poverty Reduction Project, VIP, SIF, EU Micro-Projects, Local economic development initiatives, Sub-District Council Development Projects, MDG-based projects as well as other interventions by NGOs and Development Partners etc.
- (c) Implementation of cross-cutting issues such as District HIV and AIDS Plans, gender, environmental, population, social protection programmes, etc.

The assessment of the performance in terms of results should relation to:

- the extent of:
 - implementation of the proposed programmes, projects and activities in terms of whether they were fully implemented to achieve the desired results, partially implemented, on-going or not implemented,
 - achievement of set goal, objectives and targets
 - a tabular presentation of indicator levels from 2006-2009 as indicated below will be very helpful
- reasons for any deviation regarding implementation or set targets,
- actions taken to remedy the situation during the implementation period

Outputs of Step 1 include:

- Performance of the District under the appropriate Thematic areas of the GPRS II (2006-2009);
- Performance of other interventions including cross-cutting issues from 2006 to 2009;
- Statement of Income and Expenditure of the District;
- A table showing yearly budgetary allocations and application of the funds to the District programmes, percentage of allocation of funds to the sub-district programmes where applicable;
- Key problems/issues encountered during the implementation stage; and
- Lessons learnt which have implications for the DMTDP (2010-2013)

Step 2: (i). Compilation of the District Profile

In relation to Step 1 and other available information, the DPCU should compile and update District profile. The compilation should be presented with respect to trend analysis (where applicable) and should include their implication on the development of the District and not a mere narration of the situation. It should cover and not limited to the following:

- (a) **Physical and Natural Environment** – a brief description of interaction between human and the physical environment and its development implication with respect to the location and size, climate, vegetation, conditions of the natural environment, conditions of the built environment, relief and drainage, soil, impact of human activities including farming and bush fires, disaster, aesthetic features and land management (e.g. land tenure systems), geology and minerals, impact of climate change relating to agriculture, marine ecosystems, coastal zone infrastructure, human health and settlement, biodiversity water resources and wetlands etc.
- (b) **Demographic characteristics** - population size and growth rate, spatial distribution of population, population density, household sizes/characteristics, religious compositions, age and sex composition, labour force (including child labour), occupation distribution, migration trends, rural-urban split, dependency ratio etc. The analysis should go beyond the figures and emphasise more on the development implications of the population variables. For instance population analysis relating to the health sector on percentage of population within standard distance of health facility/average distance from health facility or Health facility-Population ratio should

indicate how they contribute to improve the living conditions of the people or otherwise.

- (c) **Culture** – a brief description and statement on the culture of the people. This should include the traditional set up, Ethnic diversity, situation of communal spirit, traditional knowledge, attitude and practices, participation, religious composition, positive cultural practices like festivals, necessary to promote development, negative cultural practices such as trokosi as well as ethnic conflicts (if any) resulting from chieftaincy disputes. Cultural practices likely to promote or hamper development in the District must be stated.
- (d) **Spatial analysis** – a brief description of settlement systems and linkages relating among others, to distribution of services and infrastructure, hierarchy of settlements, surface accessibility to services such as health, postal services, agriculture extension, banking, police, production and marketing centres, commodity flow, manifestation of levels and locations of the poor and functional regions, space economy, linkage with other Districts. Information on the Poverty Profiling Mapping, pro-poor programming and Establishing a Mapping and Monitoring System for Development Activities in Ghana (EMMSDAG) should be updated and used. Thus the use of scalograms and geo-referenced data, which will show the actual location of services and infrastructure and their hierarchies are recommended.
- (e) **Economy of the District**- structure of the local economy, household income and expenditure, major economic activities (farming, fishing, mining, manufacturing industries, energy, services-tourism, banking, communication, income levels analysis. Revenue and expenditure status, revenue base, economic resources, inter/intra-trade, economically active population (disaggregated labour force, i.e. employed, unemployed etc), local economic development issues, economic infrastructure, potential growth rate, commodity export, etc and their development implication.
- (f) **Food security** - a brief description and statement on food security relating to the District and its implication for development.
- (g) **Governance** - description of the administrative structures for District management (including DAs, departments, sub-district structures, tradition authority), accountability, participation of citizenry (communities, CBOs, CSOs, NGOs) and application of communication strategies/public hearing (through out the planning process including dissemination and promotion of dialogue), security (police, fire, disaster management), etc. and their development implication
- (h) **Social Services** and their development implication with respect to:
 - education-i.e. enrolment levels, infrastructure, availability of teachers, school performance etc,
 - ICT especially for data management

- health care:- incidence of diseases (HIV and AIDS, Malaria, Guinea worm etc) availability of health professional and infrastructure, status of the District Health Insurance Scheme, access to health facilities, infant mortality rate, maternal mortality rate, etc
- water and sanitation; - access to safe water, and waste management, drainage etc.
- housing etc

(i) **Vulnerability analysis** – a brief description, in addition to what has been mentioned elsewhere, of the risks/shocks faced by the people in the District that predispose them to vulnerability (e.g. adverse policy impacts, weak early warning systems, low priority given to semi subsistence food farmers and allied occupations, Children in difficult circumstances (child poverty, child abuse, children in conflict with the law, child trafficking, child labour, orphans and vulnerable children), people in disaster prone areas, PLHIV, persons with disabilities, victims of abuse, inadequate alternative social insurance systems and safety nets, lack/inadequate implementation/enforcement/compliance of International and National conventions as well as bye-laws in the interest of the vulnerable and excluded, coping mechanisms adopted by these groups, existing social protection infrastructure and the implications for service delivery etc) and their development implication

(j) **Information and Communication Technology (ICT):** - A brief description of ICT with respect to and not limited to District capacity to effectively manage application of ICT relating to ICT human resource, infrastructure, and ICT investment. Development implications of ICT to the District should be stated.

(k) **HIV and AIDS:** - The profile on HIV and AIDS should cover and not limited to HIV prevalence and incidence of HIV and AIDS, opportunistic infections and STI, characteristics of vulnerable population subgroups, particularly children orphaned or made vulnerable by HIV, AIDS and PLHIV, mapping of high-risk and transmission areas. Others relating to prevention of infections, care, support and management of HIV and AIDS and their development implication for the District should be indicated.

(l) **Gender**

Gender analysis of the District should include societal roles and responsibilities of men, women, boys and girls, as well as power relations between them and how these influence access and control over resources such as land, credit and technology; access to time, markets, information (especially on available public services), and public institutions (decision-making). It should also identify the practical needs and interests (basic services such as education, health, water and sanitation etc.), and the strategic needs/interests (which will lead to a change in the status of men and women, such as facilitating access to rights and entitlements, and empowerment), and their implications for service delivery.

(m) Indicators of Development of the District

Indicators to measure the current level of development of the District should be identified and presented as the baseline for the DMTDP in relation to the District indicators. This will form the basis for the determination of targets to be achieved in the DMTDP and the subsequent assessment of performance. Indicators should be disaggregated in terms of sex, age, spatial (rural/urban basis).

Output of step 2(i) include:

- Updated District profile/baseline/current situation (which includes maps and other pictorial presentations of District's assets) for visioning into the desired future of the District.

Step 2 (ii). Eliciting community perspective on current needs and aspiration

Sub-District Council Plans, which were prepared through participatory processes, are relevant and should be considered as representing community perspective on current needs and aspirations of the Sub-Districts. In a situation where Sub-District Development Plans do not exist, community perspective on current needs and aspiration should be compiled through consultation with the people in the Sub-District Council. Community needs and aspirations should be captured in the form of issues to facilitate harmonisation under step 2.

Step 2 (iii).Harmonisation of community needs and aspirations with identified key development gaps/problems/issues

Community needs and aspirations identified in (ii) should be harmonized by relating them to the key gaps/problems or issues identified under the review of performances of the GPRS II, other interventions and the profile. To ensure harmony, each community need and aspiration should be scored against the key gaps/problems or issues identified under the review of performances in a scale as follows;

Table 1: Scoring

Definition	Score
Strong relationship	2
Weak relationship	1
No relationship	0

Identified key development gaps/ problems/issues	GPRS II THEMATIC AREAS				
Community needs and aspirations					

--	--	--	--	--	--

**Table 2:
Harmonisation**

n of Community needs and aspirations with Identified Development Problems/Issues of GPRS II

The scores should be added together and divided by the number of community needs and aspirations to obtain the average score. Where the score is very high, it indicates that there is strong harmony of community needs and aspirations and Identified key development gaps/problems/issues. A low score will indicate weak harmony while a zero score calls for review of the community needs and aspirations, if possible, to identify real problem to be addressed.

Output of (2ii) and (2iii) are: Harmonised identified key development problems/issues.

Box 3.3. District Human Development Report

Districts that had benefited from the District Human Development Reports should make use of the relevant data in them.

Step 3: Linking Harmonised Identified Key Development Problems/Issues under GPRS II 2006-2009 to GSGDA 2010-2013 Thematic Areas

The Harmonised identified key development problems/issues in Step 2 should be linked to the relevant thematic areas of the Ghana Shared Growth and Development Agenda (GSGDA) 2010-2013, namely: (i). Ensuring and Sustaining Macroeconomic Stability; (ii). Enhancing Competitiveness of Ghana’s Private Sector; (iii). Accelerated Agriculture Modernisation and Sustainable Natural Resource Management; (iv). Oil and Gas Development; (v). Infrastructure, and Human Settlements; (vi). Human Development, Productivity and Employment; and (vii). Transparent and Accountable Governance

The linkage should be done as follows: (i). the harmonised identified key development problems/issues (output 2ii and 2iii) relating to the Thematic area of the GPRS II should be presented as shown in Table 3 below.

Table 3: Harmonised Identified key Development Problems/Issues Under the Thematic Areas of the GPRS II 2006-2009

GPRS II 2006-2009 THEMATIC AREA	Harmonised Identified key Development Problems/Issues (output 2ii and 2iii)
Private Sector Competitiveness	

Human Resource Development	
Good Governance and Civic Responsibility	

Harmonised Identified key Development Problems/Issues (output 2ii and 2iii) of GPRS II	GSGDA 2010-2013 THEMATIC AREA
	Enhancing Competitiveness of Ghana's Private Sector
	Ensuring and Sustaining Macroeconomic Stability
	Accelerated Agricultural Modernisation and Sustainable Natural Resource Management
	Oil and Gas Development
	Infrastructure and Human Settlement
	Human development, employment and productivity
	Transparent and Accountable Governance

(ii) The harmonised identified key development problems/issues (output 2ii and 2iii) should be linked/matched to the GSGDA Thematic areas as shown in Table 4.

Table 4: Linking harmonised identified key development problems/issues to the Thematic Areas of GSGDA 2010-2013

In addition to the harmonised identified key development problems/issues of GPRS II, Districts may also consider the issues in the GSGDA 2010-2013 relevant to their situation.

Output of Step 3 include:

- A Matrix showing the linkage of issues under GPRS II to the appropriate thematic areas of the GSGDA 2010-2013.
-

Step 4. Prioritisation

(a) Prioritisation of Identified Issues

Identified issues from Step 3, which may be a shopping lists, should be prioritized through consensus at a stakeholder workshop. The prioritisation, which should be guided by the following criteria:

- ◆ impact on a large proportion of the citizens especially, the poor and vulnerable;
- ◆ significant linkage effect on meeting basic human needs/rights – e.g. immunisation of children and quality basic schooling linked to productive citizens in future, reduction of gender discrimination linked to sustainable development, etc.;
- ◆ significant multiplier effect on the local economy – attraction of enterprises, job creation, increases in incomes and growth, etc.

(b) Prioritisation of spatial location

In addition to (a), special consideration should be given to issues relating to spatial location of investment and activities with the aim of either reducing or bridging the rural-urban disparities/gaps in access to public goods and services or with respect to ecological zones in pursuance of growth and poverty reduction objectives.

(c) Prioritisation of opportunities for the promotion of cross-cutting issues

Special consideration should be given to cross-cutting issues including the following:

- i. **HIV and AIDS** in terms of prioritising the target groups of the District for interventions e.g. PLHIV and other excluded groups within the District.
- ii. **gender equality** with respect to practical and strategic needs and interests.
- iii. **environmental concerns** relating to opportunities associated with the District programmes while mitigating their corresponding risks.
- iv. **climate change issues**
- v. **population issues**
- vi. **emerging issues** like unstable oil and food prices, oil find (where applicable)

Output of Step 4 includes:

- A list of the prioritized issues including HIV and AIDS, gender, environment and locations.

Step 5: Application of Potentials, Opportunities, Constraints and Challenges

Identified priority issues should be further subjected to the analysis of the **Potentials, Opportunities, Constraints and Challenges (POCC)** of the District with respect to each of the thematic areas of the GSGDA I, 2010-2013. This will enhance formulation of appropriate strategies for more implementation-oriented plans. In all cases District should consider the challenges posed by HIV AND AIDS to the contribution of the District to the effort of improving living standards.

Box 3.4. Definition of POCC

Potentials of a District refer to factors; advantages and resources (within the District) which when utilised can enable the District to enhance its sustained socio-economic development or to overcome its challenges.

Opportunities are external factors (beyond the District) that positively influence development of the District.

Constraints are disadvantages emanating from internal factors such as institutional, human and physical resources that act against development. Examples are regular ethnic conflicts, an uneducated and unskilled labour force, environmental hazards, rapid population growth, etc.

Challenges may be external factors or obstacles (beyond the District) that may hamper smooth development effort. (e.g. declining cocoa prices, bush-fires from neighbouring countries, in-migration of job seekers without skills and resources for decent employment and livelihood, influx of refugees etc).

An example of the application of the POCC is presented below;

Step 1: For each issue (from step 4) identify its corresponding potentials, opportunities, constraints and challenges.

Step 2: Relate/match the issue against the identified Potentials, opportunity, constraints and challenges to determine its feasibility/viability.

Table 5: Application of POCC

Issue to be addressed	Potentials (from Baseline situation etc)	Opportunities	Constraints	Challenges
Inadequate skills and entrepreneurial development	<ul style="list-style-type: none"> -Entrepreneurial Training institutions - Skilled trainers 	<ul style="list-style-type: none"> -Additional resources from development partners, - HIPC Initiative 	<ul style="list-style-type: none"> - inadequate Curricula - inadequate logistics 	<ul style="list-style-type: none"> - Untimely release of support from Development Partners, - Threats posed by HIV and AIDS to trainers and trainees
<p>Conclusion: Inadequate skills and entrepreneurial development can be positively addressed since significant potentials and opportunities exist. The Constraint can be addressed through developing synergies in designing the programme. Challenges can be managed through dialogue with development partners regarding funding and adequate awareness creation in terms of HIV AND AIDS. POCC analysis contributes to paving the way for development focusing of the District, goal and objective setting.</p>				

Outputs of step 5 include: List of potentials, opportunities, constraints and challenges of the District.

Step 6. Development Focus

Each District should indicate its development focus for 2010-2013 with respect to the GSGDA I, 2010-2013.

Box 3.5. National development focus.

Despite the significant gains made by implementing the GPRS I (2003-2005) and GPRS II (2006-2009), the country's effort of becoming a middle income country was affected by the recent global down turn. The national development focus is, therefore, highlighted in Box 3.1 above.

Outputs of step 6:- is District development focus for 2010-2013.

Step 7. Setting of District Development Goal

Each District should set a development goal, which should reflect the thematic areas of and in relation to the national goal of the GSGDA I, 2010-2013.

Box 3.6. Definition of a goal

A goal is an anticipated desired state, which reflects a general improvement from a weak or poor state to a better one in the medium to long-term.

The Goal of the District and the National Goal should be subjected to compatibility analysis to ensure that they are not in conflict. Where a conflict exists, the goal of the District should be reviewed to be in line with the National Goal.

Box 3.7. National Goal

The basic goal of GSGDA I, 2010-2013 is to achieve and sustain macroeconomic stability while placing the economy on a path to higher and shared growth, reducing socio-economic inequalities, ensuring rapid reduction in poverty and achieving the Millennium Development Goals (MDGs).

Step 7.1 The process of conducting compatibility analysis

The process involves the following steps:

- i. Discuss and build consensus on a District goal
- ii. Identify the national goal from the GSGDA I, 2010-2013 (See Box 3.7)
- iii. Use the compatibility matrix to match and identify conflict between the District goal and the national goal; and
- iv. Score results using the scale of -2 in Table 3.2 below.

Table 6: Definition of Score

Definition	Score
Strongly compatible	2
Weakly compatible	1
Not compatible	0
Weakly incompatible	-1
Strongly incompatible	-2

Table 7: Ghana Shared Growth and Development Agenda (2010-2013) and District goal compatibility matrix

GHANA SHARED GROWTH AND DEVELOPMENT AGENDA I, (2010-2013) Goal:-			
Scoring			
District Goal:-			

A score of 2 indicates strong compatibility while -2 indicates strong incompatibility of District goal and the National Goal. A zero score indicates a neutral -compatibility. A score of 1 and below call for review of the District goal to be in line with the goal set in the GSGDA I, 2010-2013.

Output of Step 7 includes: A clear District goal set which is consistent with the National goal.

Step 8: Development Projections for 2010–2013

Development projections are very crucial for the attainment of District goal. Knowledge relating to the current and future needs of the District is very vital for informed decision making regarding the kind of interventions required by the District for 2010-2013. Districts are therefore required to project into the future and state the underlining assumptions. In projecting into the future, the prioritized issues should be used as the basis, taking into consideration, demographic projections and service standards (See annex for the calculation of projections). (The national, district and regional specific targets may be useful in this regard). It is necessary for Districts to provide Projected Accessibility Maps which will illustrate the expected changes in the spatial economy.

Output of step 8 includes: District development projections relating to indicators and targets set

Step 9. Adoption of District Objectives and Strategies

The District goal must have objectives and strategies to be achieved. An objective is the specific aim intended to be achieved within a specified time frame or the immediate future. A strategy in this context is a broad approach, means, way or method to be used to achieve the expected objective, output or desired results, thus a break-down of the objective into a broad executable actions.

Prior to the introduction of Composite Budgeting, the Districts had been formulating their respective objectives and strategies. However, in line with Composite Budgeting process as part of the national budgeting process, Districts are required adopt the relevant and suitable Policy Objectives and Strategies of the GSGDA 2010-2013. This will ensure uniformity and facilitate harmonisation of development plans at all levels. It will also enhance harmonisation of District and Sector budgets at the national level.

To adopt the Policy objectives and Strategies of the GSGDA 2010-2013; the District Development issues (Step 4), existing District objectives and strategies should be presented as indicated in Table 8 below.

Table 8: DISTRICT DEVELOPMENT ISSUES, EXISTING OBJECTIVES AND STRATEGIES

DISTRICT DEVELOPMENT ISSUE	EXISTING DISTRICT OBJECTIVE	EXISTING DISTRICT STRATEGIES

(ii). Table 8 above thus the District issues, objectives and their corresponding strategies should be linked to the Policy objectives and strategies of the GSGDA 2010-2013 as indicated in Table 9 below under the appropriate Thematic areas;

Table 9: LINKING DISTRICT KEY DEVELOPMENT ISSUES AND OBJECTIVES TO GSGDA (2010-2013) OBJECTIVES AND STRATEGIES

DISTRICT DEVELOPMENT ISSUES	EXISTING DISTRICT OBJECTIVES	EXISTING DISTRICT STRATEGIES	GSGDA 2010-2013 THEMATIC AREA	
			CORRESPONDING OBJECTIVES	CORRESPONDING STRATEGIES

(iii). Once the existing objectives and strategies have been appropriately linked to the GSGDA 2010-2013, those of the GSGDA 2010-2013 should be adopted and presented in a matrix as shown in Table 10, which should be used for the rest of the planning exercise.

Table 10. ADOPTED DISTRICT OBJECTIVES AND STRATEGIES FROM GSGDA 2010-2013

DISTRICT DEVELOPMENT ISSUES	ADOPTED DISTRICT OBJECTIVES	ADOPTED DISTRICT STRATEGIES

Output of step 9 includes: Adopted objectives and strategies of the District in relation to the GSGDA 2010-2013.

Step 10. Formulation of Development Programmes

Each District should formulate Development Programmes taking into consideration the following;

- i. steps 1-10 of these Guidelines
- ii. appropriate sections of the GSGDA I, 2010-2013 where DAs have been identified as either lead or collaborating agencies.

Box 3.10. Example of District Programmes under Accelerated agriculture modernization and Sustainable Natural Resource Management thematic area:

Programmes are a set of projects, while projects are a set of activities intended to achieve a particular objective. Projects can be physical or non physical. For example construction of fifty (50) bore-holes in certain settlements within the District is a physical project designed to “increase access to potable water”. Also provision of ten rural health centres is another physical project to “increase access to primary health care”. However, “reform of the public administration system” and “the empowerment of women” are not physical but institutional or administrative projects. Nonetheless, each bore hole, health post or empowerment of women can be projects of a well-packaged programme which should work in synergy to achieve common objectives.

The objective of the DAs to increase crop production from 40% to 70% through effective extension services by the year 2010 may have the following activities:

- 1 sensitise farmers on the use of improved planting materials
- 2 sensitise farmers on the use of improved breeds of livestock
3. sensitise farmers on the use of irrigation facilities
- 4 facilitate nuclear out-grower schemes
5. create awareness on micro credit schemes
6. disseminating research findings
7. providing market information

For the purposes of our definition, 1,3,4,7 can be grouped together to form a programme to deliver on the objectives. On the other hand 2, 5 and 6 could stand on their own as separate projects.

iii. Poverty profiling, mapping and pro-poor programming

The pro-poor programmes based on the poverty profiling, mapping and pro-poor programming exercise should be revised and used for the DMTDP 2010-2013.

iv. Mainstreaming/Integrating cross cutting issues in District Programmes

Cross-cutting issues such as gender, environment, HIV and AIDS, vulnerability and exclusion are critical with respect to development. These are issues that can contribute to

accelerating or derailing the progress of development. It is therefore required that all Districts should include cross-cutting issues in their programmes as priorities.

v. Gender

Clear and specific development interventions following from the gender analysis made in the District profile as well as specific policy objectives regarding gender equality in the GSGDA I, 2010-2013 and the National Gender and Children's Policy may be used to develop gender specific interventions to bridge deficits in demand and access for the goods and services of the District.

vi. Environment

The development activities of the District may tend to aim mainly at achieving the District objectives (e.g. increasing crop production), while neglecting the nature, stability and resilience of the environment (socio-cultural, economic and natural resources), upon which the long term sustainability of that District's activities depend. District must indicate the mitigation measures to be undertaken to address the effect of their programmes on the environment using for example, the Strategic Environmental Assessment tool, climate change strategies (See p.58) as well as ensuring sustainable production and consumption.

vii. HIV and AIDS

District programmes on HIV and AIDS should cover the objectives and strategies as outlined in the GSGDA I, 2010-2013, the National HIV and AIDS Strategic Framework (NSF) of the Ghana AIDS Commission, District Response and the DAs workplace HIV and AIDS policy.

viii. Social Protection

A Clear Social protection programme, addressing the issues identified in the vulnerability analysis (these may be preventive, protective, promotional, and empowering) to deal with vulnerability and exclusion relevant to the District's area of competence. Social protection interventions identified in the MTDPF 2010-2-13 as well as the National Social Protection Strategy (MESW) and the Livelihood Empowerment against Poverty (LEAP) Manual (MESW) may be consulted for more information. (*Where applicable, Districts are required to plan for complementary programmes in LEAP target areas in support of its poverty reduction objectives. Targets are available at the LEAP office.*)

ix. Local economic development

In promoting local economic development, DAs should consider introducing innovative programmes such as facilitating the upgrading of technological and managerial capabilities of micro, small and medium enterprises (facilitating the introduction to basic machinery to enhance productivity, provision of business development services in the areas of marketing of products, technical and management training, advisory services, entrepreneurship

development programmes to stimulate skills development and upgrading especially for women and youth, establishment of clusters in the Districts – e.g. Garages and agro processing clusters, establishing land banks for agriculture, housing and public buildings and awareness creation on quality standards, labelling, packaging, certification, sub-contracting, formalization of businesses etc). embarking on DAs marketing strategy to advertise the economic endowments of the DAs and create good image to attract investment, formation of community saving schemes to provide financial services, land use rights etc.

Box 3.12. District Human Development Report

DISTRICTs that had benefited from the District Human Development Reports should also consider in their programming, their relevant recommendations.

x **Urban/Town/Zonal/Area Councils**

Nonetheless, the development programmes of the Districts should be a reflection of the development programmes of the Urban/Town/Zonal/Area Councils.

Box 3.13. Complementarity

DISTRICTs are entreated to ensure complementarity in programme design. For example, a market should be serviced by a suitable Lorry station, whilst a JSS classroom block should be supported by a workshop and equipment. Similarly, roads and drains go together as complementary projects.

Output of step 10 includes: Broad DAs development programmes formulated.

Step 11. Formulation of Joint Districts Programmes and Projects

Districts should note that the formulation and implementation of certain programmes and projects might require Joint-DAs approach especially in a situation where the District depends on another District in terms of their linkages with respect to for example, supply of goods or services or disposal of waste. For that matter Districts should consider how best to cooperate, share resources or build joint capacities to achieve their common objective(s). This should be incorporated in the DMTDPs. The RPCUs should facilitate in identifying joint District projects and programmes (refer to NDPC System, Act, 1994, Act 480).

Output of step 11 includes: Joint District Programme formulated

Step 12. Application of sustainability tools

It is recommended that the DAs ensure that their Identified programmes and projects are:

- internally consistent (supporting each other to achieve the objective of the District) and
- sustainable (thus supporting conservation of the natural environment, addressing socio-cultural, economic and institutional issues) by applying the following Sustainability tools: (See Annex 2 for Application Notes):
 - Risk and opportunities matrix
 - Compound matrix (Poverty and Environmental Dimension)
 - Internal Consistency Matrix

DAs should therefore liaise with the Regional/District office of the Environmental Protection Agency (EPA) for the necessary technical assistance in this direction.

Output of step 12 includes: Viable and sustainable programmes formulated.

Step 13 Formulation of Composite Programmes of Action (PoA)

Districts are required to prepare broad composite PoAs, covering the 4-year planning period. The PoA of the DMTDP under the GSGDA I, 2010-2013 should consist of a prioritised set of activities for the achievement of the goal and objectives as well as the location, indicators, time schedule, indicative budgets, and implementing agencies (Lead/Collaborating and their expected roles). This information is necessary for monitoring and evaluation purposes.

Output of step 14 includes: District Composite PoA prepared.

Table 11. Example of District Composite PoA

District Goal:.....

District Objective:.....

Activities	Location	TIME FRAME				INDICATIVE BUDGET		INDICATORS	SOURCE OF FUNDING		IMPLEMENTING AGENCIES	
		2010	2011	2012	2013	GoG	DONOR		IGF	GoG/OTHERS	LEAD	COLLABORATING

Step 14. Preparation of Indicative Financial Plan

DAs are required to prepare an Indicative Financial Plan over the planned period. An Indicative Financial Plan deals with the strategies to be adopted to mobilise and utilise financial resources for the MTDP. The strategies for funds mobilisation and utilisation should take into consideration

- Sources of funding such as Internally Generated Funds (IGF), projected central government in-flows such as HIPC benefits, District Assemblies Common Fund (DACF), FOAT, funding for planned programmes of development partners.
- Identification and filling of financial resource gaps (e.g. floating District Bonds).
- Expenditure areas with cost (which will provide an idea about the cost of the MTDP (cost of the inputs).
- Clearly spelt out financial control mechanisms.

The indicative financial plan should be social and gender responsive, targeting the practical and strategic needs of men, women, and vulnerable social groups, identified in the analysis section.

Output of Step 14 is: Broad Indicative Financial Plan prepared

Step 15 Preparation of District Annual Action Plans

The composite District PoA should be phased out into Annual Action Plans (APP) to be implemented by the Departments and Agencies of the DAs, NGOs, Private sector and the Communities. The APP should be very specific, measurable, achievable, relevant and time bound (SMART). (See Annex 7) Implementation involves translating the plan into real actions to achieve the set objectives. The preparation of the AAP should take into consideration the following:

- what action to be taken,
- where should the action be
- who to take that action,
- at what time, and
- who is the responsible or principal action agent, as well as
- collaborating agent (s) including development partners and their roles and
- a budget indicating the costed planned activities

15.1 Linking the Plan with the Composite Annual Budget

The budget should be considered as allocating financial resources for the implementation of the DMTDP by Departments of the District Assembly through the Composite Budgeting. for the achievement of the objective of the plan. The Medium-Term Expenditure Framework (MTEF) process should be used in costing the activities, since it links the expenditure to District goal, objectives, and output as outlined in the District plan. (The MTEF provides for integration of the recurrent and development budget by distinguishing running cost of the District Assembly from the activities to which the District Assembly is set up to do (development). It is categorized into the following:

- Personnel Emolument – relating to salaries and wages paid to established and non-establish post by the DAs

- Administration – mainly relating to the running of the administration of the District (e.g. travelling and transport, telecommunication, postal charges, stationery, Utilities – water, electricity, etc).
- Service – services provided by the DAs to the people in the District (e.g. provision of health care services, education, community development, sanitation, public education, training, consultancies, etc)
- Investment (e.g. construction of school blocks, provision of furniture, bore holes, office blocks, purchase of equipment, computers, vehicles and other capital goods).

Box 3.14. Costing of an item under the MTEF process.

The following may be used to cost an item of the set of activity under the MTEF process:

- i. identify input required (e.g. venue)
- ii. assess the quantity required for one activity (one venue for 2 days)
- iii. estimate the cost per unit (GH¢150.00)
- iv. calculate the cost per the item (venue) (multiply the number of input by the frequency and the unit cost – 1 (venue) x 2 (days) x 150 (unit cost) = GH¢300.00). Thus the cost of venue for the days is GH¢300.00

The costed annualised activities of the DMTDP should feed into the annual DAs budget. However, the linkage should also take into consideration Composite Budgeting Guidelines which the Ministry of Finance and Economic Planning will issue.

Box 3.15 Composite Budgeting

The passage of LI 1961 has introduced Composite Budgeting at the District level. LI 1961 mandates that some of the functions which are currently performed at the centre to be now transferred to the District Assemblies. This provides the legal basis for functional assignment between MDAs and MMDAs. On the basis of these assigned functions particularly for the schedule 1, the preparation of the entire national budget will change to accommodate the decentralized department. Budgetary allocations which hitherto have been part of the MDAs budget will be assigned directly to the decentralized departments and integrated into the budget of the District Assembly to perform these assigned functions.

Output of Step 15: DAs Annual Action Plans linked to DAs Composite Budget.

STEP 16. Implementation of Annual Action Plans

The Annual Action Plan of the District should be implemented by the Departments, and Agencies of the DAs as well as the NGOs, CSO, FBOs and the Private sector. The implementation of the planned activities should be supported by timely inflow of resources in order not to distort its schedule. A timetable to solicit participation of stakeholders in the implementation of the MTDP should be drawn. Recognition should be given to changes and/or improvements to roles/functions, procedures and institutional structures. Proposals for improvement (including capacity building) to institutional, administrative and legal framework within the District or at the national level may also be included here. Experience shows that failure to deal with these institutional/administrative matters, seriously inhibits (or creates problems during) implementation.

Box 3.15. Compliance with district development plans (Section 48 of Local Government Act 1993, Act 462)

An approved district development plan shall be complied with by any person, body or organ in the district responsible for or connected with the implementation of the plan.

Step 17. Monitoring and Evaluation (M&E)

The DMTDP should be systematically monitored, evaluated and reported. The monitoring, evaluation and reporting process will be based on the DMTDP which will be guided and regulated by the NDPC M&E Guidelines

STEP 18. Development of District communication strategy/plan

DAs are required to prepare Communication strategies/plans among others to:

- disseminate their programmes, projects, activities and Annual Progress Reports to inform/create awareness
- create awareness on the roles and expectations of the stakeholders in the implementation of the District programmes to improve their living conditions for the period 2010-2013
- promote dialogue and generate feedback on the performance of the District
- promote access and manage expectations of the public concerning the services of the District

DAs are requested to form Development Communication Committees. The Committee shall be chaired by the Presiding member with the Public Relations Officers/Information Officers as Secretary.

3.3. Outline of District Medium-Term Development Plan

The DMTDP should follow the outline below:

i. Table of Contents

ii. List of acronyms

iii. Executive Summary- This should include:

- General background to the preparation of the DMTDP including brief description of the process and participation of key stakeholders including public hearings

- A brief insight into the scope and direction of the development programmes and projects for 2010-2013 (as informed by both the Community needs and aspirations and the GSGDA I, 2010-2013)
- Indicative budget, financial plan and expected outcomes.

iv. **Chapter 1: Performance Review/Profile/Current Situation/baseline** (Refer to Steps 1-2.(i-iii)):

This should be a statement on the:

- Analysed status of the performance of the District in implementing programmes and projects under the three GPRS II themes 2006 – 2009 and other interventions from 2006 to 2009 including those of the sectors at the District level.
- Analysed current situation or baseline/profile of the District
- A summary of key development problems/issues/gaps identified from the situation analysis and the profile.

v. **Chapter 2: Prioritisation of Development Issue** (Refer to Steps 3-5):-

This should include statement on the District development priorities (including inputs from District Sectoral Directorates) linked to the appropriate thematic area of the GSGDA I, 2010-2013, which are:

- Ensuring and Sustaining Macroeconomic Stability;
- Enhancing Competitiveness in Ghana's Private Sector;
- Accelerated Agriculture Modernisation and Sustainable Natural Resource Management;
- Oil and Gas Development;
- Infrastructure, Energy and Human Settlements;
- Human Development, Productivity and Employment;
- Transparent and Accountable Governance.

vi. **Chapter 3: Development Goal, Objectives and Strategies** (Refer to Steps 6-10):-

This should include a statement on:

- A clear District development focus
- A clear District Goal consistent with the Goal of GSGDA I, 2010-2013
- Development projections for 2010-2013
- Relevant Policy objectives adopted from the GSGDA I 2010-2013
- Relevant Strategies adopted from the GSGDA I 2010-2011 to achieve the objectives of the District and national goals.

vii. **Chapter 4: Development Programmes** (Refer to 11-15) :-

This should include a statement on:

- Broad District Development Programmes for 2010-2013 (including Joint Programmes if any).
- Indicative Financial Plan.

viii. **Chapter 5: District Annual Action Plan** (Refer to Step16 etc):-

This should include a statement on:

- District Annual Action Plan
- District Plan linked to the District Composite Annual Budget
- Implementation of Annual Action Plan

Ix. Chapter 6: Monitoring and Evaluation Arrangements:-

This should include a statement on:

- Monitoring and Evaluation Plan for the District based on the NDPC M&E Guidelines

x. Chapter 7: Communication Strategy:-

This should include a statement on:

- Communication Strategy/plan relating to:
- Dissemination of the DMTDP and Annual Progress Report of the implementation of the DMTDP.
- Creation of awareness on the expected roles of the stakeholders in the implementation of the District programmes, projects and activities
- Promotion of dialogue and generation of feedback on the performance of the District
- Promotion of access and management of expectations of the public concerning the services of the District.

3.4. Spatial Development Plans

The NDPC, in collaboration with the Ministry of Environment, Science and Technology as well as the Town and Country Planning Department will provide Guidelines to facilitate the preparation of Spatial Development Plans.

Table 13. SUMMARY OF STAKEHOLDER PARTICIPATION AND RESPONSIBILITIES

Plan Preparation Activities	Task required	Lead	Collaborators
1. Performance Review	(on-going) field/desk study-Data collection from reports, other documentations, communities etc ,from DAs, District sectoral departments and agencies for analysis relating to review of performance of DMTDP, other Interventions from 2006-2009, Key Outputs: (i). Performance status of the DMTDP under the GPRS II 2003-2005 (ii). Performance status of other interventions from 2006 to 2009 (iii). Key identified problems/gaps	DPCU	District Departments, Assembly members, Sub-District Councils, Parliamentarians, Development Partners, NGOs, Private sector, CSO etc
2. District Profile/Current Situation	Desk work and consultation - Compilation and analysis of District Profile using information from Step 1 etc, soliciting and harmonising community needs and aspirations with gaps from performance review and Public Hearing Key Outputs: <ul style="list-style-type: none"> • Current Situation/District Profile • Summary of key Development problems 	DPCU	District Departments, Sub-District Councils, Assembly members, Parliamentarians, Traditional Authorities, Development Partners, NGOs, Private sector, CSO, Communities leaders etc,
3. Linking Harmonised Identified Development Problems/Issues to the Ghana Shared Growth and Development Agenda 2010-2013	Desk work to link identified problems from Steps 1 and 2 with the GSGDA I, 2010-2013 themes	DPCU	District Departments
4. Prioritisation	Desk work and appropriate 3 day workshop of stakeholders (Public Hearing) to further discuss (i). the results of steps 1, 2 and 3. Identification of priorities, <ul style="list-style-type: none"> • application of the POCC to refine identified priorities Key Output: Agreed Prioritised problems (ii). Goal setting, Development Projections for 2010-2013 with respect to population forecast etc, objective setting and formulation of strategies Key Outputs: Set goal, objectives and strategies formulated (iii). and building consensus (Public Hearing) on Development Programmes. <ul style="list-style-type: none"> • Application of sustainability tools, (iv). preparation of Composite PoA and Indicative Financial Plan Key Outputs: Refined development programmes, Composite PoA and Indicative Financial Plan prepared	DPCU	DCE (Chair) District Departments, Sub-District Councils, Assembly members, Parliamentarians, Traditional Authorities, Development Partners, NGOs, Private sector, CSO, Communities leaders etc,
5. Goal, development projections, Adopted Objectives, strategies, Development Programmes, Composite Programme of Action, Indicative Financial Plan.			
6. Implementation, Monitoring and Evaluation (M&E) arrangements	Desk work and consensus building - detailing out Annual Action Plans (AAP) linked to MTEF budget as well as M&E, Workshop to finalise the AAP, Budget and M&E Plan	DPCU	DCE (Chair) District Departments, Sub-District Councils, Finance and Administration Sub-Committee, NGOs etc,
7. Communication Plan	Desk work to prepare Communication Plan	DPCU	
8. Final Public Hearing	Public workshops to disseminate the content of the DMTDP	DPCU	DCE (Chair) District Departments, Sub-District Councils, Assembly members, Parliamentarians, Traditional Authorities, Development Partners, NGOs, Private sector, CSO, Communities leaders etc,
9. Adoption of the DMTDP	Meeting of the DAs to deliberate and adopt DMTDP Output:: Approved DMTDP		DAs members

CHAPTER FOUR

HARMONIZATION OF DISTRICT PLANS BY REGIONAL COORDINATING COUNCILS (RCCS)

4.0. Introduction

The Regional Co-ordinating Councils (RCCs) established under the Local Government Act, 1993 (Act 462) is enjoined by Section 8 (1) (b) of the National Development Planning (Systems) Act, 1994 (Act 480) to “coordinate the plans and programmes of the District Planning Authorities and harmonise the plans and programmes with national development policies and priorities for consideration and approval by the Commission’. Chapter 4 therefore, deals with the rationale of the harmonisation exercise, and harmonisation procedure.

4.1. The Rationale of the Harmonisation exercise

The rationale of the harmonization exercise is to ensure that:

- ◆ District development issues and strategies in the DMTDP relate to those of the GSGDA I, 2010-2013, for the achievement of the national goal and objectives
- ◆ resource is efficiently allocated and utilized
- ◆ there is spatial equity in the location of facilities and services. (DAs must take into consideration, location of existing facilities in neighbouring Districts, before locating theirs). Facilities must be well located to avoid polarization in particular geographical areas
- ◆ the sphere of influence of a planned facility has adequate accessibility (roads, etc) and population to guarantee its sustained utilization. (This is to avoid under-utilization of economic and social services).
- ◆ areas requiring joint planning
- ◆ there is compatibility among the elements in each DMTDP in order to ensure sustainable development. For example, goals of the Districts must be mutually supportive and complementary to one another whilst planned development programmes, projects and activities should be consistent with District development goals and objectives
- ◆ there is mutual supportiveness among DMTDPs to achieve equitable and balanced regional development.
- ◆ there is gender equity in the planning process
- ◆ social protection measures have been planned for the vulnerable and excluded in the district plan
- ◆ inclusion of necessary complementary Projects in DMTDPs

4.2. Actors of the Harmonisation exercise

The Regional Planning Coordinating Unit (RPCU)⁴ of the RCC is requested to undertake the harmonisation exercise in close collaboration with the DAs and report to the RCC.

⁴ See Annex for the membership of the RPCU

4.3. Harmonisation procedure

4.3.1 Harmonisation of issues in the GSGDA I, 2010-2013 and DMTDPs

- a. identify the issues of the GSGDA I, 2010-2013 under the appropriate thematic and focus areas respectively
- b. identify the issues of the DMTDPs under the appropriate thematic area of the respective District.
- c. in the harmonisation format provided by the NDPC, match and tick against the District, if an issue of the District relates to that of the GSGDA I, 2010-2013
- d. continue this process until all the issues of the District are covered
- e. where an issue does not relate to the MTDP put a dash against the District.
- f. sum up and strike the percentage of the relationship of the issues of the District to those of the GSGDA I, 2010-2013 and conclude (whether strong or weak relationship).

Box 4.1. Sample of harmonisation of issues ⁵								
GSGDA I, 2010-2013 THEMATIC AREA: ACCELERATED AGRICULTURE MODERNIZATION AND SUSTAINABLE NATURAL RESOURCE MANAGEMENT								
GSGDA I, 2010-2013 KEY FOCUS AREA: <i>Accelerated Modernization of Agriculture</i>	CORRESPONDING DISTRICT FOCUS AREA:							
	ISSUES							
	DISTRICT 1	DISTRICT 2	DISTRICT 3	DISTRICT 4	DISTRICT 5	ET C	TOTAL	%
1.								

4.3.2 Harmonisation of Strategies of the DMTDPs and GSGDA I, 2010-2013

- i. identify the strategies of the GSGDA I, 2010-2013 under the appropriate thematic and key focus areas respectively
- ii. identify the issues of the DMTDPs under the appropriate thematic area of the respective District.
- iii. in the harmonisation format provided by the NDPC, match and tick against the District, if a strategy of the District relates to that of the GSGDA I, 2010-2013.
- iv. continue this process until all the strategies of the District are covered
- v. where a strategy does not relate put a dash against the District.
- vi. sum up and strike the percentage of the relationship of the strategies of the District to those of the GSGDA I, 2010-2013 and conclude (whether strong or weak relationship).

⁵ Format is obtainable at the NDPC website: <http://www.ndpc.gov.gh/Downloads.html>

Box 4.2. Sample of harmonisation of Strategies

GSGDA I, 2010-2013 THEMATIC AREA: ACCELERATED AGRICULTURE MODERNIZATION AND SUSTAINABLE NATURAL RESOURCE MANAGEMENT

GSGDA I, 2010-2013 KEY FOCUS AREA: <i>Accelerated Modernization of Agriculture</i>	CORRESPONDING FOCUS AREA OF DISTRICT:							
	Strategies							
	CORRESPONDING STRATEGIES OF DISTRICT							
	DISTRICT 1	DISTRICT 2	DISTRICT 3	DISTRICT 4	DISTRICT 5	ET C	TOTAL	%
1.								

4.3.3 Spatial distribution of activities/projects and cost

To determine the extent to which the planned projects and financial resources have been distributed equitably within the District;

- i. Indicate the name of the District,
- ii. Indicate the thematic and focus areas of the DMTDP
- iii. Identify the activities/projects and indicate the number of projects involved and their total cost
- iv. Indicate the number of projects and their total cost earmarked for the district capital, urban area, rural area or district wide (a scalogram for example may be useful in this exercise likewise poverty maps)
- v. Provide conclusion relating to the spatial distribution of activities/project and the cost involved.

Box 4.3. Spatial distribution of activities/projects and cost

NAME OF DISTRICT:

THEMATIC AREA:

FOCUS AREA	PROGRAMME/ PROJECTS/ ACTIVITIES	NUMBER OF PROGRAMME/ PROJECTS/ ACTIVITIES	TOTAL COST	PROGRAMME/ PROJECTS/ACTIVITIES DISTRIBUTION							
				DISTRICT CAPITAL	TOTAL COST	URBAN	TOTAL COST	RURAL	TOTAL COST	DISTRICT WIDE	TOTAL COST

4.3.4. Efficient allocation of resource

To determine whether resources have been efficiently allocated, DISTRICTs should match activities against the percent of resources allocated as indicated in the Table 9. below;

Table 14: Activities vrs resources allocated

DISTRICT Activity	Percentage of IGF	Percentage of DACF	Others – Donors, Development Partners, HIPC etc

Comment on the percentage should indicate whether the budget has been done in consonance with the priorities of the District.

4.3.5. Extent to which the necessary complementary facilities have been planned for in the provision of infrastructure

The table below may be used

Table 15: Activity/Services and complementary facilities

Activity	Complementary facilities
e.g. Construction markets	Waste transfer station and final waste disposal site

4.3.6. Arrangements for joint District collaboration

The RPCU should identify activities that will need joint District collaboration and advise the Districts concerned accordingly (i.e. education and health in malaria and cholera control).

4.3.7. Gender Equity

Gender auditing should be carried out by the RPCUs with respect to ensuring gender equity. The profile, programmes, budget, Report of the Public Hearing/District Communication Programmes of the District should be checked to ascertain whether issues relating to women in particular including participation have been considered.

The following may be used as a timeframe for the harmonization exercise;

Table 14: Time frame for harmonisation

ACTIVITIES		TIME/DURATION
i.	Members of the of the RPCUs are requested to go round the various DPCUs within their region to offer the necessary advisory services and distribute Harmonisation formats during the preparation of the DMTDP	Week 1 after Orientation by NDPC up to Week 12
ii.	The Chairman of the RCC writes to DCEs to submit DMTDP and Harmonisation format to the RCC	Week 12-13
iii.	The DCE submits the DMTDP and the Harmonization format to the RCC	Week 14
iv.	Chairman of RCC through the Chairman of the RPCU circulates copies of each District's DMTDP and Harmonisation format to members of the RPCU for study.	Week 14
v.	Chairman of RPCU convenes a meeting of the RPCU to <ul style="list-style-type: none"> Review each DMTDP vis a vis the Harmonisation format in terms of the interventions:- per District, per location with neighbouring Districts etc with respect to the above stated rationale 	Week 15
vi.	RPCU discusses and agrees on relocation of conflicting interventions with the	

	RCC	Week 17
vii.	Chairman of the RCC informs DCEs of relevant District Assemblies in writing of suggested modifications by RCCs	Week 19
viii	DCE of relevant DAs convenes a meeting of the DAs to deliberate on modification suggested by RCC	Week 20
ix.	Modification accepted by the DAs are incorporated into DMTDP	Week 21
x	DCE submits modified DMTDP to Chairman of RCC.	Week 23
xi.	RPCU prepares final draft of the Harmonised Report of the Region	Week 25
xii	Chairman of RCC circulates copies of the final draft of the Harmonised Report of the Region to the RCC members.	Week 25
xiii	Chairman of RCC convenes meeting of RCC to approve Final Draft of the Harmonised Report of the Region	Week 27
xiv.	Chairman of RCC submits Harmonised Report of the Region to the NDPC.	Week 27

Where the RCC's recommendation to modify the DMTDP is not accepted by a particular District Assembly (DA), the DCE should, following a resolution of the DA to that effect, write to the Chairman of the RCC informing him/her on the position of the DA (with reasons), A copy of the DMTDP approved by the DA should be attached. The Chairman of the RCC should, consequently, submit to the NDPC, the DMTDP (unchanged) with the position of the DA on the modifications as well as the recommended modifications by the RCC, together with a copy of the Harmonised Report of the Region.

4.4. Submission of DMTDPs and Harmonised Reports

All DAs are required to submit their DMTDPs to the NDPC by the 21st week, while the RCCs are requested to submit to the NDPC all Regionally-Harmonised Reports not later than the 27th week after the Orientation exercise.

4.5. Outline of Harmonised Report of the Region

The Harmonised Report of the Region should comprise the following outline:

i. Table of Contents

ii. List of acronyms

iii. Executive Summary- This should include:

- General background to the preparation of the Harmonised Report of the Region including brief description of the process and participation of key stakeholders
- A brief insight into the scope and direction of the development of the Region based on the DMTDPs for 2010-2013

iv. Chapter 1. Background of the Region

This should be a statement on;

- Physical Characteristics of the Region disaggregated by Districts where Applicable (as at 2009)

- Socio-Economic Characteristics disaggregated by Districts where applicable
- Political and administrative arrangements disaggregated by Districts and their composition where applicable (current DAs and their composition in the region, Urban, Town, Zonal and Area councils, Member(s) of Parliament etc,

v. Chapter 2. Harmonised Regional and National Development Issues and Strategies (Refer to Section 4.4. (1&2))

It should include harmonised development issues and strategies relating to the thematic areas of the DMTDP as linked to the GSGDA I, 2010-2013 as follows;

(a) Ensuring and Sustaining Macroeconomic Stability

- Distribution of issues and strategies by
- Districts Key Findings

(b) Enhancing Competitiveness in Ghana's Private Sector

- Distribution of issues and strategies by Districts
- Key Findings

(c) Accelerated Agriculture Modernisation and Sustainable Natural Resource Management

- Distribution of issues and strategies by Districts
- Key Findings

(d) Oil and Gas Development

- Distribution of issues and strategies by Districts
- Key Findings

(e) Infrastructure and Human Settlements

- Distribution of issues and strategies by Districts
- Key Findings

(f) Human Development, Productivity and Employment

- Distribution of issues and strategies by Districts
- Key Findings

(g) Transparent and Accountable Governance

- Distribution of issues and strategies by Districts
- Key Findings

vi. Chapter 3. Proposed interventions in the region (Refer to Section 4.4.

A statement on summary of proposed thematic activities relating to:

- Spatial distribution
- Indicative cost
- Allocation of financial resources
- Complementarities
- Identified issues for joint DAs planning
- Gender equity

vii. Chapter 4 Conclusion and Recommendations

A summary of the harmonisation exercise, key findings and recommendations.

ANNEX 1: LIST OF MEMBERS OF METROPOLITAN, MUNICIPAL AND DISTRICT PLANNING COORDINATING UNITS

	Metropolitan Assemblies	Municipal Assemblies	District Assemblies
1	Metropolitan coordinating Director	Municipal coordinating Director	District coordinating Director
2	Metropolitan planning Officer	Municipal Planning Officer	District Planning Officer
3	Metropolitan Budget Officer	Municipal Budget Officer	District Budget Officer
4	Metropolitan Finance Officer	Municipal Finance Officer	District Finance Officer
5	Metropolitan Director of Health	Municipal Director of Health Services	District Director of Health Services
6	Metropolitan Director of Education	Municipal Director of Education	District Director of Education
7	Metropolitan Director of Agriculture	Municipal Director of Agriculture	District Director of Agriculture
8	Metropolitan Director of Urban Roads	Municipal Director of Urban Roads	District Director of Social Welfare or Community Development
9	Metropolitan Director of Town and Country Planning	Municipal Physical Planning Officer	District Physical Planning Director
10	Metropolitan Director of Social Welfare or Community Development	Municipal Director of Social Welfare or Community Development	District Director of Works or Engineer
11	Assembly member nominated by the Metropolitan Assembly	Assembly member nominated by the Municipal Assembly	Assembly member nominated by the District Assembly
12	Other representatives as indicated in section 2.1 on p.3.		

ANNEX 2: MEMBERS OF THE REGIONAL COORDINATING PLANNING UNIT

1. The Regional Coordinating Director as head
2. The Regional Economic Planning Officer (REPO) as the Secretary
3. Regional Budget Officer
4. Regional Local Government Inspector
5. Regional Director of Health
6. Regional Director of Education
7. Regional Director of Agriculture
8. Chief Works Superintendent
9. Regional Town & Country Planning Officer
10. Regional Statistical officer
11. Regional Coordinating Council nominee
12. Representatives of NGOs, Private sector and other relevant Regional Departments and Agencies (one each).

ANNEX 3: Guidelines for Public Hearing /Public Hearing Report of District Development Plans

1. INTRODUCTION

The Development Planning System in Ghana recognizes community participation as an essential and integral part of effective development planning.

In pursuance of this objective, Section 3, subsections 1, 2 and 3 of the National Development Planning (System) Act 1994, Act 480, spells out the main tenets of community participation as follows:

- a) Each DA is required to conduct a public hearing on its District Development Plan before such a Plans is adopted.
- b) Sub-district authorities (such as town or area councils, Unit committee, etc.) or a local community which have been authorized by the District Planning Authority to prepare a sub-district plan or a local action plan must also conduct public hearing(s) before the adoption of such plans.
- c) A written report on the public hearing(s) - including written submissions by individuals, groups, communities and organizations - must be attached to the proposed District Development Plan, and subsequently sent to the NDPC.

The following guidelines seek to operationalise these tenets by focusing on the following:

- levels and number of public hearings
- dates, time and scheduling of public hearing
- participation in public hearing
- notice of public hearing
- procedure and ethics of public hearing.
- format of public hearing report

2. LEVELS AND NUMBER OF PUBLIC HEARINGS

2.1 District and Sub-district Levels

Each citizen in each locality must be given the opportunity to participate in the development planning process within the District and this implies that public hearings should be open to all.

Sub-districts and unit committee areas therefore provide the lowest possible level at which all persons within the country can play a part in decision-making and development planning process, which directly or indirectly affect them.

It is recognized that the lack of resources can put limitations on creating the ideal environment for all to participate. Hence, it is advised that throughout the entire development planning process - from data collection and analysis, to the planning and implementation of plans, each citizen will have to be informed in one way or another and educated on the aims of the planning exercise and the implications.

While Public Hearings at the Sub-district level are very critical to community participation and to the planning process, Public Hearings at the District Level represent the official climax of community participation activities at the grassroots. It

is therefore the responsibility of the District Planning Authority to organize Public Hearings as a formal activity during the planning process.

2.2 Number of Public Hearings

It is desirable to hold as many public hearings as possible. The frequency or number of public hearing on development plans however, depend on constraints of time, resources and level of the plan, (that is whether *Town, Zonal, Area or District* Development Plan). District Planning Authorities should therefore carefully consider these factors before asking Sub-district Planning units to prepare Plans.

However at the District Level, at least two major public hearings should be held during the formulation of the development plan. The major public hearings could be described as follows:

2.2.1. Public Hearing after Data Collection and Analysis

The first major public hearing should be held after the completion of the data collection and analysis exercises to assess the current situation and problems of the area. The Planning Authority (PA)⁶ should treat this public hearing as a very important phase of the planning process.

This session should involve the presentation of the results of the situation analysis (or current level of development). Discussion of the analysis should highlight the conclusions, and implications of the current situation in the District/Community.

It is envisaged that such a discussion will sensitize the people about their Districts, and also solicit their views and proposals on what the Plan should include in terms of priority programs, projects and activities to solve the existing problems during the plan period.

No report on this particular public hearing is required, except for the District itself.

2.2.2. Public Hearing of Draft Development Plan

The second major public hearing should be for the discussion of the draft *Development Plan*. The public hearing at this stage will involve the discussion of the way forward and the identification of alternative strategies at both the District and sub-district levels. The outcome of the discussions at the hearing will conclude the formulation of the Plan so far as the public is concerned.

3. PARTICIPATION AT PUBLIC HEARINGS

Given the constraints and limitations involved in mobilizing all citizens to participate in public hearings, it is expected, that a broad spectrum of citizens can be composed as follows:

- District political and administrative personalities, and planning personnel

⁶ The term *Planning Authority* is used here and elsewhere in this set of Guidelines to refer to both District and Sub-District Planning Authorities

- Traditional authorities: chiefs, queen mothers, sub-chiefs, community heads, etc.
- NGOs, private industrial enterprise groups, business associations and other civil society organizations
- Government agencies, departments, corporations etc
- Recognized religious bodies, voluntary and youth associations, women's groups and cultural organizations, and political party-representatives etc. Opinion leaders, influential individuals, interested persons etc.

The presence of the following individuals and organisations is however mandatory:

- Chairman of the DAs Development Planning Sub-Committee
- DCE or his representative
- DPCU as organiser will provide the secretarial services
- Chairmen and members of the Town/Area Councils
- Chairmen and members of the Unit Committees in the area
- Representatives of the decentralised departments
- Assemblymen and women of the area

Each group, organization or individual who is specifically invited to the public hearing must also be given a copy of the draft Development Plan for study, at least two (2) clear weeks to the day of the hearing.

Note: The list of invitees will be submitted along with the final Public Hearing report.

4. NOTICE OF PUBLIC HEARING

Notice of public hearing at all levels should be given through any of the following (or other relevant and appropriate) means: posters, letters of invitation, Information Services Department public address system, radio, T.V., newspapers; traditional means - "gong-gong" by chiefs etc.

Notices should be served to the public at least 14 days before the day of the hearing.

At the District level, the RPCU/RCC should be notified and invited to observe. Copies of the invitation letters should be sent to the Regional Minister for his information.

5. DATES, TIMES AND SCHEDULING FOR PUBLIC HEARING

Public Hearing at all levels must be held on days that are devoid of any other major activity, function or meeting. As much as possible the Planning Authority should ensure that the date and time of the hearing do not coincide with major religious/traditional celebrations or holidays.

6. PRESENTATION OF THE DEVELOPMENT PLAN

The Draft Plan should be presented by those charged with the facilitation of the plan preparation process.

It is advised that the presentation at the Hearing be a summary or highlights of the plan in terms of the main problems, constraints and potentials, and the major programs and activities to be undertaken. It is being assumed here that the detailed draft Plan would have been circulated to all the invited individuals, identifiable

groups, institutions and organizations before the Hearing well in advance of the Hearing date (see 4.0 above).

Other relevant aspects that should be spelt out during the presentation include the expected contributions and commitments in terms of labour and financial resources, which each citizen of the Plan Area is expected to make towards the implementation of the Plan.

7. PROCEDURE AND ETHICS OF DISCUSSIONS AT PUBLIC HEARING

Generally, the Hearing should follow a **systematic** order. The procedure must be designed to highlight the **purpose of the hearing**, a **time for the presentation** of the Draft Plan/Proposals, and a **questions and answer time** during which it is expected that, each person at the hearing will be given a fair opportunity to air his/her views.

The coordinator/chairperson and other persons connected with organizing the hearing should ensure that issues are discussed dispassionately without undue emotional outbursts.

It is equally important to ensure gender balance during public hearings so as to allow for diversity of opinion along this line.

Written submissions should be read out and discussed. The issues in the written submissions that are not resolved at the district level hearing are to be attached to the District Development Plan when being submitted to the RCC/NDPC.

After the Development Plan is completed it must be given more publicity with adverts, to notify the people to enable them make any further comments. Copies of the completed Plan should be deposited at the offices of all the Area Councils.

8. LANGUAGE(S) USED FOR DELIBERATIONS

The language to be used in the presentation and discussions should be that which is common to the majority of the participants. Where such clear majorities do not exist, some mechanism for interpretation/translation should be adopted. This mechanism may involve the use of pictorial images to demonstrate programme/project characteristics, location and spatial/environmental impact, among others.

9. FORMAT FOR PUBLIC HEARING REPORT

(The following outline should be used in preparing the Report)

Name of District:

Region:

Name of Town/Zonal/Area Council

Venue:

Date:

- a. Medium of invitations, notices, announcements issued for participation :(e.g. radio station, newspaper(s) ; letters etc.
- b. Names of special/interest groups & individuals invited:
- c. Identifiable Representations at hearing:(e.g. chiefs, government agencies, political parties, economic groupings etc.

- d. Total Number of Persons at hearing:
- e. Gender Ratio/Percentage represented(or give a head count of women):
- f. Language(s) used at hearing:
- g. Major Issues at Public Hearing (in order of importance):
- h. Main controversies and major areas of complaints:
- i. Proposals for the resolution of the above controversies and complaints:
- j. Unresolved questions or queries:
- k. At what level are these unresolved problems going to be resolved and why:
- l. A Brief Comment on General Level of Participation:

Assent to Acceptance of Public Hearing Report:

Signature of:

DCE:

DCD:

Presiding Member of DAs:

Chairman of Development Planning Sub-committee

Signature of Planning Officer:

ANNEX 4: GRIEVANCE PROCEDURES FOR THE ADMINISTRATION OF ACT 480

1. INTRODUCTION

Administration of Act 462 has led to the formulation of grievance procedures relevant to that Act. Act 480 therefore requires grievance procedures unique to the administration of the planning law as stated under Section 6 of the NDPS Act 1994, Act 480.

2. TYPES OF GRIEVANCES

Grievances likely to result from the administration of the Planning Law include

- land use
- development control and
- environmental issues.

3. SOURCES OF GRIEVANCES

Grievances are likely to emanate from

- i. a person against a District planning authority in matters relating to the exercise of its planning functions within one District, or
- ii. matters between one District planning authority and another in the same administrative region, or
- iii. matters between a District or Districts in one administrative region and a District or Districts in another region.

4. PROCEDURE

- 4.1. All complaints must be in written form and signed by the complainant or his agent. The complaint shall contain the full name and address of the complainant, the planning authority against whom the complaint is being made, the nature of the complaint together with all documents in support of the claim relief sought.
- 4.2. On issue (3.i), complaints will be lodged with the District Chief Executive in the first instance. Where the Regional Minister of the relevant region within a time period to be stipulated. In the event that a redress is not obtained at this level, the Regional Minister will be required to submit the original complaint as well as all findings from his investigation to the Commission within a specified time. On issue (3.ii). the same procedure which applied to (3 i) will apply. In the event of issue (3.iii), the complaints from each party will be lodged with the Regional Minister of each respective region for onward transmission to the Commission.
- 4.3. Where the Commission considers that the complaint relates to a function of a planning authority, the commission shall set up Appeals Advisory Boards (AAB) to investigate and advise on all complaints which come before it. The AAB will comprise

- i. a member of the Commission
- ii. a lawyer
- iii. a person with expert knowledge of the complaint.

- 4.4. The Commission reserves the right to order a public inquiry into the matter if it deems it necessary instead of a hearing. A public enquiry may take place if numerous objections are made against a proposed development plan. (structure plan or local plan).
- 4.5. The AAB shall make a full report on any matter before it with its recommendations to the Commission.
- 4.6. The Commission shall consider every report submitted to it and may accept or reject the recommendation or ask for further investigations.
- 4.7. The AAB may hold discussions with the local planning authority or any other authority or persons without inviting the aggrieved person.
- 4.8. The AAB will decide whether an appeal is trivial, in which case hearing will prove dilatory to the planning process.
- 4.9. Appeal Advisory Boards may create a significant and additional avenue in which planning decisions may be made, one that is likely to be developed with its own rationale and criteria for decision.
- 4.10. In respect of appeals against planning decisions the timeframe should not exceed six months.

5. FINAL DECISION

The final decision in any complaint lodged with the Commission shall be taken by the Commission.

ANNEX 5: PROCEDURE FOR PRIORITIZATION

A. URBAN/TOWN/AREA LEVEL

1. List the priority needs of all Units in the Urban/Town/Area Council
2. If necessary, shorten the list of needs by combining those needs that are the same or similar (but state differently) into single statements. Example: "Construction of Boreholes "and" Provision of Pipe water" can simply be summarized as "Provision of Potable Water"
3. Construction a matrix (see example below) and list the community needs in the first column as shown.
4. Indicate the whole range of unit level ranking (i.e. 1st, 2nd, 3rd, etc) in the first row as shown. (It is recommended that the number of priorities of each unit does not exceed six and the highest ranking should be 6th)
5. Assign weights to the ranks. For example, if the maximum number of needs (priorities) submitted by unit is six, then simply assign a weight of "6" to the "1st Rank," "5" to "2nd," "4" to "3rd," etc. Indicate these weights beneath the corresponding ranks as in the example.
6. For each community need, find the respective frequencies of all the ranks; that is, the number of units that ranked the given need at each of the position. In the example below, six (6) units ranked the "Construction/Rehabilitation of School Blocks "as" 1st; three (3) of them ranked as 2nd, while one (1) unit each ranked it as 5th and 6th respectively; none of them ranked it as 4th. (Note that the total frequency of any need cannot be more than the total number of units. In example shown below, there are 13 units in the Area Council and only three needs ("Construction/rehabilitation of school Blocks", "Provision of Public Toilets" and "Provision of potable Water") were selected by all the 13 Units.)
7. Calculate the "weighted score" of each need under each rank. This is done by multiplying its frequency for each rank by the weight of that rank. In the example below, the weighted scores of "Creation of jobs for the Youth" are calculated as (6x6=36), (3x5=15), (2x4=8), (1x2=2) and (1x1=1). The results are indicated in the parenthesis beneath the appropriate frequencies.
8. Calculate the "Total Weight Score" for each need by adding all the weighted scores calculated in step 7. The results are indicated in the last-but-one column of the matrix.
9. Rank all the needs in order of their total weighted scores (results of steps 8) and show results in the last column

UNIT LEVEL RANKING/WEIGHT	1 ST	2 ND	3 RD	4 TH	5 TH	6 TH	TOTAL WEIGHTED SCORE	U/T/A LEVEL RANKING
COMMUNITY NEED	6	5	4	3	2	1		
Construction /rehabilitation of school Blocks	6 (36)	3 (15)	2 (8)	-	1 (2)	1 (1)	62	3 rd
Provision of public Toilets	7 (42)	2 (10)	3 (12)	1 (3)	-	1 (1)	67	2 nd
Provision of Health Facilities	-	4 (20)	5 (20)	1 (3)	-	1 (1)	44	5 th
Provision of potable Water	8 (48)	3 (15)	-	2 (6)	-	-	69	1 st
Rehabilitation of Feeder Roads	3 (18)	2 (10)	-	-	1 (2)	2 (2)	32	8 th
Provision of Markets	-	-	4 (16)	-	2 (4)	3 (3)	23	9 th
Provision of Farming inputs/Credits	6 (36)	2 (10)	1 (4)	1 (3)	-	-	53	4 th
Creation of jobs for the youth	3 (18)	-	3 (12)	2 (6)	1 (2)	1 (1)	39	6 th
Provision of Community Libraries	-	1 (5)	-	3 (9)	2 (4)	-	18	10 th
Agro-processing	3 (18)	2 (10)	1 (4)	-	-	2 (2)	34	7 th

A Checklist of Data/Information from the Urban/Town/Area Council

1. A set of prioritized Urban/Town/Area levels needs (i.e. the Needs Prioritization Matrix described above)
2. Key development problems underlying each need. This should be a summary of all the community problems submitted by the unit committees.
3. In addition, the Urban/Town/Area Council School indicates the most critical development concerns of its areas of jurisdiction. Which parts of the Town or Area are the most deprived; the nature, causes and effects of the deprivation; disadvantage or marginalized groups; natural or ecological constraints to development etc:
4. Major ecological activities and their potentials for growth and poverty reduction
5. Existing development activities potentials in the Town or Area.
6. Copies of raw data received from the units
7. Any comments.

ANNEX 6: STEPS FOR POPULATION PROJECTIONS

Population projections can be made in different ways, depending on the available data, resources and technology. The following steps are key in making population projections.

1. **Select Geographical Area:** Population projections can be made for different geographical areas, such as the nation, the region, the district or a settlement. The global trend towards decentralized planning has greatly increased the need for projections at the District, sub-district and community levels. Therefore, the first step in making population projections is to decide which geographic area we are interested in.

2. **Determine the period of the Projection:** Population projections start at some year and continue for a certain number of year into the future. The base year is often selected on the basis of data availability. It can be the year of the most recent census or large-scale survey. The number of years over which to project is determined by the planning period under consideration, which may focus on the short medium term (e.g. five years)

3. **Collect Data:** Once the geographic area and projection period have been determined, the base year data need to be collected. Some of the most important data include the total population, the age and sex composition, growth rate, as well as statistics on fertility, mortality and migration. Since the population projection will only be as good as the data on which it is based, it is worth the effort to ensure that appropriate and high-quality data are collected and prepared before starting the population projections.

4. **Make Assumptions:** Population projections require assumptions about the future levels of fertility, mortality, migration. These assumptions should be

carefully considered and based on reasonable assessment of the socio-economic situation of the District or area concerned. For instance we should be able to tell whether the various mortality indicators have been declining as a result of improved health care or the other way round. Have birth control (family planning) measures significantly improved and to what extent? Migration statistics at the District level is usually not available, but we should have a fair idea about whether people are moving into our District in greater numbers than they are leaving or the other way round. Does the net effect play any significant role in the growth of the District's population, and what do we expect the situation to be in the near future?

5. Determine the Growth Rate: The next step is to use the assumptions we have made under step 4 as basis to determine the future growth rate we are going to use for our projections. Here we have three main possibilities: we may maintain the current growth rate, increase it or reduce it, depending on what assumptions we have made.

6. Compute the Future Population: Once the base year data are collected and decisions are made about projection assumptions, the next step is to make our population projections. There are two main ways of computing the future population: a) by the use of computer software applications and b) by manual computations. The spectrum system of policy Models (developed by the Futures Group International and the Research Triangle Institute) is a set of computer programs used in making various kinds of projections. One of these programs is the Demproj, which is specifically designed for making population projections. Manual computations entail the use of formulae to calculate the projected population.

Once the needed input data are available and our assumptions have been carefully and reasonably made, the Demproj can be used to project a wide range of demographic indicators at just one go with superior levels of accuracy and reliability. However, because of data and resource constraints in the Districts, the manual method has been adopted in this Handbook. This involves the use of the Exponential Formula as described below.

The Exponential Method

The exponential formula is defined as

$$P_t = P_o e^{rt}$$

Where P_t = the current (base-year) population

P_t = the future population

r = the population growth rate

t = the projection period in years

$e = 2.718282$ is a constant

Example 1:

Consider a district whose current (2006) population is 150,200 and growing at 3.2% per annum. If we assume that the growth rate will not change significantly for the next five years, then the population for 2011 can be projected using the above formula as follows:

$$P_0 = 150,200 \quad r = 3.2\% = 0.032, t = 5$$

Applying the formula, $P_t = P_0 e^{rt}$

$$P_t = 150,200 e^{(0.032 \times 5)}$$

Therefore the population of the district in year 2011 is projected at about 176,261

Example 2: To calculate Growth Rate

According to the result of the 1984 national population census, the population of a certain district was 96,000. The 2000 census indicate that this had increased to 146,000. The inter-censal population growth rate between 1984-2000 is calculated as follows:

$$P_0 = 96,000 \quad P_t = 146,000 \quad t = 16, \quad r = ?$$

Applying the formula $r = \ln \left(\frac{P_t}{P_0} \right) / t$ where \ln is the natural log, P_0 is the first population

figure, P_1 the second population figure and 't' the time between the two years.

$$\text{We have } r = \ln \left(\frac{146,000}{96,000} \right) / 16 = 0.026 = 2.6\%$$

Therefore, population growth rate 1984-2000 is 2.6% per annum.

ANNEX 7: SUSTAINABILITY TOOLS**1 SUSTAINABILITY TEST - EXPLANATORY NOTES**

This matrix provides a simple technique that can be used by all stakeholders without the need for specialist knowledge (although that helps) to analyse activities or Projects). The tool is designed to give a visual and quantitative measure of the extent to which a particular activity or project is capable of providing sustainable growth and development. It is different from an impact assessment matrix in that it gives equal weight to social/cultural, economic and natural resource issues.

There are 3 basic steps to follow.

1. Describe the activity as identified in step 4; and provide enough information to allow an informed judgment to be made about the likely effects of the activity on each of the Sustainability Criteria (for example: area affected, number of jobs created, value of future production etc.).
2. Assess the performance of the activity in relation to each criterion, and score that performance using a scale of '(0),1 -5' as set out below.
3. Summarise the findings in a report to decision-makers.

For each indicator, a scale of 0-5 is used to reflect the extent to which the activity supports, is neutral to, or works against the sustainability aim. The scale is as follows:

0	1	2	3	4	5
Not Relevant	Works strongly against the aim	Works against the aim	On balance has neutral effects on the aim	Supports the aim	Strongly supports the aim

The Matrix gives an instant visual impression of the overall performance of the activity – but care must be taken in summing or aggregating scores (because not all of the criteria would warrant equal weight). The tool is particularly valuable when it is used to support revisions to activities since alternatives can be tested by comparing their relative performance.

USING THE SUSTAINABILITY MATRIX FOR ASSESSING POLICIES, PROGRAMMES AND PROJECTS

- Step 1:** An initial checklist of the main characteristics of the activity should be prepared .
- Step 2:** The likely effects of the policy should be discussed against each criterion in turn. A consensus of opinion should be used to arrive at the appropriate score.

The validity of the outcome is enhanced when the matrix is completed independently by more than one group of stakeholders (i.e. MDAs, developers, local community representatives and professional staff). It can be helpful to get stakeholders to prepare their own list of sustainability criteria (through a public participation exercise) before using the matrix. This allows local circumstances to be taken into account. It is also important to complete a record sheet assigning reasons for all the scores in the matrix.

EXAMPLE - SUSTAINABILITY CRITERIA MATRIX

Activity Statement:		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on (GIS) maps	(0) 1 2 3 4 5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on (GIS) map	(0) 1 2 3 4 5
Energy: The activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity /type of fuel/energy required	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	Quantity /type of pollutants and waste	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels set	(0) 1 2 3 4 5
		(0) 1 2 3 4 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	Use of GIS / database to highlight sensitive areas	(0) 1 2 3 4 5
Health and Well-being: The activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Financial or other contribution	(0) 1 2 3 4 5
Gender: The activity should empower women.	Number of women empowered	(0) 1 2 3 4 5
Work for Local People: Priority should be given to providing jobs for local people and particularly women and young people.	Number of people employed	(0) 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Description of proposals to meet this aim	(0) 1 2 3 4 5
Access: to land should be improved.	Number of people assisted	(0) 1 2 3 4 5
Access: to water should be improved.	Number of people assisted	(0) 1 2 3 4 5
Access: to transport should be improved.	Number of people assisted	(0) 1 2 3 4 5
Sanitation: Should be improved.	Number of people assisted	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Environmental Report (or A)	(0) 1 2 3 4 5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence monitored	(0) 1 2 3 4 5
		(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		
Growth: The activity should result in development that encourages strong and stable conditions of economic growth.	Financial Plan showing projected growth and monitoring	(0) 1 2 3 4 5
Use of local materials and services: The activity should result in the use of raw materials and services from local industries where possible.	Description of sources	(0) 1 2 3 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5

2. INTERNAL CONSISTENCY AND EXTERNAL COMPATIBILITY MATRIX

EXPLANATORY NOTES

Each District should analyse its own activities against one another to determine their compatibility. The purpose of this exercise is to examine the District activities to ensure that they are compatible with each other in terms of their effects on livelihood, health, vulnerability to risks and institutional factors. To do this a matrix should be formulated which

- should list a set of revised activities of the District from Annex 4 in the rows in the first column.
- These same policies, programmes and projects should be listed across the columns in the top row.
- The District planning team should examine the interactions of activity 1 identified in the first column with each of the remaining activity numbered 2 upwards appearing across the top of the matrix.
- Where two activities are mutually supportive with each other this should be recorded by marking an (X) in the relevant box.
- Where two activities have the potential to conflict with each other this should be recorded by marking an (—) in the relevant box.
- If there is no significant interaction this should be recorded by an (O).
- If the interaction is doubtful it should be recorded as both (X) and (—)

A record sheet should be completed to describe the nature of any significant interactions. (It is not necessary to record reasons for no interactions). An example of a completed record sheet is attached. The record sheet is helpful in communicating to people who have not been involved in the discussions, the reasons why the interactions between particular activities have been identified as having positive, negative or neutral impacts. Record sheets can also be used for checking revisions and refinements of activities on an on-going basis.

COMPATIBILITY MATRIX FOR THE ANALYSIS OF DAs ACTIVITES AGAINST EACH OTHER

		1	2	3	4	5	6	7	8	9
No.	District Activity									
	District Activity									
1										
2										
3										
4										
5										
6										
7										
8										
9										

COMPATIBILITY MATRIX –

RECORD SHEET No.....

DISTRICT

ACTIVITY NO.	SCORE	REASONS FOR INCOMPATIBILITY
1 &5		
1 & 7		

ANNEX 8: IMPLEMENTATION OF THE DMTDP

1. Introduction

The District PoA and Annual Action Plans including the corresponding budget for the 4 year period are required to be implemented by the District Departments and agencies of the DAs.

The PoA Guidelines cover

- The rationale for Implementing the PoA and the Annual Action Plans
- Formation of Departmental or Agency Plan Preparation Team
- Plan Implementation process
- Monitoring and Evaluation arrangement
- Outline of Department or Agency Development Plan

2. Rationale

The rationale of the PoA Guideline for District Department or Agencies is *to ensure that the Department or Agency PoA*

- is based on the DMTDP under the GSGDA I, 2010-2013
- supports the achievement of DMTDPs
- is effectively implemented, monitored and evaluated

3. Formation of Departmental or Agency Plan Implementation Team

It is recommended that a Departmental or Agency Plan Implementation Team is formed with membership from the Division or Units as the case may be. The Departmental or Agency Plan Implementation Team should be chaired by its District Director (or the equivalent). The Planning Unit of the Department or Agency should serve as the Secretariat. Members of the Departmental or Agency Plan Preparation Team should be adequately resourced and motivated.

4. Activities of the Departmental or Agency Implementation Team

4.1. Activity 1. Mission Statement

The Departmental or Agency Plan Implementation Team should broadly define why its Department or Agency exists or what it is mandated to do in relation to the District goal. The statement should spell out how the mission is to be achieved and how it would satisfy their Stakeholders or Clients/Customers.

How to derive a Mission Statement

District Department or Agency may derive its Mission Statement by:

- understanding the context within which it operates
- identifying its role in the District and national goals identifying its stakeholders/clients/customers and their expectations
- examining the establishment legislation of the District Department or Agency

Output: Clearly stated Mission Statement of the District Department

4.2. Activity 2: Preparation of Departmental or Agency PoA

To facilitate the implementation of the DMTDPs, the Department or Agency Implementation Team should draw its specific component of the PoA from the composite PoA of the DMTDP.

Output: Departmental or Agency PoA Matrix

4.3. Activity 3: Preparation of Annual Action Plan

Similarly, the Department or Agency Implementation Team should draw its specific component of the Annual Action Plan from the composite DMTDP's Annual Action Plan for the 4 year planning period in which programmes and projects/activities should be rationally phased-out (year by year).

The Annual Action plan should include the following:

- g. The District Goal
- h. Objectives
- i. Activities
- j. Indicators
- k. Time Schedule (into 4 Quarters)
- l. Indicative budgets
- m. Implementing Agencies (Lead/Collaborators and their expected roles)
- n. Monitoring and Evaluation Arrangements
- o. Remarks

Output: A set of tables of the Annual Action Plans.

4.4. Activity 4 : Budgeting

District Department and Agencies should prepare comprehensive budget to implement the Annual Action Plan using the MTEF process and Composite Budgeting.

The MTEF links expenditure to goal, objectives, activities and output. It integrates the recurrent and development budget by distinguishing running cost of the Department or Agency from the activities to which the Department or Agency is set up to do (development). It is categorized into the following:

- Personnel Emolument – relating to salaries and wages paid to established and non-established post by the Department or Agency
- Administration Activities – mainly relating to the running of the Department or Agency administration - e.g. Travelling and transport, telecommunication, postal charges, stationery, Utilities – water, electricity, etc.
- Service Activities – services provided by the Department or Agency to the people in the district e.g. provision of health care services, education, community development, sanitation, public education, training, consultancies, etc
- Investment Activities – e.g. construction of school blocks, provision of furniture, bore holes, office blocks, purchase of equipment, computers, vehicles and other capital goods.

Output: Departmental or Agency Annual budget

4.5. Activity 5: Monitoring And Evaluation Arrangement

A District Department or Agency should indicate how its programmes, projects or activities will be monitored and evaluated by following the Monitoring and Evaluation Guidelines provided by the NDPC.

OUTLINE OF DEPARTMENTAL OR AGENCY COMPONENT OF THE PoA OF THE DMTDP

The arrangement to implement the Departmental or Agency component of the PoA of the DMTDP should follow the outline below:

Table of Contents

List of acronyms

Executive Summary

- i. General background to the preparation of the DMTDP and the arrangement made to implement the Departmental or Agency component of the PoA of the DMTDP including brief description of the process and participation of staff.
- ii. A statement on the Mission of the District Department or Agency, brief insight into the scope and direction of the development programmes and projects emanating from the Departmental or Agency component of the DMTDP's POA for 2010-2013

Chapter 1. Programme of Action of District Department or Agency

A brief description of the POA of the District Department or Agency as extracted from the DMTDP 2010-2013 covering

1. The District Goal
2. Programme objectives
3. Relevant Programme, Projects or activities of the District Department or Agency
4. Performance Indicators
5. Time Schedule (into 4 Quarters)
6. Indicative budgets
7. Implementing Agencies (Lead/Collaborators and their expected roles)
8. Monitoring and Evaluation Arrangements

Chapter 2. Annual Action Plan of the District Department or Agency

A brief description of the Action Plan of the District Department or Agency with respect to

1. The District Goal
2. Relevant Programme objectives
3. Relevant activities
4. Indicators
5. Time Schedule (into 4 Quarters)
6. MTEF Annual budgets Implementing Agencies (Lead/Collaborators and their expected roles)
7. Monitoring and Evaluation Arrangements

ANNEX 9: Potential Climate Impacts and Proposed Adaptation and Mitigation Strategies (Also Refer to p.50 of GSGDA)

Sectors	Potential Climate Change Vulnerability	Adaptation Strategies
Agriculture	<ul style="list-style-type: none"> • Harvest failures from improper adaptive strategies • Reduce biological productivity and loss of forest cover • Progressive loss of non-timber forest products • Increased land degradation and loss of cropland • Reduction in livestock size and nutrition. 	<ul style="list-style-type: none"> • Development of drought tolerant and flood resistant varieties. • Breeding of early or extra early maturing genotypes. • developing food insurance schemes; • Educating farmers to plant in low population densities so as to reduce competition for scarce or limited soil moisture • Encourage farm level adaptation such as shift in planting dates and modifying the amount and timing of fertilizer application • Shifts in natural production centres for various food crops areas where comparative advantage can be obtained. • Enhancing food security measures by storing food in national banks
Marine ecosystem and coastal zone infrastructure	<ul style="list-style-type: none"> • Potential risk from sea level rise such as coastal inundation and erosion • Salt water intrusion into fresh water resources • Disruption of sources of livelihoods e.g. fishing and agriculture • Population displacement • Invasion and destruction of mangrove ecosystem, coastal wetlands and beaches along with their associated economic and social importance such as being sites for migratory birds • Loss of habitat of several species including marine turtles • Risk to life, structures and property 	<ul style="list-style-type: none"> • negotiating regional water-sharing agreements; • providing efficient mechanisms for disaster management; • developing desalination techniques; • planting mangrove belts to provide flood protection; • planting salt-tolerant varieties of vegetation; • improving drainage facilities; • establishing setback policies for new developments; • Devising flood early warning systems. • The use of set back policies for all underdeveloped areas within the coastal zone. This would prevent the construction of immovable structures within hazard areas.
Human Health and Settlement	<ul style="list-style-type: none"> • Possibility of emergence of new disease vectors in some areas 	<ul style="list-style-type: none"> • establishing setback policies for new developments • improving drainage facilities

Energy, Industry and Financial Services	<ul style="list-style-type: none"> • Disruption in industry productivity due to possible crises in the energy sector • Disruption in the supply of raw materials e.g from agriculture, fisheries and forestry • Potential impact on inter-regional trade • Disruption of rainfall patterns will affect Akosombo dam(30% of our energy sources) • Higher risk of property insurance • Possible disruption of banks' lending portfolios 	<ul style="list-style-type: none"> • Development of woodlot • Promote and develop energy efficient technologies • Promotion of energy conservation especially in large energy consuming industries. • Monitor and control emissions from industries and transport sectors • Promote and develop alternative energy sources such as biomass, wind, biomass, mini-hydro etc.
Biodiversity	<ul style="list-style-type: none"> • Possible reduce biological productivity • Alteration of species (flora and fauna) composition in the different ecological zones. • Alteration of vegetation structure 	<ul style="list-style-type: none"> • Reforestation • Ensure the cultivation of species in the environment that they are adapted to. • Establish land use plan for hot spots
Water Resources and wetlands.	<ul style="list-style-type: none"> • Loss of biological diversity • Pollution of fresh water resources • Disruption of fishing activities • Reduction in underground Water levels • Drying up of river courses resulting from forest losses in headstream areas • Threat to biodiversity e.g. migratory birds 	<ul style="list-style-type: none"> • Devise flood/drought early warning systems • Provide alternative skill training for fishing communities • Desalinization of water

ANNEX 10: STRATEGIC DIRECTION OF MEDIUM-TERM DEVELOPMENT FRAMEWORK 60

Development Focus

The basic goal of the Medium-Term Development Policy Framework (2010-2013) is to achieve and sustain macroeconomic stability while placing the economy on a path to higher and shared growth, reducing socio-economic inequalities, ensuring rapid reduction in poverty and achieving the Millennium Development Goals (MDGs). The broad strategic direction for the Medium-Term Development Policy Framework (2010-2013) focuses on the following:

1. ENSURING AND SUSTAINING MACROECONOMIC STABILITY

ECONOMIC GROWTH (Strengthen economic planning and forecasting to ensure development of strategic sectors)
MONETARY POLICY AND FINANCIAL MANAGEMENT (Ensure Price and Exchange Rate Stability, Deepen the capital markets, Create a more diversified financial sector and improve access to financial services)
FISCAL POLICY MANAGEMENT (Improve Financial Resource Mobilization, Improve public expenditure management, Promote Effective debt management, Institute mechanisms to manage external stock)
INTERNATIONAL TRADE MANAGEMENT (Improve export competitiveness, Diversify and increase export and market, accelerate economic integration with other regional and/or sub-regional states)

2. ENHANCING COMPETITIVENESS IN GHANA'S PRIVATE SECTOR

PRIVATE SECTOR DEVELOPMENT (Improve Ghana's position in national, regional and global markets, Enhance efficiency and accessibility of national markets, Ensure the health, safety and economic interest of consumers, Strengthen Firms Competency and capacity to operate effectively and efficiently, Enhance Government capacity for private sector policy formulation, implementation, and monitoring and evaluation, Facilitate private sector access to capital, Empowering Ghanaians and other investors to expand and create new businesses)
GOOD CORPORATE GOVERNANCE (Promote an enabling environment and effective regulatory framework for corporate management)
INDUSTRIAL DEVELOPMENT (Ensure rapid industrialization driven by strong relationship to agriculture development, Ensure the creation of an enabling environment to enhance industrial growth and provide the momentum to achieve competitiveness, Develop and encourage international technology transfers to foster research and development, Decentralize industrial development to exploit the resource endowments of districts)
DEVELOPING THE TOURISM INDUSTRY (Diversify and Expand the tourism industry for revenue generation, Promote domestic tourism to foster national cohesion as well as redistribution of income, Promote sustainable and responsible tourism in such a way to preserve historical, cultural and natural heritage)
PROMOTING THE CREATIVE INDUSTRY FOR ECONOMIC DEVELOPMENT (Develop and strengthen Ghana's creative economy in ways that would enable the nation to actively engage in the world trade in creative goods and services)

3. ACCELERATED AGRICULTURE MODERNIZATION AND SUSTAINABLE NATURAL RESOURCE MANAGEMENT

ACCELERATED MODERNIZATION OF AGRICULTURE (Minimization of production and distribution risks and bottlenecks in agriculture and industry, Improve agriculture productivity, Increased agricultural competitiveness and enhanced integration into domestic and international markets, Promote selected crop development for food security, export and to support industry, Promote Livestock and poultry development for food security and income, Promote Fishery development for food security and income, Reduce risk associated with agriculture Production, Improve agricultural productivity, Increase competitiveness and enhanced integration into domestic and international markets, promote selected crop development for food security, export and to support industry, Promote livestock and Poultry development for food security and income, Promote fishery development for food security and income, Improve institutional coordination for Agricultural Development)
EFFECTIVE NATURAL RESOURCE MANAGEMENT AND ENVIRONMENTAL GOVERNANCE (Ensure restoration of degraded natural resources, Promote sustainable natural resource management, Build the requisite institutions and strengthen the regulatory framework to ensure sustainable natural resource management and effective environmental governance)

4. INFRASTRUCTURE, ENERGY AND HUMAN SETTLEMENTS (Promote a sustainable, spatially integrated and orderly development of human settlements to support socio-economic development, Revamp the spatial/land use planning system in Ghana, Facilitate ongoing institutional and legal reforms under the LAP/TCPD-LUPMP in support of land use planning, Enhance the human and institutional capacities for effective land use planning and management through science and technology, Promote structured integrated urban development, Promote functional relationship between towns and cities, Promote the construction, upgrading and maintenance of new mixed commercial/ residential housing units, Promote urban infrastructure development and provision of basic services
Promote and facilitate private sector participation in disaster management (e.g, flood control systems and coastal protection), Create an enabling environment that would enhance the development of the potential of rural areas
Facilitate the sustainable use and management of key natural resources that support the development of rural areas)
HOUSING/SHELTER (Increase access to safe and affordable shelter, Improve and accelerate housing delivery in the rural areas, Upgrade existing slums and prevent the occurrence of new ones)
URBAN DISASTER THREATS (Minimizing the impact and development of adequate response strategies to disasters)
HIERARCHY OF HUMAN SETTLEMENTS (Ensure a balanced re-distribution of urban population, in a spatially integrated hierarchy of human settlements, Create new growth points to serve as counter-magnets to fast growing cities and regions, Promote accelerated growth of medium-sized towns to large urban centres, Decongest and reverse the decline in productivity of the primary cities and selected fast growing settlements)
WATER AND ENVIRONMENTAL SANITATION AND HYGIENE (Accelerate the provision of safe water, Ensure proper management of water resources, Accelerate the provision of adequate sanitation facilities, Improve environmental Sanitation, Ensure the implementation of health education program as a component of all sanitation programmes, Ensure sustainable financing of environmental sanitation services)
TRANSPORT INFRASTRUCTURE: ROAD, RAIL, WATER AND AIR TRANSPORT (Establish Ghana as a Transportation Hub for the West African Sub-Region, Create and sustain an accessible, affordable, reliable, effective and efficient transport system that meets user needs, Integrate Land use, transport planning, development planning and service provision, Create a vibrant investment and performance-based management environment that maximise benefits for public and private sector investors, Develop and implement comprehensive and integrated Policy, Governance and Institutional Frameworks, Ensure Sustainable Development in the Transport Sector, Develop adequate Human Resources and apply New Technology)
RECREATIONAL INFRASTRUCTURE (Ensure that urban centres incorporate the concept of open spaces, and the creation of green belts or green ways within and around urban communities, Develop recreational facilities and promote cultural heritages and natural conservation in both urban and rural areas, Foster social cohesion and enhance the participation of people in leisure activities as a way of improving healthy lifestyles)
SCIENCE, TECHNOLOGY AND INNOVATION TO SUPPORT PRODUCTIVITY AND DEVELOPMENT (Promote the application of Science, Technology and Innovation in all sectors of the economy Strengthen the appropriate institutional framework to promote the development of science and technology research)
INFORMATION COMMUNICATION TECHNOLOGY DEVELOPMENT FOR REAL GROWTH (Promote rapid development of the national ICT infrastructure, Promote the use of science and technology to ensure that modern information and communication technologies are available and utilised at all levels of society, Strengthen the institutional and regulatory framework for managing the ICT sector, Promote the use of ICT in all sectors of the economy, Facilitate the provision of quality meteorological data and forecast in support of weather sensitive sectors of the economy)
ENERGY SUPPLY TO SUPPORT INDUSTRIES AND HOUSEHOLDS (Ensure increased access of households and industries to reliable and adequate energy supply, Diversify the national energy mix including the use of indigenous sources of energy (including natural gas, renewable energy), Ensure efficient management of the energy sector)
RENEWABLE ENERGY (Increase the proportion of renewable energy, particularly solar, wind, mini hydro and waste-to-energy in the national energy supply mix Contribute to the mitigation of climate change)
WASTE-TO-ENERGY (Convert most of the wastes generated in municipal activities, industrial operations and agricultural operations to energy)
OTHER SOURCES- AND NUCLEAR (Explore other sources of energy resources)
ENERGY EFFICIENCY AND CONSERVATION (Ensure efficient production and transportation as well as end-use efficiency and conservation of energy)
ENERGY AND ENVIRONMENT (Ensure that energy is produced and utilised in an environmentally sound manner)
GENDER AND ENERGY (Mainstream Gender into the Energy Sector, Ensure that concerns of women and children are taken into account in every aspects of energy, Promote Increased access to power by women)
REGULATORY ENVIRONMENT (Build a transparent and effective regulatory environment as well as strengthen the regulatory institutions to fulfill their mandate effectively)
MOBILISATION OF INVESTMENT FOR ENERGY SECTOR DEVELOPMENT (Encourage public and private sector investment in the energy sector)
BUILDING HUMAN RESOURCE CAPACITY AND R&D (Build adequate Ghanaian human resource capacity in the control and management of the energy sector, and create an enabling environment for effective R&D)

5. OIL AND GAS DEVELOPMENT

OIL AND GAS (Ensure synergy between the oil and gas sector and the rest of the economy)

EMPLOYMENT CREATION (Convert the opportunities offered by the oil and gas sector to create jobs for the populace)

PROTECTING THE ENVIRONMENT (Ensure that the practices of the oil and gas industry are consistent with international standards of environmental sustainability)

REVENUE MANAGEMENT (Effectively manage the potential revenue from oil and gas production)

DIVERSIFY THE ECONOMY (Transform the structure of the economy from production and export of primary products to a diversified industrial based economy, Sustain and optimise the exploitation and utilisation of Ghana's oil and gas endowment for the overall benefit and welfare of all Ghanaians, present and future, Strengthen the capacity of local financial institutions to compete with their foreign counterparts for opportunities in the oil and gas industry, Facilitate financial sector development to enable long term funding capacity-building to enable domestic resource availability to fund investment in oil and gas, Ensure that domestic gas utilisation becomes a central part of every oil and gas production arrangement)

INCREASING ACCESS TO PETROLEUM PRODUCTS (Ensure equitable access to and uniform pricing of petroleum products)

PETROLEUM PRICING

POWER SUB-SECTOR (Provide adequate and reliable power to meet the needs of Ghanaians and for export)

6. HUMAN DEVELOPMENT, PRODUCTIVITY AND EMPLOYMENT

EDUCATION (Increase equitable access to and participation in quality education at all levels, Improve quality of teaching and learning, Bridge gender gap in access to education, Improve access to quality education for people with disability, Promote science and technical education at all levels, Strengthen linkage between tertiary education and industry, Integrate essential knowledge and life skills into school curriculum to ensure civic responsibility, Improve Management of Education service delivery)

HUMAN RESOURCE DEVELOPMENT (Develop and retain Human Resource capacity at National, Regional and District levels)

HEALTH (Bridge the equity gaps in access to health care services between urban and rural, north and south as well as rich and poor, Improve governance and strengthen efficiency in health service delivery, including medical emergencies, Improve access to quality Maternal Child and Adolescent Health services, Intensify prevention and control of communicable and non-communicable diseases, Strengthen Mental Health service delivery)

HIV, AIDS, STDs, and TB (Ensure the reduction of new HIV and AIDS/STI/TB transmission, Promote reduction of the impact of HIV and AIDS related morbidity and mortality, Mitigate the socio-cultural effects of HIV, AIDS, STI and TB, Enhance management of HIV, AIDS, STI and TB response to promote healthy lifestyles)

MANPOWER DEVELOPMENT (Develop and retain Human Resource capacity at National, Regional and District levels)

NUTRITION AND FOOD SECURITY (Reduce malnutrition related disorders and deaths among infants and young children and women in their fertility ages (WIFA), Promote the consumption of locally available and nutritionally adequate food including the consumption of micro-nutrient rich foods among children and women in their fertility ages (WIFA), Advocate for increased food security and social protection for vulnerable households, Develop a comprehensive national nutrition and food security policy, Mitigate the impacts of rising food and oil prices as well as climate change on poor vulnerable and households)

SPORTS DEVELOPMENT (Develop comprehensive sports policy and legislation, Promote School Sports, Improve sports infrastructure, . Improve sports management.

PRODUCTIVITY AND EMPLOYMENT (Adopt a national policy for enhancing productivity and income in both formal and informal economies, Adopt a comprehensive employment Policy, Mainstream Employment Issues in National Development Policy and processes, Promote decent work in formal and informal economies, Strengthen the legal and institutional framework for labour administration and employment management, Conduct a labour market survey to generate relevant data, Implement a functional labour market information and statistics system to support relevant decision making, Implement policies and strategies to strengthen tripartism and social dialogue, Establish a Functioning and well-managed Labour Market Information System, Bridge the mismatch between training and labour market demand.

SOCIAL POLICY (Develop a and implement a comprehensive social policy, Strengthen the capacity for tax redistribution, Develop a strategy for tax redistribution, Develop a comprehensive care policy for the country, Develop a national family policy to address developmental issues of children, youth and the aged in society, Finalize and implement the National Social Protection Strategy, Strengthen Social Integration and Cohesion.

POPULATION MANAGEMENT (Ensure integration of population variables into all aspects of development planning at all levels , Reposition family planning as a priority in the MDTF, Update demographic data base on population and development, Strengthen coordination role of National Population Council, Create awareness on implication of rapid population growth on development and

support development of programmes on key emerging issues, Strengthen coordination role of National Population Council, Minimize the negative impact and optimize the potential impact of internal and international migration for Ghana's Development)

CHILD SURVIVAL DEVELOPMENT AND PROTECTION(Promote the survival of children, Promote effective child development, Protect children from physical, emotional and psychological abuse and enhance protection of their rights, Promote child participation in decision making process, Strengthen policy, legal and institutional frameworks for child survival, development, protection and participation.)

YOUTH DEVELOPMENT (Ensure co-ordinated policy and institutional framework for youth development, Enhance youth skills and employment services, Mobilize the youth for accelerated development, Promote social wellbeing of vulnerable youth,

THE AGED (Integrate the aged in the development planning process, Reduce poverty among older persons,

DISABILITY (. Implement the Disability policy)

POVERTY AND INCOME INEQUALITIES REDUCTION (Develop targeted social interventions for PWDs, Develop targeted social interventions for PWDs, Reduce feminised poverty, . Reduce poverty among food crop farmers and other vulnerable groups, including PWDs, Implement preventive, promotional and protection interventions to deal with chronic poverty, vulnerability and exclusion

7. TRANSPARENT AND ACCOUNTABLE GOVERNANCE

PRACTICE OF DEMOCRACY AND INSTITUTIONAL REFORM AGENDA (Strengthen the arms of governance and independent governance institutions, Enhance civil society participation in governance, Promote coordination, harmonization and ownership of the development process, Encourage public-private participation in socio-economic development, Ensure true transparency in the electoral process , Foster Civic Advocacy to nurture the culture of democracy)

LOCAL GOVERNANCE AND DECENTRALIZATION a) administrative - (Ensure commitment to the implementation of Local Government Service Act, Mainstreaming local economic development into planning at the district assembly level, . Strengthen the capacity of MMDAs for accountable, effective performance and service delivery, Integrate and Institutionalize district level planning and budgeting through participatory process at all levels, Review public expenditure management framework, b) political - Strengthen functional relationship between assembly members and citizens, operationalize and strengthen the sub-district structures and ensure consistency in local government laws c) fiscal - Ensure efficient internal revenue generation leading to financial autonomy of the districts, Ensure transparency in local resource management, Integrate gender concerns into the National Decentralization Action Plan (Policy and Institution Arrangement)

ECONOMIC GROWTH AND PLAN COORDINATION IN SPECIAL DEVELOPMENT AREAS TO REDUCE POVERTY/ INEQUALITIES (Reducing spatial and income inequalities across the country and among different socio-economic classes, Ensuring judicious use of Executive Power to manage public institutions to achieve optimal results, Establishing approval procedure for budgetary allocations to MDAs and MMDAs)

PUBLIC POLICY MANAGEMENT AND PUBLIC SECTOR REFORMS (Strengthen the coordination of development planning system for equitable and balanced spatial and socio-economic development, Upgrade the capacity of the public and civil service for transparent, accountable, efficient, timely, effective performance and service delivery, Rationalize and define structures, roles and procedures for state and non-state actors, Deepen on-going Institutionalization and internalization of policy formulation, planning, and M&E system at all levels, . Strengthen Institutions to offer support to ensure social cohesion at all levels of society, Mainstreaming of gender into Public Sector Reforms and capacity development for CSOs, Strengthen monitoring and enforcement mechanism of environmental legislation, Enhance policy and regulatory framework and effective coordination among key government agencies to improve the performance of the environment sector)

DEVELOPMENT COMMUNICATION (Mainstream development communications into national planning system, Promote media and Public Relations accountability for national development, Enhance information dissemination on Government programmes, Increased partnership with the media based on a mutual principled relationship of fairness, objective and truthfulness to promote national cohesion and sustainable development, Promote an efficient communication strategy,

WOMEN EMPOWERMENT (Empower women and mainstream gender into the socio-economic development, Review and enforce existing laws protecting women's rights and introduce new

legislations to take care of existing gaps, Introduce and strengthen gender budgeting, Enhance women's access to

Economic resources, Enhance women's participation in prevention, and management in the implementation of peace operations in existing conflict areas)

CORRUPTION AND ECONOMIC CRIMES (Promote transparency and accountability and reduce opportunities for rent seeking, Strengthen and empower anti-corruption institutions)

RULE OF LAW AND JUSTICE (Increase the capacity of the legal system to enhance speedy and affordable access to justice for all, Strengthen the capacity of judges, lawyers and para-legal staff in both public and private sectors to promote the rule of law, Increase national capacity to ensure safety of life and property, Ensure affirmative intervention to produce preferential justice options for all)

PUBLIC SAFETY AND SECURITY (Improve the capacity of security agencies to provide internal security for human safety and protection, Strengthen the intelligence agencies to fight social and economic crimes, Increase national capacity to ensure safety of life and property, Forestall external aggression, safeguard territorial integrity and contribute to international peace keeping efforts)

ACCESS TO RIGHTS AND ENTITLEMENT (Identify and equip the unemployed graduates, vulnerable and excluded with employable skills, Facilitate equitable access to good quality and affordable social services, Protect children from direct and indirect physical and emotional harm, Eliminate child trafficking, Strengthen the Children's Department to promote the rights of Children, Effective public awareness creation on laws for the protection of vulnerable and excluded, Create an enabling environment to ensure the active involvement of PWDs in mainstream societies, Strengthen institutions responsible for enforcement of children's right, Improve government commitment to international protocols and conventions, and their incorporation into national agenda, Protect the rights and entitlements of children, Undertake relevant legislation & institutional Land Reforms)

NATIONAL CULTURE FOR DEVELOPMENT (Strengthen the regulatory and institutional framework for the development of national culture, Strengthen the National House of Chiefs and all regional Houses of Chiefs)

INTERNATIONAL RELATIONS (PARTNERSHIP) FOR DEVELOPMENT (Accelerate economic and social integration with regional and/or sub-regional states, Improve government's commitment to international protocols and conventions and incorporate them into national laws)

EVIDENCE-BASED DECISION MAKING (Improve accessibility and use of existing data-base for policy formulation, analysis and decision making)

ANNEX 11: GLOSSARY OF TERMS 64

A baseline situation/condition: refers to a situation at a certain moment, and can be used as a reference point to establish trends (e.g. as a result of policy, programme and project interventions).

Chronic poverty is said to exist when poverty is long term (years long or even permanent, as opposed to short term/ transient poverty).

Environment: the physical environment, or the ecological system, including the totality of environmental functions (not only natural resources) that are functional for human society (and which are generally being influenced by human activities).

Environmental assessment: a systematic process of evaluating and documenting information on the potentials, capacities and functions of natural systems and resources in order to facilitate sustainable development planning and decision making in general, and to anticipate and manage the adverse effects and consequences of proposed undertakings in particular (Sadler, 1996).

Environmental Impact Assessment (EIA): a process of identifying, predicting, evaluating and mitigating the biophysical, social and other relevant effects of proposed projects and physical activities prior to major decisions and commitments being made.

Environmental sustainability: the management and protection of the ecological system in such a condition and to such a degree that environmental functions (the ability to provide goods and services) are maintained over time, at levels sufficient to avoid and reduce risks

of future catastrophes, and which give future generations the opportunity to enjoy an equal measure of utilisation of environmental functions.

Exclusion is also about depriving people from **sharing in the benefits of development** (i.e. the “national cake”). People may be excluded from key economic **resources** as well as from **institutions** (esp. those responsible for healthcare, education, water and sanitation, agriculture and information). Exclusion is first, about the barriers in society that alienate some segments of society, rendering them voiceless and/or prohibiting them from exercising their rights and **participating in the development process**. Exclusion may be either active or (more commonly) **passive** (e.g. holding “dialogues” in elitist language). **financial/ economic barriers**: inadequate access to investment capital, constrained job market, low access to productivity-enhancing/drudgery-reducing technology, active exclusion from economy (by prejudicial urban land use policy and harassment of informal District operators), retrenchment, discriminatory tariffs, rapid inflation, unstable markets. Much exclusion and conflict arise from poor access to dependable, timely and continuous information on social entitlements and poverty-relevant policies.

Fertility: Fertility refers to the natural ability of any given population to procreate through birth. It therefore has the effect of increasing the size as well as changing the structure of the population. There are three main measures that demographers use to assess the fertility levels of any population and these include the Crude Birth Rate, the Total Fertility Rate and the Age-specific Fertility Rate.

- **Crude Birth Rate (CBR)** is the number of live births per 1,000 people in a given year.
- **Total Fertility Rate (TFR)** is the average number of children that would be borne alive to a conforming to the age-specific fertility rates of a given year.
- **Age-Specific Fertility Rate (ASFR)** is the number of births in a year for a population of a given age and sex to the mid-year population of that same sex and age group. It has been observed that all these fertility rates tend to decline as society becomes modernized. For instance, women do not only tend to have fewer children but also start child-bearing at a later age than before as their participation in formal education and employment increases. Birth control measures also reduce fertility.

Growth Rate(r): it is the rate at which the population is increasing or decreasing in a given year due to natural increase and net migration, expressed as a percentage of the base population. Mathematically, the Growth Rate (r) is expressed as:

$r = 100 \times (\text{CBR} - \text{CDR} + \text{M})$, Where CBR is crude birth rate, CDR is crude death rate and NM is the net migration all three of which are measured as a certain number per 1,000. For instance, if $\text{CBR} = 40/1000$, $\text{CD} = 11/1000$ and $\text{NM} = 6/1,000$, then $R = 100 \times (40/1000 - 11/1000 + 6/1000) = 100 \times (35/1000) = 3.5\%$. Therefore, the growth rate is **3.5% per annum**.

Impact: this is the result of the outputs.

Migration: Migration is the movement of people from one geographical area to another. The total number of people who move to a given geographical area (such as the District) is referred to as in-migration while the total number who depart from that area is referred to as out-migration.

Mortality: Mortality, as an inevitable attribute of every population, refers to the rate at which people die. Therefore, unlike fertility, mortality has the effect of reducing the size of the population. Some of the measures of mortality include:

- **Infant mortality rate (IMR):** The number of deaths to infants under one year of age per 1,000 live births.
- **Under five mortality rate (U5MR):** The number of deaths to children under the age of five per 1,000 live births.
- **Crude death rate (CDR):** The number of death per 1,000 population in given year.
- **Life expectancy:** the average number of years a newborn can expect to live based on the life expectancy.

Although death is unavoidable, there is a strong relationship between the above rates on one hand, and the access and quality of health care on the other. That is, as health care improves maternal mortality reduces, fewer children and infants die, most diseases are either cured or prevented, and more and more people live longer.

Net migration (NM) is the number of people who move to an area (in-migration) minus those who move away (out-migration) per every 1,000 people per year.

Outputs: these are goods and services to be produced in a given period in order to achieve stated objectives. They establish the activities that should be carried out and completed and should therefore set out:

- What is to be accomplished,
- How much is to be accomplished
- By whom and
- When the activities should be accomplished.

In other words, the **outputs** should be specific, measurable, achievable, realizable, and time-bound.

Policy: a general course of action or proposed overall direction that a government or other institution is, or would be, pursuing and which guides ongoing decision making.

Population projections: these are computations depicting the future course of a population's size and other attributes. They are usually based on assumptions about the future course of three key population dynamics, namely fertility, mortality and migration. These three, together with ageing, are the things that cause every population to undergo constant changes.

Programmes are a set of projects, while projects are a set of activities intended to achieve a particular objective. Projects can be physical or non physical. For example construction of fifty (50) bore-holes in certain settlements within the District is a physical project designed

to “increase access to potable water”. Also provision of ten rural health centres is another physical project to “increase access to primary health care”. However, “reform of the public administration system” and “the empowerment of women” are not physical but institutional or administrative projects. Nonetheless, each bore hole, health post or empowerment of women can be projects of a well-packaged programme which should work in synergy to achieve common objectives.

Project: a proposed capital undertaking, typically involving the planning, design and implementation of specified activities.

Self-exclusion is not uncommon and often results from other factors such as stigmatisation, a history of failed promises/ policies and sheer loss of hope.

Stakeholder: a functional category of actors with a direct dependency on certain environmental resources, in terms of their use and management for specific goals. In many cases the stakeholder is also the ‘primary actor’.

Strategic Environmental Assessment: a systematic process for evaluating the environmental consequences of proposed policy, plan or programme initiatives to ensure they are properly included and appropriately addressed at the earliest possible stage of decision making, on a par with economic and social considerations (Sadler & Verheem, 1996).

Strategic planning: a process that aims to provide insights that allows one to take decisions on what would need to be done in the future and to formulate realistic objectives for the organisation involved to reach in the future.

Sustainable development (SD) a process of change in which the exploitation of resources, the direction of investments, and the orientation of technological development and institutional changes are in harmony, and enhance both current and future potential to meet human needs and aspirations.

Sustainable development (SD) dimensions: the ecological, social, economic (and institutional) issues involved in defining sustainable development.

Threshold: the point at which the use of an environmental function exceeds sustainability criteria (i.e. exceeds its capacity to regenerate, reproduce or function properly), gradually or suddenly leading to its collapse.

Vulnerability, Exclusion and Social Protection - Vulnerability is defined in GPRS II as exposure to risks and shocks without adequate fall back mechanisms. The main shocks identified and dealt with in GPRS II are Policy, Economic, Environmental, and Socio - Cultural in nature. Using a risk management and empowerment approach, four main approaches, recommended to dealing with Vulnerability and exclusion are Preventive, Promotional, Empowerment and Protection. Policy interventions with respect to the principles of human rights based development, transparency and accountability, include Access to Rights and Entitlements, Health, Environment, Gender, Employment, and Institutional Strengthening and Social Protection.