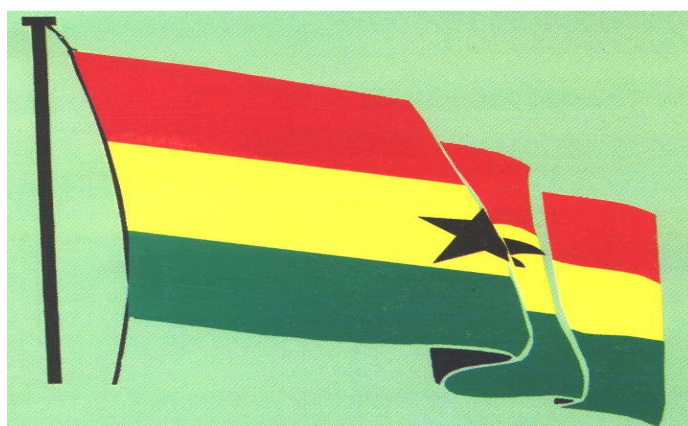


# **NATIONAL DEVELOPMENT PLANNING COMMISSION**



## **GUIDELINES FOR THE PREPARATION OF SECTOR MEDIUM-TERM DEVELOPMENT PLAN 2010-2013**

**(REVISED)**

**NDPC AUGUST, 2010**

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# CHAPTER ONE

## GENERAL INTRODUCTION

### 1.1 BACKGROUND

The implementation of Medium-Term Development Policy Framework (2010-2013) is the responsibility of the Sectors, Metropolitan, Municipal and District Assemblies (MMDAs), Civil Society Organisations (CSOs), the private sector, etc. These organizations are required to formulate their policies, strategies, programmes and actions into District or Sector Medium-Term Development Plans (SMTDP) in line with the Medium-Term Development Policy Framework (2010-2013) as the case may be to improve the living conditions of Ghanaians.

Sections 1, 10 and 11 of the National Development Planning (System) Act 1994 (Act 480) enjoins Ministries and sector agencies to undertake development planning functions in consultation with the National Development Planning Commission (NDPC) in accordance with the Civil Service law, 1993 (PNDC 327). These functions are to be based on national development goals and sectoral development guidelines issued by the NDPC. Sector development plans thus prepared are to be submitted and be submitted to the Commission for consideration and approval. The ministry or sector agency shall monitor the implementation of approved development plans and submit a report to the NDPC in the prescribed form. (See Annex 1)

**Box 1: Operational definition of a sector**

A Sector in these Guidelines refers to a group of Ministries, Departments and Agencies, whose activities contribute towards a common objective that support the achievement of the national development goals identified in the Medium-Term Development Policy Framework (2010-2013)

### 1.2. RATIONALE FOR THE GUIDELINES

The 2010-2013 sector guidelines have been designed to:

- (i) Facilitate the preparation of:
  - SMTDP based on Medium-Term Development Policy Framework (2010-2013),
  - Annual Action Plans based on the SMTDP
  - Medium term expenditure framework (MTEF)
- (ii) Ensure that SMTDPs:
  - are purposefully formulated to support the achievement of national development goals and objectives of the Medium-Term Development Policy Framework (2010-2013)
  - integrate cross-cutting issues (e.g. Population, Gender, SEA, Climate Change, Vulnerability etc) in development policies, programmes and projects (PPP) for sustainable development

- provide the basis for preparing Annual Action Plans and Sector Ministry's budgets and the National Budget throughout the planned period based on the PoA;
  - provide the basis for effective implementation, monitoring and evaluation at the Sector level
  - provide the basis for the preparation of proposals for donor/stakeholder support and partnership;
- (iii) Provide a uniform format for the harmonization of National Medium-Term Development Plan (NMTDP) based on the Medium-Term Development Policy Framework (2010-2013).

### **1.3 PROCESS OF DEVELOPING THESE GUIDELINES**

A Participatory approach was adopted in the preparation of these Guidelines. The process began with the formation of a Cross-sectoral Planning Group (CSPG) composed of members drawn from the Ministries, Departments and Agencies, Metropolitan, Municipal and District Assemblies, academia, NGOs, experts in the relevant field and Development Partners.

This was followed by a workshop during which the CSPG reviewed the Guidelines used for the preparation of the Sector and District Medium-Term Development Plans to support the implementation of the Growth and Poverty Reduction Strategy (GPRSII), 2006-2009. Following discussions and consensus-building, lessons learnt, including those by stakeholders, including those from operating at the district level where most of the implementation take place were used to revise and modify the relevant sections of the Guidelines. Other general comments, received from the participants were also discussed and incorporated into the Guidelines where necessary.

Given the critical role of ownership in the success of decentralized planning, sector ministries and agencies are strongly encouraged to ensure broad participation of and as such the Sectors, NGOs and the Private Sector are encouraged to ensure participation in the use of these Guidelines to prepare sector development plans.

### **1.4 STRUCTURE OF THE DOCUMENT**

The document is divided into three chapters. Chapter 1 contains the background, rationale and the process of developing these Guidelines. Chapter 2 focuses on the roles of key actors in the Sector Plan Preparation exercise. Chapter 3 presents the detailed activities including the relevant steps for the development of the SMTDP in addition to how intra and inter-sectoral issues would be addressed. The chapters contain several illustrations including tables and diagrams to facilitate the plan preparation exercise.

## CHAPTER TWO

### ROLE OF KEY ACTORS AND THEIR ACTIVITIES FOR PREPARING THE SMTDP

#### 2.1 INTRODUCTION

The successful preparation of SMTDP depends to a large extent on the active participation, collaboration, cooperation and support of the key actors concerned. This chapter therefore presents the various actors, namely the SMTDP Preparation Team, the Sector Ministers, facilitators and NDPC as well as their respective role in SMTDP preparation process.

#### 2.2 FORMATION OF SMTDP PREPARATION TEAM

- i. A SMTDP Preparation Team should be set up with members as follows:
  - Chief Director of the Ministry
  - Head of the PPMED (Policy, Planning, Monitoring and Evaluation) or its equivalent of the organization
  - Head of Finance and Administration
  - Heads of Departments and Agencies (Cost Centres)
  - Heads of all Projects within the MDA where relevant
  - Officers in charge of policy and/or Budget (where applicable)
  - Gender Desk officers
  - HIV/AIDS Focal Person
  - Public Relations Officers/Information Officers
    - Representatives of the relevant sector umbrella Networks of the Private Sector Institutions
    - Representatives of relevant sector umbrella Networks of Civil Society (NGOs, CBOs, Faith-based Organisations, Private Research Institutions, etc)
    - Representatives of Traditional Authorities of sector relevance (where applicable).

The SMTDP Preparation Team should be chaired by the Chief Director of the Ministry. The Planning Unit of the lead Ministry (Policy, Planning, Monitoring and Evaluation Division [PPMED]) or its equivalent should serve as the Secretariat to the SMTDP Preparation Team. The Head of the Planning Unit of the Ministry (Director of PPMED or its equivalent) or his representative should be the Secretary. The Sectors should provide adequate logistics and other resources to the SMTDP Preparation Team to motivate them to enable them perform their task.

- ii. To facilitate its activities, a smaller technical team made up of 5 to 7 members should be formed within the SMTDP Preparation Teams and led by the Head of the Planning Unit (Director of PPMED or its equivalent).
- iii. In all cases, gender balance should be ensured in the membership.

### **2.3 THE ROLE OF THE SMTDP PREPARATION TEAMS**

In addition to other functions, prescribed under Section 10 of the National Development Planning (System) Act, 1994, (Act 480) and the prevailing Civil Service law relating to planning, it is recommended that the SMTDP Preparation Teams should:

- have a detailed work plan and budget covering the process of preparing the SMTDP. These should cover:
  - the activities to be carried out (what to do - including data collection analysis and synthesis etc),
  - the role of the actors, (who should do what etc)
  - time frame and
  - a budget to support the SMTDP preparation exercise
- undertake the preparation of the SMTDP

### **2.4 THE ROLE OF THE LEAD MINISTER**

The Lead Minister in collaboration with the lead Chief Director and Heads of Organisations and Projects in the sector is to:

- ensure that the necessary logistics are timely provided
- ensure that members of the SMTDP Preparation Teams fully participate in the preparation exercise
- support and motivate members of SMTDP Preparation Teams to get the SMTDP prepared on time
- ensure that the SMTDP captures all programmes, projects and activities of the sector organisations
- ensure that the SMTDP reflects the development aspirations of the Medium-Term Development Policy Framework (2010-2013)

### **2.5 THE ROLE OF HEADS OF DEPARTMENTS AND OTHER STAKEHOLDER ORGANISATIONS**

It is recommended that Heads of Departments and other Stakeholder Organisations should:

- cooperate fully and ensure that their representatives provide the relevant data for the review of the performance of the sector in relation to GPRS II and other interventions from 2006-2009
- ensure that their representatives fully participate in the SMTDP preparation exercise
- provide logistics to facilitate their participation
- motivate their representatives

### **2.6 THE ROLE OF THE NDPC**

The NDPC shall in collaboration with MoFEP coordinate and facilitate the SMTDP preparation exercise by;

- providing Guidelines for the preparation of SMTDP

- organising workshop on the use of the Guidelines
- monitoring the SMTDP preparation exercise through meetings, consultations and collaboration to :
  - agree on inter and intra-sector trade-offs
  - ensure synergy
  - ensure efficient use of resources
- ensure that sector strategies, programmes and activities are consistent with national development goals and objectives

## **2.7 THE ROLE OF THE MINISTRY OF FINANCE AND ECONOMIC PLANNING**

The Ministry of Finance and Economic Planning (MoFEP) in collaboration with the NDPC shall

- facilitate the review and formulation of annual action plans, and budget,
- enforce discipline and adherence to SMTDP implementation and budgetary expenditure on approved programmes
- ensure that the budget guidelines for the Financial Years 2010 to 2013 reflect only the priorities as indicated in the SMTDP, 2010-2013 and the national priorities
- release budgetary allocation to only MDAs whose Annual Action plans actually reflect the priorities of their SMTDPs.

## **2.8 A FACILITATOR**

Sectors should ensure that the SMTDP is prepared by the members of the SMTDP preparation Team themselves in order to ensure ownership, strengthen capacity and retain institutional memory. However, where the Sector lacks technical capacity relating to a section of the Guidelines, for example, application of Strategic Environmental Assessment (SEA) or integration of Gender and HIV/AIDS issues in the sector plan, the NDPC in collaboration with the sector concerned, will facilitate the engagement of the services of a Facilitator with the relevant expertise. The facilitator is to assist the SMTDP Preparation Team to prepare the SMTDP and not to prepare it for them. He should have a clear Terms of Reference (TOR) in this regard.



## **CHAPTER THREE**

### **SEQUENCE OF ACTIVITIES FOR PREPARING THE SMTDP**

#### **3.1 INTRODUCTION**

This Chapter begins with the main highlights of the Medium-Term Development Policy Framework (2010-2013) as in annex 5 and continues with an overview of the Medium-Term Expenditure Framework Strategic Planning process. It also outlines the set of activities, required to be carried out by the SMTDP Preparation Teams in preparing the SMTDP. The outline includes reviewing and updating the performance of the Sector from 2006 to 2009, using data obtained from the implementation of the Growth and Poverty Reduction Strategy (GPRS II) and other initiatives and interventions. Others are compilation of the Sector Profile supplemented by the outputs of the reviews exercise etc, linking identified issues to the Medium-Term Development Policy Framework (2010-2013), prioritisation of identified issues, sector goal setting and development projections. Other areas covered include linking existing policy objectives and strategies to the policy objectives and strategies of the Medium-Term Development Policy Framework, development programming, Joint programming and Programme of Action. The rest are Indicative Financial Plan, Annual Action Plans, Budgeting, implementation arrangement, Monitoring and Evaluation arrangement and Communication Strategy.

#### **3.2 AN OVERVIEW OF MTEF STRATEGIC PLANNING PROCESS**

These Guidelines have incorporated the main principles of the MTEF Strategic Planning process (MTEFSP). Both the SMTDP and the MTEFSP 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 Ministries, departments and agencies. Other steps include internal and external environmental scan for the diagnosis and identification of the key issues facing the sector (including application of Strengths, Weaknesses, Opportunities and Threats as well as stakeholder analysis), objective setting from the mission and review of the policies of the sector to ensure that they are consistent with national policies and are the most effective means of achieving the set objectives. Further steps include sector 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 MTEFSP Planning process has been enhanced by the steps for the preparation the SMTDP under the Medium-Term Development Policy Framework (2010-2013). The SMTDP

covering 2010-2013 plan period would therefore serve as a comprehensive plan that would feed into the MTEF budgeting using the annualised action plans.

### 3.3 STEPS IN THE STMTDP PLANNING PROCESS

#### Step 1: Performance Review

Sectors are required to review their performance in relation to the implementation of the Growth and Poverty Reduction Strategy (GPRS II) and other intervention from 2006 to 2009. In this respect each sector in consultation with the relevant stakeholders including the decentralized departments and other sub-structures of the MMDAs should collect and collate disaggregated data to review the performance of the sector. (Annual Reports of the organisations of the sector may be helpful for this exercise).

**Box 3.1: 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) Other appropriate policies, programmes and activities relating to the thematic area 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 etc
- (c) Implementation of cross-cutting issues such as Sectoral HIV/AIDS Plans, gender, environmental, population, social protection programmes, etc.

The assessment of performance should be done in relation to:

- the extent of:
  - implementation of the proposed policies, programmes and projects in terms of whether they were fully implemented, 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

Table 3.1 may be useful in providing trend analysis of the sector performance review

Table 3.1: Performance of the Sector from 2006-2009

Thematic areas including other interventions	SECTOR POLICY OBJECTIVE PERFORMANCE								REMARKS
	2006		2007		2008		2009		
	Target	Achievement	Target	Achievement	Target	Achievement	Target	Achievement	
Private Sector competitiveness									
Human Resource Development									
Good Governance and Civic Responsibility									
Others outside GPRS II									

Outputs of Step 1 include:

- Performance of the Sector 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 Sector ;
- A table showing yearly budgetary allocations and application of the funds to the sector and percentage of allocation of funds to the regions and districts where applicable;
- Key problems/issues encountered during the implementation stage; and
- Lessons learnt which have implications for the SMTDP (2010-2013)

### **Step 2: Compilation of the Sector Profile**

In relation to Step 1 and other available information, the SMTDP Preparation Teams should compile and update the current state of development/baseline of the sector. The Team should be guided by the following examples:

#### ***Description of the Infrastructure, Facilities and Human Resources for the Development of the sector***

A brief description, which should include but not limited to the stock and current state of infrastructure, facilities and human resources. The description should not be a mere narration of facts but their implications for development of the sector at the various levels and their impact on issues like environment (i.e. protection of the quality of environmental resources), gender (i.e. differentials in access to opportunities and development outcomes, availability of gender disaggregated data, capacity for gender analysis, women in decision-making positions), vulnerability, HIV/AIDS, employment, institutional development (i.e. institutional reforms within the sector including the extent of decentralization) etc.

For instance, the health sector will be expected to show the various categories of health facilities and their conditions, provision of landscaping and drains to protect the facilities as well as protecting the quality of environmental resources, meeting the different needs of men, women, boys and girls, accessibility by persons with

disabilities in the country, categories of services offered, number of beds, input supply situation, staffing situation (various categories and disaggregated by sex) etc. An analysis of the situation should show the extent to which these serve as opportunities or constraints for the development of the sector. The stock and current state of infrastructure, facilities and human resources of the sector should be supported by maps

*Spatial Distribution of Infrastructure and Facilities:* Analysis of infrastructure and facilities should also cover comments on spatial distribution which should be presented on district basis in terms of equity in relation to their development implications. Spatial distribution of infrastructure and facilities should be backed by maps where possible

### ***Analysis of Production and Distribution Characteristics***

The production and distribution characteristics of the sector should be analysed and presented. This will include demand for services, service planning, management and delivery, the scale of production, categories or types, technology used, input supply, output levels, packaging, storage, transportation, marketing, etc. The implication of the production and distribution characteristics of the sector on access of goods and services to men, women, boys and girls as well as vulnerable groups such as PWDs, PLWHA, and their impact on issues like environment, HIV/AIDS, employment creation, institutional development etc should be analysed. Formal and informal activities as well as the role of the private sector in the development of the sector should be presented. An analysis of the situation should show the extent to which these serve as opportunities or constraints for the development of the sector.

*Spatial Distribution:* The analysis should comment on the spatial distribution of the production and distribution characteristics. This should be done on district basis backed by maps.

### ***Analysis of Cross cutting issues and their implication for planning (i.e. HIV/AIDS, Gender, environment etc).***

#### *HIV/AIDS*

Analysis on HIV and AIDS should cover sector HIV and AIDS Policy and workplace actions relating to advocacy and enabling environment, coordination and management of the HIV and AIDS, mitigation of social, cultural, legal and economic impacts as well as prevention and behavioural change communication with respect to the National HIV and AIDS Strategic Framework II. Other areas to be analysed include treatment, care and support provided by the sector, Research, surveillance, monitoring and evaluation in addition to how resources will be mobilised to support sector HIV and AIDS activities.

#### *Gender*

Gender analysis of the sector 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.

### Environment

Sectors operate within an environmental setting with respect to natural resources, socio-cultural, economic and institutional considerations. The environmental analysis of the sector should include the opportunities and risks associated with the implementation of the sectoral programmes and emerging issues such as climate change and sustainable consumption as well as their implications on sectoral programmes.

### Vulnerability

Analysis of risk factors (e.g. adverse policy impacts, economic, environmental, social, life cycle and spatial risks) faced by the sector's clients, a clear identification of such vulnerable groups, a description of coping mechanisms adopted by these groups, existing social protection infrastructure and the implications for service delivery. The Poverty and Social Impact Assessment (PSIA) Report on Vulnerability and Exclusion in Ghana (NDPC) is also available as a reference material.

### Information and Communication Technology (ICT)

ICT should be analysed with respect to and not limited to sectoral capacity to effectively manage application of ICT in terms of ICT human resource, infrastructure, and ICT investment.

### Population

Sectors should analyse population factors that are relevant to them. 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 percent 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.

### **Indicators of Development of the Sector**

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

Outputs of Step 2 include:

- Current situation as baseline and for visioning into the desired future of the Sector; and
- Summary of key development problems/issues identified from the performance review and the situational analysis

### **Step 3: Linking Identified Key Development Problems/Issues to Medium-Term Development Policy Framework (2010-2013)**

The development problems identified in Step 2 should be linked to the relevant issues of the thematic areas of the Medium-Term Development Policy Framework 2010-2013, namely: (i) Improvement and sustenance of macroeconomic stability; (ii) Enhancing Competitiveness in Ghana’s Private Sector (iii) Agriculture Modernization and Natural Resource Management; (iv) Infrastructure and Human Settlement (v) Energy, Oil and Gas Industry (vi) Human Development, Productivity and Employment; (vii) Transparent and Accountable Governance. To ensure linkage, (i). a matrix showing the summarised key problems/issues identified from the performance review and the situational analysis problems should be provided. (ii). The summarised issues from (i) should be linked to the Medium-Term Development Policy Framework (2010-2013) as provided.

Table 3.2: Linking the summarised key development problems/issues to the Medium-Term Development Framework (2010-2013)

<u>THEMATIC AREAS OF THE MEDIUM-TERM DEVELOPMENT FRAMEWORK 2010-2013</u>	<u>IDENTIFIED SECTOR DEVELOPMENT ISSUES FROM IMPLEMENTATION OF GPRS II</u>

Output of Step 3 include:

- A Matrix showing the linked issues under the appropriate thematic areas of the Medium-Term Development Policy Framework 2010-2013.

### **Step 4: Prioritisation**

#### **(a) Prioritisation of Identified Issues**

The output of Step 3 should be prioritized through consensus at intra-sector workshop, 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 economy e.g. attraction of investors, 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 in the sector for targeted interventions e.g. PLWHA and other excluded groups within the sector.
- ii. **gender equality** with respect to practical and strategic needs and interests.
- iii. **environmental concerns** relating to opportunities associated with the sector programmes while mitigating their corresponding risks.
- iv. **Population issues**
- v. **Emerging issues** like unstable oil and food prices

Output of Step 4 includes:

- List of the prioritized issues including HIV/AIDS, Gender, environment and locations.

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

Identified priorities should be further subjected to the analysis of the **Potentials, Opportunities, Constraints and Challenges (POCC)** of the Sector with respect to each of the thematic areas of the Medium-Term Development Policy Framework 2010-2013 thematic areas. This will enhance formulation of appropriate strategies for more implementation-oriented plans. In all cases sector should consider the challenges posed by HIV/AIDS to the contribution of the sector to effort of improving living standards. Potentials of a Sector refer to factors; advantages and resources (within the sector) which when utilised can enable a sector to enhance its sustained socio-economic development or to overcome its challenges. Opportunities are external factors (beyond the sector) that positively influence development of a sector. 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 sector) 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 PPP (from step 4) identify its corresponding potentials, opportunities, constraints and challenges.

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

**Table 3.3. Application of POCC**

Issue to be addressed	Potentials (from Baseline situation etc)	Opportunities	Constraints	Challenges
Inadequate skills and entrepreneurial development	-Entrepreneurial Training institutions  - Skilled trainers	-Additional resources from development partners, - HIPC Initiative	- inadequate Curricula  - inadequate logistics	- Untimely release of support from Development Partners,  - Threats posed by HIV/AIDS to trainers and trainees
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/AIDS. POCC analysis contributes to paving the way for goal and objective setting				

Outputs of step 5 include:

- List of potentials, opportunities, constraints and challenges of the sector

**Step 6: Formulation of Sector Goal**

Each sector should set a goal in relation to the national goal of the Medium-Term Development Policy Framework (2010-2013). A goal is an anticipated desired state, reflecting a general improvement from a weak or poor state in the medium to long-term. The sector goal must reflect the appropriate thematic areas of the Medium-Term Development Policy Framework (2010-2013). The Sector Goal and the National Goal should be subjected to compatibility analysis to ensure that they are not in conflict. Where a conflict exists, the sector goal should be reviewed to be in line with the goal set by the Medium-Term Development Policy Framework 2010-2013.

***The process of conducting compatibility analysis***

The process involves the following steps:

- i. Identify the national goal from the Medium-Term Development Policy Framework (2010-2013);
- ii. Discuss and identify sector goal;
- iii. Use the compatibility matrix to do some matching to determine if there is any conflict between the sector goal and the national goal; and
- iv. Score results using the scale of -2 in Table 3.2 below.

**Table.3.4: Definition of Score**

Definition	Score
Strongly compatible	2
Weakly compatible	1
Not compatible	0



<u>Weakly incompatible</u>	<u>-1</u>
<u>Strongly incompatible</u>	<u>-2</u>

**Table 3.5: Medium-Term Development Policy Framework (2010-2013) and sector goal compatibility matrix**

	<b>MEDIUM-TERM DEVELOPMENT POLICY FRAMEWORK (2010-2013) Goal:-</b>		
	<b>Scoring</b>		
<b>Sector Goal:-</b>			

A score of 2 indicates strong compatibility while -2 indicates strong incompatibility of sector and the national goal. A zero score indicates a neutral -compatibility. A score of 1 and below call for review of the Sector goal to be in line with the goal set in the Medium-Term Development Policy Framework.

Output of Step 6 includes:

### **Sector Goal set**

### **Step 7: Development Projections for 2010–2013**

Development projections are very crucial for the attainment of Sector goal. Knowledge relating to development projection enhances informed decisions making with respect to the kind of interventions required by the Sector. Development indicators and targets already set in the Medium-Term Development Policy Framework (2010-2013) should serve as the basis for developing Sector projections. Sectors are therefore required to project into the future and state the underlining assumptions taking population issues into consideration.

Output of step 7 includes:

- Sector development projections relating to indicators and targets set

### **Step 8: Objective Setting**

Sectors are required to link their existing policy objectives to the appropriate policy objectives of the Medium-Term Development Policy Framework (2010-2013) using a matrix as follows:

- Identify the appropriate thematic area of the Medium-Term Development Policy Framework (2010-2013) relevant to the Sector. (The Medium-Term Development Policy Framework (2010-2013) has identified relevant implementing and collaborating sector agencies already in its matrices. Sectors are to refer to the matrices of the entire Medium-Term Development Policy Framework (2010-2013) to identify the policy objectives, relevant to them. For instance, institutional policy objectives may be found under Transparent and Accountable Governance while human resource development policy objectives may fall under Investing in People thematic areas respectively);

- ii. Identify the corresponding key focus area and policy objectives of the Medium-Term Development Policy Framework (2010-2013);
- iii. List the existing appropriate sector policy objectives to match the Corresponding thematic areas, key focus areas and policy objectives of the Medium-Term Development Policy Framework (2010-2013) respectively; and
- iv. Adopt the policy objectives of the Medium-Term Development Policy Framework (2010-2013) as the policy objectives of the sector.

Output of Step 8 includes:

- Adopted Sector Objectives from the Medium-Term Development Policy Framework (2010-2013)

### **Step 9: Sector Strategies**

Similar to Step 8, sectors are required to link their existing strategies to the appropriate strategies of the Medium-Term Development Policy Framework (2010-2013) using a matrix as follows:

- i. Identify the appropriate thematic area of the Medium-Term Development Policy Framework (2010-2013) relevant to the sector (the matrices of the Medium-Term Development Policy Framework (2010-2013) will be useful in this exercise)
- ii. Identify the corresponding key focus area and strategies of the Medium-Term Development Policy Framework (2010-2013)
- iii. List the existing appropriate sector strategies to match the corresponding thematic and key focus areas of the Medium-Term Development Policy Framework (2010-2013) respectively.
- v. Adopt the strategies of the Medium-Term Development Policy Framework (2010-2013) as the sector strategies for the achievement of sector and national objectives and the goals.

Output of Step 9 includes:

- Sector Strategies in line with the Medium-Term Development Policy Framework (2010-2013)

**Box 3.2** Example of policy objective and strategy from the Medium-Term Development Policy Framework (2010-2013) to be adopted by the Education sector.

THEMATIC AREA	KEY FOCUS AREA	MEDIUM-TERM DEVELOPMENT POLICY FRAMEWORK (2010-2013)	
		POLICY OBJECTIVE	STRATEGIES
Developing Human Resources for National Development	Education	Increase equitable access to and participation in quality education at all levels	Integrate pre-school education into the FCUBE programme

## Step 10: Formulation of Sector Development Programme

It is recommended that each Sector formulates broad sector programmes to achieve the Sector goal in relation to the national goal. A programme may be a group of related projects, services or activities directed towards the attainment of (usually similar or related) an objective within a specified period of time. However, a project is a planned undertaking, designed to achieve certain specific objectives within a specified period of time. Nonetheless, a set of activities constitute a project.

### Box 3.3 Programming

#### Example of a possible Programme under Accelerated Agriculture Modernization and Agro-based Industrial Development

If an Agricultural objective is to increase incomes by 100% by 2009. The following may be the accompanying activities:

1. Promote use of improved planting materials
2. Promote use of improved breeds of livestock
3. Promote use of irrigation facilities
4. Encourage nuclear out-grower schemes
5. Promote micro credit schemes
6. Disseminate research findings
7. Provide market information

For the purposes of programming, 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.

### ***i. Coordinating Agencies***

It is important to note that the policies of coordinating agencies like the National Population Council and the Ghana Aids Commission provide guidance to their implementing agencies. In this respect the programmes of these coordinating bodies should be precisely stated taking into consideration the programme they will be spending their budget on, for example, Advocacy Programmes, developing and issuing Guidelines etc in addition to areas expected to be implemented by their stakeholders.

Furthermore, it will be necessary for Sectors to consult the relevant agencies responsible for co-ordinating cross-cutting issues for the necessary inputs and if need be, technical backstopping.

### ***i. Programmes of Decentralized Departments***

Some Sectors like education, Health and Agriculture operate through sector departments at the districts or decentralised departments of the District Assemblies with respect to inputs and eventual implementation of those sectors' policies, programmes and projects. It is mandatory for such sectors to integrate the prioritized programmes of the decentralized departments into their national programmes. Ministries in this category are:

- a. Ministry of Education
- b. Ministry of Employment and Social Welfare

- c. Ministry of Women and Children
- d. Ministry of Water resources, Works and Housing
- e. Ministry of Transport
- f. Ministry of Local Government, Rural Development
- g. Ministry of Finance and Economic Planning
- h. Ministry of Lands, Forestry and Mines
- i. Ministry of Information
- j. Ministry of Trade and Industry
- k. Ministry of Health
- l. Ministry of Food and Agriculture
- m. Ministry of Interior

**ii. Mainstreaming/Integrating cross cutting issues in Sector Programmes**

Cross-cutting issues such as Gender, Environment, HIV/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 sectors should include cross-cutting issues in their programmes as priorities. Where a sector plan exists without addressing cross-cutting issues, it should be reviewed and incorporated in the SMTDP in relation with the following:

**Gender**

**Clear and specific** development interventions following from the gender analysis made in the sector profile as well as specific policy **objectives regarding gender** equality in the Medium-Term Development Policy Framework (2010-2013) and the National Gender and Children's Policy may be used to develop gender specific and specific interventions to bridge deficits in demand and access for the sector's goods and services

**Environment**

Sectoral development activities may tend to aim mainly at achieving the sector objectives (e.g. increasing productivity), while neglecting the nature, stability and resilience of the environment (socio-cultural, economic and natural resources), upon which the long term sustainability of that sector's activities depend. Sector must indicate the effect of their policies, plans and programmes on the environment including climate change and sustainable production and consumption issues as well as how they intend to mitigate them using for example, the Strategic Environmental Assessment tool etc.

**HIV and AIDS**

Sector programmes on HIV and AIDS should cover the objectives and strategies as outlined in the Medium-Term Development Policy Framework (2010-2013), the National HIV and AIDS Strategic Framework of the Ghana AIDS Commission and the workplace HIV and AIDS that needed to be rolled over. .

### 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 sector's area of competence. Social protection interventions identified in the Medium-Term Development Policy Framework (2010-2013) as well as the Draft National Social Protection Strategy (MESW) and the Livelihood Empowerment against Poverty (LEAP) Manual (MESW) may be consulted for more information.

*Sectors, where applicable, 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).*

#### Output of Step 10 includes:

- Broad Sector programme formulated

### **Step 11: Formulation of Joint-Sector Programmes**

Joint-Sector approach is required in formulating and implementing cross-cutting programmes to ensure synergy. (A joint programme is a programme that is formulated and implemented by more than one sector to achieve a set objective through collaboration and coordination). For this reason, sectors should consult the NDPC, which will facilitate Joint Sector programming through joint meetings, consultations, collaboration etc. When formulated, sectors should consider how best to cooperate and build joint capacities to achieve that common objective(s). This should be incorporated in the individual SMTDPs. (refer to National Development Planning System (NDPS) Act, 1994, (Act 480).

#### **Box 3.4 Joint Programming**

##### **Example of an area requiring Joint Programming**

Processing of agricultural products may require Joint-programming involving agriculture, industry, trade, infrastructure, energy etc. sectors or geographically/spatially the development of the three regions of the north.

### **Step 12: Application of Sustainability Tools**

Sectors are required to ensure that their programmes are:

- internally consistent (supporting each other to achieve the sector objective).
- sustainable (thus supporting conservation of the natural environment, addressing socio-cultural, economic and institutional issues)

In this regard, Sectors are required to apply the following Sustainability tools to facilitate the programming exercise (See Annex 2 for Application Notes):

- Risk and opportunities matrix
- Compound matrix (Poverty and Environmental Dimension)

- Internal Consistency Matrix

The NDPC in collaboration with the relevant organizations will provide the necessary technical backstopping in this regard and ensure that various sectoral programmes are externally compatible. The output of these exercises will lead to formulation of viable and sustainable programmes.

Output of Step 12 includes:

- List of sustainable programmes

### **Step 13: Formulation of Sector Programmes of Action (POA)**

Sectors are required to prepare broad Sector PoAs, covering the 2010-2013 planning period. Such PoAs should consist of a set of Sector Programmes and their cost, which are intended to enhance the achievement of the prioritised Sector objectives under the Medium-Term Development Policy Framework (2010-2013). These PoAs should provide the essential steps for ease of implementation, monitoring and evaluation.

A Sector- PoA should include the following:

- i. Sector Goal (Step 6)
- ii. Sector objective (s) (Step 8)
- iii. Sector strategies (Step 9)
- iv. Sector activities
- v. Indicators and targets (Step 2)
- vi. Time Schedule
- vii. Indicative budgets (Step 13)
- viii. Implementation Arrangement (including Lead/Collaborating Agencies and their expected roles)
- ix. Remarks ( See Annex 3 for a sample of PoA Matrix)

Output of Step 13:

- Sector programme of Action (PoA).

### **Step 14: Preparation of Indicative Financial Plan**

Sectors are required to prepare an Indicative Financial Plan that deals with resource mobilisation and its strategies as well as expenditure. It provides an idea of how much the SMTDP may cost with respect to the programmes of the Sectors as well as how resources will be mobilised and then utilised over the planned period. Financing the estimate should take into consideration sources of funding including Internally Generated Funds (if any), projected GoG in-flows (including HIPC benefits), resources from development partners and from MMDAs etc. Resource gaps should be identified and appropriate strategies embarked upon to mobilise additional resources to fill the financial gaps. Expenditure areas should be included as well as spelling out financial control mechanisms.

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

Output of Step 14:

- Broad Indicative Financial Plan prepared

### **Step 15: Preparation of Sector Annual Action Plans**

The Sector-PoA should be phased out into Annual Action Plans (AAPs) with a budget, to be implemented by the respective Sector organizations (See Annex 4 for a sample of AAP Matrix). The preparation involves translating the Sector Policies and programmes into activities to improve the living conditions of the target citizenry. The preparation of the AAP should take into consideration the following:

- what action to be taken,
- 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

#### Linking the Sector Plan to the Annual National Budget

The national budget essentially is an instrument for the implementation of the national development. The costed plan, thus reflect the expected expenditure to be incurred in the implementation of the SMTDP. In this regard, a well formulated SMTDP and for that matter the AAP which though appear to consist mostly of service activities have embedded in it the cost of personnel, administrative and investment activities that would contribute to the achievement of the sector objectives. To cost the planned activities, the MTEF process which links a sector's expenditure to the Sector's goal, objectives, activities, output and outcomes should be followed, as outlined in the SMTDP. Thus:

- i. identify the type of inputs required (e.g. fuel)
- ii. assess the quantity required for one activity
- iii. estimate the cost per unit
- iv. calculate the cost per unit (multiplying the number of inputs (frequency) by the cost)

The costed annualised activities of the SMTDP should feed into the annual national budget.

Output of Step 15:

- Sector Annual Action Plan linked to MTEF budget developed

### 3.4 IMPLEMENTATION OF ANNUAL ACTION PLAN

The sector AAP should be implemented following the passage of the appropriation bill by the Parliament. The implementation of the annualised activities should correspond to the timely inflow of resources in order not to distort implementation schedules. A timetable to facilitate participation of stakeholders in the implementation of the SMTDP should be drawn. Recognition should be given to changes and/or improvements to roles/functions, procedures and institutional structures. Bottlenecks regarding human capacity, institutional, administrative and legal issues of the Sector should be addressed. Experience shows that failure to deal with these issues may seriously hamper implementation of the sector AAP.

### 3.5 MONITORING AND EVALUATION (M&E)

Sectors are required to monitor and evaluate the implementation of their Medium-Term Development Plans. The NDPC shall provide the appropriate Monitoring and Evaluation Guidelines to that effect.

### 3.6 DEVELOPMENT OF SECTOR COMMUNICATION STRATEGIES/PLANS

Sectors are expected to formulate Communication strategies/Plans among others to:

- disseminate sector policies, programmes, projects and progress reports to inform/create awareness
- create awareness on the expected roles of the stakeholders in the implementation of the sector programmes
- promote dialogue and generate feedback on the performance of the sector
- promote access and manage expectations of the public concerning the services of the sector

MDAs are requested to form Development Communication Units to be headed by Public Relations Officers/Information Officers, who will coordinate the formulation and implementation of the Communication Plans. The NDPC, in collaboration with the relevant Ministry will coordinate and provide technical backstopping for the activities of MDA Development Communication Units at the national level.

### 3.7 OUTLINE OF SECTOR MEDIUM-TERM DEVELOPMENT PLAN

The SMTDP 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 SMTDP including brief description of the process and participation of key stakeholders.
- A brief insight into the scope and direction of the development policies, programmes and projects for 2010-2013 (as informed by the Medium-Term Development Policy Framework)
- Indicative budget, financial plan and expected outcomes.



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

This should include a statement on the:

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

v. **Chapter 2: Development Priorities** (Refer to Steps 3-5):-

This should include statement on the Sector development priorities linked to the appropriate thematic area of the Medium-Term Development Policy Framework (2010-2013), which are:

- Improvement and sustenance of macroeconomic stability;
- Enhancing Competitiveness in Ghana's Private Sector;
- Agriculture Modernization and Natural Resource Management;
- Infrastructure and Human Settlement;
- Energy, Oil and Gas Industry;
- Human Development, Productivity and Employment;
- Transparent And Accountable Governance

vi. **Chapter 3: Development Goal, Objectives and Strategies** (Refer to Steps 6-9):-

This should include a statement on:

- A clear Sector Goal consistent with the Goal of the Medium-Term Development Policy Framework (2010-2013).
- Development projections for 2010-2013
- Adopted Policy objectives Strategies from the Medium-Term Development Policy Framework (2010-2013) to achieve sector and national goals in relation to the appropriate theme of the Medium-Term Development Policy Framework (2010-2013).

vii. **Chapter 4: Development Programmes** (Refer to 10-14) :-

This should include a statement on:

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

viii. **Chapter 5: Sector Annual Action Plan** (Refer to Step15):-

This should include a statement on:

- Sector Annual Action Plan
- Sector Plan linked to the Sector MTEF Annual Budget and National Budgets
- Implementation of Annual Action Plan

ix. **Chapter 6: Monitoring and Evaluation Arrangements:-**

This should include a statement on:

- Monitoring and Evaluation Plan for the SMTDP

x. **Chapter 7: Communication Strategy:-**

This should include a statement on:

- Communication Strategy/plan relating to:
- Dissemination of the SMTDP and Annual Progress Report of the implementation of the SMTDP.

- Creation of awareness on the expected roles of the stakeholders in the implementation of the sector programmes
- Promotion of dialogue and generation of feedback on the performance of the sector
- Promotion of access and management of expectations of the public concerning the services of the sector

## 8. ACTIVITY TIME FRAME FOR PREPARATION OF SMTDP

STEP	ACTIVITY	TIME FRAME
<b>Step 1</b>	Performance Review	<b>Week One after Orientation in July, 2009</b>
<b>Step 2</b>	Compilation of the Sector Profile	<b>Week Two</b>
<b>Step 3</b>	Linking Identified Key Development Problems/Issues to the GPRS (GPRS I)	<b>Week Three</b>
<b>Step 4</b>	(a) Prioritisation of Identified Issues (b) Prioritisation of Spatial Location (c) Prioritisation of Opportunities for the promotion of cross-cutting issues	
<b>Step 5</b>	Application of Potentials, Opportunities, Constraints and Challenges	<b>Week Four)</b>
<b>Step 6</b>	Formulation of Sector goals	
<b>Step 7</b>	Development Projections for Year 2010-2013	
<b>Step 8</b>	Adoption of Policy Objective	
<b>Step 9</b>	Adoption of Sector Strategies	
<b>Step 10</b>	Formulation of Sector Development Programme	<b>Weeks Five</b>
<b>Step 11</b>	Formulation of Joint Programme	
<b>Step 12</b>	Application of Sustainability Tools	
<b>Step 13</b>	Formulation of Sector Development Programme of Action (PoA)	
<b>Step 14</b>	Preparation of Indicative Financial Plan	
<b>Step 15</b>	Preparation of Sector Annual Action Plan and MTEF annual budget	
	Submission of first draft of SMTDP to NDPC	<b>August 21, 2009</b>
	Submission of copies of final SMTDP to NDPC	<b>September 11, 2009</b>

## 9. ANNEXES

### ANNEX 1. NATIONAL DEVELOPMENT PLANNING SYSTEM ACT, 1994

Act 480

*National Development Planning (System) Act, 1994*

Planning functions of ministries and sector agencies.

- (ii) matters relating to development planning in the region, including spatial and sectoral policies and;
- (b) provide a secretariat for the Regional Co-ordinating Council to perform its functions as specified under section 8 (1) of this Act.
10. (1) A ministry shall undertake development planning functions in consultation with the Commission in accordance with the Civil Service Law, 1993 (P.N.D.C.L. 327).
- (2) A ministry or sector agency shall at the request of the Commission prepare a development plan.
- (3) The development planning undertaken by a ministry or a sector agency shall be based on national development goals and sectoral development guidelines issued by the Commission.
- (4) The development plan of a ministry or a sector agency shall be submitted to the Commission for consideration and approval.
- (5) The ministry or sector agency shall ensure that the plans are compatible with national development goals.
- (6) A ministry or sector agency shall monitor the implementation of approved development plans and submit a monitoring report to the Commission in the prescribed form.
- (7) The monitoring report shall be submitted at intervals determined by the Commission.

Functions of Commission relating to development plans for districts, ministries, and sector agencies.

11. The National Development Planning Commission shall—
- (a) prescribe the format and content of development plans for the districts, ministries and sector agencies;
- (b) co-ordinate district development plans and programmes submitted through the Regional Co-ordinating Councils and ensure that these plans and programmes are compatible with national development objectives;
- (c) integrate economic, spatial and sectoral plans of ministries and sector agencies and ensure that these plans are compatible with national development objectives;
- (d) advise relevant agencies on the formulation of guidelines for the regulation of physical development;
- (e) in collaboration with relevant agencies, monitor physical development to ensure that any proposed development conforms with the approved development plan for the respective area;

## **ANNEX 2: NOTES ON THE APPLICATION OF SUSTAINABLE TOOLS**

### **ANNEX 2.1. INTERNAL CONSISTENCY MATRIX-EXPLANATORY NOTES**

Each sector should analyse its own programmes against one another to determine their consistency. The purpose of this exercise is to examine the sector Programmes to ensure that they support each other within the sector for the achievement of the sector objectives. To do this a matrix should be formulated which:

- should list a set of programmes of the sector from Steps 9 and 10 in the rows in the first column.
- These same programmes should be listed across the columns in the top row.
- The SMTDP Preparation Teams should examine the interactions of programme 1 identified in the first column with each of the remaining programmes numbered 2 upwards appearing across the top of the matrix.
- Where two programmes are mutually supportive with each other this should be recorded by marking an(X) in the relevant box.
- Where two programmes have the potential to conflict with each other this should be record 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 programmes have been identified as having positive, negative or neutral impacts.

Record sheets can also be used for checking revisions and refinements of programmes on an on-going basis.

**2.1.2. INTERNAL CONSISTENCY MATRIX FOR THE ANALYSIS OF SECTOR PROGRAMMES**

		1	2	3	4	5	6	7	8	9
No.	Sector PROGRAMMES									
	SAME Sector PROGRAMMEs									
	1									
	2									
	3									
	4									
	5									
	6									
	7									
	8									
9										



of the programme on each of the Sustainability Criteria (for example: area affected, number of jobs created, value of future production etc.).

- ii. Assess the performance of the programme in relation to each criterion, and score that performance using a scale of '(0), 1 -5' as set out below.
- iii. 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 programme – 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 programme since alternatives can be tested by comparing their relative performance.

**2.2.1. APPLICATION OF THE SUSTAINABILITY TEST**

- Step 1: An initial checklist of the main characteristics of the programmes 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.

**2.2.2. Notes:**

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.

### 2.2.3. EXAMPLE - SUSTAINABILITY TEST MATRIX

Policy Statement:		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
<b>EFFECTS ON NATURAL RESOURCES</b>		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on GIS map	(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 PROGRAMME 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
<b>EFFECTS ON SOCIAL AND CULTURAL CONDITIONS</b>		
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 PROGRAMME 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 PROGRAMME 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 EIA)	(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
<b>EFFECTS ON THE ECONOMY</b>		
Growth: The PROGRAMME 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 PROGRAMME 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

#### 2.2.4. SUSTAINABILITY TEST RECORD SHEET

Description of PPP/Activity:		
CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
<b>EFFECTS ON NATURAL RESOURCES</b>		
<b>Protected Areas and Wildlife:</b> should be conserved, and these resources should be enhanced where practical.		
<b>Degraded Land:</b> Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.		
<b>Energy:</b> The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.		
<b>Pollution:</b> Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.		
<b>Use of Raw Materials:</b> All raw materials should be used with maximum efficiency, and recycled where practical.		
<b>Rivers and Water bodies:</b> should retain their natural character.		
<b>EFFECTS ON SOCIAL AND CULTURAL CONDITIONS</b>		
<b>Local Character:</b> and cohesion of local communities should be and enhanced where practical.		
<b>Health and Well-being:</b> The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.		
<b>Gender:</b> The Activity should empower women.		

<b>Job Creation:</b> The activity should create jobs for local people particularly women and young people.		
<b>Participation:</b> Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).		
<b>Access to Land:</b> Activity should improve access to land.		
<b>Access to Water:</b> Activity should improve access to water.		
<b>Access to Transport:</b> Activity should improve access to transport.		
<b>Sanitation:</b> Activity should improve sanitation.		
<b>Equity:</b> Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.		
<b>Vulnerability and Risk:</b> of drought, bushfire, floods crises and conflicts and epidemics should be reduced.		
<b>EFFECTS ON THE ECONOMY</b>		
<b>Growth:</b> The PPP should result in development that encourages strong and stable conditions of economic growth.		
<b>Use of local materials and services:</b> The PPP should result in the use of raw materials and services from local industries where possible.		
<b>Local Investment of Capital:</b> Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.		

### ANNEX 3. SECTOR PROGRAMME OF ACTION

Sector goal:

Sector Programme	Sector objectives	Sector strategies	Activities	Indicators	Time frame				Indicative Budget		Implementing Agencies	
					2010	2011	2012	2013	GoG	Donor	Lead	Collaborating

**ANNEX 4: SECTOR ANNUAL ACTION PLAN**

**Sector Goal:**

Sector Programme	Sector objectives	Sector Strategies	Annual Activities	Location	Indicators	Quarterly Time schedule				Indicative Budget		Implementing Agencies	
						1st	2nd	3 <sup>rd</sup>	4th	GoG	Donnor	Lead	Collaborating

## **ANNEX 5 STRATEGIC DIRECTION OF MEDIUM-TERM DEVELOPMENT FRAMEWORK**

### **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. IMPROVEMENT AND SUSTENANCE OF 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. AGRICULTURE MODERNIZATION AND 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 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)

#### **5. ENERGY, OIL AND GAS INDUSTRY**

**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)

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 fulfil 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)

## **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)

## GLOSSARY

**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).

**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.  
Impact: this is the result of the outputs.

**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

**Programme:** a coherent, organised Policy Framework or schedule of commitments, proposals, instruments and/or activities that elaborates and implements policy, eventually comprising several projects.

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

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.