TOGETHER WE BUILD...

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Introduction to NDPC

Laws and Functions


Article 86 stipulates that the Commission shall consist of the following (Commissioners):

1. A Chairman who shall be appointed by the President in consultation with the Council of State;
2. The Minister responsible for Finance and such other Ministers of State as the President may appoint;
3. The Government Statistician;
4. The Governor of the Bank of Ghana;
5. One representative from each region of Ghana appointed by the Regional Coordinating Council of the region; and
6. Such other persons as may be appointed by the President having regard to their knowledge and experience of the relevant areas and roles pertaining to development, economic, social, environmental and spatial planning.
The Commission operates through a number of committees whose composition changes with the focus of a medium-term development plan (in the case of the Thematic Committees) or the needs of the Commission as determined by its current members (the Standing Committees).

In accordance with the provision under Article 87 of the Constitution, the core mandate of the Commission is to “advise the President on development planning policy and strategy” and, “at the request of the President or Parliament, or on its own initiative,” do the following:

1. Study and make strategic analyses of macro-economic and structural reform options;
2. Make proposals for the development of multi-year rolling plans taking into consideration the resource potential and comparative advantage of the different districts of Ghana;
3. Make proposals for the protection of the natural and physical environment;
4. Make proposals for ensuring the even development of the districts of Ghana by the effective utilisation of available resources; and
5. Monitor, evaluate and coordinate development policies, programmes and projects.
The Commission, according to the Constitution, “shall also perform such other functions relating to development planning as the President may direct”.

Act 479 operationalises these broad functions by prescribing, among other things, the qualifications and Commission; as well as “financial and miscellaneous provisions” dealing with matters such as funds of the Commission, auditing requirements and annual reports.

According to the Act, the Commission shall have a Director-General who “shall be appointed by the President acting in accordance with the advice of the Commission given in consultation with the Public Services Commission.” Subject to the general direction of the Commission, the Director-General is “responsible for the efficient organization and management of the Commission.” It states further that all government departments, agencies, and “other public authorities… shall cooperate fully with the Commission in the exercise of its functions under the Act”. The Commission works very closely with the Ministry of Finance, formerly the Ministry of Finance and Economic Planning.
**Divisions of the Commission**

The Commission has three technical divisions and a fourth one for administration. The technical divisions are: Development Policy; Plan Coordination; and Monitoring and Evaluation.

**Development Policy Division**

The Division is responsible for technical support to the government on policy formulation, review, and analysis; identification and selection of sound policy advice based on research.

**Plan Coordination Division**

The Division is responsible for coordinating all development policies, plans, programmes and projects between the national and local governments. It facilitates the achievement of the decentralised planning system outlined in Act 480 by synthesising the decentralised district plans and the plans of non-decentralised public bodies into a draft national development plan for the consideration of the Commission.

**Monitoring and Evaluation Division**

The Division is responsible for monitoring and evaluating the implementation of government policies, programmes and projects at all levels, as well as developing and managing a functional national monitoring and evaluation system based on the decentralised planning system. Besides monitoring and evaluating the implementation of sectoral and district development plans, the Division provides support to MDAs and District Assemblies in building their capacity for effective monitoring and evaluation of their respective development plans.
**General Service Division**

The Division is responsible for the following: human resource management; finance; procurement; transport; estate and security; information and communications technology.

In addition to a core staff of development professionals and support staff, the Secretariat is also home to a number of professionals on secondment from various government agencies, technical advisors and contract staff.

**Work of the Commission**

Since its formation, the Commission has worked closely with every President under the Fourth Republic to prepare the Coordinated Programme of Economic and Social Development Policies, which the President is required by the Constitution to submit to Parliament within two years of assuming office.

To ensure that its work is broad-based and reflects the general will of the people, the Commission is enjoined by Act 479 to establish cross-sectoral planning groups “which shall integrate and coordinate the planning and development activities of such sectors of the economy as it may determine.”

The groups consist of the following:

- Representatives of the Commission;
- Representatives of the relevant sector ministries;
- Representatives of appropriate public sector institutions and private sector organisations; and
- Such individuals selected for their knowledge and experience as the Commission may determine.

To promote synergy and foster mutually beneficial learning, the Commission is represented on several public bodies, including the National Council for Tertiary Education, the Council for Scientific and Industrial Research, the Local Government Service Council, the Ghana Investment Promotion Council, the Energy Commission, and the Institute for Social, Statistical and Economic Research.
Planning Units of Ghana

National Development Planning Commission (Ndpc)
- Apex planning authority
- Responsible for co-ordinating the national development planning system
- Works through Cross Sectoral Planning Groups

Ministries, (MDAs) - Formulating, Monitoring and Evaluating Policies
- SECTOR DEPARTMENTS AND AGENCIES implementing, monitoring and evaluating policies and plans respectively
- Works through policy planning, monitoring and evaluation division (PPMED)

Regional Coordinating Councils (RCCs)
Coordinating, harmonising, monitoring and evaluating development plans of District Assemblies in the Region [Regional Planning Coordinating Units (RPCUs)]

District Planning Authorities (District Assemblies)
Formulating, implementing, monitoring and evaluating policies and plans respectively Policy. [District Planning Coordinating Units (DPCUs)]
DISTRICT LEVEL

DISTRICT MEDIUM-TERM DEVELOPMENT PLANS (DMTDP) INCLUDING ANNUAL ACTION PLANS WITH ESTIMATED COST BY 216 DISTRICT ASSEMBLIES

REGIONAL LEVEL

REGIONAL COORDINATING COUNCIL

REGIONAL PLANNING & M&E GUIDELINES

HARMONISATION GUIDELINES TO RCCs)

216 District Plans lodged with RCCs for harmonization into Regional Reports. Copies of DMTDPs sent to NDPC

Analysis and synthesis of Regional Reports/district Plans into National Development Plan

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NATIONAL LEVEL

NATIONAL MEDIUM TERM DEVELOPMENT PLAN

NATIONAL MEDIUM TERM EXPENDITURE FRAMEWORK

NATIONAL DEVELOPMENT POLICY FRAMEWORK

MDAs/SECTOR PLANNING & M&E GUIDELINES

DISTRIBUTION PLANNING & M&E GUIDELINES

SECTOR MEDIUM TERM DEVELOPMENT PLAN

NATIONAL MEDIUM TERM DEVELOPMENT PLAN

DECENTRALIZED NATIONAL DEVELOPMENT PLANNING PROCESS

Metropolitan, Municipal & District Assemblies
AN OVERVIEW OF NATIONAL DEVELOPMENT PLANNING SYSTEM OF GHANA

OFFICE OF THE PRESIDENT

NATIONAL DEVELOPMENT PLANNING COMMISSION (NDPC)
(Advice)

1. ADVICE
2. APPROVAL OF POLICIES
3. NATIONAL DEVELOPMENT POLICY FRAMEWORK AND GUIDELINES INCLUDING HARMONISATION GUIDELINES
4. ADVICE
5. DISTRICT DEVELOPMENT PLANS, HARMONISATION REPORT, M&E PLAN, ANNUAL PROGRESS REPORTS, DATA AND INFORMATION
6. DATA AND INFORMATION (INPUTS)
7. PROJECTS
8. SECTOR DEVELOPMENT PLANS, HARMONISATION REPORT, M&E PLAN, ANNUAL PROGRESS REPORTS, DATA AND INFORMATION

REGIONAL COORDINATING COUNCILS (Coordination, M&E)

- National Development Policy Frameworks
- Planning Guidelines (format & content of District and Sector Development Plan
- Harmonisation Guidelines

SECTORS (Ministries, Departments and Agencies (MDAs))

DPCU (Advice)

DPCU (Advice)

URBAN/TOWN, ZONAL AREA COUNCILS

UNIT COMMITTEES

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History of NDPC

The 1979 Constitution (Article 73) was the first to propose the establishment of a National Development Commission under the chairmanship of the Vice President, the first such constitutional provision in Ghana’s history. The Commission, through the Vice President, was to report to the President and had an advisory, monitoring and evaluation role. The coup of December 1981 ended the existence of that Commission.

In the 1980s, as Ghana intensified the process of decentralisation, the Government recruited a team of Hungarian consultants (TESCO), sponsored by UNDP, to study and propose a structure for national development planning based on grassroots participation. The resulting proposal from TESCO was considered at a high-level workshop in March 1987 after which a decision was taken to establish a development planning agency separate from the then Ministry of Finance and Economic Planning.

In September 1987, the PNDC government announced the establishment of the National Development Planning Commission.
A preparatory committee, the Transitional Implementation Team (TIT), was accordingly set up to manage the establishment of the Commission. The TIT drew up detailed proposals for the organisation and structure of the Commission and prepared an interim operating manual. The Team also prepared a draft “National Development Planning Law” as the legal basis for the Commission. The draft law underwent a number of revisions and was accepted by the government in 1989 but was not immediately promulgated. However, in early 1990, the government decided to proceed administratively with the implementation of the TIT’s recommendations.

A Preparatory Committee (PREPCOM) for the establishment of NDPC was thus set up under the chairmanship of Lieutenant-General Arnold Quainoo, a member of the PNDC. The Commission began operations at Flagstaff House, Accra, on 2 April 1990.

With the change from military to constitutional rule in 1993, the Commission’s legal status was affirmed by Article 86 of the 1992 Constitution, which formalised the establishment of the Commission, and Article 87, which spelt out the Commission’s functions, including the mandate to “advise the President on development planning policy and strategy”.

NDPC: Together we build...
Later, Lieutenant-Colonel Mensah K. Gbedemah, who had been the secretary to the PREPCOM from February 1991 to June 1994, was appointed technical head of NDPC. From June 1994 to February 1995, Dr. Kobena G. Erbynn, a university lecturer, replaced Lt.-Col. Gbedemah.

In September 1994, the National Development Planning Commission (NDPC) Act, (Act 479), was promulgated in accordance with the 1992 Constitution. On the basis of the Act, in February 1995, a Governing Board of the Commission was established, replacing the interim management and board. On 15 June 1995, President Jerry John Rawlings officially swore in the first generation of members of the Commission at the Castle, Osu.

Among the leading members were: Mr. Paul Victor Obeng (Presidential Advisor on Governmental Affairs) as Chairman; Prof. E.A. Boateng (former Head of the Environmental Protection Council and former Vice-Chancellor of the University of Cape Coast) as Vice-Chairman; and Dr. Kobena G. Erbynn as Acting Director-General of NDPC. Lt.-Gen. Arnold Quainoo stayed on as a member of the 35-member Commission.
History of Development Planning in Ghana

The First Development ‘Programme’

Ghana has a history of development planning that dates back almost 100 years. In 1921, the then Governor of the Gold Coast, Sir Gordon Guggisberg, unveiled a Ten-Year Programme (1920-1930) that in effect aimed to transform the mono-crop economy into a diversified and resilient one. The Programme covered everything from political and industrial maps to “hydro-electric works” to harbours, railways, water supply, and “town improvements.”

In presenting the Programme to the Legislative Assembly in 1921, Guggisberg warned against the boom-and-bust character of the commodity trade and the need to insulate the Gold Coast against it. With the end of World War I in 1918 and the resumption of global trade, the Colony’s exports more than doubled from about £4.5 million in 1918 to £10.8 million in 1919, before rising to a record £12.4 million in 1920; imports, mostly of consumption goods, increased from £3.3 million in 1918 to £7.9 million in 1919 and then to a staggering £15.2 million in 1920 – another record.

Most of the money that financed the import binge, however, was from the boom in cocoa prices in 1919. In 1920, the bottom fell out: From £98 per ton in January 1920, cocoa prices quickly reached a record of £122 in February and then began a precipitous decline. By December of 1920, the price was £39 per ton – a near 70.0 percent fall from the record February price.
In what appeared to be an early case of “Dutch disease”, the arrival of cocoa in the Colony had attracted farmers (and thus investment) away from previously dominant crops such as kola nuts, palm kernels, and rubber, which had provided a certain degree of insulation against a fall in the price of any one of them. By 1920, according to Guggisberg, 83.0 percent of the Colony’s exports consisted of cocoa, leading him to observe: “Again and again, we have talked of ‘all the eggs in one basket’. Verily, the truth of this has come home at last!"

He continued: “Undoubtedly, the next best product – if not a better one than cocoa – is that of our oil palm. Neglected by everyone except that far-seeing and capable Chief Mate Kole and his Krobo farmers, our palm oil and kernel exports had dwindled down to a few miserable thousand tons a year.” He then proposed a number of measures to revive palm cultivation and exports.
The implementation of Guggisberg’s Programme, however, came to an abrupt end in 1927, when he was suddenly re-assigned to British Guyana. Of the £24 million budgeted for the Programme, only £12.4 million was spent and yet it appeared to have achieved generally positive results, as indicated by the following:

- Link Akim Tafo to Kumasi by rail (completed)
- Takoradi Harbour (completed)
- Link Kumasi to Tamale by rail (not done)
- Pra River Hydro Electric Project (not done)
- Korle Bu Hospital (completed)
- Prince of Wales (Achimota School) (completed)
- 3,380 miles of new road built between 1920 and 1927, in addition to 260 miles then in existence.
The departure of Guggisberg coincided with the onset of a decline in world cocoa prices, a risk he had said would require a reduction in development spending (should it materialise). In 1928, the index of cocoa prices slipped from a high of 23.00 the previous year to 21.00 and thereafter declined steadily to 7.00 in 1934. Over the period, the value of cocoa exports fell from £11.7 million (in 1927) to £4.0 million (1934).

The volatility in cocoa prices would recur in the subsequent years and have a particularly disruptive effect on the post-independence Seven-Year Development Plan prepared by the CPP government in the early 1960s.
A Plan for ‘Economic and Social Development’

The next major attempt at long-term development planning in Ghana was the “10-year Plan for the Economic and Social Development of the Gold Coast” (1950-1960), which provided an “outline of what it is hoped will be achieved in all fields of development during the ten-year period beginning April 1, 1950.” In an allusion to what economists call “perspective” (or long-term) planning, the document referred to the 10-year period as “merely one phase in the development of the country which has been going on steadily for many years and will continue beyond the decade with which the plan is concerned.” The Plan had a budget of £75.0 million.

In 1951, however, following its assumption of office, the Convention People’s Party (CPP), seized by the urgency of the moment, collapsed the 10-year Plan into a 5-year plan (1951/52-1956/57) with a price tag of £117.6 million. Actual expenditure, however, came in at £93.7 million as the government cut back spending to offset falls in cocoa prices (and by extension revenue) over the period.

The Plan was “substantially completed” (as described by Kwame Nkrumah in his autobiography) by June 1957 and an included such achievements as the “Volta Valley Scheme” and an “aluminium smelter” as well as the Industrial Development Corporation, which was formed to provide loans to “small industrial concerns” and establish industrial estates.
Consolidation and Amplification

The period 1957-1958 was devoted to a “consolidation plan”, which drew lessons from the previous plan in anticipation of another medium-term plan. In March 1958, the Second Five-Year Plan (1959-1964) was presented to Parliament. Its total cost was £350 million, with £100 million of that amount going into “hydro-electric development”.

“Direct government participation in industry and for the pioneering of various industries directly by government” was advocated and the Investment Promotion Board was set up to seek foreign capital to complement the country’s efforts.

In presenting the Plan to Parliament, Prime Minister Nkrumah, stated, among other things: “The water shortage in Accra only highlights the urgent need for improving water supplies throughout the country, particularly in the rural areas.”
In 1961, however, the Second Five-Year Plan was terminated in favour of a Seven-Year Development Plan for National Reconstruction and Development (1963/64-1969/70) at a cost of £1,016 million. It was the most comprehensive national development plan yet. Rather than what the Plan called “a public investment programme as had been done hitherto in this and other developing countries”, emphasis was placed on “the growth of the productive economy in all its aspects.” The Plan thus represented the first-ever attempt at quantifying economic growth and its relationship to improving the living standards of Ghanaians.

In the foreword to the Plan, President Nkrumah stated:

The Plan...lays its greatest emphasis on the modernisation of agriculture and the most rapid expansion of industrial activity in Ghana. The essential aim of the Plan is to provide for all the people of Ghana who are able and willing to work, the opportunity for employment at a high level of productivity.

Only in this way can the standard of living of the masses of the African people be raised to the level consistent with the human dignity of the man of the twentieth century. It must be the cardinal duty of all of us in Government, in productive enterprise and in our private lives to ensure at all times that everything is done to promote the highest level of activity in agriculture and industry.
In the introduction to the Plan, the Executive Secretary to the National Planning Commission, J. H. Mensah (who was to become Minister of Finance and Economic Planning in the Busia government and more recently Senior Minister in the Kufuor government), stated that “…the real value of a plan is to give to the nation a sense of direction and to institute a system of purposive discipline”.

The Seven-Year Development Plan, which was situated within a long-term vision of the country, was innovative in another respect: it came with a National Physical Development Plan containing detailed and costed projects for translating Ghana’s social and economic aspirations into tangible results and lived experiences across the country.

The National Physical Development Plan included, for example, forecasts of “expected demand of electricity” for every major city and town in the country; the location of various factories and the number of jobs each was expected to create; the emerging pattern of urbanisation and how to manage it; resource endowments around the country and how they were to be used for economic and social transformation; as well as the outlines of a “perspective” plan that envisioned the state of development in the country by 1985.
The following were some of the proposed industries/factories and their suggested locations:

- Jute Factory (Kumasi);
- Textile Mill (Tamale);
- Meat Factory (Bolgatanga);
- Mango and Tomato Processing Factory (Wenchi);
- Pineapple Processing Factory (Nsawam);
- Hard Fibre Plant (Yeji);
- Cocoa Processing (Takoradi);
- Hydroelectricity Plant (Akosombo);
- Leather Factory (Aveyime);
- Shea Butter Oil Factory (Tumu);
- Sugar Factory (Akuse);
- Rice mills (Atebubu);
- Iron Factory (Aboso);
- Gold Refinery (Tarkwa);
- Explosives and Gun Powder Factory (Takoradi);
- Shoe Factory (Kumasi).
Era of Short-term Plans

Following the 1966 coup d’état, the Seven-Year Development Plan was terminated. However, it was already facing major implementation challenges as the world market price of cocoa, the mainstay of the economy and the major source of financing the Plan, had begun to fall in the early 1960s. In his book, Dark Days in Ghana, written after the coup, Dr. Nkrumah observed:

The very year the Seven-Year Development Plan was launched, cocoa prices began to fall steeply. At the same time, the prices of capital and manufactured goods needed for industrial and agricultural projects under the Plan were rapidly rising. Between 1950 and 1961, they had risen by over 25 percent”.

By 1965, the price of cocoa had fallen to £87.10 per ton, substantially lower than the £200 assumed for the Seven-Year Development Plan. The resulting drop in foreign exchange earnings translated into serious economic problems, including shortages in certain basic commodities which could neither be produced locally nor imported because of a shortage of raw materials or foreign exchange.

The years were characterised by short-term plans, whose implementation was often undermined by the frequent changes in government and the attendant political turmoil that the country experienced from the latter half of the 1960s to the early 1980s. A notable exception was Operation Feed Yourself and Operation Feed Your Industries, an ambitious medium-term programme of self-reliance (including the partial nationalisation of several multinationals under a strategy of “seizing the commanding heights of the economy”) in the mid-1970s that saw a rapid expansion in agricultural output.
Political instability and a deterioration in general economic conditions, however, reduced the impact of this strategy, although the spirit of self-reliance (walatu-walasa) that it fostered remains a major milestone in the history of public policy and political mobilisation for national development in Ghana. By the early 1980s, the economy had all but collapsed, with idle industrial capacity, runaway inflation (123.0% in 1983), as well as a pervasive shortage of essential commodities such as milk and soap.

The government of the Provisional National Defence Council (PNDC) launched an Economic Recovery Programme (ERP) with the short-term aim of stabilising the macro-economy and laying the groundwork for later economic revival. Short-term planning found further expression in the Structural Adjustment Programmes (SAPs) that were subsequently initiated to consolidate the gains of the ERP through public sector reforms, particularly of state-owned enterprises, as well as financial sector reforms, as part of a broader strategy to restore the economy to good health.
In 1984, as a result of the ERP and SAP, economic growth turned positive for the first time in four years, but policy makers felt the need for long-term development planning to anticipate future challenges and prepare for them accordingly. Discussions and studies for the establishment of a state organisation to facilitate planning began in the late 1980s, alongside plans to return the country to constitutional rule.

The 1992 Constitution laid the groundwork for that return in 1993, followed in 1994 with the establishment of the National Development Planning Commission (NDPC) under Act 479. An associated law, Act 480, prescribed the structure of a decentralised national development planning system, with NDPC as the apex coordinating and facilitating body.

**Vision 2020**

In 1995, the President presented to Parliament the first Policy Framework for long-term national development under constitutional rule called, *Ghana – Vision 2020 (The First Step: 1996-2000)*, which aimed to transform the country into a middle-income one in 25 years. The framework also represented the first Coordinated Programme of Economic and Social Development Policies, which the Directive Principles of State Policy requires every president to submit to Parliament within two years of assuming office.

A medium-term plan, along with a “Programme of Action for the First Medium-Term Plan (1997-2000)”, was subsequently produced. Both, however, faced delays in production, with the Programme of Action being released in June 1998. With the change in government in 2001, the overall long-term plan, Vision 2020, was set aside. The new government cited persistent and wide disparities between plan targets and actual performance as among the reasons for the cancellation.
Beyond Vision 2020

Vision 2020 was succeeded by the Ghana Poverty Reduction Strategy (GPRS I; 2002-2005) and later the Growth and Poverty Reduction Strategy (GPRS II, 2006-2009). The replacement of “Ghana” with “Growth” in GPRS II was informed by what the government saw as the need to shift focus from poverty-related spending and redistributive policies to growth as a primary path to poverty reduction and ultimately eradication.

With the change in government in 2009, GPRS II was succeeded by the Ghana Shared Growth and Development Agenda: 2010-2013 (GSGDA I), which was followed by the Ghana Shared Growth and Development Agenda: 2014-2017 (GSGDA II). Both documents were based on the Coordinated Programme of Economic and Social Development Policies.
The emphasis on “shared growth” was based on the new government’s belief that high growth by itself would not reduce or end poverty unless it is accompanied by policies to make that growth inclusive, or “shared”. In effect, the GSGDAs represented a combination of the principles of equity and the ideals of high rates of economic growth that informed GPRS I and GPRS II, respectively. The public, however, has taken note of the ease and frequency with which successive governments set aside existing plans and replaced them with their own, without due regard for the implications of their actions for continuity in the national development process. It is these concerns that largely drove public calls, during the hearings of the Constitution Review Commission in 2010-2011, for the preparation of a long-term national development plan that would be binding on all successive governments. These calls formed Chapter 3 of the Commission’s report, which was titled, From a Political to a Developmental Constitution, and submitted to the government in 2011.

The National Development Planning Commission, as required by the National Development Planning (System) Act (Act 480), has been leading efforts to provide the platform for Ghanaians to prepare such a plan.
The Basis for a Long-term National Development Plan for Ghana

1. The Constitution (Article 87 (2)) says:

(2) The Commission shall, at the request of the President or Parliament, or on its own initiative-

(a) study and make strategic analyses of macro-economic and structural reform options;

(b) make proposals for the development of multi-year rolling plans taking into consideration the resource potential and comparative advantage of the different districts of Ghana;

(c) make proposals for the protection of the natural and physical environment;

(d) make proposals for ensuring the even development of the districts of Ghana by the effective utilisation of available resources; and

(e) monitor, evaluate and co-ordinate development policies, programmes and projects.
2. Public Calls for a Long-term Plan

In January 2010, the Government established a Constitution Review Commission (CRC) to:

(a) “Ascertain from the people of Ghana, their views on the operation of the 1992 Fourth Republican Constitution and, in particular, the strengths and weaknesses of the Constitution;

(b) To articulate the concerns of the people of Ghana on amendments that may be required for a comprehensive review of the 1992 Constitution;

(c) To make recommendations to the Government for consideration and provide a draft Bill for possible amendments to the 1992 Constitution”.

According to the CRC’s report, issued in December 2011, the Commission was “overwhelmed, during its consultations, with submissions calling for the institution of a national development plan (the Plan) for the nation…although [development planning] was not one of the 44 indicative sets of issues used by the Commission for the consultative process”.

Given the “widespread, consistent and clear” nature of the calls (as described by the CRC), the Commission devoted Chapter 3 of its report, From a Political to a Developmental Constitution, to “National Development Planning”.
The following are highlights from the Report:

1. The [Long-term Development] Plan should be national in character for the following reasons:
   a. It will ensure that there is a blueprint for national progress and sustainable development.
   b. It will be the framework for accelerated growth and actual reduction in poverty levels among Ghanaians.
   c. It will ensure that national development is not centred on sectional political party manifestos; manifestos must rather be aligned to the Plan.
   d. It will reduce the party politicization of our development process.
   e. It will serve as a holistic basis for the assessment of the performance of successive governments.
   f. A development plan which is national in character stands a greater chance of being adhered to by successive governments than a sectional policy.

2. The Plan should be binding on all successive governments for the following reasons:
   a. This will ensure that projects initiated under a previous government are not abandoned when there is a change of government.
   b. A binding Plan will ensure that national resources, annual budgets and government programmes, projects and initiatives are directed to realizing the ends of the Plan.
   c. It will make it possible for any Ghanaian to enforce adherence to the Plan by successive governments.
   d. It will ensure that national resources are not wasted on projects that do not lead to the ultimate good of the nation.
   e. A binding Plan will lead to the censuring of government officials who act contrary to the Plan.
3. The Plan should be region- and district-specific, and not [only] national in character for the following reasons:
   a. It will allow [for] the peculiar needs of the regions and districts to be addressed.
   b. It will make the district and regions partake in deciding their own needs.

4. The Plan should be long term for the following reasons:
   b. Only long-term planning can deal with the intractable developmental challenges that the nation faces.
   c. Only a long-term plan may be incorporated into a national Constitution, since Constitutions are crafted as long-term documents.
   d. A long-term development plan will ensure that the present and the future generations are catered for in development planning.

While opinions, including those of the Government White Paper on the CRC report, differ on some aspects of the recommendations, there have been further public calls for a long-term national development plan, binding on all governments. The Christian Council of Ghana and the Ghana Institute of Planners have been among the most vocal and persistent advocates of such a plan.
3. Demographic Basis for Long-term Planning

Major changes in the population of Ghana – size, composition, where they live, where they work, and how they get to and from work, among other factors – require that we plan for the long-term. It is estimated, for example, that by the year 2050, Ghana’s population would be nearly 46 million (up from 27 million in 2014), and of the 46 million some 90 percent would live in urban areas (up from about 55.0% in 2014).

Some have called for a halt to urbanisation, but this is unrealistic and indeed counter-productive. Urbanisation is an inevitable fact of life and of development; it is also known that for all the challenges that countries like Ghana face with urbanisation, in general, labour productivity (and by extension incomes) tend to be higher in urban areas than they do in rural areas. Rather than trying to do the impossible – which is to stop urbanisation – we should rather anticipate it, plan for it, and manage it by providing the necessary infrastructure and, more important, promoting the efficient use of space – for human settlements, agricultural, commercial and industrial use, transport services as well as civic and leisure use.
Population Levels in Ghana (1950-2050), millions

- 1950: 4.9
- 1960: 6.7
- 1970: 8.6
- 1980: 12.3
- 1990: 18.9
- 2010: 24.7
- 2014: 27.0
- 2030: 34.7
- 2050: 45.7

NDPC: Together we build...

The Petroleum Revenue Management Act (Act 815) of 2011 provides further legal basis for the development of a “long-term national development plan” for Ghana. In discussing the use of petroleum revenue for national development, Act 815 (21) (2) (d) states that the allocation of the annual spending amount shall, among other things, be “guided by a medium-term expenditure framework aligned with a long-term national development plan approved by Parliament”:

The Act also states:

“The exact percentage of the Benchmark Revenue which shall be allocated annually to the Annual Budget Funding Amount shall be guided by a medium-term development strategy aligned with a long-term national development plan, absorptive capacity of the economy and the need for prudent macroeconomic management.”

The Act further states that for any financial year, “a minimum of seventy percent of the Annual Budget Funding Amount shall be used for public investment expenditures consistent with the long-term national development plan or with subsection (3).”

A “national development plan” is defined in the Act as a “plan prepared by the National Development Planning Commission”.

NDPC: Together we build...
5. Role of NDPC

Article 87 of the 1992 Constitution states, among other things, that the National Development Planning Commission (NDPC) “shall, at the request of the President or Parliament, or on its own initiative:

1. Study and make strategic analyses of macro-economic and structural reform options;
2. Make proposals for the development of multi-year rolling plans, taking into consideration the resource potential and comparative advantage of the different districts of Ghana;
3. Make proposals for the protection of the natural and physical environment;
4. Make proposals for ensuring the even development of the districts of Ghana by the effective utilisation of available resources; and
5. Monitor, evaluate and co-ordinate development policies, programmes and projects.

The National Development Planning Commission Act of 1994 (Act 479), which set up the Commission, reiterates these functions (in addition to specifying its structure and composition). The National Development Planning (System) Act of 1994 (Act 480) states that the Commission “shall be the national co-ordinating body of the decentralized national development planning system.”

Act 480 further states that the decentralized national development planning system “shall comprise District Planning Authorities as the district level, Regional Co-ordinating Councils at the regional level and sector agencies, Ministries and the Commission at the national level”, putting the Commission at the apex of the national development planning system.
On the basis of Article 87 of the Constitution as well as Acts 479 and Act 480, the Commission since its establishment has worked with successive governments to develop various plans, including Vision 2020 (1996-2020), which aimed to transform Ghana into a middle-income country in 25 years. That long-term plan was terminated in 2001 and replaced with a succession of medium-term policy frameworks and plans, namely: Ghana Poverty Reduction Strategy (GPRS I, 2002-2005); Growth and Poverty Reduction Strategy (GPRS II, 2006-2009); Ghana Shared Growth and Development Agenda (GSGDA I, 2010-2013) and Ghana Shared Growth and Development Agenda (GSGDA II, 2014-2017).

There is a general view that the medium-term frameworks and their medium-term plans, developed by the central government and district assemblies respectively, have not served Ghana well, hence the calls for a long-term national development plan.

In responding to these concerns, the National Development Planning Commission reviewed both Ghana’s development planning record dating back to the 1920s, as well as the planning experiences of other countries, mindful of the current political context of planning in Ghana where different political parties come to power with specific development agendas (or manifestos) that may be at variance with those of their predecessor. Development planning in other parts of the world, in particular Asia, has taken place under military regimes, one-party states, or strong central governments with little or no change in leadership or ideology. The Commission also examined the Directive Principles of State Policy of the 1992 Constitution and how they can facilitate the preparation of long-term national development plans that are binding across governments over the long term yet flexible enough to allow each government the space to carry out its manifesto promises.
6. Framework and Plans

The Commission decided that the Directive Principles of State Policy, which are accepted by all Ghanaians as an integral part of the 1992 Constitution, provide enough broad guidelines for the preparation of a high-level plan, or framework, that would be long-term in nature and binding on all successive governments but flexible enough to allow each government to prepare its own operational or medium-term plans, based on its manifesto, for the attainment of the Vision, Goals and Objectives of the framework.

In addition to the Constitution, such a framework, especially the measurable objectives, will be informed by the views of Ghanaians (at home and abroad) through public consultations as well as submissions by the following: The Presidency; Parliament; Judiciary; Ministries, Departments and Agencies; Metropolitan, Municipal and District Assemblies; other state organisations; political parties; faith-based organisations; professional associations; as well as other civic organisations.
The framework will also be informed by various existing laws, policies, and reports, as well as international frameworks, such as the 15-year Sustainable Development Goals (SDGs) of the United Nations and the 50-year Agenda 2063 of the African Union, among others. As a member of the UN and AU, Ghana is required to include the goals of their frameworks into its own national development plans and report on them periodically.

A framework acceptable to all Ghanaians, following both public and technical consultations, can best serve the purposes of a long-term development “plan” without constraining the ability of political parties to fulfil their manifesto promises. The Commission has proposed a 40-year time horizon, starting from 2018 and ending in 2057, when Ghana would be celebrating its 100th independence anniversary. This framework would entail 10 four-year medium-term plans by successive governments that will end in 2057, as well as 10 national elections, beginning with the election of 2020 and ending with the election of 2056.

The Commission has proposed that the framework should be subjected to 4 decennial (or 10-year) reviews by Parliament. However, the operational plans will be monitored by the National Development Planning Commission through its Annual Progress Reports as well as the sitting President’s constitutionally mandated State of the Nation Address. Non-governmental organisations may undertake independent evaluation of progress and share the findings with the public.

I. VISION: A Just, Free and Prosperous Society (Based on Directive Principles of State Policy)
II. GOALS: (Based on Directive Principles of State Policy)
1. Build an inclusive and resilient economy (Economy)
2. Build an equitable and tolerant society (Society)
3. Build safe and sustainable communities (Environment - built and natural)
4. Build effective and efficient institutions (Governance/institutions across society)
5. Promote world peace and justice (Global context of national development)

III. OBJECTIVES: (Based on Consultations, technical analysis)

IV. INDICATORS: (Based on consultations, technical analysis)

V. OVERALL FRAMEWORK: (To be prepared from consultations and technical analysis; outline completed)

AU’s Agenda 2063: 2013-2063 (50 years)

Ghana: Road Map for Transformation (2018-2057)

- National Infrastructure Plan (30 yrs)
- Spatial Dev’t Framework (20 yrs)
- SDGs: 2016-2030 (15 yrs)

Monitoring & Evaluation

Declenial Evaluations (2027, 2037, 2047, & 2057)

10 Elections Over 40 years

10 Four-Year Medium-term Plans Over 40 years

10 Elecons Over 40 years

The following drivers must have been substantially developed to propel the transformation agenda; failure will derail the process.
1. Human capital
2. Public sector reform/modernisation
3. Land reforms
4. Infrastructure (immediate priority: energy)
5. Science, technology & innovation
6. Attitudinal change

By President
- Non-governmental Assessment

State of the Nation Address

Various policies, strategies, frameworks, reports, etc.

Spaal Dev’t Framework (20 yrs)

Decennial Evaluations (2027, 2037, 2047, & 2057)

Monitoring & Evaluation

Documents that will inform Framework Preparation

Constitution of Ghana
Coordinated Programme & Medium-term plans
Constitution Review Commission’s Report
Submissions from Parliament & Judiciary
Submissions from Political Parties
Public Contributions (professional bodies; CSOs; traditional authorities, etc.)
Annual Progress Reports

SDGs: 2016-2030 (15 yrs)
Commissioners

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Chairman

Dr. Esther Ofi-Abagye
Vice Chairman

Dr. Nii Mol Thompson
Director General

Dr. Philomena Nyarko
Government Statistician

Dr. Henry Kofi Wampah
Governor, Bank of Ghana

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Minister of Food and Agriculture

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Minister of Power

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