



National
Development
Planning
Commission

NDPC ANNUAL PROGRESS REPORT 2025

**IMPLEMENTATION OF THE NDPC'S MEDIUM-TERM
DEVELOPMENT PLAN UNDER THE POLICY FRAMEWORK:
THE AGENDA FOR JOBS II: CREATING PROSPERITY
AND EQUAL OPPORTUNITY FOR ALL**



NDPC

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2025

(JANUARY TO DECEMBER)

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UNDER THE POLICY FRAMEWORK: THE AGENDA FOR JOBS II: CREATING
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Published by:
National Development Planning Commission,
No.13 Switchback Road, Cantonments,
Accra.

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June 2026

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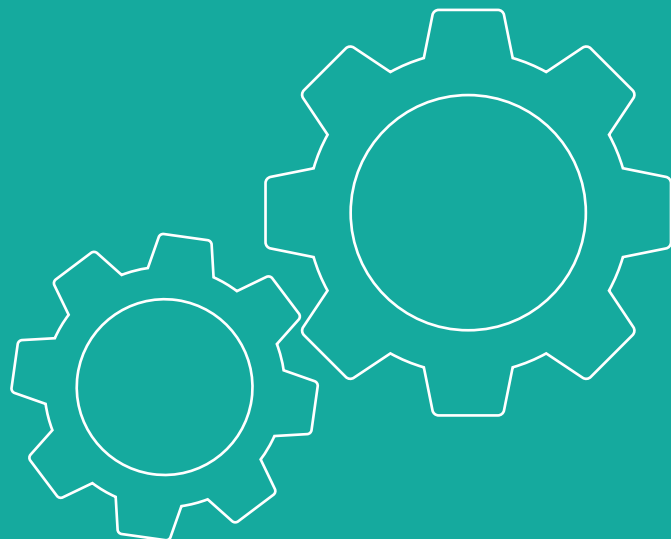




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LIST OF ACRONYMS

AAPs	Annual Action Plans
AGRA	Alliance for a Green Revolution in Africa
APR	Annual Progress Report
AU	African Union
AU-NEPAD	African Union - New Partnership for Africa's Development
CAPEX	Capital Expenditure
CPESDP	Coordinated Programme for Economic and Social Development Policies
DDDP	District Development Data Platform
DP	Development Partner
DTI	Design and Technology Institute
FAO	Food and Agriculture Organisation
FSNSCA	Food Systems, Nutrition Security and Climate Action
GIS	Geographic Information System
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GMM	Ghana Macroeconomic Model
GoG	Government of Ghana
ICC	Implementation Coordinating Committee
ICT	Information and Communication Technology
ILO	International Labour Organisation
IOM	International Organisation for Migration
IRC	International Resource Centre
KNUST	Kwame Nkrumah University of Science and Technology
KOICA	Korea International Cooperation Agency
L.I	Legislative Instrument
LEAP	Livelihood Empowerment Against Poverty
LTNDPF	Long-Term National Development Perspective Framework
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MLGCRA	Ministry of Local Government, Chieftaincy and Religious Affairs





MMDAs	Metropolitan, Municipal and District Assemblies
MTDP	Medium-Term Development Plan
MTEF	Medium-Term Expenditure Framework
MTNDPF	Medium-Term National Development Policy Framework
N4G	Nutrition for Growth
NAPR	National Annual Progress Report
NDPC	National Development Planning Commission
NHIS	National Health Insurance Scheme
PIM	Public Investment Management
PIPWC	Public Investment Programme Working Committee
REPOs	Regional Economic Planning Officers
RCCs	Regional Coordinating Councils
RIP	Regional Integrated Plan
RPCUs	Regional Planning Coordinating Units
SDGs	Sustainable Development Goals
SIGRA	Strengthening Investments in Gender-Responsive Climate Adaptation
SOCO	Social Cohesion
SUN	Scaling Up Nutrition
UAT	User Acceptance Test
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission of Africa
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
VLRs	Voluntary Local Reviews
VNR	Voluntary National Review
WFP	World Food Programme





EXECUTIVE SUMMARY



The National Development Planning Commission (NDPC), established under Articles 86 and 87 of the 1992 Constitution as part of the Executive, is mandated to advise the President on development planning policy and strategy. At the request of the President or Parliament, or on its own initiative, the Commission undertakes strategic analyses of macroeconomic and structural reform options;

prepares proposals for multi-year development plans; promotes environmental sustainability; supports balanced district development; and monitors, evaluates, and coordinates development policies, programmes, and projects.



The Commission implemented its 2022–2025 Medium-Term Development Plan (MTDP) within the framework of the Medium-Term National Development Policy Framework (MTNDPF), “An Agenda for Jobs II: Creating Prosperity and Equal Opportunity for All, 2022–2025.” During the year under review, NDPC sustained ongoing programmes and implemented strategic interventions aimed at strengthening planning, coordination, policy formulation, monitoring and evaluation, and national development management.

Programme Performance

Preparation of the President’s Coordinated Programme of Economic and Social Development Policies (2025–2029)

The Commission successfully prepared the President’s Coordinated Programme of Economic and Social Development Policies (CPESDP), 2025–2029, and submitted it within a record time of under six months. The Coordinated Programme provides the President’s medium-term development priorities and provides strategic direction for economic transformation, social protection, governance, infrastructure development, and institutional reforms. The document also aligns with the AU Agenda 2063 and the Sustainable Development Goals (SDGs).

Finalisation of the 2026–2029 Medium-Term National Development Policy Framework (MTNDPF)

The Commission prepared and submitted the 2026–2029 MTNDPF to the Office of the President. The Framework provides the operational basis for the preparation of Medium-Term Development Plans by Ministries, Departments and Agencies (MDAs), Regional Coordinating Councils (RCCs), and Metropolitan, Municipal and District Assemblies (MMDAs).

Coordination of Food and Nutrition Security

The Commission coordinated several interventions to strengthen food systems and nutrition governance. Key outputs included Ghana’s Nutrition for Growth (N4G) Commitments; the Food Systems, Nutrition Security and Climate Action (FSNSCA) Planning Toolkit; and the 2024





Scaling-up Nutrition (SUN) Joint Annual Assessment Report. The Commission also supported the preparation of food systems regulatory instruments and completed a budget and expenditure tracking report for 2020–2023 with support from FAO.

SDGs and Agenda 2063 implementation

The Commission continued to coordinate the implementation of the SDGs and the African Union Agenda 2063. During the year, four MMDAs were supported to prepare Voluntary Local Reviews (VLRs). In addition, the 2025 Voluntary National Review (VNR) Report was prepared and presented at the High-Level Political Forum. NDPC also coordinated implementation activities through the SDGs Implementation Coordinating Committee.

Preparation of NDPC 2026–2029 Medium-Term Development Plan

The Commission prepared its 2026–2029 Medium-Term Development Plan in line with the MTNDPF dubbed “Resetting Ghana Agenda: Creating Jobs, Ensuring Accountability and Promoting Shared Prosperity”, 2026–2029. The Plan was subsequently certified in accordance with the National Development Planning (System) Regulations, 2016 (L.I. 2232).

Review and Certification of MTDs (2026–2029) of MDAs, MMDAs and RCCs

The Commission provided technical support to MDAs, RCCs, and MMDAs in preparing their 2026–2029 Medium-Term Development Plans. Out of 261 expected MMDA plans, 247 were submitted and reviewed, with 47 certified. Similarly, 14 out of 16 RCC plans were submitted and reviewed, while four were certified. At the MDA level, 35 out of 38 plans were submitted and reviewed, with 28 certified.

Preparation of the 2024 National Annual Progress Report

The Commission in collaboration with key stakeholders, prepared the 2024 National Annual Progress Report (NAPR) to evaluate the implementation of the “Agenda for Jobs II” Policy Framework (2022–2025). The report generated critical evidence to support policy formulation, national budgeting, and development planning. To promote the effective dissemination and utilisation of the report’s findings, the Commission engaged the Parliamentary Select Committee on Economy and Development, as well as the media, to enhance awareness and encourage informed policy dialogue.

Preparation of the 2024 NDPC Annual Progress Report

The Commission prepared and launched the 2024 NDPC Annual Progress Report to assess progress made in implementing the Commission’s Medium-Term Development Plan and related interventions under the national policy framework.

District Development Data Platform (DDDP)

The Commission advanced the operationalisation of the District Development Data Platform (DDDP) to improve planning, monitoring, evaluation, and reporting at the local level. During the year, an online progress reporting tool was integrated into the system, and capacity-building workshops were organised for all 16 RCCs and 60 selected MMDAs to support automated Annual Progress Report preparation.

Expansion and update of the Ghana Macroeconomic Model (GMM)

The Commission updated the Ghana Macroeconomic Model to improve its





forecasting and analytical capabilities. The Commission revised key equations, variables, and datasets and prepared a report to support medium-term economic forecasting and policy analysis.

Human Capital Development Strategy

The Commission continued preparatory activities towards the development of a national Human Capital Development Strategy. Key activities included stakeholder engagements, technical working group meetings, and the development of a draft implementation framework to address skills gaps and labour productivity challenges.

Strategic Partnerships

The Commission strengthened collaborations with development partners and institutions, including UNICEF, UNDP, GIZ, KOICA, FAO, IOM, UNECA, AGRA, ILO, the World Bank, ALINEA International, and DTI/Thrive. These partnerships supported activities relating to SDGs implementation, local economic development, food and nutrition security, migration, gender mainstreaming, investment planning, human capital development, and public financial management.

Financial Performance

In 2025, the Commission received an approved budget allocation of GH¢23,289,484.01. Total funds released amounted to GH¢16,392,573.90, including GH¢3,260,000.00 from Development Partners. This represented a budget shortfall of GH¢6,896,910.10 or 29.61 percent of the approved allocation.

Total expenditure for the year amounted to GH¢14,535,552.62, compared to GH¢24,389,327.75 in 2024. Actual cash payments for the fiscal year stood at GH¢11,740,366.21. Despite fiscal constraints, the Commission prioritised

critical operational and capital expenditures, including the procurement of vehicles and ICT equipment to support programme implementation.

Donor support continued to play an important role in financing strategic interventions. Development Partner funding supported activities such as the preparation of the 2024 National Annual Progress Report, Thematic Evaluations of the Agenda for Jobs II Policy Framework, coordination of SDGs and Agenda 2063 implementation, and the Human Capital Development Strategy.

Key Challenges

Implementation of planned activities during the year was constrained by several operational and institutional challenges, including:

- Delays in approval of commitment authorisation requests by the Ministry of Finance;
- Capping of donor funding;
- Inadequate staffing resulting from staff attrition and delays in recruitment approvals;
- Limited logistics, including over-aged vehicles for monitoring activities; and
- Inadequate office accommodation and unstable electricity supply.

These challenges have limited the Commission's ability to fully implement its Annual Action Plan.

Next Steps

In 2026, the Commission will focus on strengthening development planning, coordination, monitoring and evaluation systems, research, and policy implementation. Priority interventions will include:





- Roll-out nationwide automated APR preparation using the DDDP;
- Finalising the Human Capital Development Strategy;
- Coordinating the preparation of the National Annual Progress Report;
- Updating the Ghana Macroeconomic Model for medium-term forecasting;
- Strengthening implementation of the SDGs and Agenda 2063;
- Preparing the District League Table;
- Developing the National Results Framework, 2026-2029;
- Supporting the certification of outstanding Medium-Term Development Plans; and
- Enhancing evidence-based planning and policy coordination across all levels of government.

The Commission will also continue to engage the Ministry of Finance and Development Partners to improve the adequacy and predictability of funding for effective implementation of its mandate.

Dr. Nii Moi Thompson.
Chairman, NDPC

Dr. Audrey Smock Amoah
Director General, NDPC





CHAPTER ONE: INTRODUCTION

1.1 Background

The National Development Planning Commission (NDPC) was established by Article 86 of the 1992 Constitution as part of the Executive, and Article 87 prescribed its functions. These articles are operationalised by several legislations including the National Development Planning Commission Act, 1994 (Act 479), the National Development Planning System Act, 1994 (Act 480), the National Development Planning (System) Regulations, 2016 (L.I. 2232), the National Development Planning Commission Regulations, 2020 (L.I. 2402) and the Local Governance Act, 2016 (Act 936), among others. These statutes require, among other things, NDPC to advise the President, and Parliament (upon request) on national development policies and strategies.

The Commission is committed to prudent management and accountability practices that result in effective and

efficient service delivery. It is further committed to the Medium-Term Expenditure Framework (MTEF), which links resource allocation to the national development policy objectives and the delivery of specified outputs and outcomes. Annually, the Commission commits resources to support a wide range of development interventions designed to enhance its effectiveness in delivering on its annual deliverables.

The 2025 Annual Progress Report (APR) assesses the performance of the Commission based on the implementation of programmes and projects in the 2025 Annual Action Plan. It further highlights the challenges encountered during implementation and makes recommendations to address the challenges going forward. It also highlights initiatives to be implemented in the subsequent year.

1.1.1 Vision

To become an authoritative planning body providing sound policy choices for sustainable and even development of Ghana.

1.1.2 Mission

To advise the President of the Republic of Ghana (and Parliament on request) on national development planning policy and strategy by providing a national development policy framework, preparing and ensuring effective implementation of approved national development plans, and coordinating economic and social activities country-wide in a manner that will ensure accelerated and sustainable development of the country to promote continuous improvement in the living standards of all Ghanaians.





1.1.3 Core Values

The core values that drive the functions of the Commission are:

1. Professionalism,
2. Hard Work,
3. Team Work,
4. Integrity,
5. Excellence, and
6. Honesty.

1.1.4 Functions

The core functions of the Commission, as prescribed by Act 479 are to:

1. Formulate national development policy frameworks and ensure that the strategies, including consequential policies and programmes, are effectively carried out.
2. Undertake studies and strategic analysis of macroeconomic and structural reform options and make recommendations on development and socio-economic issues.
3. Make proposals for the protection of the natural and physical environment with a view to ensuring that development strategies and programmes are in conformity with sound environmental principles.
4. Make proposals for ensuring the even development of the districts of Ghana by the effective utilisation of available resources.

5. Coordinate the decentralised national development planning system by prescribing the format and content of development plans for the Districts, Ministries and Sector Agencies to reflect integration of economic, spatial and environmental principles and ensure their compatibility.
6. Monitor, evaluate and coordinate the implementation of development policies, programmes and projects.

1.1.5 Medium-Term Policy Objectives

The Commission identified six (6) policy objectives that are relevant to its functions under the Agenda for Jobs II Policy Framework (2022-2025). These are:

1. Build an effective and efficient government machinery that supports citizens' participation;
2. Enhance capacity for policy formulation and promote coordination of the development process;
3. Improve plan preparation, implementation and coordination;
4. Strengthen monitoring and evaluation systems at all levels;
5. Promote the fight against corruption and economic crimes; and
6. Improve human capital development and management.





1.2 Purpose of Monitoring and Evaluation For the Stated Period

The purpose of the Commission's monitoring and evaluation activities in 2025 was to support evidence-based decision-making through the use of data generated from M&E processes. The evidence generated was intended to improve resource allocation, assess the extent to which planned targets were achieved, and strengthen the overall implementation of programmes and projects. Monitoring and evaluation tools were also applied to identify achievements, constraints, and implementation gaps,

while informing corrective actions to improve development outcomes.

Additionally, the monitoring and evaluation of the Commission's programmes and projects facilitated the documentation of lessons learned to enhance institutional performance and service delivery. These processes further strengthened the Commission's ability to demonstrate results to stakeholders and promote transparency, accountability, and effective development management.

1.3 Summary of Achievements of the Implementation of the Commission's MTDP

The reporting period marked the fourth and final year of the implementation of the Commission's SMTDP under the "Agenda for Jobs II: Creating Prosperity and Equal Opportunity for All" Policy Framework. A total of 72 activities were implemented in 2025 to facilitate the achievement of its medium-term objectives under the 2022–2025 Sector Medium-Term Development Plan (SMTDP).

The overall progress made by the Commission in the implementation of the SMTDP was encouraging and contributed significantly to the attainment of the Commission's institutional objectives,

particularly in strengthening the relevance of the National Development Planning Commission to Government and citizens, enhancing the visibility of the Commission in strategic development planning at both international, national and local levels, and positioning the Commission as a centre for development innovation and leadership. The performance achieved during the year was attributable to improved collaboration with Development Partners, and the release of statutory government funds to support planned programmes and activities.

1.3.1 Proportion of Annual Action Plan Implemented

Analysis of the implementation status of the 2025 Annual Action Plan indicates that out of the 72 planned activities, 62 activities were completed, representing 72.2 percent. Thirteen (13) activities were ongoing at the end of the year, representing 18.1 percent, while six (6) activities representing 8.3 percent had not commenced by the close of the reporting period. In addition, one activity (1.4%) was

abandoned during implementation.

Overall, the proportion of the Annual Action Plan implemented declined marginally from 95.8 percent in 2024 to 91.7 percent in 2025 (Table 1). Despite the decline, the implementation performance remained high and reflected the Commission's sustained commitment to delivering on its planned





interventions. Key achievements during the year included the implementation of strategic programmes and activities that supported national development

planning, monitoring and evaluation, stakeholder coordination, and policy advisory services.

Table 1: Proportion of planned activities implemented

Indicators	Target	Actual			Target	
	2025	2022	2023	2024	2025	2025
1. Proportion of the annual action plan implemented by the end of the year	100.0	87.0	86.7	95.8	100.0	91.7
a. Percentage completed	100.0	72.2	42.8	77.8	100.0	72.2
b. Percentage of ongoing interventions	0.0	14.8	43.98	13.8	0.0	18.1
c. Percentage of interventions abandoned	0.0	0.0	0.00	4.2	0.0	1.4
d. Percentage of interventions yet to start	0.0	13.0	13.25	4.2	0.0	8.3
2. Proportion of the overall medium-term development plan implemented	100.0	18.9	47.8	73.0	100.0	94.0

Source: NDPC, 2026

1.3.2 Overall Medium-Term Development Plan Implementation

By the end of December 2025, the Commission had implemented 94.0 percent of the total activities planned under the 2022–2025 Medium-Term Development Plan (Table 1). This marks a significant improvement over the 73.0 percent achieved in 2024 and reflects substantial progress made throughout the plan implementation period.

Although the cumulative implementation rate fell marginally short of the 100 percent

target set for 2025, the performance achieved indicates that the Commission was largely successful in executing the planned interventions under the 2022–2025 MTDP. The implementation progress reflects the Commission's commitment to achieving its mandate and supporting the effective coordination of national development planning processes in Ghana.





1.4 Challenges encountered

During the period under review, the Commission's operational effectiveness and capacity to deliver its mandate were significantly impeded by a combination of interrelated challenges spanning human, logistical, and financial resource constraints.

On the human resources front, the Commission operations were constrained by inadequate staffing levels, which severely limited its ability to fully plan, coordinate, monitor and evaluate development interventions nationwide. This challenge was largely driven by staff resignations, attributed to the Commission's comparatively unattractive conditions of service relative to other employment opportunities.

Logistically, the Commission's technical support services and core monitoring functions, including essential spot-checks, were severely constrained by an inadequate and over-aged fleet of vehicles. Frequent breakdowns and poor roadworthiness rendered many of these vehicles unsuitable for field operations, preventing officers from undertaking project monitoring visits. Beyond transportation challenges, the Commission's operational effectiveness was further undermined by insufficient

office accommodation, which affected staff morale and productivity, as well as unstable electricity supply that disrupted daily operations and the use of essential equipment.

Financially, the Commission's capacity to implement its planned programmes and projects was severely constrained. Over the medium-term insufficient budgetary allocations from the Government of Ghana (GoG), created a funding gap that necessitated a reliance on donor resources. However, these funds were typically earmarked for specific activities, leaving core operational costs unfunded. The situation was further aggravated by the capping of funds by the Ministry of Finance, which directly hindered the timely implementation of planned programmes and projects. Looking ahead, this dependence on external financing poses a major vulnerability, as the Commission's operations remain at considerable risk should there be shifts in the foreign policies or priorities of its development partners.

Addressing these challenges is crucial to restoring the Commission's capacity to function effectively and deliver on its core mandate without disruption.

1.5 Process Involved

The Commission involved its stakeholders in the implementation, monitoring and evaluation of planned programmes and projects in 2025. Primary and secondary stakeholders participated in planned programmes and projects carried out during the year, including inception meetings, guidelines orientations, data collection, analysis, validation, dissemination and communication of M&E results.

Key stakeholders engaged in the processes included technocrats from Ministries, Departments, Agencies (MDAs); Metropolitan, Municipal and District Assemblies (MMDAs); Regional

Coordinating Councils (RCCs); Academia and Research Institutions; Traditional Authorities; Civil Society Organisations (CSOs); Development Partners; and the Media. The engagements aimed to foster broad-based ownership and strengthen citizens' commitment to achieving development outcomes at all levels.

In the preparation of the Commission's 2025 annual progress report (APR), participatory processes were utilised. The inputs from staff and the Commission were central to the report. Figure 1 outlines the steps utilised in preparing the Commission's APR.





Figure 1: Steps in Preparing 2025 NDPC APR



1.6 Structure of the report

The report is organised in five chapters. Chapter one highlights the purpose of the Commission’s monitoring and evaluation for the year and summarises the processes used by the Commission in monitoring and evaluating its medium-term development plan. It further provides a summary of the plan implementation and challenges encountered during the process.

Chapter two provides updates on the Commission’s projects and programmes, assessing their completion status and outstanding financial commitments. It also reviews how NDPC repaired and maintained its existing infrastructure in 2025. The chapter continues to provide updates on the Commission’s revenue and expenditure, indicators and targets,

critical development issues, evaluations conducted, and participatory evaluation tools used.

Chapter three analyses the Commission’s activities to enhance Public Investment Management (PIM), Capital expenditure (CAPEX) effectiveness and value for money.

Chapter four covers the financial statements and audit status of the Commission and the issues covered include financial statements, summary from the audit report and actions taken on the audit recommendations.

Chapter five provides the recommendations and conclusions.





CHAPTER TWO: MONITORING AND EVALUATION ACTIVITIES REPORT

2.1 Introduction

The chapter summarises the results of the initiatives carried out by the Commission in 2025 under its medium-term development plan (2022-2025). It provides updates on the projects and programmes executed, revenue and expenditure performance, status of key indicators, critical development issues including human resource and logistics positions, evaluations conducted and the use of participatory evaluation tools.

2.2 Updates on Projects and Programmes

This section provides updates on the key interventions implemented by the Commission in 2025.

2.2.1 Preparation of the President's Coordinated Programme of Economic and Social Development Policies (2025–2029)

The Coordinated Programme of Economic and Social Development Policies (CPESDP), 2025–2029 dubbed “**Resetting-Ghana Agenda: Creating Jobs, Ensuring Accountability and Promote Shared Prosperity**” was prepared and submitted to the President in record time of under six months in 2025, demonstrating the Commission’s efficiency and leadership in delivering the President’s key development policy framework within a compressed timeframe. The Coordinated Programme reflects the aspirations of the President, serves as a guiding framework for national policy direction, and aligns with continental and global commitments, including the AU’s Agenda 2063 and the UN’s 2030 Agenda for Sustainable Development. It is both a restorative effort and ambitious vision for the transformation of Ghana’s economy and society. It acknowledges Ghana’s challenges with candour, lays out a clear strategy for change and progress, and offers a clear pathway to opportunity, equality, dignity, resilience, and shared prosperity.





2.2.2 Finalisation of the 2026–2029 Medium-Term National Development Policy Framework (MTNDPF)

The Commission successfully prepared the Medium-Term National Development Policy Framework (MTNDPF), 2026–2029 and submitted it to the Office of the President. This framework provides the operational roadmap for implementing national development strategies, ensuring continuity and coherence in planning across ministries, departments and agencies (MDAs), regional coordinating councils (RCCs), and metropolitan, municipal and district assemblies (MMDAs).

2.2.3 Coordination of Food and nutrition security

During the year under review, several outputs were delivered, including Ghana's Nutrition for Growth (N4G) Commitment document, the Food Systems, Nutrition Security and Climate Action (FSNSCA) Planning Toolkit, and the 2024 SUN Joint Annual Assessment Report. The Commission also produced a budget and expenditure tracking report (2020–2023) with FAO support, updated Ghana's Food Systems Pathways, and supported draft regulatory instruments. These efforts enhanced accountability and political commitment to tackling malnutrition and food system transformation.

2.2.4 SDGs and Agenda 2063 implementation

The Commission continued the coordination of the implementation of 2030 Agenda for Sustainable Development and the Africa Union

Agenda 2063. The Commission supported four MMDAs¹, to prepare Voluntary Local Reviews (VLRs). In addition, the 2025 Voluntary National Review (VNR) Report was prepared and launched by the President of the Republic. The Report was subsequently presented at the 2025 High Level Political Forum alongside a side event to share one of the Voluntary Local Review Reports. Further, the Commission coordinated SDGs implementation through the Implementation Coordinating Committee (ICC). The Commission also participated in the United Nations General Assembly (Summit of the Future).



2.2.5 Human Capital Development Strategy

The Commission as part of its mandate, continued with its processes for the development of a human capital development strategy to, among others, address challenges of skills gaps and youth unemployment. In 2025, a draft outline for the Strategy was developed together with a stakeholder implementation arrangement. A series of stakeholder engagements with the Technical Working Group and the Interministerial Coordinating Committee were also held for the Human Capital Development Strategy.

¹ Korle-Klottey Municipal Assembly, Atebubu-Amantin Municipal Assembly, Ga South Municipal Assembly, and Tarkwa-Nsuaem Municipal Assembly





(L.I. 2378). It outlines the planned actions for the medium-term to achieve the goals and objectives of the Commission.



2.2.6 National Policy and Legislative Almanac

The Commission acquired and registered a dedicated domain name (pla.gov.gh) for the Policy and Legislative Almanac on the official “.gov” portal in 2025. This is a critical foundational step in the project lifecycle, formalising the platform’s official government status and establishing its secure online presence.

2.2.8 Review and Certification of MTDPs (2026-2029) of MDAs, RCCs and MMDAs

The Commission in line with its mandate provided technical support to MDAs, MMDAs and RCCs in the preparation of their MTDPs. The process recorded high levels of compliance among MDAs, RCCs and MMDAs, with over 85 percent of plans respectively submitted and reviewed. Of this, the highest certification was at the MDAs level (Table 2 and Annex 2 & 3). Notably, as at the end of December 2025, MTDPs for 2026-2029 had not been received from the Judicial Service, Office of Special Prosecutor, and Parliament of Ghana.

2.2.7 Preparation of NDPC 2026-2029 Medium-Term Development Plan

The Commission successfully prepared its Medium-Term Development Plan (MTDP) in line with the Medium-Term National Development Policy Framework (MTNDPF), 2026-2029, dubbed **“Resetting-Ghana Agenda; Creating Jobs, Ensuring Accountability and Promoting a Shared Prosperity”**. The Plan has been certified in accordance with the National Development Planning (System) Regulation, 2016 (L.I. 2232) and the Public Financial Management Regulations, 2019



Table 2 Status of Medium-Term Development Plans as at December 2025

Institution	Number of Plans expected	Plans Submitted	Plans Reviewed	Plans Certified	Percentage of plans certified (%)
Ministries, Departments and Agencies	38	35	35	28	80.0%
Regional Coordinating Councils	16	14	14	4	28.6%
Metropolitan, Municipal, and District Assemblies	261	247	247	47	18.0%

Source: Plan Coordination Division, 2025

2.2.9 Preparation and Orientation for RCCs on Regional Integrated Plan (RIP) Guidelines (2026-2029)

The Commission revised the current Regional Integrated Plans (RIP) Guidelines for the 2026-2029 plan period. The revised guidelines were shared with the Regional Economic Planning Officers (REPOs) for feedback. The comments on the guidelines were incorporated into the draft guidelines. The draft RIP guidelines were further reviewed to improve clarity and enable the Regional Planning Coordinating Units (RPCUs) to draft their RIPs without challenges.



2.2.10 Planning and Budgeting Concepts and Terminologies

The Commission, supported by GIZ, collaborated with the KNUST Department of Planning and other key stakeholders to refine the draft concepts and terminologies through a series of consultations and working sessions. This standardisation ensures a unified language and common understanding across all planning professionals.

To ensure the document's relevance and long-term ownership, the Commission also engaged in strategic partnerships with the Ministry of Finance. These efforts culminated in a 2025 validation workshop. This final review allowed stakeholders to provide critical feedback and inputs, ensuring the glossary is both comprehensive and refined.



2.2.11 Evaluation of Agenda For Jobs II MTNDPF 2022-2025

In 2025 the Commission conducted a Thematic Evaluation of the Medium-Term National Development Policy Framework – “An Agenda for Jobs II, 2022 – 2025”, with technical and financial support from UNICEF. The evaluation assessed the extent of implementation and the framework’s contribution to Ghana’s development goals in the context of profound domestic and global challenges. The Evaluation provided insights that informed the design of the Medium-Term National Development Framework for 2026-2029.

Annual Progress Report (NAPR) to assess the level of implementation of the medium-term national development policy framework - **An Agenda for Jobs II: Creating Prosperity and Equal Opportunities for All, 2022-2025**. The report was shared with stakeholders to inform the national budget. As part of efforts to enhance the use and application of findings from the 2024 NAPR, the Commission engaged the Parliamentary Select Committee on Economy and Development. The Commission also engaged the media.

2.2.12 Preparation of the 2024 National Annual Progress Report

The Commission, in collaboration with stakeholders, prepared the 2024 National





2.2.13 Preparation of the 2024 NDPC APR

The Commission in 2025 prepared its 2024 NDPC APR and subsequently launched at a media forum. It assessed the Commission's progress under the Agenda for Jobs II framework and NDPC's own plan, providing evidence for accountability and policy adjustments.

2.2.14 Assessment of Sector and District Reports

The Commission in line with its mandate as stipulated by the National Development Planning (Systems) Act, 1994 (Act 480) and National Development Planning (Systems) Regulations, 2019 (L.I. 2232) collated, reviewed and provided feedbacks on the annual progress reports of MDAs, MMDAs, and RCCs (Table 3) as part of efforts to enhance data quality and improve decision-making.

Table 3: Status of Annual Progress Reports as at December 2025

Institution	Total number	APRs Submitted	APRs Reviewed	Percentage of APRs Reviewed
Ministries, Departments and Agencies	38	36	36	94.7%
Metropolitan, Municipal, and District Assemblies	261	260	260	99.6%
Regional Coordinating Councils	16	13	13	81.3%

Source: M&E Division, 2025

2.2.15 District Development Data Platform (DDDP) For monitoring, evaluation and reporting

The Commission advanced the operationalisation of the District Development Data Platform (DDDP), a web-based planning, monitoring, evaluation, and reporting system for MMDAs. During the reporting period, an online Progress Reporting Tool was successfully developed and integrated into the platform to support quarterly and annual progress reporting by MMDAs. The tool is intended to automate

reporting processes and improve data management and performance tracking at the district level.

To validate the functionality and usability of the system, a User Acceptance Test (UAT) was conducted successfully. In addition, capacity-building workshops were organised across all 16 regions and for 60 selected MMDAs to train officers on the automated preparation of Annual Progress Reports (APRs) using the DDDP tools.

Following these activities, the Commission is set to pilot the fully automated APR preparation process in the 60 selected MMDAs in 2026 ahead of nationwide implementation.





2.2.16 Expansion and update of the Ghana Macroeconomic Model (GMM)

The Commission undertook a comprehensive update of the Ghana Macroeconomic Model (GMM) to strengthen its effectiveness as a tool for economic analysis and policymaking. During the reporting period, equations, variables, and datasets within the model were revised to reflect recent developments in the Ghanaian economy

and improve forecasting accuracy.

The Commission revised key equations, variables, and datasets and prepared a report to support medium-term economic forecasting and policy analysis.

2.2.17 Strategic Partnerships

The Commission in 2025 engaged strategic partners in the advancement of its mandate. Table 4 provides details on the specific areas of collaboration with key strategic partners.

Table 4: Strategic Partnerships, 2025

No.	Partner	Area(s) of Collaboration
1.	GIZ	<ul style="list-style-type: none"> District Development Data Platform-APR Integration Mirror Reports on LEAP and NHIS
2.	UNICEF	<ul style="list-style-type: none"> Thematic Evaluation of Agenda for Jobs II Policy Framework (2022-2025) SDG Forum Participation Preparation of VLRs Nutrition
3.	KOICA	<ul style="list-style-type: none"> Agribusiness value chain development
4.	DTI and Thrive	<ul style="list-style-type: none"> Preparation of Human Capital Development Strategy
5.	SIGRA	<ul style="list-style-type: none"> Gender Mainstreaming Toolkit Gender and Climate Change guideline/toolkit
6.	ALINEA International	<ul style="list-style-type: none"> Unpaid Care Work Toolkit
7.	FAO	<ul style="list-style-type: none"> Food and Nutrition Security
8.	IOM and UNECA	<ul style="list-style-type: none"> Migration and diaspora contribution
9.	ILO	<ul style="list-style-type: none"> Mainstreaming Green jobs into MTDPs
10.	AGRA	<ul style="list-style-type: none"> Toolkit for the integration of youth targeted Agricultural employment strategies for MMDAs Enhancement of inter-ministerial coordination and collaboration for youth policy and program delivery effectiveness
11.	UNDP	<ul style="list-style-type: none"> Toolkit for Investment strategy development for local authorities Development of investment strategies for 8 MMDAs Disability inclusion in national development policy
12.	World Bank	<ul style="list-style-type: none"> PFM4SD Support for the Preparation of National APR and NDPC APR SOCO Project (Component III)





Details on the key non-physical projects implemented during the year are summarised in Annex 1.

2.3. Repair and Maintenance of the Commission's Assets

In 2025, the Commission implemented a range of maintenance and repair activities across its accommodation and equipment assets, including office and residential facilities, generator sets, air-conditioners, vehicles, office furniture, computers, printers, scanners, and photocopiers.

The Commission carried out routine servicing, repairs, and preventive maintenance using a total of GH¢57,458.58, which was fully released

and utilised. Key interventions included plumbing repairs, waste collection, and septic tank dislodgement. Preventive maintenance was also undertaken on air-conditioners, monitors, printers, scanners, and photocopiers (Table 5).

These interventions contributed to improving the functionality of office equipment and facilities and helped maintain a generally conducive working environment, despite occasional discomfort in some offices due to heat.

Table 5: Repair and maintenance of existing assets (GH¢)

Asset/ infrastructure	Location	Type of maintenance	Estimated Cost	Actual Release	Gap	Expenditure	Remarks
Plumbing Works	NDPC	Repairs	10,000.00	10,000.00	0.00	10,000.00	The full amount was released and this enabled the Commission to undertake regular maintenance and repairs, resulting in a fairly improved and conducive office environment for staff.
Collection Of Waste	NDPC	Maintenance	5,000.00	5,000.00	0.00	5,000.00	
Dislodgement of Septic Tank	NDPC	Preventive maintenance	1,400.00	1,400.00	0.00	1,400.00	
Air conditioners	NDPC	Preventive maintenance	17,590.18	17,590.18	0.00	17,590.18	
Monitors	NDPC	Preventive maintenance	3,650.00	3,650.00	0.00	3,650.00	
Printers, Scanners & Photocopiers	NDPC	Preventive maintenance	15,558.40	15,558.40	0.00	15,558.40	
Piping & Drainage Materials	NDPC	Preventive maintenance	9,260.00	9,260.00	0.00	9,260.00	
Total			57,458.58	57,458.58	0.00	57,458.58	

Source: Administration Unit, 2026





2.4. Update on Disbursements From Funding Sources

2.4.1. Updates on Funding Sources

The financial performance of the Commission in 2025 was shaped by significant fiscal constraints, underscoring the persistent challenge of securing adequate and predictable funding for its operations. In the 2025 fiscal year, the Commission was allocated an approved budget (appropriation) of GH¢23,289,484.01. However, the total funds released amounted to GH¢16,392,573.90, which included GH¢3,260,000.00 in Development Partner

(DP) funding. This resulted in a budget variance of GH¢6,896,910.10, representing a significant shortfall of 29.61 percent against the original appropriation. The actual total budget performance for the year stood at GH¢15,000,366.21.

A detailed breakdown of the Commission's revenue sources and their performance against estimates over a five-year period (2021-2025) is presented in Table 6.

Table 6: NDPC's Sources of Revenue, 2025

Revenue Sources	Estimates					2025	Performance				
	2021	2022	2023	2024	2025		2021	2022	2023	2024	2025
GoG	14,491,269.03	22,463,793.00	13,265,311.00	17,600,799.00	20,029,484.01	4,749,656.00	11,317,855.90	21,506,982.55	17,461,739.83	11,740,366.21	
Donor	5,492,707.89	4,080,881.71	2,726,409.59	45,000,000.00	3,260,000.00	5,492,707.89	4,080,881.71	2,726,409.59	19,626,026.74	3,260,000.00	
Total	19,983,976.92	26,544,674.71	15,991,720.59	62,600,799.00	23,289,484.01	10,242,363.89	15,398,737.61	24,233,392.14	37,087,766.57	15,000,366.21	

Source: Audited NDPC Annual Financial Statements

Table 6 reveals a persistent and concerning trend of shortfalls in Government of Ghana (GoG) disbursements relative to approved estimates. While the Commission received GH¢11,740,366.21 in GoG funding in 2025, this fell significantly short of the GH¢20,029,484.01 budgeted. Over the years these underfunding triggers additional budgetary supplementary release to the Commission from other GoG Sources. In 2025, the commission received additional budgetary release of GH¢6,805,300.00 as additional funding for its activities.

To avert these annual GoG funding interventions from the Ministry of Finance

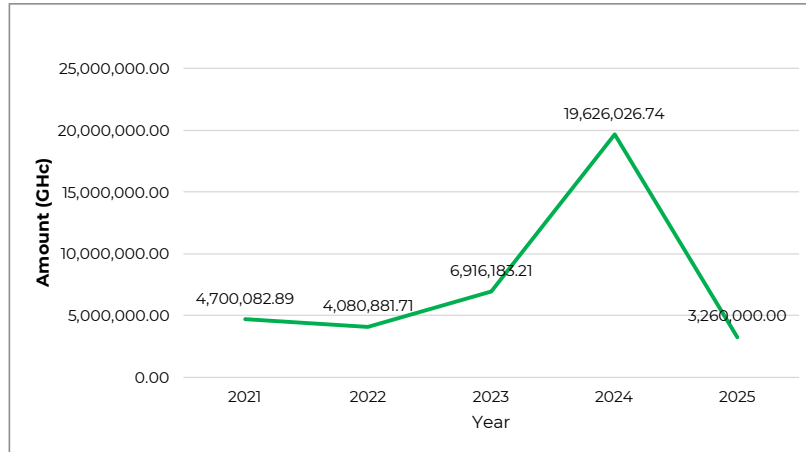
(MoF), it has become necessary to secure a more sustainable, reliable, and designated revenue envelope to effectively meet its constitutional responsibilities as the central national planning authority.

The insufficiency of GoG appropriation has, by necessity, fostered a dependency of the Commission on donor assistance to execute planned programmes and projects. This dependency has a risk of exposing the Commission to external controls from development partners. The external funding support over the years has improved the commission's funding gap, though not significant.





Figure 2: Donor support performance, 2021-2025



Source: Audited NDPC Annual Financial Statements

An analysis of donor fund performance over the period reveals a highly volatile trend. It exhibited significant fluctuations between 2021 and 2025. Starting at GH¢5,492,707.89 in 2021, with notable contributions from UNICEF and UNDP, it dipped slightly to GH¢4,080,881.71 in 2022. A substantial turnaround occurred in 2023, with funds increasing by 69.47 percent to GH¢6,916,184.21, driven by an expanded donor base including significant new contributions from the Conrad Hilton Foundation. This upward trend accelerated dramatically in 2024, with donor support peaking at GH¢19,626,026.74, a staggering 183.76 percent increase from the previous year. However, 2025 witnessed a sharp decline, with donor funding falling back to GH¢3,260,000.00 due to budgetary capping from the Ministry of Finance.

The donor funding received over the 5-years period came from a diverse range

of partners, including the United Nations Children’s Fund (UNICEF), the United Nations Development Programme (UNDP), the Conrad Hilton Foundation, the International Resource Centre (IRC), the World Bank (PFM4SD & SOCO), IOM, the World Food Programme (WFP), and the United Nations Population Fund (UNFPA). Other contributors included AU-NEPAD, ISODEC, GIZ, the University of Sussex, and the University of Ghana, among others. These contributions were channelled into various critical activities that furthered the Commission’s developmental objectives. Key initiatives supported by donor funds included the preparation of the 2024 National Annual Progress Report and the NDPC’s own 2024 Annual Progress Report; the Thematic Evaluation of the Agenda for Jobs II Policy Framework; coordination of SDGs and Agenda 2063 implementation; and the Human Capital Development Strategy.

2.4.2. Update on Expenditure

Total expenditure for the 2025 fiscal year stood at GH¢14,535,552.62. This figure includes GH¢3,260,000.00 in funding from Development Partners (DP). Excluding DP funding, expenditure from the Government of Ghana (GoG) vote was GH¢11,740,366.21.

This level of GoG expenditure represents a notable decrease from the GH¢24,389,327.75 million spent in 2024, though it remains slightly above the 2023 expenditure figure of GH¢12,053,800.98. Actual payments (as distinct from commitments) for the year amounted to GH¢11,960,429.55.





The Commission's approved GoG budget for 2025 was GH¢20,029,484.01, allocated across Compensation, Goods and Services, and Capital Expenditure (CAPEX). However, actual expenditure against this budget was GH¢11,740,366.21, representing a performance rate of 58.6

percent of the released amount and 40.7 percent of the original approved budget. A detailed breakdown of expenditure performance against approved and released budgets from 2021 to 2025 is provided in Table 7 below.

Table 7: Expenditure performance of NDPC from 2021 to 2025 (GH¢)

Budget Items		Compensation	Goods and Services	CAPEX	Total
2021	Approved	5,793,051.00	6,605,718.00	2,092,500.00	14,491,269.00
	Released	4,514,373.92	6,593,824.11	1,793,030.23	12,901,228.26
	Expenditure	4,514,373.92	6,593,824.11	1,793,030.23	12,901,228.26
2022	Approved	6,329,000.00	2,543,067.01	304,483.00	9,176,550.01
	Released	5,200,619.61	2,512,320.29	0.00	7,712,939.90
	Expenditure	5,200,619.61	2,512,320.29	0.00	7,712,939.90
2023	Approved	7,950,493.00	5,312,643.30	114,262.80	13,377,398.92
	Released	6,664,036.40	5,276,941.32	113,127.60	12,305,884.50
	Expenditure	6,664,036.40	5,276,941.32	112,823.26	12,053,800.98
2024	Approved	8,709,899.00	50,924,288.00	3,641,000.00	59,998,187.00
	Released	6,404,021.91	16,539,772.08	3,068,188.86	26,011,982.85
	Expenditure	6,404,021.91	15,954,329.98	2,030,975.86	24,389,327.75
2025*	Approved	9,904,484.01	5,125,000.00	5,000,000.00	20,029,484.01
	Released	6,058,820.90	3,573,753.00	3,500,000.00	13,132,573.00
	Expenditure	5,801,385.00	3,397,650.00	2,541,331.21	11,740,366.21

Source: Audited NDPC Annual Financial Statements

In 2025, expenditure on Compensation was GH¢5,801,385.00, a decrease from the GH¢6,404,021.91 spent in 2024. This reflects a period of managed staff-related costs. There was a substantial reduction in spending on Goods and Services, which decreased from GH¢15.95 million in 2024 to GH¢3.40 million in 2025. This sharp decline aligns with the significantly reduced approved budget for this category and reflects the Commission's focus on curtailing running costs. In contrast, expenditure on CAPEX increased to GH¢2,541,331.21, up from GH¢2,030,975.86 in 2024. This strategic prioritisation of investment enabled the Commission to procure critical assets,

including four vehicles and IT equipment such as laptops and printers, which are essential to the effective execution of planned activities.

The marked discrepancy between the original approved budget (GH¢20.03 million) and the actual expenditure (GH¢11.74 million) highlights the significant financial constraints under which the Commission operates. While the Commission has demonstrated adaptability by adjusting its expenditure, particularly by prioritising CAPEX within a constrained fiscal environment to prevent essential investments from being derailed. This situation reaffirms the





persistent under-resourcing that limits its capacity to fully execute its mandate.

Table 8 provides more details.

Table 8: Constrained and Unconstrained Capex, 2025 (GH¢)

Source	Estimate		Release*	Expenditure*	Variance		
	Unconstrained (A)	Constrained (B)			(C)	(D)	(A-B)
GOG	5,000,000.00	5,000,000.00	3,500,000.00	2,541,331.21	0.0	1,500,000.00	958,668.79
Donor	4,274,657.29	4,274,657.29	4,274,657.29	4,274,657.29	0.0	0.0	0.0
Total	9, 274,657.29	9, 274,657.29	7,774,657.29	6,815,988.50	0.0	1,500,000.00	958,668.79

Source: Audited NDPC Annual Financial Statement, 2025

2.5. Updates on the Commission's Indicators and Targets

2.5.1. Improve research and development, innovation and sustainable financing for industrial development

The Commission sustained its research and analytical functions to support evidence-based planning and industrial development. During the year, the Ghana macroeconomic model was updated once, below the target of two updates and lower than in previous years. Nevertheless, the update ensured that the model remained responsive to current economic conditions and policy priorities. The Commission also produced one bi-annual report. The performance under this objective reflects sustained analytical output, although the decline in model updates and report development points to emerging operational and resource constraints.

2.5.2 Improve plan preparation, implementation and coordination

Performance under this objective remained strong in terms of policy and budget alignment, with 100 percent of district and sector budgets continuing to be based on approved plans. This demonstrates the institutionalisation of planning and budgeting processes across government institutions.

The Commission also coordinated the preparation and review of Medium-Term Development Plans (MTDPs) for MDAs, MMDAs, and RCCs. Although submission rates were high, certification performance declined sharply in 2025. Only 47 MMDA plans, 28 MDA plans, and four RCC plans were certified. This was mainly due to delays in resubmission of revised plans after technical review.

The trend indicates that while planning systems are well established, implementation and coordination challenges continue to affect timely certification and approval processes.





2.5.3 Strengthen monitoring and evaluation systems at all levels

The Commission strengthened national M&E systems by completing the 2024 National Annual Progress Report on time, meeting the annual target and demonstrating improved reporting efficiency.

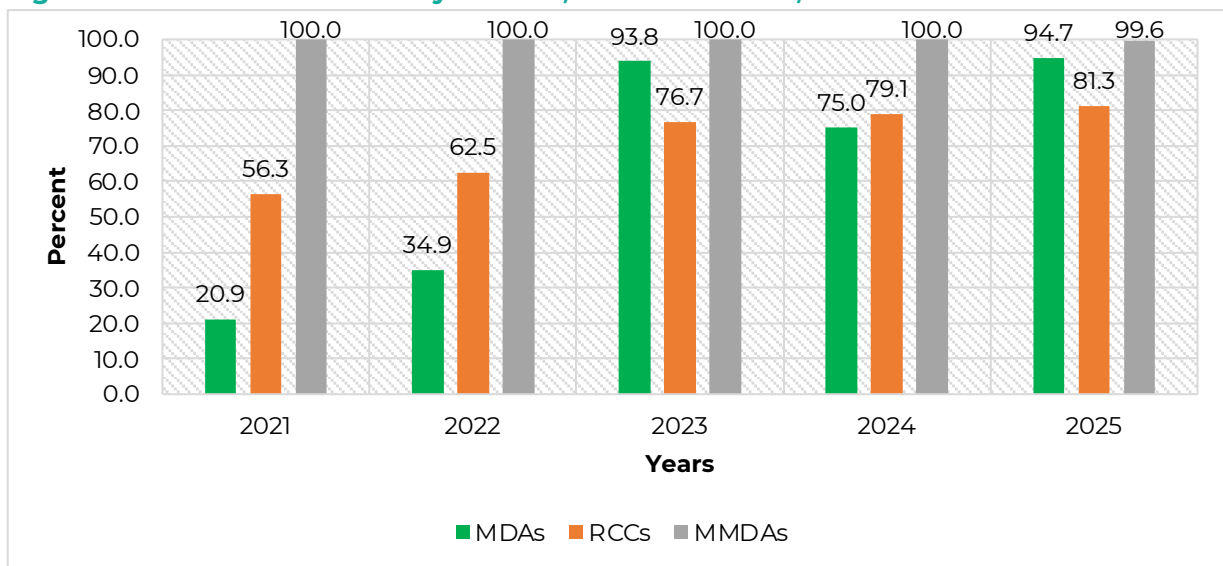
At the sub-national level, 260 MMDAs and 13 RCCs submitted APRs during the year. At the national level, 36 MDA APRs were reviewed against a target of 38, indicating improved sector reporting performance (Figure 3).

Progress was also made in digital reporting through the District Development Data Platform (DDDP), with the Automated

APR Generator remaining operational and 60 MMDAs and 16 RCCs trained on the system. Additionally, four MMDAs were supported to prepare Voluntary Local Reviews (VLRs), slightly below the target of five.

Despite these achievements, no monitoring visits were conducted and the 2024 District League Table was not completed. These gaps continue to limit field verification and performance assessment. Generally, the Commission maintained strong reporting systems, although implementation challenges remain.

Figure 3: Submission of APRs by MMDAs, RCCs and MDAs, 2021-2025



Source: M&E Division, 2025





2.5.4. Enhance capacity For policy Formulation and promote coordination of the development process

The Commission strengthened policy coordination and alignment with the SDGs and Agenda 2063 by organising 60 coordination meetings, exceeding the annual target of 55. In addition, two policy briefs were developed to support government decision-making, while progress was made towards operationalising the Policy and Legislative Almanac through the acquisition of a domain name on the government portal.

However, some capacity-building and stakeholder engagement activities recorded limited progress. No national development forums were organised, no MDAs were trained on public policy formulation, and only four institutions were supported to formulate policies against a target of six.

Overall, while strategic coordination frameworks remain strong, institutional engagement and technical capacity-building activities require further strengthening.

2.5.5. Build an effective and efficient Government machinery that supports citizens' participation

The Commission maintained efficient administrative processes, particularly in salary validation, which continued to be completed within 48 hours each month.

During the year, 13 staff members were recruited against a target of 17, while seven officers were promoted compared to the target of eight. Although these achievements demonstrate ongoing efforts to strengthen institutional capacity, they also reflect operational

constraints affecting staffing and career progression.

The Commission organised 19 meetings for Commissioners and committees, below the target of 30, but the meetings contributed to the finalisation of key national policy documents. Participation in international conferences also declined considerably during the year. In all, the Commission sustained core institutional functions despite growing resource and operational limitations.

2.5.6. Promote the fight against corruption and economic crimes

The Commission maintained strong accountability and financial management systems during the year. Only two audit infraction was recorded in 2025. In addition, 100 percent of audit infractions were addressed, demonstrating management's commitment to compliance and accountability. The performance under this objective reflects strengthened internal controls and improved financial governance.

2.5.7. Improve human capital development and management

The Commission continued efforts to advance the Human Capital Development Strategy through stakeholder engagements, technical working group meetings, and the completion of a baseline study on soft skills and labour productivity and Early Childhood Development gaps. These activities strengthened the foundation for long-term human capital planning.

However, staff training declined significantly during the year, with only 14 staff trained against a target of 57, compared to 67 in 2024. This





suggests financial and operational constraints affecting capacity-building activities. While progress was made in strategic human capital planning, staff development and institutional capacity-

building weakened during the review period. Annex 4 provides details on the indicator's performance for the period 2021-2025.

2.6 Update on Critical Development Issues

This section provides an update on key interventions and studies undertaken by the Commission to address critical development challenges, with a specific focus on social cohesion and resilience in Northern Ghana.

2.6.1 Implementation of the Gulf of Guinea Northern Regions Social Cohesion (SOCO) Project

The Commission under the Component three (3) of the Gulf of Guinea Northern Regions Social Cohesion (SOCO) Project under the Ministry of Local Government, Chieftaincy and Religious Affairs (MLGCRA) completed the drafting of the scoping report in 2025. The report highlights the prevailing socioeconomic dynamics in the Project area as well as provided recommendations on areas of priority for the Project. The Commission also produced five Policy Briefs in

Local Governance, Local Economic Development, Digital Technology and Innovation, Climate Resilience and Social Cohesion thematic areas.

2.6.2 Staff strength of NDPC

The Commission requires a total of 85 staff to operate at its optimal capacity. However, only 57 staff were at post in 2025 (Table 9). Two key staff (Director of Development Policy and Director of General Services Divisions/Secretary to the Commission) vacated the Commission by the end of 2025. Also, four staff of the Commission retired in 2025.

Table 9: Human Resource Position of the Commission, 2025

Divisions	Staff Required	Staff available	% Covered	Critical skills needed
Director-General's Secretariat	7	3	42.9%	
General Services	31	24	77.4%	Training in Microsoft Office Suite Refresher Training in Records Management Refresher Training in Clerical Work Team Building, Leadership and Presentation Skills Professional Technical course in Transport Management Training on Store Software System





Divisions	Staff Required	Staff available	% Covered	Critical skills needed
Development Policy	15	6	40%	<ul style="list-style-type: none"> Training on Leadership and Public Administration Training on Knowledge Management Training in Policy analysis and Formulation Quantitative and Qualitative Software application training Training in applied quantitative and qualitative research methods Project Management Training Training for using drones for geospatial data capture Training in Green Development in Urban and peri-Urban Areas
Development Plan Coordination	12	8	66.6%	<ul style="list-style-type: none"> New Approaches to development planning and coordination Training on Leadership and Communication Skills Training on Policy Analysis and Modeling GIS Training Training on Advanced Data Analysis with AI and Machine learning Python, (dynare) Data Analysis
Research	8	6	75%	<ul style="list-style-type: none"> Training in Strategic Leadership and Management Training in Carbon Market Management and Operations Training in Climate and Infrastructure financing: Management and Methodologies Training in Development financing Project Execution and Management Training in Strategic Development Partnerships Training in Research methodologies (intermediate and /Advance) Training in Public Speaking and Presentation Skills Policy Review and Analysis Data Analytics and Visualization
Monitoring and Evaluation	12	10	83.3%	<ul style="list-style-type: none"> Training in Impact Evaluation Training on Data Analysis Statistical Tool Training Training on Child Protection Tools Capacity Building Workshop on Evaluation Training on WASH Financing GIS for Development Planning and Spatial Analysis Data Visualization and Dashboard Development (Power BI or Tableau)
Total	85	57	67%	

Source: Administration Unit, 2025





The Commission as part of efforts to supplement the gap, engaged 17 temporary staff during the year (Table 10). For the effective functioning and successful implementation of tasks by the various divisions, the Commission identified some critical skills, including team building and conflict management, project management, and evaluation methods.

Table 10: Temporary Staff at the Commission, 2025

Grade	Target	Actual
	2025	2025
Secondment/Posting		
Director	1	1
Assistant Controller and Accountant-General	1	1
Chief Internal Auditor	1	1
Principal Procurement	1	1
Principal Planning Analyst	1	1
Principal Accountant	1	1
Principal Information Officer	1	1
Principal Internal Auditor	0	0
Principal Records Supervisor	1	1
Senior Accountant	2	2
Senior Procurement Officer	1	1
Budget Officer	1	1
Information Officer	2	2
Assistant Internal Auditor	1	1
Senior Accounts Technician	1	1
Driver	1	1
Total	17	17

Source: Administration Unit, 2025

2.6.3 Trainings Conducted

In line with its commitment to institutional excellence and human capital development, the Commission prioritised staff training in 2025. A comprehensive suite of capacity-building programmes was undertaken to equip staff across all divisions with the requisite skills and knowledge to meet the evolving demands of national development and public service delivery. The 2025 training calendar saw a mix of high-level executive courses, specialised technical workshops, and essential administrative sessions. A significant highlight of the year was the international exposure provided to technical





officers through collaborations with institutions in South Korea and the University of Seoul, focusing on Sustainable Development Goals (SDGs) and urban leadership. These programmes addressed a wide range of strategic areas, from leadership and policy formulation to technical proficiency in data management and financial analysis. The training interventions for the year under review are detailed in Table 11.

Table 11: Staff Capacity Development, 2025

Name or type of the Capacity Development	Venue/ Location	Date	Purpose of the programme	Source of funding	Target group	Facilitators	No. of beneficiaries		
							Total	Male	Female
Executive Training Course for Policy-makers	South Korea	18 th to 21 st March 2025	On the 2030 Agenda and the Sustainable Development Goals	South Korea	Technical Officers	United Nations Office to Sustainable Development (UNOSD)	2	2	0
Full-Time Training of the Global Urban Leaders	University of Seoul, South Korea	March to July 2025	To build the capacity	University of Seoul	Technical Officers	University of Seoul	1	0	1
Strategic Leadership Training	National College of Defence Studies Burma Camp, Accra	26 th May – 6 th June 2025	To build the Capacity	GoG	Directors	NCDS/GIMPA	1	0	1
Training on Essentials of Migration Management and Policymaking	Aqua Safari, Ada	17 th – 20 th June 2025	Contribute to review of the National Migration Policy	IOM	Director, DP	IOM	1	0	1
Targeted Training for Data-Contributing Institutions in the NAP Process	Aqua Safari, Ada	16 th -17 th June 2025	To build the capacity		Directors		1	0	1
Current HR Policies on Promotions, Staff Performance Appraisals, Payroll audit and Taxation Reform for the Ghana Public Services	Miklin Hotel, East Legon, Accra	29 th -30 th July 2025	To equip participants with best practices in performance appraisal system	PSC	Director, GS	Institute of Public Management and Administration	1	0	1
Training on Geographic Information Systems	University of Cape Coast	30 th June-4 th July 2025	To build the capacity	MEST & University of Cape Coast	Technical	MEST/UCC	1	1	0
Training on the Automation of the Annual Progress Report (APR) on the District Development Data Base Platform (DDDP)	Sunyani & WA & Ho	29 th -30 th September 2025	To build the capacity	GoG	Technical Officers	NDPC			
Training Programme on Integrated Investment Appraisal and Risk Analysts for Public Officials Module 1: Financial Appraisal and Risk Analysis Module 2: Economic Appraisal and Stakeholder Analysis	Oak Plaza Hotel, East Airport, Accra Volta Serena Hotel, Ho	3 rd – 14 th November 2025 17 th -28 th November 2025	To build the capacity of covered entities in the preparation and appraisal of public investment project	MoF	Director, M&E	MoF	1	1	0
Training Workshop for Human Resource Directors, and Managers of the Public Sector	PSC, Accra	24 th & 25 th November 2025	Refocusing Public Sector HR Leadership for Organizational Development: Innovation, Inclusion, and Impact	GoG	Chief Manager, Admin	PSC	1	1	0





Name or type of the Capacity Development	Venue/ Location	Date	Purpose of the programme	Source of funding	Target group	Facilitators	No. of beneficiaries		
Strategy Leadership Training for Public Relations Officers of the Information Services Department	Aqua Safari, Ada	25 th -27 th November 2025	To enhance the skills of PROs to support government's mission of disseminating knowledge and facilitating communication that drives both national and global development.	NDPC, GoG	Public Relation Officers	ISD	1	0	1
Schedule for Virtual Training on the use of the GIFMS Budget Module (Oracle Hyperion for the Preparation of the 2026-2029	Virtual Meeting	1 st -9 th September 2025	On the use of GIFMS Budget Module	MoF	Budget Committee	MoF	6	5	1
Training and Assessment on the Balance Scorecard for budget Committees of Covered Entities Under the Public Financial Management for Services Delivery Programme	Plaza Hotel East Airport	15 th -19 th December 2025		MoF	Director, Policy Planning, M&E, Budget Committee member	MoF	1	0	1

Source: Administration, 2025

The training programmes yielded significant benefits for both individual staff members and the organisation as a whole. Key outcomes included the enhancement of technical competencies in areas such as Geographic Information Systems (GIS) and the automation of the Annual Progress Report (APR), which are expected to improve the quality and efficiency of data management and reporting. Furthermore, leadership and strategic management courses for Directors and senior staff have strengthened the organisation's managerial capacity, fostering a culture of innovation and strategic foresight. These investments in staff development are critical for sustaining organisational effectiveness and ensuring that the team remains well-equipped to contribute meaningfully to national policy goals and sustainable development.

2.6.4 Logistics Analysis

The Commission made modest improvements in its logistics situation in 2025 through the procurement of additional equipment and efforts to replace obsolete assets. Increases were recorded in the stock of computers, printers, photocopiers, and air-conditioners, while all available projectors remained functional (Table 12). However, operational efficiency continues to be affected by the poor condition of several ICT tools, inadequate scanners and office space, and an ageing vehicle fleet with high maintenance costs. Persistent low voltage also posed risks to equipment and operations. Continued investment in replacing obsolete assets and upgrading infrastructure is therefore necessary to improve efficiency and support the Commission's operations.



**Table 12: Status of logistics, 2025**

Items	Required	Actual			Remarks
		2023	2024	2025	
Computers	94	100	80	120	About 40 of the computers are not in good working condition.
Printers	60	41	42	47	Thirty-nine (39) of the printers are not in good condition and break down frequently breakdown resulting in delays in work performance and high maintenance costs.
Projectors	10	1	5	4	The four (4) actual projectors are in a good working condition. More projectors are needed for the Commission's outstation activities.
Office Space	130	85	87	87	
Vehicles	38	28	29	29	Nine (9) vehicles are over-aged with high maintenance cost.
Photocopiers	6	4	5	5	Three of the photocopies are fairly on good condition and one (1) is in a very good condition
Scanners	10	3	4	4	All the actual scanners are not in good condition and breakdown frequently resulting in high maintenance cost and work delays. More scanners are required to support the digitisation of records.
Air-conditioners	62	59	59	62	
Generator	2	2	2	2	

Source: Administration, 2025

2.7 Evaluations conducted

In 2025, the National Development Planning Commission (NDPC) undertook one evaluation (Table 14). In a strategic partnership, the Commission collaborated with UNICEF Ghana to conduct a comprehensive mid-term evaluation of the Agenda for Jobs II Policy Framework, 2022-2025. This collaborative assessment provided a critical evidence base for the final implementation phase of the framework and the design of its successor.

The evaluation offered key insights that point toward a paradigm shift in Ghana's development approach. It underscored the imperative of moving beyond fragmented and short-term interventions toward integrated, sustainable, and locally owned development strategies. To bridge the gap between policy ambition and on-the-ground results, the evaluation made several strategic recommendations.



**Table 13: Evaluations Conducted in 2025**

Name of the Evaluation	Policy/ programme/ project involved	Consultant or resource persons involved	Methodology used	Findings	Recommendations
Thematic Evaluation	Agenda for Jobs II policy Framework, 2022-2025	Professor Amoatey NDPC	Multi-method design	<ul style="list-style-type: none"> • While the policy framework is robust and well conceived, its implementation has been significantly hampered by systemic and operational challenges • Despite formidable global and domestic shocks, progress was recorded in critical sectors, such as an increase in enrolment due to the Free Senior High School (SHS) program and marginal improvements in key health indicators 	<ul style="list-style-type: none"> • Strengthen coordination and alignment across sectors and institutions to improve coherence and reduce duplication • Prioritise and sustain high-impact interventions that deliver measurable results for people • Deepen local ownership and participation to build inclusive and resilient communities • Invest in data, monitoring and evidence systems to inform decisions and track progress





CHAPTER 3: NDPC'S ACTIVITIES TO ENHANCE CAPITAL EXPENDITURE (CAPEX) EFFECTIVENESS AND VALUE FOR MONEY

3.1 Introduction

This chapter assesses activities undertaken by the Commission to facilitate capital budget allocation and effective implementation to ensure value for money.

3.2 Implementing a Risk-Based Monitoring of Capital Projects

Risk-Based Monitoring (RBM) of capital projects forms part of the mandate of the National Development Planning Commission to monitor and evaluate the implementation of government policies, programmes, and projects at all levels of governance. The approach focuses on identifying, assessing, and monitoring risks that threaten the achievement of development outcomes, sustainability of public investments, and effective service delivery.

3.2.1 Risk-Based Monitoring of Development and Infrastructure Risks in the Wassa East District

In pursuit of this mandate, the Commission, in collaboration with the United Nations Department of Economic and Social Affairs organised a monitoring of selected project sites and communities in the Wassa East District to assess risks affecting the management, operation, maintenance, and sustainability of public infrastructure and development interventions. The exercise further sought to identify institutional, environmental, operational, and public health risks with the potential to undermine development gains and the achievement of the SDGs at the local level.





NDPC and UN Team on field visit

Environmental and Water Security Risks

The monitoring exercise identified illegal mining activities (galamsey) as a critical environmental and development risk within the district. The widespread degradation of land and pollution of water bodies continue to threaten environmental sustainability, agricultural productivity, food security, and public health outcomes.

A visit to the Daboase Water Treatment Plant revealed high turbidity levels in the Pra River and raised concerns about heavy metal concentration

in the water. These conditions pose significant operational risks to water treatment systems and threaten the sustainability of potable water supply to beneficiary communities.

The exercise established that illegal mining activities along the Pra River continue to increase sedimentation and chemical contamination of water bodies through the use of hazardous substances, including mercury and other toxic chemicals. These activities are adversely affecting the quality of raw water for domestic consumption and irrigation, while also posing risks to aquatic ecosystems and biodiversity.





Daboase Water Treatment Plant

The monitoring team further noted that, pollution of major water bodies presents a high-risk threat to public health due to the potential contamination of the food chain, particularly through fish and other aquatic resources consumed by surrounding communities. The long-term implications include increased

exposure to water-related diseases and other health complications associated with contaminated water sources.

Information gathered during the exercise from the Ghana Water Company Limited indicated that water supply systems serving Cape Coast, Elmina, and adjoining





communities continue to experience operational challenges due to inadequate raw water intake at the Sekyere Hemang Water Treatment Plant. The reduction in water intake capacity has largely been attributed to pollution and siltation associated with illegal mining activities upstream along the Pra River.

The exercise concluded that illegal mining constitutes a high-level environmental, economic, and social risk that threatens water security, infrastructure functionality, ecosystem sustainability, agricultural livelihoods, and the overall achievement of sustainable development outcomes within the affected areas.



Galamsey effects on River Pra

Infrastructure Sustainability and Institutional Risks

The Risk-Based Monitoring exercise identified weak infrastructure maintenance practices and institutional capacity gaps as major risks to the sustainability of public investments within the district. The monitoring team observed poor maintenance culture in the management of key water infrastructure assets, resulting in declining operational efficiency and increased vulnerability of infrastructure systems to deterioration and service disruptions.

The exercise further revealed weak capacity among some local government structures in the operation, management, and maintenance of public infrastructure assets. These institutional weaknesses present operational and financial risks, including inefficient utilisation of public resources, shortened lifespan of infrastructure assets, and reduced

capacity of infrastructure systems to deliver intended services to communities.

The findings highlight the need to strengthen infrastructure governance systems, improve asset management practices, and enhance institutional accountability at the local level to safeguard development investments and ensure long-term sustainability of public infrastructure.

The exercise also identified behavioural and attitudinal challenges that continue to undermine national development efforts. Poor maintenance culture, indiscipline, and weak adherence to public responsibility obligations were identified as underlying risks affecting service delivery and infrastructure sustainability.

The monitoring team noted that





promoting positive national values such as discipline, honesty, excellence, selflessness, tolerance, self-reliance, and maintenance consciousness remains critical to addressing systemic governance and development challenges.

Strengthening these values could contribute to reducing infrastructure neglect, environmental degradation, poor service delivery, and other socio-economic challenges affecting development outcomes.



Environmental Sanitation and Public Health Risks

The exercise identified poor environmental sanitation as a significant public health and environmental risk within communities in the district. Several communities within the Wassa East enclave were characterised by insanitary conditions, including indiscriminate disposal of solid waste and poor waste management practices.

The monitoring team observed that some solid waste disposal sites were located close to rivers and streams that serve as sources of drinking water for surrounding communities. These practices increase the risk of water contamination and expose communities to sanitation-related diseases such as malaria, typhoid, and dysentery.





Sanitation situation in some communities in Wassu East

The findings suggest that weak sanitation management systems and poor hygiene practices continue to undermine efforts to improve public health conditions and environmental sustainability within

the district. These conditions also pose risks to poverty reduction efforts and socio-economic productivity due to the potential increase in disease burden and healthcare costs.





The exercise reaffirmed the importance of improving access to environmental sanitation services and strengthening hygiene education as critical components of sustainable development policy. Enhanced sanitation systems and improved community awareness are essential for reducing public health risks, protecting water resources, and improving the overall quality of life of affected populations.

Conclusion

The Risk-Based Monitoring exercise in the Wassa East District identified significant environmental, institutional, infrastructure sustainability, and public health risks that threaten development outcomes and the sustainability of public investments. Illegal mining emerged as the most critical risk due to its extensive impact on water resources, ecosystems,

agricultural productivity, and public health.

The exercise further revealed institutional and operational weaknesses relating to infrastructure maintenance and asset management, as well as poor environmental sanitation practices that continue to expose communities to health and environmental risks.

The findings underscore the need for strengthened environmental governance, improved enforcement against illegal mining activities, enhanced infrastructure maintenance systems, strengthened institutional capacity at the local level, and improved sanitation management practices. Addressing these risks remains essential for protecting development investments, improving service delivery, and advancing sustainable socio-economic development at both the district and national levels.

3.3 Reviewing MDAs' CAPEX Proposals and Providing Advice

Section 21(5)(a) of the Public Financial Management Act, 2016 (Act 921) requires that the national budget aligns with the Medium-Term National Development Plan and approved sector and district development plans. In furtherance of this requirement, development plans prepared by Ministries, Departments and Agencies (MDAs), Metropolitan, Municipal and District Assemblies (MMDAs), and Regional Coordinating Councils (RCCs) are reviewed and certified by the National Development Planning Commission in accordance with the National Development Planning (System) Regulations, 2016 (L.I. 2232). These plans incorporate, among others, the Medium-Term Capital Expenditure (CAPEX) requirements necessary for the implementation of government programmes and projects.

In line with Regulation 17(3) of the Public Financial Management Regulations, 2019

(L.I. 2378), the Budget Office of the Ministry of Finance, on behalf of the Minister, conducts annual Budget Hearings with covered entities prior to the submission of the national budget to Cabinet. These hearings are jointly undertaken by the Ministry of Finance and the Commission to ensure alignment of sector budgets with national development priorities, government policy objectives, and approved development plans.

Through the budget hearing process, the Commission collaborated closely with the Ministry of Finance in 2025 to review the Annual Action Plans (AAPs) and budget proposals of MDAs and MMDAs, including their CAPEX requirements, to ensure consistency with government priorities and the Public Investment Management (PIM) framework. Particular emphasis was placed on rationalising public investments by prioritising the completion of legacy and near-completion projects, while





ensuring that new projects considered for funding were properly pre-appraised and aligned with national development objectives.

In furtherance of its public investment coordination mandate, the Director-General of the Commission actively participated in the work of the Public Investment Programme Working Committee (PIPWC) during the year under review. The Committee, established under the Public Financial Management framework, is responsible for appraising project documentation and recommending investment projects for approval and inclusion in the Public Investment Plan. The Committee comprises key institutions involved in national planning, budgeting, debt

management, infrastructure financing, environmental regulation, procurement, and public investment management.

Through the Committee's work in 2025, the Commission contributed to strengthening the quality assurance processes for public investment projects by supporting the review of project proposals to ensure alignment with national development priorities, fiscal sustainability considerations, and applicable Public Investment Management regulations. The Committee also supported efforts to improve project selection, enhance value for money in public investments, and promote efficient allocation of scarce public resources toward high-impact and implementation-ready projects.

3.4 Capacity Development to improve CAPEX Effectiveness and Value For Money

The National Development Planning Commission (NDPC) reviewed the 2024 Annual Progress Reports (APRs) submitted by Ministries, Departments and Agencies (MDAs), Regional Coordinating Councils (RCCs), and Metropolitan, Municipal and District Assemblies (MMDAs) as part of its mandate under Act 480 to coordinate and manage the decentralized planning system.

The review identified several challenges relating to the planning, implementation, monitoring, and reporting of capital investment projects, which have implications for the effectiveness of public expenditure and the achievement of development outcomes. To address these challenges and strengthen Ghana's

Public Investment Management (PIM) and Public Financial Management (PFM) systems, the Commission collaborated with selected Regional Coordinating Councils and sector MDAs to undertake targeted capacity development interventions for public officials involved in project planning, implementation, monitoring, and reporting.

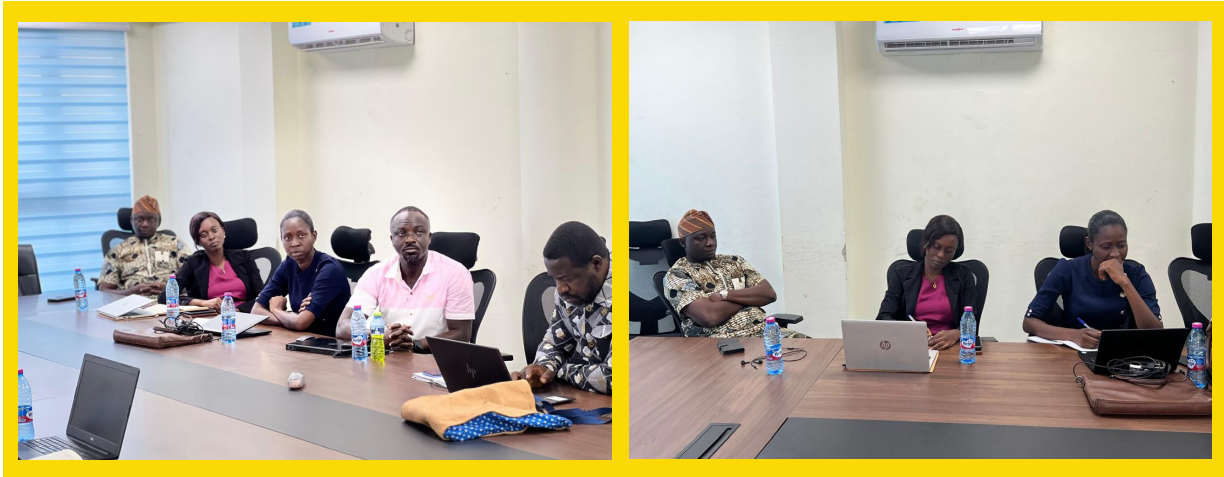
As part of this initiative, the Ashanti, Western, Central, Volta, Ahafo, Bono East, and Upper West Regional Coordinating Councils organized two-day regional workshops to strengthen the capacity of planning officers and other relevant public officials to improve the management and reporting of public investment projects during the 2025 implementation period.





The Regional Coordinating Director of Ahafo Region addressing participants in Goaso





Chief Analyst, Mr. Eweh and REPO of Ahafo addressing the participants in Goaso



Sections of the participants at the training session in Ho

The capacity-building programme also covered selected sector ministries, including the Ministry of Trade, Agribusiness and Industry, the Ministry of Communication, Digitisation and Innovation, the Ministry of Transport, the Ministry of Roads and Highways, the Ministry of Environment, Science and Technology, the Ministry of Fisheries and Aquaculture, and the Ministry of Defence.

The training programme was designed to enhance participants' ability to:

- improve the planning, implementation, monitoring, and reporting of capital investment projects;
- generate timely and reliable information on project performance
- to support evidence-based decision-making and strengthen accountability for results;
- apply key principles and tools for strategic public investment planning and project prioritisation;
- understand project appraisal





approaches across sectors and assess the implications of risks and uncertainties on project outcomes;

- identify and analyse information required to assess the medium-term fiscal implications and sustainability of public investment commitments;
- monitor the physical and financial progress of projects to improve implementation efficiency and value for money; and
- strengthen the linkage between development planning, budgeting, project execution, and results reporting.

These interventions are expected to contribute to improved CAPEX effectiveness by enhancing the capacity

of public institutions to select, design, implement, and monitor investment projects more efficiently. Strengthening these competencies is critical for reducing project delays, cost overruns, and implementation inefficiencies, while ensuring that public investments deliver the intended socioeconomic benefits.

The interventions are particularly important in the context of Ghana's continuing infrastructure needs and the increasing demand for efficient use of limited public resources. As countries pursue national development priorities and the Sustainable Development Goals (SDGs), strengthening institutional capacity for effective public investment management remains essential for maximising the development impact of capital expenditure, improving service delivery, and ensuring value for money in public investments.

3.5 Ensuring sufficient allocation for repair and maintenance of existing infrastructure

Effective repair and maintenance of public infrastructure remained essential for sustaining service delivery and preserving government assets. In preparing the Medium-Term Development Plans, the Commission ensured that MDAs, RCCs and MMDAs adequately incorporated repair and maintenance activities into their plans and budgets to promote the

sustainability and efficient utilisation of existing infrastructure.

Data from selected MDAs shows that while only 57.9 percent of the required amount for repairs and maintenance was received, about 97 percent of the received funds were utilised (Table 14), indicating high utilisation of released funds.

Table 14: Repair and Maintenance of asset/infrastructure of some MDAs, 2025

MDAs	Estimated Cost (GHS)	Receipts (GHS)	% of cost received	Expenditure (GHS)
Ministry of Interior	203,659,003.11	60,919,656.34	29.9	50,649,926.39
Ministry of Lands and Natural Resources	50,615,226.79	17,305,621.26	34.2	17,305,621.26
Ministry of Communication, Digital Technology and Innovation	1,377,721.92	1,170,721.92	85.0	1,170,721.92
Ministry of Youth Development and Empowerment	4,318,055.00	2,893,000.00	67.0	2,378,000.00





MDAs	Estimated Cost (GHS)	Receipts (GHS)	% of cost received	Expenditure (GHS)
National Media Commission	2,118,927.92	1,184,362.48	55.9	1,184,362.48
Ministry of Fisheries and Aquaculture	633,351.93	633,351.93	100.0	633,351.93
Ministry of Defence	2,085,110.63	2,085,110.63	100.0	2,085,110.63
National Commission of Civic Education	4,826,746.51	4,081,776.57	84.6	4,081,776.57
Ministry of Finance	157,957,063.62	156,667,116.12	99.2	156,667,116.12
Total	428,362,317.30	247,878,261.47	57.9	237,093,531.52

Source: MDAs 2025 APR

MMDAs generally demonstrated stronger performance in financing repair and maintenance activities than the MDAs, with most Assemblies receiving their full maintenance allocations and some receiving more than planned. Despite this, expenditure performance varied considerably. While Assemblies such as

Wassa East, Tarkwa-Nsuaem, Sunyani, La Dade-Kotopon and Ablekuma Central fully utilised available resources, others, including Wa West, Kpandai, Jirapa and Bolgatanga, recorded significant unspent balances despite receiving full allocations (Table 15).

Table 15: Repair and Maintenance of asset/infrastructure of some MMDAs, 2025

MMDAs	Estimated Cost (GHS)	Receipt (GHS)	% of cost received	Expenditure (GHS)
Ellembelle	1,173,774.00	9,636,772.02	821.01	799,232.57
Wassa-East	4,119,502.31	4,119,502.31	100.00	4,119,502.31
Sekondi-Takoradi	3,190,844.10	3,190,844.10	100.00	1,908,232.93
Tarkwa - Nsuaem	1,733,001.80	1,733,001.80	100.00	1,733,001.80
Effia -Kwesimintsim	1,626,897.00	1,626,897.00	100.00	1,626,897.00
Juaboso	160,633.00	160,633.00	100.00	161,633.00
Techiman North	904,393.20	904,393.20	100.00	804,231.80
Sene East	745,642.11	745,642.11	100.00	745,642.11
Nkoranza South	187,000.00	249,982.29	133.68	185,273.00
Nkoranza North	2,582,180.18	2,582,180.18	100.00	1,341,018.11
Sunyani	1,838,788.80	1,838,788.80	100.00	1,838,788.80
Banda	1,051,125.84	1,051,125.84	100.00	1,051,125.84
North Tongu	970,265.42	970,265.42	100.00	970,265.42
Wa West	7,059,603.64	7,059,603.64	100.00	2,704,610.16
Jirapa	1,561,882.00	1,664,000.00	106.54	554,000.00
Wa	897,185.58	897,185.58	100.00	422,541.45





MMDAs	Estimated Cost (GHS)	Receipt (GHS)	% of cost received	Expenditure (GHS)
Lambussie	1,690,506.52	1,690,506.52	100.00	1,304,445.70
Binduri	655,393.65	655,393.65	100.00	655,393.65
Kassena Nankana West	4,407.25	4,407.25	100.00	4,407.25
Bolgatanga	1,202,108.39	1,202,108.39	100.00	52,645.13
Savelugu	173,232.00	173,232.00	100.00	132,500.00
Kpandai	4,535,088.59	4,834,857.59	106.61	980,448.45
Tatale Sanguli	2,804,801.38	2,804,801.38	100.00	1,450,034.93
Biakoye	265,380.00	265,380.00	100.00	265,380.00
La Dade-Kotopon	1,905,455.66	1,905,455.66	100.00	1,905,455.66
Ga East	1,543,423.28	1,543,423.28	100.00	1,396,808.41
Ablekuma North	276,470.50	276,470.50	100.00	276,470.50
Ada West	255,305.70	264,504.70	103.60	264,520.70
Ablekuma Central	2,610,513.48	2,610,513.48	100.00	2,610,513.48
Ningo Prampram	70,600.00	73,600.00	104.25	68,600.00
Tema West	751,385.00	751,385.00	100.00	751,385.00
Twifo Hemang Lower Denkyira	217,283.00	217,283.00	100.00	217,283.00
Assin South	104,065.00	104,065.00	100.00	104,065.00
Mfantseman	578,382.14	1,268,382.14	219.30	438,382.14
Abura Asebu Kwamankese	751,385.00	751,385.00	100.00	751,385.00
Agona West	40,090.00	40,090.00	100.00	40,090.00
Asikuma Odoben Brakwa	1,679,495.80	1,783,286.10	106.18	1,783,286.10
Adansi North	314,000.00	320,332.00	102.02	320,332.00
Akrofuom	66,500.00	69,535.00	104.56	69,535.00
Amansie Central	655,632.22	655,632.22	100.00	655,632.22
Amansie South	266,420.00	266,420.00	100.00	266,420.00
Offinso	1,443,000.00	1,455,400.80	100.86	1,455,400.80
Sekyere Afram Plains	263,528.00	263,528.00	100.00	263,528.00
Sekyere South	220,300.00	220,300.00	100.00	220,300.00
Suame	250,000.00	289,481.00	115.79	289,481.00
Nsawam Adoagyiri	146,189.00	146,189.00	100.00	146,189.00
Denkyembour	11,410.00	11,410.00	100.00	11,410.00
Atiwa East	134,540.00	134,540.00	100.00	134,540.00
Akuapem North	650,000.00	650,000.00	100.00	633,073.20
Kwahu Afram Plains South	626,803.92	626,803.92	100.00	626,803.92
Ayensuano	720,000.00	720,000.00	100.00	720,000.00
Okere DA	171,077.00	171,077.00	100.00	171,077.00
Abuakwa North MA	50,000.00	50,000.00	100.00	50,000.00
Total	428,362,317.30	247,878,261.47	57.9	237,093,531.52

Source: MMDAs 2025 APR





RCCs recorded mixed performance in the financing and implementation of repair and maintenance activities. The Eastern Regional Coordinating Council accounted for the bulk of reported maintenance expenditure, despite receiving only 23.1 percent of its estimated requirement. Ahafo and Western North Regions

received and fully utilised their planned allocations, while the Western Region received 63.4 percent of its estimated requirement and expended the amount received (Table 16). In contrast, the Central and Volta Regions reported no releases and consequently undertook no maintenance activities.

Table 16: Repair and Maintenance of asset/infrastructure of some RCCs, 2025

RCCs	Estimated Cost (GHS)	Receipts (GHS)	% of cost received	Expenditure (GHS)
Ahafo Region	14,750.00	14,750.00	100.0	14,750.00
Central Region	10,000.00	-	-	-
Eastern Region	3,169,496,645.19	731,420,709.40	23.1	731,420,709.40
Volta Region	27,000.00	-	-	-
Western North Region	30,000.00	30,000.00	100.0	30,000.00
Western Region	555,563.40	352,143.40	63.4	352,143.40
Total	428,362,317.30	247,878,261.47	57.9	237,093,531.52

Source: RCCs 2025 APR

Despite progress in undertaking repair and maintenance activities, challenges relating to inadequate, uneven and delayed budgetary releases continued to affect the full implementation of planned interventions across MDAs, MMDAs and RCCs. Variations between planned allocations, actual releases and expenditure, coupled with implementation delays in some institutions, constrained the timely execution of maintenance works, resulting in deferred repairs, unspent

balances and the risk of accelerated infrastructure deterioration.

Addressing these challenges will require timely and equitable release of maintenance funds, strengthened maintenance planning and asset management systems, greater emphasis on preventive maintenance, and enhanced monitoring and reporting of maintenance expenditures and outcomes.





3.6 Improving inter-institution coordination for project planning and implementation

The Commission strengthened inter-institutional coordination for project planning and implementation through its planning, budgeting, monitoring and reporting frameworks. In collaboration with the Ministry of Finance, it participated in Budget Hearings with Ministries, Departments and Agencies (MDAs) and Metropolitan, Municipal and District Assemblies (MMDAs) to review Annual Action Plans and ensure alignment of budgets with national development priorities. This process facilitated collaboration and synergy among implementing institutions and improved coordination across sectors and levels of government.

Further, the Commission enhanced

coordination through its participation in key inter-agency structures, including Boards, Technical and Steering Committees. Through these platforms, it contributed to the strengthening coordination between planning and investment decision-making processes.

At the sub-national level, the Commission provided technical support to Regional Coordinating Councils (RCCs) and MMDAs in development planning and implementation. In addition, it partnered with the Ministry of Finance to carry out Budget Monitoring exercises across MMDAs to assess the alignment of resources with planned projects and implementation progress.

3.7 Promoting citizen engagement for monitoring of works contracts

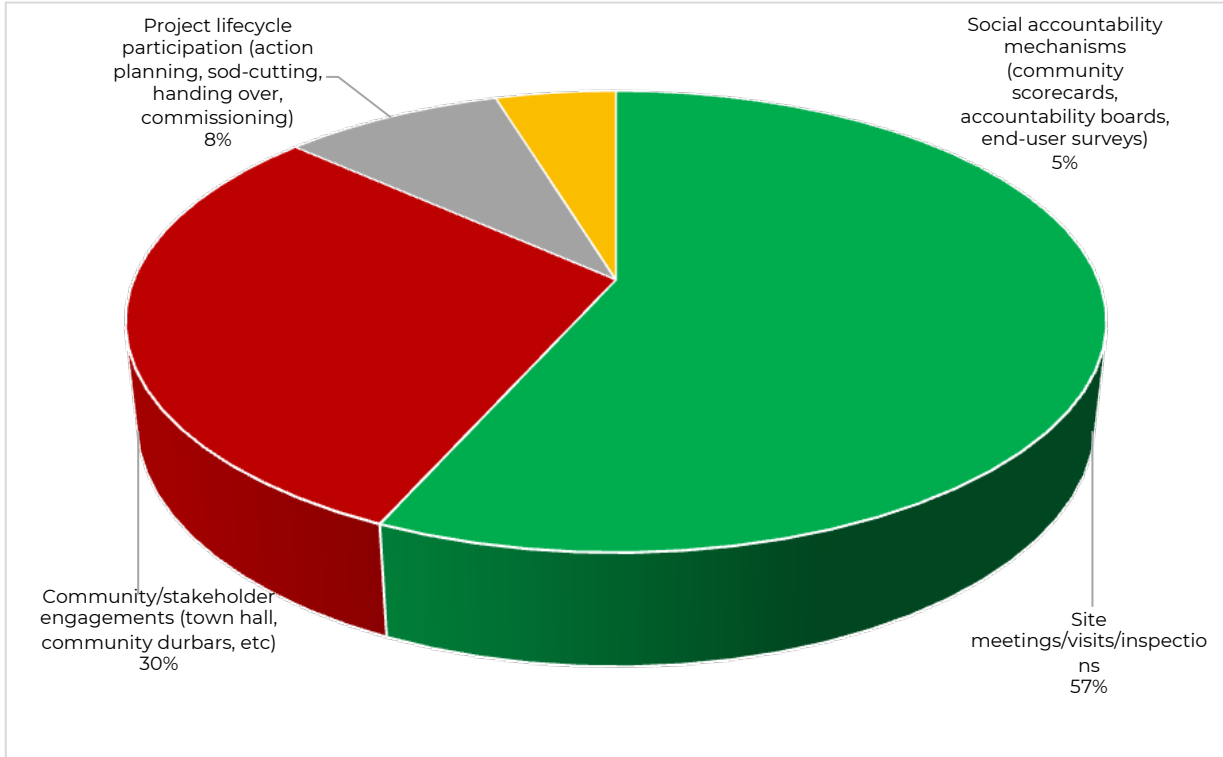
Citizen engagement remained an important approach in the monitoring of works contracts across the MMDAs in 2025, promoting transparency, accountability, and participatory local development. Evidence from the APRs showed that citizens were actively involved through a range of community-based monitoring and engagement mechanisms.

As illustrated in Figure 4, the most common approaches included site meetings, site visits, and site inspections. These mechanisms enabled citizens and stakeholders to directly observe project implementation, assess progress, and engage contractors and local authorities on project delivery issues.





Figure 4: Ways of citizen's involvement in works contract monitoring



Source: MMDAs 2025 APR

Community/stakeholder engagements town hall meetings, public consultations, and community forums also provided important platforms for dialogue, information sharing, and feedback throughout project implementation. In some cases, citizens participated in key stages of the project lifecycle, including sod-cutting, handing over, and commissioning activities (Figure 5), which enhanced community ownership of projects.





Figure 5: Pictures of Beneficiaries involvement in works contracts



Site inspection of the 1.2mm culvert at Agyeibi-Asuogya-Bonkro feeder road



Site inspection of the 1.2mm culvert at Agyeibi-Asuogya-Bonkro feeder road



Project monitoring of Construction of Kindergarten block at Jagbeni



Handing over market stores and stalls at Basebel with community leaders





CHAPTER 4: FINANCIAL STATEMENTS AND AUDIT REPORT

4.1 Financial Statement

The Commission in line with the Public Financial Management Act, 2016 (Act 921) prepared its 2025 Financial Report for auditing by the Auditor-General's Department. Annex 5 provides the Audited Financial Statement of the Commission for 2024.

4.2 Audit performance

The Commission's audit performance over the period (2021-2025) has shown exemplary financial management practices, marked by a strong commitment to resolving audit infractions and reinforcing accountability with notable dedication to addressing and resolving infractions.

Table 15: Audit Performance

Indicator	Performance				
	2021	2022	2023	2024	2025
1. Number of audit infractions or queries received					
• Cash	1			1	
• Procurement	2	1	2		
• Tax					
• Stores		1			
• Administrative	1	1	1	1	2
2. Percentage of audit infractions addressed					
• Cash	100.00			100.00	
• Procurement	100.00	100.00	100.00		
• Tax					
• Stores		100.00			
• Administrative	100.00	100.00	100.00	80.00	50.00

Source: Internal Audit Unit, 2025





The Commission recorded two cash irregularity between 2021 and 2024 (Table 14), with no cash irregularities reported in 2025, indicating that effective financial controls and accountability measures have been instituted. Further, there were significant declines in procurement and stores infractions (Table 15), reflecting the Commission's commitment to transparency and procedural compliance. In spite of the improvements in audit infractions, there is a need for ongoing vigilance and enhanced controls in financial management practices within the Commission.

Table 16: Analysis of Irregularities from 2021- 2025 (GH¢)

No.	Type of irregularity	2021	2022	2023	2024	2025
1	Procurement Irregularity	346,794.79	227,281.26	183,219.89	-	-
2	Stores Irregularity		73,031.00		-	-
3	Cash Irregularity	86,550.00		-	130,000.00	-
4	Administrative Irregularity	-		-	-	0
Total		433,344.79	300,312.26	183,219.89	130,000.00	0

Source: Finance and Internal Audit Units

The Commission continued to address all issues and recommendations by external auditors. However, in 2025, the commission did record two administrative audit infraction queries, out of which only one was addressed. Table 16 provided detailed information on the actions undertaken by management of NDPC.

Table 17: Details of Irregularities, 2021-2025

Year	Type of irregularity	Observation	Action taken to resolve
2021	Procurement	<ul style="list-style-type: none"> Unapproved procurement Unplanned procurement 	<ul style="list-style-type: none"> Unapproved procurement was as a result of procurement unit inability to present approved minutes from Entity Tender to the audit team during the audit engagement. Approved minutes have been presented to the audit team for their perusal. These were maintenance activities that were not expected during the year under review, but had to be carried out to safeguard the Commission's assets. This issue has been resolved.
	Cash	<ul style="list-style-type: none"> Mismanagement of fuel 	<ul style="list-style-type: none"> Administrative procedures such as approval of requisitions by the Chief Manager on a weekly basis for Drivers and Drivers are to log in fuel received into log books to help with audit trial and accountability.





Year	Type of irregularity	Observation	Action taken to resolve
	Administrative	<ul style="list-style-type: none">Abandoned Vehicles	<ul style="list-style-type: none">A board of survey had been constituted at the time of audit and their report had been sent to the Ministry of Finance for approval and auctioning. Vehicles have since been auctioned and proceeds deposited into the consolidated fund.
2022	Procurement	<ul style="list-style-type: none">Procurement of hospitality Services without Alternative Quotations	<ul style="list-style-type: none">Management has taken steps to ensure that for all services, at least three quotations are sourced before engaging services of third parties to ensure value for money is achieved.
	Stores	<ul style="list-style-type: none">Purchases not accounted for	<ul style="list-style-type: none">Stores receipt advice was not attached for the payment of printed material since there was a direct transfer of printed material from the Printing House to Parliament due to the urgency of delivery. Management accepted the recommendation for onward compliance.
	Administrative	<ul style="list-style-type: none">Delay in Reconstituting the Audit Committee	<ul style="list-style-type: none">The delay was caused by the delay in appointing Commissioners who are nominees of the Audit Committee. The Audit Committee has since been inaugurated and is functional.
2023	Procurement	<ul style="list-style-type: none">Delay in submission of Procurement plan for approvalUncompetitive procurement for Hospitality services	<ul style="list-style-type: none">Management noted the recommendation for onward improvement.Management noted recommendation for compliance.
	Administrative	<ul style="list-style-type: none">Acting appointments exceeding one year	<ul style="list-style-type: none">Interview for the Acting positions have been completed, and the report has been forwarded to the Office of the President for Approval.
2024	Administrative	<ul style="list-style-type: none">Grounded Official Vehicle.	<ul style="list-style-type: none">Repair work for Toyota Land Cruiser GV 286-14 is ongoing at the Mechanic shop (Automech Engineering). Confirmed from the Transport Officer.
	Cash	<ul style="list-style-type: none">Payment of Research Funds into Personal Accounts - GH¢ 130,000.00.	<ul style="list-style-type: none">All invoices and receipts during the 2024 audit for the GH¢ 130,000.00 transactions were duly accounted for and submitted to the external auditors.





Year	Type of irregularity	Observation	Action taken to resolve
2025	Administrative	<ul style="list-style-type: none">Absence of Vehicle Ownership Documents	<ul style="list-style-type: none">The Commission has rebooked the transactions against the 2026 Budget via Requisition Numbers 533 and 536, respectively, on GIFMIS, submitted to the Ministry of Finance for approval and further processing.
	Administrative	<ul style="list-style-type: none">Items Earmarked for Disposal	<ul style="list-style-type: none">A Board of Survey for the disposal of the fixed assets have been duly constituted and have met three times.





CHAPTER 5: CONCLUSION AND THE WAY FORWARD

5.1 Conclusion

The National Development Planning Commission made significant progress in implementing its 2025 Annual Action Plan under the Agenda for Jobs II Policy Framework despite persistent financial, logistical, and human resource constraints. The Commission successfully delivered key national planning and policy coordination mandates, including the preparation of the Coordinated Programme of Economic and Social Development Policies (2025–2029), the Medium-Term National Development Policy Framework (2026–2029), the National Annual Progress Report, and the Commission's Annual Progress Report.

The Commission also strengthened coordination of the Sustainable Development Goals (SDGs), food and nutrition security initiatives, monitoring and evaluation systems, and strategic partnerships with development partners and other institutions. Progress was further made in advancing digitalisation through the District Development Data Platform (DDDP), strengthening macroeconomic analysis through updates to the Ghana Macroeconomic

Model (GMM), and supporting the preparation and review of Medium-Term Development Plans across MDAs, RCCs, and MMDAs.

Notwithstanding these achievements, the implementation of planned activities was constrained by inadequate and delayed release of funds, insufficient staffing levels, ageing logistics, unstable power supply, and operational limitations that affected monitoring activities, staff development, and timely certification of plans. These challenges continue to impact the Commission's capacity to fully execute its constitutional mandate effectively.

Overall, the Commission demonstrated resilience and commitment in sustaining core planning, coordination, monitoring, and policy advisory functions during the year under review. Continued investment in institutional capacity, logistics, digital systems, and predictable financing will be essential to strengthening the Commission's effectiveness in driving inclusive and sustainable national development.

5.2 WayForward

The Commission will intensify efforts to promote effective national development planning, policy coordination, monitoring, and evaluation to support inclusive and sustainable development outcomes. Priority attention will be given to the preparation of the Consolidated National Development Plan and the preparation

of the National Results Framework (2026–2029), while continuing to support MDAs, RCCs, and MMDAs to improve planning, reporting, and coordination processes.

The Commission will also focus on the preparation of the 2026 National Annual





Progress Report (NAPR), the District League Table (DLT), policy briefs, and other strategic analytical outputs to strengthen evidence-based decision-making and national accountability systems. In addition, efforts will continue to improve monitoring and evaluation systems through enhanced data management, evidence generation, and stakeholder engagement.

The operationalisation of the preparation of Annual Progress Report of RCCs and MMDAs on the District Development Data Platform (DDDP). The Commission will further strengthen policy analysis and forecasting by continuously updating the Ghana Macroeconomic Model (GMM) to support medium-term economic planning and scenario analysis.

The Commission will also continue implementing component three (3) activities under the Ghana Gulf of Guinea Northern Regions Social Cohesion (SOCO) Project to promote resilience, local economic development, climate adaptation, and social cohesion in beneficiary communities. In addition, the Commission will finalise the Human Capital Development Strategy to address

critical skills gaps, improve labour productivity, and support long-term national human capital development objectives. Efforts to coordinate SDGs and food and nutrition security interventions will also be strengthened to address emerging development challenges.

Furthermore, the Commission will deepen strategic partnerships with development partners, academia, civil society organisations, and the private sector to mobilise technical and financial support for priority interventions. Institutional capacity strengthening will remain a key priority through staff recruitment, targeted training programmes, replacement of obsolete logistics, and improvements in ICT infrastructure and office facilities.

To improve operational efficiency and implementation of planned activities, the Commission will continue engaging the Ministry of Finance and other stakeholders to ensure adequate and timely release of funds, reduce operational bottlenecks, and strengthen resource mobilisation efforts to support the effective execution of its constitutional mandate.





ANNEXES

ANNEX 1: PROGRAMME REGISTER

PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUTSTANDING BALANCE	IMPLEMENTATION STATUS PERCENTAGE PICTURE	REMARKS
Preparation of the President's Coordinated Programme of Economic and Social Development Policies (2025–2029)	Governance, Corruption and Public Accountability	2,260,000.00	GoG	June	October	2,260,000.00	-	100.00	The document has been completed and submitted to Parliament
Preparation of the 2026–2029 Medium-Term National Development Policy Framework (MTNDPF)	Governance, Corruption and Public Accountability	2,345,300.00	GoG	January	October	2,345,300.00	-	100.00	The document has been completed and shared with all key stakeholders
Coordination of food and nutrition security	Social Development	83,000.00	GoG	January	December	63,300.00	19,700.00	100.00	Completed
Human Capital Development Strategy	Social Development	112,000.00	GoG	January	December	12,200.00	99,800.00	40.00	Zero draft developed
National Policy Almanac and Policy development	Governance, Corruption and Public Accountability	124,500.00	GoG	January	December	124,500.00	-	100.00	Digital platform developed
Preparation of Gender Mainstreaming Toolkit	Social Development	20,330.00		January	December	20,330.00	-	100.00	Toolkit developed
SDGs Coordination and Preparation of Voluntary National Reviews (VNR)	Governance, Corruption and Public Accountability	2,200,000.00	GoG	January	December	2,200,000.00	-	100.00	2025 VNR report completed
Prepare 2026-2029 Medium-Term Development Plan of NDPC	Governance, Corruption and Public Accountability	76,600.00	GoG	March	December	69,490.00	7,110.00	100.00	NDPC MTDP completed



PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUTSTANDING BALANCE	IMPLEMENTATION STATUS PERCENTAGE PICTURE	REMARKS
Review and Certification of 2026-2029 MTDPs of MDAs, RCCs & MMDAs	Governance, Corruption and Public Accountability	88,200.00	GoG	July	December	10,500.00	77,700.00	35.00	Some certificates issued to MDAs, RCCs and MMDAs. The programme is ongoing
Technical Backstopping on MTDP Preparation	Governance, Corruption and Public Accountability	185,200.00		January	December	72,043.01	113,156.99	85.00	Ongoing
Preparation of the 2024 National Annual Progress Report	Implementation, Coordination, Monitoring and Evaluation (ICME)	90,557.00	GoG	January	June	28,888.64	61,668.36	100.00	Completed and submitted to Parliament and other key stakeholders
Preparation of NDPC's 2024 Annual Progress Report	Implementation, Coordination, Monitoring and Evaluation (ICME)	94,000.00	GoG	January	June	73,517.00	20,483.00	100.00	Completed and submitted to Parliament
Review of District and Sector APRs and Dissemination	Implementation, Coordination, Monitoring and Evaluation (ICME)	85,443.00	GoG	May	December		85,443.00	100.00	Completed
Evaluation of Agenda for Jobs II MTNDPF Implementation	Implementation, Coordination, Monitoring and Evaluation (ICME)	1,878,040.00	UNICEF	January	September	1,878,040.00	-	100.00	Evaluation report completed
Partnership with the Korean Government	Governance, Corruption and Public Accountability	22,500.00	GoG	June	December		22,500.00	0.00	Ongoing
Expansion and update of the Ghana Macroeconomic Model (GMM)	Economic Development	207,000.00	GoG	January	December	67,553.24	139,446.76	100.00	Completed
Collaborative Research, Staff Training and Capacity Building	Governance, Corruption and Public Accountability	67,100.00	GoG	January	December	22,350.00	44,750.00	100.00	Completed
IPRT and INFF Training Session	Governance, Corruption and Public Accountability	53,400.00	GoG	January	December	47,700.00	5,700.00	100.00	Completed



ANNEX 2: LIST OF MDAS THAT SUBMITTED THEIR MEDIUM-TERM DEVELOPMENT PLANS

MDAs	SUBMISSION STATUS	CERTIFICATION STATUS
Audit Service	√	√
Commission on Human Rights and Administrative Justice	√	√
Electoral Commission	√	x
Ministry of Communication, Digital Technology and Innovation	√	x
Ministry of Defence	√	√
Ministry of Education	√	x
Ministry of Energy and Green Transition	√	√
Ministry of Environment, Science and Technology	√	x
Ministry of Finance	√	√
Ministry of Fisheries and Aquaculture	√	√
Ministry of Food and Agriculture	√	√
Ministry of Foreign Affairs	√	√
Ministry of Gender, Children and Social Protection	√	√
Ministry of Health	√	x
Ministry of the Interior	√	√
Ministry of Labour, Jobs and Employment	√	x
Ministry of Lands and Natural Resources	√	√
Ministry of Local Government, Chieftaincy and Religious Affairs	√	√
Ministry of Roads and Highways	√	√
Ministry of Tourism, Culture and Creative Arts	√	√
Ministry of Trade, Agribusiness and Industry	√	√
Ministry of Transport	√	x
Ministry of Sports and Recreation	√	√
Ministry of Works, Housing and Water Resources	√	√
Ministry of Youth Development and Empowerment	√	√
National Commission for Civic Education	√	√
National Development Planning Commission	√	√
National Labour Commission	√	√
National Media Commission	√	√
Office of Government Machinery	√	√
Office of Legal Aid Commission	√	√
Office of the Attorney-General and Ministry of Justice	√	√
Office of the Head of the Civil Service	√	√





MDAs	SUBMISSION STATUS	CERTIFICATION STATUS
Public Services Commission	√	√
Right to Information Commission	√	√
Judicial Service	x	x
Office of Special Prosecutor	x	x
Parliament of Ghana	x	x
38 MDAs	35 Plans Submitted	28 Plans Certified





ANNEX 3: MMDAs and RCC MTDP Submission Status, 2025

Regions	No. District	No. MTDP Submitted	No. MTDP Certified	No. of Region	No. MTDP Submitted	No. MTDP Certified
		2025	2025		2025	2025
Ahafo	6	5	0	1	1	1
Ashanti	43	35	3	1	1	0
Bono	12	10	0	1	0	0
Bono East	11	11	0	1	0	0
Central	22	22	0	1	1	0
Eastern	33	33	14	1	1	1
Greater Accra	29	29	12	1	1	1
North East	6	6	0	1	1	0
Northern	16	16	0	1	1	0
Oti	9	9	1	1	1	1
Savannah	7	6	1	1	1	0
Upper East	15	15	1	1	1	0
Upper West	11	11	1	1	1	0
Volta	18	18	1	1	1	0
Western	14	14	9	1	1	0
Western North	9	7	4	1	1	0
Total	261	247	47	16	14	4

Source: Development Plan Coordination Division





ANNEX 4: UPDATE ON INDICATORS AND TARGETS GALLERY FOR THE COMMISSION'S ACTIVITIES IN 2025

Objectives	Indicators	Baseline	Actual	Actual	Actual	Target	Actual
		2021	2022	2023	2024	2025	2025
Improve plan preparation, implementation and coordination	Percentage of Districts' and Sectors' budgets based on plans	100.0	100.0	100.0	100.0	100.0	100.0
	Proportion of the Commission's AAP implemented	NA	87.0	86.7	95.8	100.0	91.7
	No. of Development plans Certified	0	0	MDAs -21 MMDAs-191 RCCs-0	MDAs -23 MMDAs-217 RCCs-0	MDAs -38 MMDAs-261 RCCs-16	MDAs -28 MMDAs-47 RCCs-4
	Number of MMDAs trained on the use of the planning manual	0	0	Training workshops for some selected representatives from MMDAs and the RCCs organised in three zones (northern, middle and southern) Downstream training undertaken for 100 MMDAs under the GIZ GOV-ID Programme	0	NA	NA



Objectives	Indicators	Baseline	Actual	Actual	Actual	Target	Actual
		2021	2022	2023	2024	2025	2025
Strengthen monitoring and evaluation systems at all levels	Timeliness of National APR preparations	2020 National APR completed in September 2021	2021 National APR completed in August 2022	2022 National APR completed by July 2023	2023 National APR completed by July 2024	2024 National APR completed by June 2025	2024 National APR completed by June 2025
	Number of sectors and District APRs reviewed						
	□ MDAs	15	25	33	34	38	36
	□ MMDAs	261	261	261	261	261	260
	□ RCC	9	10	15	12	16	13
	Availability of 2022 District League Table	2020 DLT completed and published	2021 DLT completed and published	2022 DLT Completed and published	2023 DLT Completed	2024 DLT Completed	Not Done
	Number of monitoring visits organized	0	0	0	0	0	0
	Number of MMDAs supported to prepare VLRs	0	0	Training on the preparation of VLRs organised for 25 MMDAs	2	5	4
	Availability of Draft Endline Report (MCC Line Bifurcation Evaluation)	-	-	Draft Endline Report completed	NA	NA	NA
	Availability of Ghana CARES Evaluation report	-	-	Diagnostic Report reviewed	NA	NA	NA
Availability of the District Data Development Platform (DDDP)	Training on application (software) conducted	Application (software) in use	Application (software) being reviewed	APR format integrated into DDDP and 261 MMDAs AND 16 RCCs trained on it	Automated APR Generator integrated into DDDP and 261 MMDAs AND 16 RCCs trained on it	Automated APR Generator integrated into DDDP and 60 MMDAs AND 16 RCCs trained on it	



Objectives	Indicators	Baseline	Actual	Actual	Actual	Target	Actual
		2021	2022	2023	2024	2025	2025
Enhance capacity for policy formulation and promote coordination of the development process	Number of policy briefs developed	NA	NA	4	2	2	2
	Number national development forums organised	3	0	1	0	0	0
	Number of coordination meetings organised					55	60
	☐ SDG Agenda 2063						
			80	34	52		
	Number of MDAs trained on public policy formulation	0	0	43	0	0	0
	Number of institutions supported to formulate policies			8	10	4	6
	Number of coordination meetings organized			4	1	-	-
	Number of coordination meetings organised on integration of cross-cutting themes (including Climate Change, AfCFTA, Biodiversity, etc.) into Development planning process at National and Sub-national levels			5	1	-	-
	Availability of updated legislative and policy almanac	-	Update to almanac yet to be carried out	Re-design and development of the system is at an advanced stage.	Legislative and policy almanac developed	Develop and Operationalise the Policy and Legislative Almanac	Domain name for the Policy and Legislative Almanac has been obtained on .GOV portal
Availability of Long-Term National Development Perspective Framework (LTNDPF)	-		Draft Long-Term National Perspective Framework completed	Long-Term National Perspective Framework launched and disseminated	Long-Term National Perspective Framework disseminated and available	Long-Term National Perspective Framework disseminated and available	



Objectives	Indicators	Baseline	Actual	Actual	Actual	Target	Actual
		2021	2022	2023	2024	2025	2025
Build an effective and efficient Government machinery that supports citizens' participation	Number of staff recruited	12	0	0	0	17	13
	Number of staff due for promotion promoted	2	0	17	6	8	7
	Time taken to validate staff salaries	Within 48 hours after receiving access to payment system every month	Within 48 hours after receiving access to payment system every month	Within 48 hours after receiving access to payment system every month	Within 48 hours after receiving access to payment system every month	Within 48 hours after receiving access to payment system every month	Within 48 hours after receiving access to payment system every month
	Number of meetings organized for the Commissioners (including committee meetings)	-	29	21	29	30	19
	Number of staff durbars organised	1	1	1	1	1	1
	Number of international conferences attended			53	28		11
Promote the fight against corruption and economic crimes	Number of audit queries or infractions received	5	7	3	0	1	1
	Percentage change in audit infraction addressed	100	100	100	0	100	100



Objectives	Indicators	Baseline	Actual	Actual	Actual	Target	Actual
		2021	2022	2023	2024	2025	2025
Improve human capital development and management	Availability of a human capital strategy	-	-	<ul style="list-style-type: none"> ☐ National Technical Committee established ☐ Stakeholder consultation organised to receive inputs to initiate the drafting of the strategy 	<ul style="list-style-type: none"> ☐ Stakeholder consultation organised to receive inputs to initiate the drafting of the strategy 	<ul style="list-style-type: none"> ☐ Draft Human Capital Development Strategy 	<ul style="list-style-type: none"> ☐ Outline for human capital development strategy developed ☐ baseline study on soft skills and labour productivity gaps completed ☐ 2 Technical working Group meetings on Human Capital held ☐ Stakeholder engagement on baseline study held ☐ Inter-ministerial Coordinating Committee Meeting held
	Number of staff trained	0	10	56	67	57	14
Improve research and development, innovation and sustainable financing for industrial development	Number of times economic model was updated	2	2	2	2	2	1
	Number of bi-annual reports developed	0	0	2	2	3	1

Source: NDPC Divisions, 2026

NA – Not Applicable



ANNEX 5: FINANCIAL STATEMENT



NATIONAL DEVELOPMENT PLANNING COMMISSION

AUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED

31ST DECEMBER, 2024





NATIONAL DEVELOPMENT PLANNING COMMISSION

13 Switchback Road
P. O. Box CT-633
Accra – Ghana
GL-061-8046



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Email: info@ndpc.gov.gh
www.ndpc.gov.gh

REF: NDPC/Ad/CAG/002/25 Republic of Ghana

22nd October, 2025

SUBMISSION OF ANNUAL FINANCIAL STATEMENT

We hereby submit the Audited Annual Financial Statement Report for the year ended 31st December, 2024 for your necessary action.

Thank you for your kind attention.

AUDREY SMOCK AMOAH (PhD)
AG. DIRECTOR-GENERAL

The Auditor- General
Attn: Deputy Auditor-General
Commercial Audit Department

The Controller and Accountant's General
Treasury Headquarters
Accra.

The Chief Director
Ministry of Finance
Accra.

--- Together we build ---





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1.1 Corporate Information

1.2 Vision

An authoritative planning body providing sound policy choices for sustainable and even development of Ghana

1.3 Mission

The Mission of NDPC is derived from its mandate which is to advise the President of the Republic of Ghana (and Parliament on request) on national development planning policy and strategy by providing a national development policy framework, preparing and ensuring effective implementation of approved national development plans and to coordinate economic, and social activities country-wide in a manner that will ensure accelerated and sustainable development of the country to promote continuous improvement in the living standards of all Ghanaians

1.4 Core Values

1. Professionalism
2. Excellence
3. Integrity
4. Honesty
5. Team work
6. Hard work

1.5 Background

National Development Planning Commission (NDPC) is established under the 1992 Constitution of the Republic of Ghana as part of the Executive. Article 86 of the Constitution prescribes the composition of the Commission whilst Article 87 delineates the Commission's Function. The principal function of the NDPC is to the President on Development Planning Policy and Strategy.





1.6 Divisions

The Director-General (D-G) is the head of NDPC and reports directly to the Commission. The Director-General's directs and supervises the five main divisions which comprise the following:

1. Research and Innovation
2. Development Policy and Planning
3. Development Coordination
4. Monitoring & Evaluation
5. General Services

The Director-General, **Dr. Kodjo Esseim Mensa-Abrampah** (passed in July,2024) was the technical and administrative head of NDPC and reports to the Commission. The Director-General is responsible for the effective management of the day-to-day technical supervision and general administration of all the Divisions.

Research and Innovation

The Research Division is responsible for conducting research into various aspects of national policy issues and functions as a repository of knowledge for purposes of learning and assisting other organizations as needed.

The Research Division is responsible for the following key functions:

1. The continuous development of new initiatives aimed at effective development planning and policy making.
2. Conduct comprehensive research and studies in rationalizing, harmonizing and synthesizing the economic, social, environmental and spatial components of development for the purposes of preparing, reviewing and updating long-term perspective plans, medium-term development plans and annual action plans.





3. Produce policy recommendations on emerging national and international development issues.
4. Initiate research proposals in collaboration with other technical divisions of the Commission, academia, research institutions and Think Tank institutions.

The Division publishes and disseminates the National Development Monitor (NDM) and other research findings and reports.

Development Policy and Planning

The Development Policy and Planning (DPP) Division is responsible for the formulation of long-term and medium-term development policy frameworks vital for national and sub-national development.

The DP Division is responsible for the following key functions:

1. Make proposals for the protection of the natural and built environments within the context of sound environmental principles.
2. Ensure even development of the districts of Ghana.
3. Work with other technical divisions of the Commission, the Policy Coordination, Monitoring and Evaluation Unit (PCMEU) of the Office of the President and other key stakeholders to identify critical national development issues and opportunities.
4. Evaluate policy options and priorities and work with national and subnational institutions in developing and updating comprehensive development policies and plans for national, sectoral, regional and district development.
5. Collaborate with other divisions of NDPC and the budget division of the Ministry of Finance during policy hearings and also contribute to the dissemination of research findings of public interest.





Major outputs of the DP Division include Medium-term National Development Policy Framework (MTNDPF), Long-term National Development Framework (LTNDF) and Long-term Ghana Infrastructure Plan (GIP).

Development Coordination

The Development Plan Coordination (DPC) Division facilitates and synergizes the needed support for coordinating policy formulation, plan preparation, monitoring, evaluation and research at national and sub-national levels.

The DPC Division is responsible for the following key functions:

1. Serve as the focal point for coordinating activities of the Commission and ensure effective collaboration with key stakeholders.
2. Ensure that comprehensive development plans and programmes are effectively carried out through integration and coordination of planning and development activities at national and sub-national levels to avoid potential duplications.
3. Formulate the strategic planning component of the Medium-term Expenditure Framework (MTEF) for budgeting and fiscal decentralization.
4. Collaborate with the Ministry of Finance in the preparation of the national budget as well as the organisation of annual policy hearings to ensure that the Ministry or Agency's budget is based on the Commission's approved development plans and in line with national development priorities.

Major outputs of the DPC division include Planning Guidelines, Medium-term National Development Plan (MTNDP) and Medium-term Development Plan approved certificate.





Monitoring and Evaluation

The Monitoring and Evaluation (M&E) Division is responsible for tracking and evaluating the implementation of development plans, policies and projects. The Division serves as a repository of selected data for MDAs and MMDAs.

The M&E Division is responsible for the following key functions:

1. Prepare guidelines and facilitate the preparation of sector and district M&E plans.
2. Prepare the National Annual Progress Report (APR).
3. Ensure that national development plans are constantly reviewed in line with prevailing domestic and international development conditions.
4. Make recommendations for the revision of existing policies and programmes where necessary.
5. Manage the National Monitoring and Evaluation Information System (NaMEIS) which serves as the database for key development indicators that track national, sectoral, regional and district development.

The key deliverables of the division include the M&E Guidelines and the National Annual Progress Report (APR).

General Services

The General Services (GS) Division is in charge of providing all the administrative and support services needed to enhance the operations and work of the four (4) technical Divisions to achieve the objectives of the Commission. The Division is made up of the following departments: Human Resources, Administration, and Finance & Accounts.





Within the framework of the overall objectives of the Commission, the GS Division is responsible for these key functions:

1. Prepare the annual report of NDPC.
2. Ensure prudent management of resources through the effective implementation, and monitoring of financial and administration policies, regulations, internal control systems and guidelines.
3. Design and implement systems, policies and procedures to support the proper recording, preparation and monitoring of all administrative, financial and HR processes, annual budgets and other relevant reports.

Some of the key outputs of the Division include the annual report of NDPC, procurement plan, training needs analysis report, succession plan and financial reports.





1.7 List of Commissioners

Annex 1: Membership of the Commission - 2024

S/N	Name	Position	
1.	Prof. George Gyan Baffour	Chairman	President's Nominee
2.	Dr. Kodjo Mensah-Abrampa	EO Member	Director-General NDPC
3.	Hon. Ken Ofori-Atta (January 2019-February 2024) Dr. Mohammed Amin Adam (February 2024-January 2025)	EO Member	Ministry of Finance
4.	Hon. Kwaku Agyemang Manu	Member	Ministry of Health
5.	Hon. Dr. Yaw Adutwum	Member	Ministry of Education
6.	Hon. Bryan Acheampong	Member	Ministry of Food and Agriculture
7.	Hon. Martin Adjei-Mensah Korsah (Feb 2023 to date) Hon. Dan Botwe (Jan 2021- Feb 2023)	Member	Ministry of Local Gov't and Rural Dev't
8.	Hon. Dr. Mathew Opoku Prempeh	Member	Ministry of Energy
9.	Hon. Kobina Tahir Hammond (Feb 2023 to date) Hon. Alan Kyerematen (Jan 2017-Jan 2023)	Member	Ministry of Trade and Industry
10.	Hon. Ignatius Baffour Awuah	Member	Ministry of Employment and Labour Relations
11.	Hon. Dr. Kwaku Afriyie	Member	M.E.S.T. I
12.	Hon. Dakoa Newman	Member	Gender, Children, & Social Protection
13.	Prof. Samuel Kobina Annim	EO Member	Government Statistician
14.	Dr. Ernest Addison	EO Member	Governor of Bank of Ghana
15.	Mrs. Lucy Owusu-Ansah	Regional Reps	Ashanti Region
16.	Dr. Emmanuel Opoku Marfo	Regional Reps	Ahafo Region
17.	Prof. John Victor Mensah	Regional Reps	Central Region
18.	Dr. Yaw Adu-Ampomah	Regional Reps	Eastern Region





S/N	Name	Position	
19.	Hon. David Quaye Annag	Regional Reps	Greater Accra Region
20.	Dr. Suleman Abudulai	Regional Reps	Northern Region
21.	Mr. Robert Akurugu	Regional Reps	Upper East Region
22.	Dr. Adams Sorekuong Adama	Regional Reps	Upper West Region
23.	Dr. Prince Edward Darah	Regional Reps	Volta Region
24.	Hon. Wilson Arthur	Regional Reps	Western Region
25.	Nana Tano Kwaw Benbuin III	Regional Reps	Western North Region
26.	Mr.Charles Tettey(Esq)	Regional Reps	Oti Region
27.	Most Rev. Dr. Matthew Kwasi Gyamfi	Regional Reps	Bono Region
28.	Prof. Justice Nyimah Bawole	Regional Reps	Bono East Region
29.	Dr. Buah Soale	Regional Reps	Savannah Region
30.	Mr. Samson Jakpa	Regional Reps	North East Region
31.	Dr. Yaw Ansu	Member	Development Economist
32.	Dr.Kwadwo Adjei Tutu	Member	Economist/Extractive Industries
33.	Prof. Okatakyi Amanfi VII	Member	Development
34.	Prof. Daniel Inkoom	Member	Governance (Institutional Reform)
35.	Prof. Bill Buener Puplampu	Member	Governance (HR)
36.	Dr. Eugene Owusu	Member	Governance (International R/ns Experts)
37.	Dr. Anthony Yaw Baah	Member	Social Sector (Labour)
38.	Mad. Afia Appiah	Member	Social Sector (Gender/Poverty)
39.	Mad. Dede Bedu Addo	Member	Social Sector (Health)
40.	Prof. Agnes Apusiga	Member	Social Sector (Education)
41.	Prof. Joseph Magnus Frimpong	Member	Social Sector (Entrepreneur)
42.	Dr. Nii Kwaku Sowa	Member	Social Sector (Economist/Investment)
43.	Prof. Joshua Ayarkwa	Member	Env'tal (Science/Infrastructure)





S/N	Name	Position	
44.	Ing. Dr. Robert Adjaye	Member	Env'tal (Science/Infrastructure)
45.	Prof. Esi Awuah	Member	Env'tal (Science/Infrastructure/Civil Engineering)
46.	Prof. Albert Abane	Member	Spatial Planning (Institute of Planners)
47.	Mr. Alfred Kwasi Opoku	Member	Spatial Planning (Institute of Planners)
48.	Mr. Victor Obeng-Adiyiah	Member	Minister's Nominee Economic Gender
49.	Prof. Henrietta Abane	Member	Social Development Policy

1.7.1 Names of Bankers

BANK OF GHANA - ACCRA

1.8.2 Name of Auditors

GHANA AUDIT SERVICE, MINISTRIES-ACCRA.

1.9.3 Name of Solicitors

ATTORNEY GENERAL'S DEPARTMENT, MINISTRIES-ACCRA.





2.1 Report by Board of Directors/Management Reports

Management presents their report and the audited financial statements for the period ended 31st December 2024

2.2 STATEMENT OF MANAGEMENT RESPONSIBILITIES

Management is responsible for the preparation and fair presentation of the financial statements, comprising the statement of financial position as at 31st December 2024, the statement of Revenues and Expenditure, the statement of Cash flows for the period then ended, and the notes to the financial statements, which include a summary of significant accounting policies and other explanatory notes in accordance with International Public Sector Accounting Standards (IPSAS). Management is also responsible for determining internal controls necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. Management has made an assessment of the Commission's ability to continue as a going concern.

2.3 NATURE OF BUSINESS

In accordance with Articles 86 and 87 of the 1992 Constitution of Ghana and National Development Planning Commission Act, 1994 (Act 479), the Commission is mandated to perform the following functions;

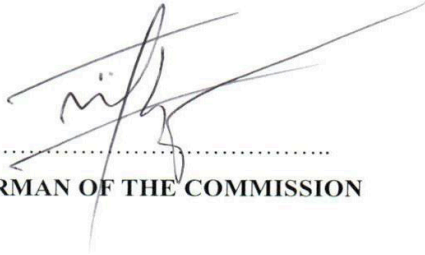
1. Formulate national development policy frameworks and ensure that the strategies, including consequential policies and programs, are effectively carried out
2. Undertake studies and strategic analysis of macroeconomic and structural reform options and make recommendations on development and socio-economic issues
3. Make proposals for the protection of the natural and physical environment with a view to ensuring that development strategies and programs are in conformity with sound environmental principles
4. Make proposals for ensuring the even development of the districts of Ghana by the effective utilization of available resources
5. Coordinate the decentralized national development planning system by prescribing the format and content of development plans for the Districts, Ministries and Sector Agencies to reflect integration of economic, spatial and environmental principles and ensure their compatibility; and
6. Monitor and evaluate the implementation of development policies, programs and projects in the district.





2.4 APPROVAL OF THE FINANCIAL STATEMENTS

The financial statements were approved by the Commission on 22-10-2025 and signed on their behalf by:



.....

CHAIRMAN OF THE COMMISSION



.....

AG. DIRECTOR-GENERAL





3.0 INDEPENDENT AUDITOR'S REPORT



NATIONAL DEVELOPMENT PLANNING COMMISSION

Independent Auditor's Report to the Members of National Development Planning Commission

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of the National Development Planning Commission set out on pages 17 to 30 which comprise the statement of financial position as at 31 December 2024, statement of financial performance, statement of receipts and payments, statement of cashflows, statement of changes in net assets and statement of comparison of budget with actual amounts for the year then ended, and notes to the financial statements including a summary of significant accounting policies and other explanatory information.

In our opinion, the financial statements present fairly, in all material respects, the financial position of the National Development Planning Commission as at 31 December 2024, and of its statement of financial performance, statement of receipts and payments, and of its statement of cashflows for the year then ended in accordance with International Public Sector Accounting Standards (IPSAS) and in the manner required by the National Development Planning Commission Act, 1994 (Act 479), the Public Financial Management Act, 2016 (Act 921) and Public Financial Management Regulations, 2019 (LI 2378).

Basis for Opinion

We conducted our audit in accordance with International Standards of Supreme Audit Institutions (ISSAIs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Commission in accordance with the Code of Ethics for Supreme Audit Institutions together with the ethical requirements that are relevant to our audit of the financial statements in Ghana, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.



**Other Information**

The Commission is responsible for the other information. The other information comprises the information included in the Annual Report and the Commission's Report as required by the National Development Planning Commission Act, 1994 (Act 479), but does not include the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information; we are required to report that fact. We have nothing to report on in this regard.

Responsibilities of the Commission for the Financial Statements

The Members of the Commission are responsible for the preparation and fair presentation of the financial statements in accordance with International Public Sector Accounting Standards, and in the manner required by the National Development Planning Commission Act, 1994 (Act 479), Public Financial Management Act of 2016 (Act 921) and its enabling Regulations of 2019 (L.I. 2378) as well as the applicable accounting standards, and for such internal control as the Commission determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Commission is responsible for assessing the National Development Planning Commission's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Commission either intends to liquidate the National Development Planning Commission or to cease operations, or has no realistic alternative but to do so. The Commission is responsible for overseeing the entity's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the Fundamental Auditing Principles (ISSAIs 100-999) of the ISSAIs, will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISSAIs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:





- Identify and assess the risks of material misstatement in the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Commission's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Commission.
- Conclude on the appropriateness of the Commission's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the NDPC's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the NDPC to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Commission regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Commission with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.





Report on other legal and Regulatory Requirements

Section 18 of the National Development Planning Commission Act, 1994 (Act 479) requires that in carrying out our audit, we consider and report on the following matters. We confirm that:

- i. We have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purpose of our audit.
- ii. in our opinion proper books of account have been kept by the Commission so far as appears from our examination of those books; and
- iii. The Commission's Statement of Financial Position and Statement of Financial Performance agree with the books of account.

.....
KWADWO KYEREMEH
ASSISTANT AUDITOR-GENERAL/CAD-DIRECT 1
for: AUDITOR-GENERAL GPS: GA-110-8787
MINISTRIES BLOCK "O"
ACCRA, GHANA.

Dated... *22-10-2025*





4.1 STATEMENT OF FINANCIAL POSITION

NATIONAL DEVELOPMENT PLANNING COMMISSION			
STATEMENT OF FINANCIAL POSITION			
AS AT 31ST DECEMBER, 2024			
ASSETS	NOTES	2024	2023
CURRENT ASSETS		GH¢	GH¢
Cash and Cash Equivalents	2	6,501,406.43	3,208,212.96
Short-Term Receivables	3	749,434.67	5,866,359.00
Prepayments			
Inventory			
TOTAL CURRENT ASSET		7,250,841.10	9,074,571.96
NON-CURRENT ASSETS			
Property, Plant & Equipment	11	47,118,411.35	45,977,832.92
Intangible Asset			
TOTAL NON-CURRENT ASSET		47,118,411.35	45,977,832.92
TOTAL ASSET		54,369,252.45	55,052,404.88
LIABILITIES			
CURRENT LIABILITIES			
Trade Payables	4	1,582,533.20	5,118,505.00
Other Payables	4	1,007.82	1,495,708.00
TOTAL CURRENT LIABILITIES		1,583,541.02	6,614,213.00
TOTAL LIABILITIES		1,583,541.02	6,614,213.00
NET ASSET/(LIABILITIES)		52,785,711.43	48,438,191.88
FINANCED BY			
Revaluation Reserves			
Foreign Currency Translation Reserves			
Other Reserves		-	
Accumulated Surplus		52,785,711.42	48,438,191.88
TOTAL FINANCED BY		52,785,711.42	48,438,191.88





5.1 STATEMENT OF FINANCIAL PERFORMANCE

NATIONAL DEVELOPMENT PLANNING COMMISSION					
STATEMENT OF YEAR-TO-DATE FINANCIAL PERFORMANCE					
FOR THE YEAR ENDED 31ST DECEMBER, 2024					
	NOTES	PREVIOUS QTR	CURRENT QTR	YTD ACTUAL	PREVIOUS YTD
		ACTUAL	ACTUAL	2024	2023
		GH¢	GH¢	GH¢	GH¢
REVENUE					
NON-TAX REVENUE		-			-
GRANTS	5	24,236,033.91	37,222,975.56	37,222,975.56	24,233,392.14
FINANCE INCOME					
TOTAL REVENUE		24,236,033.91	37,222,975.56	37,222,975.56	24,233,392.14
EXPENDITURE					
COMPENSATION OF EMPLOYEES	6	6,792,766.64	6,111,423.47	6,111,423.47	6,792,766.64
USE OF GOODS AND SERVICES	7	14,952,489.64	25,691,555.02	25,691,555.02	14,952,489.64
CONSUMPTION OF FIXED ASSETS	11	1,184,013.83	1,072,477.53	1,072,477.53	
TOTAL EXPENDITURE		22,929,270.11	32,875,456.02	32,875,456.02	21,745,256.28
SURPLUS/(DEFICIT) BEFORE EXCEPTIONAL ITEMS		1,306,763.80	4,347,519.54	4,347,519.54	2,488,135.86
EXCEPTIONAL ITEMS					
Gain/(Loss) On Financial Asset Through Fair Value					
Gain/(loss) on disposal of Financial Assets					
SURPLUS/(DEFICIT) AFTER EXCEPTIONAL ITEMS					





6.1 RECEIPTS AND PAYMENT

STATEMENT OF RECEIPTS AND PAYMENT FOR THE YEAR ENDED 31ST DECEMBER 2024

	NOTES	2024	2023
		GHC	GHC
RECEIPTS			
NON-TAX RECEIPTS			-
GRANTS	8	35,907,170.26	18,367,033.14
PRIOR-PERIOD RECEIVABLE RECEIPTS	3	5,866,359.00	1,473,391.10
TOTAL RECEIPTS		41,773,529.26	19,840,424.24
PAYMENTS			
COMPENSATION OF EMPLOYEES	6	6,112,805.47	6,044,912.64
USE OF GOODS AND SERVICES	9	24,288,115.37	9,833,984.95
NON-FINANCIAL ASSETS	11	2,213,055.95	112,823.00
PRIOR-PERIOD LIABILITY PAYMENTS	10	5,866,359.00	1,473,391.10
TOTAL PAYMENTS		38,480,335.79	17,465,111.69
NET CHANGE IN STOCK OF CASH		3,293,193.47	2,375,321.55
		3,293,193.47	
CASH AND CASH EQUIVALENT AT BEGINNING		3,208,212.96	832,900.41
CASH AND CASH EQUIVALENT AT END		6,501,406.43	3,208,212.96





7.1 CASH FLOW STATEMENT

NATIONAL DEVELOPMENT PLANNING COMMISSION		
STATEMENT OF CASH FLOW FOR THE YEAR ENDED 31ST DECEMBER, 2024		
	CURRENT	PREVIOUS
	2024	2023
	GHC	GHC
<u>CASH FLOW FROM OPERATING ACTIVITIES</u>		
Surplus/(Deficit) for the year	4,347,519.54	1,285,318.15
Add non-cash items:		
Depreciation and Amortization	1,072,477.53	1,202,817.71
Other non-cash transactions		
Adjusted Surplus / Deficit	5,419,997.07	2,488,135.86
Movement in Working Capital		
(Increase)/Decrease in Inventory		
(Increase)/Decrease in Receivables	5,116,924.33	(4,392,967.90)
Increase/(Decrease) in Payables	(3,535,971.80)	4,392,967.90
Increase/(Decrease) in Other Payables	(1,494,700.18)	
(Increase)/Decrease in Prepayment		
(Increase)/Decrease in Non-Financial Assets Held for Sale		
Transfer of Unretained IGF		
Net Cash Flow from Operating Activities	5,506,249.42	2,488,135.86
<u>CASH FLOW FROM INVESTING ACTIVITIES</u>		
(Increase)/Decrease in Advances		
Acquisition of Non-Financial Asset	(2,213,055.95)	(112,823.31)
Increase/(Decrease) in Derivatives		
Dividend Received		
Net cash flow from investing activities	(2,213,055.95)	2,375,312.55
<u>CASH FLOW FROM FINANCING ACTIVITIES</u>		
Net cash flow from financing activities	-	2,375,312.55
NET CHANGES IN CASH FLOW	3,293,193.47	2,375,312.55
CASH AND CASH EQUIVALENT AT BEGINNING	3,208,212.96	832,900.41
CASH AND CASH EQUIVALENT AT CLOSE	6,501,406.43	3,208,212.96





8.1 CHANGES IN NET ASSET

NATIONAL DEVELOPMENT PLANNING COMMISSION		
STATEMENT OF CHANGES IN NET ASSETS FOR THE YEAR ENDED 31 DECEMBER 2024		
	CURRENT	CURRENT
	2024	2023
NET WORTH	GHC	GHC
Opening Bal	48,438,191.88	
Revaluation Reserves		
Foreign Currency Translation Reserves		
Other Reserves		
Accumulated Surplus	-	4,705,420.99
Add: Adjs		
Change in Acct Policy		
Error		(3,198,252.90)
Total	48,438,191.88	(3,198,252.90)
Restated Acc Surplus	48,438,191.88	1,507,168.09
Changes (Movement)		
Revaluation Reserves		45,645,705.64
Foreign Currency Translation Reserves		
Other Reserves (SUSPENSE)		
Surplus for the year	4,347,519.54	1,285,318.15
Total	4,347,519.54	48,438,191.88
Closing Bal	52,785,711.42	48,438,191.88
Revaluation Reserves		
Foreign Currency Translation Reserves		
Other Reserves		
Accumulated Surplus		
Total	52,785,711.42	48,438,191.88





9.1 BUDGET AND ACTUAL

**NATIONAL DEVELOPMENT PLANNING COMMISSION
STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS FOR THE
YEAR ENDED 31 DECEMBER 2024**

	2024	2024	2024	2024	2024
	QTR ORIGINAL BUDGET	SUPPLEMENTARY BUDGET	FINAL BUDGET	1ST QTR ACTUAL	VARIANCE
	GH¢	GH¢	GH¢	GH¢	GH¢
GRANT					
Grant in Cash					
GoG Subvention	13,265,311.00	112,088.00	13,377,399.00	11,450,748.92	1,926,650.08
Other Grants	-	-	-	-	
Grant in Kind					
GoG Subvention				-	
Other Grants				-	
Total	13,265,311.00	112,088.00	13,377,399.00	18,367,033.14	(4,989,634.14)
COMPENSATION OF EMPLOYEES					
Established Position	7,950,493.00	-	7,950,493.00	2,905,474.49	
Non-Established Post	-	-	-	-	
Allowances	-	-	-	2,859,744.52	
13% Employer SSF Contribution				-	
Gratuity				-	
Pension				-	
End of Service Benefit (ESB)				-	
Total Payments	7,950,493.00	-	7,950,493.00	5,765,219.01	
GOODS AND SERVICES					
Materials and Office Consumables	439,104.00	-	439,104.00	542,402.33	
Utilities	226,475.00	-	226,475.00	574,454.00	





General Cleaning	-	-	-	-
Rentals and leases	-	-	-	-
Travel and Transport	1,566,586.25	-	1,566,586.25	2,599,592.12
Repairs and Maintenance	79,930.00	-	79,930.00	106,768.49
Training, Seminar and Conference	4,696,933.00	-	4,696,933.00	19,461,927.00
Consultancy Expenses	651,250.00	-	651,250.00	-
Special Services	443,400.00	-	443,400.00	492,744.67
Charges and Fees	-	-	-	-
Emergency Services	-	-	-	-
Insurance Premium	23,557.50	-	23,557.50	-
Total Payment	8,127,235.75	-	8,127,235.75	23,777,888.61
			-	
CAPITAL EXPENDITURE			-	
Fixed asset	5,514,086.25	-	5,514,086.25	-
Work In Progress		-	-	
Total Payments	5,514,086.25	-	5,514,086.25	-





10.0 NOTES TO THE FINANCIAL STATEMENTS

10.1 Accounting Policies

10.2 General Statement

The National Development Planning Commission is a covered entity preparing General Purpose Financial Statements in accordance with generally accepted accounting principles.

In preparing the Financial Statements, the Commission takes into cognizance the 1992 Constitution, the Public Financial Management Act, 2016 (Act 921) and the Public Financial Management Regulations, 2019 (L.I 2378).

10.3 Policy Statement on IPSAS adoption

In preparing the financial statements, the Commission applied International Public Sector Accounting Standards (IPSAS Accrual basis) which has been adopted by the Controller and Accountant-General who is the Chief Accounting Officer of Ghana.

10.4 Basis of Preparation

The 2024 Annual Financial Statements have been prepared on Accrual Basis of accounting where income is recognized when releases or warrants are issued, and expenditure is recognized when goods or services have been delivered to the Commission.

The Financial Statements are presented in Ghana Cedis, and all values are rounded to the nearest Ghana Cedi.

10.5 Revenue

Government subventions are recognized when warrants are received. Non-tax revenue is recognized when income is realized. Non-tax revenue collected is reported on gross as revenue received. The amount is apportioned among the Consolidated Fund and the institution generating the revenue. The reported revenue in the Statement of Revenue and Expenditure is the Retained portion of the IGF collected. The unrestrained portion is sent to the Consolidated Fund.

10.6 Expenditure

The expenditure is recognized on an accrual basis.





10.7 Assets

Fixed Assets acquired during the year are capitalized and shown on the Balance Sheet and depreciation is not to be charged in the year of acquisition. The fixed assets capitalized for previous periods are depreciated using the straight-line method with the following rates.

ASSET	USEFUL LIFE
Building and Structures	50 years
ICT Equipment	6 years
Other Machinery and Equipment	7 years
Furniture and Fittings	7 years
Transport Equipment	5 years

10.8 Cash and Cash equivalent.

Cash and cash equivalent is restricted to cash on hand and balances on all reconciled cashbooks.

10.9 GOG cash balance disclosure

The operational account balance at 31st December 2024 amounted to GH¢ 62,869.31





NATIONAL DEVELOPMENT PLANNING COMMISSION				
NOTES TO THE ACCOUNTS				
		SCHEDULES	CURRENT	PREVIOUS
			2024	2023
			GHC	GHC
2	Cash and Cash Equivalents			
	Cash Balance			
	NDPC Sub CF Account		62,869.31	(502.20)
	NDPC Donor Account		3,944,888.35	3,202,744.22
	NDPC GRANT ACCOUNT		2,168,288.35	-
	NDPC Service Account			5,970.94
	NDPC DONOR POOLED ACCOUNT		325,360.42	-
	Total Cash Balance		6,501,406.43	3,208,212.96
	Short Term Investments			
	Domestic			-
	External		-	-
	Total Short-Term Investments			
	Total Cash and Cash Equivalent Balance		6,501,406.43	3,208,212.96
3	Accrued Income		-	-
	Exchange Transaction		-	
	Non-Exchange Transactions		749,434.67	5,866,359.00
	Other Income		-	-
	Total Current Receivables		749,434.67	5,866,359.00
	Total		749,434.67	5,866,359.00
4	Trade Payables			
	Goods and Services		1,149,737.42	5,118,505.00
	Capex		326,406.81	
	Withholding		106,388.97	-
	Total		1,582,533.20	5,118,505.00
4	Other Payables			
	Compensation		1,007.82	1,495,708.00
	Compensation Arrears		-	
	SSNIT (Tier 1)			





	Tier 2 Pension			-	
	PAYE			-	
	Payment of 3rd Party Deductions				
	Total			1,007.82	1,495,708.00
5	GRANT (non-Exchange)				
	Grant in Cash				
	GoG Subvention			37,222,975.56	17,317,107.93
	Other Grants			-	6,916,284.21
	Grant in Kind				
	GoG Subvention				
	Other Grants				
	Total			37,222,975.56	24,233,392.14
	Summary Revenue				
5	Exchange Transactions				
	Non-Tax				
	Finance Income				
	Non-Exchange				
	Grants			37,222,975.56	24,233,332.14
	Non-Tax				
	Total			37,222,975.56	24,233,392.14
6	COMPENSATION OF EMPLOYEES (EXPENDITURE)				
	Established Position			2,905,474.49	3,701,072.64
	Non-Established Post				
	Allowances			2,859,744.52	3,091,694.00
	13% Employer SSF Contribution				
	Gratuity				
	Pension				
	End of Service Benefit (ESB)				
	Arrears			346,204.46	-
	Total Expenditure			6,111,423.47	6,792,766.64
7	GOODS AND SERVICES (EXPENDITURE)				
	Materials and Office Consumables			542,402.33	323,021.36
	Utilities			574,454.00	526,352.73
	General Cleaning				
	Rentals and leases			1,913,666.41	





	Travel and transport		2,599,592.12	879,976.66
	Repairs and Maintenance		106,768.49	20,986.84
	Training, Seminar and Conference		19,461,927.00	12,721,739.18
	Consultancy Expenses			128,452.46
	Special Services		492,744.67	242,840.80
	Charges and Fees			4,500.00
	Emergency Services			
	Insurance Premium		-	104,619.61
	Total Expenditure		25,691,555.02	14,952,489.64
	Total			
8	GRANT (non-Exchange)			
	Grant in Cash			
	GoG Subvention			
	Other Grants		35,907,170.26	11,450,748.93
	Grant in Kind			6,916,284.21
	GoG Subvention			
	Other Grants			
	Total		35,907,170.26	18,367,033.14
	Summary Receipts			
8	Exchange Transactions			
	Non-Tax			
	Finance Income			
	Non-Exchange			
	Grants		35,907,170.26	18,369,674.91
	Non-Tax			
	Total		35,907,170.26	18,369,674.91
3	PRIOR PERIOD RECEIVABLE RECEIPTS			
	GoG Subventions		749,434.67	5,866,359.00
	Total		749,434.67	5,866,359.00
6	COMPENSATION OF EMPLOYEES (PAYMENTS)			
	Established Position		2,905,474.49	3,701,072.64
	Non-Established Post			
	Allowances		2,861,126.52	2,343,840.00
	13% Employer SSF Contribution			
	Gratuity			
	Pension			





	End of Service Benefit (ESB)			
	Arrears		346,204.46	
	Total Payments		6,112,805.47	6,044,912.64
9	GOODS AND SERVICES (PAYMENTS)			
	Materials and Office Consumables		503,188.26	245,941.76
	Utilities		484,864.54	489,352.64
	General Cleaning		-	
	Rentals and leases		1,913,666.41	
	Travel and transport		2,448,789.00	879,976.66
	Repairs and Maintenance		94,271.14	20,986.84
	Training, Seminar and Conference		18,637,036.02	7,717,314.18
	Consultancy Expenses			128,452.46
	Special Services		206,300.00	242,840.80
	Charges and Fees			4,500.00
	Emergency Services			
	Insurance Premium			104,619.61
	Less Unpaid Goods and Services			
	Total Payment		24,288,115.37	9,833,984.95
10	PRIOR-PERIOD LIABILITY PAYMENTS			
	Compensation		5,118,505.00	1,446,982.00
	Goods & Services		747,854.00	29,050.87
	CAPEX			
	Total		5,866,359.00	1,473,391.10
11	PAYMENTS OF NON-FINANCIAL ASSETS			
	Fixed Asset		2,213,055.95	112,823.00
	Total		2,213,055.95	112,823.00





NATIONAL DEVELOPMENT PLANNING COMMISSION
NOTES TO THE ACCOUNTS

Note 11: Property, Plant and Equipment

	Land	Buildings and Structures	Office Equipment, Furniture and Fittings	ICT Equipment	Other Machinery and Equipment	Infrastructure Assets	Transport Equipment	Total
Cost/Valuation	GHC	GHC	GHC	GHC	GHC	GHC	GHC	GHC
At 1 January 2024	26,880,000.00	18,345,285.16	-	416,652.18	376,439.03	181,475.11	3,433,839.77	49,633,691.25
Additions	-	-	213,294.09	849,826.73	-	-	1,149,935.13	2,213,055.95
Disposals/Transfers		-						-
At 31 December 2024	26,880,000.00	18,345,285.16	213,294.09	1,266,478.91	376,439.03	181,475.11	4,583,774.90	51,846,747.20
Accumulated Depreciation								
At 1 January 2024	-	733,811.40	-	303,828.92	376,439.03	181,475.11	2,060,303.86	3,655,858.32
Depreciation for the Year		366,905.70		18,803.88		-	686,767.95	1,072,477.53
Depreciation on Disposal		-						-
Impairment								-
At 31 December 2024	-	1,100,717.10	-	322,632.80	376,439.03	181,475.11	2,747,071.81	4,728,335.85
Net Book Value 30/12/2024	26,880,000.00	17,244,568.06	213,294.09	943,846.11	-	-	1,836,703.09	47,118,411.35
Net Book Value 30/12/2023	26,880,000.00	17,611,473.76	-	112,823.26	-	-	1,373,535.91	45,977,832.93



ANNEX 6: GALLERY FOR THE COMMISSION'S ACTIVITIES IN 2025

Preparation of the President's Coordinated Programme of Economic and Social Development Policies (CPESDP), 2025–2029





SDGs and Agenda 2063 implementation



HUMAN CAPITAL DEVELOPMENT





Preparation of the President's Coordinated Programme of Economic and Social Development Policies (CPESDP), 2025–2029



Preparation and Orientation for RCCs on Regional Integrated Plan (RIP) Guidelines (2026-2029)







Preparation of the 2024 National Annual Progress Report





District Development Data Platform (DDDP) for monitoring, evaluation and reporting



