LOCAL GOVERNMENT SERVICE

2023 ANNUAL PROGRESS REPORT

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Foreword

Section 72 (1) & (2) of the Local Governance Act 2016 (Act 936) mandates the Local Government Service (LGS) and its members to provide and submit an annual report covering activities and operations of the service. In fulfilment of this obligation, the Local Government Service compiled the 2023 Annual Progress Report (LGS-APR) to provide a comprehensive update on activities implemented and results achieved by the OHLGS, RCCs and summarized issues from the MMDAs for the 2023 fiscal year.

The 2023 LGS Annual Progress Report provides both government agencies and LGS stakeholders with information on the status of projects and programme implementation. To achieve the efficient and effective management of local governments as well as the administrative decentralization mandate of the Service, the 2023 LGS-APR provided information on programmes and projects implemented by the OHLGS and the 16 RCCs with results of the indicators measured. It highlights the progress made and challenges encountered in the implementation of the specific activities and strategies to resolve issues identified in the OHLGS Annual Action Plan and Regional Integrated Plans of the RCCs.

The 2023 LGS-APR also serves as a basis for the evaluation of the performance of the Service as it provides comprehensive updates on the deepening administrative decentralization, training & development and issues of organizational development including technical and financial support from Government and Development Partners.

The Service expresses its sincerest appreciation to the various partners and stakeholders especially the Government of Ghana and Developing Partners and all the members of the LGS who have shown unflinching support towards our steady progress and also to the APR Compilation Team for putting this report together. Our special thanks go to the IMCC on Decentralisation for funding the workshop for the compilation, validation and printing of the report. We also look forward to a stronger collaboration with all stakeholders and partners in the years ahead to ensure the fulfilment of this mandate of Service.

Ing. DR. NANA ATO ARTHUR
HEAD OF SERVICE

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List of Acronyms

CAPEX	Capital expenditure
ETC	Entity Tender Committee
GAC	Global Affairs Canada
GESP	Ghana Employment and Social Protection Programme
GHANEPS	Ghana Electronic Procurement System
GIFMIS	Ghana Integrated Management Information System
GIPC	Ghana Investment Promotion Council
GSCSP	Ghana Secondary Cities Support Programme
G&S	Goods and Services
HoDs	Heads of Departments
HRMIS	Human Resource Management Information System
ISS	Integrated Social Services
LGS	Local Government Service
LGSC	Local Government Service Council
LI	Legislative Instrument
MAG	Modernisation of Agriculture in Ghana
MA's	Municipal Assemblies
MLNR	Ministry of Lands & Natural Resources
MMDAs	Metropolitan, Municipal and District Assemblies
MOGCSP	Ministry of Gender, Children and Social Protection
OHLGS	Office of the Head of Local Government Service
PC	Performance Contract
PMS	Performance Management System
PSC	Public Services Commission
RCCs	Regional Co-ordinating Councils
UNECA	United Nations Economic Commission for Africa
UNICEF	United Nations Children Fund

EXECUTIVE SUMMARY

Introduction

The Local Government Service (LGS) made-up of the Office of the Head of the Local Government Service (OHLGS) and the sixteen Regional Co-ordinating Councils (RCCs) prepared the 2023 LGS-Annual Progress Report as a requirement of Section 72 (1)&(2) of the Local Governance Act, 2016, Act 936 which says the LGS Council shall, within one month after the receipt of the audit report, submit an annual report covering the activities and operations of the Service for the year to which the report relates to Parliament. The annual report shall include the report of the Auditor-General.

Again, the National Development Planning (System) Regulations, 2016 L.I. 2232 requires the submission of quarterly and Annual Progress Reports on the implementation of Annual Action Plans of Ministries, Departments and Agencies (MDAs). In line with this, the 2023 LGS-APR captures information on the implementation of the activities undertaken by the Office of the Head of the Local Government Service (OHLGS) and the sixteen Regional Co-ordinating Councils for the reporting period.

Strategic Direction of the Service

Mandate of the Local Government Service

In line with the provisions of Article 240 (2) (d) of the 1992 Constitution and Act 936, the LGS was established "to secure effective administration and management of local government in the country".

Vision of the Service

The decentralised governance arrangement chosen by the people of Ghana to improve service delivery requires the establishment of the Local Government Service to see to its implementation. Hence, the Vision of the Service is to be "a world-class, decentralised and client-oriented Service". With this, the Service ensures it always delivers quality services to stakeholders at all levels.

Mission Statement of the Service

Following from the mandate of the Service as provided for by Act 936, the Mission Statement of the Service has aptly been captured thus: "To support local governments to deliver value for money services through the mobilization, harmonization and utilization of qualified human capacity and material resources to promote local and national development".

Goal of the Service

The goal of the Service is to improve the delivery of quality services through the appointment, development and promotion of adequate numbers of competent staff in their right mix to fill vacancies at the national, regional and district levels.

Motto of the Service

The Motto of the Service is therefore captured as; "Decentralisation, Democracy and Development".

Decentralisation places power in the hands of the local people, Democracy provides opportunity for alternatives while Development creates ownership of structures and interventions for improvements and how resources could be utilized to achieve improved wellbeing.

Core Values of the Service

The core values of the Service as enshrined in the Code of Conduct are Accountability, Client-oriented, Creativity, Diligence, Discipline, Equity, Integrity, Innovativeness, Loyalty, Commitment, Anonymity, Impartiality, Permanence, Timeliness and Transparency. The Code of Conduct also contains the principles upon which these standards listed above are required. These values are to provide officers and staff a clear direction for conduct in the Local Government Service.

Membership of the Service

The membership of the Local Government Service comprises persons holding non-elective public office in the:

- Office of the Regional Co-ordinating Councils (ORCCs).
- Departments of the Regional Co-ordinating Councils (DRCCs).
- Office of the District Assemblies (ODAs).
- Departments of the District Assemblies (DDAs).
- Offices of the Sub Metropolitan Councils, Urban, Town and Area Councils;
- Office of the Head of the Local Government Service (OHLGS); and
- Other persons as may be employed for the Service

Summary of Planned Activities and Achievements

The planned activities and achievements implemented by the OHLGS and the RCCs for the year 2023 have been summarised below:

a) Staffing: - The staffing levels of the LGS over the period

SNo.	Institution	Established	Non-Established	Total
1	OHLGS	116	3	119
2	RCCs	2,651	19	2,670
3	MMDAs	34,772	6,787	41,559
		37,539	**6,809**	**44,348**

b) **Funding & Plan Implementation**: The achievement in terms of funding and implementation of the Action Plans of the OHLGS and the sixteen RCCs for the year 2023 are summarised below, however, MMDAs funding is not inclusive:

SNo.	Institution/ Region	Funds Received	Planned Activities	Number Implemented	Remarks
1	OHLGS	60,909,714.43	84	70	A new office block included
2	Ahafo	4,005,354.54	61	55	
3	Ashanti	18,852,503.16	44	44	
4	Bono East	5,198,357.85	42	40	

5	Bono	2,346,471.92	206	164	
6	Central	7,594,214.14	104	72	
7	Eastern	10,034,920.28	175	124	
8	Greater Accra	20,173,150.86	117	96	
9	North-East	4,374,964.76	100	93	
10	Northern	10,389,695.68	124	110	
11	Oti	4,017,768.11	36	33	
12	Savannah	3,341,082.92	100	87	
13	Upper East	8,986,931.87	100	51	
14	Upper West	2,350,953.37	379	199	
15	Volta	11,500,064.28	202	171	
16	Western North	3,341,082.92	77	72	
17	Western	4,517,100.44	145	107	
Total		**181,934,331.53**	**2,123**	**1,602**	

c) Institutions Established or Integrated

SNo.	Level	Directorates & Departments integrated					
		Directorates	**Dept.**	**Units**	**Metro**	**Mun.**	**Districts**
1	OHLGS	7	N/A	3	N/A	N/A	N/A
2	RCCs	N/A	21 (average)		N/A	N/A	N/A
3	MMDAs	N/A			12/20	9/17	7/15

d) Details of Achievements for the year 2023

OHLGS

For the year 2023, the Office of the Head Local Government Service achieved the following achieved:

- Organised 16No. Statutory Committee meetings within the year and these included LGSC & Sub-Committees, Audit Committee, Budget Committee, Entity Tender Committee (ETC), Management meetings as well as Staff durbars.
- Oganised promotion Interviews for 11No. officers
- Developed one Operational Manual with funding support from JICA and started the development of another for the Client Service Unit of the LGS with funding from the Ghana Secondary Cities Support Program. A TOT was provided for the regional and district officers on the Records Management Manual.
- Organised Continuous Professional Development (CPD) for 6No. Officers on the Ghana Electronic Procurement System (GHANEPS) and other carrer development training for 8No. officers (3No. Directors & 5No. Officers) benefitted.
- Organised 2No. Peer Learning and knowledge sharing workshops for Regional and District Agriculture Departments in the Southern and Northern Sectors.

- Audited and reviewed internal controls put in place at OHLGS to ensure compliance with the Public Financial Management (PFM) Act 2016, Act 921 and the Public Procurement Act 2016, Act 914 as amended. Also, reviewed 227 out of the 418 MMDA Internal Audit quarterly Reports received.
- Managed and maintained the LGS Website and updated it with seventy (70) postings in the form of documents, news items and events in collaboration with Public Affairs Unit (PAU) and other Directorates. 28No websites of RCCs and MMDAs were linked on the LGS website. Also, the 2023 Edition of Local Government Service's newsletter was published on the website.
- Compiled staff data from the 16No. RCCs and 261No. MMDAs. Also, the following information which include contact details i.e., website URLs, postal addresses, emails, phone numbers and GPS addresses on RCCs & MMDAs were collated for management decision making.
- Implemented the Government of Ghana Smart Workplace programme through the provision of training and technical support services to management and staff of the OHLGS. Collaborated with the Smart Infraco and NITA to fix all bugs that were identified and any add-ons that needed to be incorporated to help in the smooth functioning of the system i.e., e-leave, e-memo, IT Help Desk, e-Vehicle request, etc. Additionally, 94No. end-users were trained and 84No. support services were provided to staff.
- Carried-out a monitoring exercise to assess the level of integration of Departments of the RCCs & MMDAs in 24No. MMDAs of 5No. Regions.

  Under the LGS Performance Management System, an end of year assessment of the 2022 PCs of 9No. Directors/Unit Heads of the OHLGS was undertaken by the PSC and the report submitted to management. Also, 10No. PCs of the Chief Director and 9No. Directors/Unit Heads of the OHLGS for 2023 were signed with the Head of Service.

  End of year Monitoring and Verification of the 2022 Performance Contracts at the Regional and District levels were carried-out with support from UNICEF (Child Protection). Also, a collaboration with CARE International, Ghana led to the review and inclusion of a couple of Agriculture Indicators (formerly the DAGI Indicators).in the Performance Contract of the Regional and District levels.

Regional Co-ordinating Councils

- Developed 16No. each of the Regional Integrated Plans (RIPs) and Regional Integrated Budgets (RIBs)
- Achieved 66.14% of the share of central Government approved budgetary allocations and releases to RCCs
- Carried-out a minimum of 3No. quarterly monitoring & evaluation on activities of MMDAs and undertook co-ordination and backstopping activities.

- Carried-out quarterly and Annual Performance review sessions on MTDP and AAP implementation.
- Organised annual celebrations such as International Aids Day, Greening Ghana, etc.
- Organised 71No. capacity Building programmes altogether

Metropolitan, Municipal and District Assemblies

For the MMDAs, the following achievements were made in the three National Level Indicators in the 2023 financial year:

- The share of MMDAs total revenue in relation to total National receipt was 2.15%
- Share of central government transfers to MMDAs in total receipt was 1.58%
- Size of MMDA personnel in relation to central government were 5.05% and 6.03% for GoG payroll alone and GoG & IGF respectively

MMDA National Indicators for Human Resource and Financial Performance for 2023

Indicator	Baseline Data (2022)	Target 2023	Indicator Status in 2022	Indicator Status in 2023	Progress towards target
1. The share of MMDAs total revenue in relation to total national receipt	Total MMDA Revenue: GH¢2,114,198,250.52	≥3.5%	Total MMDA Revenue: GH¢2,114,198,250.52	Total MMDA Revenue: GH¢2,457,176,221.05	
	Total national revenue/ receipt: GH¢70,347,458,170.00		Total national revenue/ receipt: GH¢70,347,458,170.00	Total national revenue/ receipt: GH¢98,080,367,613.00	supersedes
	• % Share: 3.01%		• % Share: 3.01%	• % Share: 2.51%	
2. Share of central government transfers to MMDAs in total national receipt	Total Central Govt transfers: GH¢1,477,521,021.28	≥5%	Total Central Govt transfers: GH¢1,477,521,021.28	Total Central Govt transfers: GH¢1,876,970,830.19	
	Total national revenue, excluding grant: GH¢69,149,827431.00		Total national revenue, excluding grant: GH¢69,149,827431.00	Total national revenue, excluding grant: GH¢96,576,559,073.00	
	• % Share: 2.14%		• % Share: 2.14%	• % Share: 1.94%	
	• % Share DACF in total tax revenue: 5%		• % Share DACF in total tax revenue: 5%	• % Share DACF in total tax revenue: 5%	(min. 5% by Law)
3. Size of MMDA personnel in relation to central government	Total no. MMDA employees: 42,144 (GoG – 32,736 & IGF – 9,408)	≥6.5%	Total no. MMDA employees: 42,144 (GoG – 32,736 & IGF – 9,408)	Total no. MMDA employees: 41,559 (GoG – 34,772 & IGF – 6,787)	
	Total no. personnel on Govt payroll: 647,745		Total no. personnel on Govt. payroll: 647,745	Total no. personnel on Govt. payroll: 688,886	
	• MMDA share: 5.05% (GoG only)		• MMDA share: 5.05% (GoG only)	• MMDA share: 5.05%	
			6.51% (GoG & IGF)	6.03% (GoG & IGF)	

Challenges and Recommendations

Challenges

The following are a couple of challenges amongst the many encountered during the course of the year:

- Inadequate funding for the planned activities and programmes at all levels of the Local Government Service.
- Inadequate and untimely release of funds from all sources for the implementation of activities.
- Inadequate logistics and financial support for effective M&E activities at the district level.
- Non-availability of a system of recruitment that is devoid or ensure the reduction of human discretion.
- Lack of employee handbook hence, people or institutions assumed their roles without any guidance.
- Leadership at various levels not of the right quality.

Recommendation

- Strengthen fiscal transfers and ensure transparency and timeliness since the OHLGS serves only as conduit for the transfer of funds to MMDAs and RCCs but could not ensure release of funds.
- Improve financial allocation to the OHLGS for the implementation of its activities
- Improve funding for the implementation of M&E activities
- Provide financial clearance for the recruitment of staff for certain categories of professional and technical capacities

Chapter 1
THE LOCAL GOVERNMENT SERVICE AND LGS-ANNUAL PROGRESS REPORT

1.1 Introduction

The National Development Planning (System) Regulations, 2016 L.I. 2232 requires the submission of quarterly and Annual Progress Reports on the implementation of Annual Action Plans of MDAs. In line with this, the 2023 LGS-APR was prepared with details of the activities implemented by the Office of the Head of the Local Government Service (OHLGS) as well as the 16 Regional Co-ordinating Councils for the reporting period.

Again for the Annual report and other reports, Section 72 (1)&(2) of the Local Governance Act, 2016 Act 936 requires that the LGS Council shall, within one month after the receipt of the audit report, submit an annual report covering the activities and operations of the Service for the year to which the report relates to Parliament. The annual report shall include the report of the Auditor-General.

1.2 Background to the Service

1.2.1 Mandate of the Local Government Service

In line with the provisions of Article 240 (2) (*d*) of the 1992 Constitution and Section 70 Local Governance Act, Act 936, the LGS was established "***to secure effective administration and management of local government in the country***".

Vision of the Service

The decentralised governance arrangement chosen by the people of Ghana to improve their lot required the establishment of the Local Government Service to see to its implementation. Hence, the **Vision** of the Service is to be "***a world-class, decentralised and client-oriented Service***". With this, the Service ensures it delivers quality services to stakeholders at all levels at all times.

Mission Statement of the Service

Following from the mandate of the Service as provided for by Act 656, the *Mission Statement* of the Service has aptly been captured thus: "*To support local governments to deliver value for money services through the mobilization, harmonization and utilization of qualified human capacity and material resources to promote local and national development*".

Goal of the Service

The goal of the Service is to improve delivery of quality services through the appointment, development and promotion of adequate numbers of competent staff in their right mix to fill vacancies at the national, regional and district levels.

Motto of the Service

Decentralisation places power in the hands of the local people, Democracy provides opportunity for alternatives while development creates ownership of structures and interventions and, how resources could be utilised to achieve improved wellbeing. The ***Motto*** of the Service is therefore captured as; "***Decentralisation, Democracy and Development***".

Core Values of the Service

The core values of the Service as enshrined in the Code of Conduct of the Service are: *Accountability, Client-oriented, Creativity, Diligence, Discipline, Equity, Integrity, Innovativeness,*

Loyalty, Commitment, Anonymity, Impartiality, Permanence, Timeliness and Transparency. The Code of Conduct provides the principles upon which the requisite standards for behavoiur and attitude of staff necessary for the maintenance of the desired values in the Service.

1.2.2 Membership of the Service

The membership of the Local Government Service comprises persons holding non-elective public office in the:

- Office of the Regional Co-ordinating Councils (ORCCs);
- Departments of the Regional Co-ordinating Councils (DRCCs);
- Office of the District Assemblies (ODAs);
- Departments of the District Assemblies (DDAs);
- Offices of the Sub Metropolitan Councils, Urban, Town and Area Councils;
- Office of the Head of the Local Government Service (OHLGS); and
- Other persons as may be employed for the Service

1.2.3 Functions of the Service

The functions of the Local Government Service are to:

- Provide technical assistance to District Assemblies to enable the District Assemblies effectively perform their functions and discharge their duties in accordance with the Constitution and Act 936 of 2016;
- Conduct organizational and job analysis for RCCs and MMDAs;
- Conduct management audits for the District Assemblies in order to improve the overall management of the Service;
- Design and co-ordinate management systems and processes for the District Assemblies;
- Develop and co-ordinate the personnel plans and assess the personnel needs of the District Assemblies in consultation with the District Assemblies;
- Develop and co-ordinate the Training Implementation Plans of the District Assemblies in consultation with the respective District Assemblies;
- Develop professional standards and guidelines for the various categories of staff who are members of the Service;
- Work in consultation and close co-operation with other Public Services;
- Assist the District Assemblies in the performance of their functions under any other enactment; and
- Perform other functions incidental or conducive to the achievement of the object of the Service

The Local Government Service Council

The governing body of the Local Government Service is the Local Government Service Council. Legislation provides that, the Council shall have general management and control of the Service and shall:

- Be responsible for matters of policy related to the management of the Service
- Ensure the proper and effective performance of the functions of the Service;

- Approve a scheme of Service, on the advice of the Public Services Commission, that prescribes the terms and conditions of service of employees of the Service;
- Recommend the remuneration of the employees of the Service to Fair Wages and Salaries Commission;
- Develop policy guidelines to handle matters related to the recruitment, training, promotion, discipline, arbitration and petition within the Service;
- Set performance standards within which the District Assemblies and Regional Co-ordinating Councils shall perform their functions and discharge their duties;
- Monitor and evaluate the performance standards of District Assemblies and Regional Co-ordinating Councils;
- Ensure the development and coordination of the personnel plans and assessment of the personnel needs of the District Assemblies;
- Ensure the development and co-ordination of the Training Implementation Plans of the District Assemblies;
- Ensure the development of professional standards and guidelines for the various categories of staff who are members of the Service; and
- Perform other functions that may be assigned to it under this Act or any other enactment.

1.3 Office of the Head of Local Government Service

In ensuring that the Service is well structured and adequately staffed to provide excellent services to the delight of its stakeholders and clients, the OHLGS is structured as follows:

- The Head of Service
- The Chief Director
- Directorates and Units

The Head of Service

The Head of the Local Government Service is responsible for the efficient organisation and management of the Service and for the day-to-day operation of the Office of the Head of the Local Government Service.

The Chief Director

The Chief Director is responsible to the Head of Service and for the co-ordination of the structures and functional areas of the OHLGS machinery for the effective discharge of the mandate and objectives of the OHLGS Directorates.

Directorates

Policy, Planning, Budgeting Monitoring and Evaluation Directorate

This Directorate ensures the development and periodic review of comprehensive and sustainable policies, plans, programmes and budgets to cover all activities of the LGS. It caters

for the design and application of monitoring and evaluation systems for purposes of assessing the operational effectiveness of the LGS. The following units support the directorate:

- ***Policy Unit*: -** The unit initiates policies and provides technical support based on sound framework for the effective implementation of LGS programmes, projects and activities.
- ***Planning Unit*:** - The unit is responsible for planning and developing sustainable frameworks for implementing activities and programs to achieve growth and development of LGS in relation to set targets.
- ***Budget Unit*: -** The unit is responsible for preparing budgets and the provision of technical guidance to Management on budgetary matters. The unit also keeps proper updates of all financial projects.
- ***Monitoring and Evaluation Unit*: -** The unit is responsible for providing an effective basis for the measurement of the various stages of programmes and projects of LGS as well as providing an objective basis for assessing the effectiveness of its programmes and projects.

Management and Technical Services Directorate

This Directorate puts in place and implements quality assurance and technical services framework and systems to ensure that the OHLGS, RCCs and MMDAs organisational development, works, waste management and infrastructural development projects and programmes are designed and implemented to meet performance specification benchmarks and value for money. The Directorate is made-up of four (4) units namely:

- ***Performance Management Unit*: -** The unit is responsible for developing the framework for performance management of services provided.
- ***Technical Services Unit*: -** The unit provides technical backstopping for technical projects and programs of LGS.
- ***Organisational Development Unit*: -** The unit has tasked of enhancing the development, improvement, and reinforcement of strategies, structures, and processes of the LGS.
- ***Quality Assurance Unit*: -** The unit establishes a mechanism to initiate and sustain benchmark standards relating to service delivery of the LGS.

Human Resource Management Directorate

The Human Resource Management Directorate ensures that systematic processes are engaged to ensure the right skills mix of Officers and Staff are available at all the levels of the LGS. The staff strength of the Directorate stands at Sixteen (16). The Directorate is expected to execute its mandate within 6 units namely, Human Resource Planning, Recruitment and Selection, Salary Administration, Training and Development, Career Development and Performance Management.

The Directorate also ensures that approved human resource management policies and strategies in the OHLGS, RCCs and MMDAs on employment, personnel records and wages and salaries administration, learning and development, career development and performance management are translated into good management practices and effectively operationalized.
:

- ***Training Unit***: - It initiates the review and development of career training policies and guidelines. It also collates training needs identified through staff performance appraisal systems for implementation.
- ***Career Development Unit***: -It prepares training modules necessary to enhance staff development. The Unit also ensures the promotion of staff based on approved requirements.
- ***Performance Management Unit***: - The Unit is responsible for developing framework for staff performance management**.**
- ***Human Resource Planning Unit*****:** - This Unit Initiates strategies and facilitates career planning of staff of the Local Government Service. This involves regular deployments, secondments, postings, transfers, and the development of Schemes of Service.

- ***Recruitment and Selection Unit*****:** - The Unit facilitates the placement processes of applicants and draws up recruitment plans for the LGS. The unit is also responsible for the orientation of newly recruited staff.

- ***Salary Administration Unit*** **–** The Unit is responsible for the processing of input forms for employee salaries. It also identifies and addresses issues of Salary distortions.

Financial Management Directorate

The directorate is responsible for the efficient and effective utilisation of budgets allocated by the Government of Ghana and development partners for the discharge of the mandate and objectives of the OHLGS. The Directorate has the following Units:

- ***Government of Ghana Unit***: - Manages all financial matters of OHLGS from GoG in accordance with the approved Public Financial Management Regulations, LI 2378.
- ***Donor Support Unit*****:** - Manage all financial resources and procedures of Donor Partners in accordance with the Public Financial Management Regulations, LI 2378 of Ghana in relation to International Standards.

Research, Statistics and Information Management

This Directorate is responsible for research, statistics and information management of LGS. The directorate comprises the following Units:

- ***Research and Statistics Unit*****:** -It conducts research into the activities of the LGS. It also ensures that requisite data is available for decision-making.
- ***Library and Documentation Unit*****:-** The Unit is responsible for the Library and collating required data to create a database for the LGS.
- ***Information Management Unit*****:-** Initiates and maintains information technology network and infrastructure for the OHLGS. It also provides technical support in relation to ICT requirements.
- ***Integrated Personnel Pay-Roll Database*****:-** Processes inputs for salary payment and ensures that the pay-roll system is properly maintained.

Administration and General Services

This Directorate ensures that services and facilities necessary to support the administrative and other functions of the OHLGS are available. These include administrative support, records, transport, stores and procurement as well as security services. It ensures the provision of an effective and efficient system of internal checks to enhance service delivery at the OHLGS. The units under this directorate include:

- ***General Administration Unit*: -** The Unit is responsible for providing administrative support, guidance and management to help OHLGS achieve its mandate.
- ***Transport Unit*: -** The Unit is responsible for effective and efficient management of the transport system of the OHLGS.
- ***Procurement Unit*: -** The Unit is responsible for managing procurement services and providing technical support on procurement processes for the OHLGS.
- ***Stores Unit*: -** The Unit ensures the storage and proper custody of goods procured and the replacement of stocks on time at the OHLGS.
- ***Records Unit*: -** This Unit ensures that documents and information are properly stored to ensure confidentiality and easy accessibility.
- ***Estates Unit*: -** This Unit provides advice on estate management issues and ensures that repairs and works on facilities and equipment are properly carried-out at the OHLGS.
- ***Security Unit*: -** The Unit is responsible for ensuring the safety of the staff and property of OHLGS.

Internal Audit Unit

This unit ensures transparency and accountability in the use of state resources through compliance with financial management and best accounting practices and regulation laid down by the Procurement Authority, Internal Audit Agency, Audit Service, Financial Administration Act and reports directly to the Head of Service.

Public Affairs Unit

The Public Affairs Unit is part of the Office of the Head of Service and is responsible for the review and execution of communication strategies to market and communicate the ideals and benefits of the Service to the public. The Unit is also responsible for the formulation and implementation of the short, medium to long-term communication arrangement geared towards enhancing the image of the OHLGS. The unit has three core areas of work namely:

- Publications and social media management;
- Media engagement and monitoring; and
- Information dissemination

Functions of the OHLGS

The Local Government Service (LGS) was established by the Local Governance Act, 2016 Act 936 as one of the Public Services of Ghana with the objective; **"**to secure the effective administration and management of decentralised local governments in the country".

The functions of the OHLGS as defined in Act 936, Section 65 are to:

a. be responsible for the day-to-day administration of the Service;
b. be responsible for the implementation of the decisions of the Council;
c. provide technical and other support to the Service and to the Council for the performance of their functions;
d. ensure the effectiveness of the Service;
e. perform functions that the Council may specify; and
f. perform any other functions that are incidental to the effective operation of the Service.

1.4 The Regional Co-ordinating Councils

The Regional Co-ordinating Councils are the highest political and administrative decision-making bodies at the regional levels (Local Governance Act, 2016; Act 936). The Regional Minister is the political head and chair of the Regional Co-ordinating Council in the Region. The Councils are made up of the Regional Ministers and their Deputies; all Metropolitan/ Municipal/ Districts Chief Executives (DCEs), Presiding Members (PMs) as well as two representatives from the Regional House of Chiefs in the Region. The Regional Co-ordinating Directors (RCDs) are secretaries to the Councils with the Heads of all Regional Departments (HoDs) as ex-officio members. The Central Administration Departments headed by the Regional Co-ordinating Directors (RCDs) support the Regional Co-ordnating Councils administratively and technically.

As at the end of December, 2022 the number of the administrative regions and for that matter Regional Co-ordinating Councils (RCCs) were 16 with 261 Metropolitan, Municipals and District Assemblies.

His Excellency the President of the Republic nominates MMDCEs who then go through an approval system by two-thirds majority of their respective of the Assemblies. Like the Regional Ministers, District Chief Executives are assisted by District Co-ordinating Directors for the effective performance of their duties.

4.2 Functions of the Regional Co-ordinating Council (RCC)

The Local Governance Act (Act 936), the Security and Intelligence Act (Act 526) and other pieces of legislations prescribe the functions of the Regional Co-ordinating Councils. The Councils perform functions that can be categorized into two (2) broad statutory functions. The first is administrative functions spelt-out in Act 936 and hinges on the monitoring and co-ordination role of the RCC. The second relates to development planning functions that are outlined in the National Development Planning Systems Act. Under this arrangement, the RCCs are required to provide MMDAs with the necessary information to aid in the preparation of their development plans as well as co-ordinate the implementation of these plans to ensure value for money.

4.2.1 Administrative Functions

The main administrative functions of the Council as spelt out in Act 936 are as follows:

- Monitor, co-ordinate and evaluate the performance of District Assemblies in the Region.

- Monitor the use of all monies allocated to the District Assemblies by any agency of the Central Government.
- Review and co-ordinate Public Services generally in the Region; and
- Perform any function as may be assigned to it by or under any enactment.

4.2.2 Development Planning Function

In addition to the administrative functions enumerated above, the Council performs the following planning functions:

- Acts on behalf of the National Development Planning Commission with respect to such National Projects and Programmes in the region as the Commission may direct.

- Co-ordinates and monitors programmes of all departments under the Regional Co-ordinating Council and keeps it informed of all developments.

- Prepares Annual Performance Reports on the work of the Regional Co-ordinating Council within three months after the end of the financial year and submit same to the Office of the President, Office of the Head of the Local Government Service and the Ministry of Local Government and Rural Development.

- Performs functions not captured in the legislation such as Protocol involving the hosting of dignitaries and the celebration of National Events.
- Manages conflicts, including chieftaincy, tribal, land and religious disputes in the region.
- Provides MMDAs with information and data as and when necessary to assist them in the preparation of their Development Plans.

- Co-ordinates the plans and programmes of the MMDAs and harmonizes them with National Development policies and priorities.

4.3 Decentralized Departments of the RCC

The thirteenth Schedule of the Local Governance Act , Act 936 2016 provides for departments of the Regional Co-ordinating Councils. The heads of these departments are ex-officio members of the RCC without voting rights and provide technical advice to it. They report to the RCC through the Regional Co-ordinating Director. The departments are:

Table 1.1: ***Departments of the RCCs***

S#	Departments	S#	Departments
1.	Department of Social Protection	12.	Veterinary Services Department
2.	Department of Community	13.	Department of Agriculture
3.	Development Department of Town &	14.	Department of Agriculture Engineering
4.	Country Planning	15.	National Sports Authority
5.	Public Works Department	16.	National Youth Authority
6.	Department of Parks & Gardens	17.	Education Service
7.	Department of Housing	18.	Ghana Library Authority
8.	National Board for Small-Scale	19.	Health Service
9.	Industries	20.	Statistical Service

	Registry of Births & Deaths	21	Department of Children
10.	Controller and Accountant General's	22.	Department of Women
11.	Department		
	Department of Feeder Roads		
	Department of Urban Roads		

1.5 Metropolitan, Municipals and District Assemblies

As at December 2022, the number of Two Hundred and Sixty-One (261) Metropolitan, Municipals and District Assemblies (MMDAs) in their jurisdiction. There are six (6) Metropolitan; One Hundred and Seventeen (117) Municipals; and, One Hundred and thirty-Eight (138) District Assemblies. The details for each region is indicated in the Table xx below.

*Table 1.2**: Metropolitan, Municipal and District Assemblies (MMDAs) per region***

SNo	Regions	Metropolitan	Municipals	Districts	Total
1	Ahafo	0	3	3	6
2	Ashanti Region	1	19	23	43
3	Bono East	0	4	7	11
4	Bono	0	6	6	12
5	Central	1	7	14	22
6	Eastern	0	15	18	33
7	Greater Accra	2	23	4	29
8	North East	0	2	4	6
9	Northern	1	5	10	16
10	Oti	0	4	5	9
11	Savannah	0	2	5	7
12	Upper East	0	4	11	15
13	Upper West	0	5	6	11
14	Volta	0	7	11	18
15	Western North	0	3	6	9
16	Western	1	8	5	14
	Total	**6**	**117**	**138**	**261**

Functions of MMDAs

Subject to the 1992 Constitution, a District Assembly shall be the highest political authority in the district, and shall have deliberative, legislative and executive powers. According to Section 12 of the Local Governance Act 936, Districts Assemblies shall perform the following functions among others:

- Exercise political and administrative authority
- Exercise deliberative, legislative and executive functions
- Control activities and development within the districts
- Exercise planning and coordination functions
- Coordination, integration, harmonization and execution of programmes and projects.
- Promote inter-service and sectoral cooperation and collaboration
- And perform any other functions that may be assigned

Chapter 2
2.0 OFFICE OF THE HEAD OF LOCAL GOVERNMENT SERVICE

2.1 Strategic Direction of the OHLGS

During the 2022 fiscal year, OHLGS planned and implemented activities in line with policies and the development dimensions of the Co-ordinated Programme for Economic and Social Transformation: Agenda for Jobs. Key development issues that served as basis for the formulation of interventions implemented corresponded to relevant key focus areas and issues of the Agenda for Jobs.

The development dimensions under which the mandate of the Office of the Head of the Local Government Service (OHLGS) falls are Governance, Corruption and Public Accountability; and Monitoring & Evaluation Dimensions with the appropriate goal, policy objectives and the corresponding strategies adopted to plan and implement the 2022 activities. The various RCCs too have their adopted development dimensions, goals and policy objectives in the detailed regional reports.

2.1.1 Policy Framework

Table 2.1: ***Development Dimensions, Adopted Objectives & Strategies of OHLGS***

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES
Development Dimension**: GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY**		
Goal**: Maintain a stable, united and safe society**		
Focus Area 2: **LOCAL GOVERNANCE AND DECENTRALISATION**		
• Weak implementation of administrative decentralization • Ineffective sub-district structures • Weak ownership of policies, programmes and accountability of leadership at the local level • Poor service delivery at the local level • Weak coordination of administrative functions	1.1 Deepen political, financial and administrative decentralization	Ensure the election of District Chief Executives (DCEs) and formalize performance appraisal of MMDCEs (SDG Targets 16.7, 16.8, 16.a; ECOWAS Protocol Art. Art. 23) Strengthen sub-district structures (SDG Targets 16.6, 16.7, 16.a) Institute mechanism for effective inter-service/inter-sectoral collaboration and cooperation at district, regional and national levels (SDG Targets 16.6, 16.7) Complete the establishment of departments of MMDAs (SDG Targets 16.6, 16.7) Strengthen sub-district structures (SDG Targets 16.6, 17.9) Strengthen regional structures in support of devolution of powers (SDG Targets 16.6, 16.a; ECOWAS Protocol Art. Art. 23)
• Poor coordination in preparation and implementation of development plans • Poor linkage between planning and budgeting at national, regional and district levels • Weak spatial planning capacity at the local level	1.2 Improve decentralized planning	Strengthen local level capacity for spatial planning (SDG Targets 16.6, 16.7, 17.9) Create enabling environment for implementation of Local Economic Development (LED) and Public-Private Partnership (PPP) policies at district level (SDG Targets 17.14, 17.17; ECOWAS Protocol Art. Art. 23)

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES
Development Dimension**: GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY**		
• Inadequate exploitation of local opportunities for economic growth and job creation • Limited funding for RCCs		Strengthen the implementation of planning and budgeting provisions in LI 2232 and the Public Financial Management Act 2016 (Act 921) (SDG Targets 16.5, 16.6, 16.a) Recruit qualified professionals and provide continuous in-service training for DPCU staff Develop framework for inter-sectoral coordination and collaboration
• Limited capacity and opportunities for revenue mobilization • Inadequacy of and delays in central government transfers • Limited implementation of fiscal decentralization policy	1.3 Strengthen fiscal decentralization	Enhance revenue mobilization capacity and capability of MMDAs and RCCs (SDG Targets 16.6, 17.1) Implement approved Inter-Governmental Fiscal Framework (IGFF) and the Inter-Governmental Fiscal Transfers (IGFT) (SDG Targets 16.5, 16.6, 16.a) Improve service delivery at MMDA level (SDG Targets 16.6, 16.a); ECOWAS Protocol Art. Art. 23)
• Weak participatory planning	1.4 Improve popular participation at regional and district levels	Promote the ownership of development process and transparency at the local level (SDG Target 16.6,7)
• Low patronage and demonstration of commitment to the implementation of the NACAP	3.1 Deepen transparency and public accountability	Strengthen systems and structures for ensuring transparency and accountability in the management of public funds (SDG Targets 16.5, 16.6, 16.a)
Focus Area 4: **PUBLIC INSTITUTIONAL REFORM**		
• Overlapping functions among public sector institutions • Limited use of technology in the public sector • Inefficient public service delivery • Poor linkage between human resource planning and pay administration in public service • Poor record keeping	▪ Build an effective and efficient government machinery that supports citizens' participation	▪ Clarify the roles of institutions to improve coordination and address conflicting mandates within public sector institutions (SDG Targets 16.6a, 17.14) ▪ Implement a Client Service Charter for public institutions (SDG Targets 16.67, 16.a) ▪ Modernize public service institutions for efficiency and productivity (SDG Targets 16.6, 16.a); ECOWAS supplementary protocol Art.1) ▪ Improve accountability in the public service (SDG Targets 16.6, 16.a) ▪ Implement comprehensive HR payroll system and database (SDG Targets 16.5, 16.6) ▪ Improve documentation within the public sector (SDG Targets 16.6, 16.10, 16.a)

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES
Development Dimension: **GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY**		
• Lack of a comprehensive database of public policies • Inadequate financial resources • Weak research capacity of MDAs and MMDAs	5.1 Enhance capacity for policy formulation and coordination	Strengthen the capacity of public institutions to undertake policy analysis (SDG Target 17.9; ECOWAS supplementary protocol Art.1; ECOWAS Protocol Art. Art. 23)
• Low level of transparency and accountability of public institutions • Conflict of interest within the public sector	7.1 Promote the fight against corruption and economic crimes	▪ Ensure effective implementation of the National Anti-Corruption Action Plan (NACAP) (SDG Targets 16.5, 16.b; ECOWAS Protocol Art. 23) ▪ Operationalise the Right to Information (RTI) Law at all levels (SDG Targets 16.5, 16.10; ECOWAS Protocol Art. 23) ▪ Implement value-for-money audit reports (SDG Targets 16.5, 16.6, 16.b)
• Insufficient funding of development communication	11.1 Ensure responsive governance and citizen participation in the development dialogue	▪ Integrate development communication at all levels of governance (SDG Targets 16.7, 16.10) ▪ Ensure the Implementation of Popular Participation Action Plans

2.2 Funding of OHLGS Activities

Funding for OHLGS activities comes from two (2) main sources; Government of Ghana (GoG) and Development Partner (DP) sources. In 2023 fiscal year, the GoG sources include IGFT and DACF whiles the DPs that funded OHLGS activities include UNICEF, CARE-Ghana, the World Bank and Global Affairs Canada. The utilisation of these resources in the 2023 fiscal year is targeted at the following specific areas:

- Government of Ghana for Compensation, Goods & Services and, CAPEX
- DACF for construction of office block and capacity building
- UNICEF for performance contract and ISS
- CARE-USAID for validation and inclusion of DAGI indicators
- WB – GSCSP for capacity support programme for RCCs and 35No. MAs
- GAC – MAG for Peer review and learning session for agriculture departments

2.3 Achievements of the OHLGS

The achievements of the OHLGS in 2023 are summarised in Table 2.2 below by the various directorates and units under the results areas.

Table 2.2: Summary of Achievements of OHLGS, 2023

Administration	
Results Area	**Achievement**
Statutory Meetings	▪ Organised sixteen (16) statutory meetings

Staff & HR Management	▪ Organised Promotion Interviews for Nine (9) staff and promotion letters issued to successful candidates. ▪ Processed input forms of six (6) newly recruited staff into the system ▪ Effected change of the Management Unit for six (6) officers posted from various MMDAs and RCCs to the OHLGS ▪ Effected the change of grade point for two (2) staff to the appropriate salary level ▪ One (1) officer seconded from PRAAD to the OHLGS for 1 year assigned to the RMU ▪ Validated ESPV for all twelve months in 2023
Capacity Building & Training	▪ Sensitized OHLGS staff on leave management and administration ▪ Organised orientation for the 2022/2023 batch of the National Service Personal (NSP) of the OHLGS ▪ Collaborated with MTSD to organise a two-day workshop on the new records management manual for Local Government Service ▪ Organised a one-day orientation programme for new entrants and staff posted from the MMDAs to the OHLGS
Monitoring & Evaluation	▪ Participated in a study tour organised for staff from the Sierra Leone Local Government Council to selected MMDAs ▪ Conducted quarterly updates of the 2023 procurement, prepared and approved the 2024 procurement plan of OHLGS ▪ Conducted quarterly reviews of the Asset Maintenance Plan for OHLGS
General Operations	▪ The CSU received 6,610 clients and 566 officers from the RCCs and MMDAs on Human Resource related issues. ▪ Repaired, maintained and replaced some assets. These include issues such carpentry, plumbing, electrical fittings, liquid waste, photocopiers etc. ▪ Provided constant supply of office consumables and utilities ▪ Thirty-two (32) official vehicles of OHLGS were maintain and effectively managed. ▪ Initiated the development of an Anti-Sexual Harassment Policy for the LGS in collaboration with GIZ
Welfare, Safety Security	Ensured a secured working environment
Research, Statistics & Information Management	
Results Area	**Achievement**
Staff & HR Management	▪ Received and reviewed inputs of staff promotions, postings, New Entrants Forms, etc. from the Regions and *keyed* them into PSC HRMIS. ▪ Continued the roll-out and implementation of the second phase of the new HRMIS (cloud setup, training, deployment, and monitoring) at all levels of the service (OHLGS/RCCs/MMDAs)

	▪ Received, validated, and recorded request letters with supporting documents for change-of-date of Birth and Names and liaised with PSC for redress.
General Operations	▪ Carried-out IT activities such as routine computer clinics such as troubleshooting, servicing, installations and configuration of computers, printers, and other accessories as well as software applications. ▪ Ensured a stable Local Area Network connectivity and gave support to the end users of GIFMIS, HRMIS, the virtual conference setup and other applications. ▪ Updated and maintained the LGS website by publishing articles & documents and updated plugins of the website. Linked the Website to those of 15 RCCs and 54 MMDAs. ▪ Managed the Office Electronic Biometric Clocking system and implemented Government smart workplace portal and applications ▪ Collaborated with Ministry of Gender, Children and Social Protection (MoGSCP) and UNICEF to implement gender and social protection activities. ▪ Operationalised the Information Technology Policy at all levels of the Service.
Management & Technical Services	
Results Area	**Achievement**
Integration and operationalisation of established Departments	▪ Monitored the implementation of records management manual in ten (10) MMDAs in Greater Accra and Eastern Regions ▪ Monitored the integration and operationalisation of Birth and Death Registry in 8No. MMDAs in Greater Accra Region and GARCC.
Service Delivery	▪ Held high level meeting to introduce ODF Ghana Agenda and a couple of Inception workshops with National level participants and selected participants from regions and districts ▪ Field consultation, Zonal and National Stakeholder workshops for the preparation of Action Plans ▪ Technical Working Group for ODF Ghana Agenda was established, a Review Meeting on GoG-UNICEF WASH programme was held and OHLGS staff monitoring of selected Districts
Performance management	▪ Public Services Commission assessed the 2022 performance contracts of the Directors of the OHLGS ▪ Performance contract was signed between the HoS and the Chief Director (CD) and other Directors of the OHLGS ▪ Two (2) level national stakeholder consultative meetings to review the 2022 MMDA and RCC performance contracts. ▪ The 2023 Performance Contract orientation workshop for RMs and RCDs and the signing ceremony was organized ▪ 260 MMDAs and 16 RCCs performance contracts were monitored and verified

	▪ Training on Performance Appraisals was given to 547 staff of 8 MMDAs in Greater Accra Region and GARCC
Policy Planning, Budgeting, Monitoring & Evaluation	
Results Area	**Achievements**
Monitoring & Evaluation	▪ Collaborated with Dept of Social Welfare to deploy automated GESP M&E dashboard to six project units. ▪ Held the LGS Annual Progress Report compilation and validation workshop with the RCCs ▪ Compiled and published the 2022 LGS - Annual Progress Report. ▪ Undertook monitoring of 40No. selected and peripheral MMDAs on funding of agriculture and MAG implementation ▪ Developed and deployed M&E Dashboard to six (6) Social Protection implementing institutions through the collaboration with GESP. ▪ Forwarded the LGS Submission to NDPC for preparation of the 2022 National APR on 16th March, 2023 and updated it with that of the RCCs. ▪ Participated in the Regional Budget Hearings in all 16 Regions, implemented 2023 budget and prepared quarterly budget performance. ▪ Compiled and submitted 2022 LGS APR to the NDPC for the preparation of the 2022 National Annual Progress Report. ▪ Developed indicators and data collection templates for activities and programmes in the 2023 OHLGS AAP implementation measurement.
General Operations	▪ Facilitated the preparation and consolidation of the 2024 OHLGS Annual Action Plan ▪ Organized 4No. quarterly budget committee meeting, and prepared 2024 OHLGS Annual Budget and Cash Plan ▪ Collaborated with GIFMIS Secretariat and CAGD in resolving budget implementation issues at all levels and prepared the 2022 Annual Budget performance report ▪ Supported to MMDAs and RCCs to access their quarterly releases of funds and participated in the MMDA composite budget monitoring in all the 16 regions.
Integration and operationalisation of established Departments	▪ Supported the development of GSCSP-funded CSU Operational Manual and Training Guide.
Training & Capacity Building	▪ Conducted training workshop for both management and key staff on the newly developed LGS Client Service Operational manual across all levels (OHLGS, RCCs & MMDAs)

	▪ Collaborated with GIFMIS Secretariat and Fiscal Decentralization Unit (FDU) of the Ministry of Finance to train RCCs on the newly CAPEX approval hierarchy and processing of funds
Service Delivery	▪ Prepared and submitted 2024 AAP and budget of LGS.
Human Resource Management	
Results Area	**Achievements**
Training and Capacity Building (Training and Development)	▪ Co-ordinating Directors, Human Resource Managers, Administrative Officers, Development Planning Officers, and Budget Officers of Forty (40) pilot MMDAs were sponsored by the SOCO Project to pursue an Executive Management Certificate Course at ILGS. ▪ Organised peer knowledge exchange workshops for235 MMDCDs and operational reference guide of office of Co-ordinating Director for effective delivery of value-for-money services to the citizens ▪ Organized a training workshop for 1,145 (953 males and 192 females) MMDCEs, MMDCDs, Heads of IAUs, Finance Officers, and Heads of Procurement Units on reducing audit infractions and financial irregularities in line with the PFM Act, Act 921. ▪ Granted approval to thirty (30) officers out of the eighty- eight (88) study leave with pay applications.
Public Affairs Unit	
Results Area	**Achievements**
Publication	▪ Published thirteen (13) stories and one (1) commemorative message on social media platforms. The breakdown is Facebook (12No.), Website (12No.), Instagram (12No.) and Commemorative messages (3No.). 12No. stories of these are being collated for inclusion in the newsletters. ▪ A total of 58 stories were published on social media.
Media Coverage	▪ 5 Media coverages (Voluntary Local Review, training on Client Service Manual, OHLGS-USAID-CARE Partnership on DAGI, signing of the 2023 performance contract between Regional Ministers and Regional coordinating Directors
Media Interview and Soiree	▪ 5 Media interviews were granted by HoS.
News Paper Clippings	▪ Successfully clipped 269 stories from the print and online media relating to 177 on MMDAs, 11 on RCCs, 2 on OHLGS, on other stakeholders.
Internal Audit	
Results Area	**Achievements**
General operations	▪ Reviewed 97No. MMDA Internal Audit Reports from January – June, 2023. ▪ Reviewed operations of RSIM Directorates. ▪ Conducted audit on cash management for first & second quarter of 2023 (January – June, 2023).

	▪ Reviewed operations of Financial Management; Human Resources Management, PPME; Budget and Research, Statistics and Information Management Directorates.
Compliance	▪ Reporting & Timelines ▪ Laws, Regulations & Guidelines
Internal Controls	▪ Management Systems (Plans & Budgets, Approval hierarchies)
Risk Assessment	▪ Financial (cash & cash equivalence) ▪ Stores (thefts, storage, ▪ Environment (Health & safety,

2.4 OHLGS Development Partner Collaborations

2.4.1 JICA

The OHLGS partnership with JICA was to develop and operationalize an effective and efficient Records Management (RM) System as well-Fixed Assets Management (FAM) System for replication at all levels of the Local Government Service (LGS). The achievements include the development of an Operational Manual for Records Management Unit; trained two (2) National trainers; organized workshops for Managements and training of trainers (TOT) for eleven (11) regions; Seven (7) out of the 11 Regions have completed Regional trainings for RMU staff.

2.4.2 CARE International & OHLGS Partnership

The aim of the CARE International was to integrate the DAGI indicators into the PCs of the MMDAs; support the full integration and assessment of the LGS - PCs at the RCC and MMDAs levels.

Achievements from the Care International - OHLGS Partnership include: Programme contract signed between CARE International and the OHLGS; 3 No. Technical Review meeting (involving OHLGS, USAID, CARE International, selected Agric Dept. HoDs was undertaken); LGSC approved the revised DAGI indicators to be included in the 2023 PC of the MMDAs; a Unique Entity ID (UEI) has been secured for the release of funds directly from CARE International into the OHLGS accounts for programme implementation.

2.4.3 UNICEF

WASH Programme

The object of the project include support to selected MMDAs to develop a framework for WASH plans; and, support the OHLGS and other National institutions to co-ordinate the activities toward the preparation of frameworks for the WASH plans.

Achievements realized under OHLGS - UNICEF Wash Programme is funding support amounting to GHs5,653,850.80 for the implementation of the Performance Management System as well as the implementation of other ISS programmes in selected MMDAs.

Gender & Social Protection Programme

The OHLGS collaborated with MoGCSP and UNICEF in the implementation of Gender and Social Protection activities. The following programmes were implemented in the year:

- An Orientation meeting with Child Protection Toolkits Stakeholders
- A five (5) day Virtual Workshop on Case Management, Inter-Sectoral Standard Operation Procedure (ISSOP), Social Welfare Information Management System (SWIMS) and Child Protection Community Facilitation Toolkits for 60 newly MMDAs selected for the UNICEF support package.
- Organized a three (3) day Residential Workshop on Child Protection Community Facilitation Toolkits for 76 RCCs/MMDAs in four zones.
- Organized a Webinar (virtual) Orientation Workshop on Integrated Social Service Delivery (ISSD) System for 60 new MMDAs selected to benefit from UNICEF Support. These were done in two (2) phases; Phase one (1) was held on 20th – 21st June, 2022 and Phase two (2) on 22nd – 23rd June, 2022.
- Undertook one (1) Integrated Social Service (ISS) Technical Working Group meeting on the 3rd of February, 2022; also participated in three (3) Social Protection Inter-Sectoral Technical Committee's (SPISTC) meetings.

2.4.4 MAG Support

Modernizing Agriculture in Ghana (MAG) is a Global Affairs Canada (GAC) supported grant facility to the Government of Ghana to fund agriculture through the decentralized system. The OHLGS roles include the facilitation of funds transfer to the MMDAs using the fiscal decentralization system as well as the monitoring of funds use.

Within the reporting period an amount of GHS 270,000.00 was released to the OHLGS and these funds were used for 2No. Peer Review Workshops to strengthen the implementation of actions plans of Agric departments of MMDA through knowledge sharing, peer learning and adoption of good practices. Part of the funds was also used for 2023 budget preparation and collation.

2.4.5 Ghana Secondary Cities Support Program (GSCSP)

GSCSP is a World Bank funded Program premised on results-based institutional performance at all levels. The OHLGS is expected to establish an Annual Capacity Building Plan (ACBP) and provide RCCs and MAs with training and capacity support services. These include basic training in general local government procedures but will also cover more specialized; and specific areas such as improved revenue administration, computerization and the use of ICT, monitoring of municipal services, urban resilience, and local economic development.

In addition, OHLGS is responsible for ensuring that key staff are in place in MAs and RCCs as a minimum condition to enable the OHLGS qualify to receive funding under the Program.

Achievements of the GSCSP for the reporting period include: the development of an operational Manual and a Scheme of Service for the Client Service Units; capacity building for 6No. Officers in procurement, specifically in GHANEPS (Ghana Electronic procurement System); procured computers and accessories as well as some office consumables. In all an amount of GHs1,300,000.00 was received within the year for the implementation of the activities

2.6 Challenges & Recommendations

2.6.1 Challenges

The following are a couple of challenges amongst the many encountered during the course of the year:

- Inadequate funding for the planned activities and programmes at all levels of the Local Government Service.
- Inadequate and untimely release of funds from all sources for the implementation of activities.
- Inadequate logistics and financial support for effective M&E activities at the district level.
- Non-availability of a system of recruitment that is devoid or ensure the reduction of human discretion.
- Lack of employee handbook hence, people or institutions assumed their roles without any guidance.
- Leadership at various levels not of the right quality.

2.6.2 Recommendation

- Strengthen fiscal transfers and ensure transparency and timeliness since the OHLGS serves only as conduit for the transfer of funds to MMDAs and RCCs but could not ensure release of funds.
- Improve financial allocation to the OHLGS for the implementation of its activities
- Improve funding for the implementation of M&E activities
- Provide financial clearance for the recruitment of staff for certain categories of professional and technical capacities

Chapter 3
3.0 REGIONAL REPORTS

Introduction: - This section of the 2023 Annual Progress Report (APR) highlights some of the activities carried out by each Regional Co-ordinating Councils (RCCs) and the MMDAs within their jurisdictions. The regional reports are an abridged version of the detailed reports submitted to the OHLGS by the RCCs. The following are the list of RCCs and their regional capitals as of December 2023:

*Table 3.0a**: List of Regions and their Capitals***

SNo.	Region	Regional Capital	SNo.	Region	Regional Capital
1	Ahafo	Goaso	9	Northern	Tamale
2	Ashanti	Kumasi	10	Oti	Dambai
3	Bono East	Techiman	11	Savannah	Damango
4	Bono	Sunyani	12	Upper East	Bolgatanga
5	Central	Cape Coast	13	Upper West	Wa
6	Eastern	Koforidua	14	Volta	Ho
7	Greater Accra	Accra	15	Western North	Sefwi Wiawso
8	North East	Nalerigu	16	Western	Sekondi Takoradi

The detailed Regional Reports section of this report presents the achievements of each of the sixteen Administrative Regions during the year under review. The regional report covers areas of administration, human resource management, departments of MMDAs among others.

3.1 AHAFO REGION

3.1.0 Introduction: - This is the 2023 Annual Progress Report of the Ahafo Region which captures the key policies, programmes, projects and activities undertaken by the departments and units of the RCC; and MMDAs & MDAs in the region. It highlights the regional profile, Administrative and Security Issues, Financial Management, Budget Performance, Developmental Projects and Government Flagship Projects, Key achievements of its six (6) MMDAs, Challenges and Recommendations.

3.1.1 Regional Profile

Location and Size: - The Ahafo Region is located in the South-Western part of Ghana. Ahafo Region has a total land size of 5,193 km^2 (2,005 sq. miles) and is bordered on the north-west by the Bono Region, the north-east by Ashanti Region, and south by the Western North Region.

Population: - The Ahafo Region according to the 2021 Population and Housing Census has a total population of 564,668 representing 1.8% of Ghana's total population and made-up of 285,340 males and 279,328 females (50.5% and 49.5% respectively).

Department and Agencies of Ahafo Regional Coordinating Council: The Ahafo RCC currently has a number of Departments operationalized but still grappling with staffing, office and residential accommodation issues. However, over the course of its existence, the RCC was able to find office spaces for a few of them whilst others were also able to acquire temporary spaces from which they operate. Some of the Departments and Agencies currently operating at the RCC include:

- Controller and Accountant-Generals Department
- Centre for National Culture
- Environmental Health Unit
- National Commission on Civic Education (NCCE)
- Regional OPS
- Department of Social Welfare
- Department of Children
- Land Use and Spatial Planning Authority
- Right to Information Department (RTI)
- Ghana Standards Authority

MMDAs in the Region: The Region has six (6) Districts under its jurisdiction

3.1.2 Regional Potentials

The region is endowed with natural resources such as forest reserves with timber species, gold deposits, cocoa, fertile land for agriculture and tourist attractions. This therefore makes the region a suitable hub for potential investors.

Ahafo Region is known to be the breadbasket of Ghana due to its large-scale production of plantain, cassava, yam, cocoyam and maize. The region is also known for large-scale cocoa

production which has attracted a lot of cocoa buying companies into the region. The soil type in the region supports the production of both food and cash crops

In terms of tourist sites, the region has the following tourist attractions: Mim Bour at Mim, Mim Lake at Mim, the white-necked rock fowl conservation at Asumura and Okomfo Anokye tree at Sankore. These enormous tourism potentials are yet to be exploited for the rapid economic development of the region.

3.1.3 Vision, Mission, Goals and Objectives

Vision: - To make Ahafo Region the most preferred choice for investment, work and habitation in Ghana where people are inspired to be the best they can be.

Mission: - The Ahafo Regional Co-ordinating Council exists to secure the overall development of Ahafo Region through effective coordination, harmonization, monitoring and evaluation of policies, programmes and plans of the District Assemblies, Departments and Agencies and Non-Governmental Organizations.

3.1.4 Summary of Achievements

The tables below show the summary of implementation of AhRCC 2023 Annual Action Plan as at the end of December 2023.

*Table 3.1**: Summary of Implementation of the 2023 Annual Action Plan***

S/N	Development Dimension	2023	
		Planned	**Executed**
1	Economic Development	23	19
2	Social Development	31	28
3	Environment, Infrastructure and Human Settlement	24	21
4	Governance, Corruption and public Accountability	21	20
5.	Emergency Planning and Response	3	3
6.	Implementation, Coordination, Monitoring and Evaluation	5	5
	Total	107	96

Source: RPCU, AHRCC.

Out of a total of one hundred and seven (107) planned activities, ninety-six (96) were executed as at December 2023 with eleven (11) outstanding due to delay inadequate funds.

3.1.5 Achievements in Key Functional Areas

Collaboration & Co-ordination: During the year under review, the RCCs collaborated with other Departments and Agencies in the Region to organize programmes including Green Ghana Day; and World Aids Day Celebration. The RCC also co-ordinated programmes of the MMDAs in the Region among which were the Regional celebration of the Independence Day, May Day and Farmer's Day rotated annually between the various Districts.

Technical Backstopping: The Regional WASH Team provided a training on Rapid Network Assessment for the four MMDA's enrolled on the WASH Programme in the Region. Additionally, the RCC assisted MMDAs in the preparation of their DPAT Workplan for the year under review.

Monitoring and Evaluation: In the year under review, the RCC undertook four (4) quarterly monitoring activities of the MMDAs.

Capacity Building: The RCC sponsored officers to attend a training on Strengthening Accountability and Occupational Health and Safety. The RCC also facilitated a total of fifteen (15) capacity building programmes.

3.1.5 Challenges encountered in the implementation of MTDP.

The challenges encountered in the implementation of MTDP were;

- Delay in release of funds to implement planned programs and projects.
- Low capacity of staff of some units to implement projects.
- Inadequate logistics for effective monitoring of projects at the district level.
- Low access to some communities due to poor road network.

3.1.6 Administration and Human Resources Management

Administrative and Political Leadership

During the year under review, Mr. Sampson Amoako Kwarteng replaced Mr. Ebenezer Amoah as the Regional Coordinating Director. Honourable George Boakye remained in office as the substantive Regional Minister.

Career Management

Postings

A total of forty-five (45) officers were posted to the Ahafo Region of which thirty (30) were for reposting and fifteen (15) to specific duty posts. Additionally, twelve (12) officers were posted out of the region.

Recruitment

Although the RCC did not undertake any recruitment on its own, it received a total of twelve (12) new entrants from the OHLGS in 2023

Staff Development

A training capacity of 7 was achieved under the year of review. dLREV software on revenue generation training was organized for five (5) districts and the regional mobile team

Official Visits

The Ahafo RCC received a number of visitors in 2023 and key among them are indicated in the Table below.

Table 3.2: Official Visits

Date	Visitor	Institution/ Position	Purpose
1st March, 2023	Hon. Pius E. Hadzide	Director General, National Youth Authority	Official visit to the Region to interact with the Regional Minister
1st March, 2023	Mr. Anamor Mensah	National Youth Authority	Official visit to the Region to interact with the Regional Minister

8th March, 2023	Dr. Brenda Munghi	UNOPS/STP Consultant, Nairobi, Kenya	Official meeting with the Hon. Regional Minister for a Mid-term review of TB/HIV Strategic Plan
8th March, 2023	Mr. Eric Okrah	UNFPA	Official meeting with the Hon. Regional Minister for a Mid-term review of TB/HIV Strategic Plan
8th March, 2023	Mr. Ahmed Ibrahim	Ghana Aids Commission	Official meeting with the Hon. Regional Minister for a Mid-term review of TB/HIV Strategic Plan
12th March, 2023	Mr. Joseph A. Arthur	Lands Commission	Official visit to the RCC to interact with the Hon. RM on land acquisition
15th March, 2023	Mr. Bernard Asiedu	Regional Director, National Identification Authority	Official visit to the RCC to interact with the Hon. RM
17th March, 2024	Mr. Alex Osei-Bonsu	Zonal Co-ordinator, Public Procurement Authority	Official visit to the RCC to interact with the Hon. RM
13th April, 2023	Hon. Yaw Osei Adutwum	Minister of Education	Official Tour of the Region
13th April, 2023	Prof. Opoku Amankwaa	Director General, Ghana Education Service	Official Tour of the Region
15th May, 2023	Dr. Kwabena Bempah Tandoh	G. E. S	Official visit to the RCC to interact with the Hon. RM
29th August, 2023	Hon. Justina Owusu Banahene	Regional Minister, Bono Region	Official visit to the RCC to interact with the Hon. RM
17th October, 2023	H. E. Henryk M. Jagodzinski	Apostolic Nunciature to Ghana, Accra	Official visit to the RCC to interact with the Hon. RM
17th October, 2023	Most Rev. Peter Kwaku Atuahene	Catholic Bishop of Goaso Diocese	Official visit to the RCC to interact with the Hon. RM
17th October, 2023	Msgr. Matthew Addai	Vicar General, Catholic Diocese of Goaso	Official visit to the RCC to interact with the Hon. RM
20th November, 2023	Dr. Kim Croft	Team Leader, Humanitarian Aid Relief Team (HART)	Official visit to the RCC to interact with the Hon. RM and the provision of free medical services in the region

Security Issues

The general security situation in the region during the year under review was relatively calm notwithstanding few disturbances such as chieftaincy disputes, land litigations, illegal lumbering, clashes and politics. A chieftaincy dispute that resulted in clashes led to the

imposition of a curfew by REGSEC and the Interior Ministry on the township of Bomaa during the burial of their late chief. Illegal mining and its apparent challenges were recorded in Asutifi North and Asunafo South Districts.

The security services have however been in control over the security situation in the Region therefore ensuring the peace and wellbeing of its citizens.

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3.1.7 Update on Indicators and Targets

Regional Performance in National Evaluations & Rankings: - The table below provides details on Ahafo Region's performance in some national performance assessments and rankings. It must be noted that although these results relate to the 2022 year of assessments, the results were released in 2023 hence it is important to highlight.

Reporting on Performance Assessment

S/N	Type of Assessment	Regional Performance	District Performance (Average)	Remarks
1	Performance Contract	6th	65.03	The AhRCC came 6th of 16 Regions with 83.50 (i.e. Excellent rating) 2 each Satisfactory, good and very good Performance at the District Level
2	District League Table	4th	67	The Regional Average was 67 compared to the national average of 65 and obtained the 4th position
3	DPAT	N/A	5 out of 6 fulfilled the Compliance Indicators	Five Assemblies fulfilled the compliance indicators with a regional average of 94.15

Performance Assessment Types

S#	Regions	Performance Contract		DPAT		District League Table		Other Assessments
		No. in first 20	No. in last 20	No. in first 20	No. in last 20	No. in first 20	No. in last 20	
1	Ahafo	2	0	2	0	N/A	N/A	

In order to improve upon the performance of the Districts in the region in various assessments, the RCC will intensify monitoring and technical backstopping provision.

3.1.8 Critical Development and Poverty Issues in 2023

The Ahafo Region is implementing some social intervention and Poverty Alleviation Programs aimed at improving socio-economic lives of the people in the region. These programmes were introduced by the government as a means to cushion the vulnerable and the poor in the region and the country at large. Beneficiaries of these interventions are detailed in the table below:

Table X: Beneficiaries of Ongoing Social Protection Interventions

Critical Development & Poverty Issue	No. of Beneficiaries	
	Targets	Actuals
Ghana School Feeding Programme	60,000	54,728
Capitation Grant	196 schs	157 schs
LEAP	1200	
National Health Insurance Scheme	250,000	206,000
National Youth and Employment Programme	3,600	1,274
Planting for Food and Jobs	84,496	42,385
Free SHS Programme	3,600	3,879

Source: MMDAs APR, 2023.

3.1.9 Challenges and Recommendations

In the year under review, the RCC encountered some operational challenges which included

- **Office and Residential Accommodation**

Inadequate office accommodation continues to hamper the effective integration and operationalisation of all regional departments of the RCC. Additionally, the absence of residential accommodation for staff makes it difficult for officers to settle-in for the effective performance of work.

- **Staffing**

Inadequate lower grade and auxiliary staff to support the performance of work by the RCC and MMDAs in the region.

- **Inadequate Logistics for Departments/Agencies**

Inadequate logistics for effective performance of work by the RCC.

Others

- Demand on the RCC to create jobs for the teaming youth in the area with the creation of the Region.
- Prevalence of illegal mining (galamsey), illegal lumbering and the degradation of the forest cover in the region.
- Poor road network.
- Poor telephony and internet network

3.1.10 Recommendations

- Construction of official and residential accommodation.
- Resource, retool and promote capacity development of staff of the RCC and its departments as well as the MMDAs.
- Filling the staff gaps in the RCC and its MMDAs.
- Initiate youth employment and placement programmes to train and equip the youth with entrepreneurial skills.
- Improve access and road conditions within the region.

- Improvement in the telecommunication infrastructure in the region.

3.1.11 Conclusion

The Ahafo Regional Coordinating Council delivered on its mandate of coordinating, monitoring and providing technical backstopping to MMDAs within the region notwithstanding the challenges encountered. It is hoped that greater results will be achieved in subsequent years.

3.2 ASHANTI REGION

3.2.1 Introduction

This report covers the political, administrative, economic and security situations in the forty-three (43) Metropolitan, Municipal and District Assemblies in the region. It also highlights the achievements of sector departments and agencies in the region for the period 1st January to 31st December, 2023.

3.2.2 Regional Profile

Location

Ashanti Region is centrally located in the middle belt of Ghana and occupies an area of approximately 24,389.57km^2. It lies between longitudes 0^0 15′ W and 2^0 25′ W, and latitudes 5^0 50′ N and 7^0 46′ N. The region shares boundaries with seven of the sixteen political regions of Ghana namely Bono, Ahafo, and Bono East to the North; Eastern and Central Regions to the South; and Western Region to the South-West.

Population

With a growth rate of 1.2%, the estimated population of the region as at 2023 was 5,572,614 (2,745,010 males and 2,827,604 females) making it the second most populous region in Ghana.

3.2.3 Departments and Agencies

Per the Organogram of the ARCC, all the departments required are present and functional. The ARCC interacts with agencies and institutions through the expanded Regional Planning Co-ordinating Unit.

3.2.4 Number of MMDAs

The region has forty-three (43) Metropolitan, Municipal and District Assemblies (MMDAs), comprising of one (1) Metropolitan, nineteen (19) Municipal and twenty-three (23) District Assemblies.

3.2.5 Regional Potential

The Ashanti Region abounds in human, material, and natural resources. The region has the second highest population and highest number of constituencies and districts. The central location of the region makes it a hub for business and commerce. Investors therefore have a vast array of investment opportunities to grow their businesses and profits as well as provide employment for the good people of the region. Districts in the region are endowed with abundant arable lands which support cash crops such as cocoa, coffee, oil palm, cashew, citrus and food crops such as cassava, plantain, rice, yam, cocoyam and vegetables. It is the home of large poultry industries and large poultry feed mills (e.g. Darko Farms, Mfum Farms and Agricare Ltd).

Agriculture and Forestry

Agriculture is the dominant economic activity in the region with 60% of its land mass considered arable, of which 81% is under cultivation. Crops grown in the region include oil palm, cocoa, cotton, citrus fruits, cashew and coffee accounts for the industrial crops in the region.

About 3,180 Sq. Km representing 22.5% of Ghana's high forest is in Ashanti Region with about 2,340 Sq. Km (65%) being exploited whilst 1,240 Sq. km (32%) are protected. The high forest areas are rich in trees of high commercial value and these include Odum, Mahogany, Wawa Ciba, bamboos and canes. However, the operations of both licensed and unlicensed (galamsey) surface mining are depleting the forest cover at an alarming rate.

Mineral Resources

The Ashanti Region is endowed with mineral deposits of economic value like Gold, Bauxite, Manganese, Limestone, Silica, Sand, iron and clay deposits. This explains the existence of largescale goldmines at Obuasi, Konongo and the Manso enclave.

Tourism

The Rattray Park in Kumasi is a beautiful tourist site with state-of-the-art fountain and pools. The Royal Mausoleum at Manhyia Palace, the mythical Okomfo Anokye sword at Okomfo Anokye Teaching Hospital, Lake Bosomtwe, Mframabuom Caves, Bobiri butterfly forest, Kente weaving and Museum at Bonwire among others are all tourist attractions.

There are several hotels, an airport and an air strip at Obuasi to support this burgeoning tourism industry.

Transportation

The region has modern transport infrastructure such as engineered road networks and an airport which facilitates the movement of goods and services. Other significant sectors of the economy are service (25.4%) and manufacturing (10.5%). There is also the availability of a large pool of active labour force to support a sustainable and growing economic development in the region.

3.2.6 Vision & Mission

Vision

The vision of the Regional Coordinating Council is to ensure a peaceful, progressive and developed region with high standards of living for the people and the attainment of their aspirations.

Mission

The mission of the ARCC is to ensure a total development of the region through the improvement of human and natural resources through the effective coordination, monitoring and evaluation of plans, programmes and activities of district assemblies, departments, agencies and other agencies.

Goals and Objectives

Goals	Objectives
Build a Prosperous Region	• To create the enabling environment for value addition • To diversify and expand the tourism industry for development • To improve agricultural productivity • To provide modern market facilities in urban communities
Promote Human Capital Growth	• To improve access to quality education at all levels • To increase access to health services delivery • To improve environmental sanitation services and management • To strengthen vulnerable, child protection and family welfare systems • To promote the full participation of PWDs in socio-economic development • To promote the creation of decent jobs through apprenticeship and vocational training
Maintain a Resilient Environment	• To improve the aesthetics of the Region through greening of the environment • To promote climate change resilience • To reduce the incidence of perennial flooding and its devastating effects • To improve efficiency and effectiveness of road infrastructure and services • To promote sustainable, spatially integrated, balanced and orderly physical development
Maintain Effective and Efficient Institutions	• To deepen participation in the decentralised process • To provide adequate residential and office accommodation for staff
Enhance Emergency Planning and Response	• To improve planning for disaster prevention and mitigation • To reduce the new cases of communicable diseases
Improve Performance of the RCC and MMDAs	• To improve the capacity of staff of the RCC and MMDAs • To strengthen the planning, budgeting, monitoring and evaluation systems

Source: ARCC-RPCU, January, 2023

3.2.7 Summary of Achievements

Analysis of Implementation of RCC Annual Action Plan

This section presents the analysis of the proportion of the Annual Action Plan implemented by the end of 2023 fiscal year.

All the 163 projects and programmes approved by the Council in the 2023 fiscal year were implemented. This represents 100.0 percent achievement.

Details on RCC Annual Action Plan Implemented under Agenda for Jobs II

S/N	Development Dimensions	2022	
		Planned	Executed
1	Economic Development	4	4

2	Social Development	13	13
3	Environment, Infrastructure and Human Settlements	2	2
4	Governance, Corruption and Public Accountability	17	17
5	Emergency Planning and Response (Including COVID-19 Recovery Plan)	2	2
6	Implementation, Coordination, Monitoring and Evaluation	6	6
	Total	**44**	**44**

Achievements in other Areas

Co-ordination: In the performance of its supervisory role in 2023, the Ashanti Regional Coordinating Council ensured the implementation of plans and programmes of MMDAs in the region in conformity with stated legal instruments.

Technical Backstopping: The Regional Coordinating Council also provided the needed guidance and technical support in the areas of budget hearing and approval as well as assessing sub-district structures of the Metro/Municipal and District Assemblies for effective service delivery.

Monitoring and Evaluation: The regional decentralized and non-decentralized departments and other agencies in the region were also assisted to harmonize their plans and programmes. The RCC also provided the needed support for the decentralized and non-decentralized departments to effectively perform their duties.

Capacity Building/Training/Workshops: During the year under review, ARCC organized four (4) training programmes for staff in the region. These were:

- Two-day workshop on administrative writing for all administrative officers in all forty-three (43) MMDAs in the Region. The workshop was held on the 19th & 20th April, 2023 and was attended by one hundred and seventy-seven (177) staff.
- One-day training workshop on LGS protocols for all staff of the RCC held on the 16th of August, 2023 at the RCC conference room with sixty (60) staff in attendance.
- Refresher training to improve the work ethics for thirty-seven (37) drivers of the RCC and decentralized departments.
- Training workshop on Public Financial Management for fifty-eight (58) head of departments and units held on 13th December, 2023 of the RCC.

3.0 Challenges Encountered in the Implementation of Plans

The major challenges of the implementation of plans were inadequate funds and use of obsolete vehicles for monitoring.

3.2.8 Administrative and Human Resource Management

Administrative & Political Leadership

The Regional Coordinating Director was Mrs. Emelia Ayebeng-Botchway and the Regional Minister, Hon. Simon Osei-Mensah. The region has forty-three (43) administrative districts comprising of one (1) metropolitan, nineteen (19) municipal and twenty-three (23) district assemblies.

Career Management

Recruitment

The ARCC has no mandate to recruit.

Upgrading/Conversion

Seventy-eight (78) and thirty (23) applications were submitted to OHLGS for upgrading and conversion respectively within the year under review for study and further action.

Promotion

In two (2) separate processes, the RCC facilitated the promotion of five hundred and sixty-six (566) officers in the region in year 2023.

Postings

Postings by OHLGS

In the year under review, ARCC received three hundred and ninety-two (392) officers for reposting to duty post within the region. Additionally, OHLGS posted thirty-five (35) officers directly to various MMDAs within the region. Moreover, twenty-nine (29) officers were posted out of the region by OHLGS.

Postings by ARCC

Eight hundred and eighty-eight (888) officers were posted by ARCC to the various MMDAs within the region during the year under review.

Staffing

The total number of employees (GoG payroll) in the Ashanti Region in 2023 was five thousand, seven hundred and twenty-two (5,722).

Staff Establishment for ARCC

The table below shows the staff establishment for the ARCC. The total number of employees on GoG payroll and IGF at the Ashanti Regional Coordinating Council was one hundred and ten (110) and nineteen (19) respectively.

	MALE	%	FEMALE	TOTAL	%
GoG	58	52.7 %	52	110	*47.3 %*
Casual Staff	15	*78.9%*	4	19	21.1 %
TOTAL	**73**	**56.6%**	**56**	**129**	**43.4%**

3.2.9 Report on Decentralized Departments of RCC

Official Visits

The President of the Republic of Ghana, Vice President, First and Second Ladies, Ministers of State and Sector Ministers paid working visits to the region in 2023.

Security Issues

Notwithstanding numerous security threats recorded in the region in 2023, the region remained relatively peaceful. This was largely attributed to the effective collaboration, esprit de corps, and the excellent commitment of all the security heads in the region under the leadership of the Hon. Regional Minister.

Effects of Covid-19 And Mitigation Measures

The Ashanti Region recorded a total of 22,613 COVID-19 cases since the pandemic started. A total of 22,224 (98.28%) cases recovered and 1.72% (389) died. The last case of COVID-19 in the region was recorded in the week 44 of 2022 (31st October— 6th November 2022).

During the period, immunization activities were carried out in all the 43 districts. The vaccines that have been approved by WHO and Food and Drugs Authority were: AstraZeneca, Moderna, Sputnik V, Pfizer, and Janssen and Janssen.

A total of 3,908,864 doses have been administered to the general population. About 2,301,233 people have received at least one dose and 1,605,775 persons have been fully vaccinated. The Region received 4,914,409 doses of vaccines and 272,471 doses expired.

3.2.10 Update on Indicators and Targets

Report on Performance Assessments

Name of Region	Performance Contract (2022)		DPAT (VII)		District League Table (2022)		Any other assessment
	No. in first 20	No. in last 20	No. of MMDAs fulfilled	No of MMDAs not fulfilled	No. in 1st 20	No. in last 20	
Ashanti	5	1	36	7	6	NONE	

3.2.11 Update On Critical Development and Poverty Issues

Table X: Beneficiaries of Ongoing Social Protection Interventions

CRITICAL DEVELOPMENT AND POVERTY ISSUES	ALLOCATION GH¢	ACTUAL RECEIPT GH¢	NO. OF BENEFICIARIES	
			TARGETS	ACTUALS
Ghana School Feeding Programme (GSFP)	143,468,220.74	16,968,041.67	277,463.00	268,601.00
Capitation Grants	1,345,499.81	996,747.25	300,479.00	307,475.00

National Health Insurance Scheme (NHIS)	302,734.54	213,713.52	885,829.00	709,395.00
Livelihood Empowerment Against Poverty (LEAP) Programme	5,064,428.13	4,637,526.97	17,143.00	12,725.00
National Youth Employment Programme (NYEP)	137,777.00	53,047.00	1,242.00	733.00
One District-One Factory (1D1F) Programme	359,375.22	317,645.00	6,234.00	257.00
Planting for Food and Jobs (PFJ) Programme	217,714.12	155,953.12	10,147.00	5,465.00
Free SHS Programme	9,017,088.16	6,135,254.57	45,927.00	43,715.00
National Entrepreneurship and Innovation Plan (NEIP)	5600	2345	350	235
Other Areas				
Infrastructural for Poverty Eradication Programme (IPEP)	5000		2010	1354
Planting for Export and Rural Development (PERD)	6,400.00	4,835.00		
Africa Continental Free Trade Area (AfCFTA)	-	-	-	-

3.2.12 Conclusion and the Way Forward

Key Issues Addressed

- Funding and logistical constraints for plan implementation and Monitoring & Evaluation were addressed.
- Finalization and submission of the first Regional Integrated Plan (RIP) spanning from 2022 to 2025.

Key Issues Yet to be Addressed

- Inadequate and untimely release of DACF.
- Logistics and equipment for M&E.
- Inadequate staff accommodation.

Recommendations

- Capacity building on M&E for regional and district Monitoring Teams.
- Setting-up RPCU Fund to promote the functionality of RPCU as enshrined in the Local Governance Act 936, 2016 and the National Development Planning (System) Regulations, LI 2232, 2016.
- Provision of new vehicles and replacement of Old Vehicles for Monitoring and Evaluation.
- Timely release of District Assemblies Common Fund Responsive Factor Grant (DACF-RFG VI).
- Adequate and timely release of DACF.
- Regular reshaping of road network in the Region will improve Monitoring and Evaluation exercise.

Conclusion

Despite the financial challenges and security threats in the year under review, the Ashanti Region showed commitment to providing security and other services to the good people of the region. The region is hopeful that in 2024, government policies, programmes and plans will be effectively implemented as identified in various actions plans at the beginning of the year will be well implemented in the region to improve the living standards of the people.

3.3 BONO EAST REGION

3.3.1 Introduction

The Government of Ghana is committed to improving the quality of life of its citizens. In the light of this, a policy framework has been developed by the National Development Planning Commission and the Local Government Service which have mandated all planning authorities at the National, Sectoral, Regional and District levels respectively to prepare a plan to actualize the policy framework. To this end, government and its development partners have committed significant resources to support a wide range of development activities designed to achieve the above slated objectives.

The annual progress report is therefore a key instrument for measuring the progress made towards the achievements of; goals and objectives of the Medium-Term development and annual action plans. It gives a clear view and status of the indicators and targets that were adopted by stakeholders for tracking the achievements of key policies, goals, programmes and projects of the Medium-Term Development Plans (MTDP 2022-2025) under the Co-ordinated Programme of Economic and Social Development Policy Framework: An Agenda for Jobs: Creating Prosperity and Equal Opportunity for All II.

3.3.2 Regional Profile

Location

The Bono East Region is located in the middle belt of Ghana. Its capital, Techiman serves as a transit city between Southern and Northern parts of Ghana. The region shares boundaries with the Savannah Region to the North, Bono Region to the West, Ashanti Region to the South and Volta Region to the East. The region covers an area of 23,654.54km^2, representing ten percent (10%) of Ghana's total land size.

Population

The population of the Bono East Region; according to the 2021 Population and Housing Census (2021 PHC) is 1,203,400. This represents approximately four percent (3.9%) of the National Population of 30,832,019. The proportion of the male population (603,136) is slightly higher than the female population (600,264); representing 50.1% and 49.9% respectively. The Regional growth rate is 2.7% which is higher than the National growth rate of 2.1% and comes 5th of the highest regional growth rates (1st Northern Region 3.7%, 2nd North East 3.2%, 3rd Savannah 3.1%, 4th Greater Accra 2.9% and 5th Bono East 2.7%).

The urban population of the Region constitutes 52.6% whilst the rural population constitutes 47.4%. The proportion of the female population that resides in the urban areas constitutes 51.1% whilst the proportion of the male population constitutes 48.9%. The proportion of the male population in the rural area constitutes 51.5% whilst the female population constitutes 48.5% in the Region. The Bono East Region has a population density of 12.9 persons per square kilometre.

3.3.3 Departments and Agencies

The BERCC has nineteen (19) out of the twenty-two (22) established departments as provided for in the Local Governance Act, 2016 (936).

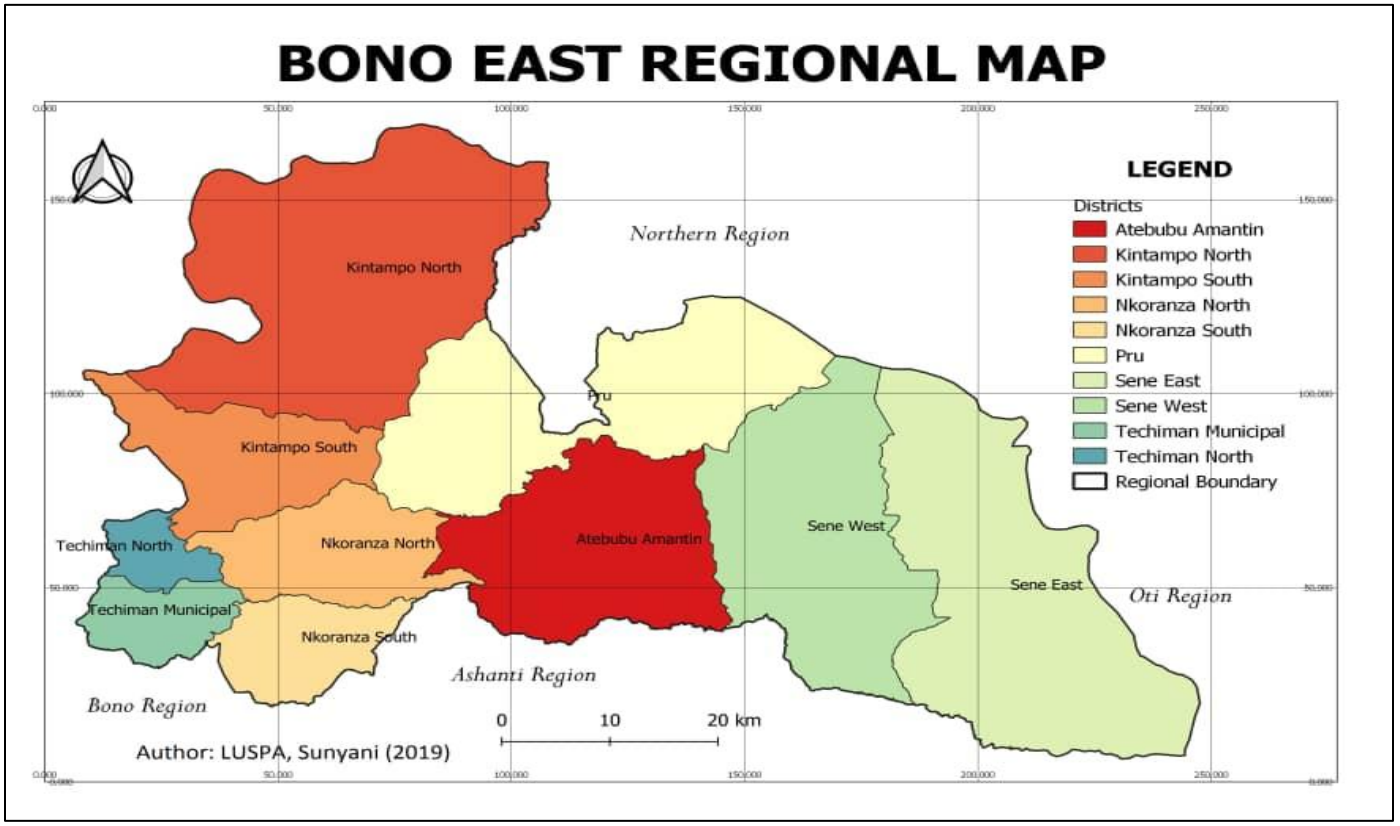
Annex 1: Established Departments

Departments Present		Departments Not present	
1	Department of Agriculture	1	Department of Housing
2	Ghana Health Service	2	Public Works Department
3	Ghana Education Service	3	National Youth Authority
4	Ghana Statistical Service		
5	Veterinary Services Department		
6	Controller and Accountant-General's Department		
7	Land Use and Spatial Planning Authority		
8	Ghana Library Authority		
9	Department of Social Welfare		
10	Department of Community Development		
11	National Board for Small Scale Industries/GEA		
12	Department of Children		
13	Department of Gender		
14	Department of Feeder Roads		
15	Department of Urban Roads		
16	Agricultural Engineering		
17	National Sports Authority		
18	Department of Parks and Gardens		

3.3.4 MMDAs

The BERCC has eleven (11) Assemblies (4 Municipal Assemblies and 7 District Assemblies) The Municipal Assemblies are: Techiman South Municipal Assembly; Nkoranza South Municipal Assembly; Kintampo North Municipal Assembly and Atebubu-Amantin Municipal Assembly. The District Assemblies are Nkoranza North District Assembly; Techiman North District Assembly; Pru East District Assembly; Pru West District Assembly; Sene East District Assembly; Sene West District Assembly and Kintampo South District Assembly.

Figure 1:1 Bono East Regional map



3.3.5 Regional Potentials

The Bono East Region is the fourth largest region in Ghana with a total landmass of 23,654.54km^2. Over 95% of the landmass of Bono East is suitable for agriculture. Rice production is notably one of the staple foods that grow well in the region. The region has about 32,236 hectares of rice valleys supported by agro-ecological conditions suitable for commercial rice production. The region has a potential to produce about 161,000 tons of rice annually. The commercial production of rice and all related value-chain activities in the region can provide about 3,000 direct jobs to the youth.

The Socio-Economic Potentials

The future of the young people in the region is essential to the future of the Bono East. Young people need to have access to good, affordable quality education at different levels, as well as employment. A major programme for youth on skills development, entrepreneurship and capacity building opportunities needs to be designed and implemented in order to engage the teaming youth population and keep them from involving in social vices.

It is important to improve digital literacy as the nation turns to technology to drive development and government services become increasingly digitized. An increased digital literacy rate would impact the structure of the local economy and encourage participation in the knowledge economy

Individuals in artisanal trades and small businesses can benefit from incorporating digitalization to ensure efficient delivery of services.

Apart from a boost in literacy, vocational and technical skills, investment in Science Technology Engineering and Mathematics at basic and secondary education levels can contribute to achieving the target of SDG 4 to ensure inclusive and quality education and to promote lifelong opportunities for all.

Annex 2: Natural Resources of the Region

Category	Tourist site	Location
Waterfalls	Kintampo waterfalls, Fuller Waterfalls	Kintampo
Sanctuaries	Buabeng-Fiema Monkey and Butterfly Sanctuary	Nkoranza, Kintampo
Slave Market and relics	Bono Manso Slave market, European Cemetery, and other original British Buildings	Bono Manso, Kintampo & Techiman
Caves and Shrines	Buoyem Cave and Bat Colony, Caves and Night Lamp, Forikrom Boten Shrine and Caves, Bee Shrine, River Tano Sacred Fish, Tortoises Shrine.	Bono Manso, Atebubu, Tano near Techiman, Tano Boase, Duabone
Parks	Kintampo geographical centre of Ghana	Kintampo
Palace	Magical Bell, Palace of the paramount Chief of Nkoranza	Atebubu & Nkoranza
Sacred Groves	Tano Boase Sacred Grove, Amanfoomu Sacred Grove (Nana Ameyaw Shrine) Ancient Nsamankwa forest, Kristo Booase Monastery	Tanoboase, Techiman
Minerals	Petroleum and Gold deposits	Premuase, Mansie, Anyima, Amoma & Donkro-Nkwanta

3.3.6 Vision, Mission and Core Values

Vision Statement

The Vision of the Bono East Regional Co-ordinating Council is "To be a peaceful, united and prosperous region with sustainable development." This statement to provide a strategic direction of a desired future state with a metal picture of a long-term focus of the BERCC.

Mission Statement

The Mission is "to Co-ordinate and facilitate the overall development of the Region through effective monitoring and evaluation of plans, programmes and projects of the Assemblies, Departments, Agencies, Private and Non-state actors as well as Development partners to create equal opportunities for all.". The BERCC sees this mission as essential towards realizing its vision.

Core Values

The BERCC is guided by the following core values: Accountability, Stakeholder orientation, Innovation, Discipline, Integrity, Commitment and Equity (ASIDICE)

Accountability - Uphold transparency and openness while keeping the populace informed

Stakeholder orientation - Exhibit a stakeholder-centered orientation in providing satisfactory services to citizens

Innovation - Continuously find new and better ways of operations and local governance

Discipline - Disciplined approach to work, productivity, and achievement of strategic goal outcomes

Integrity - Maintain integrity in the discharge of our onerous responsibilities

Commitment - Demonstrate commitment in driving development and fostering equal opportunity for all irrespective of demography or geography

3.3.7 Summary of Achievements

Annual Action Plan Implemented

Annex 3: Details on Bono East Annual Action Plan Implemented

S/N	Development Dimension	2023	
		Planned	Executed
1	Economic Development	265	222
2	Social Development	406	336
3	Environment, Infrastructure and Human Settlements	73	53
4	Governance, Corruption and Public Accountability	65	37
5	Emergency Planning and Response (including Covid-19 Recovery Plan)	24	20
6	Implementation, Coordination, Monitoring and Evaluation	21	19
	Total	854	687

3.3.8 Proportion of the MTDP implemented

Annex 4: Proportion of the MTDP implemented

Indicators	Baseline 2021	Actual 2022	Target 2023	Actual 2023
Proportion of the RCC annual action plan implemented	86.9%	95.8%	100%	95.7%
Percentage completed	70.4%	81.2%	0.0%	83.5%
Percentage of ongoing interventions	16.5%	14.6%	0.0%	12.2%
Percentage of interventions abandoned	1.1%	0.8%	0.0%	0.0%
Percentage of interventions yet to start	12.0%	3.4%	0.0%	4.3%
Proportion of MMDAs annual action plans implemented (average)	78.06%	93.36%	100%	89.8%
Proportion of the overall RCC medium-term development plan implemented	80.2%	25.7%	50%	48.1%

Proportion of the overall MMDAs medium-term development plan implemented (average)	66.51%	24.38%	54.32%	45.30%

Challenges Encountered in the Implementation of the MTDP

- Difficulty in obtaining information from some Regional Departments and agencies:
- Untimely/delay in release of funds to execute projects at their stated time schedule.
- In some cases, M/DAs reported using absolute figures in places of areas where percentage were required which complicated the regional analysis
- Some M/DAs did not submit reports on time
- Inadequate financial resources and logistics to carryout frequent monitoring visits to the Municipal and District Assemblies and for that matter visiting their project sites.
- Some MMDAs did not report on some indicators which made it difficult to conduct a regional analysis for which some averages had to be used in place.
- Poor condition of feeder roads especially during the rainy season has made monitoring of projects and programs very tedious in the region.
- Inconsistencies in data collected from decentralized departments

3.3.9 Administrative And Human Resource Issues

Political leadership

Anne: Political leadership of RCC

No.	Name	Designation	Date of Assumption of Duty
1.	Hon. Kwasi Adu Gyan	Regional Minister	March, 2021 to Date

Recruitment, Upgrading, Promotions, Postings, Transfers of staff

Staff Movement

Grade	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Total
Recruitment		3	2	11	15
Upgrading	-	-	25	-	25
Promotions		89	84	61	234
Postings from OHLGS	15	23	7	21	63
Postings from BERCC	17	28	13	29	87
Transfer	-	-	-	-	-

Staff development (Capacity Building/Training)

Capacity Development

Name or type of the Capacity Development	Venue/Location	Purpose of the programme	Source of funding	Target group	Facilitators	No. of beneficiaries			Date
						Total	Male	Female	
Local Government protocols	Conference Hall of Bono East RCC	To sharpen the knowledge on performance management system	GSCSP	Selected officers of the MMDAs	Regional Budget Officer	40	30	10	14th March, 2023
Records management	Conference Hall of Bono East RCC	To enable the target group to support	GSCSP	Records officers, Executive	RCD, Regional HR & Regional IT	27	17	10	28th & 29th June, 2023

		the RCC to improve the delivery of quality services		officers & secretaries					
Defensive driving"	Conference Hall of Bono East RCC	To upgrade the knowledge for corporate drivers	GSCSP	RCC Drivers	Regional MTTU Police Commander	10	10	0	5th & 6th September, 2023
Local Government and decentralization system for Hon. Assembly Members and HoDS	Bonokyempe Hall	To identify the roles and functions of the Assembly Members	GSCSP	Hon. Assembly Members and HoDS of TeMA	RCD & RBO	32	30	2	24th & 25th October, 2023

Report on decentralised departments of MMDAs

Official Visits

Annex 5: Official Visits

S/N	NAME	ORGANIZATION	DESIGNATION	PURPOSE	DATE
1.	Prof. Peter Twumasi	Nat's Sports Authority	DG, NSA	Official	19/01/2023
2.	Dr. Grace Bediako	Ghana Statistical Service	Chairman Governing Board	Official	25/01/2023
3.	Benedictus Agbebio	GIDA	Director	Official	
4.	Jacob Gyamfi-Aidoo	National AFCFTA Co-ord. Office	Senior Advisor	Official	15/02/2023
5.	Nana Fanyuama III	Kintampo	Chief	Courtesy Call	11/05/2023

6.	Dr. Okoe Byoe	Ridge - Accra	CEO, NHIS	Official	
7.	Dede A. Kwartey	Ministries, Accra	Director, Auditor	Official	
8.	John K. Amissah	GES, Techiman	Director, GES	Presentation of Award	
9.	Ellen White Opoku	GES, Techiman	MGEO	Presentation of Award	
10.	Brig. Gen. Agyemang Prempeh	HQ Central Command, Kumasi	Military	Official	3/08/2023
11.	Wilson Adjei-Kwasi	Ministry of Foreign Affairs & RI	Deputy Director	Courtesy Call	18/08/2023
12.	Samuel Dodoo	Media Response (NGO)	Executive Director	Courtesy Call	18/08/2023
13.	Getrude Dzansi	Myassembly.gov.gh	MOF	Official	
14.	Christian Asante	Myassembly.gov.gh	MD	Official	
15.	Joshua Torla	Myassembly.gov.gh	HOO	Official	
16.	Edmond Ofori	GIPC	Public Servant	Courtesy Call	25/10/2023

Update on Indicators and Targets

3.3.10 Update on Critical Development and Poverty Issues

3.3.11 Conclusion and the Way forward

The Way Forward

This Chapter addresses the key issues hindering the speed of work of the Regional Co-ordinating Council, the various Municipal and District Assemblies in the region and recommended solutions

Key Issues Addressed and Those Yet to be Addressed

The Regional Co-ordinating Council being one of the newly established six regions is faced with numerous challenges such as:

- Inadequate office accommodation
- Lack of residential accommodation
- Inadequate of staff for the RCC departments
- Inadequate office equipment especially means of transport for monitoring

The other major challenges across the various Municipal and District assemblies are as follows:

- Poor Road Network coupled with highway robbery especial the far east
- Inadequate Social and Economic Infrastructure
- Lack of potable water
- Inadequate data for planning purposes
- High expectation/demand for social amenities
- High unemployment
- Low of education and high illiteracy rate
- Low revenue mobilization with high rate of leakage
- High housing need
- High number of stalled and abandoned projects

Recommendations

The Regional Co-ordinating Council makes the following recommendations in a bid to address the aforementioned challenges:

- Government should increase investments in infrastructure delivery in critical sectors like roads, education, health and housing.
- Promote peace building amongst the diverse ethnic groups.
- Create land banks for public and private sector investments drive.
- Prepare a master plan to guide the development of the Region.
- Market the Region to attract investments.
- Modernize agriculture to enhance its comparative advantage.

Conclusion

Despite the numerous challenges and hindrances facing the BERCC during the year under review, the Regional Coordinating Council managed to deliver its mandate of coordinating, monitoring and providing technical backstopping to M/DAs and Departments within the region. The council would continue to work collaboratively with the various Municipal and District Assemblies, Departments and Agencies to effectively carry out its mandate for the progress of the Region in the pending years.

3.4 BONO REGION

3.4.1 Introduction

This report gives a comprehensive profile of the Bono Regional Co-ordinating Council (BRCC) and outlines the various programmes, projects, services, and activities that were undertaken by the Council for the period, January to December, 2023.

Generally, issues pertaining to the development of the region in terms of projects and programmes on all the sectors including the Office of the Regional Co-ordinating Council, Security, Education, Health, Agriculture, Water and Sanitation, and the Roads sectors and the Decentralised Departments as well as the performance of the Assemblies have been captured in this report.

3.4.2 Regional Profile

Location

The Bono Region is located in the middle belt of Ghana and is bordered by the Savannah Region to the north. The region has a total land size of 11,481 square kilometres, representing 20.8 percent of Ghana's total land mass. It is the eighth largest region in the country in terms of land size. The Bono region shares boundaries with the Savannah Region to the northwest, Bono East Region to the northeast, Ashanti Region to the southeast, Ahafo and Western North Regions to the southwest and La Cote d'Ivoire to the West.

Population

The Bono Region according to the 2021 Population and Housing Census has a total population of about 1,208,649 comprising 611,576 males and 597,072 females with an estimated growth rate of 2.5% annually. This represented 27.2 percent of country's population.

3.4.3 Departments of the Regional Co-ordinating Council

All the twenty-two regional departments are established and fully functional in the region.

3.4.4 Number of MMDAs

There are twelve (12) Municipal and District Assemblies in the Region. Six each for both Municipalities and Districts. They are Sunyani, Sunyani West, Wenchi, Berekum East, Dormaa Central, Jaman South, Berekum West, Dormaa East, Dormaa West, Jaman North, Tain and Banda.

3.4.5 Regional Potentials

The Bono Region is one of the agriculture hubs of Ghana. Amongst its features, the region is blessed with vast arable lands suitable for the cultivation of many crops with about 60% of the population engaged in agriculture. Also, the region is the leading producer of cashew in the country.

In terms of accessibility, coverage and quality of service, the region possesses a well-developed infrastructure. There are several potentials for investors in the areas of Tourism and Agriculture as well as general commerce. In the area of tourism, the Region can boast of the Duasidan Monkey

Sanctuary in the Dormaa Central Municipality, Nchiraa Waterfalls, Wurbo Ancestral Cave near Nchiraa, Busia Mausoleum and Library in the Wenchi Municipality, Hani Archaeological Site in the Tain District, Mfensi Sacred Groove, Jinini Slave Route and Sampa Slave Market all in the Jaman North District, among others. Also, there are festivals which include Kwafie festival of the Dormaa Traditional Areas, the numerous yam and harvest festivals, Akwantukese Festival of the Suma Traditional Areas and Fordjour Festival of the people of Badu.

In Agriculture, the region has a vibrant poultry industry spanning Dormaa West, Dormaa Central, Dormaa East, Berekum, Wenchi and Sunyani Municipalities. Several investment opportunities are available in the areas of mango, cashew, rice, tomato, soya bean, cassava and cocoa production and processing.

3.4.6 Vision, Goals & Objectives

Vision

A First-Class Decentralized and Client-focused Regional Organization in Local Government Service Delivery.

Goal

Ensuring effective and efficient formulation, implementation, co-ordination, monitoring and evaluation of national programmes with the view of attaining good governance, sustainable and equitable growth and accelerated poverty reduction.

Objectives

- Deepening political and administrative decentralisation
- Enhance Public Safety and Security
- Engaging Civil Society, Traditional Authority, Religious Bodies and the Media in National Development
- Promote livestock and poultry development for food security and income generation
- Promote the development of staple, horticultural and cash crops
- Promote adequate and diversified consumption of nutritious food
- Ensure effective Child protection and Family Welfare system
- Attain Gender Equality and Equity in political, social and economic development systems and outcomes
- Ensure access to safe and reliable Water supply services for all
- Achieve access to adequate and equitable Sanitation and hygiene
- Enhance inclusive and equitable access to and participation in quality Education at all levels.
- Enhance affordable, easy and accessible and universal Health coverage

3.4.7 Summary of Achievements

Analysis of Implementation of RCC Annual Action Plan

The total number of activities in the 2023 Annual Action Plan was 389. Out of this, 231 (59.38%) was executed as depicted in table 1 below.

Table 1: Details of RCC Annual Action Plan Implemented

S/N	DEVELOPMENT DIMENSION	2022		2023	
		PLANNED	EXECUTED	PLANNED	EXECUTED
1.	Economic Development	66	59	65	38
2.	Social Development	121	101	145	98
3.	Environment, Infrastructure and Human Settlements	66	37	97	47
4.	Governance, Corruption and Public Accountability	12	9	10	10
5.	Implementation, Coordination, Monitoring and Evaluation	36	26	69	40
Total		**301**	**164**	**389**	**231**

Achievements in key functional areas:

- **Co-ordination**

Preparation of the 2023-2026 Programme Based Budget, Performance Contract verification, DPAT VII Assessment.

- **Technical Backstopping**

The RCC supported MMDAs in the following areas: Budget preparation activities, DDDP training, preparation of annual progress report.

- **Monitoring and Evaluation**

The RCC undertook four quarterly MMDA monitoring exercises to all twelve MMDAs, four Ghana Secondary Cities Support Programme monitoring exercises.

- **Capacity Building**

- Training workshop for Procurement Officers, Finance Officers and Accountants on the Public Procurement Act 2003 (ACT 663) Amendment 914 and Tax reforms
- Training Climate Change & Urban Resilience
- Training on LED to promote sector Development for Planning Officers and BACs
- Training workshop on Concept Note preparation for project implementation
- Refresher Training on SNPA and Local Plans for Physical Planning Officers
- Training preparation of Drainage Master Plan and Solid Waste Management Strategy for the MMDAs,

3.4.8 Challenges Encountered in the Implementation of Plans

A number of challenges were encountered in the implementation of the plans and they include;

- Inadequate and late release of statutory funds
- Logistical constraints – vehicles, computers and office equipment, etc.
- Inadequate office and residential accommodation.

- Lack of co-ordination between the National and Sub-national institutions.
- Lackadaisical attitude on the part of some Heads of Department to provide information.

3.1 Update on Funding Sources and Disbursements

The primary sources of funds for the Bono RCC are GoG transfers, DACF and DP support (MAG and GSCSP). As at end 2022, GH¢13,505,252.07 was realized out of the annual target of GH¢13,988,936.80, representing 96.54% performance.

Table 2: Update on Expenditure for the RCC

The RCC had expenditure overrun because of salary increments that were not initially factored in the budget preparation, as well as staff promotions. These shot up the figures of compensation of employees.

Table 3: Overall Financial Performance of the RCC as of December 2022

Expenditure performance for the year under review was 98.92%, with overall budget performance standing at 2.41%

Table 4: Budget Performance of the MMDAs

MMDAs' IGF performance for 2022 was 98.84%, Total Grants received by MMDAs was at 74.67% of their aggregated budget. Overall, the MMDAs' budget performed at 76.98%.

Table 5: Regional Aggregate: Composite Expenditure Performance (all funding sources) – MMDAs

The table indicates that MMDAs actual expenditure on compensation of employees was higher than budgeted, due to promotions, staff upgrading and introduction of some personnel allowances. The expenditure under the various economic classifications performed as follows: Compensation at 103.41%, Goods and Services at 67.64% and CAPEX at 57.67%.

3.4.9 Update on Administrative and Human Resource Issues

Political Leadership of the RCC

Table 6: Political Leadership of the RCC

S/N	Name of Regional Minister/Deputy	Designation	Gender	
			Male	Female
1	Hon. Justina Owusu-Banahene	Regional Minister	-	1
Total			-	1

4.1 **Recruitment, Upgrading, Promotions, Postings, Transfers of Staff**

Recruitment

The Bono Regional Co-ordinating Council received Two Hundred and Fifty-Two (252) newly recruited officers from the Office of the Head of the Local Government Service. All report for duty. The breakdown is shown in table 17.

Table 7:Upgrading/Conversion

CLASS	SEX		TOTAL
	MALE	FEMALE	
Human Resource	2	6	8
Administrative	3	3	6
Engineer	1	0	1
Environmental Health	0	1	1
Quantity Surveyor	2	0	2
Budget	0	3	3
Social Development	5	6	11
Procurement	1	0	1
TOTAL	**14**	**19**	**33**

Promotions

At the beginning of the year, 2023, the Bono Regional Co-ordinating Council had a total of Six Hundred and Eighty-Six (686) staff who were due for promotion to the various grades in the various classes. Out of the total number approval was received for Four Hundred (400) officers to be interviewed and promoted to the various grades. As at the end of December 2023, interviews were conducted for all the officers and were duly promoted to their next grades having passed the interviews. However, the Bono Regional Co-ordinating Council is awaiting approval for Two hundred and Eighty-Six officers who have come for promotion interviews.

Postings Undertaken

Postings were also carried out within the year 2023. One Hundred and fourteen officers were moved from one Assembly to another based on individual request or where their services were required.

Transfers

There were no transfers in the year under review.

Staff development (Capacity Building/ Training)

Name or type of the Capacity Development	Venue/Location	Purpose of the programme	Source of funding	Target group	Facilitators	No. of beneficiaries			Date
						Total	Male	Female	
Local Government protocols	Conference Hall of Bono East RCC	To sharpened the knowledge on performance management system	GSCSP	Selected officers of the MMDAs	Regional Budget Officer	40	30	10	14th March, 2023
Records management	Conference Hall of Bono East RCC	To enable the target group to support the RCC to improve the	GSCSP	Records officers, Executive officers & secretaries	RCD, Regional HR & Regional IT	27	17	10	28th & 29th June, 2023

		delivery of quality services							
"Defensive driving"	Conference Hall of Bono East RCC	To upgrade the knowledge for corporate drivers	GSCSP	RCC Drivers	Regional MTTU Police Commander	10	10	0	5th & 6th September, 2023
Local Government and decentralization system for Hon. Assembly Members and HoDS	Bonokyempe Hall	To identify the roles and functions of the Assembly Members	GSCSP	Hon. Assembly Members and HoDS of TeMA	RCD & RBO	32	30	2	24th & 25th October, 2023

Report on decentralized departments of MMDAs

Official Visits

Effects of COVID-19 and Mitigation Measures Implemented

The Regional Health Directorate was the lead agency in fighting the coronavirus disease (Covid-19). The Region received a total of 581,944 vaccines consisting of Astra Zeneca, J&J, Moderna, and Pfizer. At the end of the year 2021, 446,282 had been used. The coverage for the region was 15.8%.

A total of six (6) Covid-19 Testing centres were set up and operationalized. They are the Bono Regional Hospital, Holy Family Hospital, Berekum, Methodist Hospital, Wenchi, Dormaa Presby Hospital, Sampa Government Hospital and Tain District Hospital.

These efforts went a long way to help reduce the rate of infections and severity of cases.

3.4.10 Update on Indicators and Targets

Performance Assessments

Table 8: Performance Assessment

Regional Coordinating Council	Performance Contract		DPAT		District League Table	
	In first 20	In last 20	In first 20	In last 20	In first 20	In last 20
1. Bono	0	2			2	0

NB: Nine (9) out of the twelve (12) Municipal/District Assemblies in the region exceeded the National Average for DPAT. Two (2) failed to fulfil the requirements (minimum conditions).

3.4.11 Comments on the Results of the Measurement and Plans for Improvement

Comments on Results of Measurement

Generally, the performance of the Municipal/District Assemblies in all National Assessments were not too good. A lot of work and efforts are required to rectify this situation.

Plans for Improvement

- The RCC intends to intensify monitoring conducted on the MMDAs activities.
- The RCC intends to revise the monitoring indicators to include the various areas covered in the Performance Contracts, DPAT Assessment and other assessments.
- The RCC intends to carry out capacity building programmes in the various areas where the Assemblies' performance suffered.

3.4.12 Update on Critical Development and Poverty Issues

Ghana School Feeding Programme

Capitation Grants

National Health Insurance Scheme

A total of 1,013,392 number of people in the region have valid National Health Insurance Card.

One District-One Factory Programme

The 1D1F is being implemented in the region with 6 beneficiary companies as at the end of the year. The companies are Yedent Agro Limited, EKA Foods Limited, Linise Company Limited, KYF Industrial Company Ltd, Donbeatle Industries Limited and Weddi Africa Limited. Details of the beneficiary companies in terms of types of business, employment and financing arrangements is provided in table5.3 below.

Table 9: Implementation of One District One Factory

NO	NAME OF COMPANY	TYPE OF BUSINESS	CURRENT PERFORMANCE	REMARKS
1	Yedent Agro Limited, Sunyani, Sunyani Municipal	Production of Soya bean, maize and other cereals mainly for export market, **Installed Capacity:** 750 mt of maize p/m, 500 mt of Soya Bean p/m, 200 mt of other Cereals p/m **Financing**: Ecobank	**70% Capacity Utilization; Employment**: 150 direct jobs, 1000 indirect jobs; Joined 1D1F in 2017	
2	EKA Foods Limited, Abesim Dominase, Sunyani Municipal	Processing of vegetables; **Installed Capacity**: 50 tons p/a **Financing**: ADB	**20%CapacityUtilization**: 10 tons per month; **Employment:** 35 direct jobs, 350 indirect jobs; Joined 1D1F in 2017	Loan fully disbursed by ADB, but additional working capital required;

3	Linise Company Limited, Mantukwa, Sunyani Municipal	Processing of Maize for domestic market; **Installed Capacity**: 50 mt per month; **Financing**: GCB	**40% Capacity Utilization Employment: 18 direct jobs, 357 indirect jobs; Joined 1D1F in 2018**	Loan fully disbursed by GCB Bank but additional investment and working capital of USD 5m required;
4	KYF Industrial Company Ltd, Dumasua, Sunyani West Municipal	Production of long-span roofing sheets; **Installed Capacity**: 50o packets p/d; **Financing**: Self-financing	**10%CapacityUtilization**: 200 packets p/d **Employment:** 21 direct jobs, 80indirect jobs. Joined 1D1F in 2017	Urgent working capital needed to expand operations; High cost of raw materials;
5	Donbeatle Company Limited, Kurew, Dormaa Central Municipal	Production of paper egg crates and processing of soya; **Installed Capacity:** 500,000 crates per month **Financing:** Self-financing	**40% Capacity Utilization:** 100,000 crates per month **Employment:** 25 direct, 100 indirect Joined 1D1F in 2020	High electricity tariffs and electricity fluctuations; Low patronage of products by poultry farmers
6	Weddi Africa Limited, Domfete, Berekum West Municipal	Processing of tomato into tomato paste; **Installed Capacity**: 40,000 mt per annum **Financing**: ADB GEXIM GHS 25.1m	GHS 19.7m out of GHS 29.3m disbursed by ADB, GHS 25.2m out of GHS 27.7m disbursed by GEXIM but additional working capital of USD 2.5m required; Joined 1D1F in 2019	

One Village-One Dam Programme

The programme is not being implemented in the region.

3.4.13 Other Activities

Challenges and Recommendations

Challenges

- Transportation Network Challenges
- Chieftaincy and Land Disputes
- Lack of Office and Residential Accommodation
- Posting of officers from the OHLGS directly to districts.
- Lack of funds for training and capacity building.

Recommendations

- Provision should be made from the MLGDRD's share of the DACF for RCC staff Training and capacity building.
- The MLGDRD should collaborate with the Ministry of Chieftaincy to establish frameworks for chieftaincy disputes and land contention issues.
- Investment Fund: Restoration of the Investment Fund by the Office of the Head of the LGS to enable the RCC to undertake capital investments.
- Vehicles: At least one pick-up should be procured and allocated to the RCC as a pool vehicle for general administrative duties.
- The RCC should be consulted on vacancies existing in the districts in the region when OHLGS is making postings.

3.4.14 Conclusion and the Way Forward

The Council in collaboration with other key stakeholders will continue to create the necessary conducive atmosphere for people to go about their socio-economic activities devoid of any security threats. In addition, the Council hopes to intensify the monitoring and evaluation of all government projects to ensure that the projects are executed to specifications as well as completed within schedule.

Conclusion

The Regional Co-ordinating Council looks forward to the year 2023 with much hope and enthusiasm and it envisages sustaining the level of development and committed to working harder to improve the quality of life for the people of the Bono Region.

3.5 CENTRAL REGION

3.5.1 Introduction

This Annual Progress Report of the Central Region covers the period from January to December, 2023. It covers the implementation of planned projects, programmes and activities of the Central Regional Co-ordinating Council (CRCC), Metropolitan, Municipal and District Assemblies as well as some Ministries, Departments and Agencies during the year under review.

3.5.2 Regional Profile

The Central Region was the first territory in Ghana to have made contact with the Europeans. The Regional Capital, Cape Coast, was the capital of the then Gold Coast until 1877, when the capital was relocated to the present-day Accra. The historic Bond of 1844 which was signed between the British colonialists and the vociferous Fante Confederation took place in the Cape Coast castle located on the shores of the Atlantic Ocean. Central Region was formerly part of the Western Region until 1970 when it was carved out as a separate region just before the 1970 Population Census. Formal education in Ghana began in Cape Coast and this is attested to by the fact that the region is endowed with numerous basic schools started by the Christian Missionaries as well as model Senior High Schools which are noted for their high academic excellence. Additionally, most of the orthodox churches such as the Roman Catholic, Methodist and Anglican all started in Cape Coast and later spread across the country.

More so, the Region is the destination for major tourism attractions in the country, which include:

- 15 Forts and Castles dotted along the coastline
- The Kakum National Park
- The Historical Cultural Festivals
- The Pristine beaches and
- Indeed, the hospitality of the people in the Region.

For this reason, the Region is pontificated with the accolades, "*Citadel of Education and Tourism Heartbeat of Ghana*"

Location

The Central Region of Ghana is located within longitudes 2° 15′ W latitudes 5° 0′N and longitudes 0^{0} 15′W latitudes 5° 0′N. It occupies an area of 9,826 square kilometres or 4.19 per cent of Ghana's land area. It shares common boundaries with Western Region on the west, Ashanti and Eastern Regions on the north, and Greater Accra Region on the east. On the south is the 150-kilometre length Atlantic Ocean (Gulf of Guinea) coastline which offers great potential for fishing and related socio-economic activities.

Population

The population of the Central Region is estimated to be 2.9 million (2,859,821) according to the 2021 Population and Housing Census and this makes up 9.3 percent of the total population of the country and it is the fourth most populous region.

It is comprised of 1,390,985 (48.6%) males and 1,468, 836 (51.4%) females. The population density is 291.0 per square and is the second highest after the Greater Accra Region. The total number of household is 837,054 and a household population of 2,771,283, while the average household size of 3.3% lower than the national average household size of 3.6%. The Central region has a non-household population of 88,538 which is made up of 43,339 males and 45,199 females. The Non-Population means those who do not have houses in the region such students of the second cycle schools, tertiary education students among others.

The Region has inter-censual growth rate of 2.4% thus, the time it takes the population to increase or grow. It was formerly 2.6 percent. Provisional result of the 2021 Population and Housing Census indicates that Gomoa East District is first with 306, 697 population while Awutu Senya East Municipality occupies second position with 236, 527 population with Cape Coast Metropolis being third on the chart with 185, 925 population.
(Source: 2021 Population and Housing Census; 2021 GSS Report).

3.5.3 Regional Departments & Agencies

Per Section 196 of the Local Governance Act 936 of 2016, the Regional Co-ordinating Council has twenty-two (22) departments which include the under listed.

1. Department of Social Protection
2. Department of Community Development
3. Department of Town and Country Planning
4. Public Works Department
5. Department of Parks and Gardens
6. Department of Housing
7. National Board for Small-Scale Industries
8. Registry of Births and Deaths
9. Controller and Accountant-General's Department
10. Department of Feeder Roads
11. Department of Urban Roads
12. Veterinary Services Department
13. Department of Agriculture
14. Department of Agricultural Engineering
15. National Sports Authority
16. National Youth Authority
17. Education Service
18. Ghana Library Authority
19. Health Service
20. Statistical Service
21. Department of Children
22. Department of Women

Some agencies in the region include:

1. Ghana Water Company Limited
2. Community Water and Sanitation Agency
3. Ghana Highway Authority
4. Electricity Company of Ghana
5. National Road Safety Authority
6. Driver and Vehicle Licensing Authority
7. National Health and Insurance Authority
8. National Disaster Management Organization
9. Central Regional Development Commission

3.5.4 Number of MMDAs

There are twenty-two (22) MMDAs in the region comprising One (1) Metropolitan Assembly, Seven (7) Municipal Assemblies and Fourteen (14) District Assemblies. The region also has Twenty-three (23) constituencies. The twenty-two (22) MMDAs include Cape Coast Metropolitan Assembly, Komenda Edina Eguafo Abrem Municipal Assembly, Assin Foso Municipal Assembly, Mfantseman Municipal Assembly, Agona West Municipal Assembly, Effutu Municipal Assembly, Awutu Senya East Municipal Assembly, Upper Denkyira East Municipal Assembly, Abura Asebu Kwamankese District Assembly, Assin South District Assembly, Asikuma Odoben Brakwa District Assembly, Ajumako Enyan Essiam District Assembly, Assin North District Assembly, Gomoa West District Assembly, Gomoa East District Assembly, Gomoa Central District Assembly, Agona East District Assembly, Awutu Senya District Assembly, Twifo Hemang Lower Denkyira District Assembly, Twifo Atti Morkwa District Assembly, Ekumfi District Assembly and Upper Denkyira West District Assembly..

Regional Potentials

- The region has large deposit of lithium ore at Mfantseman Municipality.
- The Region is noted for its peace which transcends the African Continent.
- It is the heartbeat of tourism in Ghana with the Cape Coast and Elmina Castles as well as Kakum National Park being the most attractive sites.
- The Region is endowed with some beautiful hotels. Notable among them are the Ridge Royal Hotel and Pempamsie Hotel in Cape Coast, Tills Beach Resort and White Sand at Gomoa Fetteh, Elmina Beach Resort, Coconut Grove, and Elmina Bay Hotel among others.
- The region is also blessed with automobile manufacturing factory (Apostle Kwadwo Sarfo Automobile Plant at Gomoa Mpota).
- The region is endowed with numerous cultural festivals. Some of these include Fetu Afahye, Aboakyer, Bakatue and Ahoboakese celebrated by traditional rulers and their subjects.
- Panafest and Emancipation Day are two main international cultural festivals celebrated in the region.
- The region is also classified as citadel of education with most of the best second cycle schools in the country. The likes of University Practice Senior High School, Mfantsipim School, Wesley Girls Senior High School, Adisadel College, St. Augustine's College, Ghana National College, Holy Child Senior High School, Apam Senior High School,

Mfantseman Girls Senior High School and Aggrey Memorial Senior High School among others.

- The region has three (3) public universities and three private universities namely, University of Cape Coast (UCC), University of Education, Winneba (UEW) and Cape Coast Technical University (CCTU). The private Universities are Perez University at Pamfokrom near Winneba, KAAF University at Fetteh Kakraba and Nduom School of Business and Technology University at Ayensudo near Elmina.
- It has three (3) Colleges of Education. They are OLA, Komenda and Assin Fosu Colleges of Education.
- There are five (5) Nursing Training Colleges. They are Cape Coast Nursing Training, Winneba Nursing Training, Ankaful Psychiatric Nursing Training, Dunkwa-On-Offin Nursing Training and Twifo Praso Nursing Training Schools.
- The Region has a Sports College at Winneba in addition to two private football academies. They are Glow Lamp Academy at Abresia in Komenda Edina Eguafo Abrem (KEEA) Municipality and Unity Stars Academy at Kasoa in the Awutu Senya East Municipality.
- Quality labour force is another important potential of the Region.
- Natural resources e.g. Fertile lands for crop cultivation, Cocoa, and Timber, Oil and gas deposits, gold and other mineral deposits are also available in the region.
- The region has the longest coastline in Ghana (source: Ministry of Food and Agriculture (MOFA).
- The region has numerous quarry sites.
- Availability of Oil Palm Plantation
- Vibrant salt industry at Apam, Elmina and Winneba among others.

3.5.5 Vision & Mission of CRCC

Vision

The vision of CRCC is to foster unity of purpose among the people by involving all stakeholders to achieve accelerated development.

Mission

The Central Regional Co-ordinating Council exists as an arm of the Executive to provide quality Administrative and Technical service for Ministries, Departments, Metropolitan, Municipal, District Assemblies, Agencies and Non-Governmental Organizations through monitoring, co-ordinating and evaluation of the activities and performances that are geared towards the improvement of the quality of life of the citizenry.

Purpose of the M&E for the stated period

The Local Governance Act 2016 (Act 936), section 188 mandates the Regional Coordinating Council to monitor, coordinate and evaluate the performance of the District Assemblies in the region.

Against this background, the Central Regional Coordinating Council prepared the 2023 Regional Annual Progress Report based on the performance of the region in the implementation of the current Medium Term National Development Policy Framework (MTNDPF). The adopted indicators have been assessed against set targets in the implementation of key policies and programmes in the MTNDPF - Agenda for Jobs.

The M & E for the stated period aimed at the following:

- To ensure that projects and programmes are implemented as planned
- To measure the level of achievements of the Region in the MTNDPF – Agenda for Jobs (2022-2025) targets
- To provide a clear picture of how the region is performing and enable stakeholders at the national level such as the Ministry of Planning, the National Development Planning Commission etc. to formulate policies and make decisions to further improve the lives of the people in the region.
- To identify challenges which are likely to affect the achievement of the Region's goals and objectives under the Agenda for Jobs (2022-2025) and make recommendations.
- To enable Development Partners to assess the performance of the region in relation to projects and programmes they are supporting.

3.5.6 Summary of Achievements

Implementation of 2023 Annual Action Plan by Development Dimensions

S/N	Development Dimension	2023	
		Planned	Executed
1	Economic Development	265	222
2	Social Development	406	336
3	Environment, Infrastructure and Human Settlements	73	53
4	Governance, Corruption and Public Accountability	65	37
5	Emergency Planning and Response (including Covid-19 Recovery Plan)	24	20
6	Implementation, Coordination, Monitoring and Evaluation	21	19
	Total	854	687

From the above table, six hundred and eighty-seven programmes, projects and activities were implemented out of a total of Eight hundred and fifty-four planned activities for 2023. This represents 80.4 percent of the 2023 planned activities implemented. Majority (336) of the implemented activities were under the Social Development Dimension, while the least implemented activities of 19 were under the Implementation, Coordination, Monitoring and Evaluation Dimension.

Proportion of MTDP Implemented

Indicators	Baseline 2021	Actual 2022	Target 2023	Actual 2023
Proportion of the RCC annual action plan implemented	86.9%	95.8%	100%	95.7%
Percentage completed	70.4%	81.2%	0.0%	83.5%
Percentage of ongoing interventions	16.5%	14.6%	0.0%	12.2%
Percentage of interventions abandoned	1.1%	0.8%	0.0%	0.0%
Percentage of interventions yet to start	12.0%	3.4%	0.0%	4.3%
Proportion of MMDAs annual action plans implemented (average)	78.06%	93.36%	100%	89.8%
Proportion of the overall RCC medium-term development plan implemented	80.2%	25.7%	50%	48.1%
Proportion of the overall MMDAs medium-term development plan implemented (average)	66.51%	24.38%	54.32%	45.30%

Form the above table, none of the targets for 2023 in terms of plan implementation was met. The proportion of RCC Annual Action Plan implemented in 2023 was 95.7%. The proportion of the overall RCC MTDP implemented as of the end of 2023 was 48.1%. This was short of 1.9% of the 2023 target.

The average proportion of the MMDAs Annual Action Plans implemented in 2023 was 89.8%, with an average of 45.3% implementation of their MTDPs.

3.5.7 Challenges encountered in the implementation of the MTDP

Generally, these are some of the challenges encountered in the implementation of the MTDP.

- Inadequate and untimely release of funds for implementation of activities
- Inadequacy of logistics for effective M&E
- Deplorable nature of roads posed a challenge in monitoring of projects
- Weak collaboration between Central Administration, other Departments of the Assembly and key stakeholders
- Low functionality of Sub-district structures
- Inadequate personnel and expertise for the implementation of programmes and projects to achieve required targets

3.5.8 Update on Administrative and Human resource issues

Political leadership of RCC

- Regional Minister -Hon. Mrs. Justina Marigold Assan (March 2021) She is the second female and youngest politician to head the enviable Central Region highest office.

Political leadership of MMDAs (including No. of Assembly Members/male/female)

The Central Region has twenty-two (22) Administrative Districts of which seven are Municipal with one Metropolitan area. All the 22 Metropolitan, Municipal and District Chief Executives nominated by the President and confirmed by the Assembly members in 2021 were still at post as of December 31, 2023 except Hon Kennedy Sarpong, the District Chief Executive of Twifo Hemang Lower Denkyira District Assembly who was indisposed and was asked to step aside. As a result, the Hon. Regional Minister, Mrs. Justina Marigold Assan was directed by President Nana Addo Dankwa Akufo Addo to act as a DCE in his stead until a substantive one is appointed. From the table below it is clear that female representation at the District Assembly level is very low as male domination spreads across the various Assemblies. Out of 827 Assembly members in the region only 96 were females. This representation does not augur well for local governance and development.

Recruitment, Upgrading, Promotions, Postings, Transfers of Staff

In the year under review, upgrading was done for Forty-Nine (49) staff in the region. Six Hundred and Five (605) staff were promoted in the region last year. Additionally, Posting was done for One Hundred and Eighty (180) staff. No recruitment was done in the region.

Staff development (Capacity building/ Training)

Capacity Development

Name or type of the Capacity Development	Venue/ Location	Purpose of the programme	Source of funding	Target group	Facilitators	No. of beneficiaries		
						Total	Male	Female
CENTRAL ADMINISTRATION								
Sensitization Report on how to use SMART Workplace Effectively, Basic Computer Troubleshooting, and Online Safety Precautions	CRCC – Conference Hall	Train staff on how to effectively use cooperate email account through SMART workplace portal.	GSCSP	Selected Departments and Units of CRCC	MIS Unit of CRCC	94	64	30
Proper Cleaning Procedures	Banquet Hall	Train the Sanitary Labourers on best cleaning practices	Internal (HR Dept.)	Sanitary Labourers	Environmental Health Unit/ HR Dept.	11	6	5
Service Delivery Ethics	Banquet Hall	Trains staff on the Do's and Don'ts' of a Sanitary Labourer	Internal (HR Dept.)	Sanitary Labourers	HR Dept.	11	6	5
GHANA LIBRARY AUTHORITY								
Fixed Asset Management Training	Dunkwa On-Offin	Fixed Asset Management	GoG	Heads of Department, Finance & Accountant	Controller & Accountant Generals Dept.	55	34	21
Career Development Seminar	Aggrey Memorial SHS, Cape Coast & Winneba Vocational	To equip students with skills in Job Search Techniques, Writing Professional Resume and	Donor - UNICEF	SHS Students	Ghana Library Authority	583	204	381

	Technical Institute	Interview Preparations Guidelines.						
Career Development & Mentorship Seminar	Hon. Commey Abbey Library & ICT Center, Winneba	To equip students with skills in Job Search Techniques, Writing Professional Resume and Interview Preparations Guidelines.	Donor - UNICEF	SHS Students	Ghana Library Authority	362		362
ICT Training	Opanyin Kweku Dadzie Library, Essuekyir - Winneba	To equip teachers and librarians on Interactive Stimulations for maths & science: Using the internet backpack as internet connectivity.	Sponsored	Teachers and Librarians	IT Directorate, University of Education, Winneba	34	18	16
Welfare System Management Training	Controller & Accountant Generals Training School, Dansoman	To equip officers with the requisite skills to manage their own Welfare System.	IGF	Ghana Library Authority Officers	Controller & Accountant Generals Dept.	2	1	1

Wiki skills for Librarians	Goethe Institute, Accra	Editing and Publishing on Wikipedia and Wiki data.	Sponsored and IGF	Librarians	Goethe Institute	2	1	1
ICT Training for Supporting Staff	Effutu Municipal Library, Winneba	Applying practical ICT Applications.	IGF	Librarians	Ghana Library Authority	11	5	6
Entrepreneurship Seminar	Effutu Municipal Library, Winneba	Providing young entrepreneurs with in-depth knowledge on how to become successful entrepreneurs.	Donor - UNICEF	Youths	Ghana Library Authority, GRA & CBG	112	37	75
Entrepreneurship & Cyber Security Awareness	Eugene Arhin Foundation Library & ICT Center, Awutu Beraku	Cyber Security Awareness Creation and Entrepreneurial skills acquisition.	Sponsored	Youths	GIFEC	25	14	11
Detergent Making Workshop	Effutu Municipal Library, Winneba	Training the youths on how to make detergents (liquid soap, shower gel, etc.)	IGF	Youths	Ghana Library Authority	155	34	121
Wikipedia Workshop	Effutu Municipal Library, Winneba	Equipping personnel with the necessary ICT Skills to complete the regular job duties.	Sponsored	Librarians	Global Open Initiative Foundation (GOIF)	20	10	10

Training of Library Prefects	Effutu Libraries, Winneba	Train students on basic library management.	IGF	Students	Ghana Library Authority	59	21	38
Seminar on SHS School selection and courses	Effutu Municipal Library, Winneba	How to select SHS schools and courses.	IGF	BECE Graduates	Ghana Library Authority	378	147	231
Leadership Seminar	Cape Coast YEC	Equipping basic school prefects with the needed skills that would enable them execute their new roles as prefects.	IGF	Basic School Prefects	Ghana Library Authority	97	23	74
Build the capacity of children for Digital Learning	Effutu Libraries, Winneba	Educate children on cyber security and safety awareness.	IGF	Schoolchildren	GhLA	3,115	1,540	1,575
CONTROLLER AND ACCOUNTANT GENERAL'S DEPARTMENT								
Training on GIFMIS	Cape Coast	To train users on how to use the GIFMIS System	Levy MMDAS	Budget, Procurement, Stores, Accounts and Heads of Dept.	Regional representative	44	19	15
DEPARTMENT OF CHILDREN								
Gender Perspective of Child Protection	Virtual meeting-Head Office	To build staff capacity on the Gender perspective of Child protection.	DoC - National	AG. Regional Director Asst. Programme Officers Stenographer Secretary	Dr. Sylvester Gyamfi (DoC - Head Office)	5	1	4

Gender sensitivity and Child development	Virtual meeting-Head Office	To equip staff with in-depth knowledge in their sensitization and awareness creation programs.	DoC - National	AG. Regional Director Asst. Programme Officers Stenographer Secretary	Dr. Sylvester Gyamfi (DoC - Head Office)	5	1	4
Gender Related Institutions (International, Regional and National)	Virtual meeting-Head Office	To present the list of institutions that work on gender related issues and their roles	DoC-National	AG. Regional Director Asst. Programme Officers Stenographer Secretary	Dr. Sylvester Gyamfi (DoC-Head Office)	5	1	4
DEPARTMENT OF SOCIAL WELFARE								
Training on Appraisal development and ICT tools to enhance productivity	Mini Conference room DSW	Appraisal development and ICT tools to enhance productivity	Ghana Secondary City Support Program	DSW and Community Development	Senior Planning officer / Senior HR and IT coordinator	14	10	4
GHANA STATISTICAL SERVICE								
Training on Excel, pivot table and SQL	Accra Technical University	Build capacity in Computer software	Hiswap/GoG	All staff	Accra Technical University	6	4	2
DEPARTMENT OF FEEDER ROADS								
Training on Road Contract Management System	Koforidua	To Improve Contract Administration Skills	GoG	Engineers and Quantity Surveyors	Department of Feeder Roads Consultants	5	4	1
BIRTHS AND DEATHS REGISTRY								
Training to enhance the Births and Deaths process and	Oguaa Teachers' Hall	To enhance the Births & Deaths process and	Consolidated Fund	All Staff	Ag. Registrar	49	25	22

service in the Central Region		improve service in The Central Region.						
NATIONAL YOUTH AUTHORITY								
Sexual and Gender Based Violence, Family Planning and Gender Equality SGBV)	Nkotumso, Upper Denkyira West District, Central Region	Increase family planning acceptor rate Muslim communities Participants to serve as peer educators among the youth in their communities	UNFPA	Muslim Youth Leaders	Mr. Michael Tagoe (PPAG) Dr. Robin Ewbank Oppong (GHS) Ins. Josephine Appiah Kubi (DOVVSU)	60	18	42
Non-residential workshop for 60 Pragya (Tricycle) riders on Sexual Health Rights, Gender Based Violence and Teenage pregnancy	Oguaa Teachers Cooperative Conference Hall, Cape Coast – Central Region	To sensitize participants on negative affect of teenage pregnancy on the adolescent girl. To let participants know how Teenage Pregnancy affect the development of adolescent girls, the society and the country as a whole.	UNFPA	Youth Group Leaders	Mr. Michael Tagoe (PPAG) Mr. Richard Twum Boadi (DOVVSU)	60	60	0

		To let participants to be aware of their responsibilities to help stop the menace			Mrs. Rosemond Yeboah Sarpong (RHD)			
One day sensitization programme on Sexual Reproductive Health Education for Artisanal young Adolescent	Ajumako Assasan, Ekumfi District and Ajumako Enyan Essiam District, Central Region	To let teen know dangers associated with unsafe abortion. To let educate them on dangers associated with unsafe abortion. To equip participants with knowledge on sexual and reproductive health rights.	UNFPA		Mr. Godsway Fia (AEEHD) Mr. Richard Twum Boadi (DOVVSU)	69	27	42

3.5.9 Report on decentralized departments of MMDAs

The Central Region which is also known as the Region of Excellence followed all the directives given by LI 1961 for the establishment of departments in Metropolitan, Municipal and District Assemblies (MMDAs). For this reason, all the MMDAs have been able to set up maximum departments required to enhance quality and efficient service delivery.

Official Visits

Official Visits

NAME	POSITION	COUNTRY	PURPOSE
HE. President Nana Addo Dankwa Akuffo-Addo	President	Ghana	President Nana Addo Dankwa Akufo Addo commissioned the expanded Elmina Fishing Harbour and also campaigned at Assin North Constituency bye election. He again attended ECOWAS Summit organized by the ECOWAS Parliament at Winneba. President Nana Addo also graced the climax of the Panafest and Emancipation Day celebrations.
H.E. Dr. Mahmoud Bawumia	Vice President	Ghana	The Vice President, Alhaji Mahmoud Bawumia spent five days in the region in his bid to lead the New Patriotic Party (NPP) in 2024 General Elections as he met regional executives, constituency executives and the Metropolitan, Municipal and District Chief Executives to sell his ideas to them. He also inaugurated an Automated Premix Fuel Machine at Elmina.
Kamala Haris	Vice President of the United States of America	United States of America	She paid courtesy call on Osabarima Kwesi Atta II, Paramount Chief of Cape Coast Traditional Area at Emitsimadze Palace and also visited Cape Coast dungeon to have a feel of the remnants of the Trans-Atlantic Slave Trade.
Francia Elena Márquez Mina	Vice President	Colombia	Paid courtesy call on Hon. Central Regional Minister, Mrs. Justina Marigold Assan at the Regional Coordinating Council. She also visited Cape Coast dungeon to see the remnants of the slave trade.
Dr. Wilfred Ochan	UNFPA Country Director	Ghana	Paid official working visits to Central Region and had discussion with the Hon. Regional Minister, Mrs. Justina Marigold Assan and Chief Director, Mr. Michael Owusu Amoako on how to strengthen the partnership between the Regional Coordinating Council (CRCC) and UNFPA. UNFPA has been supporting CRCC in the area of training of nurses, fight against teenage pregnancy, sexual and gender-based

			violence and child marriage among others for the past 10 years.
Sungandh Rajaram	Indian High Commissioner to Ghana	Ghana	He visited Kakum National Park and Cape Coast dungeon as part of his tour of the region.
Dr. Ing. Nana Ato Arthur	Head of the Local Government Service	Ghana	The Head of the Local Government Service, Dr. Ing. Nana Ato Arthur visited the region on number of occasions including the sendoff party of the former Chief Director of the Central Regional Coordinating Council, Mr. Kingsley Agyei-Boahene who went on compulsory retirement in July, 2023 after working for 30 years in the public service. Dr. Ing Nana Ato Arthur commended Mr. Boahene for retiring peacefully without any case against him. He therefore urged civil servants in the country to emulate the sterling legacy of Boahene in their respective fields.
Hon. Mrs. Justina Marigold Assan	Central Regional Minister	Ghana	The Central Regional Minister, Hon. Mrs. Justina Marigold Assan visited People's Republic of China twice in 2023 and in one stance gave a lecture at Confucius Annual Lectures in China.
Mr. Bless Kwame Darkey	Chief Budget Analyst	Ghana	He was part of the 14 delegation that travelled to the Republic of South Korea to understudy how rice is produced in the Asian country as part of the Korean International Cooperation Agency (KOICA) / Regional Coordinating Council Rice Project partnership.
Ms. Eunice Essel	Assistant Director 11B	Ghana	She attended a seminar on Innovative Development of Cultural industry of Chinese Museum for Belt and Road Countries.
Brigadier General Samuel Asare	Southern Commander of the Ghana Armed Forces.	Ghana	Brigadier General Samuel Asare and his team paid a courtesy call on the Hon. Regional Minister, Mrs. Justina Marigold Assan at the Regional Coordinating Council. He said, he was happy that visit coincided with the Regional Security Council Meeting which held on 28th November, 2023. He added that the meeting offered him the opportunity to witness how regional security council meetings are held. Brigadier Asare assured that a military barrack would be established in the region.
Hon. Freda Prempeh	Minister for Water and Sanitation	Ghana	She launched the 2023 World Hand Washing with Soap Day celebration in Cape Coast. She later interacted with Market Queens and traders at the Kotokuraba Market and urged them to wash their hands with soap all the time.

Security Issues

The Central Regional Police Command described the security situation for year 2023 as generally peaceful and calm with a few incidences of chieftaincy disputes, political disturbances, and armed robbery as well as murder cases during the year under review.

The Regional Commander DCOP Charles Kofi Adu Poku said chieftaincy related issue at Gomoa Dago in the Gomoa West District where two Asafo groups in the community violently rose against the organizers of the festival and the youth besieged the house of the Queen mother, Nana Adwoa Eduafowaa II and vandalized her properties estimated over Ghc90, 000.00. He said, the Queen mother's husband, Reynolds Koranteng Osei, a banker was stripped naked and severely harmed. As a result, Koranteng Osei was admitted to hospital for several weeks at the Cape Coast Teaching Hospital.

According to the Regional Police Commander, in response to the incident, in early hours of 27th September 2023, he led his personnel including the Regional Crime Officer to the community and mounted an operation at Dago and arrested six (6) suspects, being the ring leaders of the group. He said the suspects were currently facing trial at the Cape Coast Circuit Court. The Regional Police Commander said the security situation in the region was calm as a result of effective day and night patrols which had helped in curbing high incidents of crime. He added that although they had been confronted with manpower and logistics, his office had been able to contain the crime situation in the region.

Elmina Zongo Community Chieftaincy Dispute

The Regional Police Commander said since 2022, two factions, thus, Dauda and Yahaya factions had been emerged within the Elmina Zongo Community who were contesting to install a Zongo chief from their respective factions. He added that Dauda faction had rose against the Elmina chief Imam, Hafiq Yahaya, claiming that the Imam was meddling in the chieftaincy dispute and aligned himself with the Yahaya faction. He said this had occasionally created some tension in the community. The Elmina Police had secured a perpetual injunction to restrain both factions from any installation until a resolution is achieved. He added that the Chief Imam of the area had been suspended from the mosque pending resolution of the case.

Demonstration at Winneba over mining concession

The Regional Police Commander also briefed members on a demonstration that went on in Winneba on 4th December 2023 in connection with granting of a concession by Minerals Commission to mine lithium in the area. He said the demonstration was organized by the National Democratic Congress (NDC) Constituency Executives of Effutu. He explained to the members of the council that the organizers of the demonstration claimed that the Minerals Commission had granted a concession to undertake the mining of lithium at Winneba, where the concession is a Ramsey site that covers their forest where the deer is hunted for Aboakyer Festival. According to him, the organizers were engaged by the police to postpone their intended

demonstration, but they defied the police orders and besieged the Municipal Assembly premises o 4th December 2023 and pelted stones on the police which two police officers got injured in the process. He said six of the demonstrators were arrested and arraigned before court the following day. He stated that the organizers would also be charged and put before court.

Serious crime

The Regional Police Commander said following the arrest of the two main criminal gangs who had operated in the region for some time, cases of armed robbery had declined significantly. He therefore provided statistics to support his claim.

There were three (3) attempted murder in 2022, but none was recorded in 2023. On armed robbery, he said, 120 cases were recorded in 2021 which reduced to 102 in 2022. It therefore declined in 2023 to 44 cases. On rape, he said, 57 case were recorded in 2021 and the number shot up to 78 in 2022 and sharply declined to 51 in 2023.

On murder, he said, 34 cases were recorded in 2021 while the figure shot up to 48 in 2022 but reduced in 2023 with 17 cases.

The Ministries building in Cape Coast which accommodates personnel of the Ghana Immigration Service, Ghana Education Service, Complementary Education Agency and Controller and Accountant General as well as other state institutions posed security threat to the occupants. In addition, the Cape Coast Court Complex is still in a deplorable state which is a recipe for disaster.

Other Activities

Implementation of the Ghana Secondary Cities Support Programme

The region has been one of the beneficiaries of the Ghana Secondary Cities Support Programme being funded by the World Bank. The region initially had three (3) Municipal Assemblies benefiting from the programme since its inception being Agona West Municipal Assembly, Mfantseman Municipal Assembly and Awutu Senya East Municipal Assembly. However, one (1) more Municipal Assembly namely Assin Foso Municipal Assembly had been added to the three (3) beneficiary Municipal Assemblies bringing the number of beneficiary Municipal Assemblies in the region to four (4).

The Programme seeks to provide resources for participating Municipal Assemblies to improve urban planning and services, urban economic development and competitiveness, sustainable urban systems, and urban resilience and climate change/disaster risk management.

Under the Regional Window, the Central Regional Co-ordinating Council has been receiving funds from 2019 – 2021 to undertake series of activities under the Capacity Support Grant. These include the monitoring of programme implementation in the Region and the provision of technical backstopping to participating Municipal Assemblies. However, in 2022, no funds were received and as a result no activity in the ACSP 4 could be implemented.

However, funds were received in 2023 and all the activities in the ACSP 4 & 5 were implemented.

3.5.1 Conclusion and the way forward

Key Issues Addressed and Those Yet to Be Addressed

Key Issues addressed

Extension of water to areas without access to it

The Community, Water and Sanitation Agency has commenced the laying of pipes to rural areas without access to potable drinking water. The Agency intends to tap water from the Ghana Water Company Limited and supply to rural areas in the region. The completion of this project will increase the percentage of the population in the region with access to potable water.

Key Issues yet to be addressed

Environmental Degradation

The Region is battling with the problem of Environmental Degradation. The forest reserves in areas like Twifo Praso, Denkyira and others are being depleted by 'galamsey' operators while illegal sand winning is also happening in Awutu Breku and other part of the region which is affecting the land negatively.

We urge the government to intensify its efforts to fight the 'galamsey' menace in the region as well as the illegal winning of sand.

Chieftaincy Disputes

The region is also bedeviled with Chieftaincy Disputes in some of its Districts. These disputes retards the development of the region as resources that could be used for developmental projects is channeled into resolving them.

Inadequate Monitoring and Evaluation (M&E)

The RPCU/RCC has been undertaking monitoring exercises in the MMDAs which helps to improve the performance of MMDAs. However, due to untimely release of statutory funds, the RPCU/RCC is sometimes unable to follow strictly the planned schedule for the Monitoring and Evaluation. Timely Monitoring and Evaluation of the RCC will enable it provide more technical backstopping to the MMDAs which will help in improving their performance.

Conclusion

Central Region was generally peaceful and calm in the year under review. The Region performed quite well in several sectors of the economic and it is expected that it will perform even better in the year ahead.

3.6 EASTERN REGION

3.6.1 Introduction

This chapter centres on the status of implementation of the Medium-Term Development Plan (MTDP), 2022-2025. It also focuses on the regional profile with emphasis on its location and size; population size, growth and distribution; departments and agencies; the potentials of the region; vision, goals and objectives, purpose of monitoring and evaluation as well as the processes involved and the difficulties encountered in the monitoring and evaluation of projects and programmes within the Region.

3.6.2 Regional Profile

Location and Size

The Region lies between latitudes 6° and 7° North and longitudes 1°30′ West and 0°30′ East with a land area of 19,323 square kilometres, constituting 8.1 percent of the total land area of Ghana. The Region is bounded to the East by the Volta Region, to the North by Ashanti and Bono East Region, to the West by Ashanti Region, to the South by Greater Accra and Central Region. Koforidua is the administrative capital.

Population Size, Growth and Distribution

The 2023 population for the Eastern Region, based on the 2021 Population and Housing Census with a growth rate of 1.0 percent figure is projected to be 2,984,755 of which 49.1 percent are males and the remaining 50.9 percent being females. The Region has an urban-rural spilt of 51.5 percent and 48.5 percent respectively.

Departments and Agencies

The Region has 33 Municipal and District Assemblies (M/DAs), comprising of 16 Municipal and 17 District Assemblies. Apart from Department of Agricultural Engineering, all the departments required in a Regional Co-ordinating Council are present in ERCC. The ERCC interact with Agencies and Institutions such as Ghana Water Company Limited, Electricity Company of Ghana, Ghana Tourism Authority, Community Water and Sanitation Agency, Chamber of Commerce, Forestry Commission and Water Resources Commission however, these agencies and institutions do not report directly to the RCC.

3.6.3 Regional Potentials

- **Tourism:** The Akosombo and Kpong dams located in the Region present high potentials for tourism, water transport, sports as well as sources of water for industrial and domestic use. The Kwahu Mountain for example has offered the opportunity to institute the annual Easter Paragliding Festival which attracts tourists to the Region. The Ranges in the Region are the habitat of many rare and exotic flora and fauna and is veritable tourism potential. Koforidua, the regional capital is gradually becoming a conference destination, educational hub and dormitory town for workers in Accra.

- **Agriculture:** The extensive ranges of forest highlands such as the Atiwa-Atwaredu, Akwapim and the Krobo and Shai Hills have plains and heights that offer various potentials for agricultural production and industry. While plains around the Yogaga and Osudoku Hills are renowned for vegetables, banana and mango cultivation, the Akwapim range is a prominent horticultural crop growing zone in Ghana. The climate and soils of the Region support a variety of cash and food crops including cocoa, kola, cassava, paddy rice and oil palm. The rivers in the region enable irrigation farming and inland fishing.
- **Processing of Agriculture Produce:** There is a huge potential for fresh fruits processing in the Nsawam Adoagyiri Municipality and Ayensuano District. Fruits such as pineapple and pawpaw are grown in wide quantities in these districts. Other agriculture produce processed in the Region are cassava, oil palm processing in palm oil and distilling of palm wine and local gin popularly known as akpeteshie. Other potentials include processing of cattle and other dairy products. Cattle rearing is predominant in the Afram Plains area.
- **Mineral Deposits:** Mineral deposits such as gold, diamond, bauxite-tantalite, limestone, kaolin and clay abound in the region. Gold and diamond, however, are the only minerals that are mined commercially. Plans are underway to mine the bauxite deposits at Kibi on the Atiwa Range.
- **Real Estate Development:** Some districts in the Region are increasingly becoming dormitory settlements for works in Greater Accra Region. Towns such as Nsawam Adoagyiri, Suhum, Aburi and Akropong have become the ultimate destination for those in Accra who want to avoid the hustle and bustle.

3.6.4 Vision, Goals and Objectives of the Region

The vision of the ERCC is to become a peaceful, progressive and a developed Region. To achieve the above vision, the ERCC formulated goals and objectives which are co-terminus with the broad development areas of the Medium-Term National Policy Framework (2022-2025). It is within these goals that regionally determined goals and objectives were formulated based on our peculiarities. These goals and objectives have been linked to the appropriate Sustainable Development Goals (SDGs) and the AU Agenda 2063. These goals and objectives have been summarised in Table 1.1 below.

Regional Goals and Objectives

Regional Goals and Objectives	
Goal	**Objectives**
Build a Prosperous Region	• To create the enabling environment for value addition • To diversity and expand the tourism industry for development • To improve agricultural productivity • To promote livestock and poultry development for food security and incomes • To provide modern market facilities in urban communities

Promote Human Capital Growth	• To increase access to health services delivery • To improve access to quality education at all levels especially TVET • To improve environmental sanitation services and management • To strengthen vulnerable, child protection and family welfare systems • To promote the full participation of PWDs in socio-economic development • To promote the creation of decent jobs through apprenticeship and vocational training
Maintain a Resilient Environment	• To improve the aesthetics of the Region through greening of the environment • To promote climate change resilience • To reduce the incidence of perennial flooding and its devastating effects • To improve efficiency and effectiveness of road infrastructure and services • To promote sustainable, spatially integrated, balanced and orderly physical development
Maintain Effective and Efficient Institutions	• To deepen participation in the decentralised process • To provide adequate residential and office accommodation for staff
Enhance Emergency Planning and Response	• To improve planning for disaster prevention and mitigation • To reduce the new cases of communicable diseases
Improve Performance of the RCC and M/DAs	• To improve the capacity of staff of the RCC and M/DAs • To strengthen the planning, budgeting, monitoring and evaluation systems

Source: RPCU, 2022

Purpose of Monitoring and Evaluation (M&E) for 2023

Monitoring is seen as the continuous process of tracking the progress of an activity by stakeholders to verify whether planned activities are being implemented using the right resources and, in this regard, assessing the progress made in the implementation process of the MTDP (2022-2025) and 2023 Annual Action Plan.

The rationale for Monitoring and Evaluation for the year includes providing stakeholders with information on whether progress is being made towards achieving stated objectives. With the inclusion of stakeholders in the process, monitoring increases accountability to donors, project

sponsors and all other stakeholders including beneficiaries thus, reducing suspicion and improving trust.

Monitoring also provides feedback on projects and programmes to enhance learning and with the feedback mechanism improve upon the planning process and hence the effectiveness of planned interventions in terms of timing and other related issues. The processes of the monitoring also enable Heads of Departments, RPCU and DPCU to make timely adjustments and corrective measures, when need be, to improve upon implementation for maximum gains.

Monitoring finally checks on conditions and situations of target beneficiaries, in most cases the Municipal and the District Assemblies to assess changes that have occurred because of interventions in the form of projects and programme activities. The process is also used to determine the continued relevance of the said intervention, thus ensuring sustainability and positive impacts for the future.

Evaluation on the other hand is the purposive and systematic assessment of an on-going or completed intervention projects in line with set objectives. It is based on a systematic collection and analysis of data to assess the effectiveness, efficiency, relevance, sustainability and impact on stakeholders. The purpose of evaluating the implementation of the 2023 Action Annual Plan is to provide the RCC and the Districts with information regarding policy, programme and project performance, while determining the weaknesses and strengths of the said interventions for improvements in planning for the future as well as serving as a tool for validating earlier assessments.

3.6.5 Summary of Achievements

The 2023 Annual Action Plan was derived from the Medium-Term Development Plan (2022-2025). The Plan has the broad goal of making the Region more resilient, beautiful, green and clean through efficient, effective and dynamic institutions. Table 1.2 presents the details on the RCC Annual Action Plan implementation. Additionally, the details of the planned and executed programmes and projects in the RCC Annual Action Plan have been categorised under the development dimensions of the National Development Policy Framework (2022-2025).

Analysis of implementation of RCC Annual Action Plan

Table 1.2 Details on the RCC Annual Action Plan Implemented

S/N	Development Dimensions	2022		2023	
		Planned	Executed	Planned	Executed
1.	Economic Development	39	39	38	32
2.	Social Development	66	27	72	55
3.	Environment, Infrastructure and Human Settlement	16	16	15	14
4.	Governance, Corruption and Public Accountability	33	24	34	29

5.	Emergency Planning and Response (Including COVID-19 Response Plan)	6	3	6	4
6.	Implementation, Coordination, Monitoring and Evaluation	15	15	14	14
Total		**175**	**124**	**179**	**148**

Source: RPCU, 2024

Table 1.3 depicts the proportion of the RCC Annual Action Plan as well as that of the districts that has been implemented and their various implementation status. It also highlights the percentage of achievement which formed the basis for assessing achievements. The 2023 Annual Action Plan was derived from the Action Plans of the Departments whose budget passes through the Regional Co-ordinating Council.

Proportion of the MTDP (2022-2025) Implemented

Table 1.3 Proportion of the MTDP (2022-2025) Implemented

Indicators	Baseline 2021	Actual 2022	Target 2023	Actual 2023
1. Proportion of the RCC AAP Implemented	100	71	80	82.7
a. Percentage Completed	76	58	69	67.6
b. Percentage of Ongoing Interventions	24	13	11	15.1
c. Percentage of Interventions Abandoned	0	0	0	0
d. Percentage of Interventions Yet to Start	0	29	20	17.3
2. Proportion of M/DAs AAP Implemented (Average)	86	85	88	87.7
3. Proportion of the overall RCC MTDP Implemented	-	18	50	39.0
4. Proportion of the overall M/DAs MTDP Implemented (Average)	76	23	50	43.7

Source: RPCU, 2024

Status of Implementation of Medium-Term Development Plan (2022-2025)

Development of Implications of Summary of Achievements

The availability of an RCC Plan together with the Regional Integrated Plan (RIP) formed the basis for the preparation of this Annual Progress Report for the ERCC. This is because the inputs from the various Departments and Units, Agencies and Institutions had been incorporated into this Plan and as such had been made aware of their deliverables to the ERCC and would report on their activities as well as the core indicators.

Again, the regular quarterly RPCU meetings come in handy as reminders to all the members, thus, reducing the time in getting access to information for the preparation of future reports. The RPCU had oriented members on the importance of the new Core indicators as well as distributed the templates to the appropriate Departments and Units and Agencies and Institutions for so members to complete and submit in accordance with the reporting formats.

Processes Involved and Difficulties Encountered

Processes Involved

An integrative and participatory approach was employed in the preparation of the 2023 Annual Progress Report. The RPCU interacted with various relevant stakeholders within the Region to gather the requisite data needed for this report. The data collected from these stakeholders were validated at an RPCU meeting before being incorporated into the Annual Progress Report in line with the required reporting format. Therefore, this report is an output of a review with different stakeholders through the collection, collation and analysing data on the extent of implementing the 2023 Annual Action Plan of the ERCC. The RPCU also undertook monitoring visits to the Municipal and District Assemblies (MMDAs) to review the implementation of their Annual Action Plans. The RPCU also harmonised the District Annual Progress Reports to address some specific requirements in the reporting format.

The RPCU also met on quarterly basis where Departments presented reports on activities they had undertaken during the quarter under review and submitted reports for compilation every quarter for submission to the Office of the Head of Local Government Service. The RCC similarly met periodically met with the four Municipal Assemblies participating in the Ghana Secondary Cities Support Programme (GSCSP), to review progress of their programme implementation. These Assemblies are Abuakwa South, Lower Manya Krobo, Birim Central and New Juaben South.

Again, the RCC also joined project site meetings of M/DAs to review the implementation of their physical projects and make recommendations.

Difficulties Encountered

The ERCC and all the 33 Assemblies faced some challenges during the implementation of the MTDP, and monitoring and evaluation of the activities implemented. Among those relating to implementation included:

- The RPCU and some DPCUs are also challenged with inadequate vehicles to undertake regular monitoring exercises. Thus, few teams are formed and longer periods used for comprehensive monitoring exercise.
- Inadequate and untimely release of funds from all sources for the implementation of activities
- Inadequate logistics and financial support for effective M&E activities at the district level
- Weak and non-functional sub-structures of the Assemblies
- Under-performance of some contractors engaged by the Assemblies
- Low IGF to support the implementation of planned activities in M/DAs; and
- Unresolved chieftaincy disputes affecting release of land for development projects in the districts.

Another difficulty encountered during the preparation of this report is in relation to the combined templates provided by the NDPC which is an amalgam of the tables and indicators from the

NDPC and Office of the Head of Local Government Service. These contained indicators no longer reported on by MMDAs, thus compiling them presented a huge challenge.

In respect of monitoring, evaluation and reporting, the following difficulties were encountered:

Even though the Departments in the Region were able to provide data on the indicators most of them failed to provide targets for the outer years. Most of the data provided had to be recomputed to get the required data due the non-compliance with reporting formats. Non-submission of data by some Agencies especially, National Health Insurance Authority. Relatedly, the non-coterminous operational jurisdictions of some agencies make data disaggregation very difficult. Finally, the template on the capital expenditure (CAPEX) presented some difficulties in compiling especially the CAPEX budget allocation and implementation; and

There was lack of enthusiasm on the side of Assemblies' Management towards M&E activities, and weak M&E capacity among the Departments and Units to the activities of the DPCUs.

Programme or Project Status for 2023

The details of the physical projects in the AAP implemented in the 2023 Annual Action Plan have been presented in Table 2.1 as the Register of Key Regional Projects for 2023. The project register presents the projects description, the development dimension of the policy framework, location, the contract sums as well as the contractor executing the project. Similarly, the Project Register shows the award date, source of funding, expenditure to date, start date, expected date of completion, outstanding balance, how citizens were involved in monitoring of works contract and remarks summary on land acquisition and resettlement.

Again, Table 2.2 presents the details of all repair and maintenance works carried out in 2023 on the existing infrastructure of the RCC. It highlights the asset or infrastructure, location, the type of maintenance undertaken, the estimated cost, actual release, the gap between the estimated cost and actual release, expenditure as well as recommendation.

The Register of Key Regional Programmes have been outlined in Table 2.3. It also highlights the programme description, its development dimension of the policy framework, amount involved, source of funding, date started, expected date of completion, expenditure to date, outstanding balance, implementation status and remarks.

Implications of Repair and Maintenance of Existing Infrastructure

The repair and maintenance plan as depicted in Table 2.2 highlights the assets that were repaired or maintained in the reporting period. It can be observed that residential buildings, office buildings, roads, official vehicles, school buildings and public libraries were earmarked for maintenance. A total of GH¢2,280,935.44 was estimated as the cost of the repairs or maintenance however, as the of the financial year, 2023, GH¢163,237,195.86 had been released and expended with a gap of GH¢281,134,911.24 to be paid or reimbursed to the contractors. It is worth noting that, apart from the official vehicles, residential and office buildings, the cost of the other assets are being borne by Urban and Feeder Roads, Ghana Education Service and Ghana Library

Authority. It is recommended that interim payment certificates raised by contractors to the Departments of Urban and Feeder Roads must be honoured to aid the contractors in the timely completion of works. Again, the Office of the District Assemblies Common Fund must ensure the timely and adequate inflow of DACF to help the ERCC meet its recurrent expenditure. The repair and maintenance of the Region's assets is aimed at improving the culture maintenance as well as prolonging the lifespan of assets.

Implications of Implemented Programmes/Projects

The 2023 AAP had a total number of 179 projects and programmes earmarked for implementation, out of which 148 had been implemented and 31 are yet to start as at the end of 2023. The yet to start activities have been rolled over into the ensuing year (2024) for the purpose of development continuity.

Out of the 148 implemented activities in the 2023 AAP, the ERCC had been able to complete 121 activities (67.6 percent) with 27 activities (15.1 percent) ongoing and the remaining 31 activities (17.3 percent) are yet to start. The ongoing programmes and projects are at various levels of completion.

The implementation of the programmes and projects in the 2023 AAP postulates that the ERCC had concentrated efforts in improving its regional economy, social services, governance as well as implementation, coordination and monitoring and evaluation. This situation implies that for the regional goals of building a prosperous region, promote human capital growth, maintain effective and efficient institutions and improve performance of the RCC and MMDAs, the RCC is faced with a high stake of slow pace of project and programme implementation because, the DACF is largely erratic and unpredictable. Government assurances of transfers over the period have been volatile adding enormous delays to projects and programmes schedules. Whiles this provides repercussions for the revision of contract sums due to disproportionate variations, the verve to expediently meet regional needs and interests is almost largely delayed, abandoned or lost with acute consequences that reveal a trail of related problems.

Update on Revenue and Expenditure

Update on Funding Sources

Table 2.4 and Figure 2.1 present a detailed analysis of the funding sources of the ERCC. The main sources of revenue for financing the implementation of projects and programmes in the Region within the year under review included the District Assemblies Common Fund (DACF), Government of Ghana (GoG) Salaries, Goods and Services, Ghana Secondary Cities Support

Programme (GSCSP) Capacity Support Grant and Others[1]. Over the period, transfers for the payment of salaries of GoG salaries continued to be the ERCC major funding source. This was followed by the DACF, Others, Goods and Services and GSCSP. Funding from the DACF decreased by 8.9 percent, comparing the 2023 actuals (GH¢3,313,986.45) to that of 2022 actual (GH¢3,636,032.63). Again, funding from GoG salaries increased by 36.3 percent, GH¢6,013,086.49 and GH¢4,410,721.67 for 2023 and 2022 respectively. The Region did receive GH¢662,196.00 as funding for the implementation of the Capacity Support Grant Component of the GSCSP for the period. The ERCC witnessed a 26.0 percent increase in revenue as compared to 2022.

Table 2.4 Source of Revenue

Revenue Sources	Estimates			Performance		
	2021	2022	2023	2021	2022	2023
DACF	3,000,000.00	3,000,000.00	5,000,000.00	1,392,164.99	3,636,032.63	3,313,986.45
GoG Salaries	2,454,000.00	3,041,372.00	6,055,209.42	3,340,792.24	4,410,721.67	6,013,086.49
Goods & Services + CAPEX)	516,971.62	6,366,972.00	1,092,165.00	432,156.44	584,755.71	1,045,265.43
GSCSP	340,032.00	340,032.00	660,000.00	345,333.00	-	662,196.00
Others	1,120,000.00	1,125,000.00	1,830,000.00	807,642.07	1,403,410.27	1,535,010.15
Total	**7,431,003.62**	**13,873,376.00**	**14,640,374.42**	**6,318,088.74**	**10,034,920.28**	**12,641,055.52**

Source: Source: 2023 Annual Financial Statement – Finance, 2024

From Table 2.4, it can be observed that the ERCC exceeded its revenue estimates by about 49.5 percent. Consequently, the revenue performance of the ERCC has a direct linkage on the projects and programmes implemented. For the various revenue sources, the ERCC exceeded its revenue estimates for GoG Salaries, Goods and Services and Others. In relation to the revenue inflows, the inflows from the Central Government for DACF, GoG Salaries and Goods and Services are outside the control of the ERCC however, with the others, the ERCC continuously engaged the MMDAs in the Region through meetings, workshops amongst others to honour their financial obligations to the Region. Another success behind this performance, is the transfer of GSCSP capacity building grant as the Region did not receive any fund for 2022 thus, in 2023 two trenches were received. It is important to note that the ERCC did not undertake any capital project thus, the revenues received helped in the monitoring, coordination and providing technical backstopping to the Assemblies. In relation to the regional goals, the ERCC has made tremendous strides in achieving the goal of improving the performance of the RCC and Assemblies.

Again, for the goal of building a prosperous region, through the revenue mobilised, the ERCC created the enabling environment for value addition by organising the Eastern Commodity Satellite Market where farmers are linked to markets. The Department of Feeder Roads as part of

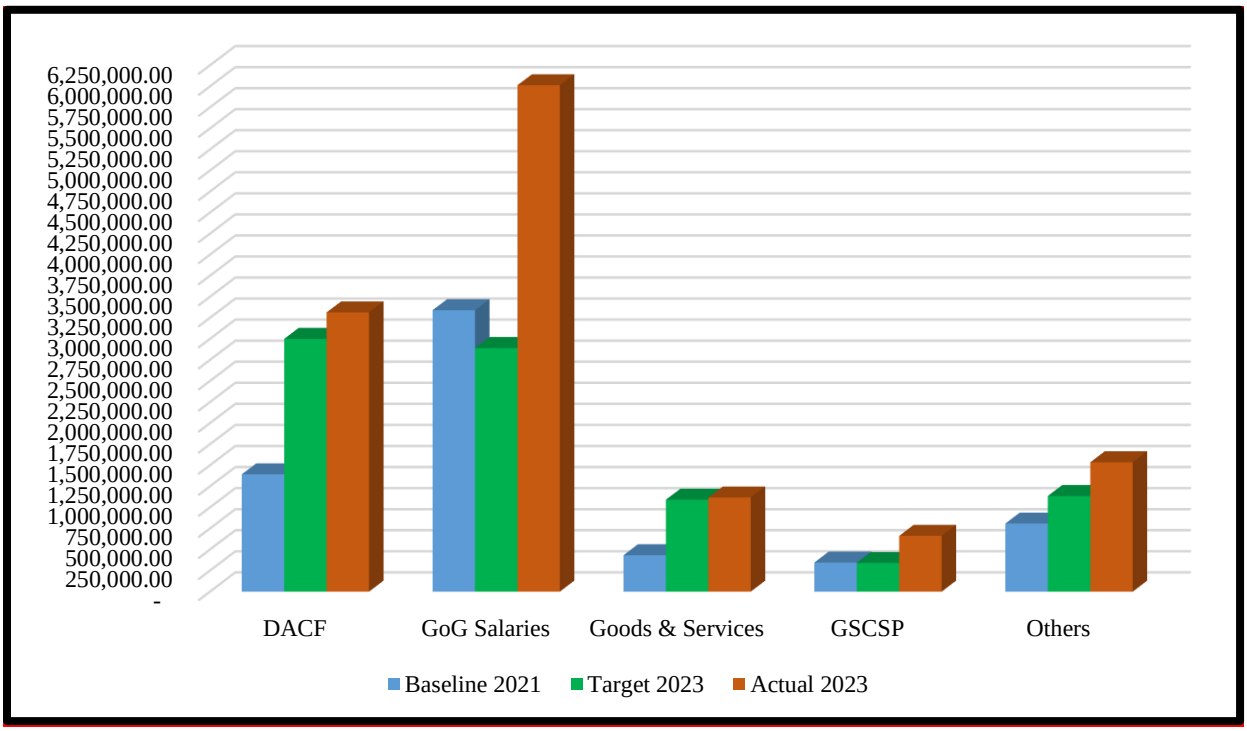
efforts to diversify and expand the tourism industry, the region upgraded the roads leading to the Kwahu paragliding areas and renovated the facility around the big tree.

For the goal of promoting human capital growth, the ERCC through its departments monitored the disbursements of LEAP and PWD funds in all the 33 Assemblies, implementation of the Integrated Social Services (ISS) activities, regular engagement with Zoomlion on the lifting of the communal bins.

The financial performance of the ERCC contributed to achieving the regional goal of maintain a resilient environment. The ERCC through the Land Use and Spatial Planning Authority has assisted Assemblies in the Region to prepare their local plans, structure plans as well as initiated the process for the remaining 28 Assemblies to prepare a Spatial Development Framework (SDF). Again, several routine and periodic maintenance works were also carried out the various roads.

In all, the financial position has contributed significantly to the achievement of the regional goals as well as the objectives towards the vision of a peaceful, progressive and developed region.

Figure 2.1 Update on ERCC Revenue Sources



Source: Compiled with Data from Finance Department, ERCC- 2024

Update on Disbursements

The current expenditure items of the ERCC are Compensation of Employees, Goods and Services and Investment/Assets.

Table 2.5 presents an update on the disbursement of funds for 2023 as well as the approved and released for 2021 and 2022.

Table 2.5 Update on Expenditure

Budget Items	2021			2022			2023		
	Approved	Released	Expenditure	Approved	Released	Expenditure	Approved	Released	Expenditure
Compensation	3,000,000.00	3,790,341.20	3,790,341.20	3,455,452.00	5,090,306.95	4,888,461.12	6,649,503.73	6,346,879.12	6,346,879.12
Goods & Services	2,454,000.00	2,641,753.76	2,641,753.76	3,527,924.00	3,836,032.63	3,524,511.60	5,145,000.00	4,980,058.30	4,980,058.30
CAPEX	340,032.00	49,136.20	49,136.20	6,890,000.00	1,108,580.70	767,961.70	2,067,924.00	1,547,911.65	1,547,911.65
Total	**7,431,003.62**	**6,481,231.08**	**6,481,231.08**	**13,873,376.00**	**10,034,920.28**	**9,180,934.42**	**13,862,427.73**	**12,874,849.07**	**12,874,849.07**

Source: 2023 Annual Financial Statement – Finance, 2024

Also, Table 2.5 highlights how the ERCC spent its releases for the 2023 fiscal year. It can be observed that of the total ERCC expenditure, out of the approved budget of GH¢13,862,427.73, GH¢12,874,849.07 was released and all was expended. It can be noted that 92.9 percent of the budgeted amount was released to the ERCC which was higher than the 72.3 percent released in 2022. The ERCC expended all its releases in 2023. Additionally, out of the total expenditure of the ERCC, 49.3 percent was spent on compensation, 38.7 percent on goods and services and remaining 12.0 percent on CAPEX. Again, 95.5 percent of the approved expenditure on compensation was released, 96.8 percent of the approved goods and services was also released with 74.9 percent of the approved CAPEX released. In contrast with 2022, the ERCC spent 53.3 percent of its releases on compensation, 38.4 percent on goods and services and remaining 8.4 percent on CAPEX. Consequently, from 2022 to 2023, releases spent on compensation reduced by 7.5 percent, goods and services increased marginally by 0.8 percent whereas expenditure on CAPEX witnessed a significant of 42.9 percent. It is important to note the success or failure factors for this performance can be attributed to the posting of officers from the ERCC although expenditure increased in terms of absolute figures. The increase is because of the payment of government machinery and interim premium allowances of staff. The increase in goods and services can be attributed to the procurement of office logistics for the day-to-day administration of the office as well as the significant increase in CAPEX is in relation to the payment of outstanding balances owed to contractors.

Challenges with the Disbursement of Funds

The only challenge regarding disbursement of funds at the ERCC was the untimely release of DACF.

Revenue Sources Spent on Compensation, Goods and Services and CAPEX

This section delves into how the various revenue sources were spent on compensation, goods and services and CAPEX. The revenue sources of the ERCC include: GoG, DACF, Development Partners and Others. How the revenue sources were expended focused on compensation, goods and services, and CAPEX. Table 2.6 presents how the revenue sources were spent on goods and services, compensation and CAPEX.

Table 2.6 Revenue Sources Spent on Compensation, Goods and Services and CAPEX

From Table 2.6 above, it can be observed that the ERCC spent GH¢6,346,879.12 of its revenue from all funding sources (GoG, DACF, DPs and Others) on compensation. Another GH¢4,980,058.30 was spent on goods and services and GH¢932,786.65 was spent on CAPEX. Again, 57.6 percent of the revenue spent on compensation, goods and services were GoG, 30.1 percent from DACF, 0.4 percent from DPs and the remaining 11.9 percent from others.

From Table 2.9, it can be observed that the total Medium-Term Plan Estimate for the ERCC is GH¢802,615,232.02 with the 2025 annual estimate being GH¢451,857,465.67, 2024 being GH¢267,649,097.46 and 2023 being GH¢83,108,668.89. This annual estimate CAPEX throws forward took into consideration the outstanding balances for active projects being implemented by ERCC as well as its departments. In relation to the MTBF Envelope, the 2023 annual ceiling was GH¢2,067,924.00 and the 2024 annual ceiling being GH¢705,000.00. The ERCC is yet to the receive the 2025 annual ceiling from the Ministry of Finance. Consequently, the 2023 CAPEX performance in relation to the released and expenditure was GH¢1,547,911.65 respectively. It can be deduced that CAPEX budget allocated for implementing capital projects was woefully inadequate in comparison to the annual estimate (outstanding balances for active projects). Currently, the ERCC through the Department of Feeder Roads has 7 active projects implemented in 2023 and expected to be completed in 2024 and 2025.

Similarly, from Table 2.10, it can be observed that the districts have a total Medium-Term Estimate of GH¢521,751,573.05 with annual estimates for 2025, 2024 and 2023 being GH¢171,708,823.87, GH¢231,759,458.27 and GH¢175,628,268.96 respectively. In terms of the annual ceilings, GH¢81,426,419.06 for 2025; GH¢147,776,617.40 for 2024 and GH¢160,072,227.16 for 2023. For the 2023 CAPEX, GH¢91,656,987.90 was approved/released with GH¢99,282,283.16. This performance implies that the Assemblies expended more than what was released or approved thus, an increase in the payment of outstanding balances owed to contractors.

3.6.6 Challenges encountered in the implementation of plans

- The RPCU and some DPCUs are also challenged with inadequate vehicles to undertake regular monitoring exercises. Thus, few teams are formed and longer periods used for comprehensive monitoring exercise.
- Inadequate and untimely release of funds from all sources for the implementation of activities.
- Inadequate logistics and financial support for effective M&E activities at the district level.

- Weak and non-functional sub-structures of the Assemblies.
- Under-performance of some contractors engaged by the Assemblies.
- Low IGF to support the implementation of planned activities in M/DAs; and
- Unresolved chieftaincy disputes affecting release of land for development projects in the districts.

3.6.7 Update on Administrative and Human Resource Issues

Political Leadership of RCC and Assemblies

The Office of the Eastern Regional Co-ordinating Council (ERCC) is headed by the Regional Minister, Hon. Seth Kwame Acheampong. There are 33 Municipal and District Assemblies in the Region of which 16 are Municipal and the remaining 17 being District Assemblies.

Recruitment, Upgrading, Promotions, Posting, Transfers of Staff

A total of 583 officers were successful in their interviews and subsequently promoted to their next respective grades in the Service. Also, 105 new entrants were received and were posted to the various districts in the Region. Again, 20 Sub-Professionals were recruited and posted to the Eastern Region. Additionally, 35 officers resigned from the Service and 10 officers vacated their posts. Furthermore, 23 officers in various classes were upgraded.

The year 2023, also witnessed the unfortunate demise of 8 officers in the Region. In addition, 67 staff retired from the Service having all attained the compulsory retirement age of 60 years.

In total, there are 4,506 staff of the Local Government Service working in the various M/DAs and the RCC in the Region. The details of this information has been presented in Tables 2.12 and 2.13.

Staff Strengths of Municipal and District Assemblies

MMDA	Requirements		Actual	%	Required Skills
	Minimum	Maximum	2022	Covered	
Abuakwa North	465	690	135	29.0	M&E, Data Visualisation, PFM, Report Writing, Contract Management
Abuakwa South	465	690	142	30.5	Protocols, GIS, Report Writing, Contract Management
Achiase	356	519	93	26.1	PFM, M&E, Report Writing, SNPA
Akwapim North	465	690	131	28.2	PFM, GIS & Land-Use, Local Gov't Admin, Contract & Performance

Akwapim South	465	690	133	28.6	N/A
Akyemansa	356	519	104	29.2	Minutes & Reports Writing, Performance Mgt, Financial Mgt, Local Gov't Protocols, Project Management
Asene Manso Akroso	356	519	85	23.9	Report & Minutes Writing, Project Management
Asuogyaman	356	519	130	36.5	N/A
Atiwa East	356	519	108	30.3	N/A
Atiwa West	356	519	107	30.1	N/A
Ayensuano	356	519	99	27.8	ICT, M&E, Records Mgt, Comm. & Negotiation skills, Defensive Driving
Birim Central	465	690	181	38.9	PFM, Data Mgt, Project Mgt, Public Sector Management
Birim North	356	519	117	32.9	PFM, ICT, Report Writing, LGA
Birim South	356	519	97	24.3	Public Admin, M&E, Financial Mgt, Reporting Writing
Denkyembour	356	519	98	27.5	Advance Drone Usage, 3D Mapping, Statistics
Fanteakwa North	356	519	126	35.4	N/A
Fanteakwa South	356	519	102	28.7	Minutes Writing, M&E, Budget Preparation, Audit
Kwaebibirem	465	690	115	24.7	Minutes & Reports Writing
Kwahu Afram Plains North	356	519	109	30.6	Comm. Skills, Records Mgt, PFM, M&E, Perf. Appraisal
Kwahu Afram Plains South	356	519	72	20.2	Reports Writing, Records Keeping
Kwahu East	356	519	101	28.4	Reports/Minutes Writing, Results-Based M&E
Kwahu South	465	690	145	31.2	Report/Proposal Writing, GIS, GIFMIS/Presentation on trial balance, Microsoft Office
Kwahu West	465	690	155	33.3	Project Mgt, M&E, Conflict Management, Map Work

Lower Manya Krobo	465	690	158	34.0	Project Mgt, Waste & Hygiene Management
New Juaben North	465	690	150	32.3	Project Mgt, Data Analysis, Climate Smart Agric, Revenue Forecasting, Land Mgt
New Juaben South	465	690	223	48.0	N/A
Nsawam Adoagyiri	465	690	216	46.5	N/A
Okere	356	519	118	33.2	N/A
Suhum	465	690	169	36.3	Local Gov't Protocols, Client Service, Final Project Completion Report
Upper Manya Krobo	356	519	87	24.4	PFM, Project Mgt, GIS, Case Mgt, Records Mgt, Safety Mgt
Upper West Akim	356	519	150	42.1	Contract Mgt, Records Mgt, Information Mgt, Comm. Skills
West Akim	465	690	173	37.2	GHANEPS, GIFMIS, DDDP
Yilo Krobo	465	690	146	31.4	IPSAS, GIFMIS, QGIS, GHANEPS, ISS

Source: Human Resource Department – ERCC, 2024

Staff Strength of the ERCC

Decentralised Departments	Requirements		Actual	% Covered	Required Skills
	Minimum	Maximum	2022		
Central Administration	142	201	114	80.3	Urban Management, M&E,
Community Development	18	28	18	100.0	Community Mobilisation,
Social Welfare	18	25	17	94.4	ISS, Child Protection Kits
Agriculture	85	121	22	25.9	Smart Agriculture
Parks and Garden	24	37	21	87.5	Landscaping, Beautification
Feeder Roads	51	73	29	56.9	Contract Management
Public Works Department	102	173	28	27.5	Project Design

Source: Human Resource Department – ERCC, 2024

From Table 2.12, it can be observed that no Assembly in the Region had the minimum number of staff required for either a District or Municipal. On the average, there are about 130 staff in each of the Assembly with an average percentage coverage 31.6 percent. This situation presents a huge human resource gap in the Assemblies coupled with the absence of some key departments and staff. The following training needs/skills were identified to adequately help build the capacity of staff to effectively carry out their duties. They include: IPSAS, M&E, minutes and report writing, project management, financial management, ICT, GIFMIS, DDDP, procurement management, negotiation/ communication skills, records keeping amongst others.

Table 2.13 presents the staff strength of ERCC decentralised departments. Except for the Department of Community Development which had the minimum staff requirements, the remaining departments did not meet the minimum requirements. As stated above, this situation hinders the ERCC from effectively carrying out its core function of monitoring, coordinating and harmonising. Therefore, there is the need to recruit additional staff to help address the staff gaps identified in terms of personnel and the requisite skills. For the ERCC to effectively carry out its function, the existing staff would require the development of skills in urban management, M&E, negotiation, community mobilisation, integrated social services, child protection tool kits, smart agriculture, landscaping and beautification, contract management and project design.

Staff Development (Capacity Development/Training)

On staff development, this section focused on capacity building/trainings received by the ERCC for the period under review. Table 2.14 presents the capacity development of the ERCC in 2023.

Capacity Development/Training

Capacity Building Type	Venue/ Location	Purpose of the Programme	Source of Funding	Target Group	Facilitators	No. of Beneficiaries		
						Total	Male	Female
2023 Budget Preparation and Budget Guidelines Workshop	Capital View Hotel, Koforidua	To orient officers on budget preparation guidelines	MDF/ GIZ	Budget Analysts Planning Officers	FDU, Ministry of Finance	4	4	0
Hyperion Software	Capital View Hotel, Koforidua	Capturing of financial onto the Hyperion	MoF/ GIZ	Budget Analysts	FDU	2	2	0
Activate Software, Chart of Accounts on GIFMIS	Capital View Hotel, Koforidua	Capturing of financials of the MMDAs Budget	MoF/ GIZ	Budget Analysts	FDU	1	1	0

Annual Progress Report Compilation & Validation Workshop	Tyco City Hotel, Sunyani	To validate and compile the 2022 APR	GIZ/ OHLGS	Budget Analysts Planning Officers Admin Officers	OHLGS	3	2	1
Capacity Building on PPP	Eastern Premier, Koforidua	To build the capacity of MMDA staff on PPP	MoF	Budget Officers Planning Officers	MoF	2	1	1
Training of Regional Officers to be Trained as Trainers (ToT) for Administrative Data Compilation	Ange Hill Hotel, East Legon	To build the capacity of regional officers as ToT for compiling administrative data	GSS	Planning Officers Statisticians Budget Officers	GSS NDPC	8	8	0
Training of Municipal Assemblies and Regional Co-ordinating Council staff on Environmental & Social Safeguards	EPA Training School, Amasaman	To enhance compliance to environmental, social, health and safety management	MLGD&RD	Planning Officers Head of Works Physical Planners SW&CD Officers	EPA	9	7	2
District Development Data Platform (DDDP) Training of Trainers Workshop	ILGS, Ogbojo, Madina	To provide backstopping on the use of DDDP	MLGD&RD	Planning Officers MIS Officers Statisticians	MLGD&RD	3	3	0
Training of Trainers for Masters Trainers:	Anita Hotel, Kumasi	To cascade the training to	MLGD&RD	Planning Officers TVET Directors	MLGD&RD	4	1	3

Urban Module of Complementary Livelihood and Asset Support Scheme (CLASS) under Ghana Productive Safety Net Project 2		participating MMDAs		DSW Directors DCD Directors				
Training on GIFMIS	Ho	To orient officers on GIFMIS	DACF	Finance Officers & Others	CAGD	3	1	2
Training on Financial Management	Ho	To re-equip them on best financial management practices	DACF	Finance Officers	CAGD	1	1	0
Sensitisation workshop on Client Service Operational Manual of the LGS	ERCC, Conference Hall	To orient on the operationalisation of the client service unit	M/DAs Contribution	Heads of Dept. & Units & Key Officers	ERCC	43	30	13
Training on the UNFPA 8th Country Programme	Kumasi	To orient participants on the programme and prepare the work plan and budget	DACF	REPO, RCD, HoF	UNFPA	3	3	0
Maiden Eastern Regional Human Resource Professionals of LGS Performance Review & Knowledge	ERCC, Conference Hall	To review and share knowledge on best HR practices	MMDAs Contribution	All HR Officers	ERCC	78	30	48

Sharing Conference								
Scheme of Service (SoS) training for shortlisted officers due for promotion interview	ERCC, Conference Hall (Zoom)	To orient shortlisted offices on the SoS and cannons of interview	MMDAs Contribution	Shortlisted Officers	ERCC	337	241	96
Training on the new Client Service Manual	Sky Plus Hotel, Ho	To train participants on the newly developed client service manual	GSCSP	CSU Supervisors and CSU Officers	OHLGS	3	2	1
Training on Financial Management at the Local Level	Sky Plus Hotel, Ho	To discuss recent issues raised by various stakeholders on financial management at the local level	DACF	Regional Minister Chief Director Head of Procurement Internal Auditor	IAA, PPA, Ghana Audit Service	3	3	0
Inception workshop on Preparation of SDF for 10 Districts under the Ghana Landscape Restoration and Small-Scale Mining Programme	Anita Hotel, Kumasi	To kick-start the process for the preparation of SDF for the 10 Districts under the Programme	DACF	Planning Officers LUSPA Officers	EPA LUSPA	2	2	0
Training on Project Management	Volta Hotel, Akosombo	To enhance capacities of officers in project management	DACF	Planning Officers LUSPA Officer Internal Auditors	NDPC	4	4	0

				Head of Works				
Training of Audit Committees	Capital View, Koforidua	To build capacity of audit committee members	DACF	Audit Committees	IAA	1	1	0
Training on the GOVID Phase collaboration and cooperation	Hill View Centre, Abokobi	To discuss the collaboration and cooperation on how to work together to achieve mutual objectives of the GOVID Phase	GIZ	Internal Auditors	GIZ IAA	1	1	0

Source: Compiled with Data from Departments and Units, ERCC-RPCU, 2024

From Table 2.15, it can be observed that there are 4,434 established posts and 741 IGF staff at the MMDA level. The total compensation for the established posts in 2023 was GH¢169,607,952.66 and that of IGF staff was GH¢7,550,742.11. In contrast to 2022, the established posts were 4,829 thus, a decrease in the number of established posts which can attributed to the retirement, death, resignation and vacation of post. Notwithstanding the decrease in the established posts, the compensation for both the established posts and IGF staff increased by 34.9 and 9.3 percent respectively in relation to 2022. The 2022 IGF actual witnessed a 14.4 percent increase as well as a 1321.5 percent in DACF from 2022. No CAPEX (GoG) was received in 2023 however, the Goods and Services (GoG) decreased by 98.7 percent in contrast to 2022. A total of GH¢67,514,934.43 was received from development partners (DDF/UDG, GSCSP, MAG, UNICEF and GPSNP) for the implementation of key interventions.

Table 2.16 presents an update on key logistics of both the ERCC and the 33 M/DAs. The analysis of key logistics highlights the availability and functionality of these key logistics.

Update on Key Logistics

M/DA	Computer		Printer		Projector		Office Space		Vehicle		Remark
	Required	Actual	Required	Actual	Required	Actual	Required	Actual	Required	Actual	
Abuakwa North	45	31	15	11	2	2	80	42	6	5	Inadequate
Abuakwa South	46	33	20	16	2	1	38	23	8	5	Faulty & Inadequate
Achiase	65	19	18	5	5	3	24	24	8	4	Inadequate
Akwapim North	74	33	28	12	4	2	26	25	16	2	
Akwapim South	55	26	25	14	6	1	19	14	9	2	Inadequate
Akyemansa	64	22	39	16	3	1	34	17	10	4	Inadequate
Asene Manso Akroso	0	23	0	11	0	1	0	40	0	4	Maintain
Asuogyaman	66	36	36	18	3	0	46	46	7	3	Faulty & Inadequate
Atiwa East	49	31	20	16	2	1	41	39	14	4	Faulty & Inadequate

Atiwa West	42	18	18	12	2	1	48	22	6	4	Faulty & Inadequate
Ayensuano	58	26	28	9	2	0	4	2	10	5	Faulty
Birim Central	30	15	20	7	3	1			12	6	
Birim North	84	48	53	27	19	4	98	74	24	8	Inadequate
Birim South	35	21	20	12	2	2	32	22	6	3	Faulty & Inadequate
Denkyembour	15	2	10	2	5	0	0	0	2	0	Woefully Inadequate
Fanteakwa North	49	16	28	10	5	1	33	20	8	0	Inadequate
Fanteakwa South	50	33	32	16	1	2	1	1	10	3	Inadequate
Kwaebibirem	82	36	39	20	17	2	51	34	16	4	Faulty & Inadequate
Kwahu Afram Plains North	35	22	17	11	3	3	32	47	13	9	Faulty
Kwahu Afram Plains South	54	27	25	16	8	2	36	26	13	4	Inadequate
Kwahu East	49	19	45	25	4	2	58	33	11	6	Poor Condition
Kwahu South	52	21	21	10	12	1	40	21	12	6	Inadequate
Kwahu West	250	137	50	40					15	8	Faulty & Obsolete

Lower Manya Krobo											
New Juaben North	48	27	22	12	4	1	50	24	10	7	4 Non-functional
New Juaben South	100	65	70	28	20	3	70	70	15	10	Inadequate
Nsawam Adoagyiri	73	33	27	16	3	1	46	32	11	3	Inadequate logistics
Okere	56	19	15	7	2	1	47	39	6	2	Inadequate
Suhum	23	12	11	9	2	1	0	0	8	8	Faulty & Inadequate
Upper Manya Krobo	20	8	15	8	5	1	2	1	10	4	Faulty & Inadequate
Upper West Akim	53	13	24	9	3	1	20	11	6	3	
West Akim	65	34	32	21	13	4	101	56	20	12	Inadequate
Yilo Krobo	80	47	50	29	2	2	60	41	20	10	Inadequate
Total	**1,867**	**954**	**873**	**475**	**164**	**48**	**1,137**	**846**	**342**	**158**	
ERCC	49	32	13	12	3	1	-	-	10	3	Faulty & Inadequate

Source: Compiled with Data from Departments and Units, ERCC-RPCU, 2024

From Table 2.16, it can be noted that both the ERCC and the Districts have huge deficit or backlogs in terms of computers, printers, projectors, office space and vehicles required for their functionality. The Districts within the Region require a total of 1,867 computers however, only 954 have been provided or available. Again, the districts have 475 out of the 873 printers required, 48 out of the 164 projectors required, 846 out of the 1,137 office spaces required and 158 out of the 342 vehicles. Although, to some extent, this key logistics have been provided, their functionality remains an issue. Most of the logistics are either faulty or obsolete and for the vehicles a vast majority are not road worthy.

The logistical needs of the ERCC is no different from that of the Districts. The ERCC out of the 49 required computers has been able to provide 32; 12 out of the 13 required printers; 1 out of the 3 required projectors and only 3 out of the 10 vehicles required. Two (2) of the vehicles provided are duty post vehicles for the heads with only one pool vehicle. This situation hinders the performance of both ERCC and M/DAs staff as these officers are unable to discharge their duties due to the inadequacy and faulty conditions.

3.6.8 Report on Decentralised Departments

Official Visits

Table 2.20, presents the official visits received by the ERCC for the year 2023.

Official Visits to the ERCC

Date	Visitor	Position	Purpose
15/02/2023	Hon. Mustafa Yussif Hon. Pius Hadzide	Ministry of Sports CEO, NYA	Official Visit
17/02/2023	Prof. Eric Nyarko-Sampson	Vice-Chancellor, USED	Official Visit
27/03/2023	Ambassador Selma Ashipala-Musavyi	Republic of Namibia, High Commissioner	Official Visit
25/05/2023	Hon. Samuel Abu Jinapor	Ministry of Lands and Natural Resources	Courtesy Call
16/06/2023	Richard Okrah	President, Chartered Institute of Supply Chain Management	Official Visit
12/07/2023	Hon. Kwaku Ofori Asiamah Hon. Herbert Krapa Hon. Kofri Ahenkrah Marfo	Ministry of Transport Deputy, Ministry of Energy Chairman, Metro Mass Transit	Stakeholder Consultative
10/10/2023	H.E. Grace Jeanet Mason	South Africa High Commissioner	Courtesy Call
11/10/2023	Justice M. Amankwa	CEO, Social Investment Fund (SIF)	Official Visit

Source: Compiled with Data from Regional Minister's Office, RPCU-ERCC, 2024

Security Issues

The general security situation in the region was generally peaceful. However, chieftaincy disputes, illegal mining and sand wining were the major security issues in the region. The security issues of the Municipal and District Assemblies have been attached as *Annex 2.*

3.6.9 Update on Indicators and Targets

Core Indicators

Table 2.17 presents an update of the core indicators and targets as required by the NDPC. They have been categorised according to the development dimensions showing the 2021 baseline figures, the 2022 actual as well as the target and actual for 2023.

The core indicators provide a snapshot of the progress made in achieving the targets in the NMTDP Framework and objectives at the regional level and also aids in the preparation of the National Annual Progress Report.

These indicators are Specific, Measurable, Achievable, Relevant and Time-bound. They are also sex or gender disaggregated making them SMART-G. They are in consonance with the National Development Policy Framework as well as Government's priority interventions. These indicators have been linked to the Sustainable Development Goals (SDGs) and The African Union Agenda 2063.

The Departments, Agencies and Institutions in the Region were able to provide figures for the performance of the indicators in relation to the regional targets.

Regional Specific Indicators

Table 2.18 presents an update of regional specific indicators. The regional specific indicators start with update on the Integrated Social Services (ISS) indicators. The region is required to provide an update on the 21 ISS indicators within the region although, the ISS is being sponsored by UNICEF in 13 districts namely: Okere, Akyemansa, Kwahu Afram Plains South, Kwahu Afram Plains North, Akwapim South, Akuapem North, Upper Manya Krobo, Lower Manya Krobo, Yilo Krobo, Ayensuano, New Juaben South, Kwahu West and Suhum. Notwithstanding this, the remaining 20 districts are required to implement the ISS programme as well as provide an update on the implementation status.

The ISS and regional specific indicators also follow the template of the core indicators. It shows the 2021 baseline figures, the 2022 actual as well as the target and actual for 2023.

From Tables 2.17 and 2.18 respectively, it can be observed that the Region collected data on both the core indicators as well as the region-specific indicators starting with the ISS indicators. The core indicators provide direction on the key sectoral performance under the development dimensions. They are designed to showcase the region's response to overarching development trajectories that contribute significantly to the improvement of lives. Although, there are data gaps in the compilation of both the core indicators as well as the region-specific indicators, the ERCC through its quarterly updates or meetings with the heads of the decentralised departments had been able to collect and compile data on majority of the indicators.

Under the Economic Development, with all the indicators discussed, the Region's goal of building a prosperous region and objectives to improve agricultural productivity had to large extent been achieved. This implies that the Region had achieved its objectives and consequently towards its goal by creating the enabling environment for value addition through its satellite commodity markets, promoted livestock and poultry development for food security and incomes and provided modern market facilities and storage warehouse to reduce post-harvest losses.

For the Social Development dimension, the Region through the Regional Education Directorate as well as the Municipal and District Education Offices have contributed significantly to achieving the goal of promoting human capital growth and the subsequent objectives of increasing access to health services delivery, quality education at all levels, improve environmental sanitation services and management, strengthen child protection and family welfare systems, promote the full participation of PWDs in socio-economic development and creating of decent jobs through apprenticeship and vocational training. It is important to note that the data on both JHS and SHS pass rates were not available as at the time of compiling this report. Again, on the prevalence of malnutrition, the Region did not have data on wasting and overweight as well as percentage of population with access to sustainable safe drinking water sources.

Further, under the Environment, Infrastructure and Human Settlements dimension, although much is required to be done, the Region over the period has chalked significant strides in maintaining the resilience of the environment through the promotion of climate change resilience, greening of the environment, improving the efficiency and effectiveness of the road infrastructure and services, reduce the incidence of perennial flooding and promoting sustainable, spatially integrated, balanced and orderly physical development.

In achieving the broad Governance, Corruption and Public Accountability goal of maintaining effective and efficient institutions, the Region strengthen its inter-sectoral coordination and collaboration to mainstream the programmes and projects in the region to ensure synergies.

Performance Assessment

2022 District League Table

The Municipal and Districts Assemblies in the Eastern Region did not fare very well in national performance assessments carried out by the various agencies. The 2022 District League Table (DLT) saw the Eastern Region scoring 55.6 percent which is marginally lower than the national average score of 58.21 percent. This implies that the quality of public services provided in the eight (8) sectors in the Region is somewhat below the quality of services provided as well as the wellbeing of the citizens based on the national level. The 2022 DLT had two (2) Assemblies in the first 20 and four (4) in the bottom 20. This situation presents a decrease in performance in contrast to the 2021 DLT where the Region had three (3) Assemblies in the top 20 with two (2) in the bottom-20. The Region placed 12th in 2022 and 8th in the 2021 DLT rankings.

2022 Performance Contract Assessment

The Eastern Region did not fare very well in the 2022 Performance Contract Assessment. The ERCC had an overall rating of 92.75 percent and ranked fourth among the 16 Regional Co-ordinating Councils as against the previous year's 2nd position. The assessment saw three (3) Assemblies in the top-20. The Region however, did not have any Assembly amongst the bottom-20. Again, 11 Assemblies scored Excellent (80-100 percent), 13 scored Very Good (70-89 percent), 8 scored Good (60-69 percent), 1 scored Satisfactory (50-59 percent) and no Assembly scored Unsatisfactory (Less than 50 percent).

Performance Assessments

Region	Performance Contract		DPAT VI		District League Table	
	In First 20	In Last 20	Fulfilled	Not Fulfilled	In First 20	In Last 20
Eastern	3	0	33	0	2	4

Source: RPCU – ERCC with inputs from (LGS, 2023; NDPC & UNICEF, 2023), 2024

3.6.10 Measurement and Plans for Improvement

The Regional Co-ordinating Council as part of its measurement and plans for improvement in the performance of the districts during assessments would continue with its quarterly monitoring functions as well as provide backstopping to Districts that have gaps. The issue of inadequate vehicles remains a challenge to the ERCC thus, unable to constitute more teams to cover all the 33 Assemblies during monitoring exercise. The constitution of more teams would the opportunity to thoroughly vet and critique documents presented during assessment. As part of the plans, it would be prudent to assist the ERCC in procuring additional vehicles and ensuring the timely and adequate release of funds to enable the ERCC carry out with its core function of monitoring, providing technical backstopping and encouraging peer learning.

3.6.11 Update on Critical Development and Poverty Issues

The Region continues to make tremendous strides in addressing some critical development and poverty issues which are also part of the Government's prioritised social intervention areas. This section covers those whose implementation had started in region and have progressive information on.

The Government of Ghana and the District Assemblies in the Region have undertaken several pro-poor interventions by allocating funds to them for implementation within the period. Although, the inflow of these resources remains a challenge, conscious efforts are being made to address the needs of the vulnerable in the Region. however, a few of the interventions such as the NHIS, LEAP, NABCO, Free SHS, Planting for Food and Jobs, Planting for Export and Rural Development amongst others receive support from the Assemblies; Ministries, Departments and Agencies; and the Government of Ghana.

Free Senior High School Programme

The Double Track System of the Free Senior High School Programme continued to be implemented in the Region. All the 59 Senior High Schools are currently running the double track while the remaining 31 schools are on the single tract. As part of efforts to reduce the educational infrastructure gap, the Region has benefitted from over 199 educational facilities since the Free SHS was introduced. These facilities included: dormitories, classroom blocks, staff bungalows, assembly/dining halls, libraries, sick bays as well as toilet facilities to help gradually phase out the double track system. This situation was an increase in the number of public SHS from 89 in 2020 to 94 in 2022. Some of the schools included: Apesua SHS, Abomosu STEM SHS and Nsawam Reformers SHS.

Since the inception of the Free SHS Programmes, the Region has witnessed an increase in all the levels of education. Notable among them is the increase in gender parity from 1.01 in 2021 to 1.02 in 2023. Additionally, the Free SHS has increased the completion rate at the SHS from 79.35 percent in 2021/2022 to 86.0 percent in 2022/2023 academic year. Public SHS enrolment has increased from 127,095 in 2016.2017 academic year to 171,602 in the 2019/2020 academic year and subsequently to 175,247 in the 2022/2023 academic calendar. Again, public TVET enrolment has increased from 6,177 to 8,812 in the same period.

Ghana School Feeding Programme (GSFP)

The Region as part of its efforts to increase enrolment and retention as well as provide a hot nutrition meal to students at the basic level, the Ghana School Feeding Programme is being implemented. The implementation of the programme is being spearheaded by the District and Municipal Assemblies in collaboration with the Regional School Feeding Coordinator. Currently, all the 3,742 basic schools with an enrolment of 338,147 that is KG and Primary are on the School Feeding Programme region wide. The Regional Education Directorate collaborated with the Food and Agriculture Organisation and organised a two-capacity development for caterers for improvement in the quality of food served by GSFP. Caterers on the GSFP are paid directly by the Ministry of Gender, Children and Social Protection with an oversight role by the Regional Coordinator.

Social Protection Programme

The ERCC through the Department of Social Welfare for Child and Family Welfare activities, inspected and supervised 135 Early Childhood Development Centres (ECDCs). A regional foster care placement committee meeting was organised to placed children with potential foster parents.

Again, 1,144 Persons with Disabilities (PWDs) were identified and registered; 1,042 PWDs benefitted from the Disability Fund within the Region. The Department monitored 6 LEAP payment cycles as well as PWD disbursement. Again, 7,717 indigents as well as 442 PWDs benefitted from free NHIS registration and renewal.

National Health Insurance Scheme

As part of the social protection programme of ensuring the provision of affordable healthcare services for the people of the Region. The Regional National Health Insurance Authority (NHIA) has further decentralised its offices with about 20 district offices across the Region. Data available as at the end of the first quarter, 2023, the Region had 1,398,378 active memberships which represent approximately 48.4 percent of the NHIA estimated population. To increase or meet the 65 percent registration target as well as reduce the waiting times and congestion at the NHIA Offices, NHIA has introduced a mobile short code (*929#) and an application (MyNHIS App) for renewal as well as registration. Again, over 250,000 LEAP beneficiaries, 70 years and above, PWDs (Physically disabled, mentally challenged) and indigents had been registered.

National Youth Employment Programme

The National Youth Employment Programme is being implemented in the Region by the Eastern Regional Secretariat of the Youth Employment Agency (YEA). This Agency was established to oversee the development, coordination, supervision and facilitation of employment for the youth. The programme has 9 operational modules however, 5 of the modules are being implemented in the Region and they include: Community Police Assistants; Community Health Workers; Prisons Office Assistants; Sanitation (Zoomlion). The remaining 4 modules namely: Apparel and Textile; Youth in Agriculture; Youth in ICT; and School Support are in the processing of being implemented.

Under the Community Police Assistants Module, 1,633 beneficiaries had been recruited and trained at the Regional Police Training Schools in Koforidua and Ho and subsequently posted within the region. 784 beneficiaries have been recruited and trained under the Community Health Workers Module and posted to the various CHPS Compounds and Health Centres. Again, 173 beneficiaries had been recruited and trained under the Prisons Office Assistants Module and consequently posted to the various prison facilities in the region. Under the Sanitation Module, 4,715 beneficiaries have been re-engaged to help keep the region clean.

Modernising Agriculture in the Region

Modernising Agriculture in the Region entails the implementation of Government Flagship programmes such as Planting for Food and Jobs (PFJ), Rearing for Food and Jobs (RFJ), Planting for Export and Rural Development (PERD), 1-District-1-Warehouse (1D1W) and Commodity Satellite Market.

The total number of PFJ beneficiaries in the Region is 359,544 of which 80,568 are females. The Region received 9,892.04 and 616 metric tonnes of inorganic and organic compost fertilisers respectively as well as 78,167 litres of liquid organic fertilisers. A total of 62.50 metric tonnes of open pollinated variety seed maize, 221.35 metric tonnes of hybrid seed maize and 40.32 metric tonnes of rice seeds had been distributed to farmers in region thus, increased average productivity yields. Under PERD, a total of 1,119,404 oil palm seedlings were received from Minerals Commission and had been distributed to farmers to cultivate on an expected area of 7,413 hectares. For Rearing for Food and Jobs, the Region received and distributed 898 pigs to livestock farmers.

As part of efforts to prevent and reduce post-harvest losses, the Region is benefitting from 7 warehouses under the 1D1W Programme and at various stages of completion in the Kwahu Afram Plains North (Donkorkrom); Kwahu Afram Plains South (Kwasi Fante); Kwahu South (Bepong); Fanteakwa North (Obooho); Upper Manya Krobo (Anyaboni), Ayensuano (Coaltar) and Yilo Krobo (New Somanya). Each warehouse is expected to provide a storage capacity of 1,000 metric tonnes when completed.

The Fall Army Worm (FAW) Infestation has affected 15,892.16 hectares of farmland out of which 14,881.10 hectares had been sprayed and 13,575.85 hectares of farmland recovered. A total of 18.25 hectares of farmland had been destroyed with about 16,285 farmers affected. The Regional Office

carried out massive sensitisation in farming communities on early identification and timely management of the FAW as well as the timely distribution of pesticides to farmers for multiple spraying of crops.

The implementation of PF, PERD and Modernising Agriculture in Ghana (MAG) have led to the improvement of yields and production of some major crops in the Region. Consequently, issues of marketing this extra produce has in recent times become the main constraint to farmers. Therefore, in 2019, the Region proposed the development of commodity satellite market as a direct response to the problem of weak market linkage. Since, its inception, over 13,655 farmers and small-scale processors have been linked to markets; 62 Memorandum of Understanding have been signed between farmers, aggregators and processors; 11 brands of locally produced rice have been developed; developed 18 brands of assorted gari products; 3 brands of honey and 6 brands of konkonte flour. Through the initiative of the Regional Minister, the TIAST Group have been brought on board to partner the Region in organising its agri-business investors conference and exhibition.

3.6.12 Other Activities

Implementation of the Ghana Secondary Cities Support Programme (GSCSP)

The Government of Ghana through the Ministry of Local Government, Decentralisation and Rural Development (MLGD&RD) secured funding from the World Bank to implement the Ghana Secondary Cities Support Programme (GSCSP). The Programme seeks to provide resources for participating Municipal Assemblies to improve urban planning and services, urban economic development and competitiveness, sustainable urban systems, and urban resilience and climate change/disaster risk management. The Eastern Region initially had four Municipal Assemblies participating in the programme, namely New Juaben South, Abuakwa South, Birim Central and Lower Manya Krobo Municipal Assemblies. The West Akim Municipal has been included in the Programme, bringing the number in the region to five.

Under the Regional Window, the Eastern Regional Co-ordinating Council has been receiving funds from 2019-2021 to undertake series of activities under the Capacity Support Grant. These include the monitoring of programme implementation in the Region and the provision of technical backstopping to participating Municipal Assemblies. However, in 2022, no funds were received. In the fourth quarter of 2023, the RCC has received its remaining 50 percent of its Capacity Support Grant IV and has implemented its activities in the 2022 Annual Capacity Support Plan. The progress of the implementation of the RCC Capacity Support Grant has been attached to this report as *Annex 3*.

Implementation of the Ghana Productive Safety Net Project (GPSNP)

Seven (7) Districts in the Eastern Region are currently implementing the World Bank and Department for International Development (DFID) sponsored Ghana Productive Safety Net Project (GPSNP). The districts include Kwahu East, Upper Manya Krobo, Okere, Atiwa West, Akyemansa, Kwahu Afram Plains South and Akwapim South. The objective of the project is to

expand and enhance social safety nets that improve the incomes and productivity of the poor in these districts.

The project has six (6) components namely: Productive Inclusion Programme; Labour Intensive Public Works Programme; Livelihood Empowerment Against Poverty Cash Transfers Programme; Social Protection System Strengthening Programme; Project Management, Coordination and Institutional Strengthening and Contingency Emergency Response Programme.

3.6.13 Conclusion and the Way Forward

Following from the earlier chapter which delved into the monitoring and evaluation activities of the Region for the year, 2023. This chapter describes the key issues that have been addressed and the issues yet to be addressed. The chapter also gives the recommendations for improvement and concludes the report.

Key Issues Addressed and Those Yet to be Addressed

The Eastern Regional Co-ordinating Council was able to address some of the key issues that affected the implementation of the Annual Action Plan as well as monitoring and evaluation during the period. Though conscious while others were yet to be addressed. These have been outlined below:

Key Issues Addressed

The following key issues were addressed within the period:

- Accessibility to Data from Agencies and Institutions

Availability and accessibility to data on the core indicators has been addressed. This was done through the active engagement and interactions with the agencies and institutions as well as the departments and units. The various heads were given copies of the indicators that they are required to report on ahead of schedule. They also made presentations in the fourth quarter of the RPCU meeting highlighting on their achievements and targets in relation to the performance of the core indicators.

Key Issues Yet to be Addressed

The following issues are yet to be addressed:

- Lack of Conformity to Reporting Requirements by Departments and Units

The RPCU Secretariat is still challenged with the issue of lack of conformity in reporting activities. The regional reports submitted are not in compliance with the data needs as well as the reporting requirements of the RPCU Secretariat thus, poses challenge to the preparation of the progress reports.

- Inadequate Vehicles for Monitoring

The ERCC is still saddled with inadequate vehicles to perform its mandate. The only vehicles available are duty post vehicles for some few regional heads. This situation makes it difficult to constitute more teams to cover all the 33 Assemblies during monitoring exercises.

Recommendations

The ERCC is proposing the following recommendations:

- The capacities of the Regional Heads and their Schedule Officers especially in reporting should be enhanced; and

- The ERCC should make efforts to purchase two (2) vehicles to be able to performance its mandate of monitoring and supervising the activities of the Assemblies. Again, the broken-down vehicles should be repaired as well as vehicles in service should be constantly maintained to prolong its lifespan.

Conclusion

Monitoring and Evaluation arrangements have been made part of the MTDPs (2022-2025). The Monitoring and Evaluation arrangements spell out how monitoring and evaluation would be carried out and at what frequencies, hence the preparation of this report is to assess the status of implementation of the 2023 Annual Action Plan and ultimately the MTDP. Notwithstanding these key issues yet to be addressed, the implementation of the 2023 Annual Action Plan of the Eastern Regional Co-ordinating Council as well as all the 33 M/DAs was largely successful. Late and slow releases of funds to Departments of the RCC and Districts however, hindered the 100 percent implementation target. The lessons learnt have been factored into the implementation of the 2024 AAP.

3.7. GREATER ACCRA REGION

3.7.1 Introduction

In line with its mandate, the Office of the Greater Accra Regional Coordinating Council for the period of reporting, (2023) provided effective and efficient administration and technical services through harmonizing, coordinating, monitoring and evaluating of plans and programmes of the Metropolitan, Municipal and District Assemblies (MMDAs), Departments, Agencies and Non-Governmental Organizations (NGOs) to achieve the overall development goals of the region.

3.7.2 Regional Profile

Location and Size

The Greater Accra Region is located on the coordinates: 5°332 003 N 0°122 003 W/5.55°N 0.2°W along the Atlantic coast at the South-Central portion of Ghana. It is the smallest of the 16 administrative regions, occupying an area of 3,245 square kilometres or 1.4 percent of the total land area of Ghana.

The region is divided into twenty-nine (29) districts made up of two (2) Metropolitan Assemblies, twenty-three (23) Municipal Assemblies and four (4) District Assemblies.

Population

According to the 2021 PHC, Greater Accra region is the most populous region in Ghana with 5,455,692 residents comprising of 2,679,063 males and 2,776,629 females respectively.

Departments of the Coordinating Council

All the twenty –two (22) departments of the RCC as specified in the 13th Schedule of Act 936 are established.

Departments and Agencies

There are about nine (9) agencies that collaborate with the RCC in the performance of its mandate. Some of the agencies include the Lands Commission, National Population Council and Complimentary Education Agency.

3.7.3 Regional Potential

a. Agriculture

The region has a huge acreage of land for agriculture development despite the increasing urbanization. These lands are close to the Volta River and could be developed fully under irrigation. Lands within the Ada East, Ada West, Shai Osudoku, Ga West and Ga South districts are very suitable for aquaculture development due to its high clayey and water retention capacity. The region can boast of a total of 410 Green houses. Ningo Prampram District has the highest number of 276 with the main crop produced is tomatoes.

b. Processing of Agriculture produce

The region has huge processing and manufacturing industries including Pineapple processing companies namely Blue Skies, Processed Foods etc.; Meat processing companies notably Premier Meat Products; Tomato processing companies including Trusty Foods.

c. Tourism

The growth of hospitality industries with other tourism related activities are the key areas of promoting tourism in the region. Other historical sites and important monumental structures

are the Kwame Nkrumah Mausoleum, Du Bois Memorial Centre, Osu Castle, Christiansburg Castle, Shai Resource Reserve, and the Water ports areas of Ada. The cruising facilities on the Volta Lake and the Monkey sanctuary at the Shai Reserves and many others are significant attractions for further development and investment in the Tourism sector in the Region.

3.7.4 Vision, Goals & Objectives

Vision of RCC

The **Greater Accra Regional Co-ordinating Council** seeks to attain a stable, united, inclusive and prosperous region with opportunities for all.

Goal of GARCC

The goal of Greater Accra Regional Co-ordinating Council is to ensure a balanced, integrated and sustainable regional socio-economic growth and development through effective planning, budgeting, monitoring, evaluation, review and co-ordination of Government policies and programmes as well as public services and maintenance of peace and security in the Region.

Objectives of the Region

1. To formulate, implement, coordinate, monitor and evaluate Government policies and programmes.
2. To promote political tolerance, stability, security, peace, transparency and accountable governance.
3. To provide institutional and human capacity and enabling environment for effective, efficient and sustainable service delivery.
4. To preserve and conserve public records for the benefits of the public.
5. To improve fiscal resource mobilization of the MMDAs

3.7.5 Summary of Achievements

Analysis of Implementation of RCC Annual Plan

Details on the RCC Annual Plan Implemented

S/N	Development Dimension	2023	
		Planned	Executed
1	Economic Development	25	22
2	Social Development	64	56
3	Environment, infrastructure and human settlements	23	19
4	Governance, corruption and public accountability	58	54
5	Implementation, Coordination, Monitoring and Evaluation	1	1
	Total	171	152

Achievements in Key Functional Area

Details on the Key Functional Area

S/N	Development Dimension	2023	
		Planned	Executed
1.	Coordination – GCSP, (RPCU, DPAT, composite budget preparation, RCC Meetings	9	8

2.	Technical Backstopping DDDP, RIAP template, SDGs, database creation	4	4
3.	Monitoring & Evaluation	4	4
4.	Capacity Building (SDGs, DDDP for MMDAs & RCC)	3	3

Summary of Development Projects (RCC)

No.	Sector	No. of Projects	No. On-going	No. Completed	Remarks
1.	Governance	2	1	1	

3.7.6 Challenges Encountered in the Implementation of the Plans

Specific Constraints, Problems, Difficulties Encountered by RCC During the Implementation, Monitoring and Evaluation

- Untimely up-to-date data on core national and regional specific indicators.
- Inconsistencies in data collected from some of the MMDAs, departments and agencies of the RCC;
- Delays in the release of funds for programme and projects implementations

3.7.7 UPDATE ON REVENUE SOURCES AND EXPENDITURE

Source of revenue for RCC

The revenue sources for the GARCC are GoG releases, DACF releases and funds from Development Partners. For the year 2023, the expected revenue from all sources as indicated below was projected at ghc15,719,641.03. However, by the close of the year actual revenue received came to ghc19,000,071.36 which was 20.87% above the approved budget. The excess revenue was due to additional inflows from Compensation of Employees and Ghana Secondary Cities Support Programme during the budget period.

Update on Expenditure for RCC

The table below shows that the actual expenditure for 2023 exceeded the budgeted amount by ghc3,971,434.74**.** This development was mainly necessitated by the payment of compensation to Hon. Chief Executives at the District Assemblies which were not budgeted for.

Revenue Sources (compensation, goods and services and Capex)

The actual expenditure of the GARCC was dominated by Compensation of Employees which represented 75.99% of the total expenditure. This was followed by Goods and Services 19% and subsequently CAPEX accounting for 5%.

Overall Financial Performance of the RCC as of December 2023

The 2023 financial performance of the GARCC revealed that the total actual expenditure from all sources exceeded the total amount released by 3.64%. Whilst all the amount released for compensation and CAPEX were fully utilized, the outturn for DACF was 44.67% more than the released figure because of previous balances on the DACF which was brought forward and spent in 2023. On all the expenditure items, the GARCC was able to spend at least 84.99% of the amount released.

Budget Performance of MMDAs

Actual revenue collection from all sources by the MMDAs amounted to ghc480,527,378.18 out of which collection from IGF and grants were 48.38% and 51.62% respectively. The MMDAs together were not able to achieve overall revenue target because they mobilized 84.85% and 60.88% of the budgeted IGF and grants respectively.

Regional Aggregate: Composite Expenditure Performance (all funding sources) – MMDAs

The total expenditure of all the MMDAs by economic classification came to ghc561,583,160.17 or 82.41% of the total amount budgeted. Whilst the actual expenditure on Compensation exceeded the budgetary provision by 17.18%, the actual expenditure on Goods and Services as well as CAPEX fell short of the budgetary provision by 10.59% and 52.07% respectively.

Budget Performance (Goods & Services and Assets).

Twenty-five Districts recorded Goods and Services variance between -0.31% and 42.71% whilst seven Districts also recorded Assets variance between -39.38% and 45.64%.

IGF and Grant Performance of MMDAs

The actual IGF of twenty-four Districts were between the ranges of 80.02% to 141.58% of the budgeted amount whilst three Districts recorded actual Grants between 86.09% and 111.37% of the budgetary provision. Four Districts mobilized actual IGF between 63.76% and 77.33% of the budgeted amount and nineteen Districts received Grants between 51.16% and 79.51% of the budgetary provision. Actual Grants of Six Districts were between 3.72% and 45.73% of the budgeted figure.

3.7.8 Update on Administrative and Human Resource Issues

Political Leadership of the RCC

Political Leadership of RCC

S/N	Name of Regional Minister	Designation	Gender	
			Male	Female
1	Hon. Henry Quartey	Regional Minister	1	-

Recruitment, Upgrading, Promotion, Postings and Transfer of Staff

Recruitment – The region also received **Fifty-Five (55) newly recruited staff** of various classes from Office of the Head of the Local Government Service (OHLGS) and same assumed duty to strengthening the human resource capacity of MMDAs and the RCC.

Upgrading – The Office of the Regional Co-ordinating Council (RCC), Greater Accra received Sixty (60) Conversion and Upgrading Letters from OHLGS in respect of Officers of various category of classes in the RCC, MMDAs and Decentralized Departments in the Region who have acquired higher and relevant qualification in various fields.

Promotion – A total of **Four Hundred Seventy-Seven (477)** staff were promoted to various grades in different classes under the period under review.

Postings – During the period under review, the Regional Co-ordinating Council (RCC) undertook a total of **Seven Hundred and Thirty-Six (736)** postings instructions of various category of staff of various grades in the MMDAs in the region to ensure fair distribution of staff to the MMDAs for effective service delivery. Out of the total, **sixty (60)** of the posting were done on Conversion and Upgrading, **Four Hundred and Sixty-Nine (469)** on posting of existing officers who have stayed at an Assembly for more than five years and **Two Hundred and Seven (207)** requests from staff and reposting from OHLGS.

Staff Development – Training was conducted for staff on LGS Protocols (Appraisal Completion and Condition of Service), training in Research and Analytical Data Techniques and training in Occupational Health and Safety Management.

3.7.9 Report on Decentralized Departments of MMDAs

Official visits – Notable visits to the RCC during the period under review include the delegation from Hungary Embassy and South African Embassy.

Security Issues

The Regional Security Council meets monthly to consider and assess the security situation and takes decisions on matters affecting the security of the region. During such meetings, the various security agencies make presentations and submit monthly situational reports for discussion. However, Greater Accra being a more cosmopolitan region coupled with the numerous chieftaincy and land disputes, the need to have emergency meetings intermittently, is always advisable.

Effects of COVID-19 and mitigation measures implemented

The region has administered a total of three million, three hundred and thirty-two thousand, four hundred fifty-four doses of COVID-19 vaccines to the eligible population. One million, four hundred and ninety-seven thousand, seven hundred and twenty-six of the population have been fully vaccinated against COVID-19 and two million, fifty-seven thousand, five hundred and twenty-nine have also received at least a dose of COVID-19 vaccine which represent 38.1% and 52.4% respectively.

COVID-19 Vaccination Status in GAR as of 31st December 2023

Total Population in Greater Accra	5,687,239
Total Eligible Population for vaccination	3,679,643
Total Doses Administered so far	4,1,52,936
Total Fully Vaccinated	1,811,999 (49.2%)
Total with at least One Dose	2,371,825 (65.4%)
Total First Booster Administered so far	548,945 (30.3%)
Total Second Booster Administered so far	10,060 (10.2%)

3.7.10 Update on Critical Development and Poverty Issues

The table below shows the core and regional specific indicators; their baseline data for 2021, their targets for the reporting year (2023) and actual performance 2023.

Performance Assessments

Performance Assessments

Region	Performance Contract		District League Table		DPAT Results	
	1st 20	last 20	In the 1st 20	In the last 20	Fulfilled	Not Fulfilled
GARCC	5	None	7	None	28	1

Activities for the improvement in Performance

- DPAT – pre-DPAT assessment is carried out in all 29 MMDAs before the actual exercise.
- Revenue Improvement Action Plan (RIAP) – formative evaluation of RIAP in 29 MMDAs has been carried out.
- Performance Contract- mid-year and end of year evaluation exercise conducted.
- **Planting for food and Jobs** – money was not allocated for the year under review, the Agriculture Department monitored beneficiaries.
- **Rearing for Food and Jobs** – money was not allocated for the year under review, the Agriculture Department monitored beneficiaries.

3.7.11 Other Activities

GREATER ACCRA RESILIENT AND INTEGRATED DEVELOPMENT (GARID)

The main objective of the project is ''**to improve flood risk management and solid waste management in the Odaw River Basin of the Greater Accra Region and improve access to basic infrastructure and services in the targeted communities within the Odaw River Basin''**.

Seventeen (17) Metropolitan and Municipal Assemblies (MMAs) are benefitting from the project namely; Accra Metropolitan, Adentan Municipal, Ablekuma North Municipal, Ablekuma West Municipal, Ablekuma Central Municipal, Ayawaso East Municipal, Ayawaso Central Municipal, Ayawaso West Municipal, Ayawaso North Municipal, Ga East Municipal, Ga West Municipal, Ga Central Municipal, Ga North Municipal, Korle Klottey Municipal, La Dade Kotopon Municipal, La Nkwantanang Madina Municipal and Okaikwei North Municipal Assemblies.

3.7.12 Conclusion and Way Forward

This session describes the key issues that have been addressed and the ones that were yet to be addressed. The Chapter also gives the recommendations for improvement and concludes the report.

Key Issues Addressed and Those Yet to be Addressed

Key Issues Yet to be Addressed

- Non-compliance of some MMDAs to mandatory and statutory requirements. (non-submission of Progress Reports, Capacity Building Reports, Quarterly Reports and Annual Performance Reports). Even when submitted is often delayed.
- Delay in release of statutory funds which affect the implementation of the Annual Action Plans

Key Issues Addressed

- The construction of the six (6) storey office complex has been completed and in use
- Resolved some boundary issues
- Organized regional budget hearings on schedule and submitted the approved 2024 budget to Ministry of Finance to be uploaded on the GIFMIS platform.
- Organized performance monitoring on the activities of all twenty-nine (29) MMDAs in the region.

Recommendations & Conclusion

- Timely releases of funds will aid budget implementation.
- Organization of capacity building training for the staff of the MMDAs especially the newly recruited staff.
- Enforcement of Byelaws and building regulations by responsible Agencies
- Increase the provision of more sanitary equipment and facilities.
- Ensure proper acquisition and demarcation of all public lands
- The RCC is making frantic efforts to resolve the boundary disputes whilst we await the final determination by the Boundary Committee set up by the Ministry of Local Government Decentralisation and Rural Development.

3.8 NORTH-EAST REGION

3.8.1 Introduction

This chapter concentrates on a brief profile of the Region, outlining the Location, Population, Potentials, Goals and Objectives among others.

3.8.2 Brief Profile of Region

Location and Population

In the North-Northeast of Ghana, the North-East Region is located between latitudes 10.30° N – 10.00° S and longitudes 1.7° W – 0.25° E. The region borders the Republic of Togo to the east, the Upper West and Savannah Regions to the west, the Upper East to the north, and the Northern Region to the south. With a predicted population of 652,456 people in 2023; 320,742.00 men and 331,714.00 women. It has a land area of 10,484 km^3.

Departments and Agencies

Two Municipal and four District Assemblies make up the six Municipal and District Assemblies (M/DAs) in the Region. With the exception of the departments of cooperatives, agricultural engineering, and rural housing, NERCC houses every department needed for a regional coordination council. Interactions between the NERCC and Institutions and Agencies include Community Water and Sanitation Agencies and Electricity

3.8.3 Regional Potentials

The region has various potentials which are listed below

- Vast arable lands are very fertile for the cultivation of rice, maize, soya bean, Sesame, and Fonio amongst others. The Region ranks high in Millet, Sorghum, Groundnuts, Cowpea and Soya Beans production. Dams, dugouts, valleys, and the black Volta River and its tributaries with vast irrigable land present a huge potential for all-year farming.
- Availability of economic trees such as shea, dawadawa, cashew, mango, etc.
- Availability of abundant klinka, Iron ore and gold deposits can promote housing development and small-scale industrial activities.
- There are vast grasslands and tropical climates to support small ruminant and livestock production.
- There is an effective traditional leadership system that can be harnessed with vibrant social groups for rural development. The youthful nature of the population, combined with the economically active group can provide sufficient labour for the present and the future.
- Good sunlight in the region with a huge potential for harvesting solar energy for electricity exists. The Geographical location of the region makes it suitable for cross-border trade.
- There is also abundant scenic areas and other places of aesthetic, beautiful, mythical, or historical significance, which can be developed as tourist centers and rich cultural heritage of the people, which can promote tourism. Tourism potential be found in such areas as festivals, historic/ scientific sites and eco-tourism sites. These sites are,

however, not developed and therefore need to be harnessed and marketed to attract tourists.

- Government policy on One district one factory, one district one warehouse and planting for food and jobs strengthens LED
- Presence of NGOs, CSOs and development partners in the region promotes LED
- Existence of markets to promote trade in the region.

3.8.4 Vision, Goals & Objectives of the Region

Vision Statement

The North-East Regional Coordinating Council envisions a **Vibrant, Safe, Liveable, Resilient, and Sustainable Region.**

Mission

The Office of the NERCC exists to facilitate the overall development of the NER, by effectively Coordinating, Monitoring and Evaluating the activities of Districts & Municipal Assemblies, Departments & Agencies as well as Non-Governmental Organizations, operating in the Region, to improve the quality of life of the people.

Regional Goals and Objectives

Table 1.1 Regional Goals and Objectives

Regional Goals and Objectives	
Goal	**Objectives**
Build a Prosperous Region	• To create the enabling environment for value addition • To diversity and expand the tourism industry for development • To improve agricultural productivity • To promote livestock and poultry development for food security and incomes
Promote Human Capital Growth	• To increase access to health services delivery • To improve environmental sanitation services and management • To strengthen vulnerable, child protection and family welfare systems
Maintain a Resilient Environment	• To promote climate change resilience • To reduce the incidence of perennial flooding and its devastating effects • To promote sustainable, spatially integrated, balanced and orderly physical development

Analysis of implementation of RCC Annual Action Plan

This chapter deals with the implementation of the Annual Action Plan for 2023. The RCC Annual Action Plan's descriptions of the planned and carried out programs and initiatives have been grouped within the National Development Policy Framework's (2022–2025) development aspects.

Analysis of Implementation of RCC Annual Action Plan

Table 2.1 Details on the RCC Annual Action Plan Implemented

S/N	**Development Dimensions**	**2022**		**2023**	
		Planned	**Executed**	**Planned**	**Executed**
1.	Economic Development	35	35	40	40

2.	Social Development	74	67	74	73
3.	Environment, Infrastructure and Human Settlement	33	30	31	30
4.	Governance, Corruption and Public Accountability	95	89	97	94
5.	Emergency Planning and Response	3	2	2	2
6.	Implementation, Coordination, Monitoring and Evaluation	15	15	20	18
Total		**255**	**238**	**264**	**257**

Source: RPCU, 2023

Table 2.2 shows the percentage of the RCC Annual Action Plan and the Districts' Annual Action Plans that have been implemented, along with their various implementation statuses. It also emphasizes the percentage of achievement that served as the benchmark for rating achievements. The departments whose budgets go through the Regional Co-ordinating Council's Action Plans served as the basis for the 2023 Annual Action Plan.

Table 2.2 Proportion of the Annual Action Plan Implemented

S/N	Indicators	Baseline 2021	Actual 2022	Target 2023	Actual 2023
1.	Proportion of the RCC Annual Action Plan Implemented	100	90	100	93
a.	Percentage Completed	76	82	90	85
b.	Percentage of Ongoing Interventions	24	7	10	8
c.	Percentage of Interventions Abandoned	0	0	0	0
d.	Percentage of Interventions Yet to Start	0	7	0	7
2.	Proportion of M/DAs Annual Action Plans Implemented	86	72	95	90
3.	Proportion of the overall RCC MTDP Implemented	-	23	60	60
4.	Proportion of the overall M/DAs MTDP Implemented	76	18	55	61

Source: RPCU, 2023

3.8.5 Achievements in Key Functional Areas

Co-ordination

- The NERCC coordinated with departments and stakeholders to prepare and validate the RIP and budget.
- Coordinated Regional Budget Hearing, monitoring and validation
- Coordinated with all the Security Agencies on peacebuilding in the region.
- The NERCC coordinated with the forestry commission to organize a tree planting exercise dubbed "Greening Ghana".
- NERCC coordinated with UNICEF, and GLOBAL communities to launch sanitation day with emphasis on ODF.

- NERCC coordinated with SOCO, USAID RINGII to implement activities within the project scope.

Technical backstopping

- The NERCC provided technical backstopping in DPAT assessment guide to all the 6 M/DAs.
- Provided technical backstopping to all District Planning Officers of the various Districts in the Region.
- The NERCC provided technical backstopping in Revenue generation, client service handling, and records management.

Monitoring & Evaluation

- The NERCC conducted the 4 mandatory Quarterly Monitoring of the 6 M/DAs.
- The NERCC conducted the DPAT monitoring to all the 6 M/DAs in the Region.
- The NERCC conducted 2 RINGII activity Monitoring to the USAID Zone of influence.
- The NERCC conducted 2 departmental/ unit monitoring by the Regional Environmental Health, Social Welfare and Community Development to the 6 MDAs

Capacity building

- NERCC conducted capacity building on report writing to all administrative officers, progress report writing to all Planning Officers, and a Proper filing system to all Records and Registry staff of RCC and MMDAs.

3.8.6 Challenges encountered in the implementation of plans

The NERCC and all the 6 Assemblies faced some challenges during the implementation of the MTDP, and monitoring & evaluation of the activities implemented. Among those relating to implementation included:

- The RPCU and some DPCUs are also challenged with inadequate vehicles to undertake regular monitoring exercises. Thus, few teams are formed and longer periods used for comprehensive monitoring exercises.
- Inadequate and untimely release of funds from all sources for the implementation of activities.
- Inadequate logistics and financial support for effective M&E activities at the district level.
- Weak and non-functional sub-structures of the Assemblies.
- Under-performance of some contractors engaged by the Assemblies.
- Low IGF to support the implementation of planned activities in M/DAs.
- Unresolved chieftaincy disputes affecting the release of land for development projects.

3.8.7 Update on Administrative and human resource issues

Political Leadership of RCC

The Office of the North-East Regional Co-ordinating Council (NERCC) is headed by the Regional Minister.

Recruitment, Upgrading, Promotions, Postings, Transfers of staff

Staff Strengths of MMDAs

Departments	Requirements		Actual	% Covered	Training Required
	Minimum	Maximum	2023		
Central Administration	**141**	**200**	**55**	**39.00**	**Minutes writing**
Community Development	18	28	2	11.11	
Social Welfare	18	25	2	11.11	
Agric	85	121	7	8.24	
Parks and Gardens	24	37	1	4.17	
LUSPA	29	43	5	17.24	
Feeder Roads	51	73	7	13.73	
Birds and Deaths	20	24	3	15.00	
CAGD	20	31	6	30.00	GIFMIS Reporting
Urban Roads	40	63			
Information Service	6	10	2	33.33	
Roads safety	7	10	4	57.14	
Community Water & Sanitation	15	25	15	100	
Total					

Staff development (Capacity Building/ Training)

Name or type of the Capacity Development	Venue/Location	Purpose of the programme	Source of funding	Target group	Facilitators	No. of beneficiaries		
						Total	Male	Female
LGS protocols	WMMA	Build staff capacity	DPAT	Newly recruited staff	Excel Link Consult	16	11	5
Revenue mobilization	EMMA	Improve revenue mobilization	DPAT	Revenue collectors	Professional Alliance Dev't Actions	50	45	5
Reports / minutes writing	YNDA	Improve performance	DACF	HODs/Admin officers	Excel Link Consult	15	10	5
Appraisals	BNDA	Improve performance	DACF	DCD/HODs	ILGS	40	30	10
Scheme of service	Chereponi	Equip staff with	DACF	All staff	Excel Link	38	29	9

		requisite knowledge			Consult			
Orientation and induction	MMDA	To orientate and get staff abreast	DACF	Newly recruited staff & others	ILGS	70	40	30
Records mgt	NERCC	Improve records mgt	DACF	Records staff/others	HR/IT	45	35	10

3.8.8 Report on decentralised departments of MMDAs

Security Issues

NERCC is affected by series of security issues ranging from Yunyoo chieftaincy Disputes, Chereponi Land and ethnic disputes, perennial flooding of 7 communities along the water bodies and water ways.

Update on Indicators and Targets

Performance Assessment

egion/	**erformance Contract**		**DPAT**		**DLT**	
	n First 20	**In Last 20**	**Fulfilled**	**Not Fulfill**	**n First 20**	**n Last 20**
ERCC	0	No	6 districts	-		2 BNDA &YNDA

3.8.9 Update on Critical Development and Poverty Issues

NADMO (EMERGENCY PLANNING AND RESPONSE)							
Number of communities affected by disaster 1. Bushfire	22	19	50	14	1. Briefing and assessment on fire outbreaks communities which was successfully carried out on 24th January 2023. 2. Presentation of fire outbreak preparedness action plan, 2023 successfully carried out on 1st November 2023. 3. Presentation of fire outbreak sensitization report.	1. Luck of founds for sensitization on bushfire in areas where necessary. 2. The team also observed that, the huge loss of farm produce (animals, cereals etc.) by the bushfires in 2023 is likely to cause food insecurity.	1. Provision of enough founding for NADMO to carry out sensitization exercises. This will help reduce bushfires in in the region. 2. Large acreages of farmlands (mainly maize and rice) are inundated; major food insecurity especially beyond December 2023 is being envisaged.
2. Flood	40	95	250	79	1. Presentation of flood preparedness action plan, 2023. 2. Presentation of flood sensitization reports successfully carried out on 20th July 2023. 3. Training of disaster volunteers' groups. Done on 20 to 25 September 2023.	1. Inadequate funding to carry out operations 2. Shortfall of reliefs items and logistic 3. Lack of strategic canals and poor drainage in disaster prone areas 4. Immediate effort should be made by NADMO to assist the affected communities with boats and life jackets in order to reach out to the communities for support. 5. Private boat operators are cashing in on the vulnerability of the	1. Logistics should be made available to the office for efficient operations. 2. Train or improve on the capacity of staff especially in Disaster Risk Reduction (DRR) for efficient management of disasters. 3. Adequate funds to support disaster victims. 4. Funding required to carry out education /sensitization programs key to prevent disasters.

						population already in distress, the provision of boats by NADMO will also help reduce this burden. 6. The joint assessment team also foresees health hazard as water and sanitation facilities are destroyed coupled with inaccessible health services. 7. Immediate effort must be made to reach out to the communities to provide them with health services, food and non-food items support. 8. The team also recommends increased multi-sectorial coordination and collaboration (led by NADMO/RCC) with NGOs. CSOs and Development Partners, to undertake sector specific assessment of the situation for informed decision and planning to address the situation. 9. Resources required embarking on pre-	

						assessment visit to flood prone areas before during and after emergency period.	
3. Wind/Rainstorm	34	75	200	35	1. Presentation of rainstorm sensitization exercise which was successfully carried out on 20th January 2023. 2. Updates on rainstorm disasters carried out 23rd April 2023. 3. Beginning of the quarter meeting to Address issues as how to prevent the effect of windstorm disasters which successfully carried out in 4th October, 2023.	1. The NADMO team on their assessment observed that, the impact of Rainstorm/windstorm was too devastated that, NADMO alone could not meet the disaster victims needs and therefore called on philanthropist, NGO's and other partner agencies to come to their aid to safe the victims.	1. Funding required to carry outreach /sensitization programs key to prevent wind/rainstorm disasters. 2. Non-food items, e.g., Zinc, Cement, Wood, Nails, Tents, Blankets, used clothing's, etc. should be made available to the displaced victims.

Social Protection and Vulnerability

	Indicator category by development dimension	Baseline (2021)	Actual target 2022	Target for 2023	Actual 2023	Key programmes undertaken during the year	Challenges	Recommendation
	Recorded cases of child abuse:							
	Child trafficking,	10	10	5	0	Child and family welfare	Inadequate logistics in the form of funds,	Logistical problems need to be looked urgently
	Child Labour	10	18	10	0			
	Sexual Abuse	5	13	10	5			

	Emotional Abuse	1	16	10	6		human, office space and vehicles	
	Neglect	19	20	10	4			
	Early Marriage	13	5	4	2			
	Female Genital Mutilation	1	0	0	0			
	Family-Child Separation	11	1	5	3			
	Child And Family Welfare Activities							
	Early Childhood Development activities:							
	Early Childhood Development Centres (ECDCs) were inspected and supervised	8	16	25	20	Early Childhood care and Development		
	New ECDCs were assisted to register.	0	0	5	0			
	Existing ECDCs assisted to renew their certificates	8	10	25	18			
	Families assisted to solve their family problems	30	44	55	51			
	Cases handled by the prison aftercare officers	0	10	10	8			
	Proportion of population with valid NHIS card:							

	Total	48.3%	76.5%	76.5%	68.45%	1. Registration of pupils under GSFP 2. Indigent registration: LEAP, Pregnant 3. Sensitization of NHIA members on how to use mobile phone to renew their cards	1.Shortages of consumables 2.Inadequate administrative support to run office activities was another challenge 3.Network (down time) the network	1.The issue of consumables shortages must be look at to ensure that consumables are available 2. Policy maker may have to reconsider the inadequacy of
	Indigents	7.3%	13%	20%	17.32%			
	Informal	11.1	23%	8%	14.43%			
	Aged	1.6%	0.6%	8%	2.2%			
	Under 18years	25.2%	37.3%	8%	29.46%			
	Pregnant Women	3.1%	2.6%	8%	3.8%			
	Implementation of ISSOP activities:					Implementation of ISSOP activities:	Weak collaboration among concerned stakeholders	Build capacity of stake holders on the need for strong collaboration among themselves
	Number of trainings conducted on ISSOPs	1	1	1	0			
	Proportion of case workers trained in child protection and family welfare	20%	35	45	60			
	Number of child violence cases benefitting from social welfare/social services	20	40	55	50			

	Number of children reached by social work/social services	15	25	35	30			
	Number of people reached with child protection and SGBV information	200	250	300	540			
	Number of LEAP household members on NHIS	25676	25676	25676	25676			
	Number of households with adolescent girls benefiting from LEAP	4000	4000	4000	4000			
	Number of outreach visits to communities with LEAP households	40	60	60	65			
	Number of referrals received from GHS	0	0	0	0			
	Proportion of referrals receiving adequate follow-up	0	0	0	0			
	Number of DSWCD's that have shared their MMDA's LEAP Household data with both NHIS and GHS	6	6	6	6			

	Number of regional intersectoral monitoring visits conducted	1	1	4	0			
	Number of meetings organised to discuss integrated services	0	1	4	1			
	Number of girls reached by prevention and care services	0	0	0	0			
	Number of CP/SGBV cases referred to other services and followed up	10	18	120	250			
	Number of NGOs, including RHCs, trained	-	-	-				
	Number of children in RHCs profiled and reunified	-	-	-				
	Proportion of sub-standard RHCs closed	-	-	-				
	Number of children placed in foster care	-	-	-				
	Services to the PWDs:					Services to the PWDs	Inadequate logistics in the form of funds, human, office	Logistical problems need to be looked urgently
	PWDs identified and registered	100	2045					

	PWDs benefitted from the Disability Fund.	550	910	1400	1332		space and vehicles	
	Number of monitoring conducted on the utilisation of the	4	4	4	4			
	PWDs benefitted from free NHIS registration and renewal.	700	1797	2500	2010			

Updates on Public works Department

Project Description	Development Dimension	Location	Contractor	Contract Sum	Date of Award	Source Of Funding	Date Started	Expected Date Of Completion	Expenditure to Date	Out Standing Balance	Implementation Status		Strategies To Improve Project Completion Rate	Citizens Involvement	Remarks
											%	Pictures			
Construction of 1 No Standard		Gbimsi	Apistec Construction Solution Ltd	6,074,231.73	13-03-2024	DACF	13-2-2025				10 %				

Astroturf's Pitch			Box 8041 Adu-Kumasi												
Construction of 1 No Standard Astroturf's Pitch		Bunkpurugu and Langbinsi,	Cosman 21 Trading ana Construction Ltd Box 1872 Kejetia- Kumasi	12,164.378.68	13-03-2024	DACF	13-2-2025				15 %				
Drilling and mechanizing of 70 Bore holes		In selected communities in the Region	Apistec Construction Solution Ltd Box 8041 Adu-Kumasi	5,413,380.00	13-03-2024	DACF	13-9-2024				40 %				
Construction of 2 No Community Market		Nasuani and Nagboo	Apistec Construction Solution Ltd Box 8041 Adu-Kumasi	20,951,579.46	13-03-2024	DACF	13-2-2025				25 %				
Construction of 12No 6-Seater Water Closet Toilet		Sakogu SHS, Langbinsi SHS ,Gbimsi M.A. JHS, Sandafogu Primary School, Bunkpurugu Market, Chereponi Market, Bimbagu SHS, Jimbale Bimoba	Cosman 21 Trading ana Construction Ltd Box 1872 Kejetia- Kumasi	7,813,898.40	13-03-2024	DACF	13-2-2025				10 %				

		Market,,Yizesi Market, Nasuani SHS ;Kperiiga Primary/JHS Sayoo Community													
Construction of 2 No Community Market		Gbimsi Market Jimbale Komkomba Market	Massim Construction Works Ltd Box 30 Abuakwa-Kumasi	20,697,996.63	13-03-2024	DACF	13-2-2025				25 %				
Construction of 6 Unit Classroom and 12 Seater Water Closet Toilet		Furkan English Arabic Primary School at Langbinsi East Mamprusi				Get Fund	Yet to award	Evaluation Report Completed							
Construction of 6 Unit Classroom and 12 Seater Water Closet Toilet		Nanmoar Bunkpurugu / Nakpanduri District				Get Fund	Yet to award	Evaluation Report Completed							

Construction of 6 Unit Classroom and 12 Seater Water Closet Toilet		Bilanan D/A Primary Yunyoo/Nasuan				Get Fund	Yet to award	Evaluation Report Completed							
Construction of 6 Unit Classroom and 12 Seater Water Closet Toilet		Gbimsi M/A Primary				Get Fund	Yet to award	Evaluation Report Completed							

3.8.10 Update on Critical Development and Poverty Issues

The administration has prioritized social intervention areas, including development and poverty, and the Region has made great strides in addressing these concerns. This report includes up-to-date information on those whose implementation had begun in the region.

The Government of Ghana and the Assemblies in the Region have undertaken several pro-poor interventions by allocating funds to them for implementation within the period. However, a few of the interventions such as the NHIS, the LEAP, NABCO, Free SHS, Planting for Food and Jobs receive support from the Assemblies and the Government of Ghana

Free Senior High School Programme

To close the educational infrastructure gap, the region no longer has any senior high schools using the Double Track System. Since the introduction of the Free SHS, the region has benefited from four educational institutions. To aid in the phase-out of the Double Track System, these amenities included dorms, classroom blocks, staff bungalows, assembly/dining halls, libraries, sick bays, and restrooms. Comparing the 2019–2020 academic year to the 2020–2021 academic calendar, the Free SHS Program has increased enrollment at all levels of education.

Social Protection

To support child and family welfare initiatives, 16 Early Childhood Development Centers (ECDCs) underwent inspections and supervisions; one new ECDC received assistance with registration; no current ECDC received assistance with certificate renewals; one case was managed by prison aftercare officers; and 44 families received assistance in resolving family issues. 2,045 PWDs in all were found and registered, and 910 of them received benefits from the Disability Fund. The Social Welfare Department kept an eye on things.1 cycle of payments for LEAP. Once more, 1,797 PWDs and 2,1408 indigents benefited from free NHIS registration and renewal.

Modernising Agriculture in the Region

In 2023, PFJ was not put into practice. Nonetheless, follow-ups were conducted to give the beneficiaries in the Region technical guidance.

3.8.11 Conclusion and the Way forward

Key Issues Addressed and those yet to be addressed

During the year, the Regional Co-ordinating Council successfully tackled several significant difficulties that impacted the Annual Action Plan's execution, monitoring, and evaluation. even though some have been addressed, others need to be addressed. Below is an outline of these:

Key Issues Addressed

The following key issues were addressed within the period:

- Prepared NERCC MTDP – 2022 to 2025

The Medium-Term Development Plan for the NERCC covers the years 2022–2025. The RCC MTDP acts as a blueprint to direct the RCC's operations and aid in resolving the problem of missing data in reporting in ensuing years.

- Accessibility to Data Agencies and Institutions

Availability and accessibility to data on the core indicators has been addressed. This was done through the active engagement and interactions with the agencies and institutions as well as departments and units. The various heads were given copies of the indicators that they are required to report ahead of schedule. They also made presentations in the fourth quarter of the RPCU meeting highlighting their achievements and targets in relation to the performance of the core indicators.

Key Issues Yet to be Addressed

The following issues are yet to be resolved:

- Lack of Conformity to Reporting Requirements by Departments and Units

The RPCU Secretariat is still challenged with the issue of lack of conformity in reporting activities. The regional reports submitted are not in compliance with the data needs as well as the reporting requirements of the RPCU Secretariat thus, poses a challenge to the process of data harmonisation and report preparation.

- Inadequate Vehicles for Monitoring

The NERCC is faced with inadequate vehicles to perform its mandate. The only vehicles available are duty posts vehicles for some few regional heads. This situation makes it difficult to constitute more teams to cover all the 6 spatially scattered Assemblies with very bad terrain, especially during rainy days of monitoring.

Recommendations

- The capacities of the Regional Heads and their Schedule Officers especially in reporting should be enhanced by the NERCC.
- The NERCC should make efforts to purchase two (2) vehicles to be able to perform its mandate of monitoring and supervising the activities of the Assemblies.

Conclusion

One of the most reliable sources for information on RCC and M/DA performance and service delivery is the Annual Progress Report. It documents their budgetary results, problems with administration and human resources, potential in the region, security concerns, plan execution, critical development and poverty issues, and difficulties faced. The standardization of this document will help to effectively channel and harness the issues and potential indicated, guiding policy and decision making.

3.9 NORTHERN REGION

3.9.1 Introduction

The authority for the Northern Regional Coordinating Council (NRCC) and the other sixteen (16) Regional Coordinating Councils is derived from the Local Governance Act of 2016, Act 936, and Article 20 of the 1992 Constitution. The NRCC is responsible for Coordinating, overseeing, and evaluating the activities of the 16 MMDAs (Metropolitan, Municipal, and District Assemblies) in the Northern Region, Decentralized Departments and other governmental and non-governmental entities within the Region. MMDAs and MDAs received technical backstopping from the Northern Regional Coordinating Council during the reviewed year to help them coordinate and implement their plans and programs within the approved budget estimates, to fulfil the council's mission. Compiling and submitting an Annual Performance Report to its stakeholders is a mandated task for the NRCC.

This report covers the 2023 NRCC implementation, its departments, agencies, and MMDA's operations for the year that concluded in 2023.

This report covers the important efforts of the MMDAs, the Northern Regional Coordinating Council, and its departments for the year 2023.

The following were some major events that happened during the period under review.

1. His Excellency, the President of the Republic, Nana Addo Dankwa Akufo-Addo was in the Region for the launch of Planting for Food and Jobs phase II on the 31st August, 2023.
2. His Excellency, the Vice President, Alhaji Dr. Mahamadu Bawumia was in the Region to cut sod for SOCO Project on the 25th October, 2023.

Unfortunately, delay in the release of budgetary allocations for RCC, MMDAs, and MDAs' from GoG sources throughout the year was the biggest challenge encountered during the year under review. Additionally, the COVID-19 pandemic had a significant impact on most activities, including sanitation and the quarterly monitoring mandates of the RCC. Regardless of this, the majority of MMDAs in the region performed quite well in mobilizing internally generated funds (IGF). The IGF for 2021 increased by 1.68% when compared to the IGF for 2020. Some MMDAs were also able to deliver on some projects, achieve their organizational and developmental goals thanks to donor money, as the COVID-19 also had an impact on activities.

Despite the strides made by the Government in the development of the region and provision of social infrastructure, the region continues to be largely impeded by chieftaincy, land and ethnic disputes. REGSEC, MUSEC and DISEC and other stakeholders worked together to reduce the incident of any happenings that could threaten the peace and stability of the Region.

The region was also confronted with open defecation which is noticeable in the Tamale Metropolis and Sagnarigu Municipality. Following the enforcement of sanitation byelaws by

MMDAs, the demand for the acquisition of household latrine had increased significantly. Also, continuous sensitization in communities and small towns led to the need for more household latrines. In this regard Tatale-Sanguli, Tamale Metro, Kpandai, Mion, Zabzugu and Karaga had a district household latrine coverage of above 75%. In relation to the ODF coverage, Tatale-Sanguli, Mion, Saboba, Kpandai, Zabzugu, Yendi and Karaga districts had a district coverage of about 75% and above. This was attributed to the increase in Open Defecation Free (ODF) communities from 61.4% in 2020 to a 64.7% coverage in 2021. The RCC continued to collaborate with Development Partners, MMDAs and MDAs to improve upon sanitation within the region.

Successes in the region were noted in the following areas: continuous improvement in sanitation, relative peace enjoyed in the region, and maintenance of law and order by liaising with the security agencies to provide an enabling environment for the people to go about their daily activities without any hindrance there by contributing to the overall development of the Region.

3.9.2 Brief Profile of Region

Location and Size

The Northern Region, with Tamale as its capital, covers an area of 26,911km square making it the largest region in terms of landmass in Ghana. It occupies about 30% of the total land area of the country. The region shares borders with North-East to the north, Savannah to the west, Republic of Togo to the East, and Volta Region to the South. According to the 2021 Population and Housing Census, the total population of the region was recorded as 2,310,939 of which 1,141,705 were males and 1,169,234 were females. The current Northern Region observed the largest change in population with an almost 50% increase over its population in 2010.

3.9.3 Regional Potentials

River Oti and Daka, and their tributaries run through some parts of the Region, and this can be leveraged upon for large scale irrigation schemes. Also, the Bontanga, Libiga and Golinga irrigation sites could be developed further to produce food crops and vegetables in the dry seasons.

Major iron ore finds have been identified in the Sheini deposits. Reserves are estimated at 1,270 million tonnes iron (grading 4.7%).

Tourist sites in the region include the Yendi Cemetery where many of the Germans who died in battle with Dagombas in the 19th century were buried. Also, the grave of the slave raider Babatu in Yendi.

Number of MMDAs

There are sixteen (16) MMDAs in the region comprising of 1 Metropolitan, 5 Municipalities and 10 Districts.

3.9.4 Reports from the Regional Departments and Agencies

Department of Agriculture: The Regional Agricultural Department has a staff strength of sixteen (16), comprising four (4) females and twelve (12) males. The department had a few potentials which included human resource, technical and intellectual know-how of the staff, lots of

collaborators in the Agric-industry and a few logistics which included vehicles though inadequate.

The Regional Agriculture Department and the District Departments of Agriculture in collaboration with the development partners continuous to train agricultural officers to build on their technical and professional capacities. This was geared towards improved agricultural extension delivery. The areas of concerns where officers received training were data collection, data analysis, reporting, yield estimation, postharvest management of some selected commodities among others. The department was also involved in the implementation of government flagship programmes such as Planting for Food and Jobs (PFJ), Planting for Export and Rural Development (PERD) and Rearing for Food and Jobs (RFJ).

Additionally, the department collaborated with several development partners such as SEN

The department faced the following challenges during the period under review which included; Inadequate means of transport for AEAs, inadequate financial support from the MMDAs, inadequate protective gears for field officers, lack of staff accommodation in area councils and communities, inadequate staff especially Agricultural Extension Agents for improved extension services, low level of understanding of the new WIAD reporting template by officers and burning of the bushes and farms.

Department of Social Welfare: The department had total staff strength of forty-eight (48) at the regional level. And 27 staff at the MMDA level.

Several training workshops were organized for District Officers and other stakeholders. The department in collaboration with Norsaac undertook training of Sexual Reproductive Health rights, they also collaborated with Domestic Violence Secretariat of MoGCSP to build the capacity of community leaders on strengthen community systems for protection from sexual and Gender based Violence.

Department of Environmental Health and Sanitation: The Department had a total staff strength of 720 constituting of 307 males and 413 female staff during the year under review. However, there was poor staff attitude towards work, Insufficient funding for sanitation activities, low commitment from the Central Government on the part of sanitation issues, MMDAs' inability to enforce sanitation laws, Poor coordination among Government Agencies in the sanitation sector, lack of commitment and low prioritization for sanitation services by district authorities, lack of post-exit plans for sanitation projects and programs and weak inter-sectoral collaboration among key sector players. It was recommended that, reactivation of MMDICCs to coordinate WASH activities at district level, effective data collection and analyses for informed decision making and provision of updated sector-wide standards, laws and regulations on environmental sanitation could help the Department function well.

3.9.5 Summary of Achievements

Analysis of Implementation of RCC Annual Action Plan

Details of the Annual Plan Implemented by Sectors (RCC)

S/N	Development Dimension	2023		Relative %
		Plan	Executed	
1.	Economic Development	45	38	35%
2.	Social Development	56	41	38%
3.	Environment, Infrastructure and Human Settlement	25	19	18%
4.	Governance, Corruption and Accountability	15	9	8%
5.	Ghana's Role in International Affairs	5	1	0.9%
Total		**146**	**108**	**74**

Source: NRCC, 2023

From Table 4, out of 146 planned activities, only 108 were implemented representing a 74% of implementation. With respect to the development dimensions, Social Development had the highest implementation whiles economic development had the second highest implementation with Ghana's role in internal affairs as well as Governance, Corruption Accountability recording the lowest level of implementation. The low implementation with respect to the other development dimensions can be attributed to inadequate and untimely release of funds for implementation.

Achievements in key functional areas

Challenges encountered in the implementation of plans

Several challenges were encountered in the preparation of the report. These challenges include the following:

- Difficulty in obtaining information from some departments and agencies.
- Some MMDAs did not submit reports on time.
- Lack of baseline data by some MMDAs making it difficult to segregate and analyze.
- Failure by MMDAs and departments to report on some indicators which made it difficult to conduct a regional analysis effectively.
- Some MMDAs did not report on some indicators,
- and this made it difficult to conduct a regional analysis.

3.9.6 Update on Administrative and Human Resource Issues

Political Leadership of RCC

The region has a total of 621 Assembly Members that are made up of 578 males and 43 females.

Recruitment, upgrading, promotions, postings, transfers of staff

Staff Strength

The office of the NRCC has a total staff strength of 132, which is made up of professional, sub-professional and non-professional personnel. This compromise of 72 males and 60 females representing 55.81% and 44.19% respectively.

Postings

During the year under review, a total of one hundred and thirty-eight (138) staff were posted from the RCC to various Districts as indicated in the table 4.2 below.

Table 4.2

No.	Class	No. of staff
1.	Administrative	11
2.	Statistician	1
3.	Human Resource	13
4.	Social Development	4
5.	Environmental Health	15
6.	Agricultural	24
7.	Development Planning	10
8.	Executive	3
9.	Budget	14
10.	Technician Engineering	1
11.	Physical Planning	1
12.	Procurement	8
13.	Internal Audit	23
14.	Technical (Agricultural)	9
15.	Secretarial	3
	TOTAL	**140**

Also, forty-nine (49) staff were posted by OHLGS to the NRCC and MMDAs within the region as indicated in the table 4.3 below.

Table 4.3

No.	Class	No. of staff
1.	Administrative	9
2.	Executive	1
3.	Procurement	1
4.	Agricultural	3
5.	Laborer	1
6.	Asst. Programmer	1
7.	Driver Grade III	1
8.	Development Planning	3
9.	Environmental Health	20

10.	Technician Engineering	1
11.	Technical (Agricultural)	1
12.	Social Development	3
13.	Internal Audit	2
14.	Budget	1
15.	Physical Planning	1
	TOTAL	**49**

A total of Eighteen (18) staff were also posted out of Northern Region by the OHLGS

No.	**Class**	**No. of staff**
1.	Administrative	6
2.	Quantity Surveyor	1
4.	Environmental Health	1
5.	Human Resource	2
6.	Budget	1
7.	Internal Audit	1
8.	Agricultural	2
9.	Technical (Agricultural)	2
10.	Procurement	2
TOTAL		**18**

Promotion

Promotions Completed

In the year under review, approval was granted from the Office of the Head of Local Government Service for a total of three hundred and sixty-two (362) officers to be promoted in their respective grades after successfully passing their promotion interviews. The breakdown of staff promoted is indicated in table 3.3a and 3.3b below.

Table 4.4a Promotions Completed

No.	**Class**	**No. of staff**
1.	Administrative	3
2.	Development Planning	4
3.	Budget	7
4.	Human Resource	11
5.	Agricultural	59
6.	Social development	14
7.	Environmental health	77
8.	Receptionist	1
9.	Rural Housing Class	1
10	Parks and Gardens	10
11.	Executive officers	1
12	Internal Audit	5

13	Records	2
14	Transport	19
15	Works Department	5
16	Auxiliary	14
17.	Physical planning	1
18.	Radio Operator	1
19.	Security Guard	1
20.	Technical (Agricultural class)	2
21.	Procurement	5
22.	Engineering	16
23.	Catering	2
	TOTAL	**362**

Table 4.4b Promotion Pending

No.	Class	No. of staff
1.	Administrative	27
2.	Development Planning	14
3.	MIS	1
4.	Agricultural	30
5.	Social Development	15
6.	Environmental Health	45
7.	Human Resource	3
8.	Budget	16
9.	Procurement	5
10.	Internal Audit	16
11.	Records	2
12.	Transport	7
13.	Works Department	19
14.	Auxiliary	36
15.	Messenger	1
16.	Technician Engineering	1
17.	Executive	1
18.	Security	3
19.	Catering	3
20.	Technical (Agricultural class)	1
21.	Secretarial	1
22.	Engineering	2
23.	Quantity Surveyor	3
24.	Receptionist	1
25.	Radio Operator	1
26.	Statistical	1
	TOTAL	**237**

Staff Development (Capacity Building/Training)

A training workshop was organized for newly recruited staff of the Local Government Service of the NRCC on Performance Appraisals. The regional Human Resource Department of the RCC further organized in-depth orientation for Records Management Unit and Client Service Officers within the region. Various staff from the RCC benefitted from workshops and training programs organized by the OHLGS, RPCU, EHSU and GIZ in collaboration with the Internal Audit Unit to build the capacities of staff for improved and effective and efficient service delivery.

3.9.7 Report on decentralised departments of MMDAs

Official Visits

In the year under review, the NRCC welcomed and hosted high profile dignitaries including His Excellency Nana Addo Dankwa Akufo-Addo, President of the Republic, and His Excellency Alhaji Dr. Mahamadu Bawumia, Vice President, in the area for several events. Among them was His Excellency Alhaji, Dr. Mahamadu Bawumia, Vice President of the Republic of Ghana, was in the Region to cut sod for SOCO Project on the 25th of October 2023.

The region also welcomed several notable individuals to discuss important issues related to the development of the region, including Ministers of State, Ambassadors, High Commissioners, Chief Executive Officers, Country Directors of UN organizations, and Heads of Institutions. Other visitors also paid courtesy call on the Regional Minister when they were in the Region on business.

Security Issues

- Security continues to remain a serious concern in administering the region. There had been disputes, disturbances and or conflicts which sometimes resulted into violence leading to the loss of lives and property, and thus threatened the peace of the region.
- The general security situation in the region was calm during the period under review with few threats and conflicts arising from chieftaincy disputes, land litigations, ethnic tensions, and disturbances.
- The eruptions of conflicts and disturbances also resulted in the deployment of troops to the affected areas of the region to maintain peace, law and order.
- The most affected area was Karaga township which resulted in loss of live and properties.
- The Regional Security Council (REGSEC) and its respective District Security Council (DISEC) with support from the Security Agencies had the situations under control through the deployment of security personnel and other strategic measure put in place to return the affected areas to normalcy.

3.9.8 Update on Indicators and Targets

Performance Assessment

Overall, in terms of the regional ranking, the Northern region was fiftieth (15) on list with a score of 50.6 in the 2022 assessment. Table 4.3.1 shows the district level performance by the sixteen MMDAs in the Northern region.

District League Table

Table 4.3.1 MMDAs District League Table Scores and Ranking

MMDA	Description	2021 Ranking	2022	
			Score	Ranking
Kumbungu	District	150	58.80	141
Yendi	Municipal	173	57.68	149
Tamale	Metropolis	167	56.56	159
Tolon	District	200	55.91	165
Savelugu	Municipality	152	54.98	167
Gushegu	Municipality	197	54.82	170
Mion	District	194	51.15	198
Zabzugu	District	249	50.97	199
Nanton	District	261	50.26	210
Kpandai	District	142	49.96	214
Nanumba North	Municipality	83	49.28	220
Karaga	District	89	48.35	228
Saboba	District	239	48.26	230
Tatale Sanguli	District	260	44.10	247
Sagnarigu	Municipality	149	40.90	255
Nanumba South	District	258	39.38	256

***Source**: NDPC, 2023*

DPAT Results

Table 4.3.2 2023 DPAT Performance Scores by MMDAs (Provisional)

NO.	MMDA	SDI SCORE	PI SCORE	TOTAL
1.	Tamale Metro	62	34	96
2.	Zabzugu	61	34	95
3.	Tolon	63	30	93
4.	Yendi Municipal	61	34	95
5.	Karaga	61	33	94
6.	Mion	61	34	95
7.	Gushegu Municipal	62	34	96
8.	Kumbungu	61	33	94
9.	Nanumba North	62	34	96
10.	Saboba	59	32	91
11.	Kpandai	59	34	93
12.	Nanumba South	62	34	96
13.	Sagnarigu Municipal	62	34	96
14.	Nanton	62	34	96
15.	Tatale Sanguli	60	34	94

16.	Savelugu Municipal	63	32	95

Source: *NRCC, 2023*

3.9.9 Report on Developmental Activities of Sector Institutions

Health

Generally, the Region's access to health services is one of the lowest in the country because of the location and distances of health facilities to communities. This is worsened by the poor nature of roads in the Region especially in the rainy season. The Region has 1 Teaching Hospital, 1 Regional Hospital, a total of 8 District Hospitals and 16 private hospitals. The rest are 66 Health centers, 310 CHPS Compounds (Functional and Demarcated), 37 Clinics and 1 polyclinic.

Water and Sanitation

The commonest sources of drinking water in the Region are from rain, springs, rivers, streams and dug-outs, pipe borne water, wells and dams.

Because of interventions embarked on by the Community Water and Sanitation Agency among other development partners, rural potable water coverage in the Region stood at 63.80%. Nonetheless the CWSA is committed to improving the rural water coverage in the region.

Education

The region has a total of 4027 schools made up 3273 public schools and 754 private schools. This comprises of Kindergarten, Primary, Junior High, Senior High, and TVET schools for both public and private institutions. The rest are Colleges of Education, Technical Universities and Universities.

Summary of Development Projects in the Region

Sector	Total No. of Sub-projects	No. Completed	No. On-going	No. Abandoned	% Completed	% On-going	% Abandoned
Education	85	45	40	0	53	47	0
Health	40	15	25	0	38	63	0
Energy	4	3	1	0	75	25	0
Economic	10	2	8	0	20	80	0
Governance/ Admin	26	11	15	0	42	58	0
Roads	24	8	16	0	33	67	0
Water/Sanitation	29	12	17	0	41	59	0
Security	8	7	1	0	88	13	0
Tourism	1	1	0	0	100	0	0
TOTAL	**227**	**104**	**123**	**0**	**46**	**54**	

Source: *NRCC, 2023*

3.9.10 Update on Critical Development and Poverty Issues

Ghana Secondary Cities Support Project (GSCSP)

The Ghana Secondary Cities Support Project (GSCSP) which commenced in 2018, is still ongoing and expected to end in 2025.

The GSCSP provided platforms for central and local government, and other groups to commit to quality urban development. The Programme has been designed to improve urban development management and service delivery in selected Municipal Assemblies across the 16 regions.

In the Northern Region, Sagnarigu and Yendi Municipality are the only beneficiary Assemblies under the project. It must be noted that Yendi Municipal was enrolled onto the project in the year 2022.

Currently, GSCSP is financing two major areas of activity at the MA level focusing on

(a) urban infrastructure investments with associated investments servicing costs (engineering design, preparation of bidding documents and supervision)

(b) Capacity support activities to strengthen the institutional capacities of the MLGRD/OHLGS, RCC and the Program MAs for the achievement of the Program development objectives and results.

The development objective of the Secondary Cities Support Program Project for Ghana is to improve urban management and basic urban services in participating Municipal Assemblies (MAs) which is part of Government's broader urban development and decentralization program. Some of the progress and results achieved are.

- Organized Semi and Annual Review Meetings to discuss implementation of MMDA AAPs and proffer solutions to challenges.
- Completion of the construction of a 0.75km road work at Ward K in the Sagnarigu Municipality
- Completion of construction of 2No. 2-Storey 6No. Lockable Stores in Yendi Municipality
    - External works (paving of lorry park, car park and walkways)
    - Construction of 0.45km Kumfong Link Road

The NRCC also through the project has been able to procure several office equipment and stationery to assist the operations of the office.

Again, the project has over the years provided funds to support the NRCC embark on quarterly visits to the 16 MMDAs in the region.

Ghana Productive Safety Net Project (GPSNP)

The Ghana Productive Safety Net Project (GPSNP), which started in 2019 and was expected to end in 2023, is a five-year project. The Ghana Productive Safety Net Project's development goal is to assist the government in fortifying safety net systems to raise the productivity of the under privileged.

The initiative consists of four main parts: productive inclusion, the livelihood empowerment against poverty (LEAP) program, labor-intensive public works (LIPW), and social protection systems.

Beneficiary districts; in Nanton, Mion, Gushegu, Saboba, Tatali-Sanguli, Zabzugu, Nanumba South and Kpandai within the region.

Project Goal and Objectives

To expand and enhance social safety nets and provide access to productive income generating opportunities for the poor in Ghana.

Project Components:

The Project implemented two major components namely Labour-Intensive Public Works (LIPW) and Productive Inclusion (PI). Under LIPW beneficiary community members were offered temporal job opportunities and paid wages as part of the rehabilitation of selected physical infrastructure (Feeder Road, Small Earth Dam and Climate Change and Mitigation Invention). This provided the ultra-poor people with an income over Ten Million Ghana Cedis (Gh¢10,000,000.00) who were engaged in thirty (31) sub-projects in the nine (9) MDAs by close of 2023.

Resiliency in Northern Ghana - phase II (RING 2)

The RING project is a USAID funded initiative with a grant of **USD 9 million** over a five-year period. The goal of the project is to sustain improvements in the delivery of services that promote nutrition and resilience of vulnerable populations in the Northern Ghana.

The project is being implemented by the MLGDRD in collaboration the OHLGS, NDPC, NRCC and participating Metropolitan, Municipal and District Assemblies in the Northern region.

The objective of the project includes:

- Local governments plan, finance and deliver local services that promote nutrition and household resilience.
- Citizens participate in mechanisms to improve the delivery of social sector services.
- National and sub-national levels plan and deliver effective project governance and grant administration.

In the Northern region, the project is being implemented by six (6) MMDAs: Gushegu Municipal, Karaga, Mion, Yendi Municipal, Sagnarigu Municipal and Nanton. The area of interventions for the project includes the following:

- Agric and livelihood
- Water, Sanitation and Hygiene (WASH)
- Nutrition, Maternal and Child Health
- Family and Social Protection

However, cross cutting issues in gender equality and social inclusion, climate change, policy and youth engagement are also addressed under the project.

Currently, the region has received a total amount **GHc1,450,526.38** since the inception of the project. However, in 2023 the region only received funds in the month of December.

3.9.11 Challenges, Recommendations and Conclusion

Challenges

- Regular conflicts in some hotspots of the Region halting progress.
- Irregular GoG releases of funds for organizational and developmental initiatives
- Bad and poor quality of roads in the Region coupled with inaccessibility of some communities during the rainy season.
- Lack of suitable vehicles and logistics for routinely inspecting and supervising MMDAs
- Shortage of human resources

Recommendations

- Provision of logistical support
- Implementation of activities to promote peace in the impacted areas.
- Improve community access and road conditions.
- Enhance working conditions for all staff categories in the area.
- Encourage staff capacity building and training through in-service training.
- Work with development partners to integrate their initiatives into district development plans.

Conclusion

The Northern Regional Coordinating Council is unwavering in its dedication to its function throughout the region despite the challenges it faces. Generally, in the year 2023 the region enjoyed peace which was good for development. It is therefore the hope of the authorities of the Regional Coordinating Council that this peaceful environment will continue to exist.

3.10 OTI REGION

3.10.1 Introduction

In accordance with Section 72 of the Local Governance Act 2016, Act 936, and in line with the National Development Planning (Systems) regulations, 2016 (L.I.2232) with its supporting Act, National Development Planning (System) Act 1994 (Act 480), provides a legal base for the preparation of Annual Progress Report.

In line with these legal provisions and in accordance with the guideline provided by National Development Planning Commission (NDPC), Oti Regional Coordinating Council (ORCC) prepares and submits its 2023 Annual Progress Report base on the Monitoring and Evaluations conducted and the status of implementation of programmes and projects of Oti Regional Coordinating Council during the period under consideration.

This report spans from January to December 2023 and present an assessment of the progress made in the implementation of the activities outlined in the 2023 Annual Action Plan. The report uses a set of indicators as a basis for assessing the progress of implementation of activities undertaken within the year towards the overall achievement of the development goals and objectives outlined in the MTDP (2022-2025).

The objective of this report is to provide a single-source information on the progress made by the ORCC in the implementation of its 2023 AAP and seeks to identify challenges that are likely to hinder the achievement of the goals for the MTDP (2022-2025) and to outline recommendations for addressing these challenges.

3.10.2 Regional Profile

Location

The Oti Region shares boundary with Volta Region to the South, Northern and Savanna Regions to the North, Republic of Togo to the East and Bono East to the West. The Oti River, from which the Region derives its name, traverses the Region into the main Volta Lake at a confluence near Kete-Krachi.

Population

The total population of the Region as of December 2023 stood at 747,248 with the female population of 369,856 representing 49.50% as against the male population of 377,392 representing 50.50%.

Municipal and District Assemblies

There are nine (9) Municipal and District Assemblies in the Oti Region. These are made up of four (4) Municipal and five (5) District Assemblies. The districts, their capitals and population as of December, 2023 is presented in table 2 as follows:

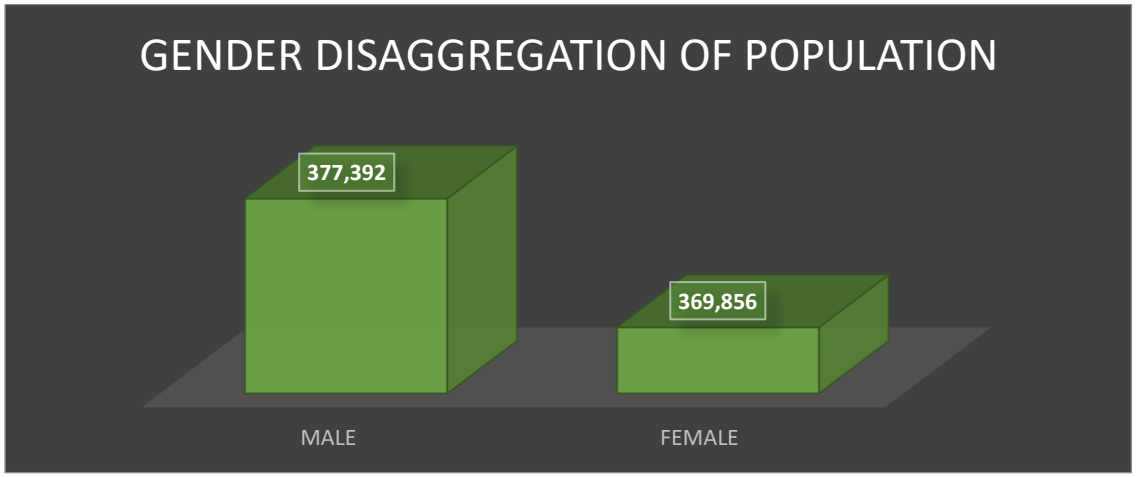
Table 10: List of Municipal and District Assemblies, Capital towns and Population Size

POPULATION (2022)				
DISTRICT	**CAPITAL**	**MALE**	**FEMALE**	**TOTAL POPULATION**

Krachi Nchumuru	Chinderi	40,367	39,567	79,934
Jasikan	Jasikan	30,441	29,254	59,695
Kadjebi	Kadjebi	37,902	36,057	73,959
Nkwanta North	Kpassa	62,622	63,474	126,096
Nkwanta South	Nkwanta	68,143	67,793	135,936
Krachi East	Dambai	56,186	54,249	110,435
Krachi West	Kete-Krachi	31,209	29,919	61,128
Biakoye	Nkonya-Ahenkro	36,069	35,758	71,827
Guan	Likpe Matey	14,453	13,785	28,238
TOTAL		**377,392**	**369,856**	**747,248**

Source: Ghana Statistical Service, 2023.

Figure 2: Population of the Region



Source: GSS, 2023

General overview of the population of the region base on the 2021 population and housing census indicates a significant difference in the number of males representing 50.50% as compared to females represent 49.50% of the total population. The implication of this result is the attitude of male supremacy over females in key decision-making in the region and its consequences on service delivery.

3.10.3 Departments and Agencies

As stipulated in the Local Government Service Act, 936, schedule 13, It is expected that all Regional Coordinating Councils would have twenty-two Departments. However, the Oti Regional Co-ordinating Council currently has 16 active Regional Departments and Agencies. Table 1 below provides the names of the Departments and Agencies which are yet to be established in the region.

Besides the Departments, there are Agencies such as the Ghana Police Service, Ghana Fire Service, Ghana Standards Authority and NADMO which are also established in the region.

Table 11: Departments yet to be established

S/N	DEPARTMENTS AND AGENCIES

1.	Department of Parks and Gardens
2.	Department of Housing
4.	Ghana Library Authority
5.	Department of Children

Source: Administrative Unit, ORCC, January 2024

3.10.4 Regional Potentials

The Oti Region is unique and endowed with natural resources and economic potentials which gives the region a competitive economic advantage over other regions in the country as highlighted below.

- **Vegetation and Climatic potential:** The region cover most of the vegetation and climatic zones which can be found in Ghana. This results in the huge farming and the investment potential in Agriculture that is currently being enjoyed in the Region.
- **Ghana's Gateway to the East and to the North:** The Oti Region is strategically positioned connecting various parts of the country to the North and to Togo. This strategic geographical location aids Oti to enjoy so many economic benefits.
- **Water bodies**: The River Oti and the Lake Volta serve as the major source of river fishing and aquaculture development.
- **Important Minerals and Natural Resources:** The Volta Basin has various important minerals and other natural resources including gold, diamonds, copper, lead, iron ore, and oil and gas.
- **Availability of Land**: Land is available for commercial and residential uses at relatively affordable prices.
- **Timber Processing**: There are fifteen forest reserves in the Region occupying 732.32 sq km constituting 4.05% of the total land area. The Region is home to unique timber species like Milicia exelsa, Triplodriton, scleroxylon, Afzelia, Toxicaria, Ceibs Pentrandra, Terminelis superbs, Kava species, piptademiastrum africanum, Tuntumia elastia etc. This presents opportunities for the growth of timber processing in the Region. There are pockets of small and medium scale timber processing industries in the Kadjebi and Jasikan Districts.
- **Tourism**: The Oti Region has many tourist sites and attractions such as the Ketsi Cave and Crater Lake in Jasikan, Kabo & Pepesu Forest Reserve and Crocodile Pond in Kadjebi, Monkey Sanctuary in Biakoye amongst many others which have unfortunately not been developed to its full capacity. However, measures were put in place to ensure that regular visits of tourists were made to these sites for economic development.

3.10.5 Vision, Mission Statements and Goals and Objectives

The Vision and mission statements of the Oti Regional Coordinating Council are as follows:

- **Vision:** The Oti Regional Coordinating Council seeks to make the Oti Region the most peaceful Region and a one stop investment destination in Ghana.
- **Mission:** The Oti Regional Coordinating Council exists to provide good governance that ensures sustainable development and equitable distribution of resources to meet the aspirations of the people in Oti.

- **Goals and Objectives:** The Oti Region through its political and administrative heads is poised to contribute positively to the growth, development and economic benefits of Ghana as well as ensuring the increase in the standards of living of its residents.

1.3 Purpose of Monitoring and Evaluation

As of 31st December 2023, the ORCC had undertaken four (4) quarterly monitoring and evaluation exercises which was led by the Regional Planning Co-ordinating Unit. The basis for conducting Monitoring and Evaluation stems from the fact that services can be continually improved through evidence-based decision-making. Systematic Monitoring and Evaluation of the Annual Action Plan of the RCC is required to providing the needed data that informs and shows the extent of progress made towards the achievement of specific programme objectives and the contribution of the yearly progress to the achievement of the broader Medium-Term Goal. Monitoring exercises conducted is to ensure that the heads of the covered entities in the Region abide by the Administrative and Financial schemes and regulations.
The monitoring activities conducted covered all the nine (9) Municipal and District Assemblies in the region of which reports were disseminated accordingly.

3.10.6 Summary of Achievements and Challenges

This section of the 2023 APR discusses implementation of the AAP and achievements of the RCC in relation to Co-ordination, provision of technical backstopping, monitoring and evaluation and capacity building of staff in the region.

The Oti Regional Annual Action Plan consisted of one hundred and eighty-one (181) interventions. These interventions comprised of one hundred and twenty (120) activities under the Governance, corruption and public accountability dimension representing 66.30% and sixty-one (61) activities under environment, infrastructure and human settlement dimension representing 33.70%. Out of these interventions 52.49% were successfully completed whereas 20.44% are still ongoing and 27.07% of the activities which were not done are rolled over to 2024 due to financial constrain. Also, the average performance in the implementation of the MMDAs 2023 Annual Action Plans in the Oti Region is 43.69%

The success achieved in the implementation of the RCC 2023 Annual Action Plan contributed to 48% in the overall implementation of the RCC Medium Term Development Plan (MTDP 2022-2025). Also, the average performance in the MMDAs MTDP 2022-2025 in the Oti Region is 23.80%

3.10.7 Analysis of Implementation of RCC Annual Action Plan

Table 12: Details on the ORCCs Annual Action Plan Implemented

S/N	Development Dimension	2022		2023	
		Planned	Executed	Planned	Executed
1	Governance, Corruption and Public Accountability	320	300	120	81

2	Environment, Infrastructure and Human Settlement	8	5	61	61
	Total	**328**	**305**	**181**	**142**

Source: RPCU, 2023

Table 13: Proportion of the MTDP Implemented

Indicators	Baseline 2021	Actual 2022	Target 2023	Actual 2023
Proportion of RCC Annual Action Plan implemented				
i. Percentage completed	84	87.52	95	52.49
ii. Percentage of ongoing interventions	13	8.46	5	20.44
iii. Percentage of interventions abandoned	0	0	0	0
iv. Percentage of interventions yet to start	3	4.02	0	27.07
Proportion of MMDAs Annual Action Plan implemented (average)	4.75	42.75	100	43.69
Proportion of the overall RCC medium-term development implemented	N/A	23.43	50%	48%
Proportion of the overall MMDAs medium-term development plan implemented (average)	53.37	22.62	48.33	23.80

Source: RPCU, 2023

3.10.8 Achievements in key functional areas

Challenges encountered in the implementation of the 2022-2025 MTDP

Despite the efforts of the ORCC to achieve full implementation of the Medium-Term Development Plan by the end of the implementing year in 2025, this target is being toppled by factors as highlighted below.

1. Delay and untimely release of funds to execute programs at their stated time schedule.
2. Lack of dedicated vehicle and other logistics for Monitoring and Evaluation activities.
3. Inadequate funds allocated for monitoring and evaluation purposes.
4. Delays in the submission of Departmental progress reports.
5. The RCC does not have Internally Generated Fund (IGF) to add up to funds from the Government of Ghana (GOG) to enhance the effectiveness of Monitoring and Evaluation

1.6 Processes Involved

The process of conducting Monitoring and Evaluation commenced by RPCU reviewing the monitoring checklist/indicators used to monitor the progress of implementation. This is immediately followed by collection of data from the departments and agencies of the RCC on the status of activities carried out over the period.

Regular visits to projects sites to ascertain the progress of works of RCC projects were embarked on by the Monitoring Team which comprised of various stakeholders including Heads of Department and Units with Gender considerations together with contractors and

consultants of the various projects. Reports on progress and programs were collated, analyzed and discussed at Regional Planning and Co-ordinating Unit meetings to serve as inputs into the Annual Progress Report.

Program and Project Status for the Year.

This review is based on activities directly carried out or monitored by the Oti Regional Co-ordinating Council. The major activity of the RCC is to coordinate, monitor and evaluate the activities of the Assemblies in the region. All projects and programs are thereby geared towards making the function of the departments in the RCC effective. In all, a total of 203 programmes and projects were planned for during the year under consideration. This comprised 64 projects and 139 programs. These projects were mainly funded by GOG with some programs, being supported by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ). The Projects were mainly administration block constructions and bungalows for staff working at the regional level. The next two tables provide details of these activities.

Table 14: Register of key Regional Project

Project Description		Development Dimension	Location	Contractor	Contract sum (GH¢)	Date of Award	Source of Funding	Date started	Expected date of completion	Expenditure to date (GH¢)	Outstanding Balance (GH¢)	Implementation status		Strategies to improve project completion rate	How citizens were involved in monitoring	Remark summary on land acquisition and resettlement
Code	Name											%	Pictures			
	Upgrading Jasikan Town Roads (6.45Km)	Environment, Infrastructure and Human Settlement	Jasikan	Kerdel Power Gh. Ltd	7,847,172.40	02/07/2016	Road Fund	21/07/2016	21/07/2020	4,010,518.33	3,836,654.07	65				
	Ehiamankyene jn-Ehiamankyene(7.4),Nte	Environment, Infras	Krachi West	First Sky Ltd	66,007,662.22	07/12/15	Road Fund	28/07/2016	29/07/2018	18,381,955.60	47,625,706.60	52				

	wuso Town roads(0.7),Osramani Jn-Osramani(9.4),Kete Krachi Town roads and Borae-Chinderi Feeder Roads(40.0km)	tructure and Human Settlement														
	Upgrading Akpafu Odomi Jn-Kakpadzi(5.0km) Akpafu-Kube Jn(3.0km) & Awra jn-Awra(3.0km)	Environment, Infrastructure and Human Settlement	Guan	Dygate (Gh.) Ltd	16,411,794.57	06/10/2016	Road Fund	03/01/2017	03/05/2018	2,414,178.91	13,997,615.66	22				
	Upgrading Tinjase-Nabu (13.50Km)	Environment, Infrastructu	Nkwanta North	Al Iddrisah & Co. Ltd	15,507,134.04	11/08/2016	Road Fund	24/10/2016	24/10/2018	8,286,714.67	7,220,419.37	65				

		re and Human Settlement														
	Upgrading Brewaniase-Pusupu-Bontibor-Salifukrom(21km) & Nsuta-Ketsi-Kwesim(7.4 km)	Environment, Infrastructure and Human Settlement	Nkwanta South & Kadjebi	CNF Limited	40,436,807.16	06/10/2016	Road Fund	15/12/2016	15/12/2018	908,756.38	39,528,050.78	50				
	Asukawkaw Adumadum-Dormabin PH1(Km :0.0-12.3)	Environment, Infrastructure and Human Settlement	Krachi East	Vizo Investment Ltd.	17,722,099.61	11/04/2018	Road Fund	27/06/2018	27/06/2020	1,473,436.38	16,248,663.23	9				
	Upgrading Kpassa-Mama	Environment,	Nkwanta	Eza Const. Co. Ltd	14,432,155.72	09/03/2018	Road Fund	13/06/2018	12/06/2020	6,244,173.63	8,187,982.09	62				

	Akura PHI(Km:0.0-12.0)	Infrastructure and Human Settlement	North													
	Upgrading Nkwanta-Chillinga Feeder roads PHI(Km:0.0-13.0)	Environment, Infrastructure and Human Settlement	Nkwanta South	Reggio Co. Ltd	49,240,582.70	12/04/2018	Road Fund	24/08/2018	06/09/2022	38,109,224.89	11,131,357.81	88				
	Upgrading Kwamekrom Old Town - Kwamekrom New Town and other feeder roads (4.70km)	Environment, Infrastructure and Human Settlement	Biakoye	Good Pillars Int. Co.Ltd.	12,970,651.80	16/07/2019	Road Fund	24/09/2019	23/09/2020	5,187,503.76	7,783,148.04	75				

	Upgrading Alavanyo - Kpodzi Feeder Road and others (4.20km)	Environment, Infrastructure and Human Settlement	Biakoye	Wellburg-Cox Ltd	9,548,479.25	16/07/2019	Road Fund	24/10/2020	23/10/2021	-	9,548,479,25	3				
	Upgrading Takuraono - Skeli PH2 (KM3.0-KM7.0)	Environment, Infrastructure and Human Settlement	Krachi East	Amoacho Co. Ltd	14,646,797.72	23/12/2020	Road Fund	24/02/2021	23/02/2022	-	14,646,797.72	2				
	Upgrading Takuraono - Skeli PH1 (KM0.0-KM3.0)	Environment, Infrastructure and Human	Krachi East	Amoacho Co. Ltd	11,408,764.52	23/12/2020	Road Fund	24/02/2021	23/02/2022	-	11,408,764.52	2				

		Settlement														
	Upgrading Kparekpare - Adiembra PH2(Km4.0-8.0)	Environment, Infrastructure and Human Settlement	Krachi East	Korban Co. Ltd	8,869,480.48	23/12/2020	Road Fund	24/02/2021	23/02/2022	-	8,869,480.48	3				
	Chinderi - Grubi PH1(Km0.0-Km5.0)	Environment, Infrastructure and Human Settlement	Krachi Nchumuru	Diamond Steers Ltd	12,941,893.78	19/08/2021	Road Fund	20/10/2021	19/10/2022	2,248,408.00	10,693,488.78	12				
	Upgrading Chinderi - Grubi PH2(Km5.0-Km11.9)	Environment, Infrastructu	Krachi Nchumuru	Diamond Steers Ltd		19/08/2021	Road Fund	20/10/2021	19/10/2022	14,902,872.77	12,200,070.19	18				

		re and Human Settlement														
	Upgrading Kpassa-Kabonwule Feeder Road (13.50Km)	Environment, Infrastructure and Human Settlement	Nkwanta North	Good Pillars Int. Co. Ltd.	14,960,867.04	02/02/2023	Road Fund	28/04/2023	01/02/2024	-	14,960,867.04	-				
	Upgrading Aburuburuwa-Obanda feeder road	Environment, Infrastructure and Human Settlement	Nkwanta South	CNF Limited	5,600,635.03	03/04/2015	Cocoa bod	06/04/2015	06/04/2016	5,237,493.99	363,141.04	100				
	Upgrading of Bodada-Jasikan	Environment,	Jasikan	Bumecom	13,267,099.20	23/03/2020	Cocoa bod	04/05/2020	25/05/2022	3,694,223.57	9,572,875.63	50				

	feeder road (6.00km)	Infrastructure and Human Settlement		Invest. Ltd												
	Upgrading Likpe-Bakwa-Dzolu Feeder Road (8.00km)	Environment, Infrastructure and Human Settlement	Guan	M/S OB Arise Ltd	16,934,353.80	23/03/2020	Cocoa bod	25/05/2021	16/05/2022	12,655,753.49	4,278,600.31	80				
	Upgrading of BEJASE JN-BEJAMSE Feeder Road (12.4km)	Environment, Infrastructure and Human Settlement	Krachi Nchumuru	Reaf Engineering Service	23,430,677.95	18/12/2020	Cocoa bod	19/02/2021	17/02/2023	14,487,120.36	8,943,557.59	60				

	Upgrading of Gyengyen-Nkyenekyene-Chantai Feeder Road (16.5km)	Environment, Infrastructure and Human Settlement	Krachi West	Rerraef uoco Ltd	29,647,145.05	18/12/2020	Cocoa bod	01/06/2021	31/12/2022	1,011,171.69	28,635,973.36	6				
	Upgrading of Kotokugyani-Azikope (12.6km)	Environment, Infrastructure and Human Settlement	Krachi East	Amoacho Co. Ltd	14,972,422.68	23/12/2020	Road Fund	24/02/2021	23/02/2022	3,989,777.52	10,982,645.16	75				
	Upgrading of Alokpacha Jn-Alokpacha Feeder Road (18km)	Environment, Infrastructure and Human	Nkwanta South	Edenyossa Ltd	4,743,784.89	12/08/2020	Road Fund	17/11/2020	16/11/2021	1,288,824.41	3,454,960.48	42				

		Settlement														
	Upgrading of Nkonya Tepo-Toklosu (6.5km)	Environment, Infrastructure and Human Settlement	Biakoye	Setambro Enterprise	4,162,048.93	23/12/2020	Road Fund	24/02/2021	23/10/2020	3,989085.12	172,963.81	100				
	Upgrading of Kpasa Kabonwuli (4.0km)	Environment, Infrastructure and Human Settlement	Nkwanta North	Good Pillar Int. Co. Ltd	14,960,867.04	02/02/2023	Road Fund	28/04/2023	01/02/2024	-	14,960,867.04					
	Upgrading of Kpechi Akura Jn-Kpechi	Environment, Infrastructu	Krachi West	Getbona Const. Ltd	2,836,334,40	22/12/2020	Road Fund	20/06/2023	20/02/2024	-	2,836,334,40					

	akura (3.80km)	re and Human Settlement														
	Routine maintenance on damanko - pibilla no.2 and other feeder roads (10.0km)	Environment, Infrastructure and Human Settlement	Nkwanta North	Maranatha and Jim enterprise	134,250.00	23/02/2023	Road fund			134,250.00		100 %				
	Routine maintenance on sibi - koni No.2 and other feeder roads ph.1 (0.0-9.0km)	Environment, Infrastructure and Human Settlement	Nkwanta North	Maranatha and Jim enterprise	120,450.00	23/02/2023	Road fund			120,450.00		100 %				
	Routine maintenance on sibi -	Environment,	Nkwanta	Maranatha and Jim	135,350.00	23/02/2023	Road fund			135,350.00		100 %				

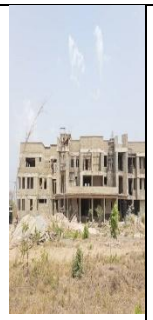
	koni no.2 and other feeder roads ph.2 (9.0 - 19.0km)	Infrastructure and Human Settlement	Nkwanta North	enterprise												
	Routine maintenance on sibi - koni no.2 and other feeder roads ph.2 (9.0 - 19.0km)	Environment, Infrastructure and Human Settlement	Nkwanta North	Maranatha and jim enterprise	135,350.00	23/02/2023	Road fund			135,350.00		100				
	Routine maintenance on kpassa - mama akura and other feeder roads (12.0-22.40km)	Environment, Infrastructure and Human Settlement	Nkwanta North	Continental innovations ltd	149,110.00	23/02/2023	Road fund			147,820.00		100				

	Routine maintenance on odumase - kofiakwaa and other feeder roads (8.5km)	Environment, Infrastructure and Human Settlement	Nkwanta North	Maranatha and jim enterprise	112,600.00	23/02/2023	Road fund			112,400.00		100				
	Routine maintenance on kechiebe - njare and other feeder roads (10.0km)	Environment, Infrastructure and Human Settlement	Nkwanta South	Maranatha and jim enterprise	137,750.00	23/02/2023	Road fund			137,700.00		100				
	Routine maintenance on kwasamba jn - kwasamba and other	Environment, Infrastructure and Human	Kadjebi	Continental innovations ltd	169,710.00	23/02/2023	Road fund	8-Jun-23	18-Jul-23	167,644.00		100				

	feeder roads (12.0km)	Settlement														
	Completion and furnishing of Permanent Regional Education Office complex	Governance, Corruption and Public Accountability	Jasikan	Messrs AO construction Works Limited	3,967,369.62	July, 2023	GoG	July, 2023	-	1,255,124.56	2712245.06	32		Routine Monitoring and evaluation with recommendations to the consultants and the contractor.	Participatory monitoring and evaluation	Release from chiefs and traditional leaders
	Completion and furnishing of 2 Residential Accommodation (Staff Bungalows) for Regional Director of Education and 1 senior staff	Governance, Corruption and Public Accountability	Jasikan	Messrs O.A construction	1,103,670.72	July, 2023	GoG	July, 2023	-	1,532,936.13	317,690.67	83				

	Construction of 3-Storey 1No. Administration Block for Oti Regional Coordinating Council	Governance, Corruption and Public Accountability	Dambai	Messrs Reliance Logistics (Terminated, repackaged and rewarded to M/S Infrastructre Logistics LTD	17,647,534.17	Oct. 2019	GoG/ MLGDRD	Feb. 2020	Oct. 2020	13,390,434.03	-	76				
	Construction of 3No. Senior Staff Bungalows for ORCC Staff	Governance, Corruption and Public Accountability	Dambai	Messrs EMB Ventures Limited (Terminated, repackaged and rewarded to: M/S	2,977,294.96	Oct. 2019	GoG/ MLGDRD	Dec. 2019	June 2020	2,893,571.88	-	91				

				KWESIGYAN COMPANY LIMITED												
	Construction of 2No. Bungalows for Regional Police Commander and Deputy at Dambai	Governance, Corruption and Public Accountability	Dambai	Messrs Tally Limited	2,400,000.00 (Revised to 3,120,682.04)	Oct. 2021	GoG/ MLGDRD	Nov. 2021	-	3,265,060.14	-	97				
	Construction of 1No. 3-storey 12 units block of flats for Ghana Police Service	Governance, Corruption and Public Accountability	Dambai	Messrs Construction Ambassadors Limited	7,250,000.00 (Revised to 10,197,463.96)	Oct. 2021	GoG/ MLGDRD	Nov. 2021	-	3,792,710.62	6,404,753.34	34				

	Construction of 1No. 3-storey Regional Police Headquarters for Ghana Police Service at Dambai	Governance, Corruption and Public Accountability	Dambai	Messrs First Sky Limited	14,479,608.00 (Revised to 21,839,650.58)	Oct. 2021	GoG/ MLGDRD	Nov. 2021	-	8,235,284.92	13,604,365.66	34				
	Erection and Completion of 1No. 2-Storey Administration Block at Nkwanta.	Governance, Corruption and Public Accountability	Nkwanta	Messrs Okrugyato Company Limited	2,005,164.90	Oct. 2019	GoG/ MLGDRD	Dec. 2019	Completed	2,005,164.90	0.00	100				
	Erection and Completion of 2No. Senior Staff Bungalows at Nkwanta.	Governance, Corruption and Public Accou	Nkwanta	Messrs Amoacho Limited	3,800,500.00	Oct. 2019	GoG/ MLGDRD	Feb. 2020	Completed	3,400,628.02	399,871.98	100				

		ntability														
	Erection and Completion of 1No. 2-Storey Administration Block at Worawora.	Governance, Corruption and Public Accountability	Worawora	Messrs First Sky Ltd.	3,840,623.60	Oct. 2019	GoG/ MLGDRD	Nov. 2019	Completed	3,302,433.14	538,190.46	100				
	Erection and Completion of 2No. Senior Staff Bungalows at Worawora	Governance, Corruption and Public Accountability	Worawora	Messrs Tally Limited	2,015,169.80	Oct. 2019	GoG/ MLGDRD	Dec. 2019	Completed	2,015,169.80	0.00	100				
	Erection and Completion of 1No. 2-Storey Administrat	Governance, Corruption	Jasikan	Messrs Semaa Construction Engine	3,875,604.40	Oct. 2019	GoG/ MLGDRD	Dec. 2019	May 2020	1,542,883.30	2,332,721.1	37				

	ion Block at Jasikan.	and Public Accountability		ers Limited (Terminated, repackaged and rewarded to M/S O.A. CONSTRUCTION												
	Erection and Completion of 2No. Senior Staff Bungalows at Jasikan.	Governance, Corruption and Public Accountability	Jasikan	Messrs Derkel Company Limited (Terminated, repackaged and rewarded to M/S O.A. CONST	1,850,626.80	Oct. 2019	GoG/ MLGDRD	Dec. 2019	May 2020	1,532,936.13	317,690.67	73				

				RUCTION												
	Erection and Completion of 1No 2 Storey Administration block at Nkwanta	Governance, Corruption and Public Accountability	Nkwanta	Messrs Construction Ambassador's Limited	3,813,045.25	Oct. 2019	GoG/ MLGDRD	Nov. 2019	July 2020	3,143,690.13	669,355.12	95				
	Completion of 1No 3 Storey RCC Block at Dambai (Rewarded)	Governance, Corruption and Public Accountability	Dambai	Messrs Infrastructure Logistics Limited	10,814,870.52	May 2023	GoG/ MLGDRD	May 2023	-	3,335,054.43	7,479,816.06	30				
	Completion of 1No 2 Storey Administrat	Governance, Corruption	Jasikan	Messrs AO construction	3,967,369.62	July 2023	GoG/ MLGDRD	July 2023	-	1,255,124.56	2,712,245.06	32				

	ion at Jasikan (Rewarded)	and Public Accountability		Works Limited												
	Completion of 2No 2 senior staff Bungalows at Jasikan	Governance, Corruption and Public Accountability	Jasikan	Messrs AO construction Works Limited	1,103,670.72	July 2023	GoG/ MLGDRD	July 2023	-	912,654.54	191,016.18	83				

Source: RPCU, 2023

The table 5 above contains the status of implementation of the physical projects as contained in the RCC Annual Action Plan for the year 2023. The projects consist of thirty-four (34) roads, thus upgrading and spot improvement as well as seventeen (17) buildings. Out of the total of Fifty-one (51) projects, 14 representing 27.45% have been completed whereas 37 representing 72.55% are ongoing. The low level of completion of projects could be attributed to delay in honouring the certificates of contractors to expedite work.

Table 15: Repair and Maintenance of Existing Infrastructure

Asset/ infrastructure	Location	Type of maintenance	Estimated Cost	Actual Release	Gap	Expenditure	Recommendation

Routine maintenance on sibi -koni no.2 and other feeder roads ph.2 (9.0 - 19.0km)	Nkwanta North	Spot improvement	135,350.00	135,350.00	0.00	135,350.00	Honouring of certificates on time to expedite work
Routine maintenance on kwasamba jn -kwasamba and other feeder roads (12.0km)	Kadjebi	Spot improvement	169,710.00	169,710.00	0.00	169,710.00	Timely release of fund for routine maintenance work

Source: RPCU, 2024

Table 16: Register of Key Regional Programmes

Programme Description	**Development Dimension Policy Framework**	**Amount Involved Sum (GH ¢)**	**Source of Funding**	**Date started**	**Expected date of completion**	**Expenditure to date (GH¢)**	**Outstanding Balance (GH¢)**	**Implementation status**		**Remarks**
								%	**Pictures (if any)**	

1. Organize quarterly management meetings	Governance, Corruption and Public Accountability	20,000.00	GoG	Jan, 2023	Dec, 2023	N/A	N/A	100	N/A	Completed
2. Organize RCC meetings	Governance, Corruption and Public Accountability	20,000.00	GoG	13/12/23	13/12/23	N/A	N/A	100	N/A	Completed
3. Procurement of office consumables for the Regional Coordinating Council	Governance, Corruption and Public Accountability	24,492.00	DACF	01/09/23	24/10/23	24,492.00	0.00	100	N/A	Completed
4. Organize quarterly Regional Planning Coordinating Unit meetings	Governance, Corruption and Public Accountability	31,660.00	GoG	29/06/23 06/09/23 29/10/23	29/06/23 06/09/23 29/10/23	31,660.00	0.00	100	N/A	Completed

5. Organize quarterly monitoring of activities of M/DAs	Governance, Corruption and Public Accountability	200,000.00	GoG	06/02/23 11/04/23 08/08/23 23/10/23	16/02/23 26/04/23 22/08/23 07/11/23	199,740.00	260.00	100	N/A	completed
6. Disseminate observations, findings and recommendations of quarterly monitoring reports to M/DAs and other stakeholders	Governance, Corruption and Public Accountability	8,500.00	DACF	31/05/23 04/09/23 20/12/23	31/05/23 04/09/23 20/12/23	8,300.00	200.00	100		Completed
7. Collate and prepare 2024 ORCC Composite Annual Action Plan	Governance, Corruption and Public Accountability	1,000.00	GoG	18/08/23	24/10/23	N/A	N/A	100	N/A	Completed
8. Undertake employee data entry, update	Governance, Corruptio	1,400.00	DACF	Jan., 2023	Dec., 2023	0.00	1,400.00	100		completed

HRMIS data system and log book and prepare backups	n and Public Accountability									
9. Prepare compensation/ HR Capital Manager And undertake Monthly Validation of ESPVS	Governance, Corruption and Public Accountability	12,000.00	DACF	Jan., 2023	Dec., 2023	0.00	12,000.00	100	N/A	completed
10. Prepare and update staffing norms and Prepare Biannual promotion Register and submit quarterly promotion application to OHLGS	Governance, Corruption and Public Accountability	10,000.00	DACF	Jan., 2023	Dec., 2023	0.00	10,000.00	100	N/A	Completed
11. Organize promotion interview for approved officers	Governance, Corruption and Public Accountability	30,000.00	DACF	Jan., 2023	Dec., 2023	0.00	30,000.00	100	N/A	Completed

12. Monitor the implementation of performance contract at the RCC and MDAs level	Governance, Corruption and Public Accountability	35,000.00	GoG	July, 2023	Dec., 2023	0	35,000.00	100	N/A	Completed
13. Facilitate Staff Appraisal Process	Governance, Corruption and Public Accountability	0.00	-	Jan, 2023	Dec, 2023	0.00	0.00	100	N/A	completed
14. Prepare Capacity building plan and submit quarterly reports	Governance, Corruption and Public Accountability	4,800.00	GoG	Jan., 2023	Dec., 2023	0.00	4,800.00	100	N/A	Completed
15. Process staff application for further studies and upgrading/conversion	Governance, Corruption and Public Accountability	4,800.00	GoG	Jan., 2023	Dec., 2023	0.00	4,800.00	100	N/A	Completed

16. Regional Independence Day Celebration	Governance, Corruption and Public Accountability	80,000.00	DACF	06/03/2023	06/03/2023	N/A	N/A	100	N/A	Completed
17. Maintenance of 9 vehicles and 6 motorbikes	Governance, Corruption and Public Accountability	3,000.00	Others	02/01/2023	31/12/2023	N/A	N/A	100	N/A	Completed
18. Organize 4 Community engagements for Hon. Regional Minister	Governance, Corruption and Public Accountability	5,000.00	DACF	N/A	N/A	N/A	N/A	0	N/A	Note done
19. Preparation and submission of quarterly reports	Governance, Corruption and Public Accountability	20,000.00	DACF	01/10/23 01/07/23 01/04/23	27/12/23 13/09/23 08/06/23	6,000.00	2,000.00	100	N/A	Completed

				01/01/23	29/03/23					
20. Organize quarterly monitoring of activities of IAUs in M/DAs	Governance, Corruption and Public Accountability	2,000.00	DACF GIZ	17/08/23 22/08/23	17/08/23 24/08/23	2,000.00	0.00	100	N/A	**Completed**
21. Organize quarterly Audit Committee meetings	Governance, Corruption and Public Accountability	31,800.00	DACF	10/05/23 22/08/23	10/05/23 24/08/23	15,000.00	16,800.00	100	N/A	**Completed**
22. Organize 4 no. capacity building for staff of IAUs	Governance	2,000.00	GIZ	17/08/23	27/08/23	6,000.00	-	100	N/A	**Completed**
23. Plans Preparation & Implementation of Enterprise Risk Management	Governance, Corruption and Public Accountability	15,250.00	DACF GSCSP	01/12/23	31/01/23	2,000.00	0.00	100	N/A	Completed

24. Procurement of office consumables for the Regional Internal Audit Directorate	Governance, Corruption and Public Accountability	3,209.00	DACF	N/A	N/A	0.00	3,209.00	0	N/A	Not done
25. Maintenance of 4 official Vehicles by December 2023	Governance, Corruption and Public Accountability	11,040.00	Others	02/01/2023	31/12/2023	N/A	N/A	100	N/A	Completed
26. Purchase Stationery and Toner by December 2023	Governance, Corruption and Public Accountability	1,400.00	DACF	04/09/23	24/11/23	19,853.60	0.00	100	N/A	Completed
27. Purchase fuel and lubricant for 4 vehicles for running by December, 2023	Governance, Corruption and Public Accountability	6,030.00	GoG	Jan., 2023	Dec., 2023	N/A	N/A	100	N/A	Completed

28. Purchase utilities (water and electricity) by December, 2023	Governance, Corruption and Public Accountability	3,600.00	GoG	Jan., 2023	Dec., 2023	N/A	N/A	100	N/A	Completed
29. Purchase insurance for 1 vehicle by December, 2023	Governance, Corruption and Public Accountability	2,913.00	GoG	N/A	N/A	N/A	N/A	0	N/A	Not done
30. Monitor and backstop implementation of 9 DADs planned activities including WIAD by 8 males, 1 female RAOs and RDA by December 2023	Governance, Corruption and Public Accountability	28,577.63	MAG	14/08/23	18/08/23	28,577.63	0.00	100		Completed

31. Organize Farmers' Day by December 2023	Governance, Corruption and Public Accountability	19,495.00	ORCC/ MAG	27/11/23	01/12/23	19,495.00	0.00	100		Completed
32. Carry out quarterly monitoring, backstopping and reporting on activities of 2 beneficiaries of MAG Grant for Women FBOs at Kparekpare and Dambai by 2 RAOs and RDA by December 2023.	Governance, Corruption and Public Accountability	6,140.96	MAG	28/04/23	08/09/23	6,140.00	0.00	100		Completed
33. Conduct quarterly Regional Technical Review Meetings for 12 RAOs and 9	Governance, Corruption and Public Accountability	8,250.00	MAG	22/03/23	28/11/23	8,240.55	0.00	100		Completed

DDAs by December 2023										
34. Participate in sectoral, interregional and stakeholder meetings by RDA by December, 2023	Governance, Corruption and Public Accountability	6,041.00	MAG	12/04/23	28/10/23	6,041.00	0.00	100		Completed
35. Organize regional RELC planning session for stakeholders in agriculture sector by September 2023	Governance, Corruption and Public Accountability	9,413.55	MAG	27/09/23	27/09/23	9,413.55	0.00	100		Completed
36. Organize regional partnership meeting for RABP members by June 2023	Governance, Corruption and Public Accountability	1,630.00	Others	N/A	N/A	N/A	N/A	0%	N/A	Not done
37. Quarterly Monitor and backstop Savannah	Governance, Corruption and	29,712.00	SIP	N/A	N/A	N/A	N/A	0%	N/A	Not done

Investment Programme (SIP) activities by 2 males RAOs and RDA in 4 MDAs by December, 2023	Public Accountability									
38. Monitor and Backstop GASIP activities by 2 males RAOs and RDA in 3 MDAs by December 2023	Governance, Corruption and Public Accountability	11,142.00	GASIP	N/A	N/A	N/A	N/A	0%	N/A	Not done
39. Quarterly Monitor and backstop JICA/G-SHEP (Vegetables) activities by 4 RAOs and RDA in 1 MDA by December, 2023	Governance, Corruption and Public Accountability	2,190.00	JICA	N/A	N/A	N/A	N/A	0%	N/A	Not done
40. Monitor and backstop JICA/GRIP activities by 4	Governance, Corruption and	2,190.00	JICA	N/A	N/A	N/A	N/A	0%	N/A	Not done

RAOs and RDA in 5 MDAs by December, 2023	Public Accountability									
41. Organise quarterly capacity building workshops for Regional Education Office staff (management and schedule officers) on key topics	Governance, Corruption and Public Accountability	19,000.00	**GES**	N/A	N/A	N/A	N/A	**0%**	N/A	Not done
42. Hold 2-day capacity building workshop for i) Assistant Heads of schools; ii) HoDs iii) Drivers iv) Storekeepers, etc.	Governance, Corruption and Public Accountability	18,000.00	GES	January 2023	December 2023	Nil	18,000.00	0%		Not done

43. Organise capacity building workshop/refresher course for KG and Lower Primary Teachers	Governance, Corruption and Public Accountability	315,000.00	GES	April 2023	September 2023	Nil	315,000.00	0%	N/A	Not done
44. Organise a 4-day Regional STMIE Clinic for 300 JHS students including girls	Governance, Corruption and Public Accountability	60,000.00	ORCC	July 2023	September 2023	Nil	60,000.00	0%	N/A	Not done
45. Receive, process and submit all applications from staff to GES Headquarters for further actions	Governance, Corruption and Public Accountability	15,000.00	GES	January 2023	December 2023	Nil	15,000.00	100 %	N/A	Completed
46. Organise dissemination forum on new education	Governance, Corruption and	20,000.00	GES	July 2023	September 2023	Nil	20,000.00	100 %	N/A	Completed

reforms and policies for key stakeholders	Public Accountability									
47. Receive, process and submit all applications for various allowances from staff to GES Headquarters for further actions	Governance, Corruption and Public Accountability	15,000.00	GES	January 2023	December 2023	Nil	15,000.00	100 %	N/A	Completed
48. Hold planning and debriefing meeting with District Directors of Education and CHASS leadership	Governance, Corruption and Public Accountability	9,000.00	GES	January, 2023	January, 2023	TBD	TBD	100 %	N/A	Completed
49. Organise quarterly Performance Reviews for Municipal/District Directorates	Governance, Corruption and Public Accountability	68,000.00	GES and ORCC	January, 2023	December 2023	TBD	TBD	100	N/A	Completed

and Second Cycles										
50. Conduct periodic monitoring to all 9 M/D Directorates and 26 Second Cycle Schools and provide technical support to their Management	Governance, Corruption and Public Accountability	34,000.00	GES & ORCC	January, 2023	December 2023	TBD	TBD	100	N/A	Completed
51. Reconstitute and inaugurate expired Boards for Second Cycles and attend at least three Board meetings (two general and one academic performance related) in the year.	Governance, Corruption and Public Accountability	13,000.00	GES	January, 2023	December 2023	TBD	TBD	100	N/A	Completed

52. Hold one-on-one Consultative Clinic for Managements of M/D Directorates and Second Cycle Schools	Governance, Corruption and Public Accountability	27,200.00	GES	January, 2023	December 2023	Nil	27,200.00	0%	N/A	Not done
53. Analyze 2022 WASSCE and BECE Results for the region	Governance, Corruption and Public Accountability	5,000.00	GES	January, 2023	June, 2023	Nil	5,000.00	100	N/A	Completed
54. Compilation of all Fixed Assets in Second Cycle Schools and M/D Education Directorates	Governance, Corruption and Public Accountability	6,000.00	GES	January, 2023	January, 2023	TBD	TBD	100	N/A	Completed
55. Present analysed 2022 BECE and WASSCE results to key regional	Governance, Corruption and Public	8,000.00	GES & ORCC	June, 2023	June, 2023	TBD	TBD	100	N/A	Completed

stakeholders at a forum	Accountability									
56. Provision of one double cabin pick up (Toyota Hilux 4x4 diesel) for monitoring and supervision	Governance, Corruption and Public Accountability	180,000.00	GES, MOE & ORCC	January, 2023	January, 2023	Nil	180,000.00	0%	N/A	Not done
57. Supply of basic Office equipment to the Regional Education Office (desk and laptops computers, projector with screen, printer, conference table, cabinets, etc.)	Governance, Corruption and Public Accountability	80,000.00	GES & ORCC	January, 2023	December 2023	Nil	80,000.00	100	N/A	Completed
58. Supply of furniture to needy basic schools	Governance	2,786,200.00	GoG					0%	N/A	Not done

59. Monitoring of 2024 ADEOP preparation in the various District Education Offices	Governance, Corruption and Public Accountability	14,400.00	GES	July, 2023	December 2023	Nil	Nil	0%	N/A	Not done
60. Conduct of 2023 Annual School Census	Governance, Corruption and Public Accountability	15,000.00	GES & EMIS HQ	May, 2023	September, 2023	11,000.00	4,000.00	100	N/A	Successfully completed
61. Organise workshop for all accounting class in the Region	Governance, Corruption and Public Accountability	70,000.00	GES	January, 2023	March, 2023	Nil	70,000.00	0%	N/A	Not done
62. Monitoring visits to supervise work of accounting staff in the District Offices	Governance, Corruption and Public Accountability	20,000.00	GES	January, 2023	September, 2023	TBD	20,000.00	100	N/A	Completed

and Second Cycles										
63. Hold joint meeting with Accountants, Store Keepers/Supply Officers and Domestic Bursars	Governance, Corruption and Public Accountability	5,000.00	GES	January, 2023	March, 2023	Nil	5,000.00	0%	N/A	Not done
64. Vetting of books and accounts of 2nd cycle schools and districts	Governance, Corruption and Public Accountability	30,000.00	GES	January, 2023	December 2023	TBD	TBD	100	N/A	Fully completed
65. Conduct regular monitoring in the districts	Governance, Corruption and Public Accountability	36,000.00	GES & ORCC	January, 2023	December 2023	TBD	TBD	100	N/A	Completed
66. Monitor training workshops on various district-	Governance, Corruptio	27,000.00	GES	January, 2023	December 2023	TBD	TBD	100	N/A	Fully completed

level programmes	n and Public Accountability									
67. Coordinate preparation of 2023 GTP Awards candidates in the region	Governance, Corruption and Public Accountability	8,000.00	GES	January, 2023	September, 2023	Nil	8,000.00	0%	N/A	Not done
68. Organize quarterly review meetings with CIS	Governance, Corruption and Public Accountability	16,000.00	GES	January, 2023	December 2023	Nil	16,000.00	0%	N/A	Not done
69. Pay working visits to the districts to interact with the CIS & SISOs	Governance, Corruption and Public Accountability	8,000.00	GES	January, 2023	December 2023	Nil	8,000.00	0%	N/A	Not done
70. Organise BECE and WASSCE/NAP	Governance, Corruptio	34,000.00	GES & ORCC	July, 2023	September, 2023	Nil	34,000.00	0%	N/A	Not done

TEX Performance Clinic for Municipal/District Directorates and 2nd Cycle Schools	n and Public Accountability									
71. Monitoring of 2023 BECE	Governance, Corruption and Public Accountability	15,000.00	GES & ORCC	September, 2023	September, 2023	TBD	TBD	100	N/A	Fully completed
72. Monitoring of 2023 WASSCE and NAPTEX	Governance, Corruption and Public Accountability	16,000.00	GES & ORCC	July, 2023	September, 2023	TBD	TBD	100	N/A	Fully completed
73. Monitoring of 2023 NST	Governance, Corruption and Public Accountability	6,400.00	GES & ORCC	December, 2023	December 2023	TBD	TBD	100	N/A	Fully completed

74. Organize comprehensive inspection in Second Cycle Schools	Governance, Corruption and Public Accountability	42,000.00	GES	January, 2023	December 2023	Nil	42,000.00	0%	N/A	No funds to implement activity
75. Role Model Out-Reach in schools (one per district)	Governance, Corruption and Public Accountability	27,000.00	GES	January, 2023	September, 2023	Nil	27,000.00	0%	N/A	No funds to implement activity
76. Organise Regional core subjects' clinics/camps for girls (300 girls and 100 boys)	Governance, Corruption and Public Accountability	160,000.00	GES	April, 2023	June, 2023	Nil	160,000.00	0%	N/A	No funds to implement activity
77. Capacity Building Workshops for Sports and Culture Coordinators form Second	Governance, Corruption and Public Accountability	8,400.00	GES	January, 2023	June, 2023	Nil	8,400.00	0%	N/A	No funds to implement activity

Cycles and District Offices										
78. Organising inter- schools, inter-circuit, inter-district and inter-regional cultural festivals	Governance, Corruption and Public Accountability	25,000.00	GES	January, 2023	June, 2023	Nil	25,000.00	0%	N/A	No funds to implement activity
79. Visit schools to monitor and assess progress in mathematics and science instruction in SHS.	Governance, Corruption and Public Accountability	2,378.00	GES	January, 2023	December 2023	Nil	2,378.00	0%	N/A	No funds to implement activity
80. Visit schools to discuss Energy Challenge Projects	Governance, Corruption and Public Accountability	516.00	GES	January, 2023	June, 2023	Nil	516.00	0%	N/A	No funds to implement activity
81. Formation of RTST team	Governance, Corruption and	1,394.00	GES	January, 2023	March, 2023	Nil	1,394	0%	N/A	No funds to impleme

	Public Accountability									nt activity
82. Organisation of a five-day regional STMIE camp for 2022	Governance, Corruption and Public Accountability	37,040.00	GES & ORCC	October, 2023	December 2023	Nil	37,040.00	0%	N/A	No funds to implement activity
83. Organizing, Monitoring and reporting on " Mathematics and Science Day" Celebration.	Governance, Corruption and Public Accountability	2,080.00	GES	January, 2023	March, 2023	Nil	2,080	0%	N/A	No funds to implement activity
84. Organize a three-day non-residential orientation workshop on robotics for Science Teachers of SHS/SHTS	Governance, Corruption and Public Accountability	35,300.00	GES	July, 2023	September, 2023	Nil	35,300	0%	N/A	No funds to implement activity
85. Monitoring activities of SEIP	Governance,	11,460.00	GES	January, 2023	December 2023	Nil	11,460	0%	N/A	No funds to

schools towards overall attainment of set goals and objectives of the SEIP.	Corruption and Public Accountability									implement activity
86. Zonal monitoring of National Science and Mathematics Quiz (NSMQ) 2022	Governance, Corruption and Public Accountability	2,915.00	GES	October, 2023	December 2023	TBD	TBD	100	N/A	Fully completed
87. Organise Science and Maths Clinics for SHS students in 10 schools	Governance, Corruption and Public Accountability	2,500.00	GES	January, 2023	December 2023	Nil	2,500.00	100	N/A	Successfully completed
88. Organize Capacity Building Workshop for all the District / Municipal TVET/ WITED	Governance, Corruption and Public Accountability	18,000.00	GES	April, 2023	September 2023	Nil	18,000.00	100	N/A	Completed

Coordinators in the aspects of Creative Arts in basic schools										
89. Sensitization on key Developmental issues through radio engagements on - Disability - Disability Act 715 - Policies and Laws	Governance, Corruption and Public Accountability	2,500.00	GES	January, 2023	December 2023	Nil	2,500.00	100	N/A	Successfully completed
90. Orientation for fresh students at JHS and SHS.	Governance, Corruption and Public Accountability	18,000.00	GES	April, 2023	September 2023	Nil	18,000.00	100	N/A	Completed
91. Orientation for newly appointed G&C Coordinators and untrained	Governance, Corruption and Public	2,500.00	GES	January, 2023	December 2023	Nil	2,500.00	100	N/A	Successfully completed

G&C Coordinators in the Oti region.	Accountability									
92. Organise career guidance for students at Basic and Second Cycles	Governance, Corruption and Public Accountability	18,000.00	GES	April, 2023	September 2023	Nil	18,000.00	100	N/A	Completed
93. Monitoring on Sports for Safe Schools	Governance, Corruption and Public Accountability	1,000.00	GES	July, 2023	September 2023	Nil	1,000.00	0%	N/A	No funds to implement activity
94. School visits to monitor Guidance and Counselling activities in the region.	Governance, Corruption and Public Accountability	8,100.00	GES	January, 2023	December 2023	TBD	TBD	100	N/A	Completed
95. Sensitization of various stakeholders on Child Protection	Governance, Corruption and	16,200.00	GES	January, 2023	December 2023	Nil	16,200.00	100	N/A	Completed

and Safety issues	Public Accountability									
96. Capacity building workshop for all Guidance and Counselling Coordinators at second cycle schools and the District/Municipal Directorate.	Governance, Corruption and Public Accountability	9,000.00	GES	April, 2023	June, 2023	Nil	9,000.00	0%	N/A	No funds to implement activity
97. Train KG Teachers on the Play Based Learning activities.	Governance, Corruption and Public Accountability	36,000.00	GES	January, 2023	March, 2023	Nil	36,000.00	0%	N/A	No funds to implement activity
98. Conduct regular monitoring and coaching of activities in the KG Schools	Governance, Corruption and Public Accountability	4,000.00	GES	January, 2023	December 2023	TBD	TBD	100	N/A	Completed

99. Organize refresher Training for KG Teachers on the SBC	Governance, Corruption and Public Accountability	36,000.00	GES	April 2023	June 2023	Nil	36,000.00	0%	N/A	No funds to implement activity
100. Monitoring Lively Minds Programs in the region	Governance, Corruption and Public Accountability	Nil	GES	January 2023	December 2023	TBD	TBD	100	N/A	Successfully completed
101. Monitor "My First Day at School" activities for K.G and Basic one pupil	Governance, Corruption and Public Accountability	5,000.00	GES & ORCC	January 2023	January 2023	TBD	TBD	100	N/A	Completed
102. Organise school sports at the basic and SHS levels	Governance, Corruption and Public Accountability	25,000.00	GES	January 2023	December 2023	3,160.00	21,840.00	100	N/A	Successfully completed with limited funds.

103. Formation and revamping of girls' clubs -(200 schools in the region)	Governance, Corruption and Public Accountability	5,000.00	GES	January 2023	December 2023	Nil	5,000.00	0%	N/A	No funds to implement activity
104. Hold talks on teenage pregnancy and health related issues	Governance, Corruption and Public Accountability	9,000.00	GES	January 2023	December 2023	Nil	9,000.00	0%	N/A	No funds to implement activity
105. Organise Role Model Out-Reach	Governance, Corruption and Public Accountability	15,000.00	GES	January 2023	December 2023	Nil	15,000.00	0%	N/A	No funds to implement activity
106. Hold talks on LGBTQ+ in schools	Governance, Corruption and Public Accountability	15,000.00	GES	January 2023	June 2023	Nil	15,000.00	0%	N/A	No funds to implement activity

107. Organise Educational visits to Institutions	Governance, Corruption and Public Accountability	30,000.00	GES	April 2023	June 2023	Nil	30,000.00	0%	N/A	No funds to implement activity
108. Hold a five-day regional reading clinic for 100 pupils.	Governance, Corruption and Public Accountability	25,000,00	GES	July 2023	September 2023	Nil	25,000,00	0%	N/A	No funds to implement activity
109. Celebrate International Day of the Girl-Child	Governance, Corruption and Public Accountability	45,000.00	GES	January 2023	December 2023	Nil	45,000.00	0%	N/A	No funds to implement activity
110. Mark International Children's' Day (durbar)	Governance, Corruption and Public Accountability	45,000.00	GES	October 2023	December 2023	Nil	45,000.00	0%	N/A	No funds to implement activity

111. Organise Life Skills programmme	Governance, Corruption and Public Accountability	Nil	GES	January 2023	December 2023	Nil	TBD	0%	N/A	No funds to implement activity
112. Commemoration of Menstrual Hygiene Day	Governance	8,000.00	GoG	April, 2023	June, 2023	Nil	8,000.00	0%	N/A	No funds to implement activity
113. Monitoring, Supervision and Evaluation of all M/DEHOs in the M/DAs on performances and Service delivery within	Governance, Corruption and Public Accountability	4,646.00	GoG	4th July, 2023	31st Dec., 2023	4,646.00	0.00	100		Completed
114. To facilitate and build the skills and competencies of	Governance, Corruption and Public Accountability	23,940.00	DP-Plan-int. Ghana	9th Oct. 2023	20th Dec., 2023	23,940.00	0.00	100		Completed

the M/DAs on WASH activities										
115. To coordinate and monitor WASH activities	Governance, Corruption and Public Accountability	12,800.00	World Vision Ghana	5th April, 2023	31st Dec., 2023	12,800.00	0.00	100		Completed
116. Coordinate the Implementation of Hand Hygiene for All (HH4A) activities in M/DAs	Governance, Corruption and Public Accountability	20,000.00	DACF	N/A	N/A	N/A	N/A	0	N/A	Not done
117. Monitor and coordinate RICCS meetings quarterly	Governance, Corruption and Public Accountability	15,100.00	DP-UNICEF	7th Feb., 2023	31st Dec., 2023	15,100.00	0.00	100		Completed

118. Coordinate four (4) review meetings	Governance, Corruption and Public Accountability	9,237.00	GoG	10th Aug., 2023	24th Oct., 2023	9,237.00	0.00	100		Completed
119. Clean public places	Governance, Corruption and Public Accountability	750.00	GoG	02/01/23	31/12/23	N/A	N/A	100	N/A	Completed
120. Educate the public on Sanitation policy and implementation	Governance	750.00	GoG	02/01/23	31/12/23	N/A	N/A	100	N/A	Completed
121. Community Engagements/Public Education Campaigns on Disaster Risk Reduction	Environment, infrastructure and human settlement	217,391.89	GOG/DACF	2nd Jan. 2023	31st Dec., 2023	20,990.00	196,401.89	100	N/A	Completed

122. Capacity of staff and other stakeholders built	Environment, infrastructure and human settlement	40,450.34	GoG/DACF	1st July, 2023	30th Sep., 2023	6,490.00	33,960.34	100	N/A	Completed
123. Staff trained	Environment, infrastructure and human settlement	73,169.29	GoG/DACF	2nd Jan. 2023	30th Sep. 2023	2,500.00	70,669.29	100	N/A	Completed
124. Committee Trained	Environment, infrastructure and human settlement	39,550.34	GoG/DACF	1st Oct., 2023	31st Dec., 2023	3,180.00	36,370.34	100	N/A	Completed
125. Flood mitigation measure undertaken	Environment, infrastructure and human settlement	35,461.04	GoG/DACF	1st April, 2023	30th Sep., 2023	3,100.00	32,361.04	100	N/A	Completed
126. Emergency response and rescue	Environment, infrastructure and	63,611.81	GoG/DACF	2nd Jan, 2023	31st Dec, 2023	4,350.00	59,261.81	100	N/A	Completed

	human settlement									
127. Disaster Management Committee Meeting	Environment, infrastructure and human settlement	55,209.49	GoG/DACF	EACH QUARTER	EACH QUARTER	0.00	55,209.49	100	N/A	Completed
128. DVG Activities Conducted	Environment, infrastructure and human settlement	117,357.43	GoG/DACF	2nd Jan. 2023	31st March, 2023	1,000.00	116,357.43	100	N/A	Completed
129. Disaster incidence recorded in the region	Environment, infrastructure and human settlement	3,782,370.00	GoG/DACF	2nd Jan., 2023	31st Dec., 2023	0.00	3,782,370.00	100		Completed
130. Relief Administered to Disaster Victims	Environment, infrastructure and human settlement	65,130.77	GoG/DACF	2nd Jan., 2023	31st Dec., 2023	0.00	65,130.77	100		Completed

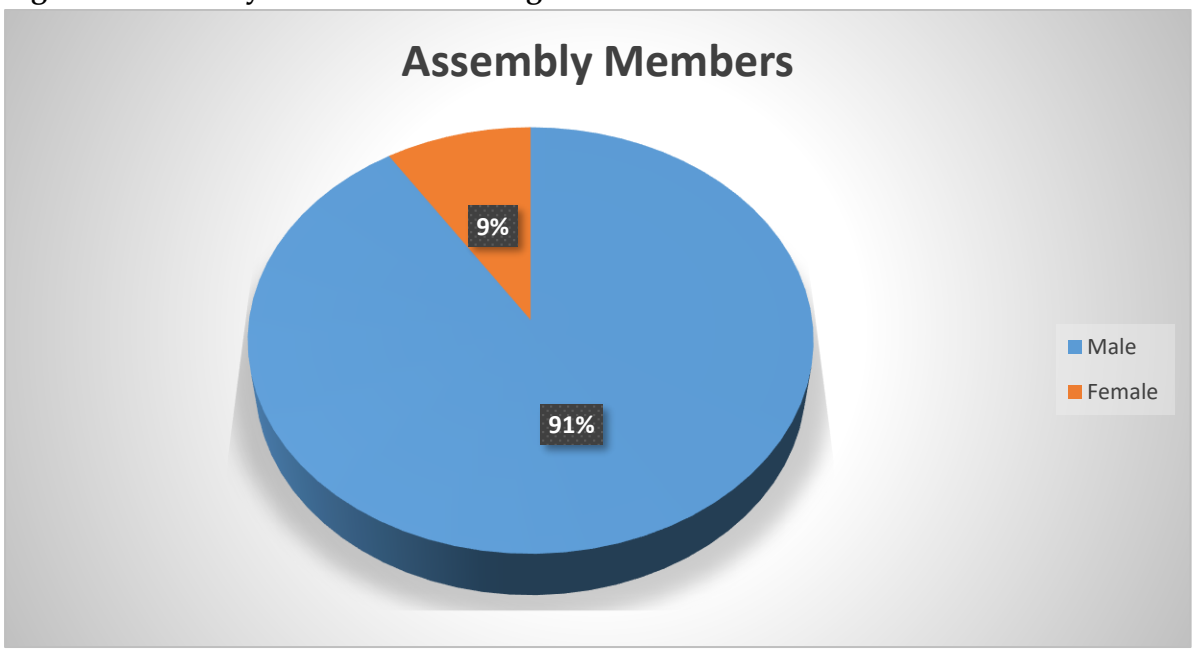
Source: RPCU, 2023 N/A * No data available

Observation from table 7 revealed a total of 130 programmes were planned and implemented during the period under two key development dimensions, thus, Governance, Corruption and Public Accountability as well as Environment, infrastructure and human settlement. A significant number of these planned programmes have been completed, thus, 81(62.31%) whereas 49 planned programmes representing 37.69% have not been done due to financial challenges, therefore, rolled over to the be implemented in 2024.

3.10.9 Updates on Administrative and Human Resource Issues

The Oti Regional has nine (9) Municipal and District Assemblies. Thus, four (4) Municipal Assemblies and five (5) District Assemblies. The region has enjoyed a stable political leadership since its establishment. The table below details the political leadership including the number of Assembly Members in the Region for the year under review.

Figure 3: Assembly Members in Oti Region



Source: RPCU, 2023

From the chart above, only 28 females representing 9% are members of the various assemblies in Oti Region as compared to 278 females representing 91%. Further analysis of leadership at the district level revealed that 3 females representing 33.33% are political heads of the various assemblies in the region as compared to 6 males representing 66.67%.

The above statistics showed that leadership at the district level in the Region is skewed towards the males. This could be attributed to the facts that women are not being given equal opportunity to contest for leadership positions in the districts. Therefore, there is an urgent need to expedite the passage of the affirmative bill into law, since this will give a quota to women involvement is politics and governance, hence, increasing their participation.

Staff Strength of Municipal and District Assemblies in Oti Region

This segment of the report focused on the staff strengths of the Municipal/District Assemblies and the Oti Regional Coordinating Council and its implications on the attainment of the objectives of the 2023 AAP and by extension the 2022-2025 MTDP. Table 16 and 17 presented the data on the staff strength of MDAs and ORCC respectively.

Table 17: Staff Strength of MMDAs

MMDAs	REQUIREMENTS		ACTUAL	%	Required skills
	Minimum	Maximum	2023	Covered	
Nkwanta North	241	348	71	29.46	

Nkwanta South	241	351	106	43.98	
Kadjebi	279	400	112	40.14	
Jasikan	241	348	113	46.89	
Guan	241	348	46	19.09	
Biakoye	279	391	82	29.39	
Krachi East	241	350	116	48.13	
Krachi Nchumuru	241	348	76	31.54	
Krachi West	241	348	102	42.32	
TOTAL	**2245**	**3232**	**824**	**36.70**	

Source: RPCU, 2023

Observation of the staff strength in the various M/DAs in the Oti Region revealed that all Assemblies are understaffed. Further analysis of the data also showed that only 36.70% of the minimum required number of staffs are actively engaged to work as Assembly staffs.

The low percentage coverage of staffs will have a dying consequence on service delivery and the performance of officials in these Assemblies. This is because district authorities will be forced to assign officers to perform function, they do not have the requisite knowledge to conduct. Hence, negatively impacting the quality of work provided by the workers.

Table 18: Staff Strength of RCC

Decentralised Departments	Requirements		Actual	% Covered	Required Skills
	Minimum	Maximum	2023		
Central Administration	73	102	50	68.49	
Social Welfare	9	12	2	22.22	
Community Development	9	13	2	22.22	
Works Department	52	89	2	3.85	
Human Resource	4	6	2	50	
Feeder roads	23	39	6	26.09	
Agriculture Department	12	19	6	50	
Statistics Department	2	3	1	50	
TOTAL	**184**	**283**	**71**	**38.59**	

Source: HR Department, 2023

The staff strength situation at the ORCC is not different from that on the MMDAs. It can be observed from table 17 that only 38.59% of minimum number of staffs are currently engaged by government to work at the Oti Regional Coordinating Council. This implies that there are inadequate staff available at the ORCC, hence, input of staffs will adversely be affected.

Table 19: Capacity Development

Name/type of Capacity development	Venue/location	Purpose of the programme	Source of funding	Target group	Facilitators	No. of beneficiaries		
						Total	Male	Female
Training on urban infrastructure service delivery management at lorry stations and market for MMDAs core staffs	ORCC Conference Hall	To build the capacity of MMDAs in market infrastructure management to improve IGF mobilization	DACF	Budget Analysts, finance officers, revenue superintendents and planning officers	Regional Economic Planning Officer	73	62	11

Source: HR Department, 2023

Update on Key Logistics

From table 20, the Oti Regional Coordinating Council (ORCC) generally has insufficient logistics to effectively deliver its mandate of monitoring, coordinating and evaluation. The percentage coverage of the required logistics of computer, printer, projector, office space and vehicle are 74.29%, 56.67%, 30%, 57.5% and 80% respectively. This is an indication that there are gaps which needs to be filled for the RCC to carry out its mandate effectively and efficiently. It is worth noting that the ORCC is currently occupying the Krachi East Municipal Assembly Building awaiting the completion of the RCC office complex. This current office space could not hold all departments, therefore, affecting the effective operation of the affected departments.

Table 20: Update on key Logistics

MMDAs	Computer		Printer		Projector		Office Space		Vehicle		Remarks
	Required	Actual	Required	Actual	Required	Actual	Required	Actual	Required	Actual	
Nkwanta North											
Nkwanta South	24	12	13	10	2	1	11	11	14	4	Inadequate logistics
Kadjebi	50	14	25	13	3	0	70	43	5	4	Inadequate logistics
Jasikan	93	44	30	19	9	2		Available	10	3	Inadequate logistics
Guan	55	9	55	9	3	1	50	12	5	2	Inadequate logistics
Biakoye	50	20	15	7	3	0	45	11	10	7	Inadequate logistics
Krachi East	53	24	**17**	**9**	3	1	16	11	9	4	Inadequate logistics
Krachi Nchumuru	21	14	14	9	1	0	2	1	3	0	Inadequate logistics
Krachi West	35	14	20	8	2	0	40	16	7	3	Inadequate logistics
SUB-TOTAL											
RCC	70	52	30	17	10	3	40	23	25	20	Inadequate logistics
GRAND TOTAL											

Source: Administration, 2023

3.10.10 Update on Indicators and Targets

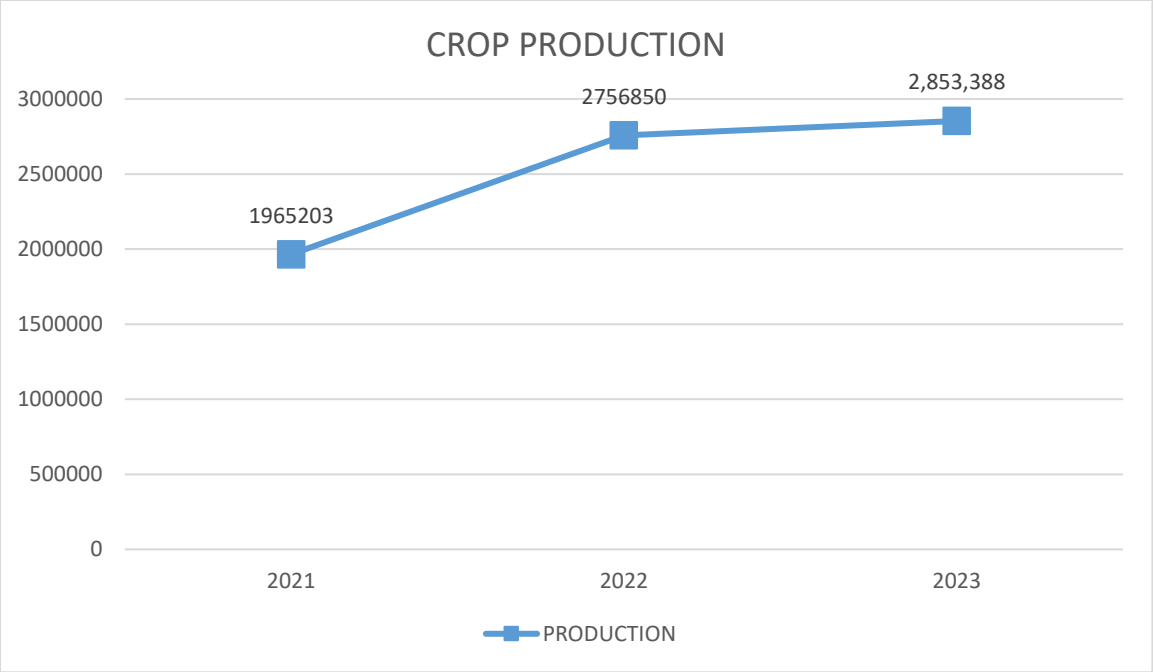
Core Indicators

Economic Development

Agriculture production

A total of 2,853,388mt of crop production recorded in 2023 as compared to 2,756,850mt produced in 2022. This resulted into a percentage increase of 3.5% in crop production in 2023 as evidenced in the figure below. Gradual improvement in crop production over the years tells of the agrarian nature of the region, the impact of the interventions for agriculture and continues to have a positive influence on food security in and outside the region.

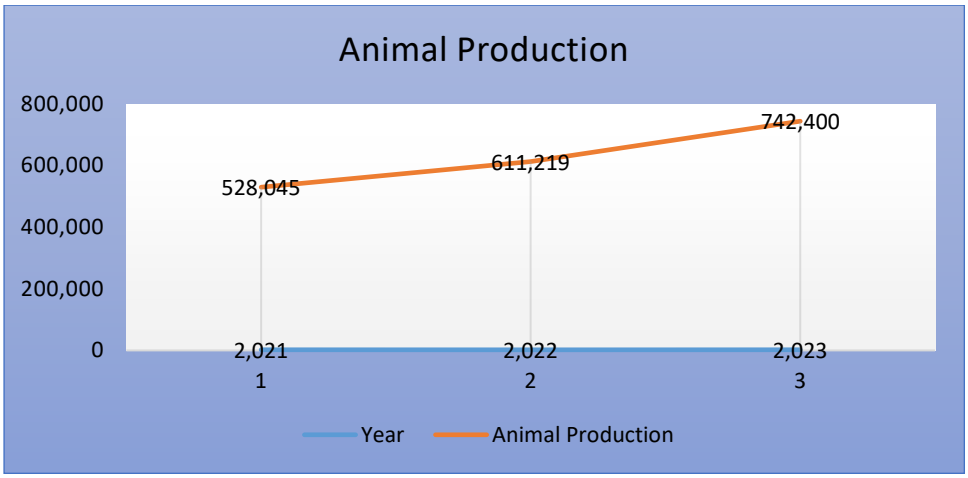
Figure 4: Crop Production



Source: RPCU, 2023

In addition, animal production in the region in general had appreciated marginally compared to the previous years. The trend analysis in animal production in the region revealed a percentage increase in 21.46% in 2023 as compared to 2022 production year. This is evident in the figure below.

Figure 5: Animal Production



Source: RPCU, 2023

New Industries and jobs created

A percentage increase in 32.84% of new jobs created 2023 as compared to 2022. However, a percentage decrease in 25.5% can be observed in the number of new jobs created. This could be attributed to the fact that the industries created are at the introduction stage, hence, will not be able to employ. However, the number of jobs created will appreciate with time.

Social Development

Health service delivery

The trend analysis of health facilities shows that there is no significant change in the number of facilities in the region as compared to the previous year. Out of a total of 324 facilities, CHPS compound contributed 60.19% with polyclinic contributing the least (0.62%).

With regards to malnutrition, a percentage increase of 36.84% was recorded in stunting, whereas a percentage decrease of 22.73% and 100% recorded in underweight and wasting respectively in 2023.

A total of 19508 life birth was registered during the year 2023. This comprised 9943 males representing 50.97% and 9565 representing 49.03%. Further analysis on the number of births registered revealed a percentage increase in 1.27% as compared to 2022. This trend contributes to the fact that the region is a male dominated. On the other hand, a total of 543 deaths were registered during the period under review, this comprised of 298 males representing 54.88% as compared to 245 females representing 45.12%. A percentage increase of 18.56% can be observed in the number of deaths registered in 2023. Interestingly, a significant number of these deaths were the active population, thus between the ages of 18-59 representing 45.30%.

Reported Cases of Child Abuse

A significant increase in cases, thus, neglect (462.5%), sexual abuse (50%), early marriage (100%) and family child separation (100%) were recorded whereas a decrease in child

trafficking (73.61%), child labour (50%) and emotional abuse (100%) were recorded during the year under review.

Disaster Management and Prevention

A total of 195 communities were affected by various categories of disasters during the period. Wind and rainstorm affected 40.51% of the total communities devastated by disasters whereas boat accident, conflict and pest infestation respectively contributed affected 0.51% of the communities affected. The occurrence of these disasters led to the destruction of 197 farms, 2 schools, 979 houses, 1,580 people displaced and 17 deaths. In other to curb the occurrence of disaster in the region, Municipal and District National Disaster Management Organisation (NADO) across the region were vigorously engaged communities on issues such as fire disaster, flood mitigation etc. Media discussions, hazard mapping, inspection and assessments were some of the mitigation measures implemented to reduce the occurrence of disaster in the region.

Water and sanitation

It is observed that 67.45% of the population had access to sustainable safe drinking water sources in the region. This shows 2.43% increase as compared to 2022. Key environmental health officials were trained on Basic Sanitation Information System (BaSIS) with the purpose of introducing them to the BaSIS web and android app, data collection tool and how to use them. Other training included Natural Leaders (NL) training.

Regional Indicators

Social Service

Health

The data from the region-specific indicators revealed that a maternal mortality of 30.8 was recorded during 2023. This means that for every 1000 live births that occur, 30.8 of the mothers died during pregnancy, childbirth or within42 days after termination of pregnancy regardless of the duration and site of the pregnancy from any cause related to or aggravated by the pregnancy or its management.

The high rate of 30.8 is an indication that the quality of care available to pregnant women in the region is low. This could be attributed to the fact that most health professional do not accept posting to the region. Hence, there is pressure on the few that are available, therefore compromising quality of service.

Furthermore, infant and under 5 years mortality rate recorded as 2.5 and 4.6 respectively are comparatively moderate, though can be further reduced. In addition, malaria case fatality of 0.1 means that out of every 1000 children diagnosed with malaria, insignificant number (0.1) of them died as the result of the disease.

The data on maternal and infant mortality as provided in table 22 above defeats the planned objective of alleviating all forms of mortality in health care delivery in the Oti region. Therefore, urgent measures should be put in place to tackle the menace.

Education

Data on gender parity index at all levels of education in the region is below 1. Thus, 0.97, 0.92, 0.85 and 0.98 respectively for KG, Primary, JHS and SHS. This parity index means that there are more females in schools at all levels compared to their male counterparts.

Environment, Infrastructure and Human Settlement

Trend analysis of percentage of rural population with access to Safe water sources indicates a percentage increase of 2.85% from 2022. This means that increasing number of communities are being provided with portable water sources.

In addition, 15% of urban roads were maintained or repaired in 2023. This revealed a percentage increase of 200% of roads maintained or repaired as against a percentage decrease 26.05% if feeder roads repaired/maintained. Also there has not been any change in the proportion of health/educational facilities maintained or repaired in 2023.

A percentage decrease of 1.55% has been observed in hectors of degraded forest rehabilitated or restored.

The proportion of communities declared ODF has insignificantly increase by 2.46% in 2023 compared to 2022. However, it has been observed that high number of communities declared ODF are reversing to open defecation. A situation which needs to be addressed before it aggravates. It is therefore prudent for the environmental health officer to be equipped to periodically engage and educate the communities on the health implications of open defecation.

3.10.11 Update on Critical Development and Poverty Issues

Table 21: Update on Critical Development and Poverty Issues

Critical Development and Poverty Issues	Allocation GH¢	Actual receipt GH¢	No. of beneficiaries		Remarks
			Targets	Actuals	
Ghana School Feeding Programme	N/A	N/A	166,809.00	N/A	Fund not paid through the Regional Education Directorate
Capitation Grants	743,240.78	616,947.85	166,544.00	138,245.00	Timely release of fund will be appreciated
National Health Insurance Scheme	921,614.92	746,768.92	513,263	320,157	Timely payment of service providers
Livelihood Empowerment Against Poverty (LEAP) programme	12,693,152.00	12,693,152.00	10824	10824	Scale up to cover more beneficiaries
National Youth Employment Program	88,000.00	44,000.00	64	30	Timely release of fund will be appreciated
One District-One Factory Program	N/A	N/A	N/A	N/A	
One Village-One Dam Programme	N/A	N/A	N/A	N/A	
Planting for Food and Jobs Programme	N/A	N/A	N/A	N/A	
Planting for Food and Export	N/A	N/A	N/A	350	Cashew seedlings were distributed to 360 farmers in some selected districts
Free SHS Programme	10,907,032.04	10,790,941.15	24,998.00	24,732.00	Timely release of fund will be appreciated

Source: RPCU – ORCC, 2023

Capitation Grant

Analysis of the critical development and poverty issues table revealed that 83.01% of the capitation grant allocation was received in the year 2023 for 138,245 beneficiaries. This means that there is an outstanding balance of 16.99% yet to be released by the Government. Furthermore,

GH¢174846.00 representing 18.97% of the NHIS allocation outstanding, GH¢44,000.00 representing 50% of NYE allocation outstanding and GH¢116,090.89 of Free SHS allocation representing 1.03% outstanding.

The implication for the delay payment of the outstanding balance is that some planned activities for the year 2023 by the implementing agencies must be deferred to 2024. Furthermore, the value of these outstanding balances will be affected by other economic indicators, hence it will be more expensive conducting the deferred activities in 2024 compared to 2023.

National Health Insurance Scheme

Further analysis of table 23 indicated that 81.03% of the allocation was released for the scheme in the region. This left a variance of GH¢174,846.00 representing 18.97%. Also, 62.38% of the targeted beneficiaries was covered. The non-coverage of all targeted beneficiaries could be attributed to the arrears yet to be paid.

Livelihood Empowerment Against Poverty (LEAP) programme

A full allocated amount of GH¢12,693,152.00, representing 100% was released for the implementation of LEAP programme in the region to cater for the 10,824 targeted beneficiaries.

National Youth Employment Program

Half of the total allocation GH¢44,000.00 for the implementation of the NYEP was release in 2023. Furthermore, only 30 beneficiaries representing 46.88% were covered under the programme during the year under review.

Free SHS Programme

A significant amount of GH¢10,907,032.04 representing 98.94% of the allocated amount was released for the implementation of the free Senior High School Programme in the region. Also, it could be observed that the targeted number of pupils the programme intended to cover during the year was not met, leaving a gap of 266 representing 1.06%. This could be partly due to the arears or because of insufficient allocation for the implementation of the programme.

The implication of the gap in beneficiaries may be financial burden on parent which may lead to school dropout, hence defeating the tenet of the policy 'leave no child behind'.

3.10.12 Conclusion and the Way Forward

This chapter contains key issues addressed, those yet to be addressed and recommendations to overcome the challenges of the region and conclusion.

Key Issues Addressed

Construction and commissioning of high court at Dambai for timely adjudication of legal issues above the mandate of the district courts in the region has been one of the key issues addressed in the region. Furthermore, the construction and handing over of regional health directorate with staff bungalows at Worawora, regional education directorate at Jasikan and regional agriculture department at Nkwanta will respectively facilitate for effective and efficient administration of

health care delivery, administration of education and coordination, monitor and evaluate of agricultural activities in the region.

Key Issues yet to be Addressed

The Regional Coordinating Council being one of the newly established six regions is faced with numerous challenges. These challenges also cut across the various Municipal and District Assemblies within the region. Below outline these challenges.

- Poor Road Network to farm gates (Regional Agric Directorate)
- Inadequate Social and Economic Infrastructure especially in the health and education sectors
- Lack of Potable water for domestic use and inadequate in places with potable water.
- Inadequate Office and Residential Accommodation for RCC and other government departments and agencies
- High expectation/Demand for social amenities
- Low standard of Education and high illiteracy rate
- High housing deficit

Inadequate monitoring vehicles for regional departments

Recommendations

The implementation of the following recommendations would help address the challenges:

- Timely release of common fund for the Regional Co-ordinating Council
- Capacity building for the staff in the Oti region.
- Public private partnership should be encouraged to be used as a special purpose vehicle to pluck the gap in the infrastructure development.
- All government departments and agencies should be encouraged to set up their Oti Regional offices.

Conclusion

In conclusion, the Oti Regional Coordinating (ORCC) within the period under review (2023) was able to vigorously focus on its primary mandate of co-ordination, monitoring and evaluating government programs and projects in the Region.

The Council in the coming years would intensify and improve its cordial relationship with the various Municipal and District Assemblies, Departments and Agencies to effectively carry out its mandate for the betterment of the Region. The Council also hopes to work to establish an enabling environment through exemplary leadership, a model for good governance, promotion of peace and investment opportunities for the growth of the private sector within the Region.

3.11 SAVANNAH REGION

3.11.1 Introduction

This 2023 Annual Progress Report (APR) is to track the gradual progress of implementation of the Medium-Term Development Plans (2022-2025) of the Savannah Regional Coordinating Council and that of the Municipalities and District Assemblies (M/DAs) in the Region. This is to ensure that the region performs its mandate enshrined in the Local Governance Act 2016, Act 936 as being responsible for coordinating, monitoring and evaluating the activities, performance and functioning of all the Municipal and District Assemblies (M/DAs) within the region and other Governmental and Non-Governmental Agencies. This is to assesses the status of the set of core indicators and regional specific indicators agreed upon in the MTDPs within the region for the year 2023.

3.11.2 Regional Profile

Location and Size

The Savannah Region was one of the six newly created regions in Ghana and the largest in terms of landmass, covering an area of 34, 790 sq. Km. The Savannah Region is bordered on the north by the Upper West Region, on the west by the Ghana-Côte D'Ivoire, on the south by the Bono and Bono East Regions, and the east by the No East and Northern Region.

The Region is divided into seven (7) Administrative Districts including Bole, Central Gonja, North Gonja, East Gonja Municipal, Sawla/Tuna/Kalba, West Gonja Municipal and North-East Gonja.

Demographic Characteristics

The 2021 Population and Housing Census put the total population of the Savannah Region at 653,266 representing 2.1 percent of Ghana's population (30,792,608) comprising 327,687 males and 325,579 females. This is 38.6% increase between 2010 to 2021 with an average household size of 4.9 persons with 132, 393 households. The Region is multicultural, though the dominant tribe is Gonja. Local Languages spoken include Gonja, Tapulima, Kamara, Lobi, Brifo, Haga, Vagla and Dagbani. Like other parts of Ghana, the Official Language is English.

Departments & Agencies

The Departments Specified in the 13th Schedule of Act 936 are established as Departments of the Regional Co-ordinating Council and form part of the administration. These Departments are headed by Regional Heads who are responsible for the effective performance of sector specific functions. It is worthy of note that Out of the 22 Departments 16 are operational and available in the region. The Regional Heads of Department report to the Regional Minister through the Regional Co-ordinating Director. The table below provides the list.

Table 1.2: Department of the RCC

No.	NAME OF DEPARTMENT	No.	NAME OF DEPARTMENT
1	Controller and Accountant-General Dept	12	Department of Social Welfare
2	Feeder Roads	13	Ghana Enterprises Agency
3	Urban Roads	14	Public Work Department*

4	Department of Agriculture	15	Land Use and Spatial Planning authority
5	Ghana Education Service	16	Department of Community Development
6	Department of Rural Housing*	17	Registry of Birth and Deaths
7	Department of Parks and Gardens	18	Veterinary Services Department
8	National Sports Authority	19	Department of women*
9	Health Services. Health Directorate	20	Department of children*
10	Ghana statistical Services	21	Department of Agricultural Engineering*
11	National Youth Authority*	22	Ghana Library Authority
	The * means that those departments are currently not available in the region		

Source: Savannah RPCU, 2023

1.2.5 Political administration and governance

The structure of the decentralized administrative system in the Region is made up of the Regional Coordinating Council (RCC) and the Municipal and District Assemblies (MD/As). The RCC comprises the Regional Minister who is the overall Political Head of the Region, his Deputy, Representatives of the Regional House of Chiefs, District/Municipal Chief Executives of the Region, the Presiding Members of the Municipal and District Assemblies (MDAs) and representatives of the various decentralized Ministries, Departments and Agencies (MD/As).

The Regional Minister is the Chairman of the Regional Coordinating Council. The Regional Coordinating Director is the Secretary to the RCC and acts as the Head of Bureaucracy in the Region. He has the overall responsibility for local government administration of the Region.

Each of the seven (7) Municipal and District Assemblies are headed by a Municipal/District Chief Executive. Each Assembly has responsibility for the overall development of its area of jurisdiction. The Chief Executives are responsible to the President through the Regional Minister who is the head of the Region. Municipal/District Assemblies are composed of the MDCEs, Hon. Assembly Members (Elected & Appointed), Members of Parliament whose constituencies fall within the jurisdiction of the assemblies and Heads of Departments.

Development potentials and natural resource endowment of the region

The Savannah Region like any other region in Ghana is endowed with numerous resources that could be tapped or exploited to develop the region and Ghana as a whole.

Vast Land for Food Crop Production

The Savannah Region is endowed with large track arable land which could be used for cultivation of variety of crops for both domestic consumption and export. The region occupies an area of 35,862 sq. km making it the largest region in Ghana in terms of land mass.

Livestock

A significant proportion of farmers in the region keep livestock such as cattle, sheep and goats. There are 444,962 cattle reared in the region. While that of sheep and goat reared in the region are 285,293 and 44,390 respectively. This makes the region a good place for livestock production.

Forest Reserve

The Damongo Buipe forest district covers two political district West and Central Gonja districts. This Forest district has three natural and two plantation forest reserves. The natural reserves are Yakombo, Damongon scarp and Nyambong while the plantation. Forest reserves are Bombi and Damongo teak plantation. these reserves also serve the fringe communities in the two political districts within which the forest district is found. The Bole Forest district covers two political districts. They are Bole and Sawla –Tuna-Kalba district. The reserve district has only two natural forest resource; the kenikeni and yarada forest reserve. The two reserves are expected to serve the two political districts: The reserve covers an area of 1,116 sq. km. Making it the largest natural forest reserve in the Northern part of the country while the other one covers an area of 517.98 square km discovered to be the second largest forest reserve after Yakombo forest reserve.

3.11.3 Vision, Goals & Objectives

Table 1.1: Development Dimensions/Regional Goals and Objectives

No.	Development Dimension	Adopted Goals
1	Economic development	Build a Prosperous Society • Modernize and enhance agricultural production systems and Local Economic Development • Support entrepreneurs and MSME development
2	Social development	Create opportunities for all • Enhance equitable access to, and participation in quality education at all levels • Ensure accessible, and quality Universal Health Coverage (UHC) for all • Strengthen social protection for the vulnerable • Build capacity for sports and recreational development • Enhance application of ICT in national development
3	Environment, infrastructure and human settlement development	Safeguard the natural environment and ensure a resilient built environment • Enhance climate change resilience • Improve access to safe, reliable and sustainable water and environmental health services for all • Improve efficiency and effectiveness of road transport infrastructure and services • Promote sustainable spatially integrated development of human settlements

4	Governance, corruption and public accountability	Maintain a stable, united and safe society • Deepen political, financial and administrative decentralization • Provide adequate, safe, secure, quality offices and affordable housing for staff
5	Implementation, Coordination, Monitoring and Evaluation	Improve delivery of development outcomes at all levels • Strengthen plan preparation, implementation and coordination at all levels • Strengthen monitoring and evaluation systems at all levels

Source: SRPCU, 2023

Vision

The Savannah Regional Co-ordinating Council Seeks to attain a sustainable and inclusive growth and development while ensuring a stable, united and prosperity for all in the Region.

Mission

The Savannah Regional Coordinating Council exist to provide an effective and efficient administration and technical back-stopping services through coordinating, monitoring and evaluating the plans and programs of Ministries, Departments and Agencies (MDAs), District Assemblies (DAs) and Non-Governmental Organizations (NGOs) to ensure that human, material and financial resources of the Region are harnessed for the overall development of the Region.

Core Values*:* Accountability, Transparency, People centered, Participatory, Creativity, Discipline, Loyalty, Commitment, Integrity, Equity, Anonymity, Impartiality and Timeliness.

Objectives

The objectives of the Savannah Regional Co-Ordinating Council are.

- To coordinate, monitor and evaluate implementation of Government Policies, Programs and Projects in the Region, and to some extent initiate policy formulation at the local level to inform National Policy Frameworks and Policy Directions of Government.
- To promote stability, security, peace, transparency and accountable governance.
- To provide institutional support, human capacity and enabling environment for effective, efficient and sustainable service delivery.
- To Facilitate the creation of an enabling environment for private sector development
- To Promote and market the investment potentials in the region
- To improve fiscal resource mobilization of the Municipal and District Assemblies in the Region.

Purpose of Monitoring and Evaluation for the period

The Savannah Regional Co-ordinating Council (SRCC) lead by the Savannah Regional Planning Co-ordinating Unit (SRPCU) secretariat has been tracking the progress of programs and projects on quarterly basis to verify whether planned programs and projects are being implemented according to schedule.

The main purpose for the monitoring and evaluation was not only to provide stakeholders with information on whether progress is being made towards achieving stated objectives but also with the conviction that the inclusion of stakeholders in the process increases accountability to donors, project sponsors and beneficiaries thus, reducing distrust and improving trust. This was relevant in the sense that, M&E is critical in the pursuit of policy, program and projects within the region as it ensures effectiveness, efficiency, accountability, responsiveness and transparency in the allocation and use of scarce resources.

3.11.4 Summary of Achievements of RCC MTDP

The 2022-2025 Medium Term Development Plan (DMTDP) is being implemented in four parts on an annual basis beginning with 2022 annual action plan followed by the 2023 annual action plan. This takes into consideration five (5) main development dimensions of Economic development, social development, Environment, Infrastructure and Human settlements, Governance, corruption and public accountability, and Implementation, coordination, monitoring and evaluation drawn from the development dimensions of the National Development Policy Framework (2022-2025). The 2023 Annual Action plan of the RCC executed a total of **139** projects and programs being implemented at various levels representing approximately **95** percent of planned programs and projects. Table 1.2 indicate the status of 2023 AAP being implemented.

Analysis of Implementation of RCC Annual Action Plan

Table 1.2: Status of Implementation of RCC Annual Action Plan

S/N	Development Dimensions	2023	
		Planned	Executed
1.	Economic Development	15	14
2.	Social Development	48	45
3.	Environment, Infrastructure and Human Settlement	27	25
4.	Governance, Corruption and Public Accountability	41	41
5.	Implementation, Coordination, Monitoring and Evaluation	15	14
	Total	**146**	**139**

Source: SRPCU, 2023

Proportion of the MTDP implemented

Annex 2b: Proportion of the MTDP implemented

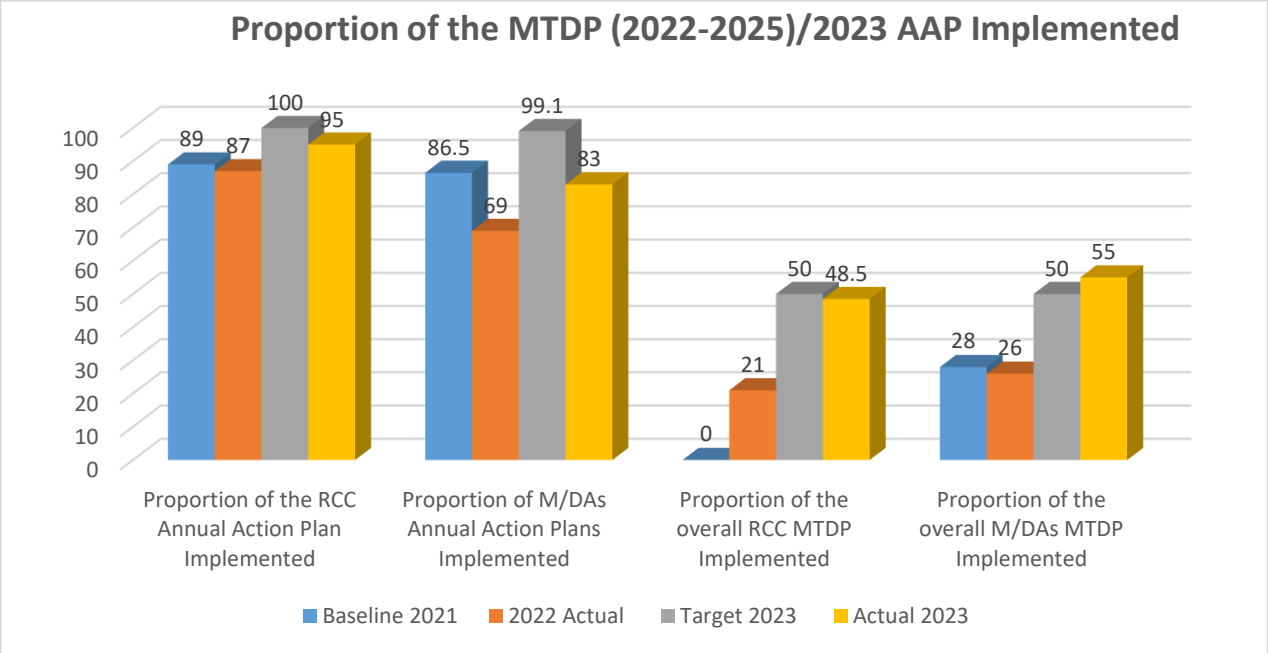
Indicators	Baseline 2021	2022 Actual	Target 2023	Actual 2023
1. Proportion of the RCC Annual Action Plan Implemented	89	87	100	95
a. Percentage Completed	78	62	65	63
b. Percentage of On-going Interventions	22	36	35	32
c. Percentage of Interventions Abandoned	0	2	0	0
d. Percentage of Interventions Yet to Start	0	13	0	5
2. Proportion of M/DAs Annual Action Plans Implemented	86.5	69	99.1	83

3. Proportion of the overall RCC MTDP Implemented	-	21	50	48.5
4. Proportion of the overall M/DAs MTDP Implemented	28	26	50	55

Source: Savannah RPCU, 2023

Proportion of the MTDP (2022-2025)/2023 AAP Implemented

Figure 1.1 shows the proportion of the RCC Annual Action Plan as well as that of the districts that have been implemented and their various implementation status. As at the end of 2023, the Proportion of the RCC Annual Action Plan Implemented **stood at 95**% with 63% being completed and 32% ongoing whereas 5% of the 2023 AAP are yet to start. Meanwhile, 48.5% of the proportion of the overall RCC medium-term development plan was implemented covering 2022 and 2023 AAPs whereas the proportion of implementation of 2023 AAPs of the M/DAs stood at 83% and the overall M/DAs MTDP implementation stood at 55%.



Challenges encountered in the implementation of the MTDP

Even though the MTDPs were generally successful, there were challenges throughout implementation of programs and projects. The few challenges encountered included the following:

- ☞ It was challenging to measure some of the indicators locally. As a result, some of the departments of the Region provided erroneous and inconsistent data to the RPCU secretariat.
- ☞ Delay by the National Development Planning Commission in providing the RCCs and the Assemblies orientation on the new templates for the preparation of the 2023 APR which has delayed the preparation of the report.
- ☞ Delay by central governments in the release of funds. This prevented the departments from effectively launching and implementing the programs and initiatives that were

planned, especially those that were intended to be supported by the District Development Facility and the Districts Assemblies Common Fund.

- ☞ Delays in departmental reporting of the activities and programs carried out, which typically causes a delay in the APR's timely preparation and submission.
- ☞ Inadequate funds for the RPCUs and DPCUs to conduct monitoring and evaluation within the reporting period. This attributed to inadequate resources in the RCCs and assemblies making it difficult to report timely on the progress of ongoing projects and sometimes inability to undertake evaluations of the impact of completed projects.
- ☞ Poor performance of some contractors engaged by the Assemblies.
- ☞ Low IGF to support the implementation of planned activities in M/DAs.

1.4The Processes Involved and Difficulties Encountered

Processes Involved

The key processes involved in the preparation of the Annual Progress Report include among other things, the following:

- ☞ The process of preparing the progress report was largely participatory. The data for this report was gathered through stakeholder engagement with the various heads of departments at RPCU meetings. The data templates were extracted for the departments concerned to process and make presentations on them at the fourth quarter RPCU meeting and subsequently submitted the filled templates to the RPCU secretariat for compilation. As part of their presentations, the level of implementation of projects and programs were also presented at RPCU meetings. Additionally, information on the level of implementation on projects and programs were also extracted from the departmental monitoring reports.
- ☞ Data collection through RPCU quarterly monitoring visits to the various Municipalities and District assemblies in the region. The data was also collected from the progress reports submitted by the M/DAs as well as reports submitted by other departments.
- ☞ The data was then collated and analyzed by the Regional Planning Co-ordinating Unit secretariat

CHAPTER TWO

MONITORING AND EVALUATION ACTIVITIES REPORT

2.1 Introduction

This chapter looks at the monitoring and evaluation activities carried out in the Savannah Region. This includes the status of program/projects for the year, updates on disbursements from various funding sources, updates on both core indicators and regional specific indicators.

2.2 Program/Projects Status Report for the Year 2023

Monitoring the implementation of physical projects implemented in the region indicates that most of the projects were drawn from their 2022-2025 medium term development plans. The development projects for 2022-2025 DMTDPs and for that matter the 2023 Annual Action Plan was prepared based on government Agenda for Jobs: Creating Prosperity and Equal Opportunity for all covering the period 2022-2025. Annex 1 gives a description of physical projects implemented in the Region under the various departments. Annex 2 indicates the status of implementation of projects that were awarded in 2019 for the purpose of regional re-organization. These projects are being managed by Architectural and Engineering Services Limited (AESL), Tamale. The Project Registers shows the source of funding, expenditure to date, start date, expected date of completion, outstanding balance and remarks on the status of project.

2.3 Development Implication on the status of projects and programs

Out of a total of one hundred and forty-six (146) projects and programs earmarked for implementation in the 2023 AAP. In all, 95% of the projects have been implemented, with 63% being completed, 32% ongoing, and 5% are yet to start. The details are on figure 1.1 and annex 2b. The implication is that the ongoing projects and programs must be rolled over for implementation in the 2024 AAP. This will inevitably affect the number of activities to be implemented for the year 2024 if the issues that affected the inability of the RCC to implement those interventions to completion levels are not resolved. The issues are partly due to inadequacy and over delay in the transfer of resources for implementation especially in the case of DACF/GoG and which are the main source of funding for the RCC and its departments as well as the procurement procedures. However, a significant proportion of the projects and programs have been completed whiles others are at various levels of completion. The completed projects and programs have a huge potential to improving the lives and economy of the region especially the road projects. The moderate performance in the road sector has improved access to communities especially farming communities and market centers. As a new region some basic services have been brought closer to the people. The coordination as well as the capacity building and technical backstopping activities provided by the RCC will also improve staff performance.

2.4 Update on Activities/Programs Carried Out by The Regional Departments

2.4.1 Department of Agriculture

Staff situation

The MMDAs data analyzed shows a total of 187 staff members. This consists of 168 males and 24 females. Further analysis depicts 59 professionals (56 males and 3 females), 32 sub-professionals (29 males and 3 females), and 77 technical staff (66 males and 11 females). It can be seen in Table 2.1 that the number of staff required (335) in the department is far higher than the existing number of 187 staff in the region. This has a serious implication for the performance of the department as it is understaffed, especially in the technical class category.

Table 2.1: Staff situation of Department of Agriculture

Age Distribution													
Staff category	**No. required**	**No. at post**		**Total**	**21-30**		**31-40**		**41-50**		**51-60**		**Total**
		M	**F**		**M**	**F**	**M**	**F**	**M**	**F**	**M**	**F**	
Professional class	74	56	3	59	4	0	23	2	21	1	7	1	59
Sub-Professional class	58	29	3	32	3	1	20	2	5	0	1	0	32
Technical class	131	66	11	77	9	0	51	11	4	0	3	0	77
Sub-total	263	151	17	168	16	1	94	15	30	1	11	1	168
Cleaner	7	0	1	1	0	0	0	1	0	0	0	0	**1**
Driver	7	2	0	2	0	0	0	0	1	0	1	0	**2**
National ServicePersonnel	30	8	3	11	8	3	0	0	0	0	0	0	**11**
Secretary	8	0	2	2	0	0	0	1	0	1	0	0	**2**
Storekeeper	8	0	1	1	0	0	0	0	0	1	0	0	**1**
Watchman	12	2	0	2	0	0	0	0	2	0	0	0	**2**
Sub-total	72	12	7	19	8	3	0	2	3	2	1	0	**19**
Total	**335**	**163**	**24**	**187**	**24**	**4**	**94**	**17**	**33**	**3**	**12**	**1**	**187**

Source: Regional Agriculture Department, Savannah Region, 2023.

Ghana Health Service

The regional health directorate is committed to providing outstanding medical care to the inhabitants of the region. The current doctor-to-population ratio in the region is 1:22,699; the nurse-to-population ratio is 1:322. There are 257 healthcare establishments in the region. The directorate serves all seven districts in the region, with only five hospitals.

Table 2.2 Staff strength at CHPS by District.

Elements/Districts	Bole	Central Gonja	East Gonja	North Gonja	North-East Gonja	Sawla Tuna Kalba	West Gonja	Total
No. of CHO	21	28	18	17	11	20	22	137
No of CHN	37	16	10	5	6	43	16	133
No of EN	21	33	19	6	70	29	53	231
No of MW	15	17	14	11	3	10	24	94
No of other staff	6	9	9	1	8	19	18	70

Source: Ghana Health Service, 2023.

Table 2.3: Regional Breakdown of Distribution of Health facilities by Districts

District	Chps	Health Centre	Clinic	Maternity Home	Polyclinic	Hospital	District Hospital	Total
Bole	31	7	2	-	2	1	1	44
Central Gonja	37	5	1	-	1	2	1	47
East Gonja	33	4	8	-	1	-	1	47
North Gonja	17	5	-	-	0	-	0	22
North-East Gonja	19	4	-	-	0	-	0	23
Sawla-TunaKalba	37	4	1	2	1	-	1	46
West Gonja	23	3	-	1	0	-	1	28
Savannah	***197***	***32***	***12***	***3***	***5***	***3***	***5***	***257***

Source: Ghana Health Service, 2023

The possibility of an increase in the quality of health service delivery is evident due to the improvement in regional-level indicators monitored, indicating a potential improvement in health outcomes.

From the table below, over the years, there has been a significant improvement in numbers of health personnel in the region and that has subsequently translated into quality healthcare improvement in the region.

Table 2.4: Regional level indicators on quality health service

Indicator	Baseline 2021	Actual 2022	Target 2023	Actual 2023
Doctor to Population ratio	1:30,929	1:41,686	1:7,500	1:24,321
Nurse to Population ratio	1:300	1:357	1:450	1:322
Midwife to Women in Fertility Age (WIFA) population ratio	1:439	1:548	1:700	1:534
Number of functional CHPs	*288*	*395*		*520*

Source: Holistic Assessment Report 2023, GHS

During the year under review, the regional health directorate undertook the following important activities to ensure personel expertise development and quality healthcare delivery in the region. Among these activities were:

i. CHPS Database training
ii. CHPS database dissemination meeting
iii. Updating and submission of CHPS database
iv. CHO orientation in North Gonja.
v. JCC meeting
vi. Carried out national Human Resource Information Management System (HRIMS) data validation.

In 2023, The directorate was faced with a lot of challenges that had rippling effect on the quality and equitable health care delivery in the region.

The most gruesome among these were.

i. Inadequate number of critical staff
ii. Nurses, etc
iii. Inadequate CHOs for CHPS zones
iv. Inadequate staff accommodation
v. Challenges with the release of funds for HIAP activities
vi. Understaffing in all laboratories
vii. Insufficient funds to conduct supervision and monitoring
viii. Inadequate CHPS compounds & accommodation
ix. Inadequate Motorbikes/EPI refrigerator/equipment
x. Poor network system for shearing resources
xi. Insufficient backup equipment
xii. Interference during placement of newly qualified health professionals
xiii. Skewed distribution of critical staff due to the interference

Ghana Education Service

Savannah Region has one thousand, three hundred and seventy - five (1375) both public and private educational institutions comprising of five hundred and fifty-one (551) kindergarten schools, five hundred and seventy-two (572) primary schools, two hundred and thirty- three (233) junior high schools and sixteen (12) senior high schools. Since there is policies TVET institutions now report to TVET service.

Table 2.5 Register of Key Regional Programmes

Programme Description	Development Dimension of Policy Framework	Amount Involved Sum Gh¢	Source Of Funding	Date Started	Expected Date Of Completion	Expenditure To Date	Out Standing Balance	Implementation Status		Remarks
								(%)	Pictures (If any)	
GES lively minds program	Social development	**389,037.00**	**GES LIVELY MINDS**	**24/04/2022**	**20/03/2024**	**389,037.00**	**--**	**100 %**	**--**	**SUCCESSFUL**
Refresher training on Differentiated Learning (DL)	Social development	**61,600.00**	**GALOP**	**11/4/23**	**15/4/23**	**61,600**	**NIL**	**100**	**ATTACHED TO PV**	**SUCCESSFUL**
Training of Head teachers on usage and reporting of GALOP	Social development	**4,350.00**	**GALOP**	**26/7/23**	**26/7/23**	**4,350.00**	**NIL**	**100**	**ATTACHED TO PV**	**SUCCESSFUL**

Refresher training	Social development	**19,200.00**	**GALOP**	**14/8/23**	**18/4/23**	**19.200.00**	**NIL**	**100**	**ATTACHED TO PV**	**SUCCESSFUL**
B.E.C. E		**1,800.00**	**GOG**	**7/8/23**	**11/8/23**	**1,800.00**	**NIL**	**100**	**NIL**	**SUCCESSFUL**

Source: Regional Education Directorate, 2023

Table 2.6: Activities carried out to improve access.

S/N	Activity	Output	Outcome	Source of Funding
01	Establishment of Complementary Basic Education classes for out of school children for Cohort 1 under the Ghana Education Outcomes Project (GEOP)	Community sensitizations and animations conducted in 30 communities	19 Complementary Basses Education established in communities	Plan International Ghana

S/N	Activity	Output	Outcome	Source of Funding
02	Construction of 3-unit classroom blocks	3-unit classroom block built at Chahandanyili and Nachimbiya Two (2) new separate 3-unit classroom blocks built in the 2 communities, the two structures have been completed and handed over to the Directorate The Chahandanyili block is in use while that of Nachimbiya is awaiting formal opening	Increased Pupil enrolment and attendance,	North-East Gonja District Assembly
03	Organizing enrolment drive activities	District Assembly, School for Life, parents' contributions and donations	Pupil enrolment and attendance increased	Home visits, PA meetings, SMC meetings, cultural activities, football and quiz competitions organised
04	My First Day @ School	North-East Gonja District Assembly	Four (4) schools were jointly visited by the DDE and DCE	Snacks were purchased for the exercise
05	Graduation and transition of CBE learners into mainstream schools	A good number of CBE learners graduated.	CBE learners got admission into mainstream schools	Plan Internaional Ghana

S/N	Activity	Output	Outcome	Source of Funding
06	Distribution of furniture to schools	600 dual desk furniture distributed to various schools	Dual desk furniture constructed and handedover to the Directorate for distribution to schools to improve access	Plan International Ghana, North-East Gonja District Assembly
07	Absorption of four (4) community schools	Requests for approval sent to Headquarters	Approval by Headquarters still pending	Nil
08	Establishment Complementary Basic Education classes for Cohort 2 under GEOP	Community sensitizations and animations conducted in 35 communities	20 Complementary Basic Education classes established in 18 communities	Plan International Ghana
09	Placement of 2023 BECE candidates into various SHS/SHTS	Follow-ups made on candidates who failed to report after placement	87% of candidates reported to school after the intervention	Free SHS Secretariat
10	Nutrition Friendly Schools Initiative	Selected head teachers and health teachers attended	Selected head teachers and health teachers trained	GHS

Source: Ghana Education Service, 2023

Table 2.7: Staff/Teacher Professional Development (capacity building of all types) - Quality

S/N	Activity	Output	Outcome
1	Quality teaching and learning methods and techniques.	85% teachers trained	Improved teaching and learning
2	Teachers' pedagogy	41% teachers trained	Improve teachers' pedagogy
3	Secondary Education reform programme	90% schools monitored	Improve monitoring of teaching and learning
4	Differentiated learning T2E	67% teachers trained	Improved teaching and learning
5	Provision of teaching and learning resources	90% schools supplied TLRS	Enhanced teaching and learning
6	Universal Design for Learning (UDL)	15 teachers from 5 schools participated	15 teachers were trained
12	Professional learning communities (PLC)	85% teachers trained	Improved teaching and learning

Source: Ghana Education Service, 2023.

Environmental Health and Sanitation

Environmental Health is a public health branch that encompasses all aspects of the natural and built environment affecting human health, including poor water quality, air pollution, chemical safety, climate change, natural disasters, global environmental issues, microbe-induced diseases, infrastructure issues, and healthcare access. This report focuses on the technical backstopping to district assembly staff in coordinating and monitoring water sanitation and hygiene activities in 2023.

Table 2.8: Technical Backstopping Trainings organized

Training undertaken	**Activity**	**Outcome**
Training of Artisans and Environmental Health Officers (EHOs) in toilet technologies	Training Latrine Artisans on appropriate and emerging toilet technologies and construction in West Gonja Municipal Assembly	Skills of artizans improved in toilet preferences, technology, siting and improved toilets constructed
Training of EHOs, Community level Natural leaders in Basic Sanitation Information system (BaSIS) and data collection	Training of Environmental Health Officers (field facilitators), officers from Ghana health Service and Ghana Education Service in BaSIS (Basic Sanitation Information system)	all72 schools and 87 communities in WGMA have been populated into the system for monitoring
Monitoring of Community Led-Total Sanitation implementation at MDAs	Monitoring the community LED total sanitation implementation and activities in the MDAs	Natural leaders support community level latrine construction, education and monitoring of CLTS activities agreed to be implemented by community
Training of Youth Employment Agency Staff	Street sweeping and other public places have improved	The 56 YEA staff have been equipped with knowledge and skills in Health and safety, hazards in occupation as well as income protection methods
Training of Sanitation guards	7 sanitation guards from the 7 districts were trained in solid waste management	Improved skills and knowledge in waste minimization, recycling and disposal methods

Source: REHD, 2023

Meetings and Monitoring

The department organized meetings with the DA staff and other stake holders to discuss the following:

i. Enhancement of the collection and disposal of solid waste.
ii. Sufficient oversight of Sani guards' operations throughout the districts.
iii. The additional Zoom Lion activities and roles in the districts.
iv. Implementation status of CLTS and challenges encountered.
v. The efficiency and impact of IRECOP (Integrated Recycling and Composting Plant) in the region.

Challenges

- Poor attitudes towards environmental health and sanitation activities.
- Low desire to build and use household latrines.
- Irregular Funding regimes largely form WASH partners.
- Low level support from districts to the EHSD to implement WASH plans.
- Staff capacity issues in waste quantities.

Department of Feeder Roads

The purpose of the feeder roads department is to guarantee the provision of cost-effective, safe, and weather-accessible feeder roads that facilitate the flow of people, products, and services and support socioeconomic growth, particularly in the agricultural sector.
The vision of the department is to ensure that communities in Ghana can access feeder roads within 2km radius at optimum cost under a decentralized system.
The Savannah region has a 2,108km road network, with 59.90% of roads being graveled, and 38.60% being earth roads. Only 19.5% are good, and 6.70% are in poor condition. 69 contractors have been awarded for 438.30 km of roads, which are either rehabilitated or maintained and at various stages of physical completion.

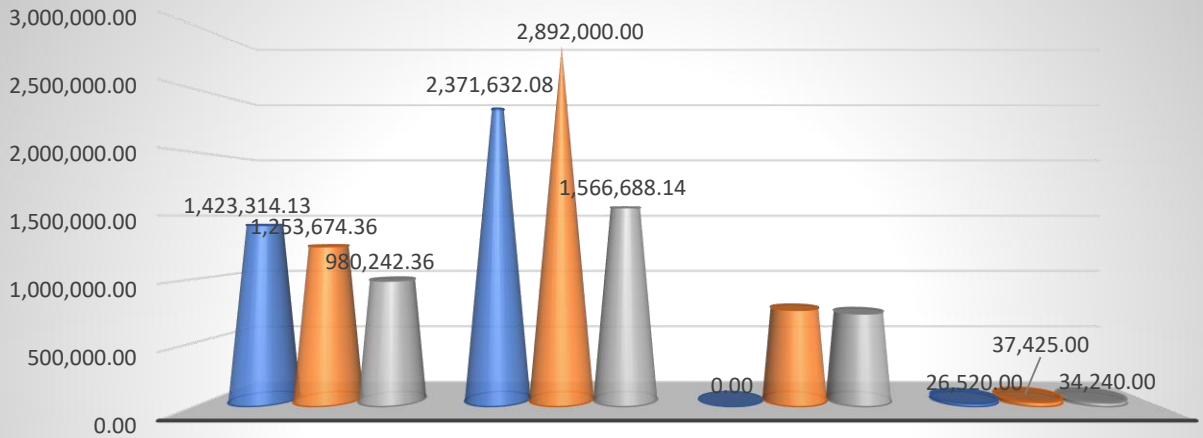
3.11.5 Update on Revenue Sources and Expenditure

Update on Revenue Sources

Table 2.9 and Figure 2.1 present a comprehensive analysis of the funding sources of the SRCC. The main sources of revenue for financing the implementation of projects and programs for the

year under review included the District Assemblies Common Fund (DACF) and Government of Ghana (GoG). The SRCC has also been enrolled on to the Ghana Secondary Cities Support Program (GSCSP) Capacity Support Grant. Over the period, transfer from DACF is the major funding source. This was followed by GOG. Other funding sources were the GSCSP, funding from UNICEF Ghana, SOCO, and IGF. Funding from the GoG in 2023 was increased by 19.09% considering a release of GH₵ *823,108.82* in 2022 and GH₵ 980,242.36 in 2023 whereas funding from DACF was decreased by 8.81% comparing 2022 actual release of ***GH₵1718149.81*** and 2023 actual release of ***GH₵*1,566,688.14**. There was also an appreciable increase in the IGF from ***GH₵ 20,500.00*** in 2022 to ***GH₵ 34,240.00*** in 2023. In 2023, the SRCC also benefited from funding from GSCSP, SOCO and UNICEF and this has contributed to an overall increase in revenue to the SRCC from ***GH₵*2,561,758.63** in 2022 to ***GH₵*3,303,466.50 in 2023**. This has improved the operation and execution of very important but project specific activities and projects in the region. Funds from GSCSP and SOCO has also boosted the financial capacity of the RCC for its coordination, technical backstopping and monitoring and evaluation responsibilities of the RCC.

FIGURE2.1: Revenue Sources of SRCC



	GOG	DACF	Development Partners	Others (specify) IGF from Internal Operations
Baseline 2021	1,423,314.13	2,371,632.08	0.00	26,520.00
Target 2023	1,253,674.36	2,892,000.00		37,425.00
Actual 2023	980,242.36	1,566,688.14		34,240.00

Baseline 2021 Target 2023 Actual 2023

Source: Data Analyzed from Finance Department SRCC, 2023.

Revenue Sources Performance in the SRCC

The table below presents the performance of the revenue sources, Government of Ghana Releases, District Assembly Common Fund, Interventions from Development Partners and Internally Generated Fund. There are other sources from where the RCC's programs, projects and activities are being financed from. However, in the reporting year, below were the sources of the RCC'S revenue sources and their performance in the areas of compensation, goods and services and capital investment.

From figure 2.2, more funds have been committed to goods and services as compared to compensation and capital investment in the SRCC. In terms of capital investment in the SRCC, apart from GoG expenditure, there was marginal expenditure for CAPEX in the SRCC. The inability of the DACF to support more of physical investment could be due to insufficient releases or non-prioritization of CAPEX by the SRCC. This had a great effect on physical project investment in the SRCC for 2023.

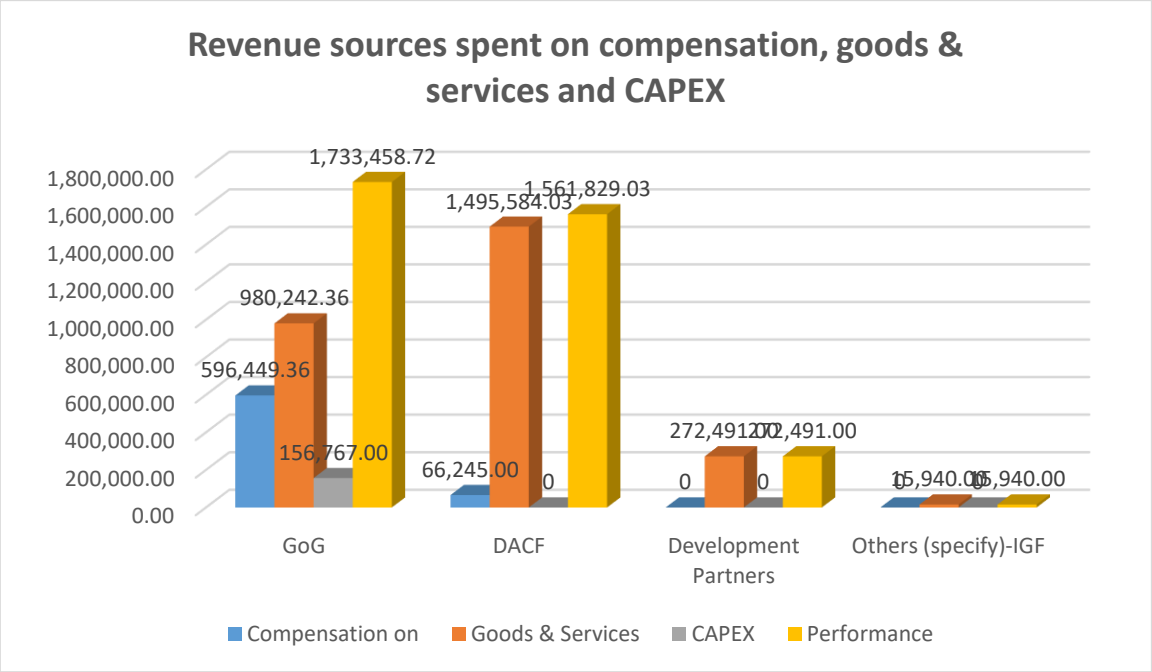


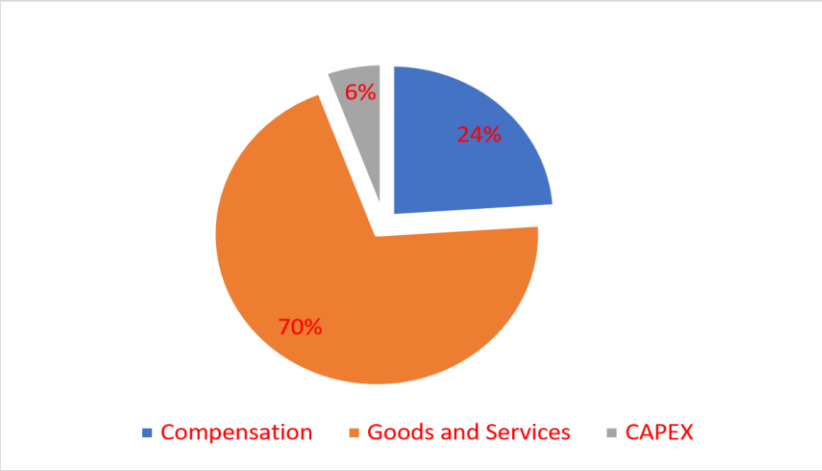
Figure 2.2: Revenue sources spent on compensation, goods & services and CAPEX
Source: Data Analyzed from Finance Department SRCC, 2023

Update on expenditure

The financial situation of the SRCC shows a linear relationship on the projects and programs implemented. As observed from the overall financial performance of the SRCC, the Region spent about 24% on compensation of employees and 70.4% on goods and services. Only 5.7% was disbursed on CAPEX. This could be attributed to insufficient budgetary allocation meant for

capital expenditure. This situation resulted in the SRCC not being able to implement all projects and programs earmarked to be undertaken for the period, hence, the reason for which some projects have not been completed and others not executed at all.

Table 2.11: Update on expenditure



The expenditure items of the SRCC are Compensation of Employees, Good and Services and Capital Investments/Assets.
Table 2.8 presents update on disbursement of funds for 2023 as well as the baseline for 2021 and targets and actuals for the current year.
Figure 2.2 also presents a pictorial view on the disbursement of funds for 2023.

Figure 2.3: SRCC Funds disbursement analysis, 2023.

Overall Financial Performance of the RCC in 2023

The financial performance of the RCC as at the end of 2023 depicts a relatively average performance. Comparing the releases and the expenditure components of the funds, the performance of the finances of the RCC on compensation was 100% since the amount released was expended in full. For goods and services as at the end of 2023, 86.82% of the amount released was spent but in the case of CAPEX expenditure performance was as low as 39.12% compared to the amount released (check table 2.12 and 2.13). This indicates that, in terms of Capital investment, less was done as compared to compensation and goods and services. The poor performance in CAPEX could be insufficient releases and non-prioritization of CAPEX. This is clear on table 2.13 showing that less than half of the amount released for CAPEX was used for CAPEX.

Capital Budget Performance of M/DAs

Table 2.14 shows capital budget performance of M/DAs in the region. The table shows the estimated amounts, expenditure and amount released to the M/DAs as well as variation and disbursement. It is clear on the table that variation in terms of amount estimated, and amount released shows that none of the M/DAs was able to receive the full amounts estimated for both constrained and unconstrained estimates from the Plan and Budget respectively but rather amounts lower than the estimated. The implication is that the capital projects outlined in the budgets may not all be executed due to their inability to get all the expected to be received. This could partly be attributed to the reason why the M/DAs implemented 83% of projects and programs for 2023.

3.11.6 Update on Administrative and Human Resources

Political administration and governance

The structure of the decentralized administrative system in the region is made up of the Regional Coordinating Council (RCC) and the Municipal and District Assemblies (MMDAs). The RCC comprises the Regional Minister, who is the overall Political Head of the Region, Representatives of the Regional House of Chiefs, Municipal and District Chief Executives (MMDCEs) of the Region, the Presiding Members of the Municipal and District Assemblies (MMDAs) and representatives of the various decentralized Ministries, Departments and Agencies (MMDAs).

The Regional Minister (Hon. Muazu Saeed Jibriel) is the Chairman of the Regional Coordinating Council and the Chairman of the Regional Security Council (REGSEC). The Regional Coordinating Director, who doubles as the RCC Secretary, is responsible for local government administration in the Savannah Region. The region comprises seven municipal and district assemblies, each led by a chief executive. The political leadership of these assemblies is listed in Table 2.14. indeed, the political leadership of the M/DAs in the region is male dominated and

there should be a deliberate strategy to increase the number of female representations of the various M/DAs in the Savannah Region.

Recruitment, Upgrading, Promotions, Postings, Transfers of Staff

There are 865 staff of the Local Government Service working in the various M/DAs and the RCC in the Region. Using the minimum staffing requirements of the M/DAs, there is a staffing surplus of 99 within the local government service in the region. On the other hand, using the maximum staffing requirements on the table indicates a staffing gap of 261. However, the gap is greater at the RCC with 29.6% coverage representing 161 staff required in relation to the minimum staff requirement. The details of this information have been presented in Tables 2.15, 2.16 and 2.17. The key logistical needs of the various M/DAs and the RCC has also been presented in Table 2.17 below.

Table 2.15: Staff strength of MMDAs

MMDA	Requirements		Actual	Gap	%
	Min	Max	2023	(Min-Actual)	Covered
West Gonja Municipal	122	181	145	(23)	16.76
East Gonja Municipal	122	181	139	(17)	16.10
Sawla-Tuna-Kalba District	105	156	121	(16)	14.00
Bole District	109	158	111	(2)	12.83
North Gonja District	96	141	126	2	14.47
North-East Gonja District	105	154	94	(21)	10.87
Central Gonja District	107	155	129	(22)	14.91
Total	766	1,126	**865**	**(99)**	100

Source: SRCC Human Resource Department, 2023

Table 2.16: Staff Strength of the RCC

Decentralized Departments	Requirements		Actual	Gap	%
	Min	Max	2023	(Min-Actual)	Covered
Central Administration	140	197	45	95	66.18
Community Development	16	25	2	14	2.94
Social Welfare	18	25	3	15	4.41
Agriculture	17	20	12	5	17.64
Environmental Health	18	21	4	14	5.88
Births and Deaths	20	25	2	18	2.94
Total	***229***	***313***	***68***	161	29.6%

Source: SRCC Human Resource Department, 2023

Staff Development (Capacity Building/Training)

Capacity Development

Continuous capacity building is an integral part of the M/DAs in the region, and it is believed that it is through capacity building that skills of staff are strengthened. The performance of the assemblies and the RCC in terms of efficiency and effectiveness of service delivery largely depends on the staff capacity. In view of this, capacity building programs were carried out during the period of 2023. Key among them were in the areas of report writing, record management, revenue mobilization, local government protocols and the substructure management. The implication is that the skills of officers in these areas will be enhanced. However, the main source of funding for most of the trainings were DPAT/DDF which is donor driven with few being funded with DACF and IGF and this calls for the Assemblies to improve upon their IGF for sustainability of such capacity building when these funding sources becomes extinct in the system. Table 2.18 shows the training details for better appreciation.

Table 2.18: Training received by MMDAs in 2023

Name or type of the capacity building	Location	Purpose of the program	Source of funding	Target group	Number of beneficiaries		
					Total	Male	Females
Report and minute writing	CG, Bole, STK	Quality Report and minute writing	DDF	All heads of dept/units and some selected staff	187	144	43
Record Management	CG, STK, EG	To enhance staff records and management skills	DDF	All staff of registry and some selected staff	98	75	23
Effective Revenue Mobilization	CG, WGM, STK	To empower revenue collectors and increase revenue mobilization	IGF	Revenue taskforce members and some selected staff	149	116	33
Local Government Protocols (CS, CC& Scheme of service)	CG, NEG, NG	To enhance staff knowledge on some LG protocols	DDF	Newly recruited staff and some Selected staff	50	38	12
Assembly Meeting Proceedings and Model Standing Order	Bole, EG, NEG	To enhance Members Understanding of Assembly Proceedings and better appreciation of Model Standing Order.	DDF/IGF	All Hon. Assembly Members/ HODs	-	-	-

Training of Area Council Members on the operation of the Sub-Structures	Bole, GNG	To enhance Members' understanding of the sub-structures	DDF/IGF	All Members/ HODs/Secretary	78	53	25
Procurement Processes and Management	WGM	To equip staff for timely, effective and efficient service delivery	DACF-RFG	HODs/Unit Heads	51	41	10
Contract Management	EG, WGM	To enhance staff skills on local government protocols	DACF-RFG	Staff of work, Planning, Budget, Finance, Internal Audit and Administration	51	41	10
Microsoft Office Applications	WGM, NG	To improve staff knowledge on Basic IT skills	DACF-RFG	All middle management staff, secretarial staff	55	36	19
Monitoring and Evaluation	STK, CG, NG	To improve staff skills on monitoring and evaluation	DDF	DPCU Members, Work, Procurement and Core Staff	48	31	21
Performance appraisal system and staff motivation issues	STK	To enhance staff on understanding of performance appraisal system and staff motivation issues.	DDF	Heads of Department and Unit core staff	52	31	21
Development Sensitisation on the importance of sanitation in the district (CLTS, improvement of refuse	North Gonja	To improve sanitation in the district	DDF	Environmental health staff and stake holders in the district	49	37	12

disposal and Esicome)							

Source: HR Department of MMDAs, 2023

Table 2.19: Training received by SRCC in 2023

RCC	Name or type of the capacity building	Venue/ Location	Purpose of the program	Source of funding	Target group	Number of the beneficiaries		
						Total	Male	Females
	Orientation training	Conference hall	To have first-hand information about the service and their responsibilities	DACF	Newly recruited staff of the Local Government service	52	41	11
	Training on the preparation of asset register	Conference hall	Equip with knowledge and skills in preparation of asset registry	DACF/GOG	MDCDs, MDPOs, MDBAs, MDEs	2	8	4
	Record Management	Conference hall	To enhance staff records and management skills	DDF	All staff of registry and some selected staff	98	75	23
	Performance appraisal system and staff motivation issues	STK	To enhance staff on understanding of performance appraisal system and staff motivation issues.	DDF	Heads of Department and Unit core staff	52	31	21

Source: RHRM Department, 2023

Report on decentralised departments of MMDAs

Official Visits

Table 2.25: Official Visits to the SRCC

Date	Visitor	Position	Purpose
26th February, 2023	H. E. Nana Addo Dankwa Akufo Addo	President of the Republic of Ghana	7th Day funeral rites of Late King of Gonjaland,

			Yagbonwura Tuntumba Boresa II
2nd March, 2023	H. E Dr. Mahamudu Bawumia	Vice President of the Republic of Ghana	12th day funeral rites of the Late King of Gonjaland, Yagbonwura Tuntumba Boresa II
9th May, 2023	Mrs Ursula Owusu-Ekuful (MP)	Minister of Communication	Commemoration of Girls in ICT week in the Savannah Region
21st June 2023	Mr. Frederick Obeng	Deputy Minister Of Transport	a stakeholder consultation forum on the development of a National Electric Vehicle Policy held on Wednesday 21st June 2023, at Damongo
20th November,2023	H. E. Simone Ginger	Switzerland Ambassador to Ghana	Tour of some parts of Northern Ghana
25th November, 2023	H. E Dr. Mahamudu Bawumia	Vice President of the Republic of Ghana	Curtesy calls on the Yagbonwura
26th February, 2023	H. E. Nana Addo Dankwa Akufo Addo	President of the Republic of Ghana	7th Day funeral rites of Late King of Gonjaland. Yagbonwura Tuntumba Boresa II
2nd March, 2023	H. E Dr. Mahamudu Bawumia	Vice President of the Republic of Ghana	12th day funeral rites of the Late King of Gonjaland, Yagbonwura Tuntumba Boresa II

Source: SRCC Visitor Book, Information Services Department, Savannah Region

Update on key Logistics

Logistics, office equipment and vehicles

For the RCC and the decentralized departments to function effectively, there is a need for adequate provision of equipment such as printers, laptops, desktop computers, photocopy machines, and projectors, among others. The inadequate provision of this equipment will lead to inefficient service delivery and, hence, low productivity. To ensure improved performance and service delivery by staff, modern technological office equipment needs to be always provided. An analysis of the availability of modern office equipment was carried out to determine the gaps and, of course, the strategies to address the gaps for efficient service delivery. Find below the details of the status of office equipment in Table 2.20.

Table 2.20: Update on key Logistics																	
	DESKTOP COMPUTERS			PRINTERS			LAPTOPS			PHOTOCOPY MACHINE			PROJECTOR		VEHICLE		
	Actual	Required	GAP	Actual	Required	GAP	Actual	Required	GAP	Actual	Required	GAP	Actual	Required	GAP	Actual	Required
Administrative support	15	20	5	15	20	5	23	30	7	2	5	3	1	3	2	6	15
Social Welfare	1	3	2	0	2	2	1	3	3	0	2	2	0	1	1	0	2
Community Dev't	1	2	1	1	2	1	1	3	2	1	1	0	0	0	0	0	2
LUSPA	2	5	3	1	3	2	1	5	4	0	2	2	0	1	1	1	2
Agriculture Dept	-	-	-	2	6	4	9	5	4	2	1	1	2	3	3	2	5
Dept. of Environmental	3	7	4	3	6	3	1	2	1	0	2	2	0	2	2	0	3
Department of Gender/Children	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Feeder Roads	4	6	2	3	9	6	1	3	2	1	2	1	0	1	1	-	-
Urban Roads	3	7	4	2	7	5	0	7	7	0	2	2	0	1	1	-	-

Public Works Dept	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0	3
Ghana Enterprise Agency	0	3	3	1	3	2	3	5	2	1	2	1	0	1	1	1	2
Parks & Gardens	-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Ghana Library Authority	0	4	4	0	1	1	0	5	5	0	1	1	0	1	1	0	1
National Sports Authority	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0	1
Dept. of Rural housing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Source: Regional Budget Unit, 2023

3.11.7 Update on Indicators and Targets

Table 2.21 shows an update of the Core Indicators and Targets. These indicators have been categorized according to the development dimensions, showing the 2021 baseline figures, the actuals for 2022, as well as the targets and actuals for 2023. During the period under review, the team adopted twenty-five (25) core indicators defined by NDPC in collaboration with RPCU to track the progress made and 39 regional-specific indicators. The progress made towards the achievement of the core and regional-specific indicators and targets under the DMTDP 2022–2025 is presented in Table 2.16 below, showing the actual indicators as against targets for the various sectors of the economy and the development dimension for the year under review.

Performance Assessments

The Municipal and Districts Assemblies in the Savannah Region saw an appalling performance in the national performance assessments carried out by the various agencies. The 2022 District League Table (DLT) saw the Savannah Region recording the lowest average score of 48.0% which is a drop from 53% in the 2021 DLT which is significantly lower than the highest average score of 66.7% (from Greater Accra Region). This implies that the quality of public services provided in the Region is comparatively lower than the quality of services provided at the national level. However, West Gonja Municipal Assembly performed better than the sister district with an average score of 64.14% slightly lower than the highest national average score but higher than the regional average indicating that quality of service delivery is higher or better than the entire savannah region. The SRCC has taken this development so seriously and is determined to change the narrative in the next assessment. For the poor performance in the DLT, the SRCC convened an expanded RCC meeting inviting key stakeholders including MDPCUs, traditional authorities and development partners to discuss the problem and the need to forge a new path.

The Savannah Region improved significantly in its performance during the performance contract assessment for 2022 with an elevated performance from 11th position in the 2021 Performance Contract Assessment to 3rd position in 2022. For DPAT VI (2021) & DPAT VII (2022), all the M/DAs in the region fulfilled the compliance indicators. With DPAT VI, the highest performance score was 95% from Sawla-Tuna-Kalba District Assembly and the lowest performance score of 93% from three M/DAs namely North Gonja, Bole and Central Gonja. On the other hand, the highest performance score for DPAT VII (2022) was 93% from two M/DAs namely North Gonja and Central Gonja Districts.

Table 2.24: Update on DPAT VI (2021) & DPAT VII (2022) Performance

No.	District	Performance Score		Compliance indicator
		DPAT VI (2021)	DPAT VII (2022)	
1	Bole	93%	91%	Fulfilled
2	Sawla-Tuna-Kalba	95%	91%	Fulfilled
3	West Gonja Municipal	94%	92%	Fulfilled
4	North Gonja	93%	93%	Fulfilled
5	Central Gonja	93%	93%	Fulfilled
6	North East Gonja	94%	91%	Fulfilled
7	East Gonja	94%	91%	Fulfilled

Update on Critical Development and Poverty Issues

ANNEX 7a: Update on Critical Development and Poverty Issues in 2023

Critical Development and Poverty Issues	Allocation GH¢	Actual receipt GH¢	No of beneficiaries		Remarks
			Targets	Actuals	
Ghana School Feeding Program	-	-	-	-	Difficult getting complete information from the districts
Capitation Grants	-	-	-	-	Difficult getting complete information from the districts
National Health Insurance Scheme	-	-	-	-	Difficult getting complete information from the districts
Livelihood Empowerment Against Poverty (LEAP) program	-	-	**1,087**	**1,087**	Difficult getting complete information from the districts
National Youth Employment Program	-	-	-	-	Difficult getting complete information from the districts
One District-One Factory Program	-	-	-	-	Difficult getting complete information from the districts
One Village-One Dam Program	-	-	-	-	Difficult getting complete information from the districts
Planting for Food and Jobs Program	-	-	-	-	Difficult getting complete information

					from the districts
Planting for Food and Export	-	-	-	-	Difficult getting complete information from the districts
Free SHS Program	-	-	-	-	Difficult getting complete information from the districts
Support for PWDs under the DACF for PWDs	-	-	**300**	**209**	Difficult getting complete information from the districts

The Region has put in a lot of effort to solve some pressing issues related to development and poverty that are also included in the government's prioritized social intervention areas. This report covers those with up-to-date information whose implementation had started in the region.
By allocating monies for its implementation during the period, the Government of Ghana and the Assemblies in the Region have carried out a variety of pro-poor activities. Some of the programs, like the NHIS, LEAP, NABCO, Free SHS, and Planting for Food and Jobs, do, however, receive assistances from the assemblies and the government of Ghana.

Social Protection

During the year under review, the department implemented an array of interventions to ensure the inclusion, protection, and empowerment of the underprivileged in the region. Two hundred and seventy-two (272) people with disabilities (PWDs) were registered, as shown in Table 2.24 showing that, eighty-two (82) individuals were visually disabled, thirty-seven (37) were hearing impaired, one hundred and thirty-one (131) were physically challenged, one was mentally challenged, and sixteen (16) had epilepsy.

The remaining cases of disability including one learning disability and four others are illustrated in Table 2.24 below.

Table 2.24: Number of cases registered as Persons with Disability for the year 2023

Age	Difficulty Seeing		Difficulty Speaking/ Hearing		Difficulty Moving		Unusual/ Strange Behavior		Fits/ Epilepsy		Absence Of Feeling		Learning Disability		Others		Total No. Registered		Totals
	M	**F**	**M**	**F**	**M**	**F**	**M**	**F**	**M**	**F**	**M**	**F**	**M**	**F**	**M**	**F**	**M**	**F**	**M**
0-6	1	1	0	0	4	2	1	0	2	0	0	0	0	0	0	0	8	3	**11**
7-13	23	10	4	2		2											27	14	**41**
14-18		1	1						2								3	1	**4**
19-25	20	12	17	6	8	5			1	5							46	28	**74**
26-32					26	8			2	1							28	9	**37**
33-39	2			1	10	17			2	1				1	3		17	20	**37**
40-46	7	5	1		21	3									1		30	8	**38**
47-53			4	1	8	13											12	14	**26**
59-65					3												3	0	**3**
65+					1												1	0	**1**
Total	53	29	27	10	81	50	1		9	7				1	4		**175**	**97**	**272**

Source: Department of Social Welfare, 2023

Livelihood Empowerment against Poverty

In 2023, the department made six (6) payment cycles to LEAP households were done in the region. Other activities that were carried out to ensure the department was successful in its mandate of monitoring the department's activities regionwide and providing capacity-building training to ensure efficiency.

The Department continued the LEAP Reassessment Program, which was coordinated by the Ministry of Gender, Children, and Social Protection with money support from UNICEF, the World Bank, UKAID, and the World Food Programme. Enumerators and supervisors were selected and trained in two (2) pilot municipalities, West Gonja and East Gonja.

Following a series of intersectoral monitoring trips around the region, several meetings were held to address integrated issues that were relevant to both the department and the region.

Registration of persons with disability and leap beneficiaries on NHIS

During the year under review, the Department also collaborated with National Health Insurance Authority (NHIA) to conduct registration and renewal of NHIS cards for a number of Indigenes. Over two thousand, one-hundred and five (2,105) indigenes had their health insurance cards renewed or replaced. Others were registered for the first time onto the NHIS platform.

Evaluation Conducted, Findings and Recommendations

The SRCC undertook evaluations using different tools within the period. The evaluations focused on the 2023 Annual Action Plan and the Medium-Term Development Plans (2022-2025) review.

Table 2.26: Update on Evaluations Conducted

Name of the Evaluation	**Policy/ Program / Project Involved**	**Consultant or Resource Persons Involved**	**Methodology Used**	**Findings**	**Recommendations**
Terminal	Review of DMTDPs (2022-2025)	GIZ/RPCU	Desk Studies	• There were plan preparation teams in place • All 7 M/DAs have prepared and submitted their plans	Plan preparation team should be conscious of spatial development aspect of the plan such as the inclusion of a

			Dissemination of results with M/DAs	• Most plans of the M/DAs did not include information on spatial development aspect of the plan especially the inclusion of a desired future maps • There were Instances of noncompliance with the guidelines provided for the preparation of DMTDPs	desired future map. Plan preparation teams to comply with guidelines provided.

Participatory Monitoring Conducted

During the period under review, the Regional Planning and Coordination Unit carried out a number of evaluations, participatory monitoring, and evaluation of Assembly programs and projects as displayed on table 2.27.

Table 2.27. Update on participatory monitoring and evaluation conducted

Name of the PM&E Tool	**Policy/program/ project involved**	**Consultant or resource persons involved**	**Methodology used**	**Findings**	**Recommendations**
Performance Assessment of Selected Projects (physical and Soft)	Performance assessment of projects from the M/DAs	RPCU Monitoring Team	• Desk review • Review of contract documents	Some projects were running for the past five years and	Efforts should be made to professionally design Future projects.

			• Inspections of projects with project staff	project poorly designed (North Gonja)	
				Disability common fund project (Disability Centre) at Central Gonja was also in the books for far too long but project was at finishing level	Find dedicated funding for the completion of the projects that have been in the books for long such as the Junior staff bungalow at North Gonja and the Disability\ Center at Central Gonja

3.11.8 Conclusion and the Way Forward

Key Issues Addressed and Those Yet to Be Addressed

The 2023 Annual Progress Report of the Savannah Region is the assessment of how well the Regional Co-ordinating council (RCC) in addition to the Municipal and District Assemblies in the region are performing with respect to the progress made in the implementation of the 2022-2025 MTDP under the Agenda for Jobs; Creating Prosperity and Equal Opportunities for All which is the current development Policy Framework of the Government of Ghana. The policy document has the following development dimensions, Economic Development, Social Development, Environment, Infrastructure and Human Settlements and Governance, Corruption and Public Accountability

In working towards the above development dimensions, the following goals were pursued by the RCC and Municipal and District Assemblies: creating opportunities for all people in the region; good governance; eschewing corruption and ensuring public accountability; safeguarding the natural environment and ensuring a resilient built environment while maintaining a stable, united and safe society; and finally, building a better and more prosperous society.

On average, the SRCC targeted implementing at least 100% of the projects and programs in the 2023 Annual Action Plan, but rather 95% has been achieved. Also, an overall target of implementing 50% (cumulative of 2022 &2023) of the 2022–2025 DMTDP was not achieved but rather achieved 48.5% slightly lower than the target, indicating that the SRCC must speed up

the process of implementing the rest of the projects and programs in the plan in the 2024 implementation phase.

The following were also some of the key M&E challenges within the year. These included.

- Delay in the release of funds for the implementation of projects and programs remains the key reason why targets set were not achieved by municipal and district assemblies and the Regional Co-ordinating Council (RCC).
- Inadequate logistics to support the implementation, monitoring and evaluation of projects and programs
- Poor record-keeping by departments made it extremely difficult to quickly produce and access information. Inconsistencies in the data collected from the departments for the same variables for the same period. The untimely submission of departmental reports remains a major challenge. One key reason attributable to this situation has been inadequate funds and other logistics for field activities. Also, data provided with gaps becomes difficult for the RPCU secretariat to assimilate and report. For instance, data provided without baselines and targets or data not provided at all for some indicators affects the quality of the report generated.
- The Municipal and District Assemblies have also reported that the M&E budgets are not fully funded due to inadequate funds and the untimely release of central government funds such as DPAT, DACF and GoG. Further, the contribution of IGF to the total funds mobilized remains low.

Recommendations

In view of the above-mentioned setbacks, it is recommended that,

- Deliberate, practical and sustainable strategic steps should be adopted to improve upon the IGF revenue base of the Municipal and District Assemblies in the Region to augment the funds transferred by the central government. Also, the Regional Co-ordinating Council should provide technical guidance to the Districts by Assisting them to develop innovative strategies to attract funds from development partners while generating more IGF to augment the DACF to ensure timely execution of projects and programs.
- Going forward, the District Assemblies should pay particular attention to Monitoring and Evaluation activities. As part of doing so, an M&E vehicle should be allocated and maintained regularly and made available to the DPCUs and RPCUs for effective monitoring of development activities/projects in the region.
- A centralized data capturing, storage and retrieval such as District Development Data Platform should be developed by the Region in collaboration with NDPC and MLGDRD to avoid non availability and inconsistencies in data for reporting as well as widening the scope of civil society participation in development planning, implementation, monitoring and evaluation.
- The National Development Commission is also implored to release reporting templates and formats timely as well as train the RPCUs and DPCUs on the said reporting templates timely.

Conclusion

The purpose of producing this report is to evaluate how well the 2023 Annual Action Plan and, ultimately, the MTDPs, are being implemented. Despite there are important issues that still need

to be resolved, the Regional Co-ordinating Council's 2023 Annual Action Plan implementation, along with that of the M/DAs, was basically successful. However, targets were hampered by late release of funds to RCC Departments and Districts. The 2024 AAP implementation will take into account the lessons learned and give priority to ongoing, abandoned and projects yet to start.

3.12 UPPER EAST REGION

3.12.1 Introduction

The report which details the programmes and activities of the Upper East Regional Coordinating Council (UERCC) for the year ended 1st January to 31st December 2023 are backed by Part Eight, particularly section 188 of the Local Governance Act 936 of 2016. Section 188(1) mandates the office to monitor, coordinate and evaluate the performance of District Assemblies in the region, monitor the use of all funds of District Assemblies and to review and coordinate public services generally in the region.

3.12.2 Regional Profile

Location and Size

The Upper East Region is one of the sixteen (16) regions of the Republic of Ghana. It lies between longitude 0° and 1° West, and latitudes 10° 30′N and 11°N. The region shares boundaries with Burkina Faso to the north, Togo to the east, Upper West Region to the west, and the North East Region to the south. The Upper East Region has fifteen (15) Assemblies made up of four (4) Municipalities and eleven (11) districts. The region occupies a total land surface of 8,842 square kilometers representing 2.7% of the total land area of Ghana making it the third smallest of the sixteen (16) administrative regions in Ghana. Bolgatanga is the administrative capital.

Population Size, Growth and Distribution

The Region's population according to the 2021 Population and Housing Census was One Million, Three Hundred and One Thousand, Two Hundred and Twenty-Six (1,301,221) according to the 2021 Population and Housing Census with 631,263 as males and 669,963 as females. The population growth rate of the Region at 2.0%. The Region is predominantly rural in nature with 980,993 (73.6%) living in rural and only 320,228 (26.4%) living in urban areas. The population is primarily rural and scattered in dispersed settlements.

3.12.3 Regional Departments and Agencies

The region has twenty-one (21) operational decentralised departments at the regional level with the exception being the Department of Agricultural Engineering which is not yet operational. The Upper East RCC also has interactions with other non-decentralised agencies and institutions such as the Environmental Protection Agency (EPA), Ghana Water Company Limited (GWCL), the Northern Electricity Company (NEDCO), Ghana Tourism Authority (GTA), National Disaster Management Organisation (NADMO), Community Water and Sanitation Agency (CWSA), Forestry Commission (FC), the National Health Insurance Authority (NHIA), the Ghana Irrigation Development Authority (GIDA), the Commission on Human Rights and Administrative Justice (CHRAJ), the National Commission for Civic Education (NCCE) and Water Resources Commission (WRC).

3.12.4 Regional Potentials

- **Tourism**

The Upper East Region is a haven of many tourist attractions: (Paga Chief & Zenga Crocodile ponds, Tongo Hills and Tengzuk Shrine, Pikworo Slave Camp, the Pottery Village for the Sirigu

Women Pottery Association (SWOPA), Bongo rocks, Bolgatanga Craft market, The Kulungugu Bomb site, the Bolgatanga Museum, Navrongo Cathedral, the Naa Gbewaa Shrine in Pusiga etc). Most of the sites are however in their natural/raw state with little supportive infrastructure and will therefore need to be provided with basic amenities to support guests' stay in the region. The Tono, Vea and Tamne dams located in the region present high potentials for tourism, water transport and sports as well as sources of water for industrial and domestic use. The Tongo Hills and Bongo rocks for example offer the opportunity to institute Annual Hiking and camping festivals which can attract tourists to the Region. The development of high-quality hotels in the regional capital, Bolgatanga, can be leveraged upon to project the region as a serene major conference destination that is devoid of the hustle and bustle in the major cities such as Accra, Kumasi and Tamale. The Region is the gateway to Ghana from Burkina Faso and Togo.

- **Agriculture**

The vast Fumbisi plains offer various potentials for agricultural production and industry. While plains around the Bawku, Binduri, and Pusiga areas are renowned for vegetable cultivation. The climate and soils of the region support a variety of cash and food crops including shea, dawadawa, and paddy rice. The rivers in the region facilitate irrigation farming and inland fishing.

- **Processing of Agricultural Produce**

There is a huge potential for fresh fruits processing in the region. Fruits such as watermelon and pawpaw are grown in wide quantities in the region. Other agricultural products processed in the Region is groundnut into groundnut oil and cake. The rearing of Cattle and other ruminants which is predominant in the Bawku area offer the potential for the processing of meat and other related animal products such as leather. The region is also noted to produce Guinea fowls and other live birds.

- **Mineral Deposits**

Mineral deposits such as gold, bauxite-tantalite, limestone, kaolin and clay abound in the region. Gold is however the only mineral that is mined commercially in the Talensi District.

3.12.5 Vision, Goals and Objectives of the Region

The vision, goals and objectives of the Region are co-terminus with the broad development areas of the Medium-Term National Policy Framework (2023-2025). It is within these goals that regionally determined goals and objectives were formulated based on our peculiarities. These goals and objectives have been linked to the appropriate Sustainable Development Goals (SDGs) and the AU Agenda 2063 and are summarised in ***Table 1.1*** below.

Table 1.1 Vision, Goals and Objectives

Vision, Goals and Objectives	
ision	To provide first class services to MDAs/MAs/DAs and NGOs and to be the best arm of the Executive in Ghana. The Upper East Regional Coordinating Council is committed to instilling accountability and transparency in the way things are done, by ensuring that value for money is obtained for all transactions,

	thereby enhancing development and lifting the standard of living of the people of the Upper East Region.
Goal	• **Objectives**
Build a Prosperous Region	• To create the enabling environment for value addition • To diversity and expand the tourism industry for development • To improve agricultural productivity • To promote livestock and poultry development for food security and incomes • To provide modern market facilities in urban communities
Promote Human Capital Growth	• To increase access to health services delivery • To improve access to quality education at all levels especially TVET • To improve environmental sanitation services and management • To strengthen vulnerable, child protection and family welfare systems • To promote the full participation of PWDs in socio-economic development • To promote the creation of decent jobs through apprenticeship and vocational training
Maintain a Resilient Environment	• To improve the aesthetics of the Region through greening of the environment • To promote climate change resilience • To reduce the incidence of perennial flooding and its devastating effects • To improve efficiency and effectiveness of road infrastructure and services • To promote sustainable, spatially integrated, balanced and orderly physical development
Maintain Effective and Efficient Institutions	• To deepen participation in the decentralised process • To provide adequate residential and office accommodation for staff
Enhance Emergency Planning and Response	• To improve planning for disaster prevention and mitigation • To reduce the new cases of communicable diseases
Improve Performance of the RCC and MMDAs	• To improve the capacity of staff of the RCC and MMDAs • To strengthen the planning, budgeting, monitoring and evaluation systems

Source: Upper East RPCU, 2023

3.12.6 Summary of Achievements

The 2023 Annual Action Plan was derived from the draft Medium-Term Development Plan (2023-2025). The summary of achievements/status of implementation of the RCC's 2023 AAP is presented below.

Implementation of 2022 – 2025 MTDPs and 2023 AAPs

At the end of 2023, 57.2% of the Upper East RCC's 2022-2025 Medium Term Development Plan was implemented with 63.5% of activities in the RCC's Annual Action Plan implemented (i.e. 50% interventions completed, 13.5% of interventions ongoing, 34.6% abandoned and 1.9% of interventions yet to start).

Table 2.1 Implementation of UERCC 2023 AAP

No.	Development Dimension	2023	
		Planned	Executed
1.	conomic Development	0	0
2.	ocial Development	0	0
3.	nvironment, Infrastructure and Human Settlements	0	0
4.	overnance, Corruption and Public Accountability	45	28
5.	mergency Planning and preparedness	0	0
6.	nplementation, Coordination, Monitoring and Evaluation	7	5
otal		**52**	**33**

Source: Upper East RPCU, 2023.

The Proportion of MMDAs 2023 Annual Action Plans (AAPs) implemented (average) was 30.32% with the proportion of the overall MMDA's 2022 – 2025 Medium-Term Development Plan implemented (average) was 41.03%.

Table 2.2 Proportion of the RCCs AAP and 2022 – 2025 MTDP Implemented

Indicators	Baseline 2021	Actual 2022	Target 2023	Actual 2023
1. Proportion of the RCC Annual Action Plan Implemented	80%	51%	100%	63.5%
e. Percentage completed	70%	45.3%	100%	50%
f. Percentage of ongoing interventions	10%	5.7%	0%	13.5%
g. Percentage of interventions abandoned	0%	0%	0%	34.6%
h. Percentage of Interventions yet to start	0%	49%	0%	1.9%
2. Proportion of MMDAs annual action plans implemented (average)	93.2%	21.6%	100%	30.32%
3. Proportion of the overall RCC MTDP Implemented	N/A	20%	50%	57.25%
4. Proportion of the overall MMDAs medium-term development plan implemented (average)	57.9%	24.6%	44.8%	41.03%

Source: Upper East RPCU, 2023.

Achievements in Key Functional Areas

Coordination

The Upper East RCC as part of its coordinating role collaborated with other Development Partners in the implementation of various programmes and projects in the year under review. These programmes and projects include the Ghana Secondary Cities Support Programme (GSCSP), USAID – Resilience in Northern Ghana Project (RING II), the Governance for Inclusive

Development Programme (GIZ-GoVID), the USAID Advancing Nutrition Ghana (ANG) Project, the Gulf of Guinea Social Cohesion Project (SOCO) and others. The RCC held four (4) quarterly RPCU Meetings, two (2) RCC Meetings, four (4) management meetings and fifteen (15) REGSEC Meetings. It is worth mentioning that, in addition to one of the RPCU Meetings been an expanded one, the RCC also held a Development Partners (DPs) forum to discuss and chart the path for the development of the region. This was in addition to the Budget Hearings and production workshops that were organised by the RCC to finetune the 2023 Annual Budgets of the MMDAs into the Composite Budget.

Technical Backstopping

The RCC carried out several technical backstopping activities in the year under review. These activities included the Organized training on sample template for 2018 - 2021 performance review & formulation of departmental 2022 - 2025 Annual Action Plans, (1) quarterly review sessions for MPCUs of participating MAs under the GSCSP to review programme implementation, one (1) annual performance review meetings on programmes and projects implementation for all MMDAs in the region, two (2) quarterly RPCU meetings to discuss the preparation of the RCC's MTDP and Regional Integrated Plan (RIP). The RCC also collaborated with various Development Partners to undertake technical backstopping activities under the various programmes and projects. These included appraisal of sub-projects under the SOCO Project, Ghana Productive Safety Net Project 2 (GPSNP 2) safeguards screening under the GSCSP etc.

Monitoring and Evaluation

The RCC conducted four (4) quarterly monitoring visits in the year 2023. The RCC also conducted monitoring visits to the two (2) participating Municipal Assemblies under the Ghana Secondary Cities Support Programme (GSCSP). In terms of projects, the RCC in collaboration with other departments and agencies such as the Departments of Feeder & Urban Roads as well the Ghana Highways Authority carried out inspection visits prior to the processing of payments certificates for contracts. The RCC also conducted monitoring visits to MMDAs to adequately prepare them for the DPAT VI Exercise in the region to ensure that all MMDAs in the region performed very well in the assessment.

Capacity Building

Due to the non-release of funds under the Ghana Secondary Cities Support Programme, the RCC was not able to do much by way of capacity building for the year 2023. Despite these challenges, the RCC carried out eight (8) very important capacity building activities which were; Organized 2-day training for Finance Officers and Accountants on preparation of Annual Financial Accounts and payment of withholding tax on GIFMIS; Organized 2-day orientation on Spatial Planning for Physical Planning Officers and staff of the LUSPA; Organized 2-day training in Capacity Building in Geographic Information Systems (GIS) for Physical Planning Officers, Technical Officers and staff of the LUSPA; Organized training for Procurement Officers and Store Keepers on procurement; receiving and issuing of goods on the GIFMIS system; Organized training on report, speeches and minutes writing for Administrative Officers; Organise training for Finance Staff on the preparation of Monthly & Quarterly Financial Statements on the GIFMIS payment system; Organise training for Procurement Officers and Store Keepers on procurement; receiving

and issuing of goods on the GIFMIS system and Organised training on Local Government Service Client Service operational manual

Constraints encountered by the RCC in the implementation of the Annual Action Plan

- Weak and inadequate vehicles to undertake regular monitoring exercises.
- Inadequate and untimely release of funds from all sources for the implementation of activities.
- Inadequate logistics and financial support for effective M&E activities at the regional and district levels.
- Weak and non-functionality of sub-structures of the Assemblies.
- Poor performance and delays in the execution of contracts by some contractors.
- Low mobilization of IGF to support the implementation of planned activities in Assemblies.
- Unresolved chieftaincy disputes and conflicts affecting development projects.

In the implementation, monitoring and evaluation of the Annual Action Plans and the MTDP 2022-2025, the Regional Planning Coordinating Unit (MPCU) encountered the following constraints/difficulties/ and challenges:

- Inadequate and untimely fund releases for projects and programmes implementation
- Inadequate logistics and budget support for monitoring and evaluation activities
- Difficulty in managing and coordinating some projects whose funding sources are not controlled by the Assembly. Eg. GETFund and other GOG projects in the Municipality are being funded from the National level.
- Absence of robust M&E systems at departmental and institutional levels.
- Low statistical capacity of departments and institutions.
- Poor record keeping by departments, which made it extremely difficult to quickly produce and access information.
- Non-adherence to planning guidelines is attributable to poor knowledge of the planning system and its processes.
- Untimely submission of reports from some Departments.
- Inadequate reporting of the progress of programme implementation which is a major hindrance towards availability of information in a standardized format.
- Inconsistencies in data collected from the departments for the same variables for the same period
- Inadequate financial resources to undertake regular and systematic studies.

3.12.7 Update On Administrative and Human Resource Issues

Political Leadership of the RCC

The Office of the Upper East Regional Co-ordinating Council (UERCC) is headed by the Regional Minister, Hon. Stephen Yakubu. There are fifteen (15) Municipal and District Assemblies in the Region. Four (4) of these are Municipal Assemblies and the remaining eleven (11) are District Assemblies. ***Table 4.1*** presents the political leadership including the Assembly members of the fifteen (15) MMDAs in the Region.

Human Resource Issues

Staff Strength of Upper East RCC

MMDAs	REQUIREMENTS		ACTUAL	% Covered	Required skills
	Minimum	Maximum	2023		
Central Administration	141	200	116	82.3	
Agric.	85	121	36	42.4	
Social Welfare	18	25	16	88.9	
MMDAs	**REQUIREMENTS**		**ACTUAL**	**% Covered**	**Required skills**
	Minimum	**Maximum**	**2023**		
Community Development	18	28	14	77.8	
Public works	102	173	28	27.5	
Parks & Gardens	24	37	19	79.2	
Rural Housing	10	30	5	50	
Feeder Roads	40	60	10	25	
Total	**388**	**584**	**244**	**62.9**	

Source: Compiled by Upper East RPCU, 2023

Staff Strengths of MMDAs

MMDAs	REQUIREMENTS		ACTUAL	% Covered	Required skills
	Minimum	Maximum	2023		
Bawku Municipal	465	690	154	33.1	
Bolgatanga Municipal	465	690	194	41.7	
Kassena-Nankana Municipal	465	690	165	35.5	
Builsa North Municipal	465	690	108	23.2	
Bolgatanga East District Assembly	365	519	108	29.6	
Bongo District Assembly	365	519	130	35.6	
Talensi District Assembly	365	519	115	31.5	
Nabdam District Assembly	365	519	88	24.1	
Bawku West District Assembly	365	519	131	35.9	
Binduri District Assembly	365	519	85	23.3	
Garu District Assembly	365	519	84	23.0	
Tempane District Assembly	365	519	68	18.6	
Pusiga District Assembly	365	519	90	24.7	
Kassena-Nankana West District Assembly	365	519	92	25.2	
Builsa South District Assembly	365	519	74	20.3	
Total	**5875**	**8,469**	**1,686**	**28.7**	

Source: Compiled by Upper East RPCU, 2023

Postings, Transfers, Promotions and Retirements

A total of 233 officers were successful in their interviews and subsequently promoted to their next respective grades in the Service. Also, 93 new entrants and 11 Junior Officers were received and were posted to the various districts in the Region Additionally, 5 officers resigned from the Service and 1 officer vacated his posts. Furthermore, 55 officers in various classes were upgraded. The year 2023 also witnessed the unfortunate demise of five (5) officers in the Region. In addition, 52 staff retired from the Service having all attained the compulsory retirement age of 60 years. In total, there are One Thousand, Five Hundred and Seventy-Eight (1,578) staff of the Local Government Service working in the various MMDAs and the RCC in the Region.

Staff Development and Trainings

No.	Title of Training	Target Group	Date of Training	Venue	Name of Institution that provided the training	Source of Funding	Brief Comment
1.	Training for records staff of the RCC and Municipal and District Assemblies	All Records Staff	9th – 10th March, 2023	RCC Conference Hall	UERCC	Common Fund	Staff equipped with skills in records keeping and data retrieval
2.	Organise 2-day training for Finance Officers and Accountants on preparation of Annual Financial Accounts and payment of withholding tax on GIFMIS	Finance Officers and Accountants	27th – 28th March, 2023	CAGD Conference Hall	CAGD	Ghana Secondary Cities Support Programme (GSCSP)	
3.	Organized 2-day orientation on Spatial Planning for Physical Planning Officers and staff of the LUSPA	Physical Planning Officers, Technical Officers and staff of the LUSPA	11th – 12th May, 2023	GHS In-Service Training Center	UERCC	Ghana Secondary Cities Support Programme (GSCSP)	
4.	Organized 2-day training in Capacity Building in Geographic Information Systems (GIS) for Physical Planning Officers, Technical Officers and staff of the LUSPA	Physical Planning Officers, Technical Officers and staff of the LUSPA	1st – 2nd June, 2023	GHS In-Service Training Center	UERCC	Ghana Secondary Cities Support Programme (GSCSP)	
5.	Organise training for Procurement Officers and Store Keepers on	Procurement Officers and Store Keepers	June 2023	CAGD Conference Hall	CAGD	Ghana Secondary Cities Support	

	procurement; receiving and issuing of goods on the GIFMIS system					Programme (GSCSP)	
6.	Training on Administrative writings	Assistant Directors IIBs	13th June, 2023.	GHS In-Service Training Center	UERCC	Ghana Secondary Cities Support Programme (GSCSP)	Improvement on the report writing skills of officers.
7.	Organized training on sample template for 2018 - 2021 performance review & formulation of departmental 2022 - 2025 Annual Action Plans	Regional Departments	30th November, 2023	GHS In-Service Training Center	UERCC	Ghana Secondary Cities Support Programme (GSCSP)	

Source: HR Unit, 2023

3.12.8 Report on decentralised departments of the RCC

Department of Social Protection

As part of the ISS initiative, UNICEF through the MLGDRD supported all the 15 Districts under Social Welfare and Community Development Department to carry out its mandate in the Region. UNICEF organized several activities, one of which is the training of stakeholders on the Inter-Sectoral Standard Operating Procedures (ISSOP) and Integrated Service Delivery. The Districts under the Department of Social Welfare and Community Development also organized stakeholder meetings. Various institutions were invited to the meetings. The institutions were DOVVSU, Ghana Health Service, Ghana Education Service, National Health Insurance Scheme, Birth and Death Registry, Traditional Authority, Gender Desk Officer, NGOs, Social Services Sub Committee, Gender Sub Committee, Legal Aid, the District Assemblies and the Department were admonished to deliver services to the vulnerable and excluded. A sensitization on the ISS initiative and presentation by various stakeholders on progress made as well as issues concerning adolescent pregnancy, Community Engagement on Child Protection using the CP Toolkit on Sexual and Gender Based Violence (SGBV), Registration and Renewal of LEAP Beneficiaries cards by NHIS, Support Case Management to strengthening Referral Pathways in the Districts, were all discussed across the selected districts.

Under this, all the 15 Districts including the Regional Office have been trained on Social Welfare Information Management System (SWIMS). It was the end of 2023 that all District were hooked up in the SWIMS software that is used to gather data on services rendered to the vulnerable and excluded. This software or Database will go a long way to help the Department to keep records for future use.

National Health Insurance Scheme

The NHIA in the region collaborated with the Department of Social Protection, the Ghana Education Service (GES) and traditional leaders across the region on membership drive activities. The Office also implemented Co-payment committees across all District Offices to resolve complaints of illegal charges at health facilities. Despite all these initiatives, the proportion of population with valid NHIS cards made up of Indigents, Informal, Aged, under 18years and Pregnant Women decreased from 70% in 2022 to 64% in 2023. This decline can largely be attributed to some challenges encountered in the year. These challenges the Bawku conflict which has affected operations in the Eastern corridor. The Bongo District and Kassena-Nankana Offices do have adequate office accommodation whilst the Garu-Tempane, Bawku East, and Talensi-Nabdam Offices have no vehicles. The number of DSWCD's offices that have shared their MMDA's LEAP Household data with both NHIS and GHS remained at fifteen (15) MMDAs.

Official Visits to the Upper East RCC

A total of five hundred and twenty-five visits were recorded by the Client Service Unit of the RCC for the year 2023. Out of this number, **twenty-one (21)** people received were on official purposes. ***Table 5.3*** presents the official visitors received by the Upper East RCC for the year 2023.

Date	Visitor	Position	Visiting which Department	Purpose
24/02/2023	Obed Appo Asamoah	USAID Ghana	RCD/REPO	Official
24/02/2023	George Wooden	USAID Ghana	RCD/REPO	Official

24/02/2023	Emmanuel Mahama	USAID Ghana	RCD/REPO	Official
01/03/2023	Bright A. Lawoe	G.E.S	RM	Official
08/05/2023	Martha Ayamba	WMMA	RCD	Official
19/05/2023	God Anointed Awortwe	Ganass Hotel	PROTOCOL	Official
26/05/2023	Evelyn Ankrah	Sal consult	RCD	Official
01/06/2023	Staley Noopaan	B.T.U	RCD	Official
01/06/2023	Ayaado Samuel	Binduri	RM	Official
09/06/2023	Hill Emmanuel	Bawku	RM	Official
22/06/2023	Ernest Osei Adif	N. I. C	RCD	Official
26/06/2023	Hanson Akuttueh	Bolga	RCD	Official
27/06/2023	Isaac B. Baidoe Hanson	Kumasi	RM	Official
03/07/2023	Ishmael Ohipeni	Joissan Ghana LTD	Client Service	Official
13/07/2023	Isaac Saboau	S. T. C	Transport Officer	Official
31/07/2023	Ayanna Millicent	Tongo	RM	Official
03/08/2023	Rafic Ganiyu	U.D.S Tamale	RM	Official
28/08/2023	Mary Adongo	Zaare	HRM	Official
08/11/2023	Dr. John H. Asiedu	MOTI	RM	Official
08/11/2023	Mr. Anyass	Bongo	RM	Official
10/11/2023	Alhaji Hamza	Paga	RM	Official

Source: Upper East RPCU, 2023

Security Issues

The region enjoyed relative stability during the year. There were however some issues of unrest following the mining disaster at Gbane in the Talensi district. The Regional Security Council (REGSEC) through the military and police provided protection for investigative work on the disaster and subsequent implementation of recommendations. The prevalence of illegal mining and unlawful sand mining are affecting farmlands in the Bolgatanga East, Nabdam, Talensi, Bawku West, Kassena Nankana West and Builsa North districts. These activities damage farmlands and decrease the amount of arable land in the affected districts. The activities of alien herdsmen of Fulani descent were documented in the region with many hectares' worth of soya bean, groundnut and maize farms were obliterated in the Bawku West, Builsa South and Garu Districts.

Effects of COVID-19 and mitigation measures implemented

Most Assemblies in the region are still reeling from the devastating effects of the Covid-19 pandemic. As part of measures to help the Assemblies to recover from these effects, they were required to prepare Covid-19 Emergency Response Plans to help them bounce back from the effects. All fifteen (15) MMDAs in the region have prepared and submitted their plans and are in the process of implementing these plans.

3.12.9 Update on Indicators and Targets

Performance Assessments

The performance of the RCC and the fifteen (15) MMDAs in the various assessments carried out in the year 2023 were mixed. The RCC scored a total of 71.35% to placed 14th. Whilst the

Assemblies fared very well under the DPAT Exercise, performances in the District League Table and Performance Contract Assessment were not very encouraging.

Region	2022 Performance Contract Assessment		DPAT VII		2022 District League Table	
	No. in 1st 20	No. in last 20	No. who fulfilled CIs	No. who didn't fulfil CIs	No. in 1st 20	No. in last 20
Upper East	0	1*	12	3	0	2

Bawku Municipal Assembly was placed 261st in 2022 Performance Contract Assessment but it is worthy to note that the Assembly was not assessed by the verification team due to security concerns during the monitoring and verification exercise.

Activities for improvement in performance

The Upper East RCC will intensify their pre-DPAT assessment monitoring to ensure that all MMDAs in the region are adequately prepared to fulfil the CIs and match the National Performance Score Average. The RCC will also include the monitoring of MMDA's performance contracts to ensure that the Assemblies are making steady progress. The RCC will also review the quarterly monitoring template to include indicators from the Performance Contract, DPAT and DLT Manuals.

3.12.10 Update on Critical Development and Poverty Issues

Implementation of the Ghana Secondary Cities Support Programme

The region has two (2) Municipal Assemblies participating in the Ghana Secondary Cities Support Programme (GSCSP) programme namely Bawku and Bolgatanga Municipal Assemblies. Under the Regional Window, the Upper East Regional Co-ordinating Council has been receiving funds since 2019 to undertake series of activities under the Capacity Support Grant. These include the monitoring of programme implementation in the Region and the provision of technical backstopping to participating Municipal Assemblies. However, in 2023, the Ministry of Local Government, Decentralisation and Rural Development (MLGDRD) transferred funds from the 2022 Fiscal year. As a result, the RCC had to revise the ACSP-4 for implemented roll over activities that were meant to have been implemented in 2022.

Free Senior High School Programme

The Double Track System of the Free Senior High School Programme continued to be implemented in the Region during the year under review. Fourteen (14) Senior High Schools are currently running the double track system while twenty-one (21) schools are on single track. As part of efforts to reduce the educational infrastructural deficit, the Region had benefitted from numerous educational projects since the Free SHS was introduced. These facilities included dormitories, classroom blocks, staff bungalow, assembly/dining halls, libraries, sick bays and toilets to help gradually phase out the Double Track System.

Since the inception of the Free SHS Programme, there has been an increase in the various levels of education. For instance, public SHS enrolment has increased from 37,921 in the 2016/2017 academic year to 48,246 in the 2019/2020 academic year and subsequently to 47,048 in the 2021/2023 academic calendar. Again, public TVET enrolment has increased from 1,481 to 5,665 in the same period.

Indicators	Baseline 2016/17	2017/2018	2018/2019	2019/2020	2020/2021	2021/2023
Total SHS Enrolment under FSHS	37,921	40,019	44,454	47,472	48,246	47,048
Total TVET Enrolment under FSHS	1,481	5,648	5,412	5,153	5,316	5,665

Social Protection

For child and family welfare activities, 214 Early Childhood Development Centres (ECDCs) were inspected and supervised, 27 new ECDCs were assisted to register, 200 existing ECDCs were also assisted to renew their certificates. The Department of Social Protection handled a total of 792 and these cases were handled in collaboration with the police and prison aftercare officers. A total of 17,280 PWDs were identified and registered with 770 PWDs benefiting from the Disability Fund. The Department of Social Welfare monitored four (4) LEAP payment cycles. Additionally, 21,145 indigents as well as all 770 PWDs benefitted from free NHIS registration and renewal. There are total of 8 orphanages operating in the region, inhabited by149, orphans and vulnerable children, but only 4 are registered and licensed by the Department and one home (Timataba) is earmarked for closure. During our routine inspection across all the orphanages, it was observed that a child would be better to live with foster parents than living in the orphanage. This is due to poor condition of services including lack of resources and other logistical support.

Modernizing Agriculture in the Region

The total of PFJ beneficiaries in the Region is 5,216 made up of 3,864 males and 1,352 females. In the reporting year, a total of 200,430 mini bags (25Kg) of various types of fertilizers were brought into the region by the input dealers as against 698,030 mini bags (25Kg) in the previous year which represents just 28.7% of the fertilizer volume brought into the region in the previous year but these were on private arrangements. No farmers benefited from the subsidy fertilizer in 2023 as against 87,870 (66,297 males, 21,573 females) farmers in 2021 indicating a sharp decline in the PFJ beneficiaries. It is worth mentioning that the PFJ, PERD and MAG have led to improvement in yields. The Regional Department of Agriculture had developed a Commodity Satellite Market to improve the marketing of Agriculture Produce in 2022and in the year 2023, a total of 13,655 farmers and small-scale processors have been linked to markets and 11 brands of locally produced rice have been developed.

Resiliency in Northern Ghana (RING II) Project

The Ministry of Local Government, Decentralisation and Rural Development (MLGDRD) in partnership with the USAID has designed the Resilience in Northern Ghana (RING II) Project to improve the quality-of-service delivery, particularly social services in nutrition and resilience outcomes of households in 17 MMDAs in four (4) regions of Northern Ghana with USAID funding Grant of USD 9 million for the period (2021-2026). The Project is a follow-up to the Phase I, which was implemented by USAID through the Northern Regional Coordinating Council (NRCC) from 2014-2019 and the partnership will also strengthen the planning, budgeting, implementation and monitoring of service delivery in the targeted districts with technical assistance interventions at the National, Regional and District levels. The implementation is led by the MLGDRD in collaboration with the Office of the Head of Local Government Service (OHLGS), National Development Planning Commission (NDPC) and the Regional Coordinating Councils (RCCs) of the participating District Assemblies (DAs) which in the case of the Upper East Region, are the Bawku Municipal, Bawku West, Garu and Tempane District Assemblies. Under the Regional Window, the Upper East Regional Co-ordinating Council according to the project scope was supposed to receive funds in 2022, which funds were rather transferred in 2023. These funds were used to undertake a series of activities which included the monitoring of programme implementation in the Region and the provision of funds to implementing departments to undertake their core duties.

Gulf of Guinea of Guinea Northern Regions Social Cohesions (SOCO) Project

The government secured a $150 million facility from the International Development Association/International Bank for Reconstruction and Development of the World Bank Group towards the implementation of the Gulf of Guinea Northern Regions Social Cohesion (SOCO) Project, which project covers the northern parts of Ghana, Benin, Cote d'Ivoire, and Togo. He added that in Ghana, the Ministry of Local Government, Decentralisation and Rural Development will lead the implementation of Project in forty-eight (48) MMDAs in six Regions (namely Northern, North East, Upper East, Upper West, Savannah and Oti regions) with the project expected to deliver resilient community infrastructure and assets through a Community-Driven Development approach (CDD) over a period of five (5) years. The main objective of SOCO Project, he said, is to improve regional collaboration, socio-economic and climate resilience of border-zone communities in the target northern regions of the Gulf of Guinea countries exposed to conflict and climate risks with the project structured into the following five (5) main components:

- Component 1: Community Resiliency and Inclusion
- Component 2: Building foundation and capacity for inclusive and resilient communities
- Component 3: Regional Coordination Platform and Dialogue
- Component 4: Project Management
- Component 5: Contingent Emergency Response Component (CERC)

There are currently a total of forty-one projects being implemented by the fifteen (15) MMDAs in the Upper East Region. These projects are progressing steadily and are at various advanced stages of completion.

Name of the Evaluation	Policy/Programme/ Project Involved	Consultants or Resource Persons Involved	Methodology Used	Findings	Recommendations
Summative Evaluation	Performance review of the 2023 Composite Annual Action Plan	Regional Planning Coordinating Unit	Participatory approach addressing the objectives of the 2023 AAP Power point presentation, discussions, questions, and answers, drawing on experiences and good practices	❖ Low skilled human resource ❖ Infrastructural gaps ❖ Inaccessibility of some communities during the raining season	District Assemblies should build the capacity of the district in terms of staffing and basic resources and logistics for planning, monitoring, evaluation, and coordination of programmes and projects in the district RCC should liaise the Department of Feeder Roads to ensure that these communities are accessible during the raining season
Mid-term Evaluation	2023 Regional Composite Budget	Regional Budget Unit	Participatory approach addressing the objectives of the 2023 Composite Budgets Power point presentation, discussions, questions, and answers, drawing on	Delays in release of funds from national level Low Revenue Generation	Intensification of the use of GIFMIS system Monitoring the implementation of RIAP of Assemblies

			experiences and good practices		

Source: Compiled by Upper East RPCU, 2023

Other Activities

3.12.11 Challenges, Recommendations and the Way Forward

Challenges

It is worth mentioning that a major difficulty encountered during the preparation of this report was in relation to the combined templates provided by the NDPC which sought to align the reporting formats from the NDPC to that of the Office of the Head of Local Government Service.

1. In respect of monitoring, evaluation and reporting, the following difficulties were encountered:
2. Even though the Departments in the Region were able to provide data on the indicators, most of them failed to provide targets for the outer years.
3. There was also the issue of non-submission of data by some Agencies especially National Health Insurance Authority, NEDCO, GWCL and CWSA.
4. Delays in finalising the RCCs MTDP and Regional Integrated Plan (RIP) – 2023 to 2025 for the region due to the lack of funding
5. Lack of Conformity to Reporting Requirements by Departments and Units
6. Inadequate Vehicles for Monitoring. The only vehicles available are duty posts vehicles for some few regional heads. This situation makes it difficult to constitute more teams to cover all the 15 Assemblies during monitoring exercises.

Conclusion and Way forward

Conclusion and Recommendations

The achievement of the goals and objectives outlined in the RCC's 2022-2025 Medium Term Development Plan and other activities, programmes and projects are hinged on the effective implementation of programmes and projects interventions under the five broad goals of the Agenda for Jobs: Creating Prosperity and Equal Opportunity for All II, 2023-2025. The following recommendations are needed to effectively and efficiently implement the district's 2022 - 2025 Medium Term Development Plan:

1. The capacities of the Regional Heads and their Schedule Officers especially in reporting should be enhanced by the Upper East RCC.
2. The Upper East RCC should make efforts to purchase two (2) vehicles to be able to perform its mandate of monitoring and supervising the activities of the Assemblies. Again, broken down vehicles should be repaired as well as vehicles in service should be constantly maintained.
3. There is a need to bridge the financing gap in infrastructure development by mobilizing additional capital for infrastructure development through the involvement of the private sector under the PPP framework.

4. There is an urgent need to ensure that human and institutional capacity development and technology development are accorded the necessary priority, both as cross-cutting issues in all development interventions.
5. Mechanisms would have to be put in place to improve and strengthen inter-sector cooperation, collaboration, reporting mechanisms, and private-sector participation in development.
6. There is the need for the RCC and Assemblies to put in measures to attract development partners to the district.
7. There is a need for the RCC to develop a strong administrative statistics system, with the potential to generate statistics at short intervals to track the progress of goals, targets, and indicators.

This will go a long way in attracting the needed investment required for the region to tap into its potentials and transform the social and economic wellbeing of the ordinary people. Monitoring and Evaluation (M&E) is integral part of Plan implementation since it provides assessment of performance. The management should therefore consider M&E activities as part of projects and allocate funds and other logistics to generate the needed results. Management should also endeavour to create enabling environment for participation of all stakeholders and M&E process.

3.13 UPPER WEST REGION

3.13.1 Introduction

This section concentrates on the status of implementation of the Medium-Term Development Plan (MTDP), 2022-2025. It also focuses on the purpose of monitoring and evaluation as well as the processes involved, and the difficulties encountered in the monitoring and evaluation of projects and programmes within the Region.

3.13.2 Regional Profile

Location and Historical Perspective

The Upper West Region is one of the sixteen (16) regions of Ghana. As shown in Figure 1, the region has 11 political districts: Wa Municipal; Wa West; Wa East; Jirapa; Lambussie; Lawra; Nandom; Nadowli-Kaleo; Daffiama-Bussie-Issah; Sissala East; and Sissala West. It also has an equal number of constituencies.

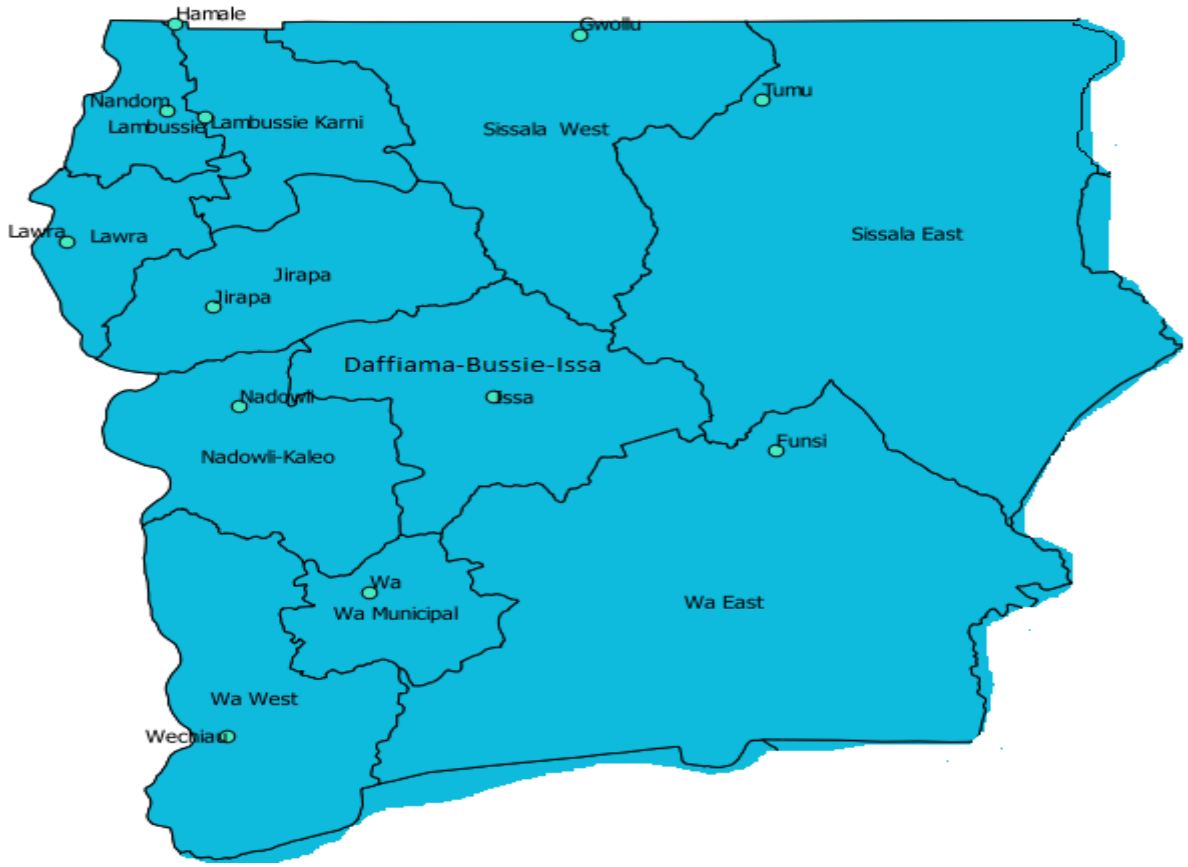


Figure 1: Map of Upper West Region

The Region was carved out of the then Upper Region in April 1983 which was itself created out of the Northern Territory in July 1960, when the country had gone through serious economic downturn. The subsequent adoption of the democratic decentralized system of governance for Ghana offered a window of opportunity for rapid socio-economic development and poverty reduction to many deprived areas. Infrastructure to date has not been developed enough to befit the status of a region.

The Upper West region is situated in the north- western part of Ghana. It lies between longitude 1o 25'' West and 2o 45''East and latitudes 9o 30'' N and 11oN. It is bordered to the South by the Savannah region, to the North and West by Burkina Faso, to the east by the Upper East and North-East Regions. The region covers a geographical area of 18,476 sq. km, constituting 12.7% of the total land area of Ghana.

Population

The population of the region as enumerated in the 2021 Population and Housing Census (PHC) is 904,695, with 48.8% (441,799) males and 51.2% (462,896) females. The region has a young population with 53% being below 20 years, and this implies that there is a huge potential labour force for the future. However, the current economically active population is overburdened as there is high dependency ratio of over 91 (per hundred population in the working group) and this partly accounts for the unacceptable poverty levels and child labour in the region. The region has a consistent female dominance ratio of 94.5% males to 100 females. Generally, over 60% of the population comprising of children, women and the aged are socially and economically vulnerable, and need to be protected. The regional population density is 49.0 persons per square kilometer, an increase from 38.0 persons per sq. km. in 2010.

3.13.3 Vision and Mission

The vision of the Region is to have a prosperous model region harnessing its resources in a responsible, equitable, transparent and sustainable manner through well-developed systems to create opportunities for all. The Region's mission seeks to promote the well-being of its people through:

a. effective monitoring, coordination, collaboration and networking
b. respect for human rights and dignity,
c. provision of socio-economic infrastructure and services
d. Harnessing the resources of the region in a sustainable and peaceful environment.
e. Effective decentralized assembly system.

Regional Objective

Basically, for the purpose of this report, is a top priority for the Region to provide regional-specific development blueprint that is linked to the national vision of shared growth and development and explore how the region's resources can be harnessed to eliminate poverty and underdevelopment. This considers the four prioritized areas of investing in people, building a strong and resilient economy, expanding infrastructure and ensuring transparent and accountable governance.

Specifically, the Region seeks to:

a. Identify strategies to create and enhance a well-coordinated development
b. Identify strategies to enhance the quality of life of the people
c. Ensure a healthy and productive population and environment that continues to propel the development of the region.
d. Encourage development at a scale and intensity appropriate for the region and for each District

e. Assist existing and new businesses / entrepreneurs identify viable development sites and expand their businesses
f. Protect the region's natural environment and resources from unbridled exploitation
g. Explore and develop the region's creative and indigenous resources.

Departments and Agencies

The region has an estimated population of 904,695 (GSS, 2021). In the UWR, there are about 22 departments and agencies responsible for various aspects of governance, development, and service delivery.

General Development Challenges

The poor infrastructural base of the region adversely affects regional development. The poor condition of the roads isolates the region from the rest of the country, few people and NGOs want to work in the region and the inadequate socio-economic infrastructure becomes a major disincentive to production. Electricity coverage is also low. Communication network is equally poor.

The unfavourable weather condition is a major contributing factor to crop failure, food insecurity and the high out migration. As such a lot of interventions including irrigational facilities are needed for dry season farming to ensure food security and reduce the number of out migrations from the region.

There is general poverty in the region. This current situation is not acceptable and much has to be done to address the problems to discourage people from moving out of the region.

There is inadequate health and educational service delivery in the region, due to lack of key personnel in critical areas in Health and Education such as Mathematics, English and Science teachers as well as inadequate teaching and learning materials in technical and vocational subjects.

High Intra-regional migration which puts pressure on services within the Eastern Corridor.

There has been very little intervention in the sanitation sector with the few NGOs interventions also been uncoordinated and skewed to a few districts. The region still requires more partners in this sector to complement the efforts of those that are already in the region.

Weak private sector

Due to floods and dry spells, there is a general short fall in agricultural production. Planting materials during the next planting season could also pose a problem.

Land tenure system does not promote long term development as many landlords will not sell lands for long term agricultural investments like the planting of fruit trees.

Major Potential for Growth and Development

Presence of vast arable lands particularly those to the Eastern corridor of the region which are very fertile for the cultivation of rice, maize, soya bean amongst others. The region ranks high in Maize, Sorghum, Groundnuts, Cowpea and Soya Beans production.

Dams, dugouts, valleys and the black Volta River and its tributaries with vast irrigable land present a huge potential for all year-round farming

Vast lands in the eastern and southeastern corridor offer great potentials for commercial farming.

A gentle sloping topography which can facilitate agriculture and all kinds of physical development e.g. road and dam construction, housing development, laying of pipelines.

Clay, Gold and rock deposits that can promote housing development and other small-scale industries.

Vast grasslands and tropical climate to support small ruminant and livestock production.

The region has a competitive advantage in cotton, cashew, shea nut and mango production

Effective traditional leadership system which can be harnessed with the vibrant social groups for rural development.

The Black Volta to the West and the Sissili to the East with their extended network of tributaries, which can be developed for small scale irrigation, animal and human consumption and fishing.

Good road network and airstrip to facilitate quick and easy carting of goods and services to southern sector of Ghana.

The broad-based youthful population combined with the significant proportion of the people who fall within the economically active group that can provide sufficient labour for the present and the future.

Abundant scenic areas and other places of aesthetic, beautiful, mythical or historical significance, which can be developed as tourist centers as well as the inherent hospitality and rich cultural heritage of the people that can promote tourism.

Good sunlight in the region with a huge potential for harvesting solar energy for electricity

Geographical location of region has good implications for cross border trade

3.13.4 Summary of Achievements in 2023

The achievements of the Regional Coordinating Council's (RCC) Annual Action Plan (AAP) have been significant in several key functional areas, including coordination, technical backstopping, monitoring and evaluation, and capacity building. Here are some specific examples.

Status of Implementation of Medium-Term Development Plan (2022-2025)

The 2023 Annual Action Plan is a component derived from the Medium-Term Development Plan (2022-2025). The table below presents the details on the RCC Annual Action Plan implementation. Inclusive is the details of the planned and executed programmes and projects in the RCC Annual Action Plan have been categorised under the development dimensions of the National Development Policy Framework (2022-2025).

Details on the RCC Annual Action Plan Implemented

S/N	Development Dimensions	2023	
		Planned	Executed
1.	Economic Development	72	49
2.	Social Development	79	52
3.	Environment, Infrastructure and Human Settlement	53	32
4.	Governance, Corruption and Public Accountability	59	27
5.	Emergency Planning and Response (Including COVID-19 Response Plan)	69	31
6.	Implementation, Coordination, Monitoring and Evaluation	92	51
Total		424	242

Source: RPCU, 2023

The table below depicts the proportion of the RCC Annual Action Plan as well as that of the MMDAs that has been implemented and their various implementation status. It also highlights the percentage of achievement which formed the basis for assessing achievements.

Proportion of the MTDP (2023-2025) Implemented

Indicators	Baseline 2022	Target 2023	Actual 2023
Proportion of the RCC Annual Action Plan Implemented	52.51	100	57.08
Percentage Completed	33.51	100	39.08
Percentage of Ongoing Interventions	18.99	25	22.53
Percentage of Interventions Abandoned	0	0	0
Percentage of Interventions Yet to Start	47.5	0	32.69
Proportion of M/DAs Annual Action Plans Implemented	85	83	72.05
Proportion of the overall RCC MTDP Implemented	18	25	29
Proportion of the overall M/DAs MTDP Implemented	23	25	26

Source: RPCU, 2023

Processes Involved and Difficulties Encountered in the plan preparation

Inadequate Funds Inflow

Inadequate Logistics for effective monitoring and coordination

Inadequate capacity for Plan Preparation and Monitoring by some Departments

3.13.5 Analysis of Implementation of RCC Annual Action Plan

Co-ordination

The RCC has successfully coordinated with various government institutions, development partners, and local communities to implement the annual action plan. This has resulted in effective collaboration and resource mobilization to achieve the plan's objectives.

Technical Backstopping
The RCC has provided technical support to various departments and agencies to enhance their capacity to implement the annual action plan.

The RCC has provided technical assistance to the health sector to improve health service delivery in the region through the implementation of Health Integrated Action Plan (HIAP).

Mechanisms employed by the RCC monitoring teams has gone a long way to improve projects and programmes effectiveness, increased efficiency and reduce project implementation cost.

ToTs and budget hearings were employed to ensure effective planning, budgeting and implementation processes.

Monitoring & Evaluation
The RCC has put in place robust monitoring and evaluation mechanisms such as periodic visits by Regional Minister, some Units of the office of the RCC and the RPCU to track progress in the implementation of the annual action plan. This has helped to identify bottlenecks and gaps in the implementation process, and to take corrective measures where necessary.

The monitoring & evaluation mechanisms employed has aided MMDAs to be more accountable and transparent to their citizenry.

Capacity Building
The RCC has conducted various capacity building activities to enhance the skills and knowledge of local stakeholders to implement the annual action plan effectively.

RCC has organized training workshops for farmers in the region to enhance their productivity and income. Officers were also assisted by both RCC and MMDs to go for national workshops and trainings such as budget production, etc.

Overall, the RCC's annual action plan has made significant progress in improving the quality of life of the citizens in the region.

Some of the specific achievements include:

1. Improved access to healthcare services, including the construction of new health facilities, the provision of medical equipment, and the training of healthcare workers.

2. Increased agricultural productivity, through the provision of agricultural inputs, training of farmers, and the establishment of agricultural extension services.

3. Enhanced access to education, including the construction and renovation of schools, provision of teaching and learning materials, and training of teachers.

4. Improved access to safe drinking water and sanitation facilities, through the construction of boreholes, dams, and sanitation facilities.

In conclusion, the RCC's annual action plan has achieved significant milestones in key functional areas, including coordination, technical backstopping, monitoring and evaluation, and capacity building. These achievements have led to improvements in the socio-economic

development of the Region, and efforts are ongoing to sustain these gains while addressing the remaining challenges.

3.13.6 Challenges encountered in the implementation of plans

Despite the successes of the Regional Coordinating Council's (RCC) annual action plan, there were also some challenges and constraints encountered during the implementation, monitoring, and evaluation of the plan. Here are some specific examples:

1. Limited funding: One of the major constraints faced by the RCC was the limited funding available for the implementation of the annual action plan. This often resulted in delays in project implementation, incomplete implementation, and limited impact.

2. Inadequate technical capacity: Another challenge faced by the RCC was the inadequate technical capacity of some of the implementing agencies and stakeholders. This hampered the effective implementation of some projects and limited the quality of outputs and outcomes.

3. Weak monitoring and evaluation systems: The RCC also faced challenges with monitoring and evaluation systems. Some of the challenges included inadequate data and information, limited capacity for monitoring and evaluation, and weak feedback mechanisms.

4. Limited stakeholder engagement: The RCC encountered difficulties in engaging some of the key stakeholders in the implementation of the annual action plan. This limited their level of ownership and participation in the process, and sometimes hindered progress.

5. Limited awareness and education: Another constraint encountered by the RCC was the limited awareness and education of some of the beneficiaries of the plan. This sometimes resulted in low uptake of projects, non-compliance with regulations, and limited impact.

In conclusion, these challenges highlight the need for increased funding, technical capacity building, improved monitoring and evaluation systems, enhanced stakeholder engagement, and increased awareness and education. Addressing these constraints will be essential to enhance the effectiveness and efficiency of future annual action plan.

3.13.7 Administrative and Human Resource Issues

Political Leadership

The table below presents the political leadership including the Assembly members of the 11 M/DAs within the Region.

Political Leadership of the Region

MDA	Name of Minister	Gender	
		M	F
Upper West Regional Coordinating Council	Hon. Dr. Hafiz Bin Salih	√	

3.13.8 Update on Administrative and Human Resource Issues

Staff development (Capacity Building/Training)

242 officers were successful in their interviews and subsequently promoted to their next respective grades in the Service. Also, 81 new senior officers were received and were further

posted to the various districts in the Region. Again, 37 Junior Officers were recruited and posted to the Upper West Region. Additionally, 4 officers resigned from the Service, however no officer vacated their post. Furthermore, 69 officers in various classes were upgraded. The region closed the year with 1,296 of establish staff and 199 IGF staff as 31st December 2023.

3.13.9 Report on decentralised departments of MMDAs

Security Issues as of 2023

The Region faced some security challenges notably; (Refence: Appendix 1)

- Land disputes emanating from ownership and community boundaries.
- Chieftaincy disputes (pending before the Regional House of Chiefs).
- Activities of armed robbers.
- Cattle rustling.
- Activities of illegal miners (has declined significantly though)– ("Galamsey" Operators).
- Destructive activities of Nomadic Fulani herdsmen (farm destruction, rape, robbery).
- Incidence of cross border crimes.
- Massive deforestation for purposes of charcoal burning.

Some mapped out strategies to resolve the above-mentioned security challenges by the RCC are.

- Support the Security Agencies to conduct joint patrols to combat armed robberies.
- Direct MDAs to collaborate with Securities Agencies to form Community Watch Committees to assist in maintaining security at the districts.
- Impress on Regional House of Chiefs to let its Judicial Committee expedite action on chieftaincy disputes pending before it.
- Mandate Security Agencies at the frontiers to apprehend people smuggling petroleum products, fertilizers etc. outside the region.
- Sensitize community members on the hazards of environmental degradation, and advised them to desist from human activities such as charcoal production and bush

3.13.10 Update on Indicators and Targets

Performance Assessment

Region	Performance Contract		DPAT MINIMUM COMPLAINT		District League Table	
	No. in 1st 20	No. in Last 20	No. Fulfilled	No. not Fulfilled	No. in 1st 20	No. in Last 20
Upper West Region	0	1	11	0	0	1

Activities for the improvement in performance

- Pre-DPAT assessment to help MMDAs prepare adequately
- Review RCC monitoring checklist to encompass all relevant indicators
- Employ and upgrade backstopping mechanisms to help MMDAs perform effectively in service delivery

3.13.11 Update on Critical Developmental Issues

The Ghana Secondary Cities Project (GSCSP)

The Ghana Secondary Cities Support Program (GSCSP) is a five-year program (spanning from 2019 to 2024), designed by the Ministry of Local Government and Rural Development (MLGRD) and other stakeholders, with funding from the World Bank as a successor program to the Local Government Capacity Support Program (LGCSP). The GSCSP has twenty-five (25) and ten (10) participating Municipal Assemblies (MAs) and Regional Coordinating Councils (RCCs) respectively. The following activities were undertaken during the period under review.

1. During the period under review, two (2) field monitoring exercises were carried out on the sub-projects under construction by the Wa Municipal Assembly under the GSCSP, as well as other ongoing development projects in the municipality
2. Trained forty-three (43) participants comprising seven (7) females and thirty-six (36) males on Selected Innovative Project Financing in the Public Sector
3. Trained sixty-two (62) participants comprising ten (10) females and fifty-two (52) males on Regional Tender Committee, Review Committee, Municipal Tender Committee and Other Selected Staff on Public Procurement
4. Field Monitoring of Development Projects in the Region was carried out
5. Maintained GSCSP Project Vehicles

One Village, One Dam Policy

In the Upper West Region, a total of fifty-six (56) dams were awarded on contract across the eleven (11) constituencies by the Ministry of Special Development Initiative under the One Village One Dam initiative, out of which twenty-One (21) have been successfully completed and put into use across the region. The rest are still at various stages of completion.

Ghana School Feeding Programme

The Ghana School Feeding programme covered 601 schools in the Upper West Region with a total enrolment of 8,930. The programme created jobs for 1,021 caterers in the region.

Conclusion and Way forward

The region has made some modest improvement in infrastructure and service delivery despite the fore mentioned challenges. We have been able to achieve this through effective collaboration with the Regional Heads of Departments, Municipal/District Assemblies, and our development partners.

The signing of the Performance Contract Agreement between the Chief Director and the Hon. Regional Minister and between the Municipal/District Chief Executives and their Coordinating Directors has given real direction towards the achievement of set target.

It is important to indicate that, the UWRCC had some key issues that negatively affected its operations which include the following.

- Constricted resources allocation to the UWRCC
- Delay of budget releases
- Inadequate logistics (vehicles in particular)

- Unbearable increasing maintenance cost of existing asset
- Limited professional and scheme of service training for newly recruited and old staff due to high cost of training programmes
- Persistent non-approval of CAPEX

It is hoped that the OHLGS will continue to engage MoF for increased budget allocations and improved timely releases of funds to the RCC. The UWRCC will still strive to provide regional leadership in pursuit of its mandate these challenges and constricted resources allocation notwithstanding.

3.14 VOLTA REGION

3.14.1 Introduction

This report is for the period January to December 2023 and covers the activities of the Volta Regional Co-ordinating Council (VRCC), Departments and Agencies in the Region and Municipal/District Assemblies. The Volta Region as of 31st December, 2023 had Seven (7) Municipal and eleven (11) District Assemblies in operation. The APR is prepared under the coordinated programme of Economic, Social Development Policy Framework Agenda for Jobs II 2017-2024 policy document. It is important to mention that the preparation of Annual Progress Reports (APRs) has become one of the major tools used to facilitate the tracking of year-to-year projects/programmes implementation towards the achievement of objectives in our Strategic Action Plan.

3.14.2 Regional Profile

The Volta Region is one of the sixteen Administrative Regions in Ghana. The Region's landscapes and vegetation cover the seacoast, lagoons, southern savannah, mountains, waterfalls and a large part of the Volta Lake.

Location

The Region is located between 5"45'N and 8"45'N and shares borders at the north with the Oti Region, southern part with the Gulf of Guinea, west with the Volta Lake and has its eastern border with the Republic of Togo.

Regional Population

The Volta Region has a population of 1,659,040 according to the 2021 census and an annual average growth rate of 2.1% with male and female population 790,685 and 868,355 and Ho as its administrative capital.

Departments and Agencies

The Region has eighteen (18) Municipal and District Assemblies (M/DAs); comprising of 7 Municipal and 11 District Assemblies. While the VRCC works with agencies and institutions like the Ghana Water Company Limited, Electricity Company of Ghana, Ghana Tourism Authority, Community Water and Sanitation Agency, Forestry Commission, and Water Resources Commission, none of these agencies and institutions directly answer to the RCC.

The RCC has the following Decentralized Departments

i. Public Works Department
ii. Department of Social Welfare
iii. Department of Community Development
iv. Department of Parks and Gardens
v. Department of Births and Deaths
vi. Department of Urban Roads
vii. Department of Feeder Roads
viii. Department of Agriculture
ix. Department of Rural Housing
x. Department of Children

xi. Department of Gender

3.14.3 Regional Potentials

Table 1.2.4: Areas of crop production in the region within five (5) years

Crops	2015	2016	2017	2018	2019
	Area (Ha)	Area (Ha)	Area (Ha)	Area (Ha)	Area (Ha)
Maize	53,211	53,670	58,820	60,472	62,654
Rice	42,558	43,399	55,001	58,662	60,456
Cassava	84,180	84,477	84,222	88,163	90,115
Yam	30,044	30,166	32,150	34,838	35,634
Cocoyam	6,713	6,718	8,870	9,602	9,980
Plantain	9,081	9,101	10,518	11,132	11,614
Sorghum	4,409	4,434	4,468	6,182	6,438
Soyabean	3,363	3,371	3,450	3,566	3,688
Cowpea	3,161	3,237	2,886	5,067	5,189

Table 1.2.5: Major tourist, historical heritage and cultural heritage sites

Major tourist sites	Historical heritage	Cultural heritage
• Waterfalls at Wli, Agumatsa, Tsatsadu (*40-60Kw electricity generation station*) • Mountains at Gemi, Adaklu & Afadja • White Beaches along our coast • Monkey sanctuary, slave market at Atorkor, Ave Dakpa crocodile resort, Kalakpa Resource Reserve, Caves and Zimazio snake village at Soba, Regional Museum	• Slave cave at Peki Dzake • Fort Prinzenstein at Keta and Grottos at Kpando • Europeans' cemetery at Ho	• Agbamevorza, Hogbetsotso, SASADU, Gbidukorza, Asogli Yam Festival, etc. • Traditional Kente villages at Agotime Kpetoe and Agbozume. • Traditional music and dances such as Borborbor, Agbadza, Zigi, • Traditional fetish shrines at Nogokpo, Klikor

3.14.4 Vision, Goals & Objectives

Table 1.2.6: The Vision, Goal and Objectives of the VRCC

Vision	Goals	Objectives
The Volta Regional Coordinating Council seeks to attain a peaceful, stable,	Making Volta Region great	To formulate, implement, coordinate, monitor and

united, progressive and prosperous region with a high standard of living for its people		evaluate Government policies and programmes To promote stability, security, and peace, To Promote transparency and accountable governance To provide institutional and human capacity and enabling environment for effective, efficient and sustainable service delivery

3.14.5 Summary of Achievements

Analysis of implementation of RCC Annual Action Plan

The 2023 Annual Progress Report is the final appraisal of all projects and programmes implemented during the year (from 1st January to 31st December) embedded in the 2023 Annual Action Plan of the Region. The focus was to find out if the targets set by the Region were achieved during the period under review. For the year 2023 out of 217 planned activities 185 representing 85% of the Annual Action Plan was implemented by the end of 2023 fiscal year

Achievements in key functional areas

The Volta Regional Coordinating Council in the performance of its mandate contributed towards the achievement of the following projects and programmes in 2023

Table 1.3.3 Details on the RCC Annual Action Plan Implemented

Projects	2023 Target	2023 Actual
Projects to be executed	3	3
Procurement of logistics (Computers, scanners, printers, etc)	15	13
Programmes		
• Co-ordination of GoG, GIZ, GSCSP etc programmes	36	24
• Technical backstopping on MMDAs AAPs, ARP, DPAT, DLT, GIFMIS etc	14	14
• Monitoring & Evaluation of MMDAs development projects	107	105
• Capacity building for MMDAs and HoDs/HoUs	42	26
Total	217	185

Challenges encountered in the implementation of plans

The following challenges were encountered in the monitoring and preparation of this report.

- The late release of funds to the RCC affected the timely execution of projects and programmes.
- Land and chieftaincy disputes in some areas of the Region hindered the implementation of projects.
- Inadequate office and residential accommodation affected integration of decentralized departments.

- Inadequate Vehicles for Monitoring Projects
- Inability by Heads of Departments and agencies to provide information required from them because they claimed the information could only be gotten from their national head office.

3.14.6 Update on Revenue Sources and Expenditure

Source of revenue for RCC

Table 4.1 and Figure 4.1 present a detailed analysis of the funding sources of the VRCC. The main sources of revenue for financing the implementation of projects and programmes in the Region within the year under review included Government of Ghana (GoG), the District Assemblies Common Fund (DACF), Development Partners and other sources. Over the period, transfers for GoG continued to be the VRCC major funding source. This was followed by the DACF, Development Partners and others (LEAP). Funding from the DACF increased by 165 percent, comparing the 2023 actuals (**GH₵2,054,699.58**) to that of 2022 actual (**GH₵1,993,163.10**). Again, funding from GoG increased by 21 percent, **GH₵11,760,687.47** and **GH₵8,962,270.79** for 2023 and 2022 respectively.

Figure 4.1

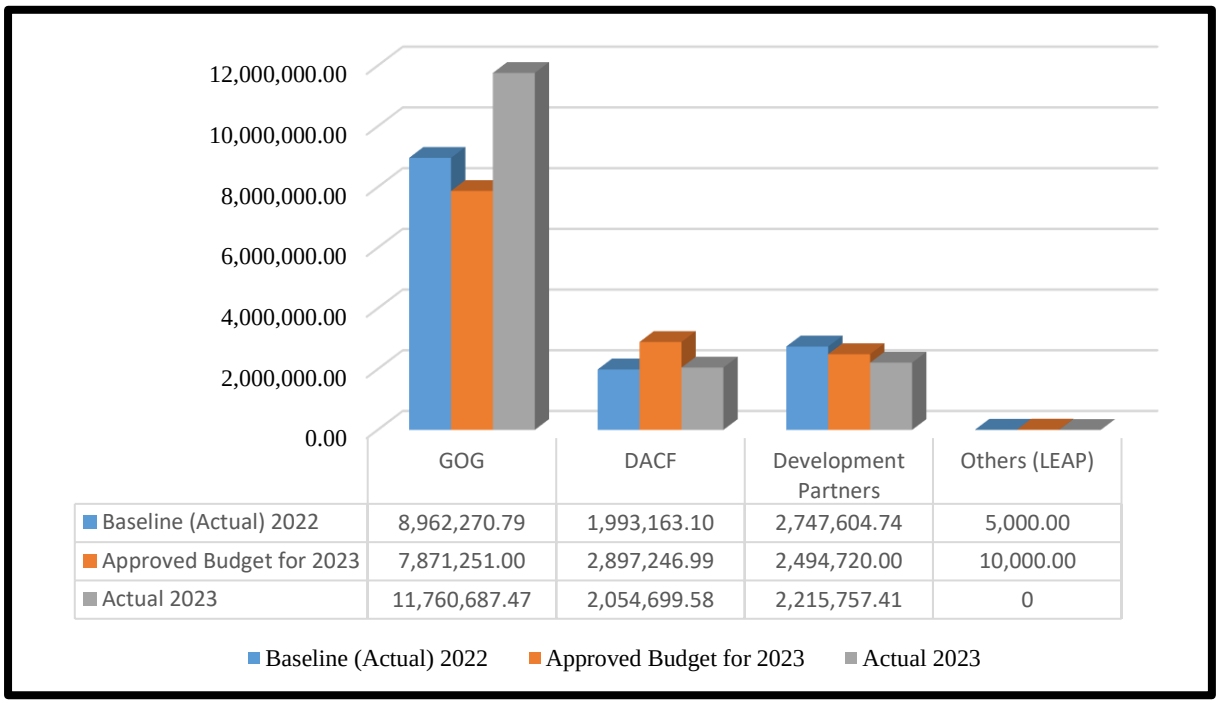


Table 4.1.4: Overall Financial Performance of the RCC as at December 2023

From Table 4.1.4, it can be observed that the total approved budget of the VRCC for 2023 was GH₵**13,**273,217.99 and a total of GH₵16,622,535.80 was released. Out of this amount, GH₵16,031,144.46 was spent on Compensation, Goods and Services, CAPEX and DPs, constituting 79.1 percent of the 20223 approved budget. In terms of compensation, the difference between the amount approved and spent was GH₵11,016,453.07 which was 68.01 percent of the 2023 budget. In terms of goods and services, the difference was **GH₵2,406,284.78** which was 18.22 thus, percent of the budget. The difference between the

amount approved and spent on CAPEX was GH₵392,649.20 which was 23.91 percent of the budget., and the difference between the amount approved and spent on DPs was GH₵ 2,215,757.41which was 11.54 percent of the budget. Thus the 2023 budget performance of the VRCC was -25.23 percent.

Budget Performance of Municipal and District Assemblies

This section presents an analysis of the budgeted and actuals of the composite budget performance of all the 18 MMDAs within the Region. It is based on budget end-of-year reports in the financial statements submitted to the Regional Co-ordinating Council covering Schedule 1 Departments. The budget performance of the MMDAs has been presented in Table 4.2. From the Table all the 18 MMDAs were able to mobilize GH₵17,114,929.36out of a budgeted amount of GH₵26,631,195.00representing 64.27 percent. For Grants, the Assemblies received 39.17 percent of their budgeted in 2023. The variance recorded for Grants was a whopping GH₵217,650,290.20. It is therefore evident that a revenue gap of GH₵**-227,166,556.18** was recorded in 2023 could be largely attributed to Grants not released to the Assemblies.

Regional Aggregate: Composite Expenditure Performance (All Funding Sources) – M/DAs

Table 4.2.1 shows the regional aggregate composite expenditure performance of all funding sources for all the 18 M/DAs within the Region.

Table 4.2.1: Regional Aggregate: Composite Expenditure Performance (all funding sources) -MMDAs

From Table, the total expenditure variance for all the MMDAs in 2023 was 40.91 percent. That is, out of the budgeted aggregated expenditure of GH₵384,472,703.20 an amount of GH₵157,306,147.02 was spent with a variance of GH₵227,166,556.18. Additionally, the expenditure gap for goods and services GH₵155,220,254.33 or 16.97 percent, CAPEX was 43.72 percent, while compensation recorded an expenditure of 97.53 percent (that is GH₵1,799,465.43).

The 2023 regional aggregate composite expenditure performance of M/DAs from all funding sources has been presented in Figure 4.2.1

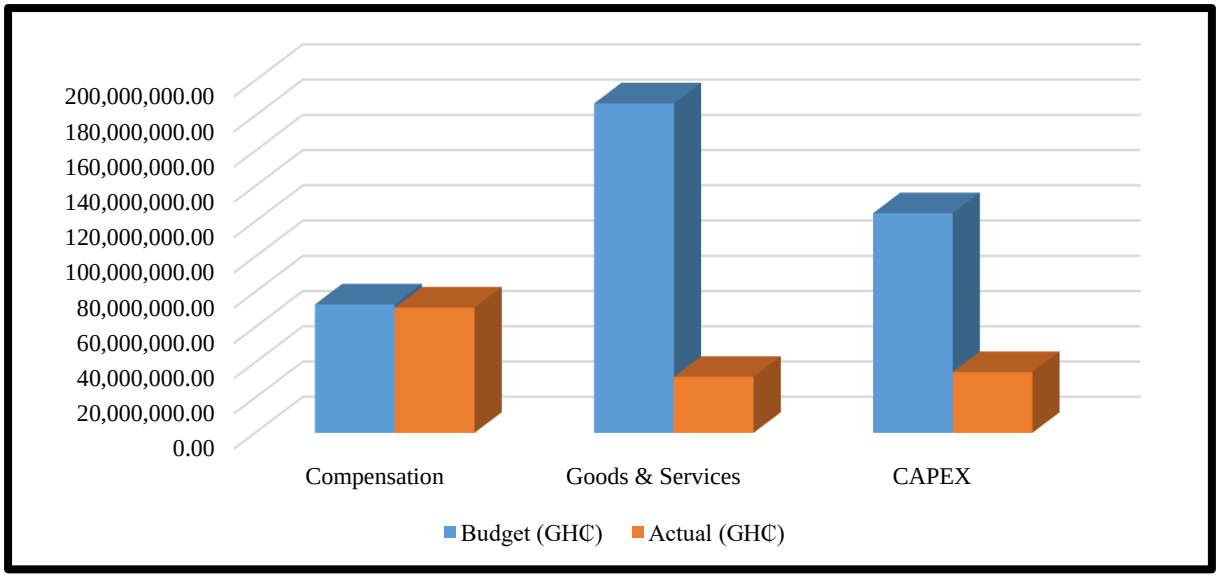


Table 4.2.3: IGF and Grant Performance of MMDAs

The IGF and Grant Performance of all the 18 M/DAs in the Region has been presented in Table 4.2.3 below. From the table, eleven (11) M/DAs had their actual IGF being 80 percent and above budget. while Five (5) M/DAs had their actual IGF between 50 and 80 percent of their budget. Two Assemblies had their actual IGF 50 percent and below budget. In terms of Grants, eleven (11) M/DAs were able to receive between 50 and 80 percent of their grants in 2023 with the remaining Seven (7) M/DAs received grants 50 percent and below their budget for 2023.

3.14.7 Update on Administrative and Human Resource Issues

The Office of the Volta Regional Co-ordinating Council (VRCC) is headed by the Regional Minister, Hon. Dr Archibald Yao Letsa. There are 18 Municipal and District Assemblies in the Region of which 7 are Municipal and remaining 11 being District Assemblies.

Table 4.3.1 Political Leadership of the Volta Region Co-ordinating Council

Organization	Hon. Regional Minister	Chief Director/ RCD
Volta Regional Coordinating Council	Dr. Archibald Yao Letsa	Augustus K. Awity

Recruitment, Upgrading/Converting, Promotions, Postings, Retirements

Within the year under review, there were Ninety-Three (93) postings done within region. Two hundred and Fifty-eight (258) staff were promoted within the year 2023 with Forty-One Staff upgraded / converted. Additionally, there were ten (10) staff that went on retirement within the year.

Staff Development (Capacity Building/Training)

- The Government of India through the India Technical and Economic Cooperation (ITEC), the Council was able to build the capacity of Four (4) senior officers through virtual meetings in various fields during the first quarter and Six (6) senior officers travel to study in India in various fields during the Second, Third and Fourth Quarter.
- VRCC organized Capacity Building Training Programme for a total number of 320 participants which included the following category of Planning Officers, Budget officers, Finance Officers, Administrative Officers, Engineers and Human Resource Officers in GIFMIS, Financial Forecasting and Budget performance, public procurement Amendment Act, Preparation of Reginal Integrated Plan and Local Government Service Protocols and rudiments of Public Administration.

Table Staff Strength of the RCC

Decentralised Departments	Requirements		Actual
	Minimum	Maximum	2023
Central Administration	141	200	114
Human Resource			5
Social Welfare	12	18	13
Community Development	10	15	6
Parks and Gardens	24	37	7
Public Works	31	40	25
Feeder Roads	20	30	15
Agriculture	40	70	42
Rural Housing	4	6	2
Land Use and Spatial Planning Authority	29	53	7

Staff development (Capacity Building/Training)

Table 5d: Capacity Development

RCCs/District	Title Of Training	Target Group	No. of Participants			Date	Venue	Name of Training Institution/Consultant	Amount Spent	Source Of Funding	Implementation Period	Remarks
			M	F	Total						1st,2nd,3rd 4th Quarter	
Volta Regional Coordinating Council	Sensitization in Occupational Health and Safety	VRCC Staff Members	100	50	150	1st January 2023	Conference Room of the VRCC	Volta Regional Coordinating Council	10000	GoG, DACF	First Quarter	Achived
Volta Regional Coordinating Council	Orientation Programme for newly recruited Officers in the Local Government Service.	RCC and all Municipal and District Assemblies (New Entrants)	100	81	181	17th to 19th May 2023	Conference Room of the Residency, Ho	Volta Regional Coordinating Council	55000	Contribution (MDAs)	Second Quarter	Achived
Volta Regional Coordinating Council	Scheme of Service training for shortlisted Officers due for promotion	RCC and all Municipal and District Assembly Officers (Due/Shor	51	40	91	30th to 31st May 2023	Conference Room of the Residency, Ho and Conference Room	Volta Regional Coordinating Council	50000	Contribution (MDAs)	Second Quarter	Achived

		tlisted for Promotion)					of the VRCC					
Volta Regional Coordinating Council	Mid-Year Human Resource Performance Review meeting	All Human Resource Managers in the Assemblies	40	19	21	9th August, 2023	Conference Room of the Residency, Ho	Volta Regional Coordinating Council	30000	VRCC	Third Quarter	Achived
Volta Regional Coordinating Council		VRCC Staff Members	70	30	100	11th December,2023	Conference Room of the VRCC	Volta Regional Coordinating Council	1600	GoG	Fourth Quarter	Achieved
Kpando Municipal Assembly	Refresher Courses for Assembly Members on their roles and responsibilities. ie; planning, budgeting and financial management systems	Hon. Assembly members, Heads of Departments and some selected staff	37	4	41	28th March, 2023	Kpando Municipal Assembly Hall	In House (VRCC)	15,000.00	IGF	1st Quarter	Programme Implemented successfully
Kpando Municipal Assembly	Training on Monitoring and Evaluation	Extended Municipal Planning Coordinating Unit, and other	29	6	35	15th June, 2023	Kpando Municipal Assembly Hall	DZIBOAX Consult Ltd.	24,000.00	DACF	2nd Quarter	Programme successfully held

		selected staff										
KPANDO MUNICIPAL ASSEMBLY	Knowledge in local governance and decentralization, protocols and performance management systems.	All Staff of the Assembly	45	23	68	28th September, 2023	Kpando Municipal Assembly Hall	In House	14,000.00	IGF	3rd Quarter	Activity executed
KPANDO MUNICIPAL ASSEMBLY	Revenue Improvement Strategies	All Heads of Department, Staff and other commission revenue collectors	79	27	106	21st December, 2023	Kpando Municipal Assembly Hall	In House	16,000.00	IGF	4th Quarter	Activity executed
KPANDO MUNICIPAL ASSEMBLY	Procurement of 2No. Desktop Computers for the Internal Audit and the IT Units	Internal Audit and IT				January-December, 2023	Kpando Municipal Assembly Hall	In House	25,000.00	DACF	All Quarters	Items bought
ANLOGA DISTRICT	Capacity Building in LGS PMS	All Staff/Substructures	56	12	68	24th May,2023	Anloga District	AnDA/GIZ	2,030.00	DACF	2nd Quarter	Training was successfull

ASSEMBLY	(appraisal preparation & Evaluation), Minutes &Report writing						Assembly Hall					y carried out
ANLOGA DISTRICT ASSEMBLY	DPAT Assessment & Performance Contract	HODs and Core Staff	32	12	44	25th May,2023	Anloga District Assembly Hall	AnDA/GIZ	2,030.00	IGF	2nd Quarter	Training was successfully carried out
ANLOGA DISTRICT ASSEMBLY	Training in LGS protocols & working procedures for recently recruited officers	Recently recruited officers	6	6	12	17th-19th & 30th May	Residency Conference room/ AnDA HALL	VRCC/AnDA	1,600.00	IGF	2nd Quarter	Training was successfully carried out
ANLOGA DISTRICT ASSEMBLY	Refresher Course for aspiring officers due for promotion in various classes	Officers due for promotion, 2023	3	0	3	14th June,2023	VRCC Conference room	VRCC	900.00	IGF	2nd Quarter	Training was successfully carried out
ANLOGA DISTRICT	Capacity Building in Gender	HODs and Core Staff of Anloga	68	11	79	28-29th August	Anloga District	AnDA/GIZ	2,800.00	IGF	3rd Quarter	Training was successfull

ASSEMBLY	Mainstreaming and Vulnerability Analysis	District Assembly and Keta Municipal Assembly					Assembly Hall					y carried out
ANLOGA DISTRICT ASSEMBLY	Public Financial Management Act (Regulations, Audit Requirement, Offences and Penalties)	HODs/Chairmen & Secretaries of Substructures	27	11	38	30th August ,2023	Anloga District Assembly Hall	AnDA/GIZ	1,400.00	IGF	3rd Quarter	Training was successfully carried out
ANLOGA DISTRICT ASSEMBLY	Training Workshop on Organizational Health and Safety	All Staff/Substructures	44	27	71	13th December,2023	Anloga District Assembly Hall	AnDA	2,000.00	IGF	4th Quarter	Training was successfully carried out
HO WEST DISTRICT ASSEMBLY	Training in LGS Protocols and working procedures	All newly recruited staff	14	12	26	30TH MAY 2023	Ho West District Assembly Hall	Local	5,500.00	IGF	2nd Quarter	Implemented
HO WEST DISTRICT ASSEMBLY	LGS Performance Management system	All staff	57	24	81	12th September, 2023	Ho West District Assembly Hall	Local	7,500.00	IGF	3rd Quarter	Implemented

HOHOE M/A	Training on Local Government Service Protocols (Code of Conduct & Service Delivery Standards)	All Staff	107	43	150	16th March, 2023	HOHOE M/A	HOHOE M/A	Ghc 8,600.00	DACF	1st	Completed
HOHOE M/A	Training on Local Government Service Protocols and Working Procedures for Newly Recruited LGS Officers	Newly Recruited LGS Staff	10	1	11	17th May, 2023 - 19th May, 2023	VRCC	Volta Regional Coordinating Council	GH¢ 4,590	IGF	2nd	Completed
HOHOE M/A	Training on modern Techniques in Asset and Project Management	Heads of Dep'ts/Units and Senior Staff	65/67	25/24	90/91	18th May - 19th May, 2023	HOHOE M/A	Institute of Local Government Studies	GH¢ 25,600.00	DPATV	2nd	Completed

HOHOE M/A	Refresher program for Officers due for Promotion on LGS Protocols and interview procedures	Officers due for promotion in various classes	3	1	4	30th May, 2023 - 31st May, 2023	VRCC	Volta Regional Coordinating Council	GH¢ 2,660.00	IGF	2nd	Completed
HOHOE M/A	Training on LGS Protocols and interview procedures for aspiring officers due for PSC Promotion Examination	Officers due for PSC Promotion Examination	2	1	3	24th August - 25th August, 2023	VRCC	Volta Regional Coordinating Council	GH¢ 2,490.00	IGF	3rd	Completed
HOHOE M/A	Capacity Building in the LGS Performance Management System	Heads of Departments/Units Senior Officers	90	53	143	13th September, 2023 - 14th September, 2023	HOHOE M/A	Hohoe Municipal Assembly	GH¢ 17, 720.00	DACF	3rd	Completed
HOHOE M/A	Refresher program for Officers due	Officers due for	2	1	3	18TH October, 2023	VRCC	Volta Regional Coordinating Council	GH¢ 1,600	IGF	4th	Completed

	for Promotion on LGS Protocols and interview procedures	Promotion Interview										
HOHOE M/A	Training on Occupational/Workplace Health and Safety	Heads of Departments/Units Senior Staff	89	52	141	6th December - 7th December, 2023	Hohoe M/A	Hohoe M/A	GH¢ 2,490.00	IGF	4th	Completed
KETU NORTH MUNICIPAL ASSEMBLY	Training on building effective employee relations	All staff			101	I day	In house Ketu North Municipal		20,000.00	DACF/IGF	1st quarter	This training will be organised subject to availability of fund
KETU NORTH MUNICIPAL ASSEMBLY	Public administration governance , leadership and management skills	All staff			101	I day	In house Ketu North Municipal		10,000.00	DACF/IGF	2nd quarter	This training will be organised subject to availability of fund
KETU NORTH MUNICIP	Grievance procedures in the Local	All staff			101	I day	In house Ketu North		10,000.00	DACF/IGF	3rd quarter	This training will be

AL ASSEMBLY	Government Service						Municipal					organised subject to availability of fund
KETU NORTH MUNICIPAL ASSEMBLY	Training for zonal council members	Council members			60	2 days	In house Ketu North Municipal		30,00.00	DACF /IGF	3rd quarter	This training will be organised subject to availability of fund
KETU NORTH MUNICIPAL ASSEMBLY	Training on financial management and accountability	Audit unit, budget unit, zonal councils secretaries and treasurer			30	I day	In house Ketu North Municipal		15.000.00	DACF /IGF	4th quarter	This training will be organised subject to availability of fund
KETU NORTH MUNICIPAL ASSEMBLY	Refresher course for aspiring officers due for promotion and PSC examination in various classes	All officers concerned			10	2 days	In house Ketu North Municipal	VRCC	20,000.00	IGF	2nd and 3rd quarters	This training will be organised subject to availability of fund
KETU NORTH MUNICIPAL	Volta regional human resource	Hr managers			3	3 days	In house Ketu North	VRCC	10.000.00	DACF /IGF	4th quarter	This training will be organised

ASSEMBLY	professional conference						Municipal					subject to availability of fund
KETU NORTH MUNICIPAL ASSEMBLY	Training in LGS protocols& administrative working procedures	Head of administrative units			2	I day	In house Ketu North Municipal	VRCC	5,000.00	IGF		This training will be organised subject to availability of fund
KETU NORTH MUNICIPAL ASSEMBLY	Training in LGS protocols & working procedures for recently recruited officers	Recently recruited officers			5	2 days	In house Ketu North Municipal	VRCC	5,000.00	IGF		This training will be organised subject to availability of fund
KETU NORTH MUNICIPAL ASSEMBLY	Capacity building in the LGS performance management system	All staff			3	1 day	In house Ketu North Municipal	VRCC	20.000.00	IGF		This training will be organised subject to availability of fund
KETU NORTH MUNICIPAL ASSEMBLY	Maiden regional financial management workshop	Selected staff			5	1 day	In house Ketu North Municipal	VRCC	10,000.00	IGF		This training will be organised subject to availability of fund

KETU NORTH MUNICIPAL ASSEMBLY	Training on workplace health and safety	101			5	1 day	In house Ketu North Municipal	IN HOUSE KETU NORTH MUNICIPAL	10,000.00	DACF/IGF	3rd quarter	This training will be organised subject to availability of fund
KETU NORTH MUNICIPAL ASSEMBLY	Training on client service management	MIS officer, client servicer officer, ad1			1	I day	In house Ketu North Municipal	OHLGS	10,000.00	IGF	1st quarter	This training will be organised subject to availability of fund
NORTH TONGU	Local Government Protocols (Ethics, values and code of conducts, Lateness and Absenteeism and Leave Procedures).	Staff Recruited between November, 2021 to December, 2022			25	1Day	North Tongu District Assembly		8,360.00	IGF	23rd March, 2023 (1st quarter)	Traning was successfully carried out
NORTH TONGU	Revenue Mobilization	All revenue collectors (commission and GOG), and some			24	1 Day	North Tongu District Assembly		7,115.00	IGF	13th June, 2023 (2nd Quarter)	Training was a success

		selected staff of Finance Department and Budget Unit										
NORTH TONGU	Health and workplace safety	All heads of department/ units and one other staff each			26	1Day	Fill gaps identified in Health and workplace safety	North Tongu District Assembly	1,300.00	IGF	24th August, 2023 (3rd Quarter)	Training was a success
NORTH TONGU	Reports and Minutes writing	All staff			49	1Day	Improve on knowledge on writing detailed reports and minutes.	North Tongu District Assembly	3,500.00	IGF	7th December, 2023 (4th Quarter)	Training was a success
AFADZATO SOUTH	Training on Occupational Health and Safety I	All Staff	0	0	61	17/03/2023	ASDA,ASSEMBLY HALL	In-house	4,540.00	DACF		Training was a success
AFADZATO SOUTH	Training workshop on Project Management for DPCU	DPCU& Works Department staff	15	3	18	18/08/2023	ASDA,ASSEMBLY HALL	In-house	5,000.00	DACF		Training was a success

	& Works Department											
AFADZATO SOUTH	Procure 1No. Motor Bike for the Revenue Unit	Revenue Unit Staff				3/10/2023			10,000.00	DACF		Training was a success
AFADZATO SOUTH	Refresher Training workshop on Local Government Service Protocol; Local Governance Act 2016, Act 936	All Staff	43	18	61	5/19/2023	ASDA,ASSEMBLY HALL	In-house	1,000.00	DACF		Training was a success
SOUTH TONGU DISTRICT	LGS Protocols (Codes of Conduct and Service Delivery Standards)	Newly Recruited officers from the various departments/units	8	12	20	5/30/2023	STDA (Assembly Hall)	STDA	Zero based	IGF	Second quarter	Implemented
SOUTH TONGU DISTRICT	Leadership and Management Systems in the Local Government	All HODs and some selected senior officers	27	13	40	8/31/2023	STDA (Assembly Hall)	ERCC	6,700.00	Common Fund	Third Quarter	Implemented

	Service (LGS)											
SOUTH TONGU DISTRICT	Health and Safety at the workplace	All HODs and some selected senior officers	27	13	40	10/18/ 2023	STDA (Assembly Hall)	STDA	1,000.00	IGF	Fourth Quarter	Implemented
SOUTH DAYI DISTRICT ASSEMBLY	Training in Minutes and report writing for Minutes Recorders	HODs, Unit Heads in Central Admin Dept. and all Secretaries	28	19	47	20th March, 2023	District Assembly Hall	Espeagles Consult	GH¢ 6,000.00	DACF-RFG	1st Quarter	Implemented
SOUTH DAYI DISTRICT ASSEMBLY	Orientation program for newly recruited LGS staff	Newly recruited Staff	7	5	12	17th - 19th May, 2023	VRCC Resedency Conference Room	VRCC	GH¢ 6,000.00	DACF	2nd Quarter	Implemented
SOUTH DAYI DISTRICT ASSEMBLY	Refresher Course for Officers due for Promotion and PSC	Officers due for Promotion	3	1	4	30th-31st May, 2023	VRCC Resedency Conference Room	VRCC	GH¢ 3,000.00	DACF	2nd Quarter	Implemented
SOUTH DAYI DISTRICT ASSEMBLY	Training in LGS Protocols & Working Procedures for Officers	All Staff	50	31	81	20th July, 2023	District Assembly Hall	In- House	GH¢ 3,000.00	DACF	3rd Quarter	Implemented

ADAKLU	Build capacity of staff on Procurement and Contract Management	DPCU Member	19	9	28	29th-30th March, 2023	Assembly Hall	Zirmacon Concult Ltd	12,000.00	DACF	1st Quarter 2023	
ADAKLU	Build Capacity of staff on Performance Management System	All Staff	54	27	81	21st - 22nd June, 2023	Assembly Hall	Zirmacon Concult Ltd	18,000.00	DACF	2nd Quarter, 2023	
ADAKLU	Build capacity of staff on Records Management	Records Officers and Key Staff	10	7	17	3rd Quarter, 2023	Assembly Hall	Zirmacon Concult Ltd	10,000.00	IGF	3rd Quarter, 2023	
ADAKLU	Build capacity of staff on Local Government Service Protocol	All Staff	60	35	95	4th Quarter, 2023	Assembly Hall	Zirmacon Concult Ltd	10,000.00	DACF	4th Quarter, 2023	
ADAKLU	Build capacity of staff on Revenue Mobilization	DPCU Members	10	7	17	4th Quarter,2023	Assembly Hall	tTegbo Concult Ltd	10,000	IGF	4th Quarter, 2023	

NORTH DAYI DA	To equip and improve staff knowledge in Local Government issues for effective service delivery.	All staff	49	23	72	10/3/2023	Assembly hall	NDDA DPCU	20,000	DPAT/DACF	1st	Implemented
NORTH DAYI DA	Effective Revenue Generation and Mobilization Strategy	Revenue Collectors and Area Council Executives	5	7	13	11/5/2023	Assembly hall	NDDA DPCU	18,000	DACF	2nd	Implemented
NORTH DAYI DA	Occupation Health and Safety at the workplace	All staff	44	25	69	28-09-23	Assembly hall	NDDA Health Directorate	20,000	DACF	3rd	Implemented
NORTH DAYI DA	Stress Management	All staff	39	27	66	22-12-23	Assembly hall	NDDA Health Directorate	20,000	DPAT/DACF	4th	Implemented
VOLTA/KETU SOUTH MUNICIPAL	Standing Orders of MMDA, Local Governance Act (Act 936), Composite Budgeting,	Assembly Members	58	7	65	18-19 January, 2023	KSMA Conference Room	Jonathan Azazoo (NDPC), Francis Sogbe (Regional Director, Volta CAGD), Joseph Banyen (GIZ, VRCC), Thywill	GHC 59,100.00	Common Fund/ Donor Fund	1st Quarter	Implemented

	PFM Act (Act 921), and Gender Mainstreaming							Eyra Kpe(Regional Director, Dept of Gender, VRCC)				
VOLTA/KETU SOUTH MUNICIPAL	Local Government Protocols (1. Cannons of the Code of Conduct 2/ Conditions of Service	Auxiliary staff, Drivers and Executive Officers	31	12	43	8th June 2023	Forestry Commission Conference room, KSMA	Gilbert E. Avemegah (MCD), Benjamin Kwame Livingbird (SHRM), KSMA.	GHC 8,830.00	IGF	2nd Quarter	Implemented
VOLTA/KETU SOUTH MUNICIPAL	General English, Revenue Paper	Revenue Collectors	3	0		27-28 August, 2023	VRCC	VRCC	GHC 1,500.00	IGF	2nd Quarter	Implemented
VOLTA/KETU SOUTH MUNICIPAL	Emotional Intelligence	All Staff	51	30	81	20th September, 2023	KSMA Conference Room	Gilbert E. Avemegah (MCD), KSMA	GHC 7,000.00	IGF	3rd Quarter	Implemented
VOLTA/KETU SOUTH MUNICIPAL	Local Government Service Performance Management	All Junior and Middle Management Staff	52	23	75	25th October, 2023	KSMA Conference Room	Benjamin Kwame Livingbird (SHRM), KSMA.	GHC 10,000.00	IGF	4th Quarter	Implemented
VOLTA/KETU SOUTH	Public Financial	Senior staff	35	9	44	13th Novem	KSMA Conference Room	Gilbert E. Avemegah (MCD), KSMA	GHC 4,500.00	IGF	4th Quarter	Implemented

MUNICIPAL	Management					ber, 2023						
VOLTA/KETU SOUTH MUNICIPAL	Occupational Health and Safety	All Junior and Middle Management Staff	51	30	81	12TH December, 2023	KSMA Conference Room	Benjamin Kwame Livingbird (SHRM), KSMA.	GHC 12,000.00	IGF	4th Quarter	Implemented
VOLTA/KETU SOUTH MUNICIPAL	Minute Writing, Report Writing, Local Government Service Protocol; Reporting Relationship and Administrative Procedures	All Middle Management staff and selected Junior staff	41	20	61	27-28 December	KSMA Conference Room	Benjamin Kwame Livingbird (SHRM), KSMA.	GHC 4000.00	IGF	4th Quarter	Implemented
AKATSI SOUTH	Sensitization forum on performance management system (LGS performance appraisals)	All staff	31	25	56	2nd February and 6th February, 2023	Akatsi south assembly hall	In house (department of human resources)	No funds given	N/a	1st quarter	Implemented
AKATSI SOUTH	Sensitization on PSC leave policy and introduction	All staff	32	20	52	28th februar y,2023	Akatsi south assembly hall	In house (department of human resources)	No funds given	N/a	1st quarter	Implemented

	of ASMA new leave form											
AKATSI SOUTH	All auxilliary new entrants	New entrants auxilliary & igf	5	6	11	31st may, 2023	Akatsi south assembly hall	In house (department of human resources)	No funds given	N/a	2nd quarter	Implemented
AKATSI NORTH	Scheme of Service training (orientation)	New entrants	2	2	4	17th – 18th May, 2023	Residency-VRCC	Office of the Volta RCC	800	DACF		Implemented
AKATSI NORTH	Scheme of Service training (progression)	Officers shortlisted for promotion /upgrading	9	1	10	30th- 31st May, & Sept, 2023	Residency-VRCC	Office of the Volta RCC	2,100	DACF /IGF	2ND QUARTER	Outstanding amount of 3,700 yet to be refunded to concerned officers
AKATSI NORTH	Revenue generation and set ups training for area council officers	Area Council Officers	3	1	4	14th Dec, 2023	Assembly Hall	District Budget Unit & Finance Department	800	IGF	4TH QUARTER	Implemented
AKATSI NORTH	Conflict resolution and grievance management (Local government	HODs/	27	7	34	8th Nov, 2023	Assembly Hall	JustWelt Consult	10,000	DACF-RFG	4TH QUARTER	Implemented
AKATSI NORTH		HOUs & Selected Assembly members										

	service protocol)											
	Reports and proposal writing	HODs/	33	7	40	9th Nov, 2023	Assembly Hall	JustWelt Consult	10,000	DACF-RFG		Implemented
AKATSI NORTH		HOUs, Sub-committee chairpersons, Area council officers etc.									4TH QUARTER	Implemented
KETA MUNICIPAL ASSEMBLY	Sensitization workshop for Environmental Health Officers on roles of Zonal Councils in the Local Government System	Environmental Health Officers	19	10	29	9th February, 2023	Keta Municipal Education Directorate Conference Hall	In-House (Keta Municipal Assembly)	GH₵2550.00	IGF Capacity Building Support	1st Quarter, 2023	Completed
KETA MUNICIPAL ASSEMBLY	Orientation and training Workshop for Newly Recruited Officers	Newly Recruited Officers	4	1	5	26th May, 2023	Keta Municipal Assembly Conference Room	In-House (Keta Municipal Assembly)	---	No Funding	2nd Quarter, 2023	Completed

KETA MUNICIPAL ASSEMBLY	Scheme of Service Training Workshop for Officers due for promotion	Officers qualified for promotion	4	0	4	12th - 14th June, 2023	Volta Regional Co-ordinating Council, Residency Conference Room, Ho	Volta Regional Co-ordinating Council,	GH₵1800.00	IGF Capacity Building Support	2nd Quarter, 2023	Completed
KETA MUNICIPAL ASSEMBLY	One (1) Day Capacity Building Workshop on Collaborative Data Management and Reporting	Heads of Department/Unit and Direct Reports	21	7	28	29th June, 2023	Keta Municipal Assembly Conference Room	V.R.C.C and GIZ	GH₵1846.20	IGF Capacity Building Support	2nd Quarter, 2023	Completed
KETA MUNICIPAL ASSEMBLY	Sensitization workshop on Local Government Service protocols, (Performance Contract and Staff Performance	Heads of Department/Unit and Newly Recruited Officers	26	7	33	5th July, 2023	Keta Municipal Assembly Conference Room	Department of Human Resources Management	GH₵2829.30	HR Department GoG Allocation	3rd Quarter, 2023	Completed

	Management System)											
KETA MUNICIPAL ASSEMBLY	Administrative Writing (Minutes and Report Writing) in MMDAs	Heads of Department/Unit and Newly Recruited Officers	42	15	57	25th Octobe r, 2023	Keta Municipal Education Directorate Conference Hall	In-House (Keta Municipal Assembly)	GH₵3 000.00	IGF Capacity Building Support	4th Quarter, 2023	Completed
HO MUNICIPAL ASSEMBLY	Orientation Program for Newly Recruited LGS staff	All Newly Recruited Officers	5	6	11	18/5/2 023	Residency Conference Hall	Volta Regional co-ordinating Council	2,000. 00	IGF	Training sucessfully conducted	Completed
HO MUNICIPAL ASSEMBLY	Workshop on the Code of Conduct and Service Delivery Standards of the LGS Protocols	All Staff	70	68	13 8	19/6/2 023	Ho Municipal Assembly Hall	Ho Municipal Assembly	400	IGF	Training sucessfully conducted	Completed
HO MUNICIPAL ASSEMBLY	Scheme of Service Training for Officers due for Promotion	All Officers due for promotion	9	2	11	30/5.20 23	Residency Conference Hall	Volta Regional co-ordinating Council	7,700. 00	IGF	Training sucessfully conducted	Completed

HO MUNICIPAL ASSEMBLY	Refresher course for Officers due to write the Public Service Commission Exams	Revenue and Executive Officers	2	2	4	24-25 August ,2023	Residency Conference Hall	Volta Regional co-ordinating Council	2,000.00	IGF	Training sucessfully conducted	Completed
HO MUNICIPAL ASSEMBLY	Local Government Service to Adopt an Anti- Sexual Harassment Policy	Human Resource Managers		1	1	14-16 September, 2023	Hill View Guest Center	Local Government Service in partnership with GIZ	1,140.00	IGF	Training sucessfully conducted	Completed
HO MUNICIPAL ASSEMBLY	Working Session of Physical Planning Officers and District Planning Officers of Partner MMDA in the Volta Region	Physical Planning Officers and District Planning Officer	1		1	17th-21st July, 2023	Villa Cisneros Resort and Spa Sogakofe	Volta Regional Co-ordinating Council in partnership with GIZ	561.00	IGF	Training sucessfully conducted	Completed
AGORTIME-ZIOPE DISTRICT	Local government service protocol to improve	Newly recruited staff	6	8	14	22/03/2023	AZDA	In-house (dcd/hrm)		DACF	1ST QUARTER	Completed

ASSEMBLY	functionality of newly recruited staff											
AGORTIME-ZIOPE DISTRICT ASSEMBLY	Local government service delivery standards	Newly recruited staff	5	3	8	17/06/2023	AZDA	In-house (dcd/hrm)		DACF	2ND QUARTER	Completed
AGORTIME-ZIOPE DISTRICT ASSEMBLY	Local government service protocol	New entrants	5	3	8	23/08/2023	AZDA	In-house (dcd/hrm)		DACF	3RD QUARTER	Completed
AGORTIME-ZIOPE DISTRICT ASSEMBLY	REFRESHER TRAINING FOR ELIGIBLE OFFICERS DUE FOR PROMOTION	OFFICERS DUE FOR PROMOTION	13	3	16	5/12/2023	AZDA	IN-HOUSE (DCD/HRM)		DPAT	4TH QUARTER	Completed
CENTRAL TONGU	Local government service protocols	Management and newly recruited staff	22	8	30	29/06/2023	District assembly hall	Central tongu district assembly	3500	DACF	2nd quarter	Training was successfully carried out
CENTRAL TONGU	Minute writing, communicat	Senior and administrative staff	16	6	22	29/09/2023	District assembly hall	Central tongu district assembly	1720	DACF	3rd quarter	Training was successfull

	ion and leadership skills											y carried out
CENTRAL TONGU	Human resources management and interview practices	Selected staff	31	19	50	8/11/2023	District assembly hall	Central tongu district assembly	4780	DACF	4th quarter	Training was successfully carried out

3.14.8 Report on Decentralised Departments at the Regional Coordinating Council level:

The Heads of the above twelve (12) decentralized Departments attended four (4) Management meetings of the Volta Regional Co-ordinating Council held in 2023.

Official Visits 2023

Table 4.3.10 Summary of Official Visits

NO.	NAME	DESIGNATION	PURPOSE	DATE
1.	H.E. Virginia E. Palmer	United States Ambassador to Ghana	Official	07/12/23
2.	Dr. Fareed Arthur	National Coordinator, AfCFTA	Official	20/11/23
3.	Seo Yeon Hong	M&E Specialist, UNFPA	Official	14/11/23
4.	Smile Kwawukume	Senior Public Secor Specialist, World Bank	Official	04/10/23
6.	Benjamin Ankrah	Project Officer, Procurement & Project Management, OHLGS	Official	04/10/23
7.	Dr. Eric Nkansah	Director General, Ghana Education Service	Official	10/11/23
	Stephen Ayensu Ntim	National Chairman, New Patriotic Party	Official	18/07/23
	H.E. Lu Kun	Chinese Ambassador to Ghana	Official	18/07/23
	Kenneth Ashigbey	CEO, Ghana Chamber of Telecommunications	Official	18/07/23
	Lou Danshin	Director of Political Affairs, Chinese Embassy	Official	18/07/23
	Do Yoshan	Leader of Chinese Medical Team	Official	18/07/23
	H.E. Eliphas M. Barine	Kenyan High Commissioner to Ghana	Official	16/08/23
	Edward Ashong Lartey	Director, Marketing & PR, Ghana Investment Promotion Center	Official	16/08/23
	Gromwell Awadey	International Needs Ghana	Official	22/09/23
	Kwamina, Asomaning	CEO, Stanbic Bank, Ghana	Official	18/05/23
	Commodore Godwin Livinus Bessing	Naval Training Command, Nutekpor	Official	3/06/23
	Hon. Awoki Panassa	Togolese High Commissioner to Ghana	Official	18/01/23
	Prof. Dzahene-Quarshie	Board Member, Ghana Statistical Service	Official	24/01/23

Security Issues

The Volta Region was relatively peaceful and calm during the year under review. However, there were a few security issues and a major flood disaster which threatened the peace in 2023 but were successfully managed.

Security and Conflict Resolution Strategies:

Some of the main security issues in the Volta Region which engaged the attention of the Security Agencies during the year are as follows:

Dispute over Volta Regional Chief Imam

Reports of a mounting tension among the Muslim Community at Ho Zongo, following the installation of One Yussif Munkaila as the new chief of the Zambarima community on 1st January 2023 continued to engage the attention of the Regional Security Council for most part of 2023.

It is instructive to note that, the Zongo Muslim community had seen a sharp division in recent years between supporters of Muniru and Hamidu over the rightful Volta Regional Chief Imamship. In view of the above, the Ho Central Mosque had remained closed on the orders of the Volta Regional Security Council (REGSEC) to prevent clashes between the two (2) factions.

REGSEC further took the following key decisions towards resolving the impasse on the Muslim front:

i. That, both Alhaji Alfa Anas Hamidu and Alhaji Muniru Ali should cease holding themselves out as the Volta Regional Chief Imam until a final solution to the impasse was found. In the meantime, the status quo should suffice: Alhaji Alfa Anas Hamidu as the Ag. Volta Regional Chief Imam and Alhaji Muniru Ali as the Ho Municipal Chief Imam.

ii. That, the Regional Coordinating Council should support the Regional Peace Council to organise a meeting of all the Municipal/District Chief Imams in the region. He added that, such a meeting would help to ascertain the scope of the geographic proximity privilege and the extent of support that Alhaji Muniru Ali enjoy from the Municipal/District Chief Imams across the region.

Furthermore, REGSEC unanimously took the decision that, the Office of the National Chief Imam liaise with the Volta Regional Peace Council, Ho Municipal Security Council (MUSEC) and the Volta Regional Security Council (REGSEC) to find an amicable resolution to the issue which had the tendency to escalate.

The REGSEC noted that, it does not have the mandate or power to install a Chief Imam but to maintain law and order in the region. The Council therefore called for collaboration with the Office of the National Chief Imam on the way forward in order to bring finality to the issue.

Ghana-Togo Land Boundary Dispute Affairs:

REGSEC expressed concern over the growing tension among residents of Kpoeta Akyim and Kpoeta Asante, both communities in the Ho West District for what they refer to as the lack of meaningful action by the authorities to end the frequent unprovoked attacks on them by

residents of Hanyigbatodzi, a Togolese border community over who is the rightful owner of a tract of land lying close to the Ghana-Togo border.

Attacks and reprisal attacks by residents of both Kpoeta and Hanyigbatodzi communities over the border dispute.

REGSEC also put in measures to ensure that, officials of the Ghana Boundary Commission, Ghana Immigration Service and the Police Service work hard to resolve the matter at the disputed area.

Resurgent Activities of Western Togoland Secessionist Groups

Intelligence reports gathered in 2023 regarding members of the various Western Togoland secessionist movements undertaking nefarious activities and secretly operating underground since the death of their founder, Mr. Kormi Kudjordjie

Group executives soliciting funds from members of the group and other individuals in support of incarcerated members undergoing prosecution at the law courts which could destabilize the security of the country.

It is instructive to note that, over the years, three (3) Major Groups have been identified to be linked to the agitations, namely, the Homeland Study Group Foundation (HSGF), Western Togoland Restoration Front (WTRF) and the People's Liberation Council (PLC).

Fight against Narcotics use in the Volta Region

As part of efforts at fighting illegal drug cultivation and use in the region, the Regional Command of the Ghana Police Service in 2023 had established a Drug Law Enforcement Unit (DLEU) at the Regional Police Headquarters under the supervision of the Regional Crime Officer.

The Regional Command had also stepped-up surveillance and gathering of intelligence on the cultivation and usage of narcotics in the region including the conduct of periodic swoops of targeted locations, as well as increase in barrier and snap checks in search of narcotics.

In addition, the police in 2023 continued to carry out community engagements and further arrests to curb the spread of narcotics use in the region.

It was observed that the banned substance was not just cultivated for consumption purposes in the region but was also being commercialized particularly within the Hohoe enclave.

REGSEC had been partnering with the Narcotics Control Commission (NACOC) in the fight against cannabis cultivation and usage in the region.

Controversy Surrounding the 2023 Hogbetsotso Festival

the Sector Ministers in charge of National Security, as well as Chieftaincy and Religious Affairs in 2023 have had series of engagements with the various factions involved in the controversy surrounding the launch and celebration of the 2023 Hogbetsotso festival to reach an amicable resolution.

REGSEC further resolved to pursue the following measures at the Council's disposal to ensure peace and security in the Anlo Traditional Area if no favorable results were reached by the two (2) Sector Ministries after two weeks. They included: -

i. Engaging the Volta Regional House of Chiefs (VRHC) on the issue.

ii. Inviting both factions for amicable resolution.

iii. Directing the Regional State Attorney to injunct the Celebration of the 2023 Hogbetsotso festival.

Clashes between the People of Gbi-Wegbe and Gbi-Godenu

The Ministry of National Security issued a directive to the Volta Regional Security Council to investigate the circumstances leading to the clashes between the police and people of GBI WEGBE and GBI GODENU on Wednesday, 30th August 2023.

The Volta Regional Security Council on Tuesday, 31st October 2023, set up a five [5]-member independent committee to investigate the circumstances that led to the disturbances, shooting, injuries, destruction of properties and death of two [2] men at GBI-GODENU in the HOHOE Municipality of the Volta Region.

The Committee is yet to submit a final report of its findings and recommendations to REGSEC to enable for further action.

Tidal Waves, Flooding and Human Security Issues Along the Coastal Communities

Massive flood had struck Communities along the coastal belt in the region from the month of September 2023 onwards. The flood was attributed to the spillage of the Akosombo and Kpong hydroelectric power generation dams and the heavy rains times which caused the lagoon to overflow its banks thereby affecting communities such as Agavedzi, Amutinu, Blekusu, and Adina in the Ketu South Municipality, Dzelukope and Abutiakope in the Keta Municipality, as well as Tegbi, Woe and Anyanui in the Anloga District. Businesses, Schools and Homes were affected.

The Regional Office of the National Disaster Management Organization (NADMO) noted that the commencement of spillage of water from the Akosombo dam which was earlier activated during the period by the Volta River Authority (VRA) had dire consequences on some communities in the Volta Region.

REGSEC noted that even though a simulation exercise had been organized by the VRA for residents of selected communities in the three (3) Tongu Districts prior to the commencement of the spillage, the Regional Office of the National Disaster Management Organization (NADMO) was not actively involved in the simulation exercise but were only notified.

AKOSOMBO DAM SPILLAGE									
ALL FOUR DISTRICTS REPORT									
S/No.	Name of	No. of Commun	Number of Safe	Total Number in	Total Number	Total Affected	Number of persons affected		
							Adult	Children	PWDs

	District	ities Affected	Havens	Safe Havens	Living with Relatives	Persons	Male	Female	Male	Female	
1	North Tongu	69	15	4216	8417	12633	3151	3285	2982	3134	81
2	Central Tongu	34	4	2773	6941	9714	2545	2780	1795	2546	48
3	South Tongu	28	0	0	3364	3364	989	1024	650	701	0
4	Anloga	20	0	0	4762	4762	1009	1148	1128	1477	0
Total		151	19	6989	23484	30473	7694	8237	6555	7858	129

Images from the Akosombo Dam Spillage

Affected coummunity in Battor of the North Tongu District

Volta Regional Minister visits flood-hit Tongu districts to assess damage

His Excellency the President Nana Akuffo Addo Danqua with the Volta Regional Minister paid a courtesy call to the flood victims of Mepe community in the North Tongu District

3.14.9 Update on Indicators and Targets

Performance Assessment

The Volta Region fared very well in the 2022 Performance Contract Assessment. The VRCC had an overall rating of 96.63 and ranked First among the 16 Regional Co-ordinating Councils maintaining the previous year's 1st position. The assessment saw two (2) Assemblies in the first twenty (20). The Region, however, did not have any Assembly amongst the last twenty (20). Again, two (2) Assemblies scored Excellent (80-100 percent), three (3) scored Very Good (70-89 percent), eight (8) scored Good (60-69 percent), five (5) scored Satisfactory (50-59 percent) and no Assembly scored Unsatisfactory (Less than 50 percent).

Comments on the results of the assessment and plans for improvement (from the table)

No.	Region	Performance Contract		DPAT VII Compliance Indicator		District League Table		Other
		No. in First 20	No. in last 20	Fulfilled	Not Fulfilled	No. in First 20	No. in last 20	
1	Volta Region	2	NILL (0)	17	1	0	1	

Under the District League Keta fell within the last 20 position. The RCC will intensify its monitoring and coaching systems to ensure good performance.

3.14.10 Update on Critical Development and Poverty Issues

This section provides an update of the critical development and poverty issues being implemented in the Region through the M/DAs. These include Ghana School Feeding Programme, Capitation Grant, National Health Insurance Scheme, LEAP Programme, National Youth Employment Program, Planting for Food and Jobs, and Free SHS Programme,. In order to provide lasting solutions to the challenges identified, implementable recommendations have been provided under each intervention.

3.14.11 Conclusion and the Way Forward

Introduction

This section summarizes the 2023 Annual Progress Report by exhibiting the key issues addressed and those yet to be addressed as well as the recommendations for successful implementation of subsequent Annual Action Plans. The details are outlined in the various sections of the report.

Key Issues Addressed and Those Yet to be Addressed

The Volta Regional Co-ordinating Council was able to address some of the key issues that affected the implementation of the 2023 Annual Action Plan as well as monitoring and evaluation during

the period. Though conscious while others were still yet to be addressed. These have been outlined below:

Key Issues Addressed
Actions taken by NADMO to manage the spill by VRA

To manage the controlled spill at the Akosombo and Kpong Dams in 2023, a series of well-coordinated actions were undertaken by NADMO in collaboration with VRA and the potentially affected Districts. Prior to the decision to spill, NADMO collaborated with the VRA to conduct a simulation of their Emergency Preparedness Plan (EPP) dubbed "Exercise Da Wo Ho So 2023" to help ensure that all relevant stakeholders were prepared for a flood-related event. The exercise tested the emergency response procedures and capabilities of relevant stakeholders, and lessons from the exercise were noted to improve coordination, preparedness and response.

Key Issues Yet to be Addressed
Chieftaincy Disputes

The region is also bedevilled with Chieftaincy Disputes in some of its Districts. These disputes retard the development of the region as resources that could be used for developmental projects is channelled into resolving them.

Inadequate Monitoring and Evaluation (M&E)

The RPCU/RCC has been undertaking monitoring exercises in the MMDAs which helps to improve the performance of MMDAs. However, due to untimely release of statutory funds, the RPCU/RCC is sometimes unable to follow strictly the planned schedule for the Monitoring and Evaluation. Timely Monitoring and Evaluation of the RCC will enable it to provide more technical backstopping to the MMDAs which will help in improving their performance.

Conclusion
The successful completion of the Annual Progress Report of the Volta Regional Coordinating Council would enable the Council to identify the areas it has made progress or retrogress over the past year so that it would take appropriate measures to correct its shortfalls as well as improve upon already progressing situations. The issues revealed in the report would also help the RCC to properly advice the Departments at the Regional level and the Municipal and District Assemblies to properly conduct their activities.

3.15 WESTERN NORTH REGION

3.15.1 Introduction

This chapter concentrates on the general overview of the region indicating the profile of the region as well as the goals and objectives of the RCC.

3.15.2 Regional Profile

Location

Located on longitude 06012'57" N and latitude 02029'06" W, the Western North Region lies in the equatorial climatic zone. It is bordered to the west by the Ivory Coast, to the southeast by the Central Region and the Ashanti, Ahafo and Bono Regions in the North and the South by the Western Region. It is bordered to the West by the Ivory Coast, to the southeast by the Central Region and the Ashanti, Ahafo, Bono and Bono East Regions in the North and to the South by the Western Region. The Region has a total land size of 10,257.3 sq. Km, approximately 4.30% of the country's land size.

Population

According to the 2021 Population and Housing Census, the total population of the region is 880,921. The male population is 51.3% and the female population 48.7% of the total population.

M/DAs, Departments and Agencies

The Region is made up of three (3) Municipalities and six (6) District Assemblies. All the departments required in a Regional Coordinating Council are present in the WNRCC with the exception of Department of Agricultural Engineering. The RCC also does collaborate with Agencies and Institutions such as the Electricity Company of Ghana, Ghana Tourism Authority, Community Water and Sanitation Agency, Forestry Commission and the Environmental Protection Agency, among others.

3.15.3 Regional Potentials

The Western North Region is endowed with several economic resources such as cocoa, rubber, coffee, timber, bauxite, gold and variety of food stuffs. The region also has a potential for eco-tourism with such sites as the Bia National Park, Bozain Waterfalls, Bosomoiso Ancestral Hole, Boako Tortoise Sanctuary and the beautiful green hills in the Bibiani–Wiawso stretch.

3.15.4 Vision, Goals & Objectives

Vision

The Office of the WNRCC aspires to a well-developed region through good service delivery to its citizenry.

Objectives of the region

To contribute to the development of the country through formulation, implementation, coordination, monitoring and evaluation of government policies and programmes.

To provide institutional and human capacity and enabling environment for effective, efficient and sustainable service delivery.

To promote political tolerance, stability, security, peace, transparency and accountable governance.

To preserve and conserve public records for the benefits of the public.

3.15.5 Summary of Achievements

Analysis Of Annual Action Plans Implemented

A total number of 94 activities were captured in the 2023 Annual Action Plans for the WNRCC. Among the total number of activities being planned, 90 of these projects/ programmes representing 95.74% had been executed.

Among the M/DAs, a total 1084 activities were planned for which 1,059 were implemented. The inabilities of the WNRCC and the Assemblies to implement all their planned activities were due to the untimely releases of DACF and other statutory funds earmarked for the implementation of specific interventions.

Achievements In Key Functional Areas

The RCC as well as the Municipal and District Assemblies underwent series of assessment in 2023, carried out by the various agencies.

Coordination

The RCC coordinated the activities, reporting and submission of Departmental Action Plans on quarterly basis and through the preparation and submission of Annual Progress Reports. Through RPCU and Management meetings the RCC presented platforms for harmonizing efforts and discussing issues of interest for regional development. The RCC harmonized reports of the District Planning Authorities with the National Development Policies and Priorities for Consideration and approval by the NDPC.

Technical Backstopping

Through the effort of the development partners, especially the GIZ, Regional Mobile Teams were created to provide backstopping to the M/DAs. The backstopping was mostly provided for in the areas of Planning, Budgeting, IGF enhancement and financial reporting. The technical backstopping provided by the RCC contributed to the improvement in the performance of M/DAs in the region as shown in the DPAT Assessment in the previous year.

Monitoring & Evaluation

The RCC undertook monitoring of the activities of the 4th quarter of 2022, 1st, 2nd, and 3rd quarters of 2023 in the functional areas of Planning, Administration and Coordination, Procurement Management, Budgeting, Financial Management, Physical and Spatial Planning Services, Social Protection, Gender and Nutrition, Environmental Health and Sanitation and

Climate Change and Assets Management. Findings of monitoring exercise were disseminated to key stakeholders of government and the citizenry.

The WNRCC undertook evaluations using different tools within the period. The evaluations focused on the 2023 Annual Action Plan since the preparation of the MTDP 2022-2025 is still in progress. The WNRCC organised review meetings with the nine M/DAs in the preparation and implementation of the 2022- 2025 MTDP. This was necessitated by the low response rate as far as the timely completion of the MTDP was concerned.

Capacity Building

The WNRCC provided capacity building trainings for the departments and M/DAs. These were in the areas of Annual Progress Reporting and the preparation of the DMTDPs. Also, prior to the budget preparation, there was a budget production and GIFMIS training workshops organised for the M/DAs. Staff of the WNRCC attended various workshops organised by departments and agencies at the national level and some development partners in the areas of climate change, project management, local economic development, budget preparation and implementation, among others.

Challenges Encountered in the Implementation of Plans

- Inadequate logistics for implementation of action plan.
- Inadequate coordination among some departments and units

3.15.6 Update on Funding Sources and Disbursements

Source Of Revenue

The RCC's major funding sources have been the GOG transfers to Department of the RCC (GOG Grants), the DACF, and the Capacity support Grant from the World Bank under the Ghana Secondary Cities Support Programme being implemented under the auspices of the Ministry of Local Government Decentralization and Rural Development.

Update On Disbursement

As represented in Table 2.1 below, the total amount received by the RCC is GH¢ 7,408,662.14, this was 129.86% of the total expected amount of GH¢ 5,705,141.97 in 2023. Out of the total amount released, GOG grants amounted to GH¢ 4,776,144.02 representing 64.47% of the total revenue for the year with the DACF and that from the Development Partners being 23.5% and 8.9%.

The untimely release of the funds had a negative impact on the implementation of programmes and projects tagged to it and this calls for innovative means by the RCC to generate enough funds internally to start and complete projects on schedule.

Table 2.1 again, highlights the sources of fund of the RCC. The table presents the three sources of revenue under which the RCC implemented its 2023 Annual Action Plan.

Update On Expenditure

The RCC's main expenditure items amounted to GH¢4,260,975.72, (97.8%) of the targeted GH¢4,348,821.92. Expenditure on compensation of employees formed 47.15/% of the actual total expenditure of the year.

As presented in Table 2.3 below, the major source of funds disbursement came from the GOG grants under which an amounted of GH¢4,461380.12 was disbursed. However, under the disbursement categories, a total of GH¢3,847,245.12 being 86.23% of the total amount was disbursed as compensation. This huge figure is attributed to the increase recruitment of staff in the service in 2023. Disbursement under goods and services also formed 8.09% whilst that for capital expenditure was 5.67%.

Again, the RCC was able to expend on all the releases that came in 2023, even though there were some variances between the approved budget and the amount released towards implementation of the RCC Annual Action Plan. Table 2.4 explains the overall Financial Performance of the RCC as of December 2023.

Table 2.4: Overall Financial Performance of the RCC as of December 2023

The RCC's main expenditure items amounted to GH¢ 4,776,144.12, (114.67%) of the targeted amount of GH¢4,165,141.97. Expenditure on compensation of employees formed 80.55/% of the actual total expenditure of the year.

It can also be found that, in 2023 a total of GH¢15,257891.90 was budgeted for by the MMDAs, out of which had IGF being GH¢7,108,065.90 and GH¢8,149,826.00 as grants. A total of GH¢ 4,750,606.90 being 66.83% were realized as IGF whiles Grants stood at 9,740,606.41 which exceeded the budgeted amount with 119.52%. Though a variance of 33.17% between the budgeted and actuals realized for IGF, this indicates that MMDAs could not achieve their targets in terms of revenue generation. Table 2.5 highlights how MMDAs performed.

The MMDAs in their quest to generate adequate resources to implement all planned programs and projects must make every effort to mobilize more funds, particularly IGF to support external funding by adopting the following strategies.

- Strengthening the sub-structures and involving them in the fiscal decentralization process.
- Establishment of the database on revenue sources.
- Effective revenue collection system to block any loopholes in the system.
- Improving facilities and infrastructures in the various marketplaces
- Establish modern technology in IGF mobilization.
- Find additional means to acquiring extra revenues to augment the IGF.

Table 2.5: Budget Performance of MMDAs

Table 2.6 presents data on the Composite Expenditure Performance (all funding sources) by the MMDAs. These expenditures were in the forms of Compensations, Goods & Services and Capital Expenditures. A total of GH¢28,177,850.81 was budgeted for, out of which GH¢38,512,466.08 was spent. It is worthy to note that during the year under review MMDAs spent more than GH¢10,334,615.27 than what was budgeted for. This was because newly recruited staffs were posted to the region after the preparation and approval of the budget and for that matter forced many of the MMDAs to spend beyond what was budgeted for as compensation.

Table 2.6: MMDAs Composite Expenditure Performance (all funding sources)

Whilst looking at the performance of the budget in terms of Goods & Services and Assets, mention should be made of the fact that Aowin Municipal, Bibiani Anhwiaso Bekwai, Sefwi Wiawso Municipal, Bia East, Bia West and Sefwi Akontombra were the Districts with Goods & Services of variance 50% and below budget; whilst Bibiani Anhwiaso Bekwai, Juaboso and Suaman Districts had Asset's variance of 50% and below budget as presented in table 2.7.

Table 2.7: Budget Performance (Goods & Services and Assets).

The year also saw Aowin Municipal, Bibiani Anhwiaso Bekwai Municipal, Sefwi Wiawso Municipal and Bia East Juaboso, Suaman and Bodi with actual IGF 80% and above budget and Bia East, Bia West, Sefwi Wiawso Municipal & Sefwi Akontombra Bibiani Anhwiaso Bekwai Municipal, Bodi and Juaboso with actua Grant 80% and above budget whereas Sefwi Akontombra & Bia West had actual IGF of 50% and below budget and Aowin Municipal with actual Grant of 50% and below budget as presented in table 2.8.

3.15.7 Update Administrative and Human Resource Issues

Political Leadership of the RCC And MMDAs

The Regional Coordinating Council is headed politically by the Regional Minister, Hon. Joojo Rocky Obeng. At the district levels the Municipal/ District Chief Executives are the political Heads. Table 4.1 shows a list of the political leadership of the various M/DAs in the region. The table also indicates that out of the nine M/DCEs, there is no single woman and again there are 268 Assembly Members. However, only 10.8% are females, which is an indication that the level of participation of women in politics within the region is very low.

Recruitment, Upgrading, Promotions, Postings, Transfers of Staff

Interview/Promotion

During the year under review, Two Hundred and Nine (209) officers comprising in the professional and sub-professional classes were duly interviewed. However, approval has been received for some and others are yet to receive approval. The table below shows the number of officers interviewed.

Table 4.2. Breakdown of officers interviewed

No.	Class	Number Of Officers
1.	Administrative	19

2.	Human Resource	2
3.	Internal Audit	16
4.	Procurement	19
5.	Technical	20
6.	Engineers	1
7.	Environmental	14
8.	Social Development	13
9.	Radio Operators	3
10.	Auxiliary	3
11.	Agricultural Class	30
12.	Transport	15
13.	Quantity Surveyor	1
14.	Secretarial	2
15.	Planning	14
16.	Records	3
17.	Statistics	7
18.	Budget	19
19.	MIS	5
20.	Security	3
21.	Catering	1
TOTAL	209	

Source: Human Resource Department, RCC, 2023

Upgrading and Conversion

During the period, twenty-six (26) officers applied for upgrading and conversion, however approval has not been given.

Postings

Postings carried out by WNRCC to the various Assemblies were sixty-three (63) officers.

Postings made OHLGS from WNRCC were ten (10).

Newly Recruited Officers posted to the WNRCC

During the reporting period, One Hundred and Twenty-four (124) newly recruited staff was posted to the Western North Regional Coordinating Council for re-posting to the M/DAs, however Ninety-Six (96) of the officers reported and assumed duty and are currently at post.

Staff Development (Capacity Building/Training)

During the year under review, the RCC organised trainings in the following discipline.

- Orientation and training for newly recruited internal audit officers on audit procedure and report writing.
- DDDP Training for M/DPCU
- Dissemination of quarterly report finding to MMDAs for Planning, Budget, Physical Planning, MDCEs, MDCDs and Finance Officers.

3.15.8 Report on decentralised departments of MMDAs

Official Visits

Table 4.3. Update on Official Visits

Date	Visitor	Position	Purpose
08/05/2023	Nana Yaw Amponsah	CEO of Asante Kotoko Sporting Club	Official Visit
09/05/2023	Dr. Sulemanu Koney	CEO, Ghana Chember of Mines	Official visit
02/08/2023	Dr. Bernard Oko Boye	CEO, NHIS	Commissioning of Regional NHIS Office
03/08/2023	Ing. Worlanyo Siabi	CEO, Community Water and Sanitation Agency	Official visit

Source: Cent. Admin, 2023

Security Issues

Armed robberies and petty theft are some of the security threats the region has been facing. The activities of illegal mining in the region have posed security threats to both aquatic and human life. Also, the high frequency of land disputes and litigations have had security implications on the development of the region. There are also few chieftaincy issues in the region.

3.15.9 Update on Indicators and Targets

Regional Specific Indicators

The WNRCC to measure its performance developed region-specific indicators and targets for the period. These indicators were designed to showcase the region's response to the development trajectories that contribute significantly to the development discourse. The RCC collected data on both the core indicators as well as the region-specific indicators. Although, there are data gaps in the compilation of both the national core indicators as well as the region-specific indicators, the RCC through its quarterly updates with the heads of the decentralised departments had been able to collect and compile data on some of the indicators. Table 5.1 indicates that the RCC did its best in achieving its target for 2023 especially in Management & Administration.

Performance Assessment

The RCC as well as the Municipal and Districts Assemblies underwent series of assessment in 2022, carried out by the various agencies. However, the 2022 DLT had none of the nine Assemblies in the first twenty (20) and none of the M/Das in the last twenty (20). The Western North Region fared very well in the 2022 Performance Contract Assessment, moving from the 15th position in 2021 to the 7th position in 2022.

Table 5.2. Update on Performance Assessments

Regional Coordinating Council	Performance Contract		DPAT		District League Table	
	In first 20	In last 20	In first 20	In last 20	In first 20	In last 20
Western North	0	0	0	0	0	0

Activities for the Improvement in Performance

- To organize frequent trainings to improve skills of staff at the various M/DAs.
- Continuous engagements through DPAT assessment.

3.15.10 Update On Critical Development and Poverty Issues

The Government of Ghana through the Assemblies in the Region has undertaken a number of pro-poor interventions by allocating funds to them for implementation within the period. However, a few of the interventions such as the NHIS, LEAP, Free SHS, Planting for Food and Jobs received support from the Assemblies and the Government of Ghana.

3.15.11 Conclusion and the Way Forward

Introduction

This chapter describes the key issues that have been addressed and the ones that were yet to be addressed and finally give recommendations for improvement and concludes the report.

Key Issues Addressed and Those Yet to be Addressed

Some key issues like the monitoring of the activities of the M/DAs were addressed. However, there were also other key major issues which the WNRCC was yet to be addressed.

Key Issues yet to be Addressed

The following issues are yet to be resolved:

- Preparation of the 2022- 2025 regional MTDP and the RIP: The RPCU Secretariat is still in the process of completing the preparation of the regional 2022- 2025 Medium Term Development Plan and the Regional Integrated Plan. This has been due to the non-availability of funds to organise meetings and collection of data that relates to the plan preparation.
- Lack of conformity in reporting activities: The preparation of the reports has always been characterized by the release of timely and accurate information. However, some of the reports submitted do not comply with the data and reporting requirements of the RPCU Secretariat which has a greater negative impact on the report preparation and submission.
- Inadequate Vehicles for Monitoring: The WNRCC is still burdened with inadequate vehicles to perform its mandate. The WNRCC sometimes have to fall on the individual private vehicles to undertake some project monitoring exercise.

Recommendations

The capacities of the Regional Heads and their Schedule Officers especially in reporting should be enhanced.

The RPCU Secretariat should be given one more vehicle to be able to perform its mandate of monitoring and supervising the activities of the Assemblies projects and programmes.

Conclusion

Monitoring and Evaluation arrangements have been made part of the MTDPs (2022-2025). The situational analysis for the year 2023 vis-a-vis the monitoring and evaluation of projects and programmes indicates that, the RCC performed quite well on its target for 2023.

3.16 WESTERN REGION

3.16.1 Introduction

This report gives the profile of the Western Region and highlights the implementation status of the various Government Flagship Projects/Programmes, activities and projects executed by the 14 Metropolitan, Municipal and District Assemblies as well as the 22 Regional Departments/Agencies in the Region from January to December 2023.

It also includes major events and official visits by His Excellency the President of the Republic, His Vice, Ministers of State and other high-profile dignitaries.

The report as well, covered the financial performance of the Western Regional Co-ordinating Council (WRCC), 14 MMDAs, the 2022 DPAT Performance, 2022 Performance Contract and BECE Rankings by the various Assemblies and deliverables (regional indicators).

Preventive measures rolled-out under the auspices of the Regional Co-ordinating Council and the Regional Health Emergency Committee have been highlighted in relation to the COVID -19 Pandemic and some security infractions dealt with by the Regional Security Council (REGSEC).

Other developmental challenges include abandoned GETFund Projects, delay in the release of statutory funds, poor road network among others.

The report also recommended strategies to overcome the challenges for improved performance in 2023 and beyond.

3.16.2 Regional Profile

Location and Physical Features

Western Region covers an area of approximately 14,625 square kilometers, which is about 6.1 per cent of Ghana's total land area. The region has about 75 per cent of its vegetation within the high forest zone of Ghana and lies in the equatorial climatic zone that is characterized by moderate temperatures. It is also the wettest part of Ghana with an average rainfall of 1,600mm per annum. It is bordered to the North-West by the Western North Region, the North East by part of the Central Region, in the East by the Central Region, the West by La Côte d'Ivoire and on the Southern part, by the Gulf of Guinea (the Atlantic Ocean).

The Western Region has 13 forest reserves, which account for about 27 per cent of the forest reserves in the country. Prominent among them are the Cape Three Points National Park and the Ankasa/Nini Subri River Forest, Pra-Suhyen Forest and Game Reserves.

Population

According to the 2021 Population and Housing Census Report, the population of the Region is 2,060,585, constituting about 6.7 per cent of the national population. Females constitute 49.3 percent of the population, translating into a sex ratio of 103.4. The proportion of urban to total

population is 51.6 per cent, with the Sekondi Takoradi and Effia Kwesimintsim being the most urbanised districts (100%). The dominant ethnic group are Akans - Ahanta, Nzema, Wassa, Pepesa and Fante. There are seventeen (17) paramountcies.

Departments and Agencies

The Region is made up of 14 Metropolitan, Municipal and Districts Assemblies (MMDAs). The Regional Co-ordinating Council (RCC) is the highest decision-making body. It operates in collaboration with other government departments, institution and agencies together with development partners. The Region has 17 Parliamentarians representing the people at the constituency level in Parliament.

3.16.3 Regional Potentials

The Region is the largest producer of **cocoa, rubber and coconut**, and one of the major producers of oil palm. The rich tropical forest makes it one of the largest producers of raw and sawn timber as well as processed wood products. A wide variety economic resources such **as gold, manganese, crude oil, natural gas, kaolin** (clay), limestone, sand and stone deposits are either being exploited or are potentially exploitable.

It is one of the preferred tourism destinations for both local and international tourists. It is also in the forefront of Ecotourism. It is endowed with long stretch of beautiful and sandy beaches/ coastline which spans 192 km with the likes of **Ankobra, Busua, Adjoa, Maaha, Lou-Moon Beach** Resorts being paramount. There are **9 Forts and Castles and Forest Reserves, the Bamboo Cathedral and Nzulezo** (a village on stilts).

3.16.4 Vision, Goals and Objectives

Mission Statement

The Office of the Western Regional Coordinating Council (WRCC) exists to facilitate the overall development of the Region by effectively coordinating, monitoring and evaluating the activities of the Ministries, Departments, Agencies, Metropolitan, Municipal and District Assemblies as well as the Private Sector, including Non-Governmental Organizations (NGOs) operating in the Region, to improve the quality of life of the people.

Vision

To be a model Region reputed for high standard of living and entrepreneurial governance.

Regional Goals and Objectives

NO.	GOAL	OBJECTIVES
1	Build a Prosperous Country	Pursue strategic national industrial development initiatives
		Support entrepreneurs and MSME development
		Modernize and enhance agricultural production systems
		Ensure sustainable development and management of aquaculture
		Diversify and expand the tourism industry for economic development
2	Promote Human Capital Growth	Enhance equitable access to, and participation in quality education at all levels

		Ensure accessible, and quality Universal Health Coverage (UHC) for all
		Promote nutrition specific and sensitive programmes and interventions
		Harness the demographic dividend
		Enhance access to improved and sustainable environmental sanitation services
		Prevent and protect children from all forms of violence, abuse, neglect and exploitation
		Attain gender equality and equity in political, social and economic development
		Promote economic empowerment of particularly women
		Strengthen social protection for the vulnerable
		Enhance sports and recreational infrastructure for all
		Improve coordination for youth development
		Promote effective participation of the youth in socio economic development
		Promote job creation and decent work
3	Safeguard the natural environment and ensure a resilient built environment	Improve forest and protected areas
		Promote sustainable water resources development and management
		Enhance institutional capacity and coordination for effective climate action
		Improve efficiency and effectiveness of road transport infrastructure and services
		Modernize and extend railway network
		Enhance application of ICT in national development
		Promote petroleum exploration
		Promote sustainable spatially integrated development of human settlements
		Provide adequate, safe, secure, quality and affordable housing schemes
		Promote effective maintenance culture
4	Maintain a stable, united and safe society	Deepen political, financial and administrative decentralization
		Improve decentralized planning
		Improve popular participation at regional and district levels
		Build an effective and efficient government machinery that supports citizens' participation
		Enhance security service delivery
		Ensure responsive governance and citizen participation in the development dialogue
5	Enhance Emergency Planning and Response	Ensure safety of life, property and social wellbeing
		Ensure secured health systems

6	Improve delivery of development outcomes at all levels	Strengthen plan preparation, implementation and coordination at all levels
		Strengthen monitoring and evaluation systems at all levels
		Strengthen production and utilization of statistics
		Improve Record Keeping

3.16.5 Summary of Achievements

Analysis of Implementation of RCC Annual Action Plan

A total number of 101 out of the planned 132 activities planned in the 2023 AAP were fully implemented representing 76.7 percent status of achievement. The remaining 30 activities that were not implemented together with ongoing ones have been rolled over into the 2024 AAP.

The inability of the RCC to implement all its planned activities due to inadequate funds adversely affected the achievement of the Region's goal of becoming a model Region reputed for high standard of living and entrepreneurial governance".

Achievement in Key Functional Areas

Co-ordination

The WRCC successfully organized two Council meeting as well as two inter-sectoral meetings which included Decentralized Departments, Agencies, Development Partners and Private Sector during the year under review. Other coordinated activities include regional APR and budget production workshops and budget hearings, GSCSP, TCSP, GREEN, GIZ among others.

Technical Backstopping

The various departments and units of the RCC undertook several technical backstopping activities during the year under review. Paramount among them is the capturing of data on the District Development Data Platform. The Land Use and Spatial Planning Authority also undertook street naming for the operationalization of DLRev software. The RPCU also assisted the MMDAs to prepare for DPAT VII exercise IVA for EKMA and Ahanta West under the GSCSP.

Monitoring and Evaluation

The RCC organized four quarterly monitoring exercise in all the 14 MMDAs. Two evaluations were conducted on the PERD and DMTDP (2017-2021) in all the MMDAs. Project site visit on government flagship projects especially the Agenda 111 at Bokro in the Ahanta West, administrative office in Wassa East and Shama districts were undertaken. Monthly site visit and meeting on all ongoing GSCSP projects at EKMA and Ahanta West.

Capacity Building

The RCC was able to organize four capacity building training on Monitoring Evaluation Accountability and Learning (MEAL), Proposal writing, Innovative Project Financing and Minutes, Speech and Report Writing. The rest include Quantum GIS Digitizing, Composite Budget Manual Training Workshop, newly developed Client Service Operational manual and Emotional Intelligence. In all a total of 1241 officers including 770 males and 471 females from both the RCC and MMDAs benefited.

Challenges Encountered in the Implementation, Monitoring and Evaluating the Plan

Several challenges were encountered in the preparation of the report and include the following.

- Difficulty in obtaining information from some departments and agencies:
- Delay in the submission of reports by MMDAs, Departments, Agencies and Institutions.
- Some MMDAs did not report on some indicators which made it difficult to conduct a regional analysis.
- Some Departments, Agencies, Institutions and MMDAs do not have baseline data for some of the indicators making it difficult to segregate and analyze.
- Some MMDAs reports did not use the right unit of measurement for the core indicators as were required which complicated the regional analysis.

3.16.6 Update on Administrative and Human Resource Issues

The WRCC is headed by Hon. Dr. Kwabena Okyere Darko-Mensah, Regional Minister. The Region is made up of 14 MMDAs which includes 1 Metropolitan, 8 Municipals and 5 District Assemblies. Women constituted only 8% of the total membership of the MMDAs while 14% constitute that of the MMDCEs as shown below.

Recruitment, Upgrading, Promotion, Posting and Transfers of Staff

The WRCC received a total of forty-five (45) newly recruited staff posted by the Office of the Head of Local Government Service for reposting to MMDAs. During the year under review a total number of 407 of staff in the various classes were interviewed and promoted while 4 retired from the service.

Staff Development (capacity building/training)

A total number 1241 officers from the various MMDAs were trained by both the RCC and MMDAs.

3.16.7 Report on Decentralized Department of MMDAs

All the Assemblies in the Region do not have the full complement of Decentralized Departments as per Section 77 of the Local Governance Act 2016, Act 936 and Legislative Instrument (LI) 1961.

Official Visits

The Region played a host to several high-profile dignitaries (28) including His Excellency the President of the Republic, Nana Addo Dankwa Akufo-Addo, Minister for Grand Bahamas and Bahamas Ambassador to Ghana, Ministers and other Heads of State Institutions.

Security Issues

The Region was peaceful and very calm due to the vigilance and the collaborative work by the various security agencies. However, a few security challenges handled by the Regional Security Council (REGSEC) during the period under review included social unrest at Golden Star Wassa Benso Mines, Dixcove and Nzema chieftaincy issues as well as illegal mining activities.

Chieftaincy Disputes

A total of ten (10) Chieftaincy cases (2 resolved and 8 pending) were handled by the Regional House of Chiefs and the Law Courts.

Illegal Mining (Gallamsey)

Despites the introduction of the Community Mining Scheme by the Government there remains pockets of illegal mining activities (galamsey) in hard-to-reach parts of the Region which pose serious threats to lives and livelihoods. The unlawful sale of ammonia nitrate and dynamite by individuals to illegal miners in communities poses threat to lives and properties. Therefore, the war against galamsey must be sustained through the collaborative work of security agencies and all relevant stakeholders.

Effect of COVID-19 and Mitigation Measures Implemented

3.16.8 Update on Indicators and Targets

The section examines the current levels of achievement of the indicators and compares with the achievements for the previous year. The performance under various sectors is presented in the table 2.12.

Performance Assessments

The period under review witnessed an improvement in all the national performance assessments by the MMDAs in the Region. The 2022 District League Table saw the Region being ranked second (2nd) at a score of 65.2%. STMA was among the top 10 (6th) while none of the MMDAs were in the last twenty. All the 14 MMDAs fulfilled the national average score of 93 percent as part of the 2021 District Assemblies Performance Assessment (DPAT V1). The details have been presented in table 2.11.

Table 2.11: Performance Assessment

Regional Coordinating Council	Performance Contract		DPAT		District League Table	
	In first 20	In last 20	In first 20	In last 20	In first 20	In last 20
1. Western	0	0	14	0	3	0

3.16.9 Update on Critical Development and Poverty Issues

The Government in its quest to reduce poverty and chart development at the local level has introduced a number of interventions. paramount amongst these is:

National Health Insurance Scheme

The total active membership of the Scheme in 2023 was 1,049,479. Those that fall under the Indigent category was 94,453 while that of the pregnant women, aged and children under 18 is 41,979, 31,484 and 451,127 respectively.

One District One Factory (1D1F)

The Region approved 8 companies and linked them to banks of their choice in 2023. Under the Enable Youth Projects 3 have been completed at Beposo Nkran, Bogoso and Asankragua.

The common user facility at Tarkwa–Dompim has been completed.

Free SHS
The year under review witnessed a total of 22,069 including 9,860 boys and 12,209 girls benefitting from the Free SHS intervention.

Planting for Food and Jobs (PFJ)
The official launch of the phase II of the initiative has been launched and the Region has embarked on series of sensitization for all stakeholders to be abreast with the new initiative.

Planting for Export and Rural Development (PERD)
The third (3rd) International Coconut Festival with the theme "Invest in Ghana's Coconut Sector for an Inclusive Economic Transformation Improved Climate and Social Resilience" was organised in Takoradi in collaboration with the Tree Crop Development Authority (TCDA) and CSIR.
Mineral Development Authority (MDA) supported the Region to distribute 100,000 coconut and Oil palm seedlings to 1,968 farmers comprising of 1,461 Males and 507 Females.

3.16.10 Conclusion and Way forward

Key issues Addressed and those yet to be Addressed
The key issues addressed during the planed period include the following.

a. Impasse on the re-acquisition of land for Norpalm and Ghana Railways
b. The functionality of Regional Spatial Planning Committee.
c. To ensure that Departments, Agencies and Institutions submit their reports on time, the RPCU developed a template for data collection.

Key issues yet to be Addressed
The key issues that are yet to be addressed are as follows.

a. identification and registration of mining sites
b. unlawful possession of arms by individuals
c. The delay in the release of funds affected the implementation of planned activities. It is however expected that RPCU who would be trained on proposal writing would take advantage of it to source funding from development partners in the ensuring year.
d. Land dispute between the Petroleum Hub Development Corporation and landowners within Jomoro Municipality has affected the smooth offtake of the hub in the Region.
e. The compulsory land acquisition Ghana Prisons Service and Wassa Amenfi East, Wassa Amenfi Central and Prestea Huni-Valley District is affecting the Service's expansion project.
f. Chieftancy dispute especially in Upper and Lower Dixcove, Nzema as well as Wassa Fiase continue to pose security threat to the people and hinders prospective investors, thereby hindering Government investment drive in the Region.
g. In spite of the introduction of Community Mining Scheme and the efforts by Operation Vanguard the activities of illegal miners continue to pose greater threat in the region.

h. Uncompleted and abandoned projects scared across the MMDAs
i. Poor road condition and Railway network

Recommendations

- The RCC should continue to dialogue with the Regional House Chiefs, the REGSEC and the Regional Peace Council to settle all outstanding chieftaincy and land disputes.
- MMDAs should collaborate with Commission of small arms to sensitize the public especially mining communities.
- All stakeholders should be brought on board to address illegal mining issues.
- the RCC should impress on all MMDAs to take advantage of the administrative data exercise being spearheaded by the Ghana statistical service for easy collation and access of data.
- In the area of roads, the RCC should intensify collaboration with the road agencies and mining companies to improve the road situation.

Conclusion

The year under review witnessed significant progress on the specific indicators even though the region was unable to achieve some key targets due limited funding together with some key challenges that are yet to be addressed. It is however anticipated that these challenges will be addressed in 2023 to speed up the development process in the Western Region.

Chapter 4
4.0 FINANCIAL REPORTS

This section of the report is centred on the financial performance of all institutions that form the Local Government Service. The approved budgets, actual revenue releases and expenditures of OHLGS and the sixteen (16) RCCs have been presented in tables and charts below. A summary of the financial performance of all the two hundred and sixty-one (261) MMDAs is also presented in the form of regional aggregates showing revenues mobilized from IGFs, grants and Development Partners as well as expenditures and variances for the year.

4.1 OHLGS

4.1.1 Funding Source and Area of Utilisation

Funding for OHLGS activities comes from two (2) main sources; Government of Ghana (GoG) and Development Partner (DP) sources. In the 2023 fiscal year, the streams of GoG funds include IGFT and DACF whiles the DPs that funded OHLGS activities include UNICEF, CARE-Ghana, the World Bank and Global Affairs Canada.

S#	Type	Source	Amount	Area of Utilization
1	IGFT	GoG	10,488,643.09	Compensation, Goods & Services and Capex
2	DACF	GOG	2,345,936.27	General support
3	DACF - RFG	GOG	3,812,311.19	Capacity Building
4	UNICEF	UNICEF	6,170,646.29	WASH & Child Support
5	AGREE	CARE-USAID	2,269,706.51	Performance Contract Management
6	GSCSP	WB	7,754,404.60	Ghana Secondary Cities Support Program
7	MAG	GAC	169,691.36	Monitoring & Evaluations
8	GESP (Bf)	EU	479,867.11	Ghana Employment & Social Protection
Total			**33,491,206.42**	

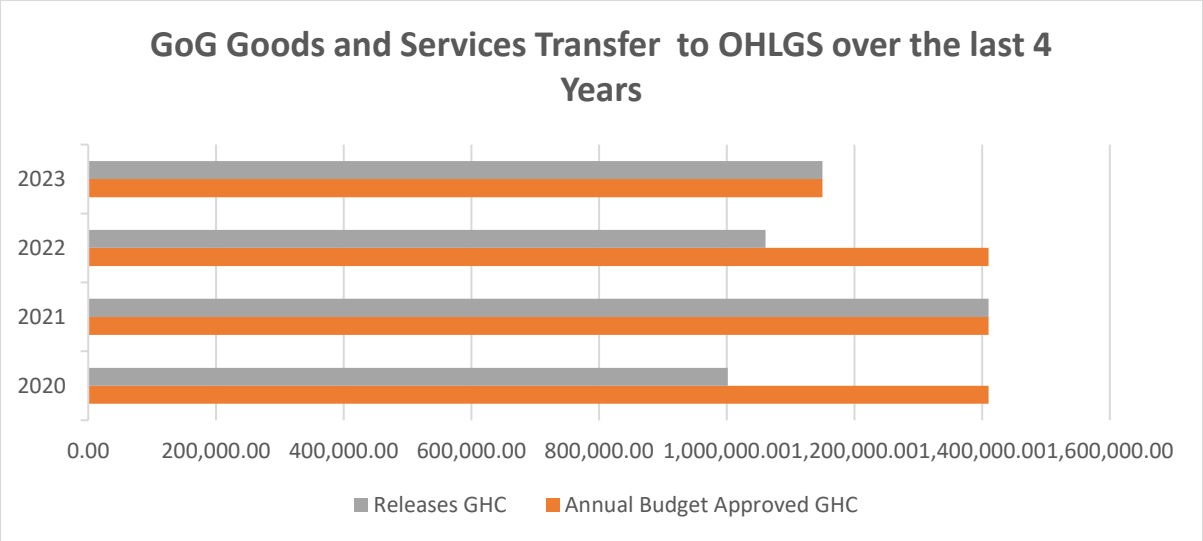
4.1.2 G&S Budgets and Releases for the OHLGS

Releases for Goods & Services component of the budget as indicated in Table 5.1 shows a marginal decrease in actual releases for Goods & Services of OHLGS from 2021 to 2023. Figure 10 is a graph showing annual approved budget from 2019 – 2023 and their corresponding releases.

Table 5.1: ***Goods and Services Budget (Main Operational Funds 2020-2023)***

Period	Annual Budget Approved GHC	Releases GHC	Percentage (%)
2020	1,410,000.00	1,001,825.04	71%
2021	1,410,000.00	1,409,936.32	99%
2022	1,400,000.00	1,060,561.79	76%
2023	1,150,000.00	1,150,000.00	100%

Figure 10: Goods and Services Budget (Main Operational Funds 2020-2023)



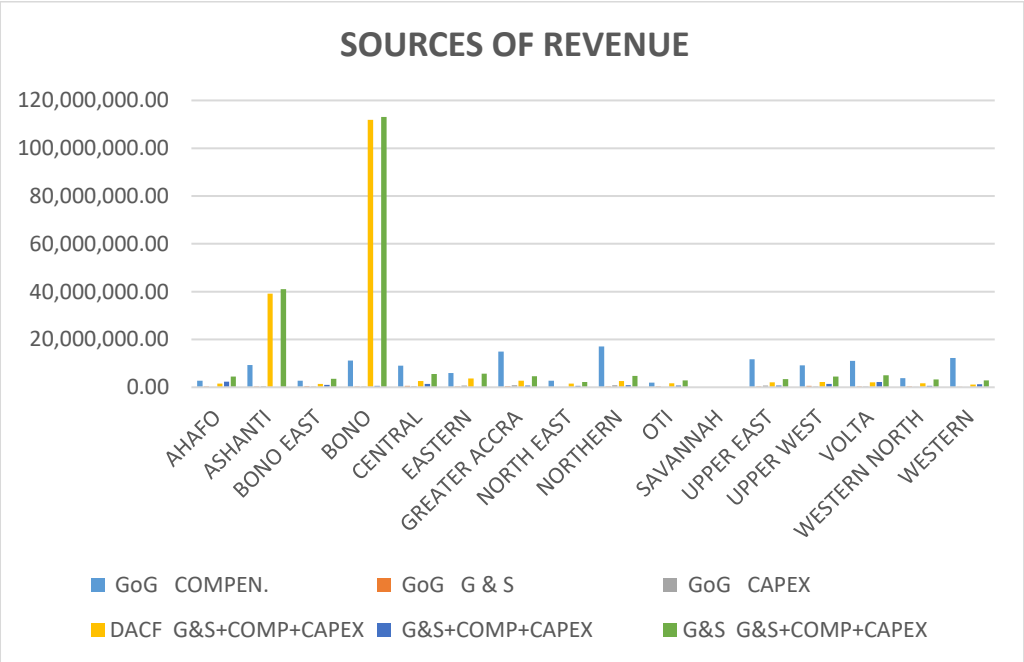
4.2 RCCs

4.2.1 Sources of Revenue for RCCs

Sources of Revenue for RCCs

Figure 2 shows the revenue streams of all the sixteen (16) RCCs, including DACF, Development Partners and other alternative sources. GoG transfers remain the largest source of funding for RCC. Nevertheless, less than 9% are for operational activities and about 91% of GoG transfers are for the Compensation of Employees. As a result, over the past years, RCCs continue to rely on DACF for their operational activities.

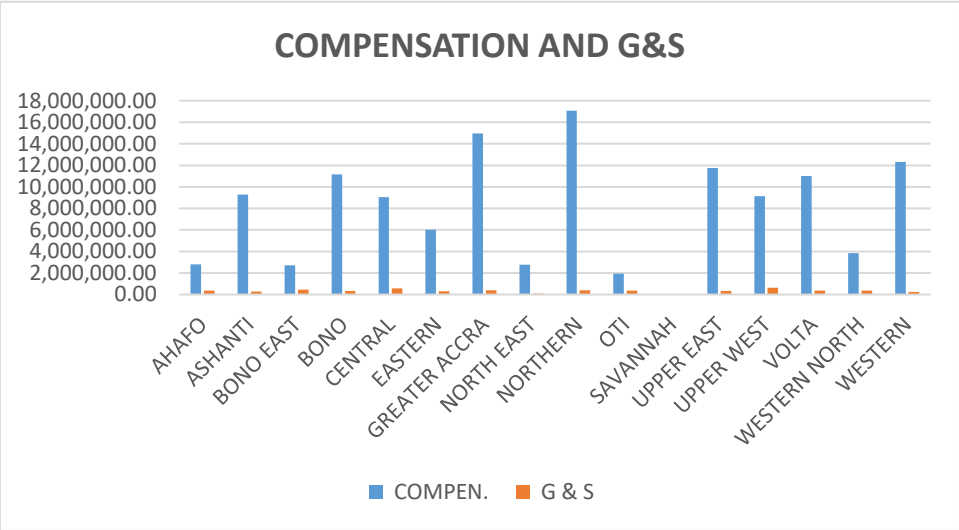
Figure 2: Sources of Revenue for RCCs



Compensation and Goods & Services

Compensation of Employees and Goods & Services for the sixteen (16) RCCs received from the Central Government in the form of transfers is shown in Figure 3 below. The appropriation for Goods and Services is used for recurrent expenditure items, whilst that of compensation is in the payment of staff.

Figure 3: RCC Compensation and Goods & Services



Financial Performance of RCCs

The RCC's financial performance compares the approved budgets with the actual releases and expenditures. The financial performance of the RCCs in the year 2023 is shown in the Figure A and B below. A sum of about one forty-eight (148) million Ghana Cedis was budgeted by RCC with over one hundred and eighty (180) million Ghana Cedis released and 81 percent representing the budgeted amount.

Figure 3A: RCCs Financial Performance

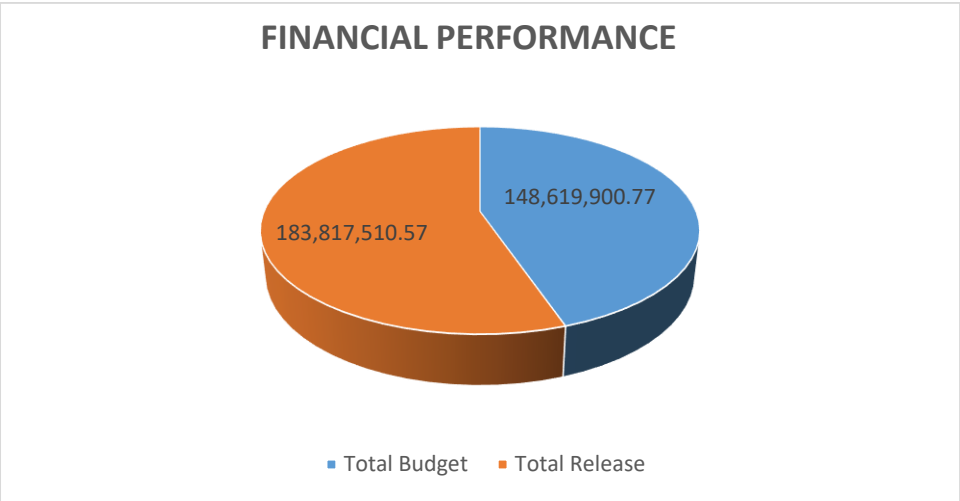
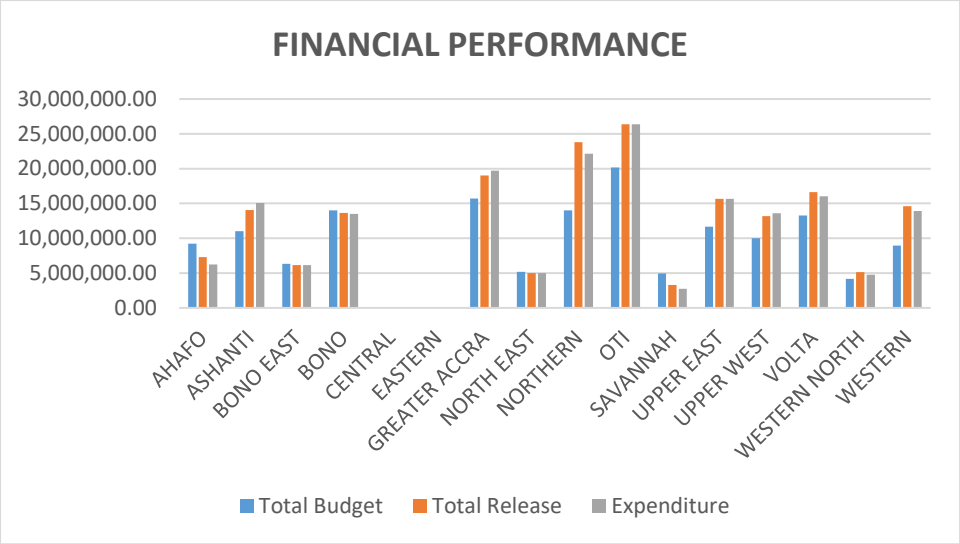


Figure 3B: RCCs Financial Performance



Regional Aggregates for MMDAs

Grants

Grants refer to fiscal transfers that are made to MMDAs rather than Internally Generated Fund sources. These include GOG transfers, DACF, DPs and other project funds. An amount of about 1.2 billion Ghana Cedis was accumulated out of over 2.2 billion Ghana Cedis representing 53 percent of the budgeted grants shown in figure 4A and figure 4B below. Importantly, the overall trend in grant allocation showed that fewer of the budgeted grants were released in 2022 as compared to over 58 percent in 2023.

Figure 4A: Total Grants

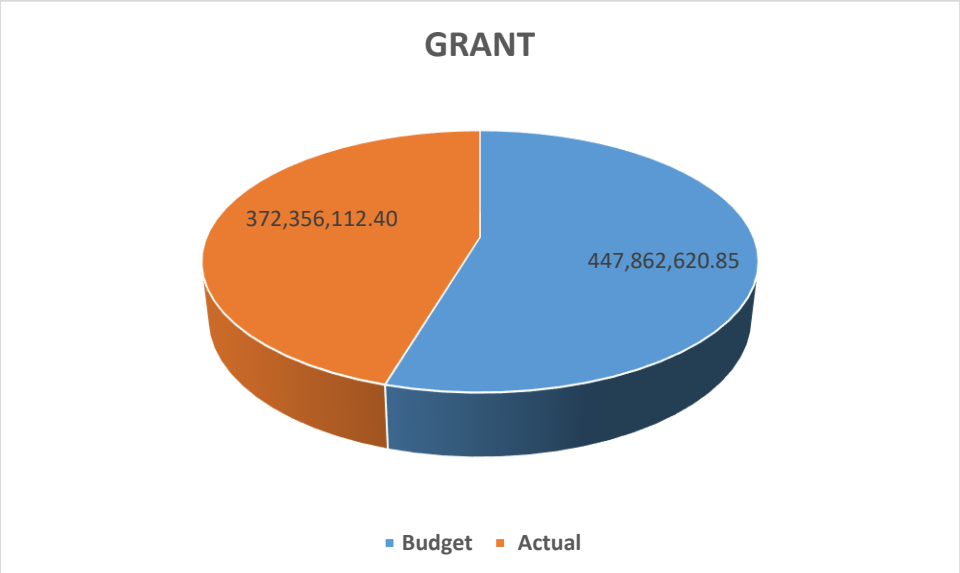
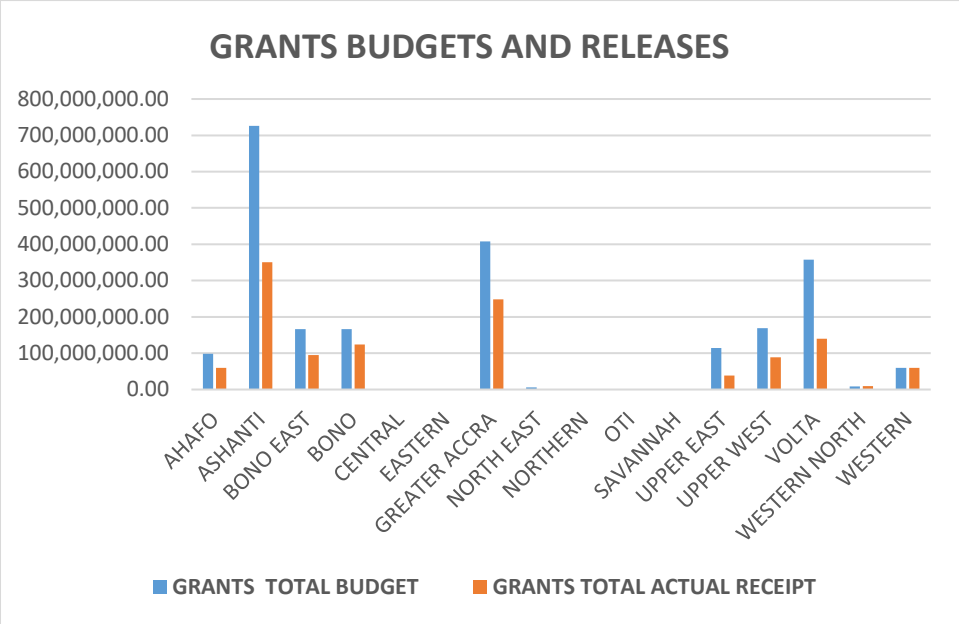


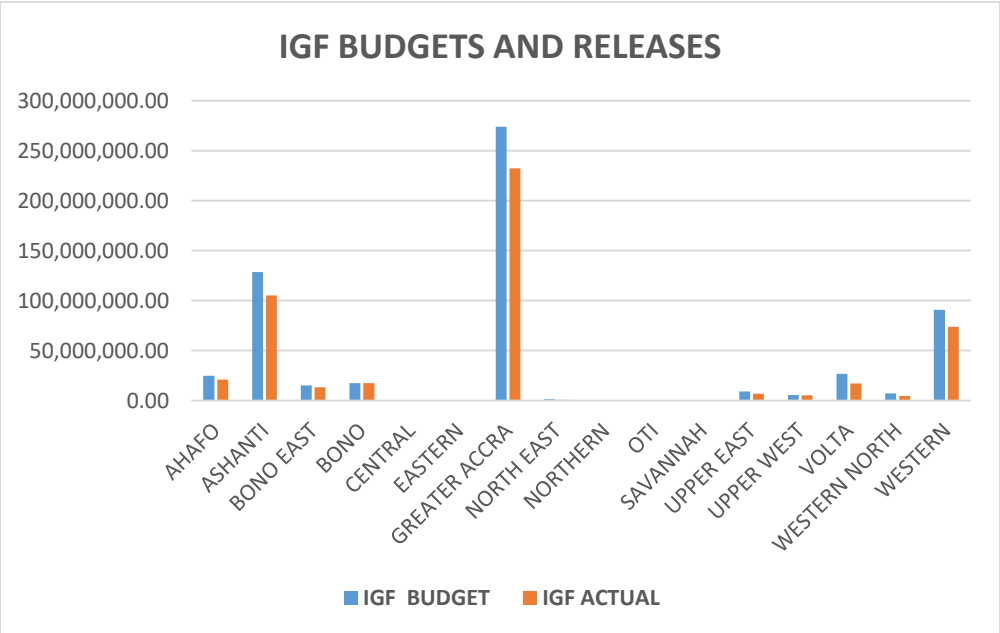
Figure 4: Grants - Regional Aggregates



Internally Generated Funds (IGF)

IGF is an important source of income for MMDAs. Due to the inadequacy and unpredictability of the Central Government transfers, MMDAs with active IGF sources are exploring that to their advantage. Figure 5A below shows MMDA performance across all 16 regions. About 82 percent of the IGF's total budget was realized in the fiscal year 2023.

Figure 5A: Internally Generated Funds – Regional Aggregate



The assembly was able to amass over GH₵ 498 million, on the aggregate, from IGF sources. Regional aggregates of IGF performances are shown in Figure 5B below, while Figure 5C shows a detailed breakdown of the number of MMDAs and their

effectiveness in mobilizing IGF. In absolute terms, IGF in 2022 was better as compared to 2023. A summary of the performance of the sixteen (16) regions in the country is presented in Figures 5B and C. Figure 5B shows the cumulative percentage of the IGF's total regional budget, while 5C shows the number of MMDAs in each Region, which have 80 percent or more; between 50 and 79 percent and below 50 percent.

Figure 5B: IGF Performance

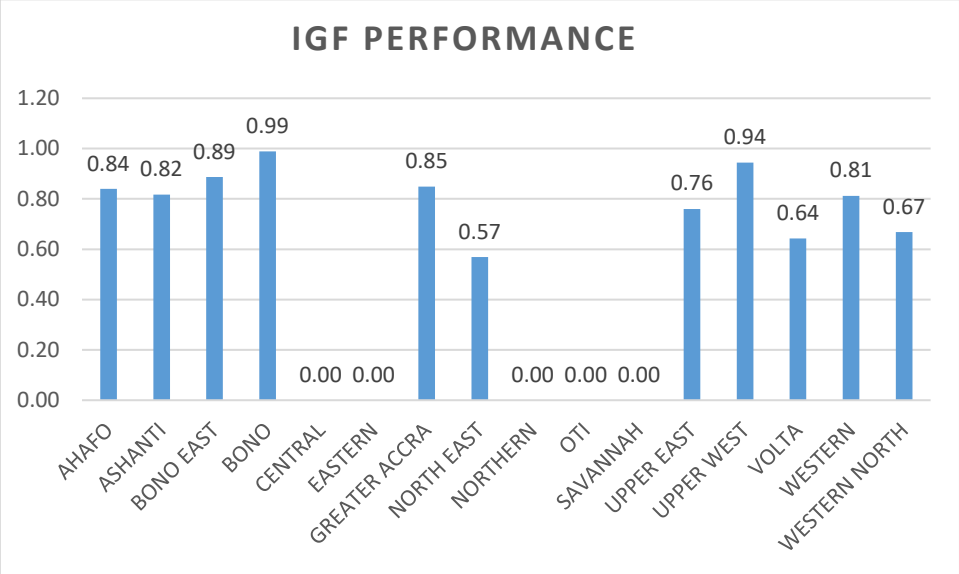
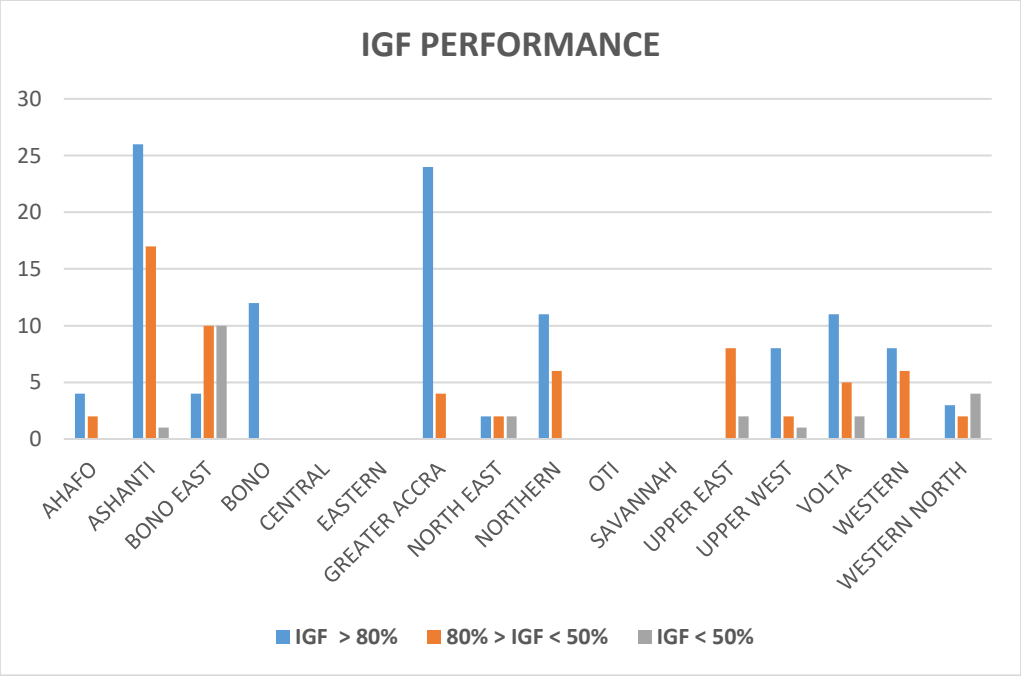


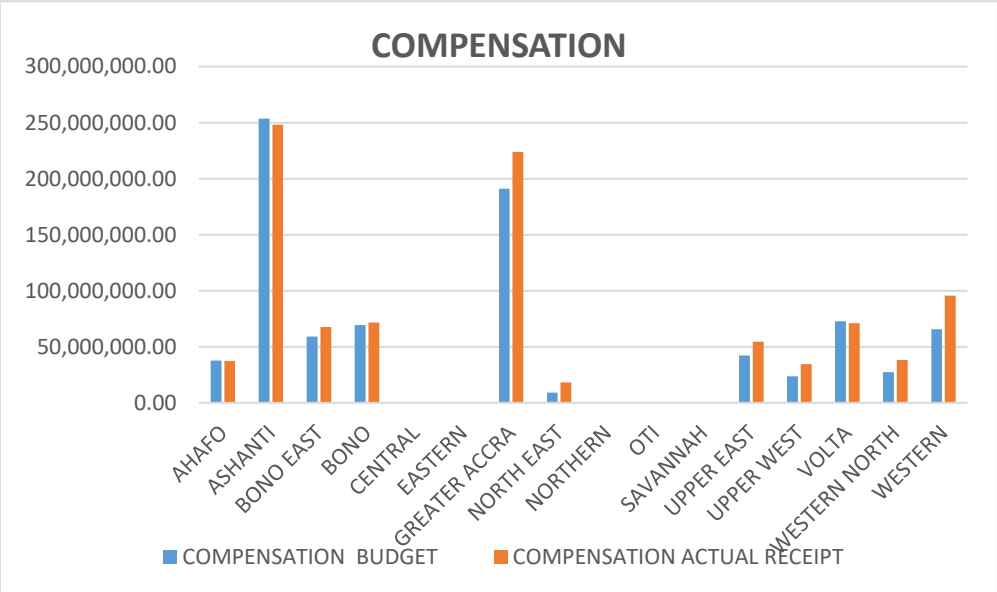
Figure 15C: IGF Performance



Compensation

The various MMDAs estimated and actual amounts for Compensation of Employees in the sixteen (16) regions is shown in Figure 6 below. With regards to the actuals, the Regions with the highest releases were Ashanti, Greater Accra, Western and Bono. Also, Regions with high Compensation of Employee show a higher concentration of staff and therefore large transfers. North East Region has the least concentration of staff of the Service and hence the lowest Compensation transfers.

Figure 6: Compensation



Goods & Services

The budgeted and actual figures for Goods & Services for various MMDAs is shown below (Figure 7A and B). A total of 631 million was accrued with the budgeted amount being over 994 million.

Figure 7A: Total Goods and Services

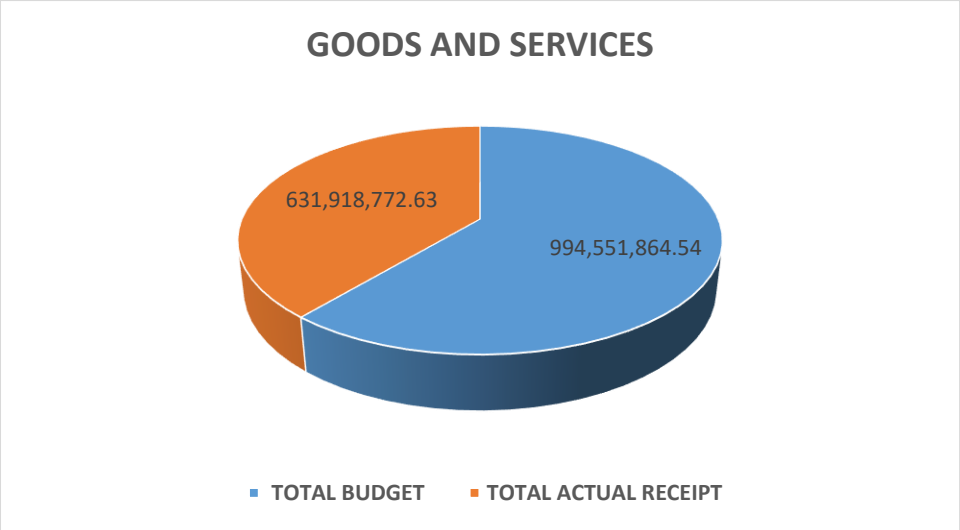
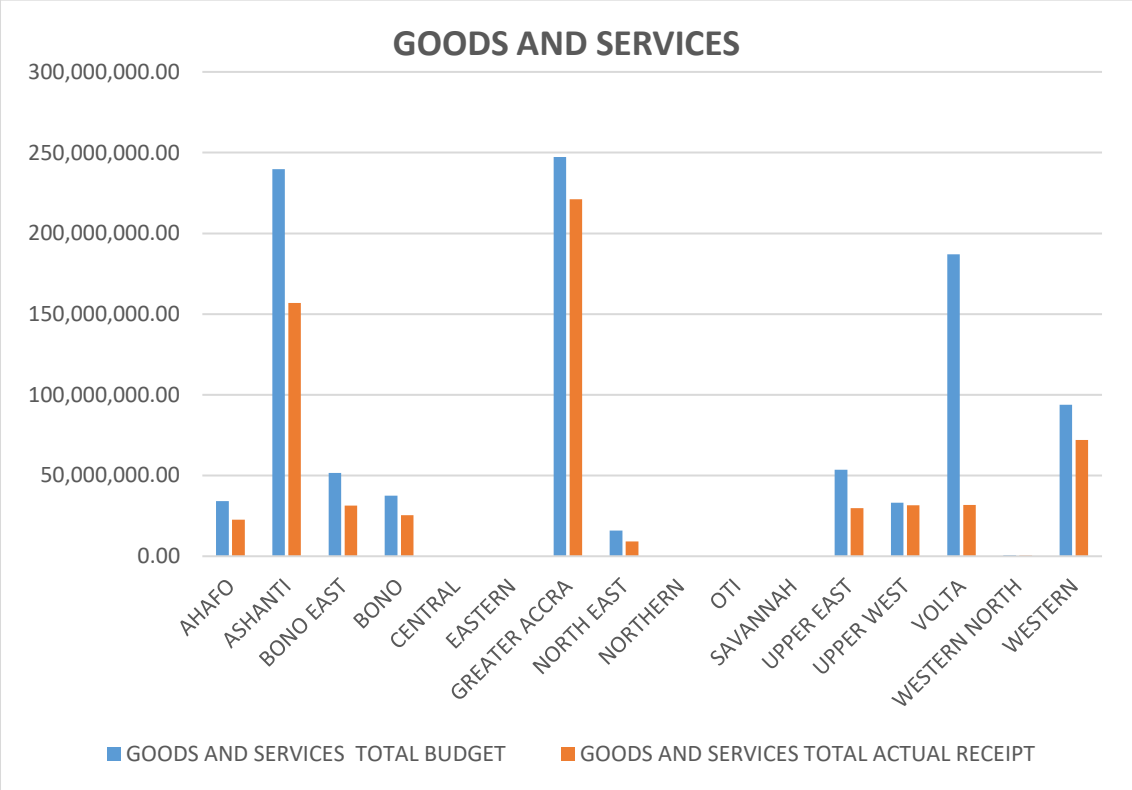


Figure 7B: Goods and Services – Regional Aggregate



Assets

The figures below show the amount released to RCCs and MMDAs for CAPEX. A total of over 455 million was accrued with the budget of over 1 billion.

Figure 8A: Assets

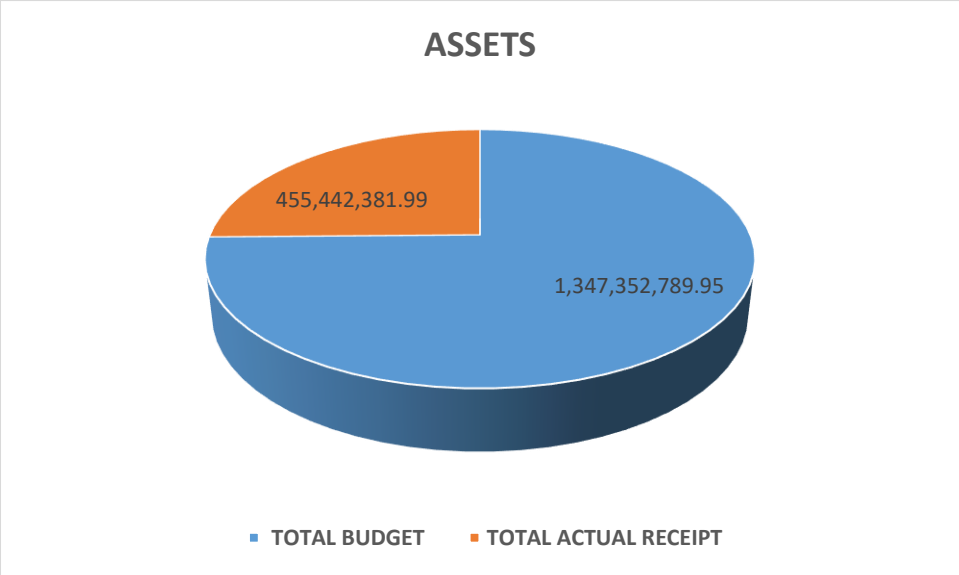
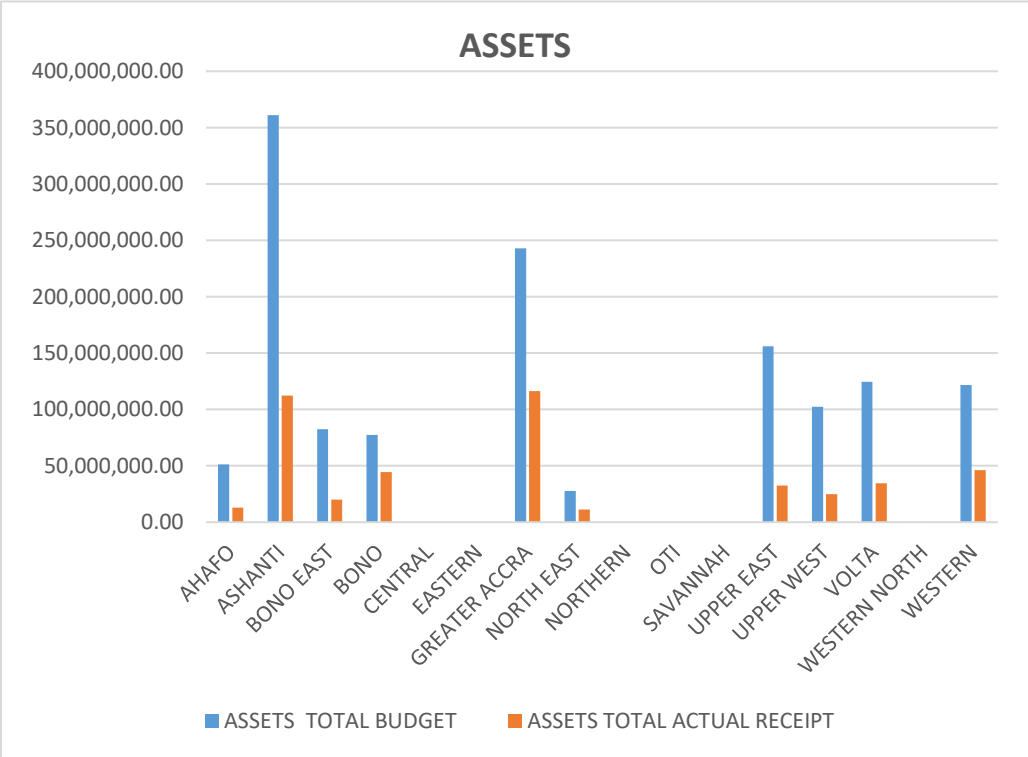


Figure 8B: Assets - Regional Aggregate



5.0 APPENDICES

The following are the appendices listed below:

- Appendix 1:- Political Leadership and Assembly Members of MMDAs
- Appendix 2:- Update on Core Regional Indicators
- Appendix 3:- Region Specific Indicators
- Appendix 4:- MMDA Constraining Issues

Appendix 1:-**Political Leadership and Assembly Members of MMDAs**

S/No.	MMDA	Status	District Capital	Name of MMDCE	Assembly Members		
					Male	Female	Total
Appendix 1.1 AHAFO REGION							
1	Asunafo North	Municipal	Goaso	Hon. Yaw Osei Boahen	40	2	42
2	Asunafo South	District	Kukuom	Hon. Frank Adusei-Poku	33	2	35
3	Asutifi North	District	Kenyasi	Hon. Anthony Mensah	33	4	37
4	Asutifi South	District	Hwidiem	Hon. Robert Mensah Dwomoh	32	2	34
5	Tano North	Municipal	Duayaw Nkwanta	Hon. Ernest Kwarteng	34	3	37
6	Tano South	Municipal	Bechem	Hon. Collins Takyi Offinam	51	5	56
Appendix 1.2 ASHANTI REGION							
7	Kumasi	Metropolitan	Kumasi	Samuel Pyne	59	4	63
8	Obuasi	Municipal	Obuasi	Elijah Adansi-Bonah	25	5	30
9	Bekwai	Municipal	Bekwai	Kwaku Kyei Baffour	46	3	49
10	Offinso	Municipal	Offinso	Kingsley Owusu Appiah	40	3	43
11	Ejura-Sekyedumase	Municipal	Ejura	Kingsley Osei	57	5	62
12	Mampong	Municipal	Mampong	Thomas Appiah Kubi	47	3	50
13	Asokore Mampong	Municipal	Asawase	Kennedy Kwasi Kankam	14	1	15
14	Asante Akim Central	Municipal	Konongo-Odumasi	Robert Kwakye	35	3	38
15	Ejisu	Municipal	Ejisu	Samuel Oduro Frimpong	36	6	42
16	Juaben	Municipal	Juaben	Omane Aboagye	24	3	27
17	Atwima Nwabiagya	Municipal	Nkawie	Michael Amoah Awuku	30	3	33
18	Asante Akim-South	Municipal	Juaso	Alexander Frimpong	62	5	67
19	Ahafo Ano North	Municipal	Tepa	Martina Appiah-Nyantakyi	51	7	58
20	Kwabre East	Municipal	Mamponteng	Opoku Agyeman Bonsu	40	4	44
21	Oforikrom	Municipal	Oforikrom	Abraham Antwi	19	3	22
22	Kwadaso	Municipal	Kwadaso	Richmond Agyenim-Boateng	20	4	24
23	Old Tafo	Municipal	Old Tafo	Lord Inusah Lansah	25	1	26
24	Asokwa	Municipal	Asokwa	Akwannuasah Gyimah	16	2	18
25	Suame	Municipal	Suame	Maxwell Ofosu Boakye	11	2	13
26	Adansi North	District	Fomena	Eric Kwaku Kusi	22	3	25
27	Afigya Kwabre North	District	Boamang	Kwaku Karikari Achamfuor	21	2	23

28	Sekyere South	District	Agona	Catherine Reckling	43	6	49
29	Atwima Kwanwoma	District	Twedie	Prince Karikari	48	2	50
30	Sekyere East	District	Effiduase	Osei Adiyiah	35	5	40
31	Atwima Nwabiagya North	District	Barekese	Rebecca Yeboah	23	3	26
32	Offinso North	District	Akomadan	Albert Sefah Boampong	35	2	37
33	Adansi South	District	New Edubiase	Francis Kwabena Ankomah	42	3	45
34	Afigya Kwabre South	District	Kodie	Christian Adu-Poku	32	5	37
35	Asante Akim North	District	Agogo	Francis Oti Boateng	32	2	34
36	Ahafo Ano South East	District	Adugyama	Thomas Owusu Ansah	31	2	33
37	Ahafo Ano South West	District	Mankranso	Joseph Bonsu Frimpong	40	2	42
38	Amansie West	District	Manso Nkwanta	Nii Lartey Ollenu	39	2	41
39	Sekyere Central	District	Nsuta	Benjamin Kingsley Kodua	37	4	41
40	Atwima Mponua	District	Nyinahini	Isaac Kofi Marfo	53	2	55
41	Sekyere Afram Plains	District	Drobonso	Hamidu Sulemana	13	2	15
42	Bosome Freho	District	Asiwa	Yaw Danso	27	3	30
43	Sekyere Kumawu	District	Kumawu	Samuel Addai Agyekum	36	2	38
44	Amansie Central	District	Jacobu	Kwame Asamoah-Boateng	36	4	40
45	Bosomtwe	District	Kuntenase	Joseph Kwasi Asuming	46	4	50
46	Amansie South	District	Adubia	Clement Opoku Gyamfi	37	3	40
47	Akrofuom	District	Akrofuom	Maurice Jonas Woode	18	1	19
48	Obuasi East	District	Tutuka	Faustina Amissah	26	2	28
49	Adansi Asokwa	District	Adansi Asokwa	Andrew Adu Boahen	36	3	39
Appendix 1.3 BONO EAST REGION							
50	Atebubu Amantin	Municipal	Atebubu	Hon. Edward Owusu	43	4	47
51	Techiman	Municipal	Techiman	Hon. Benjamin Yaw Gyarko	42	6	48
52	Nkoranza South	Municipal	Nkoranza	Hon. Owuredu Daniel	40	2	42
53	Kintampo	Municipal	Kintampo	Hon. Isaac Baffoe Ameyaw	60	6	66
54	Kintampo South	District	Jema	Hon. Opoku Nyame	36	4	40
55	Pru West	District	Prang	Hon. Manu David	16	2	18

56	Pru East	District	Yeji	Hon. Alhaji Adams Abduali	21	2	23
57	Sene East	District	Kajaji	Hon. G.J. Kofi Gyimah	26	2	28
58	Sene West	District	Kwame Danso	Hon. John Nyarba	27	2	29
59	Techiman North	District	Tuobodam	Hon. Addo Donkor Everson	32	5	37
60	Nkoranza North	District	Busunya	Hon. Peter K. Osei-Fosu	34	4	38
Appendix 1.4 BONO REGION							
61	Berekum East	Municipal	Berekum	Hon. Kofi Adjei	34	6	40
62	Dormaa Central	Municipal	Dormaa Ahenkro	Hon. Drissah Ouattara	39	6	45
63	Jaman South	Municipal	Drobo	Hon. Andrews Bediako	49	8	57
64	Sunyani	Municipal	Sunyani	Hon. Ansu Kumi	42	7	49
65	Wenchi	Municipal	Wenchi	Hon. Alexander Obour Damoah	35	6	41
66	Sunyani West	Municipal	Nsawkaw	Hon. Evans Kusi Boadum	45	10	55
67	Tain	District	Sampa	Hon. Lucy Acheampong	46	7	53
68	Jaman North	District	Odumasi	Hon. Solomon Owusu	33	6	39
69	Dormaa East	District	Wamfie	Hon. Emmanuel Kofi Agyemang	28	4	32
70	Banda	District	Banda Ahenkro	Hon. Emmanuel Akone	17	2	19
71	Dormaa West	Municipal	Nkrankwanta	Hon. Francis Kwadwo Oppong	14	1	15
72	Berekum West	District	Jinijini	Hon. Dominic Oppong	25	3	28
Appendix 1.5 CENTRAL REGION							
73	Cape Coast	Metropolitan	Cape Coast	Hon. Ernest Arthur	58	8	66
74	Komenda-Edina-Eguafo-Abrem	Municipal	Elmina	Hon. Solomon Ebo Appiah	45	8	53
75	Effutu	Municipal	Winneba	Hon. Alhaji Zubairu Kassim	23	3	26
76	Mfantseman	Municipal	Saltpond	Hon. Ike Lord Ennu	47	5	52
77	Agona West	Municipal	Agona Swedru	Hon. Evans Addison Coleman	43	1	44
78	Awutu Senya East	Municipal	Kasoa	Hon. Anita Love Obo Amissah	17	2	19
79	Assin Fosu	Municipal	Assin Fosu	Hon. Nicholas Kofi Baako	20	2	22
80	Upper Denkyira East	Municipal	Dunkwa-On-Offin	Hon. Ebenezer Forson Appiah	38	6	44
81	Abura Asebu Kwamankese	Municipal	Abura Dunkwa	Hon. Willy Evans Obiri-Awuah	37	7	44
82	Gomoa Central	District	Gomoa Afransie	Hon. Benjamin Kojo Otoo	19	3	22
83	Gomoa West	District	Apam	Hon. Bismark Baisie Nkum	48	4	52

84	Ekumfi	District	Essakyir	Hon. Ebenezer Monney	34	4	38
85	Agona East	District	Agona Nsaba	Hon. Janet Odei Paintsil	22	8	30
86	Twifo Atti-Morkwa	District	Twifo Praso	Hon. Robert Agyeman Nyantakyi	37	3	40
87	Asikuma-Odoben-Brakwa	District	Breman Asikuma	Hon. Lawrence Edutuah -Asiaw	41	6	47
88	Ajumako-Enyan-Essiam	District	Ajumako	Hon. Ransford Kwesi Nyarko	57	11	68
89	Assin South	District	Assin Nsuaem-Kyekyewere	Hon. Felicia N. Amissah	32	4	36
90	Awutu Senya	District	Awutu Breku	Hon. Joseph Aidoo	30	5	35
91	Twifo Hemang Lower Denkyira	District	Hemang	Hon. Kennedy Sarpong	23	2	25
92	Upper Denkyira West	District	Diaso	Hon. Daniel Agyeman Assiedu	21	2	23
93	Gomoa East	District	Gomoa Potsin	Hon. Solomon Darko-Quarm	19	1	20
94	Assin North	District	Assin Beraku	Hon. Charles Ohene – Andoh	20	1	21
Appendix 1.6 EASTERN REGION							
95	Abuakwa North	Municipal	Kukurantumi	Hon. Alhaji Umare B. Bodinga	23	1	24
96	Abuakwa South	Municipal	Kibi	Hon. Akosua Asabea Annah	52	6	58
97	Achiase	District	Achiase	Hon. Richmond Amponsah	22	2	24
98	Akwapim North	Municipal	Akropong	Hon. Barima Asiedu Larbi	41	6	46
99	Akwapim South	Municipal	Aburi	Hon. Frank Aidoo	31	4	35
100	Akyemansa	District	Ofoase	Hon. Paul Asamoah	35	3	38
101	Asene Manso Akroso	District	Manso	Hon. Alex Incoom	31	1	32
102	Asuogyaman	District	Atimpoku	Hon. Samuel Kwame Agyekum	50	3	53
103	Atiwa East	District	Anyinam	Hon. Kwabena P. Nkansah	19	3	22
104	Atiwa West	District	Kwabeng	Hon. Seth Asante	22	2	24
105	Ayensuano	District	Coaltar	Hon. Josephine Awuku Ansaa Inkoom	35	4	39
106	Birim Central	Municipal	Akim Oda	Hon. Victoria Adu	51	7	58
107	Birim North	District	New Abirem	Hon. Redmond Nana Dartey	34	4	38
108	Birim South	District	Akim Swedru	Hon. Asare Danso	34	5	39
109	Denkyembour	District	Akwatia	Hon. Seth Birikorang Ofosu	28	2	30

110	Fanteakwa North	District	Begoro	Hon. Charles Oware-Tweneboah	39	2	41
111	Fanteakwa South	District	Osino	Hon. Ernest Ofosu	24	2	26
112	Kwaebibirem	Municipal	Kade	Hon. Seth Antwi Boasiako	49	7	56
113	Kwahu Afram Plains North	District	Donkorkrom	Hon. Isaac Ofori-Kore	40	5	45
114	Kwahu Afram Plains South	District	Tease	Hon. Evans Kyei Ntiri	37	3	40
115	Kwahu East	District	Abetifi	Hon. Isaac Agyapong	26	6	32
116	Kwahu South	Municipal	Mpraeso	Hon. Emmanuel Attah Ofori Snr	34	3	37
117	Kwahu West	Municipal	Nkawkaw	Hon. Yaw Owusu Addo	34	4	38
118	Lower Manya Krobo	Municipal	Odumasi Krobo	Hon. Simon Kwaku Tetteh	43	2	45
119	New Juaben North	Municipal	Effiduase	Hon. Comfort Asante	26	4	30
120	New Juaben South	Municipal	Koforidua	Hon. Isaac Appaw-Gyasi	43	6	49
121	Adoagyiri	Municipal	Nsawam	Hon. Isaac Kwadjo Buabeng	36	6	42
122	Okere	District	Adukrom	Hon. Daniel Kenneth	27	4	31
123	Suhum	Municipal	Suhum	Hon. Margaret Darko	34	6	40
124	Upper Manya Krobo	District	Asesewa	Hon. Joseph Sam	45	2	47
125	Upper West Akim	District	Adeiso	Hon. Eugene Sackey	35	3	38
126	West Akim	Municipal	Asamankese	Hon. Seth Oduro Boadu	43	3	46
127	Yilo Krobo	Municipal	Somanya	Hon. Eric Tetteh	58	5	63
Appendix 1.7 GREATER ACCRA REGION							
128	Accra	Metropolitan	Accra	Elizabeth K.T. Sackey	25	5	30
129	Tema	Municipal	Ada Foah	Yohanne Ashitey	26	5	31
130	Ada East	District	Dodowa	Sarah Dubakie Pobee	34	5	39
131	Shai-Osudoku	District	Amasaman	Fred Offei	29	5	34
132	Ga West	Municipal	Tema	Clement Wilkinson	21	4	25
133	Ga East	Municipal	Abokobi	Elizabeth Kaakie Mann	11	3	14
134	Ga South	Municipal	Ngleshie Amanfrom	Joseph Stephen Nyarni	27	1	28
135	Ashiaman	Municipal	Ashaiman	Albert Okyere	22	3	25
136	Adenta	Municipal	Adenta	Daniel Alexander Adumuah	13	5	18
137	Ledzokuku	Municipal	Teshie	Mordecai Quarshe	14	4	18
138	Ada West	District	Sege	Sampson Tetteh Kpankpa	20	1	21
139	Ningo-Prampram	Assembly	Prampram	Al –Latif T. Amanor	29	3	32

140	Ga Central	Municipal	Sowutuom	Mohammed Bashir Camara	14	6	20
141	La-Nkwantanang	Municipal	Madina	Jennifer Dede Afiagbedzi	19	2	21
142	Kpone Katamanso	Municipal	Kpone	Samuel Amanquah	24	3	27
143	La Dade-Kotopon	Municipal	La	Solomon Kotey-Nikoi	14	1	15
144	Okaikwei North	Municipal	Abeka	Boye Laryea	14	3	17
145	Ablekuma North	Municipal	Ablekuma North	Kofi Ofori Bella	16	5	21
146	Ablekuma West	Municipal	Dansoman	George Cyril Bray	14	2	16
147	Ayawaso East	Municipal	Nima	Salma Mohammed Sani	15	2	17
148	Ayawaso North	Municipal	Accra NewTown	Aminu Mohammed Zakar	14	4	18
149	Ayawaso West	Municipal	Dzorwulu	Sandra Owusu Obeng	12	7	19
150	Ga North	Municipal	Ofankor	Simons Sekyim	18	3	21
151	Weija-Gbawe	Municipal	Weija	Patrick K. Brako Kumor	19	2	21
152	Tema West	Municipal	Tema Community 2	Anna Adukwei Addo	13	4	17
153	Krowor	Municipal	Nungua	Joshua Nii Bortey	15	3	18
154	Ablekuma Central	Municipal	Latebiokorshie	Mariama Amui	8	3	11
155	Ayawaso Central	Municipal	Kokomlemle	Alhaji Mohammed Quaye	15	2	17
156	Korle Klottey	Municipal	Osu	Nii Adjei Tawiah	15	2	17
Appendix 1.8 NORTH EAST REGION							
157	East Mamprusi	Municipal	Gambaga				
158	West Mamprusi	Municipal	Walewale				
159	Chereponi	District	Chereponi				
160	Bunkpurugu Nakpanduri	District	Bunkpurugu				
161	Mamprugu Moagduri	District	Yagaba				
162	Yunyoo Nasuan	District	Yunyoo				
Appendix 1.9 NORTHERN REGION							
163	Tamale	Metropolitan	Tamale	Hon. Sule Salifu	54	5	59
164	Yendi	Municipal	Yendi	Hon. Alhaji Hammed A. Yussuf	40	3	43
165	Savelugu	Municipal	Savelugu	Hon. Hajia Ayishetu Seidu	35	4	39
166	Sagnarigu	Municipal	Sagnarigu	Hon. Yakubu Ahmed Mohammed	28	5	33

167	Gushegu	Municipal	Gushegu	Hon. Yaja Dawuni Robert	30	4	36
168	Nanumba North	Municipal	Bimbilla	Hon. Yaquob Abdulai	58	4	62
169	Tolon	District	Tolon	Hon. Fuseini Salifu Issifu	31	3	35
170	Saboba	District	Saboba	Hon. George K. Bingrini	34	3	37
171	Kpandai	District	Kpandai	Hon. Emmanuel K. Tatablata	37	2	39
172	Zabzugu	District	Zabzugu	Hon. Ahmed A. Iddrisu	22	2	24
173	Karaga	District	Karaga	Hon. Iddrisu Mohammed Saani	44	6	50
174	Nanumba South	District	Wulensi	Hon. Zakaria Issifu	38	4	42
175	Kumbungu	District	Kumbungu	Hon. Abdul-Salam H. Fatawu	33	2	35
176	Tatale-Sanguli	District	Tatale	Hon. Yanwube James Cecil	29	1	30
177	Mion	District	Sang	Hon. Mahama Negin Kwasi Samuel	28	1	29
178	Nanton	District	Nanton	Hon. Abdulai Murtada	25	2	27
Appendix 1.10 OTI REGION							
179	Nkwanta South	Municipal	Nkwanta	Hon. Bright K. Lenwah	41	2	43
180	Krachi East	Municipal	Dambai	Hon. Bernard Aborkugya Mensah	27	3	30
181	Nkwanta North	District	Kpassa	Hon. Nawugma K. William	21	1	22
182	Jasikan	Municipal	Jasikan	Hon. Elizabeth Kessiwah A. Anim	35	4	39
183	Krachi West	Municipal	Kete-Krachi	Hon. Emmanuel Kajal	32	1	33
184	Guan	District	Likpe Matey	Jalullah	11	2	13
185	Kadjebi	District	Kadjebi	Janet Emefa O.A Goka	48	4	52
186	Krachi Nchumuru	District	Chinderi	Hon. Willson Agbanyo	24	2	26
187	Biakoye	District	Nkonya Ahenkro	Hon. Kwasi Nkrumah	39	9	48
Appendix 1.11 SAVANNAH REGION							
188	Bole	District	Bole	Hon. Alele Veronica Heming	36	3	39
189	Central Gonja	District	Buipe	Hon. Iddrisu Salia	41	2	43
190	East Gonja	Municipal	Salaga	Hon. Broni Rechard	32	2	34
191	Sawla-Tuna-Kalba	District	Sawla	Hon. Jacob K. Dumakawe	45	2	47
192	West Gonja	Municipal	Damongo	Hon. Karim Musah Kusubari	16	1	17
193	North Gonja	District	Daboya	Hon. Adam Eliasu	22	2	24
194	North East Gonja	District	Kpalbe	Hon. Mohammed Musah Tindawu	15	1	16
Appendix 1.12 UPPER EAST REGION							

195	Bawku	Municipal	Bawku	Hon. Amadu Hamza Zanga	30	1	31
196	Bawku West	District	Zebilla	Hon. Daniel Anania Atampuba	45	4	49
197	Binduri	District	Binduri	Hon. Abagre Ayinga Yakubu	15	2	17
198	Bolgatanga East	District	Zuarungu	Hon. Albert Agana Akugre	22	4	26
199	Bolgatanga	Municipal	Bolgatanga	Hon. Rex Asanga	36	3	39
200	Bongo	District	Bongo	Hon. Rita Atanga	50	5	55
201	Builsa North	Municipal	Sandema	Hon. Vida Anaab Akantagriwen	41	4	45
202	Builsa South	District	Fumbisi	Hon. Daniel Gariba	27	2	29
203	Garu	District	Garu	Hon. Ali Haruna	17	2	19
204	Kassena Nankana	Municipal	Navrongo	Hon. Joseph Adongo	46	4	50
205	Kassena Nankana West	District	Paga	Hon. Gerard Atoagye	60	8	68
206	Nabdam	District	Nangodi	Hon. Agnes Anamoo	17	2	19
207	Pusiga	District	Pusiga	Hon. Zubeiru Abdulai	19	3	22
208	Talensi	District	Tongo	Hon. Thomas Duanaab Wuni	29	3	32
209	Tempane	District	Tempane	Hon. Issaka Anabida	21	4	25
Appendix 1.13 UPPER WEST REGION							
210	Jirapa	Municipal	Jirapa	Hon. Nicholas N. Soyiri,	50	3	53
211	Lambussie	District	Lambussie	Hon. Naluri George Gerard	33	3	36
212	Sissala East	Municipal	Sissala	Hon. Fuseini B. Yakubu	28	3	31
213	Lawra	Municipal	Lawra	Hon. Jacob D. Dery	39	3	42
214	Wa	Municipal	Wa	Hon. Tahiru Issahaku Moomin	41	4	45
215	Daffifama-Bussie-Issa	District	Issa	Hon. Nadi Imoro Sanda	19	2	21
216	Sissala West	District	Gwollu	Hon. Mohamud Forkah	29	2	31
217	Wa East	District	Funsi	Hon. Dr. Ewurah S.K. Mahama	33	2	35
218	Wa West	District	Weichiau	Hon. Diorotey Vida	38	3	41
219	Nadowli-Kaleo	District	Nadowli	Hon. Katherine T. Lankono	50	2	52
220	Nandom	Municipal	Nandom	Hon. Nero Raymond	32	4	36
Appendix 1.14 VOLTA REGION							
221	Ho	Municipal	Ho	Hon. Divine Komla Bosson	37	6	43
222	Hohoe	Municipal	Hohoe	Hon. Daniel Noble Awume	23	2	25
223	Keta	Municipal	Keta	Hon. Emmanuel Gemegah	29	3	32

224	Agortime-Ziope	District	Kpetoe	Hon. Emelia Emefa Adzimah	19	3	22
225	Akatsi South	District	Akatsi	Hon. Martin Kofitsey Nyahe	37	3	40
226	Ketu North	Municipal	Dzodze	Hon. Anthony Avorgbedor	49	6	55
227	Ketu South	Municipal	Denu	Hon. Maxwell Lugudor	54	3	57
228	North Tongu	District	Battor Dugame	Hon. Osborn Divine K. Fenu	40	2	42
229	South Tongu	District	Sogakope	Hon. Seth Kwasi Agbi	52	4	56
230	South Dayi	District	Kpeve	Hon. Ernest Patrick Kojo Mallet	27	4	31
231	Kpando	Municipal	Kpando	Hon. Geoffrey K. Badasu	25	3	28
232	North Dayi	District	Amfoegu	Hon. Edmund Kudzo Attah	27	7	34
233	Adaklu District	District	Adaklu Waya	Hon. Juliana Kpedekpo	19	1	20
234	Central Tongu	District	Adidome	Hon. Thomas Moore Zonyrah	37	3	40
235	Akatsi North	District	Ave Dakpa	Hon. Peter Ofosu	16	2	18
236	Ho West	District	Dzolokpuita	Hon. Ernest Victor Apau	30	7	37
237	Anloga	District	Anloga	Hon. Seth Yormewu	38	3	41
238	Afadzato South	District	Ve Golokwati	Hon. James Etornam Flolu	28	4	32
Appendix 1.15 WESTERN NORTH REGION							
239	Akontombra	District	Sefwi Akontombra	Hon. Yawson Amoah	20	2	22
240	Aowin	Municipal	Enchi	Hon. Samuel Adu Gyamfi	30	5	35
241	Bibiani Anhwiaso Bekwai	Municipal	Bibiani	Hon. Paul Andoh	46	6	52
242	Bia East	District	Adabokrom	Hon. Nicholas K. Yayin	14	2	16
243	Bia West	District	Essam-Dabiso	Hon. Bernard Blay	37	3	40
244	Bodi	District	Bodi	Hon. Ignatius Amankwah	14	2	16
245	Juaboso	District	Juabeso	Hon. Godfred Kwabena Agyei	20	3	23
246	Sefwi Wiawso	Municipal	Sefwi Wiawso	Hon. Louis Owusu-Agyepong	41	4	45
247	Suaman	District	Dadieso	Hon. Philip K. Boahen	17	2	19
Appendix 1.16 WESTERN REGION							
248	Sekondi - Takoradi	Metropolitan	Sekondi	Abdul-Muniru Issah	46	5	51
249	Tarkwa – Nsuaem	Municipal	Tarkwa	Benjamin Kessie	39	4	43
250	Nzema East	Municipal	Axim	Dorcas Elizabeth Amoah	33	4	37
251	Ahanta West	Municipal	Agona – Nkwanta	John Agyare	52	2	54

252	Prestea- Huni Valley	Municipal	Bogoso	Isaac Dasmani	41	5	46
253	Effia - Kwesimintsim	Municipal	Kwesimintsim	Kojo Acquah	17	3	20
254	Wassa Amenfi East	Municipal	Wassa – Akropong	Frederick Korankye	37	1	38
255	Wassa Amenfi West	Municipal	Asankragwa	Lord Nana Tandoh	23	4	27
256	Jomoro	Municipal	Half Assini	Lousia Iris Arde	47	2	49
257	Shama	District	Shama	Ebenezer Dadzie	23	2	25
258	Wassa East	District	Daboase	Emmanuel Boakye	28	2	30
259	Mpohor	District	Mpohor	Ignatius Asaah Mensah	18	1	19
260	Ellembelle	District	Nkroful	Kwesi Bonzoh	49	3	52
261	Amenfi Central	District	Manso	Patrick Hockson Amponteng	28	4	32

Appendix 2: Update of Regional Core Indicators

Appendix 2.1: Ahafo Region

No	Indicator		Baseline (2022)	2023 Target	2023 Actual	Key Programmes Undertaken During the Year	Challenges Encountered in the Year	Policy Recommendations
MANAGEMENT & ADMINISTRATION								
1.	Number of Statutory and Other Meetings Held							
		Bi-annual and Emergency RCC Meetings	2	2	2	N/A	N/A	N/A
		RPCU Meetings	4	4	4	N/A	N/A	N/A
		Management Meetings	4	4	4	N/A	N/A	N/A
		Number of REGSEC Meetings Held	12	12	12	N/A	N/A	N/A
2.	Number of Quarterly Monitoring Visits Undertaken, Reports Generated and Disseminated							
		MMDA	4	4	3	N/A	N/A	N/A
		DP Supported Projects and Programmes	4	4	3	N/A	N/A	N/A
3.	Availability of Regional Integrated Budget (RIBS) and Procurement Plan		Yes	Yes	Yes	Preparation of RIBS and Procurement Plan	N/A	N/A
4.	Number of Procurement Plan Reviews Undertaken		4	4	4	N/A	N/A	N/A
5.	Number of Staff List Update Reports Submitted to OHLGS		12	12	12	N/A	N/A	N/A
6.	Percentage of Generic Training Programmes Implemented for MMDA Staff		80	82	85	N/A	N/A	N/A
7.	Number of MMDAs that met the DPAT Compliance Indicators		6	6	5	N/A	N/A	N/A

No	Indicator		Baseline (2022)	2023 Target	2023 Actual	Key Programmes Undertaken During the Year	Challenges Encountered in the Year	Policy Recommendations
8.	Metro, Municipal and District Assemblies that Obtained Above the National Average		6	6	6	N/A	N/A	N/A
9.	Number of MMDAs DMTDP (2022-2025) Received and Harmonised		6	6	6	N/A	N/A	N/A
10.	Number of MMDAs Having 2022 Annual Action Plans Linked with the Composite Budget		6	6	6	N/A	N/A	N/A
11.	Number of Development Partners (DPs) Meetings/ Forums Held at the RCC Level		4	4	4	N/A	N/A	N/A
12.	Number/Percentage of Staff Performance Appraisals Undertaken					Issuing of timelines for the completion of appraisals	Poorly formulated indicators to measure KPAs	Training on the completion of the appraisal forms
		RCCs	95	100	98			
		MMDAs	89	100	91			
BUDGET AND FINANCE								
13.	Finance and Audit Operations							
	Availability of Operational Audit Committees		Yes	Yes	Yes	Inauguration of audit committees and meetings held	Inadequate resources to finance meetings	Ensure the availability of funds
	Percentage of Audit Committee Recommendations Implemented		93	100	98	Strengthening of internal control measures	N/A	N/A
14.	Percentage of IGF Used for Development Projects		N/A	N/A	N/A	N/A	N/A	N/A
15.	Revenue Mobilisation and Management							
		Total Amount of Internally Generated Revenue	N/A	N/A	N/A	N/A	N/A	N/A
		Amount of DP and NGO Contribution	N/A	N/A	N/A	N/A	N/A	N/A
		Percentage of DA Expenditure within Plan and Budget	N/A	N/A	N/A	N/A	N/A	N/A

No	Indicator	Baseline (2022)	2023 Target	2023 Actual	Key Programmes Undertaken During the Year	Challenges Encountered in the Year	Policy Recommendations
SOCIAL SERVICES DELIVERY							
16.	Percentage Change in BECE Pass Rate	75	100	94.75	Organised SPAM and stakeholders' forum	N/A	N/A
17.	Percentage of Schools with KG	90.5	100	92	N/A	N/A	N/A
18.	Gross Enrolment Rate				Organised My First Day at School	N/A	N/A
	Primary	12.5	100	0.95	Strengthened the CSSPS processes	N/A	N/A
	JHS	13.2	100	0.94	Organised sensitisation programmes	N/A	N/A
	SHS	N/A	N/A	N/A	N/A	N/A	N/A
19.	New Admission Rate in Primary Schools	105.9	100	107.5		N/A	N/A
20.	Gender Parity Index	0.52	1	0.13		N/A	N/A
21.	Proportion of Unemployed Youth Benefitting from Skills or Apprenticeship and Entrepreneurial Training	N/A	N/A	N/A	N/A	N/A	N/A
22.	Maternal Mortality Rate	1:12,516	1:16,700	1:12,614	Established pregnancy schools	Inadequate midwives	Recruit more midwives to augment the existing ones
23.	Infant Mortality Rate	N/A	N/A	N/A	Intensified ante-natal and post natal services	Inadequate midwives	Recruit more midwives to augment the existing ones
24.	Under-5 Mortality Rate	N/A	N/A	N/A		Inadequate midwives	Recruit more midwives to augment the existing ones
25.	Malaria Case Fatality in Children Under-5 years per 10,000 Population	0.36	0.54	1	N/A	Late distribution of the treated mosquito nets	Ensure the timely distribution of nets

No	Indicator		Baseline (2022)	2023 Target	2023 Actual	Key Programmes Undertaken During the Year	Challenges Encountered in the Year	Policy Recommendations
26.	HIV and AIDs Prevalence Rate (% of Adult Population, 15-49 years HIV Positive)		2.2	2.1	2.3	Testing of HIV statuses during public events		Availability of testing kits
27.	NHIS Enrolment		100,230	110,253	105,241	Sensitisation on the use of the mobile renewal	N/A	Intensify sensitisation
28.	Number of Reported Cases of Abused (Children, Women and Men)		N/A	N/A	N/A	Strengthened ISS Organised Sensitisation on the need to report	Difficult to reach places such as Afram Plains Areas	Provision of safety jackets Coordination
29.	Police-Citizen Ratio		N/A	N/A	N/A	Increased police visibility	N/A	N/A
INFRASTRUCTURE DELIVERY AND MANAGEMENT								
30.	Percentage of Population with Access to Safe Water Sources (Water Coverage)		N/A	N/A	N/A	Rationed water	Non-payment of water bills	Payment of bills
		Rural	20	45	36	Maintained water facilities	Pollution of waterbodies by illegal mining activities	Protection of water bodies
		Urban	61.4	75	68			
		Total	81.4	120	104			
31.	Proportion of Educational and Health Facilities Rehabilitated/Maintained as Against Newly Constructed Ones		N/A	N/A	N/A	Implementation of 7 Agenda 111 hospitals	Delays in the completion of hospitals	Timely release of funds
32.	Proportion or Length of Roads Maintained or Rehabilitated		N/A	N/A	N/A			
		Trunk Roads in kms	N/A	N/A	N/A	N/A	Non-payment of IPCS raised by contractors	Timely payment of IPCs
		Urban Roads in kms	575.5	650	575.5	N/A	Non-payment of IPCS raised by contractors	Timely payment of IPCs
		Feeder Roads in kms	496.6	800	683	N/A	Non-payment of IPCS raised by contractors	Timely payment of IPCs

No	Indicator		Baseline (2022)	2023 Target	2023 Actual	Key Programmes Undertaken During the Year	Challenges Encountered in the Year	Policy Recommendations
33.	Percentage Change in Number of Households with Access to Electricity		85.9	90	87.6	N/A	N/A	N/A
ENVIRONMENTAL AND SANITATION MANAGEMENT								
34.	Safe Sanitation Coverage		72.6	90	80.4	Implemented the Sustainable Cleaning, Greening and Beautification	Late lifting of communal bins at vantage points Absence of bins at vantage points	Provision of bins at vantage points
35.	Proportion of Communities Declared ODF		N/A	N/A	N/A	Strengthened CLTS	N/A	Provisions of funds
36.	Hectares of Degraded Forest, Mining, Dry and Wetlands Rehabilitated or Restored		N/A	N/A	N/A	Implementation of Ghana Landscape Restoration and Small-Scale Mining Programme	Lack of alternative livelihoods	Increase the coverage of the alternative livelihood project
		Forests	N/A	N/A	N/A			Good project
		Mining	N/A	N/A	N/A			Good project
		Dry and Wetland	N/A	N/A	N/A			Good project
ECONOMIC DEVELOPMENT								
37.	Percentage Increase in Yield of Selected Crops, Livestock and Fish		N/A	N/A	N/A			
38.	Percentage Increase in Tourist Arrivals		N/A	N/A	N/A	N/A	N/A	N/A
39.	Teledensity or Penetration Rate		N/A	N/A	N/A	N/A	N/A	N/A
		N/A	N/A	N/A	N/A	N/A	N/A	N/A
		N/A	N/A	N/A	N/A	N/A	N/A	N/A

Appendix 2.2: Ashanti Region

S#	Indicator		Baseline (2022)	2023 Target	2023 Actual	Key Programmes Undertaken During the Year	Challenges Encountered in the Year	Policy Recommendations
MANAGEMENT & ADMINISTRATION								
1	Number of statutory and other meetings held	Bi-annual and emergency RCC meetings	2	2	2	N/A	N/A	N/A
		RPCU meetings	4	4	4	N/A	N/A	N/A
		Management meetings		12	14	N/A	N/A	N/A
		Number of REGSEC meetings held	12	12	13	N/A	N/A	N/A
2	No. of Q'terly Monitoring Visits undertaken, reports generated and disseminated	MMDA	4	4	4	N/A	N/A	N/A
		DP supported projects and programmes	2			N/A	N/A	N/A
3	Availability of Regional Integrated Plan, Budget (RIBS) and procurement plan		1 each	1 each	1 each	N/A	N/A	N/A
4	Number of Procurement plan reviews undertaken		4	4	4	N/A	N/A	N/A
5	Number of Staff List update reports submitted to OHLGS		12			N/A	N/A	N/A
7	Number of MMDAs that met the DPAT minimum conditions		39	43	36	N/A	N/A	N/A
8	Metro, Municipal & District Assemblies that obtained above the national average		43			N/A	N/A	N/A
10	Number of MMDAs having 2023 Annual Action Plans linked with the composite budget		43	43	43	N/A	N/A	N/A
12	Number/ Percentage of	RCCs		135	135	N/A	N/A	N/A
		MMDAs			4,738	N/A	N/A	N/A

S#	Indicator		Baseline (2022)	2023 Target	2023 Actual	Key Programmes Undertaken During the Year	Challenges Encountered in the Year	Policy Recommendations
	Staff Performance Appraisals undertaken		4738					
	BUDGET AND FINANCE							
13	Finance and Audit Operations							
	Availability of operational Audit Committees		43	43	43	N/A	N/A	N/A
	Percentage of Audit Committee recommendations implemented		100%	N/A	N/A	N/A	N/A	N/A
14	Percentage of IGF used for development projects			N/A	N/A	N/A	N/A	N/A
15	Revenue Mobilization and Management							
	▪ Total amount of internally generated revenue		82,286,370.02	96,634,060.35	N/A	N/A	N/A	N/A
	▪ Amount of DP and NGO contribution		823.554.00	581.129.00	N/A	N/A	N/A	N/A
	▪ Percentage of DA expenditure within plan and budget		97	100	N/A	N/A	N/A	N/A
SOCIAL SERVICES DELIVERY								
16	Percentage change in BECE pass rate		N/A	N/A	N/A	N/A	N/A	N/A
17	Percentage of schools with KG		95.9%	N/A	N/A	N/A	N/A	N/A
18	Gross enrolment rate	Primary	100.9	N/A	N/A	N/A	N/A	N/A
		JHS	87.8	N/A	N/A	N/A	N/A	N/A
		SHS	N/A	N/A	N/A	N/A	N/A	N/A
19	Net admission rate in primary schools		100%	100%	N/A	N/A	N/A	N/A
20	Gender parity index		N/A	N/A	N/A	N/A	N/A	N/A
21	Proportion of unemployed youth benefitting from skills or apprenticeship and entrepreneurial training		N/A	N/A	N/A	N/A	N/A	N/A

S#	Indicator		Baseline (2022)	2023 Target	2023 Actual	Key Programmes Undertaken During the Year	Challenges Encountered in the Year	Policy Recommendations
22	Maternal mortality rate		0.0002	0.000	N/A	N/A	N/A	N/A
			132/100,000 live births	N/A	N/A	N/A	N/A	N/A
23	Infant mortality rate		7/1,000 live births	N/A	N/A	N/A	N/A	N/A
24	Under 5 mortality rate		N/A	N/A	N/A	N/A	N/A	N/A
25	Malaria case fatality in children under 5 yrs per 10,000 population		0.02/10,000<5	N/A	N/A	N/A	N/A	N/A
26	HIV and AIDS prevalence rate (% of adult population, 15 -49 yrs HIV positive)		N/A	N/A	N/A	N/A	N/A	N/A
27	NHIS enrolment		N/A	N/A	N/A	N/A	N/A	N/A
28	Number of reported cases of abuse (children, women and men)		860	430	N/A	N/A	N/A	N/A
29	Police-Citizens Ratio		N/A	N/A	N/A	N/A	N/A	N/A
INFRASTRUCTURE DELIVERY AND MANAGEMENT								
30	Percentage of population with access to Safe water sources (water coverage)	Rural	60%	56%	N/A	N/A	N/A	N/A
		Urban	77%	70%	N/A	N/A	N/A	N/A
		Total	68.5%	63%	N/A	N/A	N/A	N/A
32	Proportion of educational and health facilities rehabilitated/ maintained as against newly constructed ones		N/A	N/A	N/A	N/A	N/A	N/A
33	Proportion or length of roads maintained or rehabilitated							
	▪ Trunk roads in kms		1,223	N/A	N/A	N/A	N/A	N/A
	▪ Urban roads in kms		1,117.3	1,693	N/A	N/A	N/A	N/A
	▪ Feeder roads in kms		4,095.8	5,552	N/A	N/A	N/A	N/A

S#	Indicator		Baseline (2022)	2023 Target	2023 Actual	Key Programmes Undertaken During the Year	Challenges Encountered in the Year	Policy Recommendations
34	Percentage change in number of households with access to electricity		90.2	95	N/A	N/A	N/A	N/A
	ENVIRONMENTAL AND SANITATION MANAGEMENT							
35	Safe sanitation coverage		38	37	N/A	N/A	N/A	N/A
36	Proportion of communities declared ODF		4%	10%	N/A	N/A	N/A	N/A
37	Hectares of degraded forest, mining, dry and wetlands rehabilitated or restored	Forests	N/A	N/A	N/A	N/A	N/A	N/A
		Mining	N/A	N/A	N/A	N/A	N/A	N/A
		Dry and Wetland	N/A	N/A	N/A	N/A	N/A	N/A
	ECONOMIC DEVELOPMENT							
38	Percentage increase in yield of selected crops, livestock and fish		N/A	N/A	N/A	N/A	N/A	N/A
39	Percentage increase in tourist arrivals							
40	Teledensity or penetration rate	Fixed lines	3.7	15	N/A	N/A	N/A	N/A
		Mobile	82	100	N/A	N/A	N/A	N/A

Appendix 2.3: Bono East Region

No	Indicator	Baseline (2022)	2023 Target	2023 Actual	Key Programmes Undertaken During the Year	Challenges Encountered in the Year	Policy Recommendations
MANAGEMENT & ADMINISTRATION							

No	Indicator		Baseline (2022)	2023 Target	2023 Actual	Key Programmes Undertaken During the Year	Challenges Encountered in the Year	Policy Recommendations
1.	Number of Statutory and Other Meetings Held		4	4	4			
		Bi-annual and Emergency RCC Meetings	6	6	6	N/A	N/A	N/A
		RPCU Meetings	4	4	4	N/A	N/A	N/A
		Management Meetings	4	4	4	N/A	N/A	N/A
		Number of REGSEC Meetings Held	12	12	12	N/A	N/A	N/A
2.	Number of Quarterly Monitoring Visits Undertaken, Reports Generated and Disseminated		4	4	4			
		MMDA	4	4	4	N/A	N/A	N/A
		DP Supported Projects and Programmes	4	4	4	N/A	N/A	N/A
3.	Availability of Regional Integrated Budget (RIBS) and Procurement Plan		1	1	1	Preparation of RIBS and Procurement Plan	N/A	N/A
4.	Number of Procurement Plan Reviews Undertaken		4	4	4	N/A	N/A	N/A
5.	Number of Staff List Update Reports Submitted to OHLGS		2	2	2	N/A	N/A	N/A

No	Indicator	Baseline (2022)	2023 Target	2023 Actual	Key Programmes Undertaken During the Year	Challenges Encountered in the Year	Policy Recommendations
6.	Percentage of Generic Training Programmes Implemented for MMDA Staff				N/A	N/A	N/A
7.	Number of MMDAs that met the DPAT Compliance Indicators				N/A	N/A	N/A
8.	Metro, Municipal and District Assemblies that Obtained Above the National Average	11	11	11	N/A	N/A	N/A
9.	Number of MMDAs DMTDP (2022-2025) Received and Harmonised				N/A	N/A	N/A
10.	Number of MMDAs Having 2022 Annual Action Plans Linked with the Composite Budget	11	11	11	N/A	N/A	N/A
11.	Number of Development Partners (DPs) Meetings/ Forums Held at the RCC Level				N/A	N/A	N/A
12.	Number/Percentage of Staff Performance Appraisals Undertaken	N/A	N/A	N/A	Issuing of timelines for the completion of appraisals	Poorly formulated indicators to measure KPAs	Training on the completion of the appraisal forms
	RCCs	N/A	N/A	N/A			
	MMDAs	N/A	N/A	N/A			
BUDGET AND FINANCE							

No	Indicator		Baseline (2022)	2023 Target	2023 Actual	Key Programmes Undertaken During the Year	Challenges Encountered in the Year	Policy Recommendations
13.	Finance and Audit Operations		8	8	7			
	Availability of Operational Audit Committees		3	4	2	Inauguration of audit committees and meetings held	Inadequate resources to finance meetings	Ensure the availability of funds
	Percentage of Audit Committee Recommendations Implemented		100%	100%	98%	Strengthening of internal control measures	N/A	N/A
14.	Percentage of IGF Used for Development Projects		N/A	N/A	N/A	N/A	N/A	N/A
15.	Revenue Mobilisation and Management							
		Total Amount of Internally Generated Revenue	N/A	N/A	N/A	N/A	N/A	N/A
		Amount of DP and NGO Contribution	N/A	N/A	N/A	N/A	N/A	N/A
		Percentage of DA Expenditure within Plan and Budget	N/A	N/A	N/A	N/A	N/A	N/A
SOCIAL SERVICES DELIVERY								
16.	Percentage Change in BECE Pass Rate		84.50%	84.50%	82.30%	Organised SPAM and	N/A	N/A

No	Indicator		Baseline (2022)	2023 Target	2023 Actual	Key Programmes Undertaken During the Year	Challenges Encountered in the Year	Policy Recommendations
						stakeholders' forum		
17.	Percentage of Schools with KG		N/A	N/A	N/A	N/A	N/A	N/A
18.	Gross Enrolment Rate					Organised My First Day at School	N/A	N/A
		Primary	93.50%	98.00%	95%	Strengthened the CSSPS processes	N/A	N/A
		JHS	96.10%	97.00%	96.50%	Organised sensitisation programmes	N/A	N/A
		SHS	60.20%	70%	64.10%	N/A	N/A	N/A
19.	New Admission Rate in Primary Schools		N/A	N/A	N/A		N/A	N/A
20.	Gender Parity Index		N/A	N/A	N/A		N/A	N/A
21.	Proportion of Unemployed Youth Benefitting from Skills or Apprenticeship and Entrepreneurial Training		N/A	N/A	N/A	N/A	N/A	N/A
22.	Maternal Mortality Rate		71/100,000 LB	60/100,000 LB	88/100,000 LB	Established pregnancy schools	Inadequate midwives	Recruit more midwives to

No	Indicator	Baseline (2022)	2023 Target	2023 Actual	Key Programmes Undertaken During the Year	Challenges Encountered in the Year	Policy Recommendations
							augment the existing ones
23.	Infant Mortality Rate	10.5/1000LB	10/1000LB	10.2/1000LB	Intensified ante-natal and post natal services	Inadequate midwives	Recruit more midwives to augment the existing ones
24.	Under-5 Mortality Rate	13.2/1000LB	10/1000LB	13.4/1000LB		Inadequate midwives	Recruit more midwives to augment the existing ones
25.	Malaria Case Fatality in Children Under-5 years per 10,000 Population	0.23	0.1	0.12	N/A	Late distribution of the treated mosquito nets	Ensure the timely distribution of nets
26.	HIV and AIDs Prevalence Rate (% of Adult Population, 15-49 years HIV Positive)	3.50%	N/A	3%	Testing of HIV statuses during public events		Availability of testing kits
27.	NHIS Enrolment	877,097	N/A	891,399	Sensitisation on the use of the mobile renewal	N/A	Intensify sensitisation
28.	Number of Reported Cases of Abused (Children, Women and Men)	N/A	N/A	N/A	Strengthened ISS Organised Sensitisation on	Difficult to reach places such as Afram Plains Areas	Provision of safety jackets Coordination

No	Indicator		Baseline (2022)	2023 Target	2023 Actual	Key Programmes Undertaken During the Year	Challenges Encountered in the Year	Policy Recommendations
						the need to report		
29.	Police-Citizen Ratio		N/A	N/A	N/A	Increased police visibility	N/A	N/A
INFRASTRUCTURE DELIVERY AND MANAGEMENT								
30.	Percentage of Population with Access to Safe Water Sources (Water Coverage)		N/A	N/A	N/A	Rationed water	Non-payment of water bills	Payment of bills
		Rural	73.20%	75%	74.10%	Maintained water facilities	Pollution of waterbodies by illegal mining activities	Protection of water bodies
		Urban	88.10%	89.40%	88.90%			
		Total	82.70%	85%	83.30%			
31.	Proportion of Educational and Health Facilities Rehabilitated/Maintained as Against Newly Constructed Ones		N/A	N/A	N/A	Implementation of 7 Agenda 111 hospitals	Delays in the completion of hospitals	Timely release of funds
32.	Proportion or Length of Roads Maintained or Rehabilitated		N/A	N/A	N/A			
		Trunk Roads in kms	N/A	N/A	N/A	N/A	Non-payment of IPCS raised by contractors	Timely payment of IPCs

No	Indicator		Baseline (2022)	2023 Target	2023 Actual	Key Programmes Undertaken During the Year	Challenges Encountered in the Year	Policy Recommendations
		Urban Roads in kms	N/A	N/A	N/A	N/A	Non-payment of IPCS raised by contractors	Timely payment of IPCs
		Feeder Roads in kms	N/A	1972.2	935.3	N/A	Non-payment of IPCS raised by contractors	Timely payment of IPCs
33.	Percentage Change in Number of Households with Access to Electricity		N/A	N/A	N/A	N/A	N/A	N/A
ENVIRONMENTAL AND SANITATION MANAGEMENT								
34.	Safe Sanitation Coverage		37.00%	37.00%	37.50%	Implemented the Sustainable Cleaning, Greening and Beautification	Late lifting of communal bins at vantage points Absence of bins at vantage points	Provision of bins at vantage points
35.	Proportion of Communities Declared ODF		0%	2%	0%	Strengthened CLTS	N/A	Provisions of funds
36.	Hectares of Degraded Forest, Mining, Dry and Wetlands Rehabilitated or Restored		N/A	N/A	N/A	Implementation of Ghana Landscape Restoration and Small-Scale	Lack of alternative livelihoods	Increase the coverage of the alternative

No	Indicator		Baseline (2022)	2023 Target	2023 Actual	Key Programmes Undertaken During the Year	Challenges Encountered in the Year	Policy Recommendations
						Mining Programme		livelihood project
		Forests	N/A	N/A	N/A			Good project
		Mining	N/A	N/A	N/A			Good project
		Dry and Wetland	N/A	N/A	N/A			Good project
ECONOMIC DEVELOPMENT								
37.	Percentage Increase in Yield of Selected Crops, Livestock and Fish		N/A	N/A	N/A			
38.	Percentage Increase in Tourist Arrivals		N/A	N/A	N/A	N/A	N/A	N/A
39.	Teledensity or Penetration Rate		N/A	N/A	N/A	N/A	N/A	N/A
		N/A	N/A	N/A	N/A	N/A	N/A	N/A
		N/A	N/A	N/A	N/A	N/A	N/A	N/A

Appendix 2.4: Eastern Region

No	Indicator	Baseline (2022)	2023 Target	2023 Actual	Key Programmes Undertaken During the Year	Challenges Encountered in the Year	Policy Recommendations
MANAGEMENT & ADMINISTRATION							

No	Indicator		Baseline (2022)	2023 Target	2023 Actual	Key Programmes Undertaken During the Year	Challenges Encountered in the Year	Policy Recommendations
40.	Number of Statutory and Other Meetings Held							
		Bi-annual and Emergency RCC Meetings	2	2	2	N/A	N/A	N/A
		RPCU Meetings	4	4	4	N/A	N/A	N/A
		Management Meetings	4	4	4	N/A	N/A	N/A
		Number of REGSEC Meetings Held	12	12	12	N/A	N/A	N/A
41.	Number of Quarterly Monitoring Visits Undertaken, Reports Generated and Disseminated							
		MMDA	4	4	4	N/A	N/A	N/A
		DP Supported Projects and Programmes	1	1	1	N/A	N/A	N/A
42.	Availability of Regional Integrated Budget (RIBS) and Procurement Plan		Yes	Yes	Yes	N/A	N/A	N/A
43.	Number of Procurement Plan Reviews Undertaken		4	4	4	N/A	N/A	N/A
44.	Number of Staff List Update Reports Submitted to OHLGS		12	12	12	N/A	N/A	N/A
45.	Percentage of Generic Training Programmes Implemented for MMDA Staff		80	82	85	N/A	N/A	N/A
46.	Number of MMDAs that met the DPAT Compliance Indicators		33/33	33/33		N/A	N/A	N/A
47.	Metro, Municipal and District Assemblies that Obtained Above the National Average		30/33	33/33		N/A	N/A	N/A
48.	Number of MMDAs DMTDP (2022-2025) Received and Harmonised		33	33	33	N/A	N/A	N/A
49.	Number of MMDAs Having 2022 Annual Action Plans Linked with the Composite Budget		33	33	33	N/A	N/A	N/A
50.	Number of Development Partners (DPs) Meetings/ Forums Held at the RCC Level		4	4	4	N/A	N/A	N/A

No	Indicator		Baseline (2022)	2023 Target	2023 Actual	Key Programmes Undertaken During the Year	Challenges Encountered in the Year	Policy Recommendations
51.	Number/Percentage of Staff Performance Appraisals Undertaken					Issuing of timelines for the completion of appraisals	Poorly formulated indicators to measure KPAs	Training on the completion of the appraisal forms
		RCCs	90%	92%	95%			
		MMDAs	85%	90%	88%			
BUDGET AND FINANCE								
52.	Finance and Audit Operations							
	Availability of Operational Audit Committees		Yes	Yes	Yes	Inauguration of audit committees	Inadequate resources to finance meetings	Ensure the availability of funds
	Percentage of Audit Committee Recommendations Implemented		95	100	100	Strengthening of internal control measures	N/A	N/A
53.	Percentage of IGF Used for Development Projects		N/A	N/A	N/A	N/A	N/A	N/A
54.	Revenue Mobilisation and Management							
		Total Amount of Internally Generated Revenue	N/A	N/A	N/A	N/A	N/A	N/A
		Amount of DP and NGO Contribution	N/A	N/A	N/A	N/A	N/A	N/A
		Percentage of DA Expenditure within Plan and Budget	100	100	100	N/A	N/A	N/A
SOCIAL SERVICES DELIVERY								
55.	Percentage Change in BECE Pass Rate		10%	15%%	NDY	Organised SPAM and stakeholders' forum	N/A	N/A
56.	Percentage of Schools with KG		-	-		N/A	N/A	N/A
57.	Gross Enrolment Rate					Organised My First Day at School	N/A	N/A
		Primary	88.2%	100%	87.2%	Strengthened the CSSPS processes	N/A	N/A

No	Indicator		Baseline (2022)	2023 Target	2023 Actual	Key Programmes Undertaken During the Year	Challenges Encountered in the Year	Policy Recommendations
		JHS	71.8%	92%	73.6%	Organised sensitisation programmes	N/A	N/A
		SHS	60.3%	63%	65.06%		N/A	N/A
58.	New Admission Rate in Primary Schools			88%	90.3%		N/A	N/A
59.	Gender Parity Index		1	1			N/A	N/A
60.	Proportion of Unemployed Youth Benefitting from Skills or Apprenticeship and Entrepreneurial Training					N/A	N/A	N/A
61.	Maternal Mortality Rate		132.1	60	70	Established pregnancy schools	Inadequate midwives	Recruit more midwives to augment the existing ones
62.	Infant Mortality Rate		8.8	0.02	0.031	Intensified ante-natal and post natal services	Inadequate midwives	Recruit more midwives to augment the existing ones
63.	Under-5 Mortality Rate		10.2	-	N/A		Inadequate midwives	Recruit more midwives to augment the existing ones
64.	Malaria Case Fatality in Children Under-5 years per 10,000 Population		0.06	0.4	1.09	N/A	Late distribution of the treated mosquito nets	Ensure the timely distribution of nets
65.	HIV and AIDs Prevalence Rate (% of Adult Population, 15-49 years HIV Positive)		0.14	-	0.14	Testing of HIV statuses during public events		Availability of testing kits
66.	NHIS Enrolment		75.8	78	78.5	Sensitisation on the use of the mobile renewal	N/A	Intensify sensitisation
67.	Number of Reported Cases of Abused (Children, Women and Men)		3	106	502	Strengthened ISS Organised Sensitisation on the need to report	Difficult to reach places such as Afram Plains Areas	Provision of safety jackets Coordination

No	Indicator		Baseline (2022)	2023 Target	2023 Actual	Key Programmes Undertaken During the Year	Challenges Encountered in the Year	Policy Recommendations
68.	Police-Citizen Ratio		1:1,162	0.3888889	1:1,162	Increased police visibility	N/A	N/A
INFRASTRUCTURE DELIVERY AND MANAGEMENT								
69.	Percentage of Population with Access to Safe Water Sources (Water Coverage)					Rationed water	Non-payment of water bills	Payment of bills
		Rural	54.34	54.34	54.34	Maintained water facilities	Pollution of waterbodies by illegal mining activities	Protection of water bodies
		Urban		61.55%	61.55%			
		Total	56.5	56.5%	58.9%			
70.	Proportion of Educational and Health Facilities Rehabilitated/Maintained as Against Newly Constructed Ones		0.08888889	0.1298611-	0.089	Implementation of 7 Agenda 111 hospitals	Delays in the completion of hospitals	Timely release of funds
71.	Proportion or Length of Roads Maintained or Rehabilitated							
		Trunk Roads in kms	686.38	0.293	0.177	N/A	Non-payment of IPCS raised by contractors	Timely payment of IPCs
		Urban Roads in kms	38.4	0.1037	0.033	N/A	Non-payment of IPCS raised by contractors	Timely payment of IPCs
		Feeder Roads in kms	760	0.3531	0.233	N/A	Non-payment of IPCS raised by contractors	Timely payment of IPCs
72.	Percentage Change in Number of Households with Access to Electricity		N/A	N/A	N/A	N/A	N/A	N/A
ENVIRONMENTAL AND SANITATION MANAGEMENT								
73.	Safe Sanitation Coverage		31.0%	35.0%	31.9%	Implemented the Sustainable Cleaning, Greening and Beautification	Late lifting of communal bins at vantage points Absence of bins at vantage points	Provision of bins at vantage points
74.	Proportion of Communities Declared ODF		1.7%	1.8%	1.9%	Strengthened CLTS	N/A	Provisions of funds

No	Indicator		Baseline (2022)	2023 Target	2023 Actual	Key Programmes Undertaken During the Year	Challenges Encountered in the Year	Policy Recommendations
75.	Hectares of Degraded Forest, Mining, Dry and Wetlands Rehabilitated or Restored					Implementation of Ghana Landscape Restoration and Small-Scale Mining Programme	Lack of alternative livelihoods	Increase the coverage of the alternative livelihood project
		Forests	1135.35ha	1135.35ha	1135.35ha			Good project
		Mining	3.4ha	3.4Ha	3.4Ha			Good project
		Dry and Wetland	N/A	N/A	N/A			Good project
ECONOMIC DEVELOPMENT								
76.	Percentage Increase in Yield of Selected Crops, Livestock and Fish		-	-	-			
77.	Percentage Increase in Tourist Arrivals		-	-	-	N/A	N/A	N/A
78.	Teledensity or Penetration Rate					N/A	N/A	N/A
		Fixed Lines	-	-	-	N/A	N/A	N/A
		Mobile	-	-	-	N/A	N/A	N/A

Appendix 2.5: Greater Accra Region

SNo	Indicator		Baseline	Target	Actual	Key Programmes Undertaken During the Year	Challenges Encountered in the Year	Policy Recommendations
			2022	2023	2023			
MANAGEMENT & ADMINISTRATION								
1	Number of statutory and other meetings held		6	6	6	Target achieved		
		Bi-annual and emergency RCC meetings	2	2	2	Target achieved		
		RPCU meetings	4	4	4	Target achieved		
		Management meetings	12	12	12	66.7% carried out		

SNo	Indicator		Baseline	Target	Actual	Key Programmes Undertaken During the Year	Challenges Encountered in the Year	Policy Recommendations
			2022	2023	2023			
		Number of REGSEC meetings held	12	12	12	Target achieved		
2	Number of Quarterly Monitoring Visits undertaken, reports generated and disseminated		4	4	4	Target achieved		
		MMDA	4	4	4	Target achieved		
		DP supported projects and programmes	1	1	1	Target achieved		
3	Availability of Regional Integrated Budget (RIB) and procurement plan		2	2	2	Target achieved		
4	Number of Procurement plan reviews undertaken		4	4	4	Target achieved		
5	Number of Staff List update reports submitted to OHLGS		12	12	12	Target achieved		
6	Percentage of generic training programmes implemented for MMDA staff							
7	Number of MMDAs that met the DPAT minimum conditions		29	29	28	28 except 1		
8	Metro & Municipal Assemblies that obtained above the national average		15	29	28	There was no national average this year		
9	Number of MMDAs DMTDP (2022 - 2025) received and harmonised		29	29	29	Target achieved		
10	Number of MMDAs having 2022 Annual Action Plans linked with the composite budget		29	29	29	Target achieved		
11	Number of Development Partners (DPs) meetings/ forums held at the RCC level		1	2	1			
12	Number/Percentage of Staff Performance Appraisals undertaken							
		RCCs	1	1	0.949			
		MMDAs	-	-	-			

SNo	Indicator	Baseline	Target	Actual	Key Programmes Undertaken During the Year	Challenges Encountered in the Year	Policy Recommendations
		2022	2023	2023			
BUDGET AND FINANCE							
13	Finance and Audit Operations						
	Availability of operational Audit Committees	Yes	Yes	Yes	Audit committees functional		
	Percentage of Audit Committee recommendations implemented						
14	Percentage of IGF used for development projects	0.1281%	0.2%	0.143%			
15	Revenue Mobilization and Management						
	Total amount of internally generated revenue	185,319,600	228,837,023	2E+08			
	Amount of DP and NGO contribution	41,046,385	72,757,142	5E+07			
	Percentage of DA expenditure within plan and budget	1%	1%	1%			
SOCIAL SERVICES DELIVERY							
16	Percentage change in BECE pass rate	-2.4	-	12.5			
17	Percentage of schools with KG	88.1	-	88.1			
18	Gross enrolment rate						
	Primary	109.4	-	41.68			
	JHS	107.6	-	53.33			
	SHS	42.2	-	25.27			
19	Net admission rate in primary schools	72.2	-	6.21			
20	Gender parity index	1	-	1.05			
21	Proportion of unemployed youth benefitting from skills or apprenticeship and entrepreneurial training	-	-				
22	Maternal mortality rate	165/100,000	125/100,000	154/100,000			
23	Infant mortality rate	9.8	8	9.5			
24	Under 5 mortality rate	11	0	7			

SNo	Indicator		Baseline	Target	Actual	Key Programmes Undertaken During the Year	Challenges Encountered in the Year	Policy Recommendations
			2022	2023	2023			
25	Malaria case fatality in children under 5 yrs per 10,000 population		0.08	0.05	0.14			
26	HIV and AIDS prevalence rate (% of adult population, 15 -49 yrs HIV positive)		3.2	3	3.5			
27	NHIS enrolment		2,877,000	-	2,678,961			
28	Number of reported cases of abused (children, women and men)		-	-				
29	Police-Citizens Ratio		-	-	-			
INFRASTRUCTURE DELIVERY AND MANAGEMENT								
30	Percentage of population with access to Safe water sources (water coverage)							
31		Rural	0.6114	-	0.609			
		Urban	-	-	-			
		Total	-	-	-			
32	Proportion of educational and health facilities rehabilitated/maintained as against newly constructed ones		-	-	-			
33	Proportion or length of roads maintained or rehabilitated							
		Trunk roads in kms	-	-	-			
		Urban roads in kms	-	-	-			
		Feeder roads in kms	-	2,086. 00	269.9			
34	Percentage change in number of households with access to electricity							
ENVIRONMENTAL AND SANITATION MANAGEMENT								
35	Safe sanitation coverage		-	-	-			
36	Proportion of communities declared ODF		-	-	-			
37	Hectares of degraded forest, mining, dry and wetlands rehabilitated or restored							
		Forests	-	-	-			
		Mining	-	-	-			

SNo	Indicator		Baseline	Target	Actual	Key Programmes Undertaken During the Year	Challenges Encountered in the Year	Policy Recommendations
			2022	2023	2023			
		Dry and Wetland	-	-	-			
ECONOMIC DEVELOPMENT								
38	Percentage increase in yield of selected crops, livestock and fish		-	-	-			
39	Percentage increase in tourist arrivals		-	-	-			
40	Teledensity or penetration rate		-	-	-			
		Fixed lines	-	-	-			
		Mobile	-	-	-			

Appendix 2.5: Northern Region

No.	Indicator		Baseline (2022)	2023 Target	2023 Actual	Key Programmes Undertaken During the Year	Challenges Encountered in the Year	Policy Recommendations
MANAGEMENT & ADMINISTRATION								
1	Number of statutory and other meetings held	Bi-annual and emergency RCC meetings	2	2				
		RPCU meetings	4	4				
		Management meetings	9	12				
		Number of REGSEC meetings held	12	12				
2	No. of Q'terly Monitoring Visits undertaken, reports generated and disseminated	MMDA	2	4				
		DP supported projects and programmes	2	6				
3	Availability of Regional Integrated Budget (RIBS) and procurement plan							

No.	Indicator		Baseline (2022)	2023 Target	2023 Actual	Key Programmes Undertaken During the Year	Challenges Encountered in the Year	Policy Recommendations
4	Number of Procurement plan reviews undertaken		4	4				
5	Number of Staff List update reports submitted to OHLGS		2					
6	Percentage of generic training programmes implemented for MMDA staff							
7	Number of MMDAs that met the DPAT compliance							
8	MMDAs that fulfilled the national average							
9	Number of MMDAs DMTDP (2022 - 2025) received and harmonized							
10	Number of MMDAs having 2022 Annual Action Plans linked with the composite budget		16	16				
11	Number of Development Partners (DPs) meetings/ forums held at the RCC level		0	0				
12	Number/ Percentage of Staff Performance Appraisals undertaken	RCCs						
		MMDAs						
BUDGET AND FINANCE								
13	Finance and Audit Operations							
	Availability of operational Audit Committees		Yes					
	Percentage of Audit Committee recommendations implemented							
14	Percentage of IGF used for development projects							
15		Total amount of internally						

No.	Indicator		Baseline (2022)	2023 Target	2023 Actual	Key Programmes Undertaken During the Year	Challenges Encountered in the Year	Policy Recommendations
	Revenue Mobilization and Management	generated revenue						
		Amount of DP and NGO contribution						
		Percentage of DA expenditure within plan and budget						
SOCIAL SERVICES DELIVERY								
16	Percentage change in BECE pass rate							
17	Percentage of schools with KG							
18	Gross enrolment rate	Primary	91.2					
		JHS	52.6					
		SHS						
19	Net admission rate in primary schools							
20	Gender parity index		0.95	0.95				
21	Proportion of unemployed youth benefitting from skills or apprenticeship and entrepreneurial training							
22	Maternal mortality rate							
23	Infant mortality rate							
24	Under 5 mortality rate							
25	Malaria case fatality in children under 5 yrs per 10,000 population							
26	HIV and AIDS prevalence rate (% of adult population, 15 -49 yrs HIV positive)							
27	NHIS enrolment							
28	Number of reported cases of abused (children, women and men)							
29	Police-Citizens Ratio							
INFRASTRUCTURE DELIVERY AND MANAGEMENT								

No.	Indicator		Baseline (2022)	2023 Target	2023 Actual	Key Programmes Undertaken During the Year	Challenges Encountered in the Year	Policy Recommendations
30	Percentage of population with access to Safe water sources (water coverage)	Rural	60.3%	60.3%				
		Urban	61%	63%				
		Total						
32	Proportion of educational and health facilities rehabilitated/maintained as against newly constructed ones							
33	Proportion or length of roads maintained or rehabilitated	Trunk roads in kms	41.0%					
		Urban roads in kms	56.0%					
		Feeder roads in kms	40.5%					
34	Percentage change in number of households with access to electricity			60.3%				

Appendix 2.6: Oti Region

No	Indicator		Baseline (2022)	2023 Target	2023 Actual	Key Programmes Undertaken During the Year	Challenges Encountered in the Year	Policy Recommendations
MANAGEMENT & ADMINISTRATION								
79.	Number of Statutory and Other Meetings Held							
		Bi-annual and Emergency RCC Meetings	1	2	2	N/A	N/A	N/A
		RPCU Meetings	4	4	4	N/A	N/A	N/A
		Management Meetings	4	4	4	N/A	N/A	N/A

No	Indicator		Baseline (2022)	2023 Target	2023 Actual	Key Programmes Undertaken During the Year	Challenges Encountered in the Year	Policy Recommendations
		Number of REGSEC Meetings Held	8	12	11	N/A	N/A	N/A
80.	Number of Quarterly Monitoring Visits Undertaken, Reports Generated and Disseminated							
		MMDA	4	4	4	N/A	N/A	N/A
		DP Supported Projects and Programmes	4	N/A	N/A	N/A	N/A	N/A
81.	Availability of Regional Integrated Budget (RIBS) and Procurement Plan		N/A	1	1	Preparation of RIBS and Procurement Plan	N/A	N/A
82.	Number of Procurement Plan Reviews Undertaken		0	1	1	N/A	N/A	N/A
83.	Number of Staff List Update Reports Submitted to OHLGS		11	12	12	N/A	N/A	N/A
84.	Percentage of Generic Training Programmes Implemented for MMDA Staff		0.1	N/A	N/A	N/A	N/A	N/A
85.	Number of MMDAs that met the DPAT Compliance Indicators		9	9	9	N/A	N/A	N/A
86.	Metro, Municipal and District Assemblies that Obtained Above the National Average		5	N/A	N/A	N/A	N/A	N/A
87.	Number of MMDAs DMTDP (2022-2025) Received and Harmonised		9	9	9	N/A	N/A	N/A
88.	Number of MMDAs Having 2022 Annual Action Plans Linked with the Composite Budget		9	9	9	N/A	N/A	N/A
89.	Number of Development Partners (DPs) Meetings/ Forums Held at the RCC Level		N/A	N/A	N/A	N/A	N/A	N/A
90.	Number/Percentage of Staff Performance Appraisals Undertaken					Issuing of timelines for the completion of appraisals	Poorly formulated indicators to measure KPAs	Training on the completion of the appraisal forms
		RCCs	75%	100	100			

No	Indicator		Baseline (2022)	2023 Target	2023 Actual	Key Programmes Undertaken During the Year	Challenges Encountered in the Year	Policy Recommendations
		MMDAs	77%	100	100			
BUDGET AND FINANCE								
91.	Finance and Audit Operations							
	Availability of Operational Audit Committees		45	36	9	Inauguration of audit committees and meetings held	Inadequate resources to finance meetings	Ensure the availability of funds
	Percentage of Audit Committee Recommendations Implemented		57.78	100	23.08	Strengthening of internal control measures	N/A	N/A
92.	Percentage of IGF Used for Development Projects		N/A	N/A	N/A	N/A	N/A	N/A
93.	Revenue Mobilisation and Management							
		Total Amount of Internally Generated Revenue	N/A	N/A	N/A	N/A	N/A	N/A
		Amount of DP and NGO Contribution	N/A	0	N/A	N/A	N/A	N/A
		Percentage of DA Expenditure within Plan and Budget	N/A	100%	N/A	N/A	N/A	N/A
SOCIAL SERVICES DELIVERY								
94.	Percentage Change in BECE Pass Rate		5.8	3.7	To be determined	Organised SPAM and stakeholders' forum	N/A	N/A
95.	Percentage of Schools with KG		95.26%	100	100	N/A	N/A	N/A
96.	Gross Enrolment Rate					Organised My First Day at School	N/A	N/A
		Primary	73.37%	75	To be determined	Strengthened the CSSPS processes	N/A	N/A
		JHS	58.92%	65	To be determined	Organised sensitisation programmes	N/A	N/A
		SHS	48.03%	55	To be determined	N/A	N/A	N/A

No	Indicator		Baseline (2022)	2023 Target	2023 Actual	Key Programmes Undertaken During the Year	Challenges Encountered in the Year	Policy Recommendations
97.	New Admission Rate in Primary Schools		13.28%	30	To be determined		N/A	N/A
98.	Gender Parity Index						N/A	N/A
		KG	0.97	1	0.97			
		Primary	0.94	0.98	0.92			
		JHS	0.91	0.97	0.85			
		SHS	0.93	0.95	0.98			
99.	Proportion of Unemployed Youth Benefitting from Skills or Apprenticeship and Entrepreneurial Training		0	1000	605	N/A	N/A	N/A
100.	Maternal Mortality Rate		5.2	0	30.8	Established pregnancy schools	Inadequate midwives	Recruit more midwives to augment the existing ones
101.	Infant Mortality Rate		3.5	N/A	2.5	Intensified ante-natal and post natal services	Inadequate midwives	Recruit more midwives to augment the existing ones
102.	Under-5 Mortality Rate		5.1	N/A	4.6		Inadequate midwives	Recruit more midwives to augment the existing ones
103.	Malaria Case Fatality in Children Under-5 years per 10,000 Population		18.4	N/A	0.1	N/A	Late distribution of the treated mosquito nets	Ensure the timely distribution of nets
104.	HIV and AIDs Prevalence Rate (% of Adult Population, 15-49 years HIV Positive)		1.9	N/A	N/A	Testing of HIV statuses during public events		Availability of testing kits
105.	NHIS Enrolment		N/A	N/A	N/A	Sensitisation on the use of the mobile renewal	N/A	Intensify sensitisation
106.	Number of Reported Cases of Abused (Children, Women and Men)		431	N/A	N/A	Strengthened ISS	Difficult to reach places such as Afram Plains Areas	Provision of safety jackets Coordination

No	Indicator	Baseline (2022)	2023 Target	2023 Actual	Key Programmes Undertaken During the Year	Challenges Encountered in the Year	Policy Recommendations
					Organised Sensitisation on the need to report		
107.	Police-Citizen Ratio	N/A	N/A	N/A	Increased police visibility	N/A	N/A
INFRASTRUCTURE DELIVERY AND MANAGEMENT							
108.	Percentage of Population with Access to Safe Water Sources (Water Coverage)				Rationed water	Non-payment of water bills	Payment of bills
	Rural	64.22	70	66.05	Maintained water facilities	Pollution of waterbodies by illegal mining activities	Protection of water bodies
	Urban	N/A	N/A	N/A			
	Total	64.22	70	66.05			
109.	Proportion of Educational and Health Facilities Rehabilitated/Maintained as Against Newly Constructed Ones	0:06	0:07	0:06	Implementation of 7 Agenda 111 hospitals	Delays in the completion of hospitals	Timely release of funds
110.	Proportion or Length of Roads Maintained or Rehabilitated						
	Trunk Roads in kms	20	N/A	N/A	N/A	Non-payment of IPCS raised by contractors	Timely payment of IPCs
	Urban Roads in kms	5	15	15	N/A	Non-payment of IPCS raised by contractors	Timely payment of IPCs
	Feeder Roads in kms	32.9	N/A	26.1	N/A	Non-payment of IPCS raised by contractors	Timely payment of IPCs
111.	Percentage Change in Number of Households with Access to Electricity	0.20%	N/A	N/A	N/A	N/A	N/A
ENVIRONMENTAL AND SANITATION MANAGEMENT							
112.	Safe Sanitation Coverage	N/A	N/A	N/A	Implemented the Sustainable Cleaning, Greening and Beautification	Late lifting of communal bins at vantage points	Provision of bins at vantage points

No	Indicator	Baseline (2022)	2023 Target	2023 Actual	Key Programmes Undertaken During the Year	Challenges Encountered in the Year	Policy Recommendations
						Absence of bins at vantage points	
113.	Proportion of Communities Declared ODF	27.96	30	28.65	Strengthened CLTS	N/A	Provisions of funds
114.	Hectares of Degraded Forest, Mining, Dry and Wetlands Rehabilitated or Restored				Implementation of Ghana Landscape Restoration and Small-Scale Mining Programme	Lack of alternative livelihoods	Increase the coverage of the alternative livelihood project
	Forests	157.24	215.00HA	154.81HA			Good project
	Mining	N/A	N/A	N/A			Good project
	Dry and Wetland	67	N/A	N/A			Good project
ECONOMIC DEVELOPMENT							
115.	Percentage Increase in Yield of Selected Crops, Livestock and Fish	-	-	-			
	i. Rice	3.93	3.56	4.58			
	ii. Maize	2.71	15	20.66			
	iii. Yam	20.51	6.24	0.34			
	iv. Cassava	20.65	7.99	3.58			
116.	Percentage Increase in Tourist Arrivals	N/A	3200	2098	N/A	N/A	N/A
117.	Teledensity or Penetration Rate				N/A	N/A	N/A
	Fixed Lines	N/A	N/A	N/A	N/A	N/A	N/A
	Mobile	N/A	N/A	N/A	N/A	N/A	N/A

Appendix 2.7: Upper East Region

No	Indicator		Baseline (2022)	2023 Target	2023 Actual	Key Programmes Undertaken During the Year	Challenges Encountered in the Year	Policy Recommendations
MANAGEMENT & ADMINISTRATION								
1	Number of Statutory and Other Meetings Held							
		Bi-annual and Emergency RCC Meetings	2	2	2	N/A	N/A	N/A
		RPCU Meetings	4	4	4	N/A	N/A	N/A
		Management Meetings	4	4	4	N/A	N/A	N/A
		Number of REGSEC Meetings Held	12	12	15	N/A	N/A	N/A
2	Number of Quarterly Monitoring Visits Undertaken, Reports Generated and Disseminated							
		MMDA	4	4	4	N/A	N/A	N/A
		DP Supported Projects and Programmes	1	1	1	N/A	N/A	N/A
3	Availability of Regional Integrated Budget (RIBS) and Procurement Plan		Yes	Yes	Yes	Preparation of RIBS and Procurement Plan	N/A	N/A
4	Number of Procurement Plan Reviews Undertaken		4	4	4	N/A	N/A	N/A
5	Number of Staff List Update Reports Submitted to OHLGS		12	12	12	N/A	N/A	N/A
6	Percentage of Generic Training Programmes Implemented for MMDA Staff		75	80	8	N/A	N/A	N/A
7	Number of MMDAs that met the DPAT Compliance Indicators		15	15	14	N/A	N/A	N/A
8	Metro, Municipal and District Assemblies that Obtained Above the National Average		15/15	15/15	0/15	N/A	N/A	N/A
9	Number of MMDAs DMTDP (2022-2025) Received and Harmonised		15	15	15	N/A	N/A	N/A
10	Number of MMDAs Having 2022 Annual Action Plans Linked with the Composite Budget		15	15	15	N/A	N/A	N/A

No	Indicator		Baseline (2022)	2023 Target	2023 Actual	Key Programmes Undertaken During the Year	Challenges Encountered in the Year	Policy Recommendations
11	Number of Development Partners (DPs) Meetings/ Forums Held at the RCC Level		1	4	1	N/A	N/A	N/A
12	Number/Percentage of Staff Performance Appraisals Undertaken					Issuing of timelines for the completion of appraisals	Poorly formulated indicators to measure KPAs	Training on the completion of the appraisal forms
		RCCs	0.75	1	0.9			
		MMDAs	0.74	1	0.85			
BUDGET AND FINANCE								
13	Finance and Audit Operations							
14	Availability of Operational Audit Committees		Yes	Yes	Yes	Inauguration of audit committees and meetings held	Inadequate resources to finance meetings	Ensure the availability of funds
15	Percentage of Audit Committee Recommendations Implemented		100	100	100	Strengthening of internal control measures	N/A	N/A
16	Percentage of IGF Used for Development Projects		N/A	N/A	N/A	N/A	N/A	N/A
17	Revenue Mobilisation and Management							
		Total Amount of Internally Generated Revenue	N/A	N/A	N/A	N/A	N/A	N/A
		Amount of DP and NGO Contribution	N/A	N/A	N/A	N/A	N/A	N/A
		Percentage of DA Expenditure within Plan and Budget	100	100	100	N/A	N/A	N/A
SOCIAL SERVICES DELIVERY								
18	Percentage Change in BECE Pass Rate		N/A	0.1	N/A	Organised SPAM and stakeholders' forum	N/A	N/A
19	Percentage of Schools with KG		N/A	N/A	N/A	N/A	N/A	N/A
20	Gross Enrolment Rate					Organised My First Day at School	N/A	N/A

No	Indicator		Baseline (2022)	2023 Target	2023 Actual	Key Programmes Undertaken During the Year	Challenges Encountered in the Year	Policy Recommendations
		Primary	0.913	N/A	N/A	Strengthened the CSSPS processes	N/A	N/A
		JHS	0.728	N/A	N/A	Organised sensitisation programmes	N/A	N/A
		SHS	N/A	N/A	N/A	N/A	N/A	N/A
21	New Admission Rate in Primary Schools		0.841	N/A	N/A		N/A	N/A
22	Gender Parity Index		1.03	1.03	N/A		N/A	N/A
23	Proportion of Unemployed Youth Benefitting from Skills or Apprenticeship and Entrepreneurial Training					N/A	N/A	N/A
24	Maternal Mortality Rate		136.1	125	132.1	Established pregnancy schools	Inadequate midwives	Recruit more midwives to augment the existing ones
25	Infant Mortality Rate		7.6	6.5	8.8	Intensified ante-natal and post natal services	Inadequate midwives	Recruit more midwives to augment the existing ones
26	Under-5 Mortality Rate		9.1	8	10.2		Inadequate midwives	Recruit more midwives to augment the existing ones
27	Malaria Case Fatality in Children Under-5 years per 10,000 Population		0.07	0.2	0.06	N/A	Late distribution of the treated mosquito nets	Ensure the timely distribution of nets
28	HIV and AIDs Prevalence Rate (% of Adult Population, 15-49 years HIV Positive)		0.14	N/A	0.14	Testing of HIV statuses during public events		Availability of testing kits
29	NHIS Enrolment		N/A	N/A	N/A	Sensitisation on the use of the mobile renewal	N/A	Intensify sensitisation
30	Number of Reported Cases of Abused (Children, Women and Men)		7	7	3	Strengthened ISS	Difficult to reach places such as	Provision of safety jackets

No	Indicator		Baseline (2022)	2023 Target	2023 Actual	Key Programmes Undertaken During the Year	Challenges Encountered in the Year	Policy Recommendations
						Organised Sensitisation on the need to report	Afram Plains Areas	Coordination
31	Police-Citizen Ratio		1:1,162	0.3888889	1:1,162	Increased police visibility	N/A	N/A
INFRASTRUCTURE DELIVERY AND MANAGEMENT								
32	Percentage of Population with Access to Safe Water Sources (Water Coverage)					Rationed water	Non-payment of water bills	Payment of bills
		Rural	N/A	1	N/A	Maintained water facilities	Pollution of waterbodies by illegal mining activities	Protection of water bodies
		Urban	0.6564	1	0.543			
		Total	N/A	1	N/A			
33	Proportion of Educational and Health Facilities Rehabilitated/Maintained as Against Newly Constructed Ones		N/A	N/A	0.089	Implementation of 7 Agenda 111 hospitals	Delays in the completion of hospitals	Timely release of funds
34	Proportion or Length of Roads Maintained or Rehabilitated							
		Trunk Roads in kms	N/A	N/A	N/A	N/A	Non-payment of IPCS raised by contractors	Timely payment of IPCs
		Urban Roads in kms	N/A	N/A	N/A	N/A	Non-payment of IPCS raised by contractors	Timely payment of IPCs
		Feeder Roads in kms	N/A	N/A	N/A	N/A	Non-payment of IPCS raised by contractors	Timely payment of IPCs
35	Percentage Change in Number of Households with Access to Electricity		N/A	N/A	N/A	N/A	N/A	N/A
ENVIRONMENTAL AND SANITATION MANAGEMENT								
36	Safe Sanitation Coverage		N/A	N/A	N/A	Implemented the Sustainable Cleaning, Greening and Beautification	Late lifting of communal bins at vantage points	Provision of bins at vantage points

No	Indicator		Baseline (2022)	2023 Target	2023 Actual	Key Programmes Undertaken During the Year	Challenges Encountered in the Year	Policy Recommendations
							Absence of bins at vantage points	
37	Proportion of Communities Declared ODF		N/A	N/A	N/A	Strengthened CLTS	N/A	Provisions of funds
38	Hectares of Degraded Forest, Mining, Dry and Wetlands Rehabilitated or Restored					Implementation of Ghana Landscape Restoration and Small-Scale Mining Programme	Lack of alternative livelihoods	Increase the coverage of the alternative livelihood project
		Forests	N/A	N/A	N/A			Good project
		Mining	N/A	N/A	N/A			Good project
		Dry and Wetland	N/A	N/A	N/A			Good project
ECONOMIC DEVELOPMENT								
39	Percentage Increase in Yield of Selected Crops, Livestock and Fish		N/A	N/A	N/A			
40	Percentage Increase in Tourist Arrivals		N/A	N/A	N/A	N/A	N/A	N/A
41	Teledensity or Penetration Rate					N/A	N/A	N/A
		Fixed Lines	N/A	N/A	N/A	N/A	N/A	N/A
		Mobile	N/A	N/A	N/A	N/A	N/A	N/A

Appendix 2.8: Upper West Region

No	Indicator		Baseline (2022)	2023 Target	2023 Actual	Key Programmes Undertaken During the Year	Challenges Encountered in the Year	Policy Recommendations
MANAGEMENT & ADMINISTRATION								
1	Number of Statutory and Other Meetings Held							
		Bi-annual and Emergency RCC Meetings	N/A	N/A	N/A	N/A	N/A	N/A
		RPCU Meetings	3	4	1	N/A	N/A	N/A
		Management Meetings	2	2	2	N/A	N/A	N/A

No	Indicator		Baseline (2022)	2023 Target	2023 Actual	Key Programmes Undertaken During the Year	Challenges Encountered in the Year	Policy Recommendations
		Number of REGSEC Meetings Held	10	10	11	N/A	N/A	N/A
2	Number of Quarterly Monitoring Visits Undertaken, Reports Generated and Disseminated		3	4	4			
		MMDA	4	4	3	N/A	N/A	N/A
		DP Supported Projects and Programmes	2	2	2	N/A	N/A	N/A
3	Availability of Regional Integrated Budget (RIBS) and Procurement Plan		2	2	2	Preparation of RIBS and Procurement Plan	N/A	N/A
4	Number of Procurement Plan Reviews Undertaken		3	3	3	N/A	N/A	N/A
5	Number of Staff List Update Reports Submitted to OHLGS		N/A	N/A	N/A	N/A	N/A	N/A
6	Percentage of Generic Training Programmes Implemented for MMDA Staff		83%	100%	94%	N/A	N/A	N/A
7	Number of MMDAs that met the DPAT Compliance Indicators		11	11	11	N/A	N/A	N/A
8	Metro, Municipal and District Assemblies that Obtained Above the National Average		11	11	11	N/A	N/A	N/A
9	Number of MMDAs DMTDP (2022-2025) Received and Harmonised		11	11	11	N/A	N/A	N/A
10	Number of MMDAs Having 2022 Annual Action Plans Linked with the Composite Budget		11	11	11	N/A	N/A	N/A
11	Number of Development Partners (DPs) Meetings/ Forums Held at the RCC Level		1	2	1	N/A	N/A	N/A
12	Number/Percentage of Staff Performance Appraisals Undertaken					Issuing of timelines for the	Poorly formulated	Training on the completion of the appraisal forms

No	Indicator		Baseline (2022)	2023 Target	2023 Actual	Key Programmes Undertaken During the Year	Challenges Encountered in the Year	Policy Recommendations
						completion of appraisals	indicators to measure KPAs	
		RCCs	80%	100%	91.20%			
		MMDAs	80%	100%	82%			
BUDGET AND FINANCE								
13	Finance and Audit Operations							
	Availability of Operational Audit Committees		Yes	Yes	Yes	Inauguration of audit committees and meetings held	Inadequate resources to finance meetings	Ensure the availability of funds
	Percentage of Audit Committee Recommendations Implemented		100	100	100	Strengthening of internal control measures	N/A	N/A
14	Percentage of IGF Used for Development Projects		N/A	N/A	N/A	N/A	N/A	N/A
15	Revenue Mobilisation and Management							
		Total Amount of Internally Generated Revenue	N/A	N/A	N/A	N/A	N/A	N/A
		Amount of DP and NGO Contribution	N/A	N/A	N/A	N/A	N/A	N/A
		Percentage of DA Expenditure within Plan and Budget	100	100	100	N/A	N/A	N/A
SOCIAL SERVICES DELIVERY								
16	Percentage Change in BECE Pass Rate		N/A	0.1	N/A	Organised SPAM and stakeholders' forum	N/A	N/A
17	Percentage of Schools with KG		N/A	N/A	N/A	N/A	N/A	N/A
18	Gross Enrolment Rate					Organised My First Day at School	N/A	N/A
		Primary	0.913	N/A	N/A	Strengthened the CSSPS processes	N/A	N/A

No	Indicator		Baseline (2022)	2023 Target	2023 Actual	Key Programmes Undertaken During the Year	Challenges Encountered in the Year	Policy Recommendations
		JHS	0.728	N/A	N/A	Organised sensitisation programmes	N/A	N/A
		SHS	N/A	N/A	N/A	N/A	N/A	N/A
19	New Admission Rate in Primary Schools		0.841	N/A	N/A		N/A	N/A
20	Gender Parity Index							
	KG		1:07	1	1:05	N/A	N/A	N/A
	Primary		1:11	1:00	1:09	N/A	N/A	N/A
	JHS		1:18	1:00	1:14	N/A	N/A	N/A
	SHS		1:03	1:00	1:02	N/A	N/A	N/A
21	Proportion of Unemployed Youth Benefitting from Skills or Apprenticeship and Entrepreneurial Training		N/A	N/A	N/A	N/A	N/A	N/A
22	Maternal Mortality Rate		136.1	125	132.1	Established pregnancy schools	Inadequate midwives	Recruit more midwives to augment the existing ones
23	Infant Mortality Rate		7.6	6.5	8.8	Intensified ante-natal and post natal services	Inadequate midwives	Recruit more midwives to augment the existing ones
24	Under-5 Mortality Rate		9.1	8	10.2		Inadequate midwives	Recruit more midwives to augment the existing ones
25	Malaria Case Fatality in Children Under-5 years per 10,000 Population		0.07	0.2	0.06	N/A	Late distribution of the treated mosquito nets	Ensure the timely distribution of nets
26	HIV and AIDs Prevalence Rate (% of Adult Population, 15-49 years HIV Positive)		0.14	N/A	0.14	Testing of HIV statuses during public events		Availability of testing kits

No	Indicator		Baseline (2022)	2023 Target	2023 Actual	Key Programmes Undertaken During the Year	Challenges Encountered in the Year	Policy Recommendations
27	NHIS Enrolment		N/A	N/A	N/A	Sensitisation on the use of the mobile renewal	N/A	Intensify sensitisation
28	Number of Reported Cases of Abused (Children, Women and Men)		7	7	3	Strengthened ISS Organised Sensitisation on the need to report	Difficult to reach places such as Afram Plains Areas	Provision of safety jackets Coordination
29	Police-Citizen Ratio		1:1,162	0.3888889	1:1,162	Increased police visibility	N/A	N/A
INFRASTRUCTURE DELIVERY AND MANAGEMENT								
30	Percentage of Population with Access to Safe Water Sources (Water Coverage)					Rationed water	Non-payment of water bills	Payment of bills
		Rural	N/A	1	N/A	Maintained water facilities	Pollution of waterbodies by illegal mining activities	Protection of water bodies
		Urban	0.6564	1	0.543			
		Total	N/A	1	N/A			
31	Proportion of Educational and Health Facilities Rehabilitated/Maintained as Against Newly Constructed Ones		N/A	N/A	0.089	Implementation of 7 Agenda 111 hospitals	Delays in the completion of hospitals	Timely release of funds
32	Proportion or Length of Roads Maintained or Rehabilitated							
		Trunk Roads in kms	N/A	N/A	N/A	N/A	N/A	N/A
		Urban Roads in kms	N/A	N/A	N/A	N/A	N/A	N/A
		Feeder Roads in kms	N/A	N/A	N/A	N/A	N/A	N/A
33	Percentage Change in Number of Households with Access to Electricity		N/A	N/A	N/A	N/A	N/A	N/A
ENVIRONMENTAL AND SANITATION MANAGEMENT								
34	Safe Sanitation Coverage		N/A	N/A	N/A	N/A	N/A	N/A
35	Proportion of Communities Declared ODF		N/A	N/A	N/A	Strengthened CLTS	N/A	Provisions of funds

No	Indicator		Baseline (2022)	2023 Target	2023 Actual	Key Programmes Undertaken During the Year	Challenges Encountered in the Year	Policy Recommendations
36	Hectares of Degraded Forest, Mining, Dry and Wetlands Rehabilitated or Restored		N/A	N/A	N/A	N/A	N/A	N/A
		Forests	N/A	N/A	N/A			
		Mining	N/A	N/A	N/A			
		Dry and Wetland	N/A	N/A	N/A			
ECONOMIC DEVELOPMENT								
37	Percentage Increase in Yield of Selected Crops, Livestock and Fish		N/A	N/A	N/A			
38	Percentage Increase in Tourist Arrivals		N/A	N/A	N/A	N/A	N/A	N/A
38	Teledensity or Penetration Rate					N/A	N/A	N/A
		Fixed Lines	N/A	N/A	N/A	N/A	N/A	N/A
		Mobile	N/A	N/A	N/A	N/A	N/A	N/A

Appendix 2.9: Volta Region

No.	Indicator		Baseline (2022)	2023 Target	2023 Target	Key Programmes Undertaken During the Year	Challenges Encountered in the Year	Policy Recommendations
MANAGEMENT & ADMINISTRATION								
1	Number of statutory and other meetings held	Bi-annual and emergency RCC meetings	2	2	2	The four quarterly monitoring activities planned for the year were carried out	N/A	N/A
		RPCU meetings	4	4	4	The four quarterly monitoring activities planned	N/A	N/A

No.	Indicator		Baseline (2022)	2023 Target	2023 Target	Key Programmes Undertaken During the Year	Challenges Encountered in the Year	Policy Recommendations
						for the year were carried out		
		Management meetings	12	12	10	All meetings fixed for the year were held	N/A	N/A
		Number of REGSEC meetings held	12	12	12	All REGSEC meetings fixed for the year were held	N/A	N/A
2	No. of Q'terly Monitoring Visits undertaken, reports generated and disseminated	MMDA	4	4	4	6 DP supported projects and programmes were carried out during the year	N/A	N/A
		DP supported projects and programmes	6	6		6 DP supported projects and programmes were carried out during the year	N/A	N/A
3	Availability of Regional Integrated Plan, Budget (RIBS) and procurement plan		Yes	Yes	Yes	N/A	N/A	N/A
4	Number of Procurement plan reviews undertaken		4	4	4	N/A	N/A	N/A
5	Number of Staff List update reports submitted to OHLGS		12	12	12	N/A	N/A	N/A
7	Number of MMDAs that met the DPAT minimum conditions		18	18	18	N/A	N/A	N/A
8	Metro, Municipal & District Assemblies that obtained above the national average		18	18	18	N/A	N/A	N/A
9	Number of MMDAs having 2022 Annual Action Plans linked with the composite budget		18	18	18	N/A	N/A	N/A
10	Number/ Percentage of Staff	RCCs	12	12	N/A	N/A	N/A	
		MMDAs	N/A	N/A	N/A	N/A	N/A	

No.	Indicator		Baseline (2022)	2023 Target	2023 Target	Key Programmes Undertaken During the Year	Challenges Encountered in the Year	Policy Recommendations
	Performance Appraisals undertaken							
BUDGET AND FINANCE								
11	Finance and Audit Operations		N/A	N/A	N/A	N/A	N/A	N/A
	Availability of operational Audit Committees		N/A	N/A	N/A	N/A	N/A	N/A
	Percentage of Audit Committee recommendations implemented		N/A	N/A	N/A	N/A	N/A	N/A
12	Percentage of IGF used for development projects		N/A	N/A	N/A	N/A	N/A	N/A
13	Revenue Mobilization and Management	Total amount of internally generated revenue		N/A	N/A	N/A	N/A	N/A
		Amount of DP and NGO contribution		N/A	N/A	N/A	N/A	N/A
		Percentage of DA expenditure within plan and budget		N/A	N/A	N/A	N/A	N/A
SOCIAL SERVICES DELIVERY								
14	Percentage change in BECE pass rate		36%	50%		N/A	N/A	N/A
15	Percentage of schools with KG		98%	100%	98.5%	N/A	N/A	N/A
16	Gross enrolment rate	100.5%	102%	100%	N/A	N/A	N/A	
		77.6%	88.5%	100%	N/A	N/A	N/A	
		74.9%	60.3%	100%	N/A	N/A	N/A	
	Primary		92.01%	100%	97.93%	N/A	N/A	N/A
	JHS		77%	95%	100%	N/A	N/A	N/A
	SHS		19.90%	83.00%	71.52%	N/A	N/A	N/A
17	Net admission rate in primary schools		84.20%	95%	70.7%	N/A	N/A	N/A
18	Gender parity index		KG (1.00)	KG (1.00) Primary (1.00)		N/A	N/A	N/A

No.	Indicator		Baseline (2022)	2023 Target	2023 Target	Key Programmes Undertaken During the Year	Challenges Encountered in the Year	Policy Recommendations
			Primary (1.00) JHS (1.00	JHS (1.00) SHS (1.00))				
19	Proportion of unemployed youth benefitting from skills or apprenticeship and entrepreneurial training		8%	10%	8%	N/A	N/A	N/A
20	Maternal mortality rate		139/100,000 LBS	125/100,000 LBS	131.6/100,000 LBS	N/A	N/A	N/A
21	Infant mortality rate		10.9/1000 LBS	Less than 6/1000 LBS	6.6/1000 LBS	N/A	N/A	N/A
22	Under 5 mortality rate		6.4/1000 LBS	Less than 10/1000 LBS	6.0/1000 LBS	N/A	N/A	N/A
23	Malaria case fatality in children under 5 yrs per 10,000 population		0.17 %	0.20%	0.15%	N/A	N/A	N/A
24	HIV and AIDS prevalence rate (% of adult population, 15 -49 yrs HIV positive)		1.7	N/A	1.28	N/A	N/A	N/A
25	NHIS enrolment		N/A	N/A	N/A	N/A	N/A	N/A
26	Number of reported cases of abused (children, women and men)		N/A	N/A	N/A	N/A	N/A	N/A
27	Police-Citizens Ratio							
	INFRASTRUCTURE DELIVERY AND MANAGEMENT							
28	Percentage of population with access to Safe water sources (water coverage)	Rural	40%	45%	46%	N/A	N/A	N/A
		Urban	56%	60%	57%	N/A	N/A	N/A
		Total	99%	88%	95%	N/A	N/A	N/A
29	Proportion of educational and health facilities rehabilitated/ maintained as against newly constructed ones				N/A	N/A	N/A	N/A

No.	Indicator		Baseline (2022)	2023 Target	2023 Target	Key Programmes Undertaken During the Year	Challenges Encountered in the Year	Policy Recommendations
30	Proportion or length of roads maintained or rehabilitated	Trunk roads in kms	150 km	190 km	N/A	N/A	N/A	N/A
		Urban roads in kms	570km	800 km	N/A	N/A	N/A	N/A
		Feeder roads in kms	500 km	1150 km	N/A	N/A	N/A	N/A
31	Percentage change in number of households with access to electricity		N/A	N/A	N/A	N/A	N/A	N/A
ENVIRONMENTAL AND SANITATION MANAGEMENT								
32	Safe sanitation coverage		112.698	3,000	1575	N/A	N/A	N/A
33	Proportion of communities declared ODF		333	300	333	N/A	N/A	N/A
34	Hectares of degraded forest, mining, dry and wetlands rehabilitated or restored	Forests	N/A	N/A	N/A	N/A	N/A	N/A
		Mining	N/A	N/A	N/A	N/A	N/A	N/A
		Dry and Wetland	N/A	N/A	N/A	N/A	N/A	N/A
ECONOMIC DEVELOPMENT								
35	Percentage increase in yield of selected crops, livestock and fish		N/A	N/A	N/A	N/A	N/A	N/A
36	Percentage increase in tourist arrivals		N/A	N/A	N/A	N/A	N/A	N/A
37	Teledensity or penetration rate	Fixed lines	N/A	N/A	N/A	N/A	N/A	N/A
		Mobile	N/A	N/A	N/A	N/A	N/A	N/A

Appendix 3: Development Issues of Metropolitan, Municipal and District Assemblies

MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
Appendix 3.1: AHAFO REGION					
Asunafo North	• Clashes among timber and illegal loggers forest reserves • Crime and armed robbery cases on the rise • Political tensions	• Inadequate funding for projects • Lack of engagements on certain projects • Issues with siting of projects	• Lack of adherence to COVID-19 protocols • Non-adherence to ban on illegal timber logging • Non-adherence to laws on use of tricycles	• Low revenue mobilization • Untimely release of funds • Directive on the non-collection of property rate by DAs reduce IGF by 11.9%	• Inadequate office logistics • Resource constraints • Poor road networks
Asunafo South	• Political clashes • Increase in crime rates with armed robbery being prevalent • Boundary disputes	• Inadequate funding for projects • Low levels of development	• Non-adherence to COVID-19 protocols • Non-adherence to laws on use of tricycles	• Low revenue mobilization • Untimely release of funds	• Poor road networks • Resource constraints • Slow rate of development
Asutifi North	• Illegal mining • Clashes between youth and mining companies • Clashes among political parties • Increase in crime rate • Illegal mining	• Lack of proper engagement on projects	• Non-adherence to laws on use of tricycles	• Low revenue mobilization	• Poor road networks • Low levels of engagement on DP sponsored projects • Resource constraints • Slow rate of development
Asutifi South		• Inadequate funding for projects • Lack of proper engagement on projects	• Non-adherence to laws on use of tricycles	• Low revenue mobilization	
Tano North	• Increase in crime rates • Chieftaincy and land disputes	• Inadequate funding for projects • Lack of proper engagement on projects	• Non-adherence to laws on use of tricycles	• Low revenue mobilization	• Poor road networks • Resource constraints
Tano South	• Increase in armed robbery cases • Political clashes	• Lack of proper engagement on projects	• Non-adherence to laws on use of tricycles	• Low revenue mobilization	• Poor road networks • Resource constraints
Appendix 3.2: ASHANTI REGION					
Ahafo-Ano South East	•	• Inadequate health and educational infrastructure	• No rice seedlings and fertilizers were received	• Inadequate data on ratable items/properties	• Inadequate logistics

MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
		• Lack of ICT equipment and electricity in schools		• Citizens' unwillingness to pay levies • Irregular release of DACF	• Inadequate office and residential accommodation • Poor road network • Inadequate staff in key departments
Kumasi Metropolitan Assembly	• Disregard and non-adherence to traffic controls • Assault		• Delay by PFIs at pay points under LEAP		• Inadequate logistics
Oforikrom					• Inadequate office & residential accommodation • Inadequate logistics and vehicles
Bosome Freho	• Illegal Mining • Suspension of DCE • Vandalization of District Assembly Hall	• Inadequate critical staff for GHS • Deplorable state of some health facilities	• Delay in release of GSFP grant	• Low level of IGF	• Inadequate logistics • Poor network connectivity • Weak sub-structures • Poor road network • Inadequate residential accommodation
Suame Municipal	• Traffic Congestion	• Insufficient funds for developmental activities			• Insufficient logistics • Inadequate funding and relief items to support communities
Offinso North	• Bush fires	• Inadequate facilities in schools • Inadequate educational & health infrastructure		• Delay in release of DACF • Inadequate budgetary allocation and releases	• Inadequate vehicles • Poor road networks
Amansie Central	• Illegal Mining	• Loss of farm lands to sand winning • Poor sanitation practices • Inadequate sanitary logistics	• Fall Army Worm affecting PFJ	• Revenue collection issues	• Poor road network

MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
Asokwa Municipal	• Land and chieftaincy disputes	• Insufficient funds to run GES statutory workshops • Inadequate educational infrastructure • Indiscriminate disposal of refuse by tricycle riders • Loss of farmlands to real estate • No CHPS	• Non availability of PFJ inputs and high cost of inputs on the open market • Unavailability of agro-inputs shops	• Delay in release of statutory funds • Inadequate IGF	• Lack of residential accommodation • Inadequate professional staff • Inadequate logistics • Deplorable road network
Atwima Nwabiagya North	• High incidence of murder • Prevalence of armed robbery	• Inadequate funds for projects and programmes	• No inputs received for PFJ • High cost of seeds and fertilizers • Fall Army Worm	• Late release of funds	• Inadequate vehicles • Inadequate office accommodation
Kwabre East	• Communal clashes • Chieftaincy and land disputes	• Lack of final disposal site • Loss of farm lands to sand winning • Inadequate funds for developmental activities	• Fall Army Worm affected PFJ	• Low revenue mobilization due to boundary disputes • Erratic flow of GOG funds	• Inadequate vehicles • Inadequate veterinary officers • Inadequate logistics • Inadequate office & residential accommodation • Poor road network
Ahafo Ano North	• Prevalence of murder cases • Illegal mining and sand winning	• Non mechanization of agriculture		• Low revenue mobilization	• Poor road network
Sekyere South	• Unlawful entry by foreigners • High cases of robbery and stealing • Prevalence of murder • Prevalence of defilement and rape		• Fall Army Worm		

MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
Ejura-Sekyedumase	• High cases of robbery • Prevalence of murder	• Inadequate furniture in most basic schools • Inadequate funds for development and other activities		• Irregular flow of funds – DACF, DDF	• Poor road network • Inadequate logistics • Inadequate vehicles for monitoring
Akrofuom		• Dilapidated sanitary facilities		• Delay in release of GOG funds • Low revenue base	• Inadequate residential accommodation for staff • Poor road & communication networks
Bekwai	• High rate of assault, theft, fraud, death threat, robbery and murder • Chieftaincy dispute	• Some schools ripped off • Lack of proper solid waste technology		• Untimely release of GOG funds & grants • Inadequate political ownership and commitment to budget	• Inadequate office accommodation and conducive environment • Inadequate vehicles for monitoring • Inadequate staffing in some departments
Offinso		• Inadequate funds for developmental activities • Inadequate health facilities • Illegal sand winning	• Late delivery of inputs under PFJ	• Low revenue mobilization	• Poor road network
Adansi North	• Dissatisfaction among supporters of political parties			• Delays in the release of funds	• Inadequate office and residential accommodation
Obuasi	• Communal clashes and gangsterism • Illegal mining • Non adherence to motor traffic regulations by pragia riders	• Non availability of planning schemes in some cases and non-conformity to planning scheme in other areas • Resistance and threats from	• No inputs received for PFJ	• Inadequate allocation and release of funds to departments	• Inadequate vehicles • Inadequate office & residential accommodation

MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
		unauthorized developers • Lack of final disposal site			
Juaben	• Illegal mining • Robbery • Domestic and industrial fire outbreak			• Inadequate vehicle for revenue mobilization	• Inadequate residential accommodation • Inadequate logistics
Asante Akim Central	• High rate of theft, fraud, death threat and robbery • Vehicular accidents	• No relief items for disaster victims			
Ejisu	•	• Delays in the release and quantum of DACF		• Inadequate data for revenue mobilization	• Delay in submission of data by departments • Inadequate residential accommodation • Poor road network • Inadequate logistics
Old Tafo	• Increase in assault and murder cases • Encroachment of Tafo Cemetery land	• Lack of a veterinary clinic • Congestion in the Tafo Hospital • Maternity block construction at the Tafo Hospital stalled for over a year • Irregular lifting of refuse container by Zoom lion Ghana Limited			• Inadequate vehicles and logistics • Poor roads and drainage system • Lack of residential accommodation for staff
Ahafo Ano South West	• Illegal mining • Flooding • Bushfires	• Lack of final disposal site • Inadequate teachers in rural areas • Inadequate furniture in schools	• Prevalence of LEAP beneficiaries not being credited		• Inadequate office and residential accommodation for staff • Inadequate logistics • Poor road network

MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
Kwadaso Municipal		• Lack of funds for project initiation			• Inadequate funds • Inadequate vehicles and logistics
Mampong		• Inadequate furniture in basic schools • Dilapidated school buildings			
Adansi South		• Lack of store to keep relief items • Inadequate classrooms and furniture in some schools • Inadequate teaching and learning materials		• Delay in release of GOG funds • Inadequate revenue mobilization	• Inadequate vehicles and logistics • Inadequate professional staff
Sekyere Central	• Negative activities of Fulani herdsmen • Illegal lumbering	• Non-payment of compensation to land owners of the Agenda 111 project		• Hold up in revenue collection from Atwea Mountains	• Poor road network
Obuasi East				• Delay in the release of funds	• Inadequate office vehicles and equipment • Inadequate office accommodation
Asante Akim North	• Negative activities of Nomadic herdsmen • Bush fires	• Dilapidated school buildings and inadequate educational infrastructure • Low electricity coverage	• High cost of agro inputs on the open market		• Poor road network • Inadequate logistics and office accommodation • Inadequate professional staff
Afigya Kwabre North	• Illegal sand winning • Influx of foreign nationals • High rate of assault and fraud	• Inadequate school furniture • Low levels of Electricity coverage • Long drought		• Delay in the release of central government funds • Low revenue base	• Poor road network • Lack of residential accommodation for staff

MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
Afigya Kwabre South		• Unauthourized development • Variation in land-use plans by private surveyors • Lack of final disposal site, animal pound & slaughter house • Inadequate supply of TLM			• Poor road network • Inadequate logistics
Bosomtwe	• Inadequate barracks accommodation for the Police	• Poor road network affecting transportation of farm produce • High cost of agro inputs		• Non availability of updated rates (IGF) • Inadequate collectors • Delay in the release of DACF	• Inadequate logistics • Difficulty in accessing some communities
Atwima Nwabiagya	• Disputes arising from land rezoning • Chieftaincy dispute • Impasse between Nkawie SHS and the Zongo community • Theft & drug peddling • Illegal mining		• Absence of electricity affecting a 1D1F project	• Untimely release of DACF	• Inadequate revenue to meet development and recurrent expenditure • Delayed response from some departments to data request
Asokore Mampong		• Inadequate funding for projects • Inadequate furniture for some schools • Interference from stakeholders • No Government Hospital		• Untimely release of funds	• Inadequate logistics • Bad nature of roads
Amansie West	• Illegal Mining • Chieftaincy dispute • Incidence of armed robbery	• Inadequate trained teachers • Land degradation	• Fall Army Worm	• Decline in IGF mobilized • Problems with usage of GIFMIS	• Poor state of roads • Inadequate logistics • Inadequate supply of potable water

MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
		• Poor state of classrooms and inadequate furniture • Inadequate teaching & learning materials		• Delay in release of GOG funds • Inadequate economic opportunities	• Inadequate staff accommodation
Atwima Mponua	• High rate of assault, fraud, threat and theft	• Inadequate furniture in most basic schools • Inadequate professional staff • Lack of relief items		• Delay in the release of funds • Inadequate IGF	• Inadequate logistics • Deplorable roads • Frequent breakdown of office motorbikes • Inadequate office and residential accommodation • Delay in provision of data by some departments
Appendix 3.3: BONO EAST REGION					
Sene West	• Inadequate security personnel • Negative activities of Fulani herdsmen and chieftaincy disputes • Armed robbery	• Untimely release of funds		• Manual nature of revenue collection • Inadequate revenue data	• Sanitation issues • Inadequate health infrastructure
Pru East	• High incidence of armed robbery • Chieftaincy disputes • Inadequate security personnel	• Inadequate financial inflows	• Untimely release of inputs to farmers • Late release of funds with regards to PERD leading to late planting of seedlings	• Low IGF mobilization caused by low attendance to markets due to the activities of armed robbers	• High cost of valuation of properties leading to loss of revenue • Conflict situations as a result of chieftaincy disputes • Apathy of people toward the payment of tax/levies
Techiman North	• Chieftaincy disputes	• Projects completion time affected by untimely release of funds	• Inadequate funds • Untimely release of funds	• Revenue leakages • Unwillingness on the path of rate payers to pay taxes	• Non persecution of tax defaulters • High illiteracy rate

MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
		• Delay in handing over of completed projects		• Non persecution of tax defaulters • Unrealistic data base	
Nkoranza North	• Negative activities of Fulani herdsmen • Land Litigation • Petty stealing/robbery • Chieftaincy conflict	• limited financial inflows • Delay in the release of GoG funds	• Complex regulations and guidelines for GPSNP project implementation	• Low IGF base resulting in low inflows	• Deforestation due unregulated charcoal burning and timber logging • Poor road network
Kintampo Municipal	• Frequent highway robberies • Chieftaincy, land and communal disputes • Interference of stakeholders in crime prosecuting processes	• Apathy on the part of traditional leaders and other stakeholders in the decision-making process	• Poor stakeholder participation and commitment • Insufficient funding capacity • Lack of indigenous influential personalities to buttress local efforts	• Poor urban road network • Political Interference • Low stakeholder interest • Non-compliance by rate payers and lack of prosecution of defaulters	• Inadequate and poor quality water supply • Unregulated and poor physical development • Inadequate education and health infrastructure • Destruction of farms by climate variability, cattle and bush fires
Pru West	• Inadequate police station and check points • Lack of logistics for security personnel	• Poor road network	• Poor coordination between the Assembly and project coordinators	• Revenue leakages	• Lack of logistics • Inadequate staffs
Atebubu Amantin	• Highway robbery • Inadequate resourcing of the security agencies • Illegal possession of guns • Clashes between the Fulani herdsmen and farmers	• Delays in the completion of projects • Late release of fund for projects • Land mitigation • Poor maintenance culture by stakeholders to delivered projects	• Delay in the release of PFJ funds • Late release of funds to execute PERD activities	• Poor road network • Lack of means of transport for revenue mobilization	• Low safe water coverage • Inadequate sanitation facilities with poor drainage system • Poor road infrastructure • Lack of facilities to store farm produce
Sene East	• Lack of police headquarters • Inadequate security personnel	• Bad road network and deplorable roads • Inadequate logistics for supervision and	• Low electricity coverage to boost economic activities	• Inadequate reliable data on revenue items • Untimely and inadequate release of GoG funds	• Low employment opportunities

MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
		monitoring of development projects			
Kintampo South	• Inadequate and poor infrastructure for the police service • Inadequate vehicles for police operations	• Poor performance of contractors	• Political interference and lack of commitment • Inadequate stakeholder consultation • Inadequate funding	• Lack of proper and updated database on ratable items leading to low IGF mobilization • Inadequate and untimely release of GoG funds	
Techiman Municipal	• Lack of accommodation for security personnel • Political interference in security matters	• Delay in Funds release in DACF	• Poor engagement of stakeholders by the Assembly	• Lack of reliable data on ratable items • Unwillingness on the part of rate payers to pay tax	• Poor coordination between the Traditional Authorities and the Community Leaders
Nkoranza South	• Inadequate security personnel • Inadequate and poor police infrastructure • Chieftaincy disputes	• Delay in the release of DACF which affects project implementation	• Political interference and lack of commitment	• Inadequate logistics for revenue mobilization • Apathy towards rate payments • Low IGF generation to support project delivery	• Low financial standing of the Assembly to support the delivery of developmental mandate
Appendix 3.4: BONO REGION					
Sunyani East	• Boundary dispute with Sunyani West (Fiapre round about)	• Malfunctioning traffic lights and non-construction of walkways		• Delays in the release of DACF, GoG transfers and other subventions	• Inadequate office accommodation and equipment • Inadequate logistics such as vehicles
Wenchi	• Chieftaincy and communal disputes	• Inadequate logistics and funds for monitoring of programmes and projects • Inadequate funding for programmes and projects		• Project cost overruns due to untimely release of funds for DACF and GETFUND projects	• Mobility within the municipality hampered by the bad nature of some feeder roads • Delay in the submission of inputs by HoD/U for progress reporting
Dormaa East					

MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
Jaman North	• Chieftaincy disputes in Sampa				
Berekum East	• Clash between Nomadic herdsmen and community members	• Inadequate logistics for project monitoring and administrative duties		• Inadequate data on ratable items	• Inadequate residential and office accommodation for staff • Inadequate capacity building programmes for staff
Sunyani East					• Inadequate residential and office accommodation including furniture for staff
Appendix 3.5: CENTRAL REGION					
Agona East	• Chieftaincy disputes	• Inadequate funds for the completion of projects • Poor road network	• Lack of means of transport for monitoring by Circuit supervisors and other officers	• Low IGF mobilization due to low economic activity	• Delays in release of funds for activities • Challenges with accessing vehicles for planned activities
Abura Asebu Kwamankese	• Chieftaincy disputes	• Inadequate furniture in most schools	• Inadequate farmer to Agric Extension Agents ratio hampering successful implementation of PFJ	• Low IGF base hence low mobilization • Untimely release of statutory funds	• Outbreak of Fall Army Worm • Obsolete office equipment at the District Education office
Agona West	• Chieftaincy dispute • Cyber crime • Absence of watchmen at Basic schools in the Municipality • Growing indiscipline amongst students of second cycle institutions	• Unavailability of land for construction of projects • Inadequate furniture in basic and second cycle schools	• Low Agric Extension Agents to Farmers ratio under the PFJ • Low teacher to pupil ratio • Inadequate sanitary facilities • Inadequate storage facilities for vaccine storage at the Health Directorate	• Unwillingness on the part of rate payers to pay taxes • Delay in the release of statutory funds	• Inadequate accommodation for Agric extension officers • Poor sanitation management

MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
Assin Fosu	• Chieftaincy disputes • Cyber Crime • Illegal mining	• Unregistered landed properties of the Assembly • Inadequate land use plans • Untarred town roads • Limited urban infrastructure	• Low Agric Extension Agents to Farmers ratio under the PFJ	• Low mobilization of IGF • Delay in the release of DACF affected project implementation	• Low pass rate in BECE • Unreliable power supply due to obsolete electricity grid • Poor environmental sanitation • Poor road network
Awutu Senya	• Chieftaincy issues • Armed robbery • Sand winning	• Difficulty in securing lands meant for project construction • Untapped tourism potentials due to financial constraints	• Inability to provide farmers with farm implements to undertake large scale farming on time	• Low IGF generation due to inadequate revenue data • Inadequate vehicles for revenue collection • Untimely release of funds	• Inadequate office and residential accommodation • Negative attitude towards sanitation management
Gomoa East	• Activities of land guards • Boundary disputes with other MMDAs • Chieftaincy disputes	• Inadequate vehicles for project supervision and monitoring • Inadequate funds to fund developmental projects	• Effects of flooding on PFJ	• No vehicles for revenue collection	• Increasing sanitation and waste management challenges • Inadequate office equipment for staff
Mfantseman	• Chieftaincy disputes • Road congestion • Domestic violence • Theft, assaults and armed robbery • Illegal mining	• Landed properties of the Assembly not completely registered • Delay in completion of Refuse Processing Plant at Awoyaa	• Effects of bush fires, sand winning, fall army worms and land degradation on PFJ • Inadequate sanitary tools and chemicals	• Low IGF mobilization • Late release of DACF	• Indiscriminate defecation and disposal of human excreta especially along the beach • Flooding at Mankessim market • Limited space at Saltpond and Mankessim Cemeteries
Upper Denkyira West	• Chieftaincy disputes • Food Insecurity	• Difficulty in getting access to land for development	• Inadequate extension officers to farmers • Limited mechanization of Agric activities	• Low revenue mobilization • Delay in the release of funds	• Non-functioning of sub-district structures

MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
		• Absence of reliable database on social and economic activities			• Inadequate residential accommodation for staff • Inadequate logistics
Cape Coast	• Chieftaincy disputes • Cable theft • Sand winning • Malfunctioning streetlights	• Limited vehicles for project monitoring & supervision • Inadequate funds for development projects	• Shortage of food affecting the implementation of the Free SHS programme	• Inadequate vehicles for revenue mobilization • Delay in the release of DACF	• Poor sanitation management and practices (open defecation) • Sand winning along the beach undermining sea defence project • Incidence of floods occasioned by poor drainage systems • Inadequate residential accommodation for staff • Poor road network in rural areas • Partial operationalization of MMDA department • Logistical constraint
Twifo Atti-Morkwa	• Illegal mining • Chieftaincy disputes	• Poor road network	• Unmechanized agriculture	• Low revenue mobilization due to weak capacity of revenue collectors • Delay in release of statutory funds	• Inadequate accommodation for Assembly staff • Poor network of town road
Komenda Edina Eguafo Abirim	• Armed robbery • Chieftaincy disputes	• Delay in the execution of projects due to untimely releases from GoG	• Illegal clay winning and emergence of unauthorised structures • Low farmer to Agric Extension Agents (AEA) ratio • Adverse effects of climate change on farming	• Inadequate vehicles for revenue mobilization • Apathy on the part of rate payers	• Poor road network • Teenage pregnancy • Bushfires and floods • Open defecation • Sand & clay winning • Poor sanitation management and practices

MMDA	Issues				
	Security	**Development Projects**	**Initiatives/Directives**	**Financial Performance**	**Challenges**
Upper Denkyira East	• Illegal mining • Chieftaincy disputes • Poor road network • Illegal logging	• Inadequate vehicles for project monitoring and supervision • Unharnessed tourism potential of River Offin and its Forest Reserve	• Inadequate logistcis including computers for the Birth and Death Registry • Effects of illegal mining on agricultural activities	• Inadequate vehicles for revenue mobilization • Low revenue mobilization due to poor road network • Delays in the release of statutory funds affected projects implementation	• Inadequate office accommodation for sub district structures • Bad road network affected movement of goods and services
Effutu	• Negative activities of Nomadic herdsman • Illegal sand winning • Road accidents • Chieftaincy disputes • Land and boundary disputes	• Lack of storage facilities • Difficulty in obtaining land for development purposes	• MA organised a stakeholders meeting to handle downward trend of the BECE results in the municipality • Ayirebi M/A Basic School has not toilet facility and lacks pipe borne water • Inadequate motor bikes for field officers affected PERD project • Unavailability of funds to organise capacity building for staff	• Inadequate revenue database and boundary disputes affected revenue generation of the Assembly • Capacity building for revenue collectors in the previous year helped improved IGF of the Assembly	• Limited office space to accommodate all decentralised departments • Apathy on the part of community to support community-led projects • Poor maintenance of Assembly properties • Poor internet connectivity • Inadequate educational infrastructure • Unavailability of a liquid waste treatment plant • Haphazard infrastructure development
Awutu Senya East	• Chieftaincy disputes between Awutus and Gomoas • Boundary dispute with Ga South and Gomoa East	• Inadequate vehicles for project monitoring and supervision • Implementation of Drainage Master Plan hampered by untimely release	• Loss of arable lands to rapid physical development projects	• Inadequate data on ratable items • Delay in the release of DACF	• Poor sanitation management and practice • Encroachment of roads by residents • Poor road network

MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
		and inadequacy of DACF			
Gomoa West	• Chieftaincy disputes • Negative activities of Fulani herdsmen	• Completion of projects (Teachers Bungalow, Police Station and Clinic) at Mumford affected by delayed release of DACF	• Limited access to WASH services	• Limited vibrant economic activities in the area affected IGF generation • Obsolete vehicles breaking down frequently	• Bad road network • High teacher attrition and poor educational performance at the basic level • Deforestation
Ajumako Enyan Essiam	• Chieftaincy and land disputes	• Inadequate vehicles for project monitoring and supervision • Construction of new Assembly Block stalled	• Free SHS programme affected by inadequate food supply	• Lack of vehicle for revenue mobilization • Inadequate IGF base	• Inadequate office space, logistics and furniture • Inadequate teaching staff in rural areas • Inadequate residential accommodation for staff • Deplorable state of major roads linking the district to Breman Asikuma, Agona Swedru and Mankessim
Ekumfi	• Chieftaincy disputes	• Poor road network	• Low levels of production of raw material to feed the Ekumfi Juice and Processing Factory	• Low revenue mobilization due to inadequate data on ratable items • Delay in release of funds • Unwillingness of the people to pay tax	• Inadequate means of transport for the Assembly staff
Twifo Hemang Lower Denkyira	• Chieftaincy disputes • Low police to citizen ratio	• Poor road network • Inadequate funds for completetion of on-going and	• Non availability of inputs under PFJ • Decrease in amount and delay in the release of the DACF	• Low IGF mobilization mainly due to inadequate salaried collectors and reliance	• Under staffing • Not-fit-for purpose ware hous

MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
		initiation of new projects		on commissioned collectors	
Assin South	• Cybercrime • Illegal logging • Chieftaincy dispute	• Negative effect of poor road network on project supervision and monitoring	• Delay in the completion of Classroom Blocks due to low IGF • Negative activities of herdsmen on farmlands	• Low IGF moilization partly due to rural nature of district and non-payment of property rates	• Poor road network • High attrition rate of staff • Inadequate furniture in schools and obsolete equipment at the District Education office
Gomoa Central	• Negative activities of Fulani Headsmen • Chieftaincy disputes	• Poor project supervision and monitoring • Inadequate health facilities	• Negative effect of inadequate motor bikes for AEAs on PFJ	• Low IGF mobilization	• Poor solid waste management due to limited sanitary workers and limited access to waste containers • Poor road network
Asikuma Odoben Brakwa	• Chieftaincy disputes	• INadequate vehicles for project monitoring and supervision • Delay in completing projects due to delay in release of funds (esp. construction of Ambulance Service Office and renovation of Main Administration Office Block)		• Low IGF mobilization	• Poor road network • Obsolete and frequent break-down of Assembly vehicles

Appendix 3.6: EASTERN REGION

MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
New Juaben South	•	Poor project planning • Undue delays in projects execution and completion	Inadequate capacity in contracts and project management	• District boundary dispute	• Inadequate revenue collectors
West Akim	• Chieftaincy dispute in Asamankese	• Delay in project execution and completion	Satisfactory contracts, project management and M&E capacity	• Lack of credible revenue data	• Inadequate revenue collectors
Yilo Krobo	•	• Delay in project completion due to delays in transfer of inter-governmental grants	Inadequate logistics particularly vehicle for M&E	• Failure of citizens to pay property rates	Political interference in revenue collection • Chieftaincy disputes
Kwahu West	•	Poor project identification and planning • Delays in the completion of DACF funded projects	Inadequate skills in project and contract management as well as M&E	• Failure to prosecute defaulting ratepayers	Inability to fund revaluation of property • Failure of the Assembly to automate IGF collection

MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
Nsawam Adoagyiri	• Chieftaincy dispute, Illegal sand winning	• Delays in project completion particularly DACF projects	Logistical and human resource constraints hampering M&E	• Inadequate revenue collectors	• Lack of comprehensive data for revenue management
Kwahu Afram Plains North	• Influx of nomadic herdsmen	• Delays in project completion	Logistical and human resource constraints hampering M&E	• No comprehensive revenue data	• Inadequate revenue collectors
Lower Manya Krobo	•	• Low contracts and project management capacity	Lack of logistics for M&E activities	• Ageing and inadequate revenue collectors	• Lack of logistics for development control
Kwaebibirem	• Chieftaincy issue at Kade	• Recorded the high percentage of uncompleted projects	Insufficient project management and M&E capacity	• Lack of comprehensive revenue database	Unwillingness of ratepayers to pay fees • Poor tax education
Kwahu East	• Nefarious activities of nomadic Fulani herdsmen, Chieftaincy dispute	• Substantial investment in Governance (Security) and Agric	Inadequate logistics for M&E Construction of District Hospital is on course	• Absence of credible data on properties	• Inadequate revenue collectors
Kwahu Afram Plains South	• Influx of nomadic herdsmen	• Delays in project completion particularly DACF projects	Logistical and human resource constraints hampering M&E	• Poor supervision of revenue collectors	• Lack of comprehensive database on properties
Suhum	•	• Satisfactory project execution and completion	Lack of logistics particularly vehicle for M&E	• Failure to prosecute defaulting ratepayers	• Failure of management to commit sufficient resources for revenue mobilisation
Akuapem North	• Uneasy calm even after the installation of Paramount chief	•	Inadequate capacity in contracts and project management	• Reluctant of rate payers to pay revenue due to lack of development projects	Inadequate revenue collectors • District boundary dispute

MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
Asuogyaman	•	• Delays in projects completion and poor quality of works	Inadequate M&E and project management capacity	• Inadequate revenue collectors	• Absence of revenue management software
Birim South	•	• Delays in project completion	Inadequate logistical capacity for M&E	• Inadequate revenue collectors	• Inadequate logistics for revenue mobilisation and development control
Birim Central	•	• Inadequate competencies in contracts management	Inadequate capacity in contracts and project management Delay in construction	• Revenue collectors are poorly motivated	Lack of political will to prosecute defaulters Political interference • Poor supervision and monitoring of revenue collection
Akuapem South	•	• Satisfactory project execution and completion	Inadequate capacity in contracts and project management	• Poor engagement with ratepayers thus, making them apathetic to activities of the Municipal Assembly	District boundary dispute • Lack of logistics for revenue collection and development control
Birim North	•	• Satisfactory project identification, planning and execution	Low logistical capacity for M&E	• Over-reliance on revenue from Newmont still persist	Inadequate revenue staff • Unwillingness of ratepayers to pay fees
Denkyembour	• Illegal mining issues, Chieftaincy dispute	Poor project planning and execution • Poor quality of works		• Lack of comprehensive database	Inadequate revenue collectors • Destruction of the environment by illegal miners
Kwahu South	•	•		• Unwillingness of ratepayers to pay fees	• Inadequate revenue collectors

MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
Ayensuano	• Illegal sand wining culminating in clashes between sand winners and some farmers	• Delays in project completion due to erratic release of central government funds	Lack of logistics particularly vehicle for M&E	• Delay in payment of commission to commission collectors	• Absence of automation of IGF collection
Akyemansa	•	Delays in project completion • Poor quality of works	Lack of logistics for M&E (particularly vehicle)	• Lack of comprehensive revenue data	• Inadequate logistics for revenue mobilisation and development control
Abuakwa North	• Influx of nomadic herdsmen and cattle	•		• Lack of comprehensive database	• Inadequate logistics for revenue mobilisation and development control
Upper Manya Krobo	• Fulani herdsmen menace	• Delays in project completion	Lack of logistics for M&E (particularly vehicle)	• The D/A does have a valuation list	Inadequate revenue collectors • Lack of logistics for revenue mobilisation and development control
Upper West Akim	•	Delays in project completion • Poor quality of works	Lack of logistics for M&E	• Dysfunctional district sub-structures	Inadequate and aged revenue collectors Unwilling of citizens to become commission collectors • Low level of economic activities
Fanteakwa North	Fulani herdsmen menace with its associated armed robbery and killings • Chieftaincy dispute at Begoro	• Delays in project completion	Lack of logistics for M&E (particularly vehicle)	• Absence of Valuation List for Property Rate	• Security threats due to armed robbery in some communities
Abuakwa South	•	• Delays in project completion	Low logistical capacity for M&E	• Inadequate data on rateable items	Poor internet connectivity

MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
					• Low capacity of revenue collectors run electronic billing and collection system
Okere	•	Delays in project completion • Poor quality of works	Lack of logistics for M&E (particularly vehicle	• Inadequate data on rateable properties and poor supervision of revenue collectors	• Inadequate revenue collectors
Atiwa East	• Illegal mining (Galamsey) and lumbering a threat to the Atiwa forest reserve	Delays in project completion	Lack of logistics for M&E	• D/A has not valued its property	Inadequate logistics for revenue mobilisation and development control • Political interference
New Juaben North	•	Delays in project completion Poor quality of works	Lack of logistics for M&E (particularly vehicle)	• Boundary issues with New Juaben South affects IGF	Inadequate revenue collectors Inadequate logistics for revenue mobilisation and development control • Ratepayers fail to pay as they complain of inadequate development projects
Atiwa West	• Illegal mining (Galamsey) and lumbering a threat to the Atiwa forest reserve, Chieftaincy dispute	Delays in project completion	Lack of logistics for M&E	• Failure to prosecute defaulters	Inadequate revenue collectors • Poor education of ratepayers

MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
Fanteakwa South	•			• Absence of automated revenue management system	• Inadequate logistics for revenue collection and development control
Asene Manso Akroso	• Chieftaincy dispute	Poor road condition		• Scattered and difficult and inaccessible settlements resulting in high cost of collection	• No high revenue generating items like "Lorry Parks and vibrant Markets"
Achiase	•	Poor road condition		• Inadequate support of management to revenue collectors	Inadequate logistics for revenue collection and development control • Non-availability of Valuation List
Appendix 3.7: GREATER ACCRA REGION					
Accra Metropolitan	• Armed Robbery • Chieftaincy disputes	• Inadequate and delay in the release of funds for infrastructural projects	• Limited logistics for waste management	• Apathy on the part of residents and some businesses in paying Property Rate and Business Operating Permit (BOP) • Inadequate logistics for revenue mobilization	• Proliferation of slums with outbreak of attendant diseases • Poor sanitation management and practices • Poor development control • Encroachment of public lands by squatters, private individuals, hawkers, etc • Deplorable state of Markets
Tema Metropolitan Assembly	• Boundary Disputes • Armed Robbery	• Delay in release of funds • Non availability of land for new	• Inadequate logistics and resources • Excessive bureaucracy which hampers smooth project implementation	• Low IGF mobilization • Inadequate funding for programmes/ projects under implementation	• Inadequate landfill site • Poor state of roads/ transportation infrastructure

MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
		development purposes • Inadequate resources			• Poor sanitation management and practices
Tema West Municipal Assembly	• Land litigation • Chieftaincy dispute	• Untimely release of funds • Inadequate funds for projects	• Inadequate logistics	• Inadequate data on rateable items • Inadequate logistics (vehicle for mobilization) • Low IGF mobilization	• Inadequate office space
Ayawaso North	• Boundary disputes with Ayawaso East Municipal Assembly	• Inadequate funds for the Assembly's development agenda	• Inadequate funds	• Revenue leakages • Inadequate logistics for revenue mobilization	• Poor functionality of sub-structures • High illiteracy rate • High rate of youth employment • Inadequate logistics for the performance of work • Low representation of females in governance
Ga South	• Chieftaincy disputes • Land litigation and activities of land guards • Illegal sand winning • Encroachment of green belt area	• Inadequate and delay in the release of DACF • Difficulty in the acquisition of land for developmental project	• Inadequate communal spirit and commitment on the part of community members • Low capacity of policy implementers • Inadequate DACF allocation	• Low capacity of revenue collectors • Inadequate data on ratable items and institutions • Late release of DACF	• Inadequate residential accommodation for staff and security personnel • Poor road network • Inadequate office supplies and logistics (vehicle, office equipment etc) • Environmental degradation due to illegal sand wining • Inadequate Planning schemes for the hinterlands
Ga Central	• Activities of land guards	• Delay in the release of DACF	• Inadequate funds for monitoring and supervision	• Low revenue mobilization • Lack of comprehensive and realistic data on	• Inadequate Transport • Poor development control including encroachment of

MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
			• Inadequate land for projects	revenue items and businesses	provisions for roads and drains • Inadequate office logistics
Ashaiman Municipal Assembly	• Armed Robbery	• Untimely release of GOG funds	• Inadequate vehicles for monitoring and supervision	• Lack of logistics for revenue mobilization	• Lack of office and residential accommodation for staff
Korle Klottey Municipal Assembly	• Boundary disputes • Land guards activities	• Inadequate and late release of funds- DACF	• Inadequate vehicles for monitoring and supervision • Poor spatial planning, mangement and development control • Poor road network and conditions	• Low revenue mobilization	• Inadequate public health facilities • Inadequate office and residential accommodation
Ledzokuku Municipal Assembly	• High crimes rate	• Unavailability of land for development projects • Inadequate technical competence & resources to support projects and programmes implementation	• Inadequate funding for the implementation of government policies • Slow integration of non-decentralized departments into the Local Government System	• Informal nature of businesses resulting in low billing • Revenue leakages • Inadequate data on rateable items • Delay in the release of Central Government Transfers	• Poor solid waste management • Inadequate of residential accommodation for staff
Adentan Municipal Assembly	• Armed Robbery • Boundary Disputes • Chieftaincy disputes	• Delay in the release of statutory funds (GetFund and DACF) for project implementation • Inadequate lands for new developmental projects	• Inadequate funds	• Revenue leakages	• Inadequate office space
La Dadekotopon	• High levels of unemployment and under-employment	• Inadequate documentation on	• Inadequate funds to expand the Street	• Limited capacity and opportunities for revenue mobilization	• Inadequate office accommodation

MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
	• High incidence of violence and crime • Proliferation of slums • Boundary disputes with neighbouring assemblies • Abuse and exploitation of children	Assembly landed properties • Inadequate space for new development projects • Inadequate logistics for monitoring and supervision	Naming and Property Addressing Project • High cost of aquaculture inputs	• Inadequate and delays in the release of GoG transfers	• Poor sanitation management • Flood situation due to inadequate and choked drains
Shai Osudoku	• Activities of land guards • Chieftaincy disputes • Increasing incidents of theft	• Unavailability of land to implement new development projects • Poor spatial planning • Poor road network and conditions • Limited financial resources	• Limited technical capacity for the implementation of government directives and policies • Poor sectoral-collaboration for the implementation of government policies and directives • Limited advocacy on government directives and initiatives	• Informal nature of businesses resulting in low billing • Revenue leakages • Inadequate data on ratable items • Inadequate revenue collectors	• Low revenue generation • Poor solid waste management • Inadequate residential accommodation for staff • Delay in the release of GoG funds
Ayawaso East	• High crime rate • High unemployment rate	• Unavailability of land to implement new development projects • Congestion within the central business district • Poor development control	• Limited technical capacity for the implementation of government directives and policies Poor sectoral-collaboration for the implementation of government policies and directives • Limited financial resources for the implementation of government policies • Slow integration of non-decentralized departments into the	• Informal nature of business making it difficult for realistic billing • Revenue leakages • Inadequate data on ratable items and properties	• Low revenue generation • Poor solid waste management • Inadequate residential accommodation for staff • Delay in the release of GoG funds

MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
			Local Government System		
Ayawaso West	• High crime rate • High unemployment rate • Boundary disputes	• Unavailability of land to implement new development projects • Poor development control • Poor road network and conditions • Limited financial resources	• Inadequate vehicles for supervision and monitoring • Inadequate logistics	• Inadequate logistics for revenue mobilization.	• Inadequate office and residential accommodation
Ada East	• High unemployment rate • Chieftaincy disputes in Ada Foah • Issues of light fishing among fishermen • Minor boundary dispute • Use of unlicensed motorbikes (Okada)	• Delays in the completion of development projects due to the delay in the release of funds. • Inadequate logistics for monitoring of ongoing projects. • Inadequate documentation on Assembly landed properties • Delays in the completion of development projects due to the delay in the release of funds	• Assembly has taken measures to repair broken down vehicles.	• Apathy of the citizenry to pay taxes • Lack of effective control and monitoring of revenue inflows • Inadequate number of revenue collectors • Inadequate logistics for revenue mobilization	• Inadequate logistics (vehicles, office equipment etc • Low capacity of informal sector to create and sustain employment • Low capacity in Local Economic Development geared towards revenue mobilization • Inadequate transportation systems in riverine areas • Inadequate technical capacity to implement certain government policies and initiatives
Ada West	• Increased theft and burglary • Chieftaincy, land and boundary disputes	• Difficulty in the acquisition of land for development projects • Delayed project completion	• Public apathy towards policy directives • Limited public knowledge on the decentralised system and their responsibilities	• Low revenue mobilization • Unwillingness of the citizens to pay levies and rates • Inadequate number of revenue collectors and	• Inadequate office space and non-existent residential accommodation for staff • Inadequate social and economic

MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
		• Inadequate logistics for monitoring of ongoing projects	• Delay in the release of funds • Inadequate staff to implement policy initiatives and directives	logistics for revenue mobilization	infrastructure such as market, lorry station, health and educational facilities • Low capacity of informal sector to create and sustain employment • Low level of agriculture mechanization
WGMA		• Delay in release of funds		• Poor road network difficulties in accessing some areas. • Inadequate logistic for revenue mobilization	• Improper disposal of solid and liquid waste • Poor road network • Unauthorized development • Inadequate office logistics
Ablekuma North	• High Crime Rate • Boundary disputes with Sister Assemblies	• Delay in the release of fund affect development projects	• Desilting of age-old underground storm drain. • Acquisition of lands for development projects • Provission of sanitation facilities	• Performance of IGF was encouraging	• Inadequate office accommodation • Inadequate Office equipment & logistics • Unavailability of land for development projects • Poor sanitation • Development control setbacks
Ablekuma West	• Influx of unskilled labour in search of jobs • High crime rate • Building on water ways and unauthorized locations • High incidence of flooding	• Delay in release of DACF • Non availability of land for Agriculture activities • Inadequate resources for Infrastructural projects	• Limited Logistics for waste collection • Encroachment on available public lands	• Poor attitude of residents and institution towards the payment of business operating permit (BOP) and property rate. • Inadequate logistic for revenue mobilization • Difficulty in capturing data on businesses	• Poor sanitation • Poor development controls • Slum proliferation resulting in outbreak of environmental-related diseases such as cholera • Limited space for agricultural purposes

MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
		• Scarcity and high cost of land for planned developmental projects			• Inadequate health facilities
Okaikoi North	• High Crime rate • Minor chieftaincy related issues • Increased number of slum communities which increase security threat	• Delay in release of funds • Unavailability of land for developmental projects • Inadequate logistics makes it difficult for effective monitoring	• Inadequate Consultations of Assembly on projects from the Ministries and Departments • Inadequate Stakeholder Consultation on public policies	• Unreliable data • Unwillingness of payment by rate payers • Inadequate number of revenue collectors • High cost of revenue collection	• Insufficient office and residential accommodation • Inadequate logistics vehicles office equipment etc • Pockets of low-income communities inhibit generate revenue
Krowor	• High crime rate	• Inadequate land for development • Inadequate and late release of DACF	• Untimely release of funds	• Low IGF mobilisation	• Encroachment on public lands • Perennial flooding • High rate of open defecation • Poor road network • Frequent fire outbreaks
Ningo Prampram	• Armed Robbery • Land disputes • Boundary Disputes with Kpone Katamanso Municipality and Ada West District	• Delay in release of DACF • Inadequate funding • Low Revenue mobilization	• Delay in payment of LEAP due to unavailability of Vehicles • Insufficient logistics for official work • Delay in monitoring and evaluation due to unavailability of vehicles	• Inadequate logistics for revenue mobilization	• Encroachment on lands by private persons • Inadequate office space and vehicles to carry out official duties • Inadequate residential accommodation for staff • Low capacity of staff
Appendix 3.8: NORTH-EAST REGION					

MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
Bunkprugu-Nakpanduri District Assembly	• Persistent land disputes	• Excessive expenditures on Peace building at the expense of developmental projects		• All Funding received are directed towards ensuring Peace	
Chereponi District Assembly	• Persistent chieftaincy disputes	• Excessive expenditures on Peace building at the expense of developmental projects		• All Funding received are directed towards ensuring Peace	
East Mamprusi Municipal Assembly					• Perennial flooding preventing the smooth running of economic businesses
Mamprugu Moagduri District Assembly		• Excessive expenditures on Peace building at the expense of developmental projects.		• Some of the Funding received are directed towards ensuring Peace	• Perennial flooding preventing the smooth running of economic businesses
Appendix 3.9: NORTHERN REGION					
Tamale	• Land-boundary issues • Substance abuse among youth	• Inadequate funds to execute the developmental projects.	• Delayed release of funds for GSFP/NHIA	• Inadequate skilled revenue collectors • Unwillingness of citizens to honour tax obligations • Lack of a comprehensive data-based on all businesses operating within the Metropolis	• High prevalence of open defecation • Inadequate equipment for waste management • Inadequate office and residential space for staff • Inadequate desks for pupils in basic schools • No data on properties under the Street Naming and Property Addressing projects

MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
Yendi	• Chieftency and land disputes • Incidence of highway robbery • Inadequate logistics for the security personnel	• Inadequate educational facilities	• Difficulty in monitoring and supervising projects awarded from regional/ national levels. • Inadequate irrigation facilities to support PFJ	• Inadequate revenue database. • Unwillingness of rate payers to pay • Delay in release of funds • Delay in release of funds from central government and short falls in releases	• Practice of open defecation • Poor road network • Frequent breakdown of most of assembly's heavy plant and equipment
Savelugu	• Lack of police post in some big towns • Chieftaincy disputes	• Inadequate health care facilities • Inadequate sanitary facilities • Delay and irregular release of statutory funds for projects	• Weak coordination over the implementation of government flagship projects and in the award of contracts particularly on roads.	• Poor performance in the collection of Internally Generated Fund (IGF)	• High prevalence of open defecation • Inadequate office accommodation • Aversion of residents towards payment of rates • Poor road and telecommunication network
Nanumba South	• Land disputes • Inadequate police post, accommodation and personnel • Land litigation	• Inadequate logistics for monitoring projects • Inadequate funding • Inadequate funding for projects/activities	• Inadequate veterinary and extension officers affected RFJ (Rearing for Food and Jobs) and PFJ programmes.	• Low revenue generation	• Inadequate health and educational infrastructure • Limited sources of portable water • Inadequate office accommodation and means of transport for officers • Poor road network
Kpandai	• Chieftaincy disputes • Menace of Fulani herdsmen	• Late release of funds • Inadequate means of transport (vehicle) to monitor on-going projects regularly	• Untimely provision of guidelines for the preparation of District Plans and Budgets	• Low revenue mobilization	• Inadequate logistics • Inadequate staff at the Works and Physical Planning Department • No fire tender to enable prompt responses to emergencies

MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
					• Inadequate office equipment
Tolon	• Lack of office accommodation for the Immigration Service. • Chieftaincy Disputes	• Inadequate Infrastructure at Tolon SHS	• Politicization of most government initiatives affects the implementation of those programmes • Delay in release of funds for NHIA and GSFP	• Decrease and delay in the release of t (DACF) • Low revenue generation	• Inadequate office accommodation • No demarcation of plots on the existing planning schemes • Lack of portable drinking water in almost all communities • Poor road networks in the district • Inadequate electricity extension to most communities • Weak IGF base
Nanumba North	• Incidence of armed robberies and kidnappings • Land disputes and ethnic tensions • Inadequate Police personnel to manage security of the district	• Delay in project completion due to delay in release of funds especially DACF projects • Encroachment of the Assembly land by private and individual developers	• No data collected on properties under the SNPA project • Difficulty in supervising and monitoring flagship projects and programmes awarded at the Regional and National levels	• Delay in release of GOG funds • Properties are not valued for realistic budgeting • Inadequate revenue database • Untapped revenue potentials	• Incidence of open defecation and poor general attitude of people towards sanitation. • Inadequate residential accommodation
Zabzugu	• Illegal felling of economic trees and other tree species • Incidence of armed robbery along Zabzugu-Yendi Road • Abduction and killing of Fulanis • Inadequate accommodation facilities for police personnel	• Inadequate logistics (vehicles and motor bikes for monitoring and supervision) of projects • Delay in release of funds • Encroachment of the Assembly Land by private and	• Government directives on the implementation of certain developmental projects affect the implementation of the Assembly's plan	• Low mobilization of Internally Generated Funds (IGF) • Inadequate revenue data base • Poor supervision by the revenue inspectors • Inadequate Revenue Collectors	• Illegal logging of economic trees and other trees species • Unwillingness of developers to acquire building permits • Rate payers not willing to pay rates, due to lack of evidence of IGF infrastructure • Poor road network

MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
		individual developers			
Saboba	• Inadequate police personnel • Perennial farmland disputes especially in Konkomba communities.	• Inadequate IGF for project execution • Delay in the release of funds by GOG (DACF, DDF).	• Monitoring of projects of Getfund and Ghana Road fund are sometimes cumbersome since they are normally awarded straight from the central government • Delay in the release of funds for the implementation of activities from development partners	• Low revenue mobilization	• Inadequate residential and office Accommodation. • Lack of a comprehensive data-base on all businesses operating within the District • Inadequate means of mobility for staff to carry out official duties • Poor road network within the district • Non- establishment and staffing of the Physical Planning Department
Gushegu	• Poor telecommunication coverage, impeding development & security • Lack of means of transport for the Ghana Police Service to enhance patrols • Inadequacies of logistics in terms of fuel and strong vehicles to support the Police Service to carry out patrols and attend to emergent security issues	• Inadequate project funds.	• No data collected on properties under the SNPA project	• Low revenue mobilization • Delay in release of funds	• Absence of layout for Gushegu township • Political interference in revenue mobilization • Lack of logistics for effective monitoring

MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
Mion	• Inadequate Police Personnel	• Delay in start development projects due to unavailability of project funds and interruptions from the weather. • Delay in release of funds	• Delayed releases of NHIA and GSFP grants • No data collected on properties under the SNPA project	• • Low revenue generation	• Poor road network • Unpredictable nature of grant inflows makes project planning difficult which leads to budget overruns • Inadequate revenue database • Inadequate revenue database • Poor road network
Tatale-Sanguli	• Inadequate means of transport • Inadequate accommodation for Security personnel	• Huge deductions of DACF at source /Huge commitments against the DACF • Inadequate logistics (vehicles and motor bikes) to carry out monitoring activities • Delay in the release of project funds	• Central government directives on the implementation of certain development projects affects the implementation of plans of the Assembly	• Low IGF mobilisation • Delay in the release of funds from Central Government • Low commitment on the part of revenue collectors • Inadequate motorbikes for revenue collectors	• Poor participation by the people in governance • Lack of logistics for monitoring activities • Apathy on the part of rate payers • Tax evasion by payers
Karaga	• No police station/post in Pishigu. • Political aclashes in and around the Pishigu • Revenue and farm land issue/dispute	• Inadequate resources to complete projects • Inadequate school infrastructure	• Non-involment of the Assembly on implementation of special initiatives from the national level	• Poor IGF generation. • Weak internal financial controls and monitoring	• Inadequate residential and office accommodation. • Inadequate office logistics • Poor road network • Practice of open defecation
Kumbungu	• Illegal river sand winning • Land disputes	•	• Delay in the payment of NHIA and GSFP grants	• Delay in release of GOG funds • Low generation and mobilisation of IGF • Inadequate Revenue Collectors	• Poor quality of health services • Inadequate educational infrastructure • Inadequate trained teachers

MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
				• Inadequate revenue database	• Poor quality service • Strengthening of district substructures • Inadequate office spaces for DA and decentralized departments • Inadequate logistics for effective monitoring • Inadequate Office and Residential Accommodation for staff
Sagnarigu	• Inadequate logistics for security personnel	• Inadequate funds to execute the developmental plans of the Assembly	• Delay in release of LEAP funds • Inadequate data on properties under the SNPA project	• Delays in release of GoG funds	• High prevalence of open defecation • Inadequate logistics for effective supervision and monitoring • Infrastructure problems such as classrooms still remain a challenge • Inadequate office and residential accommodation for staff • Inadequate furniture for staff
Nanton	•	•	• Delay in release of LEAP funds	• Low revenue generation	• High prevalence of open defecation • Inadequate office and residential accommodation • Bad road network within district • Inadequate number of permanent revenue

MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
					collectors and database on revenue items
Appendix 3.10: OTI REGION					
Nkwanta North	• Land and Chieftaincy disputes	• Delay in completion of projects. • High rate of unpaid certificates on contracts • Abandoned/expired contracts	• Deployment of military to restore calm.	• Unwillingness of citizens to pay rates and taxes • Delay in the release of DACF	• Weak sub-structures
Nkwanta South	• Chieftaincy disputes in Dapaa	• High rate of unpaid certificates on contracts	• Imposition of curfew in the town	• Non implementation of revenue improvement action plan • Delays in release of central government funds	
Kadjebi		• Abandoned projects • High rate of unpaid certificates on contracts		• Unwillingness of citizens to pay rates and taxes • Delay in the release of DACF	
Jasikan		• Abandoned projects. • High rate of unpaid certificates on contracts		• Delay in the release of DACF	
Guan	• Chieftaincy disputes within Worawora traditional council	• Abandoned projects. • High rate of unpaid certificates on contracts	• The matter has been referred to the Regional House of Chiefs by the Oti Regional Security Council	• Unwillingness of citizens to pay rates and taxes. • Delay in the release of DACF	
Biakoye	• Land disputes between Nkonya and Alavanyo	• Abandoned projects. • High rate of unpaid certificates on contracts	• The chiefs are engaging themselves to bring finality to the issue.	• Unwillingness of citizens to pay rates and taxes.	

MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
	• Chieftaincy disputes within the Chonke traditional area				
Krachi East	• Land disputes at Baiahenfia	• Abandoned projects • High rate of unpaid certificates on contracts	• REGSEC is intervening	• Unwillingness of citizens to pay rates and taxes. • Delay in the release of DACF	
Krachi Nchumuru	• Land disputes between the Krachis and Ketes	• Abandoned projects. • High rate of unpaid certificates on contracts	• Oti Regional Security Council (REGSEC) is engaging both parties to bring conclusiveness to the dispute	• Unwillingness of citizens to pay rates and taxes.	• Delay in the release of DACF
Krachi West		Abandoned projects			
Appendix 3.11: SAVANNAH REGION					
West Gonja Municipal	• Chieftaincy conflict disputes • Tension between Gonja and Dagombas over group hunting in the Mole reserve and its fringe communities		• MUSEC, REGSEC and Regional House of Chiefs handling the issues		• Inadequate logistic to engage all the major stakeholders. • Inadequate resources to resolve chieftancy related disputes
East Gonja Municipal	• Chieftancy disputes • Tension between Gonjas and Fulanis		• MUSEC and Regional House of Chief handling the issues		• Inadequate resources to resolve conflicting issues timeously
Central Gonja District	• Chieftancy and boundary issues • Inadequate security personnel		• DISEC handling issues		• Logistical constraints
Appendix 3.12: UPPER EAST REGION					
Bawku Municipal	• Chieftaincy and Land conflicts	Inadequate funding for DACF projects Delays in release of funds for projects • Slow pace of work by contractors due	Inter Bawku Inter-Ethnic Peace Committee and the Municipal Security Council and the REGSEC	Low IGF Slow rate of economic activities in the Municipality	Inadequate professionals resulting from the high attrition of staff due to the Bawku Conflict

MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
		to the insecurity in the area	Curfew imposed by the Ministry of Interior		Inadequate office space and residential accommodation for the staff. • Inadequate office equipment for all departments.
Bawku West	Activities of nomadic headsmen •	Inadequate and irregular flow of funds (DACF and GOG) • Inadequate logistics for supervision of projects	Automation of collection and the use of the IGF taskforce	Low IGF •	Low capacity of staff mostly in terms of numbers •
Binduri	Location of district capital Spillover of Bawku Conflict	Inadequate funding for DACF projects Delays in release of funds for projects Slow pace of work by contractors due to the insecurity in the area •	Provision of patrol teams in the district	Low IGF Stagnation of economic activities as well farming activities due to fear of attacks •	Inadequate staff • Poor revenue generation capacity
Bolgatanga East	Land boundary dispute with Talensi District • Insecurity and upsurge in petty crime	Poor development Control Springing up of illegal structures • Delays in the completion of projects	Intensification of meetings and field inspections conducted by the Boundary Dispute Resolution Committee at the RCC Sensitization on environmental health Delegation of a schedule officer for Trade & Industry	Low IGF • Inadequate revenue collectors	adequate Vehicles on-functioning of the Department of Trade and Industry adequate logistics or attitude towards proper waste disposal • Inadequate residential accommodation for staff

MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
Bolgatanga Municipal	Chieftaincy dispute between two rival gates Increase in crime and armed robbery cases • Influx of teenagers into the municipality for Child Prostitution	Poor interest in M&E activities especially from some departmental and unit heads • Delays in the completion of projects	Consolidation of different reporting templates into a uniform template Deployment of police for night patrol within the Municipality Raiding of suspected drinking spots secretly operating as brothels	Low IGF •	Plack of dedicated funds for M&E Inadequate logistics to MPCU and MWD for supervision and monitoring Poor revenue mobilization • Poor road network
Bongo	Armed robbery on the Bongo – Soe - Namoo – Feo Road • High rate of teenage pregnancy.	Inadequate furniture for Basic and Senior High Schools.	Intensification of highway patrols within the district Sensitization on good hygiene practices	Low revenue mobilization. •	Poor road network Inadequate vehicles and logistics for M&E. Poor sanitation and hygiene.
Builsa North Municipal	• High rate of unemployment in the Municipality	• Slow pace of contractors in the construction of developments	Liaised with the Veterinary Department to vaccinate all ruminants in the Municipality Rehabilitation degraded lands with fruit trees	Low IGF •	Inadequate office space and residential accommodation for the staff. Inadequate office equipment for all departments. • Outbreak of Anthrax in the Municipality
Builsa South	• Land dispute with Mamprugu – Moagduri District in the North East Region	• Poor market infrastructure	Development of the Fumbisi Market to improve revenue collection Engagements with the DISEC of the Mumprugu – Moagduri District as well as REGSECS of the Upper East and North East Regions	Low IGF Unwillingness of rate payers to pay taxes. Delay in the releases from central government •	Lack of adequate technical staff in some departments Poor road network Slow rate of development in the district • Poor data management

MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
Garu	• Insecurity as a result of the spillover of the Bawku Conflict	• Untimely release of funds for M&E of projects	Establishment of a District Database System to ensure effective planning, budgeting and revenue mobilization.	Low IGF • Untimely release of DACF and GOG funds by Central Government	Inadequate office space and residential accommodation for the staff. Inadequate office equipment for all departments • Poor data management
Kassena-Nankana Municipal	• Doba – Kandiga Conflict	• Slow procurement processes and pace of work by contractors	Commitment of resources towards the implementation of the Assembly's Capacity Building Plan.	Low revenue generation Untimely financing from the central government	Difficulties in the acquisition of land, skills and capacity inadequacies and
Kassena-Nankana West	• Paga-Navio chieftaincy dispute	Delays in DACF Projects • Inadequate supervision of projects	Consolidation of different reporting templates into a uniform template Organisation of public education fora on rate payment	Low IGF	Poor revenue generation capacity Inadequate residential accommodation Inadequate and untimely release of funds Low statistical capacity of departmental officers and inadequate disaggregated data.
Nabdam	• Illegal Mining	• Delays in DACF Projects • Inadequate supervision of projects	• Use of revenue mobilization task force to improve IGF collection	• Low IGF Low IGF	• Poor road networks Slow rate of development in the district
Pusiga	Influx of immigrants from Burkina Faso Threat of insurgency due to the cross-border conflicts • Insecurity as a result of the spillover of the Bawku Conflict	• Delays in completion of projects due to untimely release of funds	Activities of the Inter-Ethnic Peace Committee, which comprises all security agencies, Traditional Authorities, the District Assembly and other key stakeholders that are directly or	Low IGF	Inadequate residential accommodation Inadequate and untimely release of funds

MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
			indirectly involved in security issues.		
Appendix 3.13: UPPER WEST REGION					
Daffiama-Bussie-Issa	• Chieftaincy disputes and armed robbery	• Delay in the release of funds • Untimely completion of projects • Inadequate M&E activities	• Untimely release of funds for government initiatives	• Untimely release of funds from Central Government. • Inadequate IGF Base • Low economic activities in the district • Non-performing revenue items	• Inadequate human resource • Poor Road infrastructure • Poor communication network
Jirapa Municipal Assembly	• Armed robbery • Land disputes	• Late release of funds for projects • Untimely completion of projects on • Poor supervision of projects	• Property addressing component of SNPA not done. • Inadequate M&E activities • High unemployment rate	• Inadequate funds from central government • Low IGF	• Poor attitude towards sanitation • Poor road network • Evasion of rate payment
Lambussie District Assembly	• Immigration of illegal nationals from Burkina Faso	• Late release of funds for projects • No vehicles and logistics for M&E activities	• Property addressing component of SNPA not implemented • Late release of funds for government initiatives	• Late release of funds from CoG especially DACF • Low IGF • Unwillingness of natives to pay rates	
Lawra Municipal Assembly	• Land disputes	• •Untimely completion of projects	• Untimely completion of government initiated projects	• Inadequate funds from Central Government	
Nadowli Kaleo District Assembly	• Illegal mining and logging • Chieftaincy and land disputes	• Late release of funds for development projects • Untimely completion of projects	• Delay in release of funds for implementation of initiatives • Untimely completion of government initiated projects	• Poor IGF sources • Land conflicts affect revenue mobilization • Lack of automation of revenue management • Apathy in payment of rates	• Poor road infrastructure

MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
Nandom Municipal Assembly	• Illegal logging • Chieftaincy disputes	• Untimely completion of projects • Inadequate and irregular funding of projects	• Property addressing component of SNPA not completed	• Non valuation of properties • Low releases from central government	• Inadequate means of transport • District hospital not completed
Wa East District Assembly	• Activities of Fulani heads men	• Poor road condition and accessibility • Late release of project implementation funds • Inadequate M&E activities	• Delay in release of funds for implementation	• Unwillingness to pay revenue • Low valuation of property • Revenue leakages	• Low telecommunication coverage • High illiteracy rate • High incidence of poverty • Low electricity coverage
Wa Municipal Assembly	• Illegal Mining • Armed Robbery	• Inability of contractors to complete projects on time. • Inadequate funds for projects • Irregular and delay in the flow of funds	• Property addressing component still in process • Delay in release of funds for implementation	• Late releaseof funds from central government • Low economic activities	• Inadequate numbers and skills of revenue collectors • Revenue database not comprehensive • Inaccessibility of communities during rainy season
Wa West District Assembly	• Illegal Mining • Chieftaincy dispute • Chieftaincy and land disputes, armed robbery and rosewood logging	• Ineffective supervision and monitoring • Inadequate logistics for M&E activities • Delay in release of project implementation funds especially DACF	• Property addressing component still in process • Delay in release of funds for implementation	• Inadequate development partners support • Low IGF mobilization • Revenue leakages	• Poor telecommunication network • Low electricity coverage • Environmental degradation • Inadequate Government budgetary allocations
Sissala West District Assembly	• Influx of Burkina Faso Nationals in spite of the closure of our borders	• Delay in release of project implementation funds especially DACF	• Property addressing component component of SNPAS not completed	• Lack of modern technology in revenue mobilization • Inadequate motivation for revenue staff	• Delay in release of funds • Limited IGF sources • Declining performance in BEC

MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
	• Chieftaincy and land disputes		• Delay in release of funds for implementation	• Under exploration of revenue avenues	
Sissala East Municipal Assembly	• Influx of Burkina Faso Nationals in spite of the closure of our borders	•	• Property addressing component component of SNPAS not completed	• Limited IGF sources • Delay in release of funds by central government	• Inadequate budgetary allocations and delay in release of government funds
Appendix 3.14: VOLTA REGION					
Ho Municipal	• The Western Togoland Restoration Front secessionist • Theft & Burglary	• Various Educational, health, security sector developmental projects on-going in the district. • Thirty-five (35) Local Governance, Justice, Educational, health, security, transport, roads sector developmental projects on-going in the district	• GSCSP • NHIS	• Inadequate logistics for revenue mobilization • Lack of reliable revenue data • Inadequate revenue collectors • Delay in Release of funds especially DACF • Inadequate logistics for revenue mobilization	• Inadequate office and residential accommodation • Inadequate staff, Inadequate vehicles and logistics for M&E activities
Hohoe Mun.	• Land and chieftaincy disputes • Effects of Tidal waves	• Various Educational, health, security sector developmental projects on-going in the district	• LEAP • Street Naming & Property Addressing System • GSCSP • GSFP	• Lack of reliable revenue data • Inadequate revenue collectors • Delay in Release of funds especially DACF • Inadequate logistics for revenue mobilization	• Limited valuation of property
Keta Mun.	• Chieftaincy and land disputes	• Various Educational, health, security sector developmental	• LEAP	• Inadequate revenue collectors • Low capacities of revenue collectors • Incomprehensive revenue database	• Bush fires

MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
		projects on-going in the district		• Inadequate logistics for revenue mobilization	
Kpando Mun.	• Conflict among transport unions • Armed robbery	• Seventy-seven (77) Educational, health, security sector developmental projects on-going in the district	• Free Senior High Policy under implementation in the Assembly	• Inadequate revenue collectors • Low capacities of revenue collectors • Inadequate Government budgetary allocations and delay in releases • Limited IGF sources • Inadequate logistics including vehicle for revenue mobilization • Limited valuation of property	•
Ketu South	• Smuggling of fuel to Togo • Chieftaincy disputes	• Fourteen (14) Educational, health, security, transport, roads sector developmental projects on-going in the district	• GSFP	• Lack of reliable revenue data • Inadequate revenue collectors • Low capacity of revenue collectors • Inadequate logistics for revenue mobilization	• Revenue database not comprehensive • Poor road network
Ketu North	• Smuggling of fertilizer	• Various Educational, health, security, transport, roads sector developmental projects on-going in the District	• Free Senior High Policy under implementation in the district • LEAP	• Few revenues collectors • Low skills of revenue collectors • Inadequate logistics for revenue mobilization	• Inadequate staff • Delays in releasing funds • Inadequate logistics • Limited valuation of property
Agotime-Ziope	• Menace of Fulani Herdsmen	• Various Educational, health, security sector developmental projects on-going in the district	• Free Senior High Policy under implementation in the district. • Free Senior High Policy under implementation in the Assembly	• Few revenues collectors • Incomprehensive revenue database • Poor IGF sources	• Poor road network

MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
				• Inadequate number and low capacity of revenue collectors	
Akatsi North	• Theft	• Sixty-five (65) Local Governance, Justice, Educational, health, security, transport, roads sector developmental projects on-going in the district	• LEAP	• No vehicle for IGF mobilization • Delays in release of funds • Inadequate logistics for revenue mobilization	• Inadequate staff • Inadequate logistics • Delays in releasing funds • Poor road network
Akatsi South	• Menace of Fulani herdsmen • Chieftaincy and land disputes	• Thirty (30) Local Governance, Justice, Educational, health, security, transport, roads sector developmental projects on-going in the district	• Street Naming & Property Addressing System • Free Senior High Policy under implementation in the district • Free Senior High Policy under implementation in the district	• Inadequate revenue collectors • Low capacity of revenue collectors • Low IGF mobilization • Limited IGF sources • Delay in release of funds	• Inadequate logistics • Inadequate office & residential accommodation
North Tongu	• Incidence of armed robbery • Incidence of rape • Chieftaincy disputes • Menace of Fulani herdsmen	• Various Educational, health, security sector developmental projects on-going in the district	• Free Senior High Policy under implementation in the Assembly	• Inadequate logistics including vehicle for revenue mobilization • Poor IGF sources	• Poor road infrastructure and network • Poor communication network
Central Tongu	• Flooding from the Akosombo Dam spillage • Menace of Fulani herdsmen	• Forty-eight (48) Educational, health, security, transport sector developmental projects on-going in the district	• Free Senior High Policy under implementation in the Assembly	• Lack of reliable revenue data • Delay in the release of funds • Lack of vehicles for revenue generation, low skills of revenue collectors	• Inadequate staff • Inadequate logistics • Inadequate residential accommodation

MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
South Tongu	• land litigation • Oyster mining disputes • Chieftaincy disputes • Flooding from the Akosombo Dam spillage • Menace of Fulani herdsmen	• Twenty-four (24) Educational, health, security sector developmental projects on-going in the district	• Free Senior High Policy under implementation in the district	• Low IGF mobilization and limited sources	• Inadequate vehicles and logistics for M&E activities. • Delay in Release of funds especially DACF • Bad and poor road network
North Dayi	• Theft	• Various Educational, health, security sector developmental projects on-going in the district	• Free Senior High Policy under implementation in the district	• Poor IGF sources	• No vehicles and logistics for M&E activities. • Delay in Release of funds especially DACF
South Dayi	• Menace of Fulani herdsmen • Incidence of armed robbery	• Various Educational, health, security sector developmental projects on-going in the district	• Free Senior High Policy under implementation in the Assembly	• No vehicle for IGF mobilization • Delay in release of funds • Limited IGF sources • Low IGF mobilization	• Inadequate Government budgetary allocations • Delay in release of funds • Limited IGF sources • Poor road network
Adaklu	• Incidence of armed robbery	• Ten (10) Educational, health, security sector developmental projects on-going in the district	• Free Senior High Policy under implementation in the district	• Limited IGF sources • Low IGF mobilization • Delay in release of funds especially DACF	• No vehicles and logistics for M&E activities. • Poor road network
Afadzato South	• Chieftaincy disputes • Menace of Fulani herdsmen • Theft	• Various Educational, health, security sector developmental projects on-going in the district	• Free Senior High Policy under implementation in the Assembly	• Delay in Release of funds especially DACF • Low IGF mobilized • Poor IGF sources	• No vehicles and logistics for M&E activities.

MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
Ho West	• Effects of tidal waves	• Twenty-four (24) Educational, health, security sector developmental projects on-going in the district	• Free Senior High Policy under implementation in the district	• No vehicle for IGF mobilization • Delay in release of funds • Inadequate logistics for revenue mobilization • Limited valuation of property	• Inadequate office and residential accommodation
Anloga	• Flooding from the Akosombo Dam spillage			• Inadequate revenue collectors • Low capacity of revenue collectors • Incomprehensive revenue database	
Appendix 3.15: WESTERN NORTH REGION					
Bibiani Anhwiaso	• Illegal Mining	• Abandoned projects due to delay in release of statutory funds	• The 1 District 1 Warehouse is not in use.		• Inadequate vehicles
Sefwi Wiawso	• Illegal Mining	• Abandoned projects due to delay in release of statutory funds	• The 1 District 1 Warehouse is not in use.		• Inadequate vehicles
Aowin	• Chieftaincy disputes • Illegal Mining	• Abandoned projects due to delay in release of statutory funds			• Inadequate vehicles
Juaboso	• Illegal Mining	• Abandoned projects due to delay in release of statutory funds			• Inadequate vehicles
Bodi		• Abandoned projects due to delay in release of statutory funds	• 1D1F is not functional		• Inadequate vehicles
Akontombra	• Illegal Mining	• Abandoned projects due to			• Inadequate vehicles

MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
		delay in release of statutory funds			
Suaman		• Abandoned projects due to delay in release of statutory funds			• Poor road network
Bia-East		• Abandoned projects due to delay in release of statutory funds	• The 1 District 1 Warehouse is not in use.		• Inadequate vehicles
Bia-West					• Inadequate vehicles
Appendix 3.16: WESTERN REGION					
Sekondi Takoradi	• Scarcity of lands • Chieftaincy, land and boundary disputes • Land ownership • Abuse of illegal drugs • Prostitution among underaged girls • Activities of scrap dealers stealing of metallic objects in communities and cables of streetlight. *Unscrupoulus activities of scrap dealers* • Incidence of burglary • Illegal mining, pollution of water bodies, and destruction of forest and arable lands	• Delay in payment to contractors by GoG • Inadequate educational and health facilities • Difficulty in accessing land for development	• CoM SSA Initiative • Grant proposal Writing Team • E- Tanker's initiative • E-Governance Platform • STMA Smart Pay Initiative • Abandoned initiatives of the Government due to non-involvement of the Assembly	• Delay in release of statutory funds. • Delay in the release of funds in the unit. • GIFMIS validation affect issue warrants. • Inadequate capacity in GIFMIS • Inadequate data for revenue projections • Delay in release of statutory funds.	• High population Growth in 2023 • Inadequate Waste Management capacity • Inadequate office space for administration • Inadequate official vehicles • Lack of uniforms for environmental and health field officers for easy identification • Poor drainage system and road access to some of the developed areas • Absence of utility services (water and Electricity) in some newly developed areas (extension) • Lack of Geomatic Engineers in the Assembly

MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
					• Inadequate tools and equipment and PPE for field workers • Encroachment of public lands • Poor road network and condition
Tarkwa-Nsuaem	• High emigration rate • Chieftaincy disputes • Illegal Mining (Galamsey) depleting arable lands	• Inadequate educational and health facilities • Inadequate inclusion of vulnerability components in project planning and design • Inadequate funding for implementation of projects • Inadequate employment opportunities • Delay in the completion of projects	• Inadequate commitment for project and policy implementation • Delay in the operationalization of 1D1F at Fantekrom	• Delay in the release of statutory funds • Weak enforcement of byelaws and regulations on rate defaulters	• Delay in response to data requests. • Weak inter-service and sectoral collaboration • Unskilled youth
Prestea-Huni Valley	• Drug abuse especially among the youths. • Chieftaincy disputes	• Abandoned GET FUND projects. • Poor road network and condition • Inadequate health and education facilities • Poor road network and condition	• Difficulty in accessing lands for development projects	• Low collection of property rates • Inadequate logistics for revenue mobilization • Delay in release of statutory funds	• Low participation of women in Local Governance. • Inadequate support for sub-structures and infrastructure for effective functioning • Encroachment of the Bonsaso forest reserve by illegal gold miners (galamseyers)

MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
					• Limited access to agriculture extension services • Low telecommunication network coverage • Lack of land-filled sites
Ahanta West	• Illegal mining and sand winning • Inadequate Police Personnel	• Delay of Payment to contractors	• Electronic Tankas (E-Tankas)	• Low revenue performance • Delays in disbursement of statutory funds	• Weak and non-enforcement of bylaws and regulations on rate defaulters. • Encroachment of state land • Competition for agricultural lands • Inadequate office and staff accommodation for key departments • Inadequate educational and health facilities • Inadequate market facilities • Low safe water coverage
Effia - Kwesimintsim	• Drug Abuse • Non-adherence to Road Safety and traffic regulations • Increase in burglary and theft cases • Flooding and Fire Outbreaks • Encroachment on Second Battalion Infantry (2BN) land • Increase in mentally challenged individuals	• Poor Road Networks • Land Litigation Issues • Abandoned GETFund Projects • Delay in the provision of utility services to newly constructed projects • Poor road network and conditions	• Planting for Foods and Jobs (PFJ) • Rearing for Food and Jobs (RFJ) • Green Ghana Project • Ghana Secondary Cities Support Project GSCSP • E- Tanks initiative	• Low Revenue Performance • Inadequate data for revenue mobilization • Unavailability of certified Billing Software • Delays in the disbursement of statutory funds	• Increase in waste generation • Inadequate Office Space as a result of non-completion of New Office Complex • Inadequate Logistics and PPEs for Field Workers • Absence of Engineering Landfill Site

MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
	• Inadequate Police Personnel • Incidents of theft and armed robbery				• Insufficient waste management capacity
Wassa Amenfi East	• High rates of road accidents by tricycles. • Limited land for development projects • Boundary disputes • Land disputes • Presence of sex trade	• Delayed and non-involvement of MA in Central government projects • Insufficient educational and healthcare facilities	• E-Governance Platform • Planting for Food and Jobs • Planting for Export and Rural Development • GREEN Project	• GIFMIS validation affects the issuance of warrants. • Inadequate data for revenue projection	• Inadequate administrative office space • Issues concerning mobility, such as a shortage of vehicles • Encroachment of forest reserves by illegal mining • Lack of utility services (water and electricity) in some newly extended areas. • Deteriorating condition of the district hospital • Increased school dropout rates due to illegal mining activities
Amenfi West	• Inadequate Police Personnel	• Land Litigation	• Late arrival of inputs for Planting for Food and Jobs	• Delay in release of statutory funds	• Inadequate office space
Nzema East	• nadequate Police Post/Residential accomodation • Inadequate vehicle for the police • Chieftaincy Dispute	• Inadequate information on GETfund projects which result projects abandoned • Delay in the release of Central Government funds • Poor roads	• Capitation Grant • Low patronage for Covid-19 vaccination • E-Tankers	• Low internally generated funds • Inadequate data base for revenue collection • Delay in the release of statutory funds	• Inadequate technical staff especially Physical Planning, Works, Environmental Health and Agric Departments • Poor roads network and condition • Inadequate health and educational facilities • Illegal mining and sand wining

MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
					• Inadequate vehicles for service delivery • Absence of land filled site
Shama	• Illegal clay/sand mining • Stealing of metallic objects and cables of streetlight. scrap dealers • Boundary issues with shama Illegal mining and sand wining	• Uncompleted educational facilities (GETFund) and inadequate health facilities • Construction of District Hospital • Environmental Sanitation issues Poor roads network 1. Inadequate educational facilities	• Clean-up Ghana Platform • Let's Talk platform • Poorly utilized agricultural farm implements	• Reduction in the Statutory funds from source • Inadequate Funds (government transfers)	• Weak and non-enforcement of byelaws and regulations on rate defaulters • Encroachment of state land • Effect of Galamsey (Pollution of the Pra River). • Teenage Pregnancy • No engineered land filled sites
Mpohor	• No vehicle for police patrol	• Inadequate logistics for monitoring and evaluation of projects • Overly delayed projects especially GoG direct funded projects • Poor road network and condition	• Scarcity of lands for some government interventions (like safety net project) • Challenges in the Implementation of E-tankas	• Delay in release of statutory funds • Poor IGF base and collection system • Delay in release of statutory funds.	• Non-gazetted byelaws and int negative effect on the enforcement of regulations. • Increase in upper respiratory condition due to dusty nature of road • Inadequate market infrastructure and lorry station • Negative effect of poor road network on transport fares • Inadequate staff accommodation and office space • Inadequate revenue staff

MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
					• Inadequate residential facilities
Amenfi Central	• Inadequate police personnel • Illegal mining activities • Child labour in illegal mining activities • Unreclaimed mining pits • Stealing of metallic objects by scrap dealers • Chieftaincy disputes	• Delay in the release of funds to contractors. • Delayed projects • Inadequate educational and health facilities • Inadequate potable water • Most of the GET FUND and CODAF projects halted • Poor roads network and condition	• E-tanker's initiative.	• Inadequate data for revenue projection. • Low revenue from property rate • Inadequate logistics for revenue mobilization • Inability to value all ratable properties	• Inadequate office space • Inadequate office vehicles • Low electricity coverage • Low telecommunication coverage • Low capacity of substructures • Flooding in communities • Inadequate tools and equipment and PPE for field workers • Inadequate vehicle
Wassa East	• Illegal mining • Chieftaincy disputes	• Inadequate health and educational facilities. • Limited access to sanitation services in healthcare facilities incinerators and proper toilet facilities • Non-involvement of the DA in the initiation implementation of central government project	• Scarcity of lands	• Delay in the release of statutory funds	• Inadequate office equipment for staff. • Delay in completion of new administration block by the Central Government • Absence of Land filled sites
Ellembelle	• Boundary issues • Illegal mining and sand wining	•	• Smuggling off agricultural inputs • Introduction of E-Tankas programme	• Low revenue performance • Inadequate database for revenue generation	• Weak and non-enforcement of bye laws and regulations

MMDA	Issues				
	Security	**Development Projects**	**Initiatives/Directives**	**Financial Performance**	**Challenges**
	• Deforestation/destruction of forest • Inadequate police post			• Inability to value ratable properties	• Encroachment of state land • Inadequate police personnel • Poor water quality at Nkroful • Delay in completion of the district assembly's office