



REPUBLIC OF GHANA

LOCAL GOVERNMENT SERVICE

PERFORMANCE MANAGEMENT SYSTEM

**2015 ANNUAL PERFORMANCE EVALUATION REPORT  
OF METROPOLITAN, MUNICIPAL  
AND DISTRICT ASSEMBLIES (MMDAs)**

ON THE

**2015 PERFORMANCE CONTRACTS BETWEEN:  
HON. METROPOLITAN, MUNICIPAL & DISTRICT CHIEF EXECUTIVES AND  
METROPOLITAN, MUNICIPAL & DISTRICT COORDINATING DIRECTORS**

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## FOREWORD

The PMS is a systematic process for improving performance by developing the individual performance of staff and teams to enhance productivity, develop competencies, increase job satisfaction and achieve the full potential of all staff in the Service in line with section 6(e) of the Local Government Service Act, Act 656, 2003. It is operationalised through the Performance Management Instruments (Contract & Appraisal) in which the Service enters into agreement and commitment with its employees to set clear, quantifiable objectives and indicators for attainment within a given timeframe.

For the year 2015, Performance Contracts (PCs) based on planned achievement of indicators in Key Performance Areas were signed between Honourable Metropolitan, Municipal and District Chief Executives (MMDCEs) and their Metropolitan, Municipal and District Coordinating Directors (MMDCDs). **Even though the Performance Contracts were signed between MMDCEs and MMDCDs, it is worth noting that their overall performance mirrors that of their respective Metropolitan, Municipal and District Assemblies (MMDAs). Hence, the emphasis of the assessment is placed on the overall achievement of the MMDA under the leadership of the respective MMDCD.**

All MMDAs conducted their Annual Evaluation on their performance and submitted reports to the Local Government Service Secretariat (LGSS) through their respective Regional Coordinating Councils (RCCs) in January 2016 for decision making. To be able to make objective and informed decision, the LGSS sought the services of Consultants to conduct an independent Monitoring and Verification exercise on actual performance of the MMDAs in March 2016.

The Local Government Service Secretariat is grateful to the Consultants for their time and expertise in supporting the Secretariat to carry out the Review, Monitoring and Verification of implementation of the 2015 Performance Contracts.

The LGSS is particularly thankful to Honourable Regional Ministers and Honourable Metropolitan, Municipal and District Chief Executives (MMDCDs) for their commitment and logistical support to their Coordinating Directors and also providing invaluable insights into the performance.

The Secretariat is further appreciative of the cooperation, responses and useful suggestions offered by MMDCDs their staff during the whole process of the implementation of the 2015 Performance Contracts and is looking forward to more collaboration and mutual support among all officers of the Service in the subsequent years.

**CALLISTUS MAHAMA, PhD**  
**HEAD OF SERVICE**

## LIST OF ACRONYMS

AAP	Annual Action Plan
AR	Ashanti Region
ARIC	Audit Report Implementation Committee
BAR	Brong Ahafo Region
CAGD	Controller and Accountant General's Department
CR	Central Region
CSU	Client Service Unit
DACF	District Assemblies Common Fund
ER	Eastern Region
GAR	Grater Accra Region
HoDs	Heads of Departments
HoS	Head of Service
HRMIS	Human Resources Management Information System
KPAs	Key Performance Areas
KPIs	Key Performance Indicators
LGS/S	Local Government Service/ Secretariat
M&V	Monitoring and Verification
MMDAs	Metropolitan, Municipal and District Assemblies
MMDCD	Metropolitan, Municipal & District Assembly
MMDCE	Metropolitan, Municipal & District Chief Executive
MTDP	Medium Term Development Plan
NR	Northern Region
PC	Performance Contract
PMS	Performance Management System
RCDs	Regional Coordinating Directors
SDS	Service Delivery Standards
UER	Upper East Region
UTZA	Urban, Zonal, Town and Area
UWR	Upper West Region
VR	Volta Region
WR	Western Region

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## EXECUTIVE SUMMARY

The PMS is a systematic process for improving performance by developing the individual performance of staff and teams to enhance productivity, develop competencies, increase job satisfaction and achieve the full potential of all staff in the Service. It is operationalised through the Performance Management Instruments (Contract & Appraisal) in which the Service enters into agreement and commitment with its employees to set clear, quantifiable objectives and indicators for attainment within a given timeframe.

For the year 2015, Performance Contracts (PCs) based on planned achievement of indicators in Key Performance Areas (KPA) were signed between Honourable Metropolitan, Municipal and District Chief Executives (MMDCEs) and their Metropolitan, Municipal and District Coordinating Directors (MMDCDs).

**Even though the PCs were signed between MMDCEs and MMDCDs, it is worth noting that the overall performance will reflect that of their respective MMDAs. Hence, the emphasis of the assessment is placed on the overall achievement of the MMDA under the leadership of the respective MMDCD.**

The process of the PC involved (4) Four Phases such as: Planning, Mid-year Review, End of the Year Evaluation and Decision Making.

**Phase one (Planning)** involved:

- The planning and setting of individual performance targets related to Key Performance Areas (KPA) through work plans derived from the MMDAs' Strategic Plans and objectives set at the departmental and unit levels.
- Planning was made in two schedules. The first schedule was for performance planning and included 6 KPA each comprising 2 to 4 Key Performance Indicators (KPIs), Weightings and Service Delivery Standards (SDS). The second schedule was for competencies and purported for MMDCDs' personal development.

**Phase two:** Mid-year reviews were to be conducted in July. However, the reviews were not conducted because the PCs between MMDCEs and MMDCDs were signed in June 2015 and it was decided that only end of the year evaluation should be conducted.

**Phase three (End of Year Evaluation):** All MMDAs conducted their Annual Evaluation on their performance and submitted reports to the HoS through RCCs in January 2016 for decision making. To be able to make objective and informed decision, the LGSS sought the services of Consultants to conduct an independent Monitoring and Verification exercise on the performance of the MMDAs.

The following are the summary of results for the annual performance evaluation of MMDAs by Region based on the Monitoring and Verification exercise conducted by a team of Consultants and approved by the HoS.

**Number of MMDAs and their Performance Rating by Region**

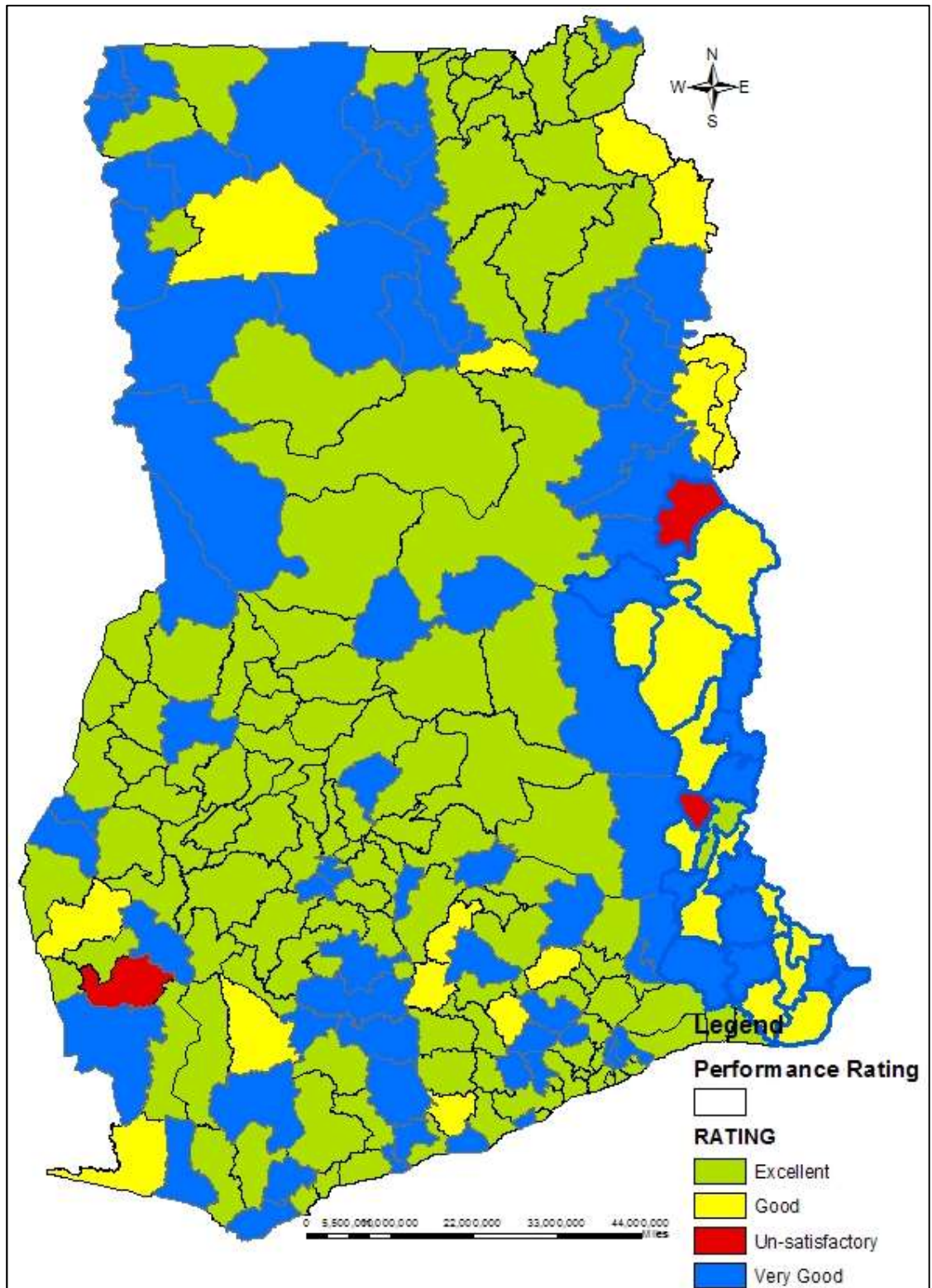
REGION	No. of MMDAs scored "Excellent"	No. of MMDAs scored "Very Good"	No. of MMDAs scored "Good"	No. of MMDAs scored "Unsatisfactory"	TOTAL
AR	25	5	0	0	30
BAR	22	5	0	0	27
CR	10	9	1	0	20
ER	13	9	4	0	26
GAR	13	3	0	0	16
NR	8	13	5	0	26
UER	10	3	0	0	13
UWR	3	7	1	0	11
VR	1	11	11	2	25
WR	11	7	3	1	22
<b>TOTAL</b>	<b>116</b>	<b>72</b>	<b>25</b>	<b>3</b>	<b>216</b>

*"Excellent"* represents the range of the performance scores from 80% to 100%, *"Very Good"* represents the range of the performance scores from 70% to 89%, *"Good"* represents the range of the Performance Scores from 60% to 69% and *"Un-satisfactory"* represents the Performance Scores less than 60%.

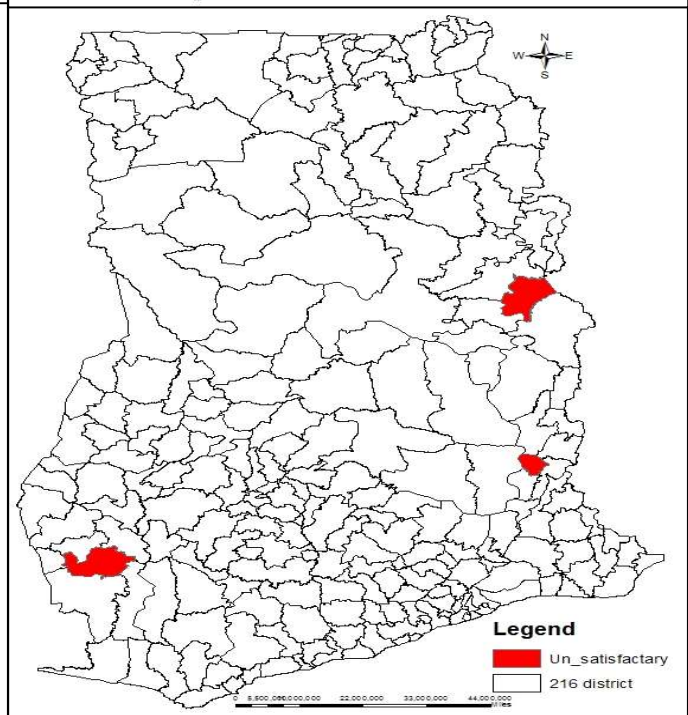
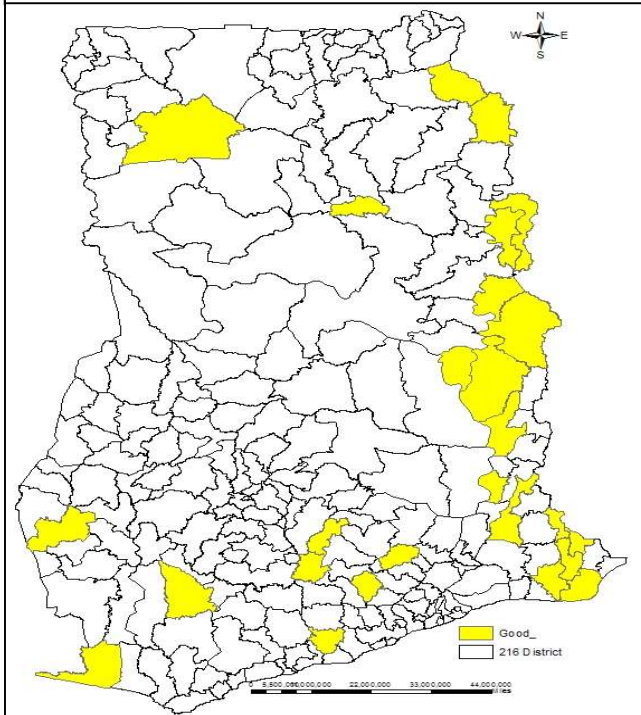
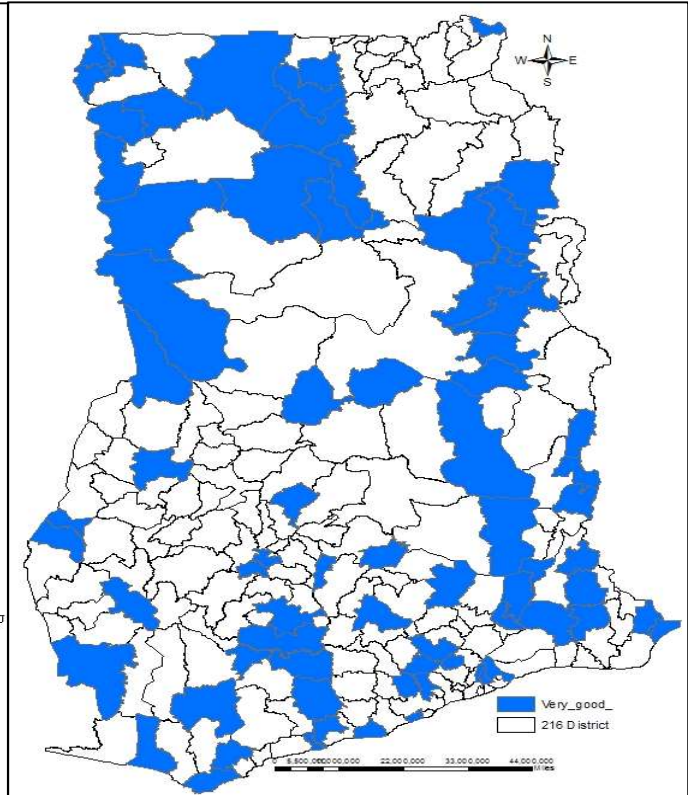
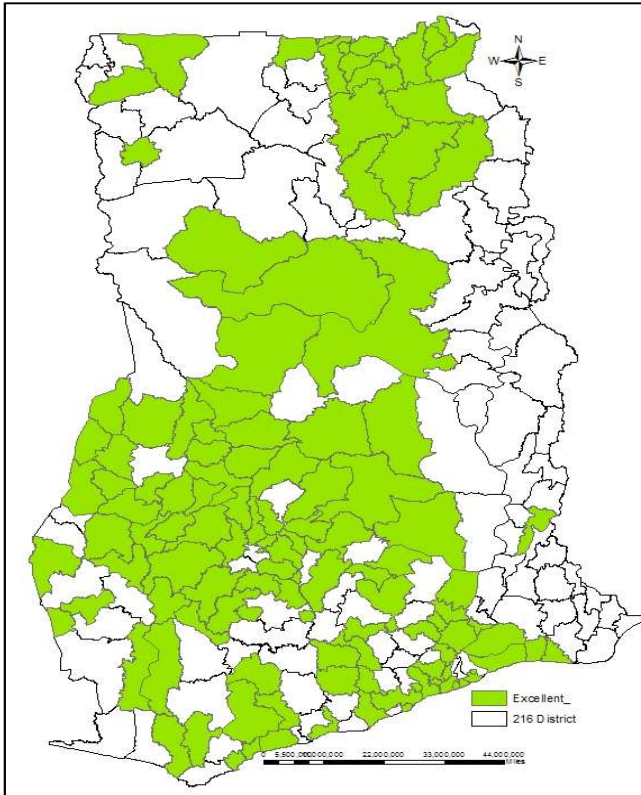
**Phase Four (Decision Making):** Decisions on the 2015 Annual Performance of MMDAs are as follows:

- All MMDAs will be acknowledged based on their Performance;
- The best 10 MMDAs that obtained the highest scores out of 216 MMDAs and are to be given special acknowledgement and awards are: (1<sup>st</sup>) Asokore Mampong Municipal Assembly, (2<sup>nd</sup>) Bosomtwe District Assembly, (3<sup>rd</sup>) Sekyere Central District Assembly, (4<sup>th</sup>) New Juaben Municipal Assembly, (5<sup>th</sup>) La Dade-Kotopon Municipal Assembly, (6<sup>th</sup>) Accra Metropolitan Assembly, (7<sup>th</sup>) Sekyere South District Assembly, (8<sup>th</sup>) Ashiaman Municipal Assembly, (9<sup>th</sup>) Kumasi Metropolitan Assembly and (10<sup>th</sup>) Gomoa East District Assembly.
- The MMDAs whose evaluation scores were un-satisfactory for the first time and are to be given written caution by the HoS are: (1) Nkwanta North District Assembly, (2) Kpando Municipal Assembly and (3) Sefwi Akontombra District assembly.

*Map Indicating 2015 Annual Performance Ratings of 216 MMDAs*



<b>Excellent: 80-100%</b>	<b>Very Good: 70-79%</b>	<b>Good: 60-69%</b>	<b>Un-satisfactory: Less than 60%</b>
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# **CHAPTER ONE**

## **INTRODUCTION**

## 1. INTRODUCTION

The Local Government Service was established by the Local Government Service Act, 2003, Act 656 with the objective “to secure an effective administration and management of local government in the country”. The Local Government Service is made up of the Local Government Service Secretariat (LGSS), 10 Regional Coordinating Councils (RCCs), 216 Metropolitan, Municipal and District Assemblies (MMDAs) and Sub- Metropolitan Councils, Urban, Zonal, Town and Area (UZTA) Councils.

In line with its strategies to improve performance to achieve its objective of ensuring effective administration and management of Local Government in the country, the Local Government Service (LGS) developed for implementation a comprehensive Performance Management System (PMS) based on Service Delivery Standards (SDS) and anchored on systematic processes of planning, implementing, monitoring, evaluating and reporting on performance of its employees.

The PMS is a systematic process for improving performance by developing the individual performance of staff and teams to enhance productivity, develop competencies, increase job satisfaction and achieve the full potential of all staff in the Service. It is operationalised through the Performance Management Instruments (Contract & Appraisal) in which the Service enters into agreement and commitment with its employees to set clear, quantifiable objectives and indicators for attainment within a given timeframe.

For the year 2015, Performance Contracts (PCs) based on planned achievement of indicators in Key Performance Areas were signed between Honourable Metropolitan, Municipal and District Chief Executives (MMDCEs) and their Metropolitan, Municipal and District Coordinating Directors (MMDCDs) at the MMDA level. **Even though the PCs were signed between MMDCEs and MMDCDs, it is worth noting that their overall performance will mirror that of their respective MMDAs. Hence, in this report, the emphasis of the assessment is placed on the overall achievement of the MMDA under the leadership of the respective MMDCD.**

As part of the implementation process of the PCs, Mid-year reviews are to be conducted. However, the reviews were not conducted because the PCs between MMDCEs and MMDCDs were signed in June 2015 and it was decided that only End of the Year Evaluation to be conducted. All MMDAs conducted their Annual Evaluation on their performance and submitted reports to the Head of Service through their respective RCCs in January 2016 for decision making. To be able to make an objective and informed decision, the LGSS also sought the services of Consultants to conduct an independent Monitoring and Verification exercise on the performance of the MMDAs in March 2016.

This report is an account of the whole process of the implementation of Performance Contracts between Hon. MMDCEs and MMDCDs for 216 MMDAs. This process includes Performance Planning, Mid-Year Review, End of Year Evaluation and Decision – Making by Head of Service (HoS).

**The report comprises the following sections:**

Cover sheet

Foreword

List of Acronyms

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Executive Summary

Chapter One: Introduction

Chapter Two: Performance Contract & Implementation Process in the Performance Management System

Chapter Three: Monitoring and Verification on 2015 Annual Performance Evaluation of MMDAs

Chapter Four: Results for 2015 Annual Performance Evaluation of MMDAs

Chapter Five: Decision Making on 2015 Annual Performance Evaluation Results of MMDAs

Chapter Six: Detailed Calculation for 2015 Overall Annual Performance Evaluation Results of MMDAs

Chapter Seven: Analysis & Specific Recommendations for 2015 Annual Performance Evaluation Results of MMDAs

Annex 1: Sample Performance Contract of MMDA & Process

## **CHAPTER TWO**

# **PERFORMANCE CONTRACT & IMPLEMENTATION PROCESS IN THE PERFORMANCE MANAGEMENT SYSTEM**

## **2. PERFORMANCE CONTRACT & IMPLEMENTATION PROCESS IN THE PMS**

The Performance Contract is a key mechanism in the implementation of the PMS as it enables employees and the Service to agree and be committed to the achievement of set objectives and targets in service delivery within a given timeframe. The LGS Performance Contract Process involved four main phases explained as follows:

### **2.1. Phase One: Performance Planning**

This involved the planning and setting of individual performance targets related to Key Performance Areas (KPA) through work plans derived from the MMDAs' Strategic Plans and objectives set at the departmental and unit levels.

Specific indicators /targets were mutually agreed upon by Honourable MMDCEs and MMDCDs. In this phase, timelines for implementation and reviews/evaluation were also agreed on. Performance Contracts (PCs) between the Honourable MMDCEs and their MMDCDs in 216 MMDAs were signed effective July 1, 2015 to December 31, 2015. A sample Performance Contract of MMDA showing the implementation process and planned KPAs, Key Performance Indicators (KPIs), Weightings, Service Delivery Standards (SDS) and Competencies is presented in [Annex 1](#).

### **2.2. Phase Two - Progress Reviews (Mid-year Review)**

This phase involved discussions and communication between appraisers (MMDCEs) and appraisees (MMDCDs) on progress of work, and adjustment of indicators /targets if necessary, through the provision of formal feedback. However, Mid-year reviews were not conducted because the PCs between MMDCEs and MMDCDs were signed in June 2015 and it was decided that only End of the Year Evaluation to be conducted.

### **2.3. Phase Three - Review and Appraisal (End of year Evaluation)**

This phase entailed evaluation of MMDAs' performance at the end of the performance management/contract period. Annual Evaluation of PCs was undertaken by MMDAs and reports submitted to the LGSS through their respective RCCs in January, 2016.

To be able to make objective and informed decision, the LGSS engaged a team of Consultants to conduct an independent Monitoring and Verification (M&V) exercise on actual performance of the MMDAs as presented in their Annual Evaluation reports. The process, findings and recommendations of the M&V exercise are presented in [Chapter 3](#) of this report.

The [Chapter 4](#) indicates the results for 2015 annual Performance Evaluation of MMDAs, the [Chapter 6](#) presents the detailed calculation of performance scores and the [Chapter 7 presents](#)

the analysis on the MMDAs' overall performance scores verified by the independent M&V Consultants.

#### **2.4. Phase Four- Decision-Making**

In this phase, decisions on courses of action, i.e. recognition/reward, training plans, promotion prospects, career development plans, counseling and sanctions are to be made.

Based on the 2015 Annual Performance results (*presented in Chapter 4*), the LGSS has prepared the Guiding Principles of decision making on 2015 Performance Evaluation results and the decisions made by the Head of the Service is presented in [Chapter 5](#).

**CHAPTER THREE**  
**MONITORING AND VERIFICATION ON**  
**2015 ANNUAL PERFORMANCE**  
**EVALUATION OF MMDAs**

### **3. MONITORING AND VERIFICATION ON 2015 ANNUAL PERFORMANCE EVALUATION OF MMDAs**

The final phase of the Performance Management/ Contract process entails decision making on the application of appropriate rewards and sanctions. This decision must be made objectively and fairly. To obtain objective and expert information as a guide to decide appropriately, and to further improve the PMS, the LGSS engaged a team of Consultants to undertake an independent Monitoring and Verification of the Annual Evaluation done by the MMDAs from 8<sup>th</sup> to 25<sup>th</sup> May, 2016.

#### ***Objectives of the M&V Exercise***

The main objectives of the exercise were to:

- Monitor and verify the annual performance of MMDAs based on their Annual Performance Evaluation Reports through the Performance Contracts between the MMDCEs and MMDCDs;
- Identify comprehensive recommendations and feedback on the findings of the performance status of the MMDAs against their evaluation reports; and
- Provide recommendations for improvement of the PMS.

#### ***Scope and Methodology of the M&V Exercise***

The M&V exercise focused on all Performance Contracts between the MMDCEs and their Coordinating Directors in 216 MMDAs. Using evidence - based approach, the methodology adopted for the exercise included desk reviews of all performance contracts, mid -year and annual review reports. This was complemented by field visits to all 216 MMDAs for the physical verification of all relevant documentation in support of the story behind the ratings in the PCs. The findings, recommendations and feedback on Key Performance Areas (KPA) and Personal Competency Development of the MMDCDs which were discussed with the MMDCDs were compiled into reports and submitted to the LGSS.

A brief summary of the outcomes from the M&V exercise on the 2015 Annual Performance Contracts Evaluation are as follows:

#### **3.1. Findings, Issues and Recommendation based on Key Performance Areas**

Key findings of the M&V exercise are on the KPAs, as reflected in the performance indicators scores. A summary of key findings under each KPA is presented as follows:

##### ***3.1.1. KPA 1: Specific Priority Areas of MMDA***

###### ***Findings & Issues***

- MMDAs' indicators under this KPA generally centred around fulfilling DDF/FOAT minimum conditions, establishment of functional Decentralised departments, improvement in Internally Generated Funds (IGF), provision of socio-economic infrastructure and services, street naming and property addressing and provision of security;
- Generally, MMDAs performed creditably in this KPA as they were able to achieve most of the set indicators;
- Shortfalls in achievement of some indicators were partly due to delays and irregular releases of statutory funds (DDF and Common Fund) to MMDAs;
- Achievement of targets for IGF was constrained in less endowed districts like Sekyere Afram Plains (Drobonso), Akyem Mansa (Ofoase).

#### ***Recommended Actions***

- There is a need for the Central Government to develop special security response strategy to support MMDAs with isolated security issues;
- The allocation of funds for Central Government priority projects should be released timely to facilitate the prompt implementation of activities in Annual Action Plans;
- While the Central Government is implored to provide special support to less endowed MMDAs, MMDAs on their own should explore creative and innovative ways to maximise local revenue generation.

### **3.1.2. KPA 2: Performance Reporting**

#### ***Findings & Issues***

- By way of indicators under Performance Reporting, majority of MMDAs concentrated mainly on development and submission of detailed and accurate 2016 Annual Action Plan and budget and preparation and submission of quarterly capacity building and quarterly progress reports to RCC;
- Activity reporting have been largely complied with by a majority of MMDAs as a routine;
- Among the Districts, different formats were used in reporting activity progress;
- Simple and commendable tables for capturing status of implementation of programmes were developed and used by the Offinso and Amansie West Districts.
- The use of different formats for reporting on projects and programmes poses a challenge in harmonization of MMDAs' reports.

#### ***Recommended Action***

- Standardised reporting formats for capturing status reports should be developed (*Sample tables for capturing status reports as developed and used in the Offinso and Amansie West District could be modified and adopted*).

### **3.1.3. KPA 3: Implementation of Annual Action Plan & Financial Management**

#### ***Findings & Issues***

- For the districts, indicators developed to attain this KPA focused generally on recording and following up on all actions taken by Audit Reports Implementation Committees (ARIC) to address audit queries, developing and approving 2016 Annual Procurement Plans, ensuring completion of a percentage of activities in their Annual Action Plans and ensuring implementation of a percentage of annual Capacity Building activities;
- The MMDAs' ARICs could not meet quarterly as prescribed by law to address audit queries due to the dissolution of the Assemblies in 2015, and in some cases the inability of the Assemblies to have the full complement of required members;
- Some MMDAs are yet to appoint auditors as a requirement for the ARICs. This greatly affected the implementation of audit queries, although some MMDAs were proactive in addressing queries and reporting to their ARICs once they were constituted;
- Annual Procurement Plans were routinely and religiously done. However, the delays in release of funds greatly affected the implementation of some of the plans due to price fluctuations although the plans are reviewed quarterly.
- Lack of properly constituted ARICs to perform functions related to the achievement of some KPIs under this KPA;
- Late releases of operational funds DDF, DACF etc.

#### ***Recommended Actions***

- The LGS would facilitate an amendment to the Audit Act that will allow the Assemblies have alternate persons to act as substantive chairpersons within the period of dissolution of Assemblies to forestall operational challenges in future;
- Challenges in following due process as in the case of the constitution of the ARIC should not be made to bring operations to a standstill. RCCs and MMDAs should be innovative in addressing audit queries and taking necessary actions in the absence of ARICs;
- Central Government would be implored to expedite the release of funds to ensure timely completion of planned activities for Regions to have value for money in all the planned activities. MMDAs are also encouraged to factor in Government fund release regime in planning their KPIs.

### **3.1.4. KPA 4: Human Resource Management**

#### ***Findings & Issues***

- Preparation and submission of comprehensive capacity building plans, preparation and submission of staff list and promotion registers and submission of

comprehensive 2015 staff Appraisal and monthly HRMIS data to RCC dominated the indicator coverage of MMDAs;

- MMDAs' performance in this KPA was very satisfactory reflecting the fact that MMDAs are familiar with matters of HRM;
- However, it was observed that some HoDs were unable to carry out performance appraisal of their subordinate staff thus compounding the work of HRM officers;
- The performance as reflected in their knowledge, attention to detail and support of HRM officers in the following MMDAs was outstanding: Offinso North, Bekwai Municipal, Atwima Nwabiagya, Afigya Kwabre, Sekyere South, and Kumasi Metropolitan Assembly;
- The HR officer for Offinso North has designed a template for reporting on all activities of staff which could be modified and adopted.
- For some of the lower ranked staff like drivers, cleaners and labourers, developing objective indicators for their appraisal was challenging.

#### ***Recommended Actions***

- The performance appraisal form should be reviewed to make it less cumbersome and user friendly especially with regard to the provision of key performance indicators for some category of junior level ranks for instance, the cleaners, drivers, etc.;
- The RCC must backstop the HRM officers at MMDAs to carry out sensitisation on PCs and PAs for staff to appreciate their importance to staff progression in the Service;
- Outstanding staff would duly be recognized and rewarded to serve as a morale booster. These staff could also serve as peer educators;
- The LGSS would step up training on LGS protocols, performance appraisals and organisational development to ensure a change in staff attitude to work while emphasizing its importance for staff progression;
- A review of the Performance Appraisal system to make it user-friendly at all levels would be done by the LGSS, while efforts are made to improve its appreciation and adherence among staff.

#### ***3.1.5. KPA 5: Client Service Initiatives***

##### ***Findings & Issues***

- As with the RCCs, indicators of majority of the MMDAs covered the organisation of Sensitisation workshops on LGS protocols, setting up of functional Client Service Units, ensuring the availability of functional interactive platforms in the MMDAs and organisation of public hearings;
- General performance of MMDAs in this KPA was satisfactory as some indicators had been achieved;

- Most MMDAs have their Client Service Units (CSUs) in place but the general challenge with their functionality is inadequate qualified personnel to man them;
- Amansie East District and New Juaben Municipal Assemblies have functional CSUs in place with qualified staff and fully furnished offices and operational systems provided.
- Community members in some MMDAs in the Ashanti Region are not aware of the existence of CSUs at the Assemblies.

#### ***Recommended Actions***

- All MMDAs should make the citizenry aware of the existence and functions of their Client Service Units so that citizens can access the services offered;
- Officers in charge of CSUs should closely monitor issues arising, analyze them and refer them to appropriate Departments. This will make it easier from a snapshot to know exactly the trend of complaints and effectively manage them;
- The CSUs should ensure that they have an improved mechanism of tracking queries right from the day of submission till resolution.

#### ***3.1.6. KPA 6: Work Environment Improvement Initiatives & Cross-Cutting Issues***

##### ***Findings & Issues***

- For majority of MMDAs, organisation of quarterly Management meetings with all Decentralised departments, ensuring the establishment of functional Records Management Units, provision of updated list of records and asset register and also planning and implementing safe and secured workplace environment strategies and mainstreaming gender, HIV/AIDS, environmental protection and climate change strategies occupied their attention in the development of indicators for this KPA;
- The overall performance of a majority of MMDAs in this KPA was impressive and their scores were indisputable;
- The records Management Units of some Assemblies are however weak in terms of the number and capacity of personnel managing them;
- The Kumasi Metropolitan Assembly (KMA) has a well-developed Records Management system in place;
- Most of the old Assemblies do not have disability friendly access, nonetheless the newer Assemblies are ensuring they are disability friendly compliant. There are improvements in some MMDAs such as Afigya Kwabre which was housed in a fuel station and now relocated to its yet to be completed office complex.
- Some MMDAs have dysfunctional Records Management Units characterized by inadequate skilled personnel, poor and ineffective records system and inadequate equipment.

### ***Recommended Action***

- MMDAs with deficiencies should collaborate with Public Records and Archives Department (PRAAD) or any capacity building agency to assist in training and improving MMDAs' records management systems.

### **3.2. General Issues, Impression, Best Practices, Recommendation and Conclusion**

From the Monitoring and verification (M&V) exercise, the following are some of the general observations made, impressions and best practices observed on the conduct and outcomes of the Performance Contracts in the in the MMDAs.

#### **3.2.1. General Issues**

- ***Over and Under Scoring of Key Performance Indicators (KPIs)***

Some of the reasons for over scoring of performance by some MMDAs include:

- Avoidance of sanctions for non-performance;
- Desire for easy and high scores;
- Lack of rigorousness or/over application of discretion in some performance indicators;
- Failure of parties to go by the standards guiding the performance contract management process.

Some reasons for underscoring include:

- Fear of being accused of dishonesty;
- Improper computation;
- Lack of equal level playing field applied in assessment (relative deprivation);
- Inadequate understanding of the KPIs and scoring process thereof; and
- Fear of sanctions in case of verification indicating otherwise.

- ***Failure of most MMDCDS to share contents of the Performance Contracts with their Staff***

In many instances especially in the Western and Central Regions, some MMDAs did not share the contents of the PCs with their staff including section heads, even though they were very much aware that achievement of the deliverables was for the whole Assembly and not for the individual MMDCDs. Some officers called to provide documentary evidence during the M&V exercise could not be of much help as they did not know what the Performance Contracts, not to mention the M&V exercise were about.

- *Evaluating MMDAs where MMDCDs Posted to New Districts*

Some MMDCDs were recently posted to the districts shortly before the Monitoring and Verification exercise and therefore could not hold themselves as the ones being evaluated. Being new in their districts, these MMDCDs could not provide all the necessary information that the verification exercise demanded.

- *Guidelines for KPA 1 not being adhered to*

Most Assemblies did not follow the guidelines in developing the KPIs under KPA 1. The guidelines stated that the Assembly should list four top priorities for the MMDA funded from the Budget for the period of the contract; and that the priorities should be rooted in the Ghana shared growth and Development Agenda (GSGDA) II, the Medium Term Development Plan (MDTP) and the 2015 Annual Budget. A majority of the MMDAs stated the attainment of the DDF/FOAT minimum conditions as a KPI under KPA 1. DDF/FOAT is in fact a variable the Assemblies do not have control over. For instance, the 2015 DDF/FOAT exercise did not take place and for that matter the Assemblies that used the attainment of DDF/FOAT minimum conditions as KPI for the contract period lost the score allocated to that KPI.

- *Lack of Appreciation for the Scoring Methodology*

In some instances, some Assemblies underscored themselves when there was even clear evidence that all the requirements of a KPI had been met. This may be attributed to improper computation, lack of due diligence, laxity or absence of precision in some of the performance indicator variables. In other instances, some Assemblies overscored themselves in some KPIs most probably due to lack of rigorousness in the performance scoring process, the desire to present impressive performance, the need to avoid sanctions for non-performance, over application of discretion and failure of parties to go by the standards guiding the performance contract management process.

- *Timelines in Submitting Documents*

Most MMDAs had problems proving when documents were submitted to the relevant authorities, be it to the RCCs or Head of Service (HoS). Cover/submitting letters were either misfiled or non-existent.

- *Repetition of KPIs*

Some Assemblies repeated KPIs covered under other KPAs in KPA 1 (District Specific Priorities). For instance, some Assemblies in the Western Region made the

“integration and alignment of Decentralised Departments” in their districts a KPI under KPA 1 (District Specific Priority Area). At the same time, these Assemblies had the “integration and alignment of Decentralised Departments” covered under KPA 6 (Work Environment Improvement Initiatives and Cross Cutting Issues). This was an unnecessary repetition that but for the Verification exercise, would have won these Assemblies extra points with the same set of information.

- ***Records Management***

Though all Assemblies had Records Management Units in place, most of these units were not functional in terms of the capacity of personnel, equipment and filing systems. This made it difficult retrieving documents as evidence to confirm some of the MMDAs’ scores for some KPIs.

- ***Assets Registers***

The verification revealed that most Assemblies did not have Assets Registers that contained dates of acquisition of their assets, description of the assets, value/purchase price/cost of the assets, estimated useful life, depreciation rate, annual depreciation, accumulated depreciation and net book value. The Asset registers sighted in a few of the Assemblies were inadequately maintained. Most Assemblies only had Inventory Registers to show as Assets Registers.

- ***Commitment of Regional Ministers to the PMS/PC***

Most MMDAs seemed to be less committed or interested in the processes of the PCs by fulfilling most of their obligations in the Contracts.

- ***Timing of the Signing of the Performance Contracts***

The Monitoring and Verification exercise conducted on the 2015 Annual Performance Contracts was to generate comprehensive recommendations and feedback on performance of MMDAs and also to guide the LGSS to improve on the administration of the PMS. The M&V exercise was undertaken at the time that the 2016 PCs had already been signed therefore recommendations and feedback could not be incorporated in the 2016 PCs. However, the exercise has provided critical insight to guide the LGS in future PCs.

- ***Irregular and Inadequate Statutory Fund Flows***

Effective and timely implementation of planned programmes and activities for achievement of most KPIs as set by most MMDAs was adversely affected by

unavailability of funds due in part, to the late and inadequate releases of DDF and DACF funds to such MMDAs.

- ***Internally Generated Funds (IGF)***

Most MMDAs that set increase in IGF as a KPI under KPA 1 were motivated to increase local revenue generation and collection through realistic and implementable Revenue Improvement Action Plans.

- ***Review of Performance Contracts by the RCCs to MMDAs***

Errors of duplication of KPIs under KPAs, over and under scoring and inaccurate description of KPIs by some MMDAs in the PCs all point to the fact that RCCs provided less guidance and technical backstopping to the MMDAs.

- ***Competencies and Capacity Building Needs***

From their long years of service and capacity building programmes undertaken, most of the MMDAs were found to be generally competent in their administrative duties. However, the exigencies of their functions require further training in Records Management, Organisational Development, Conflict Management, ICT and Monitoring and Evaluation.

### ***3.2.2. General Impressions on the PMS***

General impressions by stakeholders (LGSS, RCCs, MMDAs and Consultants) about the PMS/PCs as currently being implemented are as follows:

- It is a useful tool to improve Local Government Administration and achieve effective and efficient service delivery through commitment to attainment of set targets and must be pursued with all seriousness;
- The two formats of the PMS – Performance Contract and Performance Appraisal (PC and PA) are very well designed appraisal instruments with very relevant elements of assessment in the key functional areas of the LGS (LGSS, RCCs and MMDAs). However, staff enthusiasm and eagerness in the administration of the two appraisal instruments need to be stepped up;
- The design and implementation of the PCs ensure that Service Delivery Standards are linked to KPAs and must be sustained;
- The M&V exercise is a very useful tool to help identify gaps in the PMS. It also provides recommendations to support the achievement of the objectives of the Performance Management System and must be sustained.

### 3.2.3. *Best Practices*

The following best practices were identified:

- Some Assemblies in Western, Ashanti and Central Regions constituted Committees to function in place of the Audit Reports Implementation Committees (ARICs) which were not legally constituted during the contract period;
- Some MMDAs demonstrated efforts to integrate and realign Decentralised departments; evidenced by quarterly meeting minutes, composite budgets and reports;
- Generally, MMDAs that set “**increase in Internally Generated Funds (IGF)**” as a KPI under KPA 1 were motivated to increase local revenue generation and collection;
- The Upper West RCC has established a vibrant website and engaged the services of a very qualified ICT Specialist to maintain the website and support MMDAs to establish their websites.

### 3.2.4. *General Recommendations and Way Forward*

In the light of the above general observations, impressions, best practices and the need to further improve the LGS PMS/PC the following are recommended:

- MMDCDs should share the contents of the contracts with their staff as soon as they are signed. This will ensure that Heads of Departments are aware of, and contribute to the collective achievement of set indicators and targets;
- When there is a new MMDCD posted to inherit a PC, he/she should be assessed based on the extent to which he/she has accepted and implemented the PC;
- In choosing KPIs for KPA 1, MMDAs must follow the guidelines and where necessary, review and analyze their Annual Action Plans to enable them establish top priorities from which to select KPIs for KPA 1. MMDAs and RCCs should also desist from repeating KPIs already stated in other KPAs under KPA 1;
- The LGSS should lay down standard procedures or establish a methodology for assigning scores and train MMDAs and other senior RCC staff in the methodology. The RCDs should monitor MMDAs’ scoring systems during their evaluations. A critical consideration is to change the scores to range from 0 – 4 rather than from 1- 4 to make room for scoring zero when nothing at all has been done on any particular deliverable;
- The LGSS should ensure that MMDAs always write cover letters, properly dated and signed with references or any other documentary means of proving that documents have been submitted. This will forestall the issue of finding it difficult to locate documents to confirm the achievement of some KPIs;
- The MMDAs should sensitise training programmes on Records Management and Assets Register maintenance for relevant staff to improve their capacity to perform

- their functions effectively. The trainings should be followed by provision of necessary equipment and other logistics;
- The LGSS would sensitise Hon. MMDCs on the need to demonstrate greater commitment and interest in the PC process;
  - Future Monitoring and Verification exercises should be programmed to precede the signing of PCs for the ensuing year. This will ensure that recommendations/best practices from the preceding M&V exercise are used to strengthen the management of the PMS/PCs;
  - Increase in IGF by MMDAs should be made a compulsory KPI under Financial Management or any other suitable KPA and weighted highly to encourage MMDAs to develop innovative strategies to improve on their revenue generation to fund some of their indicators under their KPAs;
  - While the Central Government is implored to make prompt releases of statutory funds to MMDAs, the MMDCs are encouraged to be guided by central Government funds release regimes in defining timelines for their KPIs;
  - The LGSS should carry out detailed analysis on how high performing MMDCs perform their functions and capture lessons that should be shared with other MMDAs;
  - In view of the fact that continuous learning is a critical professional practice for updating knowledge, skills and competencies, there should be discussions as to whether Personal Capacity Development Areas of MMDCs should be a scoring area;
  - In the management of the PMS/PCs, all actors in the LGS (LGSS, RCCs and MMDAs) should be guided by best practices observed.

### **3.2.5. Conclusion**

The Local Government Service Performance Management System as operationalised through the Performance Contract is a useful tool for improving Local Government Administration and ensuring accountability and enhancing performance for effective and efficient service delivery.

The two formats of the PMS (Performance Contract and Performance Appraisal) are well designed Appraisal Instruments with very relevant elements of assessment in all key functional areas of the Local Government Service. The seeming lack of cooperation and mistrust between political and administrative heads need to be addressed at all levels to ensure the necessary commitment and support for the management of the two Appraisal Instruments.

## **CHAPTER FOUR**

### **RESULTS FOR 2015 ANNUAL PERFORMANCE EVALUATION OF MMDAs**

#### 4. RESULTS FOR 2015 ANNUAL PERFORMANCE EVALUATION OF MMDAs

The following are the rankings of MMDAs' performance scores based on the Monitoring and Verification exercise conducted by a team of Consultants and approved by the Head of Service (HoS).

A comparison MMDAs' performance scores between KPAs (1 - 6) and KPAs (2 - 6) verified and confirmed by Consultants during the Monitoring and Verification (M&V) exercise is presented in [Chapter 7](#). A detailed calculation of the verified scores confirmed by M&V Consultants is presented in [Chapter 6](#).

##### 4.1. Results & Ranking for the 2015 Annual Performance Evaluation of 216 MMDAs

In fulfilment of Section 6(f) of the Local Government Service Act, Act 565, 2003, the performance of the MMDAs in the 2015 assessment is presented below:

No.	MMDA	REG	Overall Rating	Overall Rating %	Position
1	Asokore Mampong Municipal	AR	Excellent	99.7	1 <sup>st</sup>
2	Bosomtwe District	AR	Excellent	98.8	2 <sup>nd</sup>
3	Sekyere Central District	AR	Excellent	96.9	3 <sup>rd</sup>
4	New Juaben Municipal	ER	Excellent	96.3	4 <sup>th</sup>
5	La Dade-Kotopon Municipal	GAR	Excellent	96.3	4 <sup>th</sup>
6	Accra Metropolitan	GAR	Excellent	95.9	6 <sup>th</sup>
7	Sekyere South District	AR	Excellent	95.6	7 <sup>th</sup>
8	Ashiaman Municipal	GAR	Excellent	95.2	8 <sup>th</sup>
9	Kumasi Metropolitan	AR	Excellent	95.0	9 <sup>th</sup>
10	Gomoa East District	CR	Excellent	94.6	10 <sup>th</sup>
11	Afigya-Kwabre District	AR	Excellent	94.3	11 <sup>th</sup>
12	Ledzokuku-Krowor Municipal	GAR	Excellent	93.6	12 <sup>th</sup>
13	Sekyere Kumawu District	AR	Excellent	93.4	13 <sup>th</sup>
14	Akwapim North Municipal	ER	Excellent	93.1	14 <sup>th</sup>
15	Shai-Osudoku District	GAR	Excellent	92.9	15 <sup>th</sup>
16	Ga West Municipal	GAR	Excellent	92.5	16 <sup>th</sup>
17	Gomoa West District	CR	Excellent	92.4	17 <sup>th</sup>
18	Bekwai Municipal	AR	Excellent	91.6	18 <sup>th</sup>
19	Upper Manya Krobo District	ER	Excellent	91.6	18 <sup>th</sup>
20	Ada West District	GAR	Excellent	91.4	20 <sup>th</sup>
21	Kintampo North Municipal	BAR	Excellent	91.3	21 <sup>st</sup>
22	Birim South District	ER	Excellent	91.3	21 <sup>st</sup>
23	Wassa Amenfi West District	WR	Excellent	91.1	23 <sup>rd</sup>
24	Kwabre East District	AR	Excellent	91.0	24 <sup>th</sup>
25	Garu-Tempame District	UER	Excellent	91.0	24 <sup>th</sup>
26	Berekum Municipal	BAR	Excellent	90.9	26 <sup>th</sup>

No.	MMDA	REG	Overall Rating	Overall Rating %	Position
27	Atiwa District	ER	Excellent	90.8	27 <sup>th</sup>
28	Tema Metropolitan	GAR	Excellent	90.4	28 <sup>th</sup>
29	Sene West District	BAR	Excellent	90.4	28 <sup>th</sup>
30	Offinso North District	AR	Excellent	90.3	30 <sup>th</sup>
31	Amansie Central District	AR	Excellent	89.9	31 <sup>st</sup>
32	Asutifi South District	BAR	Excellent	89.9	31 <sup>st</sup>
33	Obuasi Municipal	AR	Excellent	89.8	33 <sup>rd</sup>
34	Mfantseman Municipal	CR	Excellent	89.7	34 <sup>th</sup>
35	Ga Central Municipal	GAR	Excellent	88.4	35 <sup>th</sup>
36	Ahafo Ano North District	AR	Excellent	88.3	36 <sup>th</sup>
37	Kwahu West Municipal	ER	Excellent	88.1	37 <sup>th</sup>
38	Techiman Municipal	BAR	Excellent	88.1	37 <sup>th</sup>
39	Birim Central Municipal	ER	Excellent	88.1	37 <sup>th</sup>
40	Amansie West District	AR	Excellent	88.1	37 <sup>th</sup>
41	Bawku Municipal	UER	Excellent	87.9	41 <sup>st</sup>
42	Atwima Nwabiagya District	AR	Excellent	87.8	42 <sup>nd</sup>
43	Dormaa Central Municipal	BAR	Excellent	87.6	43 <sup>rd</sup>
44	Kwahu Afram Plains South District	ER	Excellent	87.4	44 <sup>th</sup>
45	Jaman North District	BAR	Excellent	87.4	44 <sup>th</sup>
46	Upper Denkyira West District	CR	Excellent	87.4	44 <sup>th</sup>
47	Central Gonja District	NR	Excellent	87.3	47 <sup>th</sup>
48	Dormaa East District	BAR	Excellent	87.3	47 <sup>th</sup>
49	Suaman District	WR	Excellent	86.9	49 <sup>th</sup>
50	Twifo Ati-Morkwa District	CR	Excellent	86.8	50 <sup>th</sup>
51	Afadzato South District	VR	Excellent	86.8	50 <sup>th</sup>
52	Sunyani Municipal	BAR	Excellent	86.6	52 <sup>nd</sup>
53	Savelugu-Nanton Municipal	NR	Excellent	86.6	52 <sup>nd</sup>
54	Bodie District	WR	Excellent	86.6	52 <sup>nd</sup>
55	Asunafo North Municipal	BAR	Excellent	86.4	55 <sup>th</sup>
56	Bibiani-Anhwiaso District	WR	Excellent	86.2	56 <sup>th</sup>
57	Ga South Municipal	GAR	Excellent	86.1	57 <sup>th</sup>
58	Wenchi Municipal	BAR	Excellent	86.0	58 <sup>th</sup>
59	Tano North District	BAR	Excellent	85.9	59 <sup>th</sup>
60	Yilo Krobo Municipal	ER	Excellent	85.9	59 <sup>th</sup>
61	Bawku West District	UER	Excellent	85.4	61 <sup>st</sup>
62	Tain District	BAR	Excellent	85.3	62 <sup>nd</sup>
63	Komenda-Edina-Eguafo-Abirem Municipal	CR	Excellent	85.3	62 <sup>nd</sup>
64	Ningo Prampram District	GAR	Excellent	85.1	64 <sup>th</sup>
65	Kintampo South District	BAR	Excellent	85.0	65 <sup>th</sup>

No.	MMDA	REG	Overall Rating	Overall Rating %	Position
66	Shama District	WR	Excellent	85.0	65 <sup>th</sup>
67	Nzema East Municipal	WR	Excellent	85.0	65 <sup>th</sup>
68	Ejura Sekyeredumase Municipal	AR	Excellent	84.9	68 <sup>th</sup>
69	Tano South District	BAR	Excellent	84.9	68 <sup>th</sup>
70	West Gonja District	NR	Excellent	84.8	70 <sup>th</sup>
71	West Mamprusi District	NR	Excellent	84.8	70 <sup>th</sup>
72	Asutifi North District	BAR	Excellent	84.6	72 <sup>nd</sup>
73	Jaman South District	BAR	Excellent	84.5	73 <sup>rd</sup>
74	Wa Municipal	UWR	Excellent	84.4	74 <sup>th</sup>
75	Denkyembour District	ER	Excellent	84.4	74 <sup>th</sup>
76	Bia West District	WR	Excellent	84.3	76 <sup>th</sup>
77	East Gonja District	NR	Excellent	84.1	77 <sup>th</sup>
78	Wassa East District	WR	Excellent	84.1	77 <sup>th</sup>
79	Awutu Senya East Municipal	CR	Excellent	84.0	79 <sup>th</sup>
80	Sekyere East District	AR	Excellent	83.9	80 <sup>th</sup>
81	Asikuma-Odoben-Brakwa District	CR	Excellent	83.9	80 <sup>th</sup>
82	Kassena Nankana Municipal	UER	Excellent	83.9	80 <sup>th</sup>
83	Binduri District	UER	Excellent	83.8	83 <sup>rd</sup>
84	Akwapim South District	ER	Excellent	83.6	84 <sup>th</sup>
85	East Mamprusi District	NR	Excellent	83.6	84 <sup>th</sup>
86	Ejisu-Juaben Municipal	AR	Excellent	83.6	84 <sup>th</sup>
87	Gushiegu District	NR	Excellent	83.3	87 <sup>th</sup>
88	Sekondi-Takoradi Metropolitan	WR	Excellent	83.3	87 <sup>th</sup>
89	Atwima Mponua District	AR	Excellent	83.1	89 <sup>th</sup>
90	Techiman North District	BAR	Excellent	83.1	89 <sup>th</sup>
91	Ahafo Ano South District	AR	Excellent	83.1	89 <sup>th</sup>
92	Wassa Amenfi Central District	WR	Excellent	83.1	89 <sup>th</sup>
93	Asante Akim South District	AR	Excellent	82.9	93 <sup>rd</sup>
94	Atebubu-Amantin District	BAR	Excellent	82.8	94 <sup>th</sup>
95	Bosome Freho District	AR	Excellent	82.7	95 <sup>th</sup>
96	Jirapa District	UWR	Excellent	82.7	95 <sup>th</sup>
97	Twifo Hemang Lower Denkyira District	CR	Excellent	82.6	97 <sup>th</sup>
98	Asante Akim North District	AR	Excellent	82.5	98 <sup>th</sup>
99	Nkoranza South Municipal	BAR	Excellent	82.1	99 <sup>th</sup>
100	Sissala West District	UWR	Excellent	81.9	100 <sup>th</sup>
101	Ada East District	GAR	Excellent	81.6	101 <sup>st</sup>
102	Bongo District	UER	Excellent	81.4	102 <sup>nd</sup>
103	Bolgatanga Municipal	UER	Excellent	81.3	103 <sup>rd</sup>
104	Nabdram District	UER	Excellent	81.3	103 <sup>rd</sup>
105	Suhum Municipal	ER	Excellent	81.1	105 <sup>th</sup>

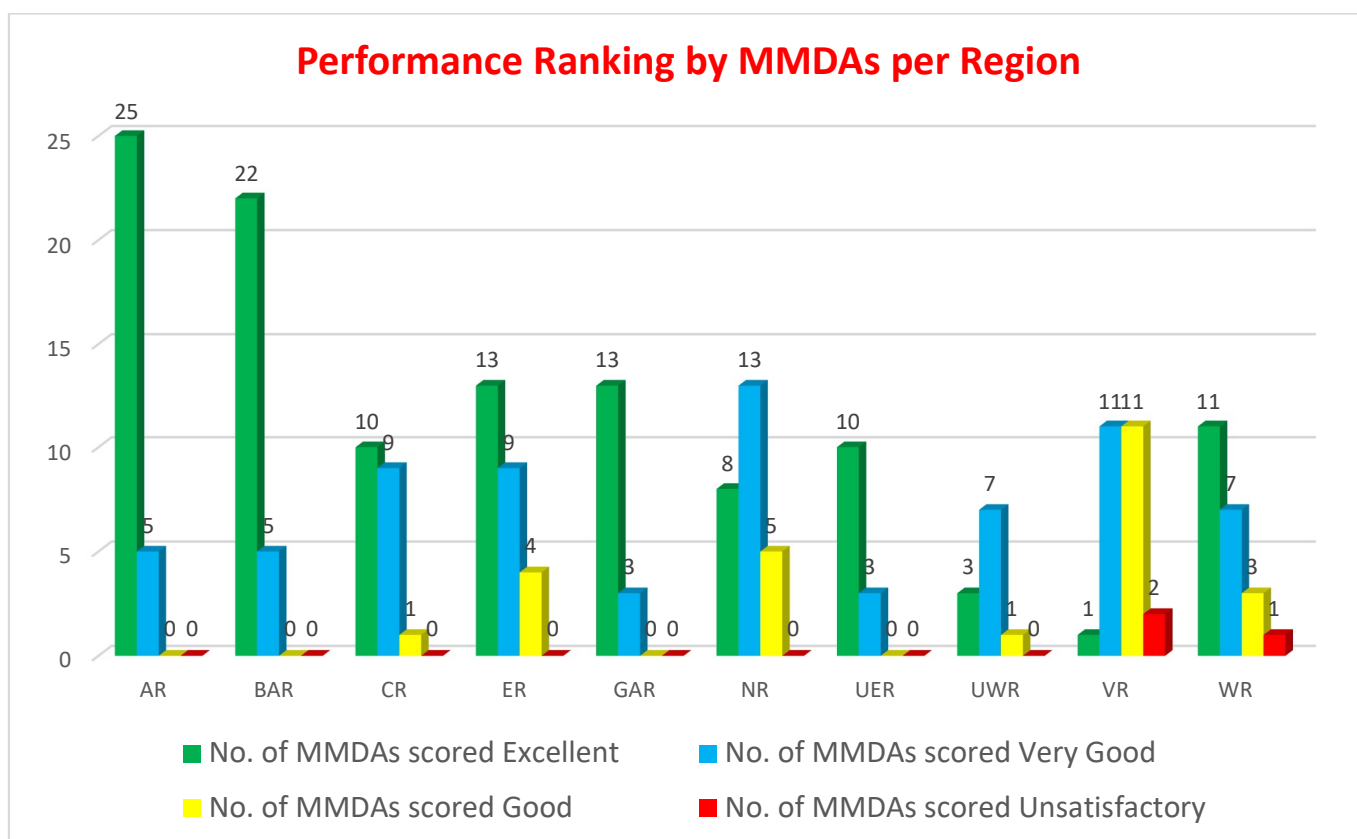
No.	MMDA	REG	Overall Rating	Overall Rating %	Position
106	Ga East Municipal	GAR	Excellent	80.9	106 <sup>th</sup>
107	Agona West Municipal	CR	Excellent	80.7	107 <sup>th</sup>
108	Karaga District	NR	Excellent	80.7	107 <sup>th</sup>
109	Tarkwa- Nsuaem Municipal	WR	Excellent	80.6	109 <sup>th</sup>
110	Sekyere Afram Plains South District	AR	Excellent	80.6	109 <sup>th</sup>
111	Offinso Municipal	AR	Excellent	80.4	111 <sup>th</sup>
112	Nkoranza North District	BAR	Excellent	80.3	112 <sup>th</sup>
113	Talensi District	UER	Excellent	80.3	112 <sup>th</sup>
114	Kassena Nankana West District	UER	Excellent	80.2	114 <sup>th</sup>
115	Asunafo South District	BAR	Excellent	79.5	115 <sup>th</sup>
116	Kwahu South District	ER	Excellent	79.5	115 <sup>th</sup>
117	Mpohor District	WR	Very Good	79.4	117 <sup>th</sup>
118	Kwahu East District	ER	Very Good	79.3	118 <sup>th</sup>
119	Nsawam Adoagyiri Municipal	ER	Very Good	79.1	119 <sup>th</sup>
120	Builsa North District	UER	Very Good	79.1	119 <sup>th</sup>
121	Pru District	BAR	Very Good	78.9	121 <sup>st</sup>
122	Mampong Municipal	AR	Very Good	78.7	122 <sup>nd</sup>
123	Asante Akim Central Municipal	AR	Very Good	78.5	123 <sup>rd</sup>
124	Banda District	BAR	Very Good	78.3	124 <sup>th</sup>
125	Sefwi Wiawso Municipal	WR	Very Good	78.2	125 <sup>th</sup>
126	Sissala East District	UWR	Very Good	78.1	126 <sup>th</sup>
127	Abura-Asebu Kwamankesse District	CR	Very Good	78.1	126 <sup>th</sup>
128	Cape Coast Metropolitan	CR	Very Good	77.8	128 <sup>th</sup>
129	Nanumba South District	NR	Very Good	77.8	128 <sup>th</sup>
130	Builsa South District	UER	Very Good	77.6	130 <sup>th</sup>
131	Kwahu Afram Plains North District	ER	Very Good	77.6	130 <sup>th</sup>
132	Kadjebi District	VR	Very Good	77.5	132 <sup>nd</sup>
133	Dormaa West District	BAR	Very Good	77.3	133 <sup>rd</sup>
134	Bia East District	WR	Very Good	77.1	134 <sup>th</sup>
135	Ahanta West District	WR	Very Good	77.0	135 <sup>th</sup>
136	La Nkwantanang-Madina Municipal	GAR	Very Good	76.5	136 <sup>th</sup>
137	Ho Municipal	VR	Very Good	76.5	136 <sup>th</sup>
138	Efutu Municipal	CR	Very Good	76.4	138 <sup>th</sup>
139	Sagnerigu District	NR	Very Good	76.4	138 <sup>th</sup>
140	Yendi Municipal	NR	Very Good	76.2	140 <sup>th</sup>
141	Nadowli-Kaleo District	UWR	Very Good	76.2	140 <sup>th</sup>
142	Ketu North District	VR	Very Good	76.2	140 <sup>th</sup>

No.	MMDA	REG	Overall Rating	Overall Rating %	Position
143	Prestea-Huni Valley District	WR	Very Good	76.1	143 <sup>rd</sup>
144	Lower Manya Krobo Municipal	ER	Very Good	76.1	143 <sup>rd</sup>
145	Assin South District	CR	Very Good	75.8	145 <sup>th</sup>
146	Aowin District	WR	Very Good	75.8	145 <sup>th</sup>
147	South Dayi District	VR	Very Good	75.6	147 <sup>th</sup>
148	Lawra District	UWR	Very Good	75.6	147 <sup>th</sup>
149	Jasikan District	VR	Very Good	75.0	149 <sup>th</sup>
150	Central Tongu District	VR	Very Good	75.0	149 <sup>th</sup>
151	Adaklu District	VR	Very Good	74.8	151 <sup>st</sup>
152	Fanteakwa District	ER	Very Good	74.7	152 <sup>nd</sup>
153	Kwaebibirem District	ER	Very Good	74.7	152 <sup>nd</sup>
154	North Gonja District	NR	Very Good	74.6	154 <sup>th</sup>
155	Ellembele District	WR	Very Good	74.4	155 <sup>th</sup>
156	Nanumba North District	NR	Very Good	74.4	155 <sup>th</sup>
157	Sawla-Tuna-Kalba District	NR	Very Good	74.1	157 <sup>th</sup>
158	Kpone Katamanso District	GAR	Very Good	74.0	158 <sup>th</sup>
159	Upper Denkyira East Municipal	CR	Very Good	73.9	159 <sup>th</sup>
160	Kumbungu District	NR	Very Good	73.8	160 <sup>th</sup>
161	Awutu Senya District	CR	Very Good	73.6	161 <sup>st</sup>
162	Mion District	NR	Very Good	73.6	161 <sup>st</sup>
163	Hohoe Municipal	VR	Very Good	73.5	163 <sup>rd</sup>
164	Nandom District	UWR	Very Good	73.3	164 <sup>th</sup>
165	Ayensuano District	ER	Very Good	73.2	165 <sup>th</sup>
166	Mamprugu-Moagduri District	NR	Very Good	73.2	165 <sup>th</sup>
167	Ketu South District	VR	Very Good	73.1	167 <sup>th</sup>
168	Tolon District	NR	Very Good	73.1	167 <sup>th</sup>
169	Upper West Akim District	ER	Very Good	72.8	169 <sup>th</sup>
170	Lambussie Karni District	UWR	Very Good	72.6	170 <sup>th</sup>
171	Sene East District	BAR	Very Good	72.6	170 <sup>th</sup>
172	Asuogyaman District	ER	Very Good	72.5	172 <sup>nd</sup>
173	Saboba District	NR	Very Good	72.4	173 <sup>rd</sup>
174	Krachi Nchumuru District	VR	Very Good	72.4	173 <sup>rd</sup>
175	Atwima Kwanwoma District	AR	Very Good	72.2	175 <sup>th</sup>
176	Assin North Municipal	CR	Very Good	72.0	176 <sup>th</sup>
177	Adentan Municipal	GAR	Very Good	72.0	176 <sup>th</sup>
178	Wa West District	UWR	Very Good	71.3	178 <sup>th</sup>
179	Adansi South District	AR	Very Good	70.9	179 <sup>th</sup>
180	Pusiga District	UER	Very Good	70.8	180 <sup>th</sup>
181	Agona East District	CR	Very Good	70.6	181 <sup>st</sup>
182	North Tongu District	VR	Very Good	70.4	182 <sup>nd</sup>

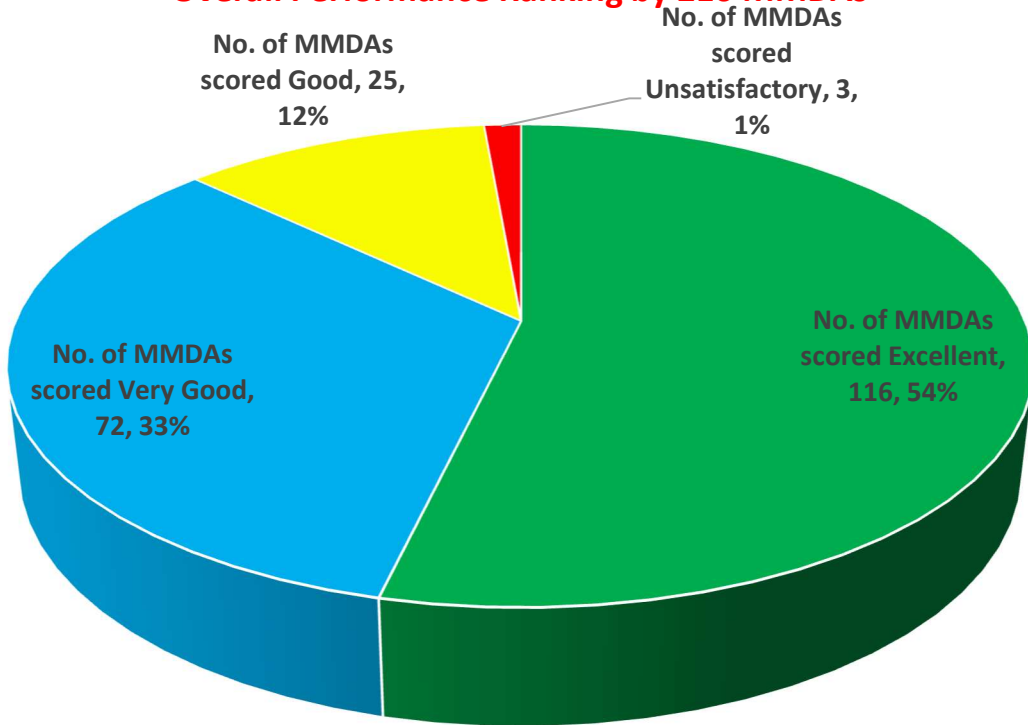
No.	MMDA	REG	Overall Rating	Overall Rating %	Position
183	Bole District	NR	Very Good	70.3	183 <sup>rd</sup>
184	Ekumfi District	CR	Very Good	70.3	183 <sup>rd</sup>
185	Daffiama-Bissie-Issa District	UWR	Very Good	70.0	185 <sup>th</sup>
186	Sunyani West District	BAR	Very Good	69.9	186 <sup>th</sup>
187	Adansi North District	AR	Very Good	69.9	186 <sup>th</sup>
188	Kpandai District	NR	Very Good	69.8	188 <sup>th</sup>
189	Ho West District	VR	Good	69.4	189 <sup>th</sup>
190	Tamale Metropolitan	NR	Good	69.2	190 <sup>th</sup>
191	North Dayi District	VR	Good	68.9	191 <sup>st</sup>
192	Akatsi South District	VR	Good	68.9	191 <sup>st</sup>
193	Krachi West District	VR	Good	68.8	193 <sup>rd</sup>
194	South Tongu District	VR	Good	68.5	194 <sup>th</sup>
195	Tatale Sanguli District	NR	Good	68.3	195 <sup>th</sup>
196	Wa East District	UWR	Good	68.1	196 <sup>th</sup>
197	Ajumako-Enyan-Essiam District	CR	Good	68.0	197 <sup>th</sup>
198	Biakoye District	VR	Good	68.0	197 <sup>th</sup>
199	Birim North District	ER	Good	67.9	199 <sup>th</sup>
200	Krachi East District	VR	Good	67.7	200 <sup>th</sup>
201	Zabzugu District	NR	Good	67.6	201 <sup>st</sup>
202	Jomoro District	WR	Good	67.5	202 <sup>nd</sup>
203	Bunkpurugu-Yunyoo District	NR	Good	67.0	203 <sup>rd</sup>
204	Juabeso District	WR	Good	66.5	204 <sup>th</sup>
205	Akatsi North District	VR	Good	66.2	205 <sup>th</sup>
206	Chereponi District	NR	Good	65.9	206 <sup>th</sup>
207	Agortime Ziope District	VR	Good	65.6	207 <sup>th</sup>
208	West Akim Municipal	ER	Good	65.4	208 <sup>th</sup>
209	Keta Municipal	VR	Good	64.1	209 <sup>th</sup>
210	East Akim Municipal	ER	Good	63.1	210 <sup>th</sup>
211	Akyemansa District	ER	Good	61.1	211 <sup>th</sup>
212	Nkwanta South District	VR	Good	60.8	212 <sup>th</sup>
213	Wassa Amenfi East District	WR	Good	60.8	212 <sup>th</sup>
214	Nkwanta North District	VR	Unsatisfactory	58.2	214 <sup>th</sup>
215	Kpando Municipal	VR	Unsatisfactory	51.4	215 <sup>th</sup>
216	Sefwi Akontombra District	WR	Unsatisfactory	48.3	216 <sup>th</sup>
Excellent: 80-100%		Very Good: 70-79%		Good: 60-69%	
				Un-satisfactory: Less than 60%	

## 4.2. Statistics for Performance Evaluation Rating of MMDAs by Region

REGION	No. of MMDAs scored "Excellent"	No. of MMDAs scored "Very Good"	No. of MMDAs scored "Good"	No. of MMDAs scored "Unsatisfactory"	TOTAL
AR	25	5	0	0	30
BAR	22	5	0	0	27
CR	10	9	1	0	20
ER	13	9	4	0	26
GAR	13	3	0	0	16
NR	8	13	5	0	26
UER	10	3	0	0	13
UWR	3	7	1	0	11
VR	1	11	11	2	25
WR	11	7	3	1	22
<b>TOTAL</b>	<b>116</b>	<b>72</b>	<b>25</b>	<b>3</b>	<b>216</b>



**Overall Performance Ranking by 216 MMDAs**



- No. of MMDAs scored Excellent
- No. of MMDAs scored Very Good
- No. of MMDAs scored Good
- No. of MMDAs scored Unsatisfactory

Excellent: 80-100%	Very Good: 70-79%	Good: 60-69%	Un-satisfactory: Less than 60%

### 4.3. Performance Evaluation Results of MMDAs by Region

#### 4.3.1. Performance Evaluation Results of MMDAs - Ashanti Region (AR)

No	MMDA (AR)	Overall Rating	Overall Rating %	Position
1	Asokore Mampong Municipal	Excellent	99.7	1 <sup>st</sup>
2	Bosomtwe District	Excellent	98.8	2 <sup>nd</sup>
3	Sekyere Central District	Excellent	96.9	3 <sup>rd</sup>
4	Sekyere South District	Excellent	95.6	4 <sup>th</sup>
5	Kumasi Metropolitan	Excellent	95.0	5 <sup>th</sup>
6	Afigya-Kwabre District	Excellent	94.3	6 <sup>th</sup>
7	Sekyere Kumawu District	Excellent	93.4	7 <sup>th</sup>
8	Bekwai Municipal	Excellent	91.6	8 <sup>th</sup>
9	Kwabre East District	Excellent	91.0	9 <sup>th</sup>
10	Offinso North District	Excellent	90.3	10 <sup>th</sup>
11	Amansie Central District	Excellent	89.9	11 <sup>th</sup>
12	Obuasi Municipal	Excellent	89.8	12 <sup>th</sup>
14	Ahafo Ano North District	Excellent	88.3	13 <sup>th</sup>
15	Amansie West District	Excellent	88.1	14 <sup>th</sup>
16	Atwima Nwabiagya District	Excellent	87.8	15 <sup>th</sup>
17	Ejura Sekyeredumase Municipal	Excellent	84.9	16 <sup>th</sup>
18	Sekyere East District	Excellent	83.9	17 <sup>th</sup>
19	Ejisu-Juaben Municipal	Excellent	83.6	18 <sup>th</sup>
20	Atwima Mponua District	Excellent	83.1	19 <sup>th</sup>
13	Ahafo Ano South District	Excellent	83.0	20 <sup>th</sup>
21	Asante Akim South District	Excellent	82.9	21 <sup>st</sup>
22	Bosome Freho District	Excellent	82.7	22 <sup>nd</sup>
23	Asante Akim North District	Excellent	82.5	23 <sup>rd</sup>
24	Sekyere Afram Plains South	Excellent	80.6	24 <sup>th</sup>
25	Offinso Municipal	Excellent	80.4	25 <sup>th</sup>
26	Mampong Municipal	Very Good	78.7	26 <sup>th</sup>
27	Asante Akim Central Municipal	Very Good	78.5	27 <sup>th</sup>
28	Atwima Kwanwoma District	Very Good	72.2	28 <sup>th</sup>
29	Adansi South District	Very Good	70.9	29 <sup>th</sup>
30	Adansi North District	Very Good	69.9	30 <sup>th</sup>

REGION	No. of MMDAs scored Excellent	No. of MMDAs scored Very Good	No. of MMDAs scored Good	No. of MMDAs scored Unsatisfactory	TOTAL
AR	25	5	0	0	30

### 4.3.2. Performance Evaluation Results of MMDAs - Brong Ahafo Region (BAR)

No	MMDA (BAR)	Overall Rating	Overall Rating %	Position
1	Kintampo North Municipal	Excellent	91.3	1 <sup>st</sup>
2	Berekum Municipal	Excellent	90.9	2 <sup>nd</sup>
3	Sene West District	Excellent	90.4	3 <sup>rd</sup>
4	Asutifi South District	Excellent	89.9	4 <sup>th</sup>
5	Techiman Municipal	Excellent	88.1	5 <sup>th</sup>
6	Dormaa Central Municipal	Excellent	87.6	6 <sup>th</sup>
7	Jaman North District	Excellent	87.4	7 <sup>th</sup>
8	Dormaa East District	Excellent	87.3	8 <sup>th</sup>
9	Sunyani Municipal	Excellent	86.6	9 <sup>th</sup>
10	Asunafo North Municipal	Excellent	86.4	10 <sup>th</sup>
11	Wenchi Municipal	Excellent	86.0	11 <sup>th</sup>
12	Tano North District	Excellent	85.9	12 <sup>th</sup>
13	Tain District	Excellent	85.3	13 <sup>th</sup>
14	Kintampo South District	Excellent	85.0	14 <sup>th</sup>
15	Tano South District	Excellent	84.9	15 <sup>th</sup>
16	Asutifi North District	Excellent	84.6	16 <sup>th</sup>
17	Jaman South District	Excellent	84.5	17 <sup>th</sup>
18	Techiman North District	Excellent	83.1	18 <sup>th</sup>
19	Atebubu-Amantin District	Excellent	82.8	19 <sup>th</sup>
20	Nkoranza South Municipal	Excellent	82.1	20 <sup>th</sup>
21	Nkoranza North District	Excellent	80.3	21 <sup>st</sup>
22	Asunafo South District	Excellent	79.5	22 <sup>nd</sup>
23	Pru District	Very Good	78.9	23 <sup>rd</sup>
24	Banda District	Very Good	78.3	24 <sup>th</sup>
25	Dormaa West District	Very Good	77.3	25 <sup>th</sup>
26	Sene East District	Very Good	72.6	26 <sup>th</sup>
27	Sunyani West District	Very Good	69.9	27 <sup>th</sup>

REGION	No. of MMDAs scored Excellent	No. of MMDAs scored Very Good	No. of MMDAs scored Good	No. of MMDAs scored Unsatisfactory	TOTAL
BAR	22	5	0	0	27

### 4.3.3. Performance Evaluation Results of MMDAs - Central Region (CR)

No	MMDA (CR)	Overall Rating	Overall Rating %	Position
1	Gomoa East District	Excellent	94.6	1 <sup>st</sup>
2	Gomoa West District	Excellent	92.4	2 <sup>nd</sup>
3	Mfantseman Municipal	Excellent	89.7	3 <sup>rd</sup>
4	Upper Denkyira West District	Excellent	87.4	4 <sup>th</sup>
5	Twifo Ati-Morkwa District	Excellent	86.8	5 <sup>th</sup>
6	Komenda Edina Eguafo Abirem Municipal	Excellent	85.3	6 <sup>th</sup>
7	Awutu Senya East Municipal	Excellent	84.0	7 <sup>th</sup>
8	Asikuma Odoben Brakwa District	Excellent	83.9	8 <sup>th</sup>
9	Twifo Hemang Lower Denkyira District	Excellent	82.6	9 <sup>th</sup>
10	Agona West Municipal	Excellent	80.7	10 <sup>th</sup>
11	Abura Asebu Kwamankesse District	Very Good	78.1	11 <sup>th</sup>
12	Cape Coast Metropolitan	Very Good	77.8	12 <sup>th</sup>
13	Efutu Municipal	Very Good	76.4	13 <sup>th</sup>
14	Assin South District	Very Good	75.8	14 <sup>th</sup>
15	Upper Denkyira East Municipal	Very Good	73.9	15 <sup>th</sup>
16	Awutu Senya District	Very Good	73.6	16 <sup>th</sup>
17	Assin North Municipal	Very Good	72.0	17 <sup>th</sup>
18	Agona East District	Very Good	70.6	18 <sup>th</sup>
19	Ekumfi District	Very Good	70.3	19 <sup>th</sup>
20	Ajumako-Enyan-Essiam District	Good	68.0	20 <sup>th</sup>

REGION	No. of MMDAs scored Excellent	No. of MMDAs scored Very Good	No. of MMDAs scored Good	No. of MMDAs scored Unsatisfactory	TOTAL
CR	10	9	1	0	20

#### 4.3.4. Performance Evaluation Results of MMDAs - Eastern Region (ER)

No	MMDA (ER)	Overall Rating	Overall Rating %	Position
1	New Juaben Municipal	Excellent	96.3	1 <sup>st</sup>
2	Akwapim North Municipal	Excellent	93.1	2 <sup>nd</sup>
3	Upper Manya Krobo District	Excellent	91.6	3 <sup>rd</sup>
4	Birim South District	Excellent	91.3	4 <sup>th</sup>
5	Atiwa District	Excellent	90.8	5 <sup>th</sup>
6	Kwahu West Municipal	Excellent	88.1	6 <sup>th</sup>
7	Birim Central Municipal	Excellent	88.1	6 <sup>th</sup>
8	Kwahu Afram Plains South District	Excellent	87.4	8 <sup>th</sup>
9	Yilo Krobo Municipal	Excellent	85.9	9 <sup>th</sup>
10	Denkyembour District	Excellent	84.4	10 <sup>th</sup>
11	Akwapim South District	Excellent	83.6	11 <sup>th</sup>
12	Suhum Municipal	Excellent	81.1	12 <sup>th</sup>
13	Kwahu South District	Excellent	79.5	13 <sup>th</sup>
14	Kwahu East District	Very Good	79.3	14 <sup>th</sup>
15	Nsawam-Adoagyiri Municipal	Very Good	79.1	15 <sup>th</sup>
16	Kwahu Afram Plains North District	Very Good	77.6	16 <sup>th</sup>
17	Lower Manya Krobo Municipal	Very Good	76.1	17 <sup>th</sup>
18	Fanteakwa District	Very Good	74.7	18 <sup>th</sup>
19	Kwaebibirem District	Very Good	74.7	18 <sup>th</sup>
20	Ayensuano District	Very Good	73.2	20 <sup>th</sup>
21	Upper West Akim District	Very Good	72.8	21 <sup>st</sup>
22	Asuogyaman District	Very Good	72.5	22 <sup>nd</sup>
23	Birim North District	Good	67.9	23 <sup>rd</sup>
24	West Akim Municipal	Good	65.4	24 <sup>th</sup>
25	East Akim Municipal	Good	63.1	25 <sup>th</sup>
26	Akyemansa District	Good	61.1	26 <sup>th</sup>

REGION	No. of MMDAs scored Excellent	No. of MMDAs scored Very Good	No. of MMDAs scored Good	No. of MMDAs scored Unsatisfactory	TOTAL
ER	13	9	4	0	26

### 4.3.5. Performance Evaluation Results of MMDAs - Greater Accra Region (GAR)

No	MMDA (GAR)	Overall Rating	Overall Rating %	Position
1	La Dade-Kotopon Municipal	Excellent	96.3	1 <sup>st</sup>
2	Accra Metropolitan	Excellent	95.9	2 <sup>nd</sup>
3	Ashiaman Municipal	Excellent	95.2	3 <sup>rd</sup>
4	Ledzokuku-Krowor Municipal	Excellent	93.6	4 <sup>th</sup>
5	Shai-Osudoku District	Excellent	92.9	5 <sup>th</sup>
6	Ga West Municipal	Excellent	92.5	6 <sup>th</sup>
7	Ada West District	Excellent	91.4	7 <sup>th</sup>
8	Tema Metropolitan	Excellent	90.4	8 <sup>th</sup>
9	Ga Central Municipal	Excellent	88.4	9 <sup>th</sup>
10	Ga South Municipal	Excellent	86.1	10 <sup>th</sup>
11	Ningo-Prampram District	Excellent	85.1	11 <sup>th</sup>
12	Ada East District	Excellent	81.6	12 <sup>th</sup>
13	Ga East Municipal	Excellent	80.9	13 <sup>th</sup>
14	La Nkwantanang-Madina Municipal	Very Good	76.5	14 <sup>th</sup>
15	Kpone Katamanso District	Very Good	74.0	15 <sup>th</sup>
16	Adentan Municipal	Very Good	72.0	16 <sup>th</sup>

REGION	No. of MMDAs scored Excellent	No. of MMDAs scored Very Good	No. of MMDAs scored Good	No. of MMDAs scored Unsatisfactory	TOTAL
GAR	13	3	0	0	16

#### 4.3.6. Performance Evaluation Results of MMDAs - Northern Region (NR)

No	MMDA (NR)	Overall Rating	Overall Rating %	Position
1	Central Gonja District	Excellent	87.3	1 <sup>st</sup>
2	Savelugu-Nanton Municipal	Excellent	86.6	2 <sup>nd</sup>
3	West Gonja District	Excellent	84.8	3 <sup>rd</sup>
4	West Mamprusi District	Excellent	84.8	3 <sup>rd</sup>
5	East Gonja District	Excellent	84.1	5 <sup>th</sup>
6	East Mamprusi District	Excellent	83.6	6 <sup>th</sup>
7	Gushiegu District	Excellent	83.3	7 <sup>th</sup>
8	Karaga District	Excellent	80.7	8 <sup>th</sup>
9	Nanumba South District	Very Good	77.8	9 <sup>th</sup>
10	Sagnerigu District	Very Good	76.4	10 <sup>th</sup>
11	Yendi Municipal	Very Good	76.2	11 <sup>th</sup>
12	North Gonja District	Very Good	74.6	12 <sup>th</sup>
13	Nanumba North District	Very Good	74.4	13 <sup>th</sup>
14	Sawla-Tuna-Kalba District	Very Good	74.1	14 <sup>th</sup>
15	Kumbungu District	Very Good	73.8	15 <sup>th</sup>
16	Mion District	Very Good	73.6	16 <sup>th</sup>
17	Mamprugu-Moagduri District	Very Good	73.2	17 <sup>th</sup>
18	Tolon District	Very Good	73.1	18 <sup>th</sup>
19	Saboba District	Very Good	72.4	19 <sup>th</sup>
20	Bole District	Very Good	70.3	20 <sup>th</sup>
21	Kpandai District	Very Good	69.8	21 <sup>st</sup>
22	Tamale Metropolitan	Good	69.2	22 <sup>nd</sup>
23	Tatale Sanguli District	Good	68.3	23 <sup>rd</sup>
24	Zabzugu District	Good	67.6	24 <sup>th</sup>
25	Bunkpurugu-Yunyoo District	Good	67.0	25 <sup>th</sup>
26	Chereponi District	Good	65.9	26 <sup>th</sup>

REGION	No. of MMDAs scored Excellent	No. of MMDAs scored Very Good	No. of MMDAs scored Good	No. of MMDAs scored Unsatisfactory	TOTAL
NR	8	13	5	0	26

### 4.3.7. Performance Evaluation Results of MMDAs - Upper East Region (UER)

No	MMDA (UER)	Overall Rating	Overall Rating %	Position
1	Garu-Tempene District	Excellent	91.0	1 <sup>st</sup>
2	Bawku Municipal	Excellent	87.9	2 <sup>nd</sup>
3	Bawku West District	Excellent	85.4	3 <sup>rd</sup>
4	Kassena Nankana Municipal	Excellent	83.9	4 <sup>th</sup>
5	Binduri District	Excellent	83.8	5 <sup>th</sup>
6	Bongo District	Excellent	81.4	6 <sup>th</sup>
7	Bolgatanga Municipal	Excellent	81.3	7 <sup>th</sup>
8	Nabdam District	Excellent	81.3	7 <sup>th</sup>
9	Talensi District	Excellent	80.3	9 <sup>th</sup>
10	Kassena Nankana West District	Excellent	80.2	10 <sup>th</sup>
11	Builsa North District	Very Good	79.1	11 <sup>th</sup>
12	Builsa South District	Very Good	77.6	12 <sup>th</sup>
13	Pusiga District	Very Good	70.8	13 <sup>th</sup>

REGION	No. of MMDAs scored Excellent	No. of MMDAs scored Very Good	No. of MMDAs scored Good	No. of MMDAs scored Unsatisfactory	TOTAL
UER	10	3	0	0	13

#### 4.3.8. Performance Evaluation Results of MMDAs - Upper West Region (UWR)

No	MMDA (UWR)	Overall Rating	Overall Rating %	Position
1	Wa Municipal	Excellent	84.4	1 <sup>st</sup>
2	Jirapa District	Excellent	82.7	2 <sup>nd</sup>
3	Sissala West District	Excellent	81.9	3 <sup>rd</sup>
4	Sissala East District	Very Good	78.1	4 <sup>th</sup>
5	Nadowli-Kaleo District	Very Good	76.2	5 <sup>th</sup>
6	Lawra District	Very Good	75.6	6 <sup>th</sup>
7	Nandom District	Very Good	73.3	7 <sup>th</sup>
8	Lambussie Karni District	Very Good	72.6	8 <sup>th</sup>
9	Wa West District	Very Good	71.3	9 <sup>th</sup>
10	Daffiama-Bissie-Issa District	Very Good	70.0	10 <sup>th</sup>
11	Wa East District	Good	68.1	11 <sup>th</sup>

REGION	No. of MMDAs scored Excellent	No. of MMDAs scored Very Good	No. of MMDAs scored Good	No. of MMDAs scored Unsatisfactory	TOTAL
UWR	3	7	1	0	11

#### 4.3.9. Performance Evaluation Results of MMDAs - Volta Region (VR)

No	MMDA (VR)	Overall Rating	Overall Rating %	Position
1	Afadzato South District	Excellent	86.8	1 <sup>st</sup>
2	Kadjebi District	Very Good	77.5	2 <sup>nd</sup>
3	Ho Municipal	Very Good	76.5	3 <sup>rd</sup>
4	Ketu North District	Very Good	76.2	4 <sup>th</sup>
5	South Dayi District	Very Good	75.6	5 <sup>th</sup>
6	Jasikan District	Very Good	75.0	6 <sup>th</sup>
7	Central Tongu District	Very Good	75.0	6 <sup>th</sup>
8	Adaklu District	Very Good	74.8	8 <sup>th</sup>
9	Hohoe Municipal	Very Good	73.5	9 <sup>th</sup>
10	Ketu South District	Very Good	73.1	10 <sup>th</sup>
11	Krachi Nchumuru District	Very Good	72.4	11 <sup>th</sup>
12	North Tongu District	Very Good	70.4	12 <sup>th</sup>
13	Ho West District	Good	69.4	13 <sup>th</sup>
14	North Dayi District	Good	68.9	14 <sup>th</sup>
15	Akatsi South District	Good	68.9	14 <sup>th</sup>
16	Krachi West District	Good	68.8	16 <sup>th</sup>
17	South Tongu District	Good	68.5	17 <sup>th</sup>
18	Biakoye District	Good	68.0	18 <sup>th</sup>
19	Krachi East District	Good	67.7	19 <sup>th</sup>
20	Akatsi North District	Good	66.2	20 <sup>th</sup>
21	Agortime Ziope District	Good	65.6	21 <sup>st</sup>
22	Keta Municipal District	Good	64.1	22 <sup>nd</sup>
23	Nkwanta South District	Good	60.8	23 <sup>rd</sup>
24	Nkwanta North District	Unsatisfactory	58.2	24 <sup>th</sup>
25	Kpando Municipal	Unsatisfactory	51.4	25 <sup>th</sup>

REGION	No. of MMDAs scored Excellent	No. of MMDAs scored Very Good	No. of MMDAs scored Good	No. of MMDAs scored Unsatisfactory	TOTAL
VR	1	11	11	2	25

#### 4.3.10. Performance Evaluation Results of MMDAs - Western Region (WR)

No	MMDA (WR)	Overall Rating	Overall Rating %	Position
1	Wassa Amenfi West District	Excellent	91.1	1 <sup>st</sup>
2	Suaman District	Excellent	86.9	2 <sup>nd</sup>
3	Bodie District	Excellent	86.6	3 <sup>rd</sup>
4	Bibiani-Anhwiaso District	Excellent	86.2	4 <sup>th</sup>
5	Shama District	Excellent	85.0	5 <sup>th</sup>
6	Nzema East Municipal District	Excellent	85.0	5 <sup>th</sup>
7	Bia West District	Excellent	84.3	7 <sup>th</sup>
8	Wassa East District	Excellent	84.1	8 <sup>th</sup>
9	Sekondi-Takoradi Metropolitan	Excellent	83.3	9 <sup>th</sup>
10	Wassa Amenfi Central District	Excellent	83.1	10 <sup>th</sup>
11	Tarkwa- Nsuaem Municipal	Excellent	80.6	11 <sup>th</sup>
12	Mpohor District	Very Good	79.4	12 <sup>th</sup>
13	Sefwi Wiawso Municipal	Very Good	78.2	13 <sup>th</sup>
14	Bia East District	Very Good	77.1	14 <sup>th</sup>
15	Ahanta West District	Very Good	77.0	15 <sup>th</sup>
16	Prestea-Huni Valley District	Very Good	76.1	16 <sup>th</sup>
17	Aowin District	Very Good	75.8	17 <sup>th</sup>
18	Ellembele District	Very Good	74.4	18 <sup>th</sup>
19	Jomoro District	Good	67.5	19 <sup>th</sup>
20	Juabeso District	Good	66.5	20 <sup>th</sup>
21	Wassa Amenfi East District	Good	60.8	21 <sup>st</sup>
22	Sefwi Akontombra District	Unsatisfactory	48.3	22 <sup>nd</sup>

REGION	No. of MMDAs scored Excellent	No. of MMDAs scored Very Good	No. of MMDAs scored Good	No. of MMDAs scored Unsatisfactory	TOTAL
WR	11	7	3	1	22

## **CHAPTER FIVE**

### **DECISION MAKING ON 2015 ANNUAL PERFORMANCE EVALUATION RESULTS OF MMDAs**

## 5. DECISION MAKING ON 2015 ANNUAL PERFORMANCE EVALUATION RESULTS OF MMDAs

Even though the Performance Contracts were signed between the Honourable MMDCEs and Regional Coordinating Directors, it is worth noting that the overall Annual Performance Evaluation Results mirrors that of their respective MMDAs.

### 5.1. Guiding Principles for Decision Making

The following are the guiding principles for decision making (rewards and sanctions) on the results of the Annual Performance Evaluation:

- i. All MMDAs will be acknowledged based on their Performance;
- ii. The best 10 MMDAs that obtain the highest scores out of 216 MMDAs will be given special acknowledgement and award;
- iii. Any MMDAs whose evaluation score is un-satisfactory for the first time would be cautioned;
- iv. Any MMDCD who fails twice irrespective of the MMDA he/she is responsible for:
  - a. *will not be given contract after his / her retirement age;*
  - b. *will not be considered for appointment as Chief Director;*
  - c. *will be posted out to work under a senior officer;*
- v. Any MMDCD who fails thrice irrespective of the MMDA he/she is responsible for would be demoted and reposted.

## 5.2. Decision on 2015 Annual Performance Evaluation Results of MMDAs

### 5.2.1. MMDAs to be acknowledged based on Performance

- All MMDAs will be acknowledged based on their Performance; (Refer to **Section 3.1.**)

### 5.2.2. The selected MMDAs which obtain the highest scores

The following 10 Metropolitan, Municipal and District Assemblies (MMDAs) out of 216 MMDAs are to be given special acknowledgement and award:

No.	MMDA	Region	Overall Performance Rating	Overall Performance Score (%)	Position
1	Asokore Mampong Municipal	AR	Excellent	99.7	1 <sup>st</sup>
2	Bosomtwe	AR	Excellent	98.8	2 <sup>nd</sup>
3	Sekyere Central	AR	Excellent	96.9	3 <sup>rd</sup>
4	New Juaben Municipal	ER	Excellent	96.3	4 <sup>th</sup>
5	La Dade-Kotopon Municipal	GAR	Excellent	96.3	4 <sup>th</sup>
6	Accra Metropolitan	GAR	Excellent	95.9	6 <sup>th</sup>
7	Sekyere South	AR	Excellent	95.6	7 <sup>th</sup>
8	Ashiaman Municipal	GAR	Excellent	95.2	8 <sup>th</sup>
9	Kumasi Metropolitan	AR	Excellent	95.0	9 <sup>th</sup>
10	Gomoa East	CR	Excellent	94.6	10 <sup>th</sup>

### 5.2.3. Un-satisfactory Performance

The MMDAs whose evaluation scores are un-satisfactory for the first time are to be given written caution by the HoS. These are as follows:

No.	MMDA	Region	Overall Performance Rating	Overall Performance Rating (%)	Position
1	Nkwanta North	VR	Unsatisfactory	58.2	214 <sup>th</sup>
2	Kpando Municipal	VR	Unsatisfactory	51.4	215 <sup>th</sup>
3	Sefwi Akontombra	WR	Unsatisfactory	48.3	216 <sup>th</sup>

## **CHAPTER SIX**

### **DETAILED CALCULATION FOR 2015 OVERALL ANNUAL PERFORMANCE EVALUATION RESULTS OF MMDAs**

## 6. DETAILED CALCULATION FOR 2015 OVERALL ANNUAL PERFORMANCE EVALUATION RESULTS OF MMDAs BY REGION

### DETAILED CALCULATION - ASHANTI REGION (AR)

No	Name of MMDA (AR)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			Overall Rating for 6 KPAs (1-4)	Overall Rating for 6 KPAs (%)
		Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating		
1	2	3	4	5= 3*4	6	7	8= 6*7	9	10	11=9*10	12	13	14= 12*13	15	16	17 = 15*16	18	19	20= 18*19	21=5+8+ 11+ 14+ 17+ 20	22= 21/4*100
1	Adansi North	2.6	25%	0.65	3	20%	0.6	2.7	20%	0.54	2.95	25%	0.738	2.75	5%	0.138	2.6	5%	0.13	2.80	69.9
2	Adansi South	3.2	25%	0.8	2.7	20%	0.54	2.6	20%	0.52	2.85	25%	0.713	2.3	5%	0.115	3	5%	0.15	2.84	70.9
3	Afigya-Kwabre	3.6	25%	0.9	4	20%	0.8	4	20%	0.8	3.6	25%	0.9	3.7	5%	0.185	3.7	5%	0.185	3.77	94.3
4	Ahafo Ano North	3.4	25%	0.85	4	20%	0.8	3.6	20%	0.72	3.2	25%	0.8	3.5	5%	0.175	3.7	5%	0.185	3.53	88.3

No	Name of MMDA (AR)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			Overall Rating for 6 KPAs (1-4)	Overall Rating for 6 KPAs (%)
		Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating		
1	2	3	4	5= 3*4	6	7	8= 6*7	9	10	11=9*10	12	13	14= 12*13	15	16	17 = 15*16	18	19	20= 18*19	21=5+8+ 17+ 14+ 17+ 20	22= 21/4*100
5	Ahafo Ano South	3.1	25%	0.775	4	20%	0.8	3.55	20%	0.71	2.95	25%	0.738	2	5%	0.1	4	5%	0.2	3.32	83.1
6	Amansie Central	3.5	25%	0.875	2.8	20%	0.56	4	20%	0.8	4	25%	1	3.25	5%	0.163	4	5%	0.2	3.60	89.9
7	Bekwai Municipal	3.2	25%	0.8	4	20%	0.8	3.5	20%	0.7	4	25%	1	3.3	5%	0.165	4	5%	0.2	3.67	91.6
8	Amansie West	3.8	25%	0.95	3.7	20%	0.74	3.25	20%	0.65	3.35	25%	0.838	3.2	5%	0.16	3.7	5%	0.185	3.52	88.1
9	Asante Akim Central Municipal	3.4	25%	0.85	4	20%	0.8	2.45	20%	0.49	2.55	25%	0.638	3.55	5%	0.178	3.7	5%	0.185	3.14	78.5
10	Asante Akim North	3.8	25%	0.95	3	20%	0.6	3	20%	0.6	3.35	25%	0.838	3.25	5%	0.163	3	5%	0.15	3.30	82.5
11	Asante Akim South	3.5	25%	0.875	3.7	20%	0.74	2.95	20%	0.59	3.6	25%	0.9	1.85	5%	0.093	2.4	5%	0.12	3.32	82.9

No	Name of MMDA (AR)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			Overall Rating for 6 KPAs (1-4)	Overall Rating for 6 KPAs (%)
		Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating		
1	2	3	4	5= 3*4	6	7	8= 6*7	9	10	11=9*10	12	13	14= 12*13	15	16	17 = 15*16	18	19	20= 18*19	21=5+8+ 17+ 14+ 17+ 20	22= 21/4*100
12	Atwima Kwanwoma	3.6	25%	0.9	3.1	20%	0.62	2.65	20%	0.53	2.05	25%	0.513	2.5	5%	0.125	4	5%	0.2	2.89	72.2
13	Atwima Mponua	3.4	25%	0.85	4	20%	0.8	3.1	20%	0.62	3.2	25%	0.8	1.7	5%	0.085	3.4	5%	0.17	3.33	83.1
14	Atwima Nwabiagya	3	25%	0.75	3.6	20%	0.72	3.5	20%	0.7	3.9	25%	0.975	4	5%	0.2	3.3	5%	0.165	3.51	87.8
15	Bosome Freho	2.8	25%	0.7	4	20%	0.8	2.3	20%	0.46	4	25%	1	3.25	5%	0.163	3.7	5%	0.185	3.31	82.7
16	Bosomtwe	4	25%	1	4	20%	0.8	3.75	20%	0.75	4	25%	1	4	5%	0.2	4	5%	0.2	3.95	98.8
17	Ejisu-Juaben Municipal	3.1	25%	0.775	4	20%	0.8	3.05	20%	0.61	3.35	25%	0.838	3.05	5%	0.153	3.35	5%	0.168	3.34	83.6
18	Ejura Sekyeredumase Municipal	3.4	25%	0.85	4	20%	0.8	2.8	20%	0.56	3.35	25%	0.838	3.25	5%	0.163	3.7	5%	0.185	3.40	84.9

No	Name of MMDA (AR)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			Overall Rating for 6 KPAs (1-4)	Overall Rating for 6 KPAs (%)
		Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating		
1	2	3	4	5= 3*4	6	7	8= 6*7	9	10	11=9*10	12	13	14= 12*13	15	16	17 = 15*16	18	19	20= 18*19	21=5+8+ 17+ 14+ 17+ 20	22= 21/4*100
19	Kumas Metropolitan	3.5	25%	0.875	4	20%	0.8	3.75	20%	0.75	4	25%	1	3.5	5%	0.175	4	5%	0.2	3.80	95.0
20	Asokore Mampong Municipal	4	25%	1	4	20%	0.8	4	20%	0.8	4	25%	1	3.75	5%	0.188	4	5%	0.2	3.99	99.7
21	Kwabre East	3.75	25%	0.938	3.7	20%	0.74	3.4	20%	0.68	3.8	25%	0.95	2.65	5%	0.133	4	5%	0.2	3.64	91.0
22	Mampong Municipal	2.5	25%	0.62	3.2	20%	0.64	3.8	20%	0.76	3.2	25%	0.8	2.95	5%	0.14	3.5	5%	0.17	3.15	78.7
23	Obuasi municipal	3.5	25%	0.875	4	20%	0.8	3.45	20%	0.69	3.6	25%	0.9	2.8	5%	0.14	3.7	5%	0.185	3.59	89.8
24	Offinso municipal	3.4	25%	0.85	3.4	20%	0.68	3	20%	0.6	3.2	25%	0.8	2.75	5%	0.138	3	5%	0.15	3.22	80.4
25	Offinso North	2.7	25%	0.675	4	20%	0.8	3.75	20%	0.75	4	25%	1	3.7	5%	0.185	4	5%	0.2	3.61	90.3

No	Name of MMDA (AR)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			Overall Rating for 6 KPAs (1-4)	Overall Rating for 6 KPAs (%)
		Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating		
1	2	3	4	5= 3*4	6	7	8= 6*7	9	10	11=9*10	12	13	14= 12*13	15	16	17 = 15*16	18	19	20= 18*19	21=5+8+ 11+ 14+ 17+ 20	22= 21/4*100
26	Sekyere Kumawu	3.7	25%	0.925	4	20%	0.8	3.25	20%	0.65	4	25%	1	3.5	5%	0.175	3.7	5%	0.185	3.74	93.4
27	Sekyere Afram Plains South	3.5	25%	0.875	3.4	20%	0.68	3	20%	0.6	3.25	25%	0.813	2.5	5%	0.125	2.6	5%	0.13	3.22	80.6
28	Sekyere Central	4	25%	1	3.7	20%	0.74	3.8	20%	0.76	4	25%	1	3.55	5%	0.178	4	5%	0.2	3.88	96.9
29	Sekyere East	2.9	25%	0.725	4	20%	0.8	3.25	20%	0.65	3.35	25%	0.838	3.25	5%	0.163	3.6	5%	0.18	3.36	83.9
30	Sekyere South	3.3	25%	0.825	4	20%	0.8	4	20%	0.8	4	25%	1	4	5%	0.2	4	5%	0.2	3.83	95.6

**DETAILED CALCULATION - BRONG AHAFO REGION (BAR)**

No	Name of MMDA (BAR)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			Overall Rating for 6 KPAs (1-4)	Overall Rating for 6 KPAs (%)
		Actual Rating	Over all Weighting %	Over all Weighted Rating	Actual Rating	Over all Weighting %	Over all Weighted Rating	Actual Rating	Over all Weighting %	Over all Weighted Rating	Actual Rating	Over all Weighting %	Over all Weighted Rating	Actual Rating	Over all Weighting %	Over all Weighted Rating	Actual Rating	Over all Weighting %	Over all Weighted Rating		
1	2	3	4	5=3*4	6	7	8=6*7	9	10	11=9*10	12	13	14=12*13	15	16	17=15*16	18	19	20=18*19	21=5+8+11+14+17+20	22=21/4*100
1	Asunafo North Municipal	3	25%	0.75	3	20%	0.6	3.8	20%	0.76	4	25%	1	3.6	5%	0.18	3.3	5%	0.165	3.455	86.4
2	Asunafo South	2.6	25%	0.65	4	20%	0.8	2.5	20%	0.5	4	25%	1	2	5%	0.1	2.6	5%	0.13	3.18	79.5
3	Asutifi North	3.2	25%	0.8	3.4	20%	0.68	2.8	20%	0.56	4	25%	1	3	5%	0.15	3.9	5%	0.195	3.385	84.6
4	Asutifi South	3.8	25%	0.95	3	20%	0.6	3.55	20%	0.71	3.9	25%	0.975	3.8	5%	0.19	3.4	5%	0.17	3.595	89.9
5	Atebubu-Amantin	2.6	25%	0.65	4	20%	0.8	2.9	20%	0.58	4	25%	1	3	5%	0.15	2.6	5%	0.13	3.31	82.8
6	Berekum Municipal	3.6	25%	0.9	4	20%	0.8	3	20%	0.6	4	25%	1	3.4	5%	0.17	3.3	5%	0.165	3.635	90.9

No	Name of MMDA (BAR)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			Overall Rating for 6 KPAs (1-4)	Overall Rating for 6 KPAs (%)
		Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating		
1	2	3	4	5= 3*4	6	7	8= 6*7	9	10	11=9*10	12	13	14= 12*13	15	16	17= 15*16	18	19	20= 18*19	21=5+8+ 11+ 14+ 17+ 20	22= 21/4*100
7	Dormaa East	2.8	25%	0.7	4	20%	0.8	3.3	20%	0.66	4	25%	1	4	5%	0.2	2.6	5%	0.13	3.49	87.3
8	Dormaa Central Municipal	3.2	25%	0.8	4	20%	0.8	3.05	20%	0.61	4	25%	1	3	5%	0.15	2.9	5%	0.145	3.505	87.6
9	Dormaa West	2.8	25%	0.7	2.8	20%	0.56	3.2	20%	0.64	3.6	25%	0.9	3.1	5%	0.155	2.7	5%	0.135	3.09	77.3
10	Jaman North	3.5	25%	0.875	3.5	20%	0.7	3.2	20%	0.64	4	25%	1	3	5%	0.15	2.6	5%	0.13	3.495	87.4
11	Jaman South	3.5	25%	0.875	4	20%	0.8	2.5	20%	0.5	3.6	25%	0.9	3.2	5%	0.16	2.9	5%	0.145	3.38	84.5
12	Kintampo North Municipal	4	25%	1	4	20%	0.8	2.8	20%	0.56	4	25%	1	2.95	5%	0.1475	2.9	5%	0.145	3.653	91.3
13	Kintampo South	3.4	25%	0.85	4	20%	0.8	2.4	20%	0.48	4	25%	1	2.8	5%	0.14	2.6	5%	0.13	3.4	85.0

No	Name of MMDA (BAR)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			Overall Rating for 6 KPAs (1-4)	Overall Rating for 6 KPAs (%)
		Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating		
1	2	3	4	5= 3*4	6	7	8= 6*7	9	10	11=9*10	12	13	14= 12*13	15	16	17= 15*16	18	19	20= 18*19	21=5+8+ 11+ 14+ 17+ 20	22= 21/4*100
14	Nkoranza North	2.6	25%	0.65	3.6	20%	0.72	2.55	20%	0.51	4	25%	1	3	5%	0.15	3.6	5%	0.18	3.21	80.3
15	Nkoranza South Municipal	2.4	25%	0.6	4	20%	0.8	3	20%	0.6	4	25%	1	2.75	5%	0.1375	2.9	5%	0.145	3.283	82.1
16	Pru	2.7	25%	0.675	4	20%	0.8	3	20%	0.6	3.2	25%	0.8	3	5%	0.15	2.6	5%	0.13	3.155	78.9
17	Sene West	3.6	25%	0.9	4	20%	0.8	3.1	20%	0.62	4	25%	1	3	5%	0.15	2.9	5%	0.145	3.615	90.4
18	Sene East	3.4	25%	0.85	3.1	20%	0.62	2.3	20%	0.46	2.8	25%	0.7	2.55	5%	0.1275	2.9	5%	0.145	2.903	72.6
19	Sunyani Municipal	4	25%	1	3.3	20%	0.66	2.25	20%	0.45	4	25%	1	3.8	5%	0.19	3.3	5%	0.165	3.465	86.6
20	Sunyani West	2	25%	0.5	3.6	20%	0.72	2.3	20%	0.46	3.2	25%	0.8	3	5%	0.15	3.3	5%	0.165	2.795	69.9

No	Name of MMDA (BAR)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			Overall Rating for 6 KPAs (1-4)	Overall Rating for 6 KPAs (%)
		Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating		
1	2	3	4	5= 3*4	6	7	8= 6*7	9	10	11=9*10	12	13	14= 12*13	15	16	17= 15*16	18	19	20= 18*19	21=5+8+ 11+ 14+ 17+ 20	22= 21/4*100
21	Tain	3.7	25%	0.925	3.7	20%	0.74	2.45	20%	0.49	4	25%	1	2.5	5%	0.125	2.6	5%	0.13	3.41	85.3
22	Banda	4	25%	1	3.2	20%	0.64	2.35	20%	0.47	3.2	25%	0.8	1.8	5%	0.09	2.6	5%	0.13	3.13	78.3
23	Tano North	3.4	25%	0.85	3.7	20%	0.74	3.2	20%	0.64	3.65	25%	0.9125	3	5%	0.15	2.9	5%	0.145	3.438	85.9
24	Tano South	3.2	25%	0.8	4	20%	0.8	2.7	20%	0.54	3.9	25%	0.975	3	5%	0.15	2.6	5%	0.13	3.395	84.9
25	Techiman Municipal	3.2	25%	0.8	4	20%	0.8	3	20%	0.6	4	25%	1	2.75	5%	0.1375	3.7	5%	0.185	3.523	88.1
26	Techiman North	3	25%	0.75	4	20%	0.8	2.6	20%	0.52	4	25%	1	2.5	5%	0.125	2.6	5%	0.13	3.325	83.1
27	Wenchi Municipal	3.5	25%	0.875	4	20%	0.8	2.55	20%	0.51	4	25%	1	2.5	5%	0.125	2.6	5%	0.13	3.44	86.0

**DETAILED CALCULATION - CENTRAL REGION (CR)**

No	Name of MMDA (CR)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			Overall Rating for 6 KPAs (1-4)	Overall Rating for 6 KPAs (%)
		Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating		
1	2	3	4	5= 3*4	6	7	8= 6*7	9	10	11=9*10	12	13	14= 12*13	15	16	17 = 15*16	18	19	20= 18*19	21=5+8+ 11+ 14+ 17+ 20	22= 21/4*100
1	Abura Asebu Kwamankesse	2.3	25%	0.575	3.7	20%	0.74	2.7	20%	0.54	4	25%	1	2.5	5%	0.125	2.9	5%	0.145	3.125	78.1
2	Agona East	3.1	25%	0.775	3.4	20%	0.68	1.75	20%	0.35	3	25%	0.75	2.15	5%	0.108	3.2	5%	0.16	2.823	70.6
3	Agona West Municipal	2.9	25%	0.725	3.1	20%	0.62	3.5	20%	0.7	3.5	25%	0.875	2.95	5%	0.148	3.2	5%	0.16	3.228	80.7
4	Ajumako-Enyan-Essiam	2.2	25%	0.55	4	20%	0.8	2.6	20%	0.52	2.7	25%	0.675	1.2	5%	0.06	2.3	5%	0.115	2.72	68.0
5	Asikuma Odoben Brakwa	3.2	25%	0.8	4	20%	0.8	2.5	20%	0.5	4	25%	1	2.9	5%	0.145	2.2	5%	0.11	3.355	83.9
6	Assin North Municipal	2.9	25%	0.725	4	20%	0.8	2.55	20%	0.51	2.3	25%	0.575	2.2	5%	0.11	3.2	5%	0.16	2.88	72.0

No	Name of MMDA (CR)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			Overall Rating for 6 KPAs (1-4)	Overall Rating for 6 KPAs (%)
		Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating		
1	2	3	4	5= 3*4	6	7	8= 6*7	9	10	11=9*10	12	13	14= 12*13	15	16	17= 15*16	18	19	20= 18*19	21=5+8+ 11+ 14+ 17+ 20	22= 21/4*100
7	Assin South	3	25%	0.75	3.7	20%	0.74	2.5	20%	0.5	2.95	25%	0.738	2.9	5%	0.145	3.2	5%	0.16	3.033	75.8
8	Awutu Senya	3	25%	0.75	2.4	20%	0.48	3.1	20%	0.62	3.35	25%	0.838	1.95	5%	0.098	3.2	5%	0.16	2.945	73.6
9	Awutu Senya East Municipal	3.2	25%	0.8	3.7	20%	0.74	3.5	20%	0.7	3.35	25%	0.838	2.45	5%	0.123	3.2	5%	0.16	3.36	84.0
10	Cape Coast Metropolitan	3.1	25%	0.775	4	20%	0.8	2.1	20%	0.42	3.2	25%	0.8	3.4	5%	0.17	2.9	5%	0.145	3.11	77.8
11	Efutu Municipal	2.2	25%	0.55	3.7	20%	0.74	2.55	20%	0.51	3.75	25%	0.938	3.2	5%	0.16	3.2	5%	0.16	3.058	76.4
12	Gomoa East	4	25%	1	4	20%	0.8	3.5	20%	0.7	4	25%	1	2.8	5%	0.14	2.9	5%	0.145	3.785	94.6
13	Gomoa West	3.8	25%	0.95	4	20%	0.8	3.5	20%	0.7	4	25%	1	2.3	5%	0.115	2.6	5%	0.13	3.695	92.4

No	Name of MMDA (CR)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			Overall Rating for 6 KPAs (1-4)	Overall Rating for 6 KPAs (%)
		Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating		
1	2	3	4	5= 3*4	6	7	8= 6*7	9	10	11=9*10	12	13	14= 12*13	15	16	17= 15*16	18	19	20= 18*19	21=5+8+ 11+ 14+ 17+ 20	22= 21/4*100
14	Komenda Edina Eguafu Abirem Municipal	3	25%	0.75	4	20%	0.8	3.7	20%	0.74	3.2	25%	0.8	3.5	5%	0.175	2.9	5%	0.145	3.41	85.3
15	Mfantseman Municipal	3.4	25%	0.85	4	20%	0.8	3.5	20%	0.7	4	25%	1	2.15	5%	0.108	2.6	5%	0.13	3.588	89.7
16	Ekumfi	1.9	25%	0.475	2.8	20%	0.56	2.8	20%	0.56	3.6	25%	0.9	2.3	5%	0.115	4	5%	0.2	2.81	70.3
17	Twifo Ati-Morkwa	2.8	25%	0.7	4	20%	0.8	3	20%	0.6	4	25%	1	3.4	5%	0.17	4	5%	0.2	3.47	86.8
18	Twifo Hemang Lower Denkyira	2.9	25%	0.725	3.4	20%	0.68	3.25	20%	0.65	4	25%	1	2.65	5%	0.133	2.3	5%	0.115	3.303	82.6
19	Upper Denkyira East Municipal	3	25%	0.75	3	20%	0.6	2.8	20%	0.56	3.2	25%	0.8	2.05	5%	0.103	2.9	5%	0.145	2.958	73.9
20	Upper Denkyira West	3.6	25%	0.9	3.7	20%	0.74	3.75	20%	0.75	3.1	25%	0.775	2.9	5%	0.145	3.7	5%	0.185	3.495	87.4

**DETAILED CALCULATION - EASTERN REGION (ER)**

No	Name of MMDA (ER)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			Overall Rating for 6 KPAs (1-4)	Overall Rating for 6 KPAs (%)
		Actual Rating	Actual Rating	Over all Weighting %	Actual Rating	Actual Rating	Over all Weighting %	Actual Rating	Actual Rating	Over all Weighting %	Actual Rating	Actual Rating	Over all Weighting %	Actual Rating	Actual Rating	Over all Weighting %	Actual Rating	Actual Rating	Over all Weighting %		
1	2	3	3	4	5= 3*4	6	7	8= 6*7	9	10	11=9*10	12	13	14= 12*13	15	16	17 = 15*16	18	19	21=5+8+ 17+ 14+ 17+ 20	22= 21/4*100
1	Akwapim North Municipal	3.4	25%	0.85	4	20%	0.8	4	20%	0.8	3.6	25%	0.9	3.45	5%	0.1725	4	5%	0.2	3.723	93.1
2	Nsawam-Adoagyiri Municipal	3.2	25%	0.8	3.6	20%	0.72	3	20%	0.6	2.85	25%	0.7125	3.05	5%	0.1525	3.6	5%	0.18	3.165	79.1
3	Akwapim South	2.7	25%	0.675	4	20%	0.8	2.75	20%	0.55	4	25%	1	2.7	5%	0.135	3.7	5%	0.185	3.345	83.6
4	Akyemansa	2.2	25%	0.55	3	20%	0.6	2.7	20%	0.54	2.2	25%	0.55	2.05	5%	0.1025	2	5%	0.1	2.443	61.1
5	Asuogyaman	2.7	25%	0.675	2.7	20%	0.54	2.65	20%	0.53	3.2	25%	0.8	3.4	5%	0.17	3.7	5%	0.185	2.9	72.5
6	Atiwa	3.3	25%	0.825	4	20%	0.8	3.3	20%	0.66	4	25%	1	2.9	5%	0.145	4	5%	0.2	3.63	90.8

No	Name of MMDA (ER)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			Overall Rating for 6 KPAs (1-4)	Overall Rating for 6 KPAs (%)
		Actual Rating	Actual Rating	Over all Weighting %	Actual Rating	Actual Rating	Over all Weighting %	Actual Rating	Actual Rating	Over all Weighting %	Actual Rating	Actual Rating	Over all Weighting %	Actual Rating	Actual Rating	Over all Weighting %	Actual Rating	Actual Rating	Over all Weighting %		
1	2	3	3	4	5= 3*4	6	7	8= 6*7	9	10	11=9*10	12	13	14= 12*13	15	16	17= 15*16	18	19	21=5+8+ 11+ 14+ 17+ 20	22= 21/4*100
7	Birim Central Municipal	3.25	25%	0.8125	3.7	20%	0.74	3.3	20%	0.66	4	25%	1	2.8	5%	0.14	3.4	5%	0.17	3.523	88.1
8	Birim North	2.4	25%	0.6	2.7	20%	0.54	3	20%	0.6	2.85	25%	0.7125	3	5%	0.15	2.3	5%	0.115	2.718	67.9
9	Birim South	3.9	25%	0.975	4	20%	0.8	3.1	20%	0.62	4	25%	1	1.4	5%	0.07	3.7	5%	0.185	3.65	91.3
10	East Akim Municipal	3	25%	0.75	3	20%	0.6	2.5	20%	0.5	2.7	25%	0.675		5%	0		5%	0	2.525	63.1
11	Fanteakwa	2	25%	0.5	4	20%	0.8	2	20%	0.4	4	25%	1	2.65	5%	0.1325	3.1	5%	0.155	2.989	74.7
12	Kwaebibirem	3.2	25%	0.8	3	20%	0.6	2.8	20%	0.56	2.85	25%	0.7125	3	5%	0.15	3.3	5%	0.165	2.988	74.7
13	Denkyembour	3.45	25%	0.8625	3.4	20%	0.68	3	20%	0.6	3.6	25%	0.9	3.25	5%	0.1625	3.4	5%	0.17	3.375	84.4

No	Name of MMDA (ER)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			Overall Rating for 6 KPAs (1-4)	Overall Rating for 6 KPAs (%)
		Actual Rating	Actual Rating	Over all Weighting %	Actual Rating	Actual Rating	Over all Weighting %	Actual Rating	Actual Rating	Over all Weighting %	Actual Rating	Actual Rating	Over all Weighting %	Actual Rating	Actual Rating	Over all Weighting %	Actual Rating	Actual Rating	Over all Weighting %		
1	2	3	3	4	5= 3*4	6	7	8= 6*7	9	10	11=9*10	12	13	14= 12*13	15	16	17= 15*16	18	19	21=5+8+ 11+ 14+ 17+ 20	22= 21/4*100
14	Kwahu East	3.8	25%	0.95	3.7	20%	0.74	2	20%	0.4	3.2	25%	0.8	2.3	5%	0.115	3.3	5%	0.165	3.17	79.3
15	Kwahu Afram Plains North	4	25%	1	3.5	20%	0.7	2.05	20%	0.41	2.9	25%	0.725	2.05	5%	0.1025	3.3	5%	0.165	3.103	77.6
16	Kwahu Afram Plains South	3.2	25%	0.8	4	20%	0.8	2.95	20%	0.59	4	25%	1	2.75	5%	0.1375	3.4	5%	0.17	3.498	87.4
17	Kwahu South	3.4	25%	0.85	3.4	20%	0.68	3.3	20%	0.66	2.7	25%	0.675	2.7	5%	0.135	3.6	5%	0.18	3.18	79.5
18	Kwahu West Municipal	3.4	25%	0.85	3.7	20%	0.74	3.5	20%	0.7	3.6	25%	0.9	3.4	5%	0.17	3.3	5%	0.165	3.53	88.1
19	Lower Manya Krobo Municipal	1.8	25%	0.45	3.7	20%	0.74	3.4	20%	0.68	3.35	25%	0.838	3.8	5%	0.19	2.9	5%	0.145	3.043	76.1
20	New Juaben Municipal	3.8	25%	0.95	4	20%	0.8	3.5	20%	0.7	4	25%	1	4	5%	0.2	4	5%	0.2	3.85	96.3

No	Name of MMDA (ER)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			Overall Rating for 6 KPAs (1-4)	Overall Rating for 6 KPAs (%)
		Actual Rating	Actual Rating	Over all Weighting %	Actual Rating	Actual Rating	Over all Weighting %	Actual Rating	Actual Rating	Over all Weighting %	Actual Rating	Actual Rating	Over all Weighting %	Actual Rating	Actual Rating	Over all Weighting %	Actual Rating	Actual Rating	Over all Weighting %		
1	2	3	3	4	5= 3*4	6	7	8= 6*7	9	10	11=9*10	12	13	14= 12*13	15	16	17= 15*16	18	19	21=5+8+ 11+ 14+ 17+ 20	22= 21/4*100
21	Suhum Municipal	3.3	25%	0.825	3	20%	0.6	3.25	20%	0.65	3.35	25%	0.838	3.35	5%	0.168	3.3	5%	0.165	3.245	81.1
22	Ayensuano	2.8	25%	0.7	3	20%	0.6	3	20%	0.6	3	25%	0.75	2.55	5%	0.1275	3	5%	0.15	2.9275	73.2
23	Upper Manya Krobo	3.8	25%	0.95	4	20%	0.8	2.75	20%	0.55	4	25%	1	3.3	5%	0.165	4	5%	0.2	3.665	91.6
24	West Akim Municipal	2.7	25%	0.675	3	20%	0.6	1.95	20%	0.39	2.4	25%	0.6	3.35	5%	0.1675	3.7	5%	0.185	2.6175	65.4
25	Upper West Akim	3.6	25%	0.9	2.8	20%	0.56	2.3	20%	0.46	2.95	25%	0.7375	2.2	5%	0.11	2.9	5%	0.145	2.9125	72.8
26	Yilo Krobo Municipal	3.15	25%	0.7875	3.4	20%	0.68	3.55	20%	0.71	3.55	25%	0.8875	3.7	5%	0.185	3.7	5%	0.185	3.435	85.9

**DETAILED CALCULATION - GREATER ACCRA REGION (GAR)**

No	Name of MMDA (GAR)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			Overall Rating for 6 KPAs (1-4)	Overall Rating for 6 KPAs (%)
		Actual Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %		
1	2	3	3	4	5= 3*4	6	7	8= 6*7	9	10	11=9*10	12	13	14= 12*13	15	16	17 = 15*16	18	19	21=5+8+ 11+ 14+ 17+ 20	22= 21/4*100
1	Accra Metropolitan	3.8	25%	0.95	4	20%	0.8	4	20%	0.8	3.6	25%	0.9	4	5%	0.2	3.7	5%	0.185	3.8	95.9
2	La Dade-Kotopon Municipal	3.6	25%	0.9	4	20%	0.8	3.75	20%	0.75	4	25%	1	4	5%	0.2	4	5%	0.2	3.9	96.3
3	Adentan Municipal	4	25%	1	4	20%	0.8	3	20%	0.6	1	25%	0.25	1	5%	0.05	3.6	5%	0.18	2.9	72.0
4	Ashaiman Municipal	4	25%	1	4	20%	0.8	3.75	20%	0.75	3.6	25%	0.9	3.45	5%	0.1725	3.7	5%	0.185	3.8	95.2
5	Ada East	3.2	25%	0.8	4	20%	0.8	2.7	20%	0.54	3	25%	0.75	3.5	5%	0.175	4	5%	0.2	3.3	81.6

No	Name of MMDA (GAR)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			Overall Rating for 6 KPAs (1-4)	Overall Rating for 6 KPAs (%)
		Actual Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating				
1	2	3	3	4	5=3*4	6	7	8=6*7	9	10	11=9*10	12	13	14= 12*13	15	16	17= 15*16	18	19	21=5+8+ 11+ 14+ 17+20	22= 21/4*100
6	Ada West	3.8	25%	0.95	4	20%	0.8	3.5	20%	0.7	3.6	25%	0.9	2.6	5%	0.13	3.5	5%	0.175	3.7	91.4
7	Shai-Osudoku	4	25%	1	4	20%	0.8	3.5	20%	0.7	3.6	25%	0.9	2.62	5%	0.131	3.7	5%	0.185	3.7	92.9
8	Ningo-Prampram	3.8	25%	0.95	3.3	20%	0.66	3.25	20%	0.65	3.4	25%	0.85	2.15	5%	0.1075	3.7	5%	0.185	3.4	85.1
9	Ga East Municipal	2.55	25%	0.6375	4	20%	0.8	3.75	20%	0.75	2.8	25%	0.7	3.25	5%	0.1625	3.7	5%	0.185	3.2	80.9
10	La Nkwantanang-Madina Municipal	3.4	25%	0.85	2.6	20%	0.52	3.7	20%	0.74	2.7	25%	0.675	2.9	5%	0.145	2.6	5%	0.13	3.1	76.5
11	Ga West Municipal	3.8	25%	0.95	4	20%	0.8	3.75	20%	0.75	3.6	25%	0.9	3.1	5%	0.155	2.9	5%	0.145	3.7	92.5
12	Ledzokuku-Krowor Municipal	3.75	25%	0.9375	4	20%	0.8	3.75	20%	0.75	3.6	25%	0.9	3.75	5%	0.1875	3.4	5%	0.17	3.7	93.6

No	Name of MMDA (GAR)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			Overall Rating for 6 KPAs (1-4)	Overall Rating for 6 KPAs (%)
		Actual Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating				
1	2	3	3	4	5=3*4	6	7	8=6*7	9	10	11=9*10	12	13	14= 12*13	15	16	17 = 15*16	18	19	21=5+8+ 11+ 14+ 17+20	22= 21/4*100
13	Tema Metropolitan	3.8	25%	0.95	4	20%	0.8	3.2	20%	0.64	3.5	25%	0.875	3.75	5%	0.1875	3.3	5%	0.165	3.6	90.4
14	Kpone Katamanso	2.7	25%	0.675	3.7	20%	0.74	2.75	20%	0.55	3	25%	0.75	2.2	5%	0.11	2.7	5%	0.135	3.0	74.0
15	Ga South Municipal	3.75	25%	0.9375	4	20%	0.8	2.3	20%	0.46	3.6	25%	0.9	3.5	5%	0.175	3.4	5%	0.17	3.4	86.1
16	Ga Central Municipal	3.2	25%	0.8	4	20%	0.8	4	20%	0.8	3.35	25%	0.8375	2.55	5%	0.1275	3.4	5%	0.17	3.5	88.4

**DETAILED CALCULATION - NORTHERN REGION (NR)**

No	Name of MMDA (NR)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			Overall Rating for 6 KPAs (1-4)	Overall Rating for 6 KPAs (%)
		Actual Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %		
1	2	3	3	4	5= 3*4	6	7	8= 6*7	9	10	11=9*10	12	13	14= 12*13	15	16	17= 15*16	18	19	21=5+8+ 11+ 14+ 17+ 20	22= 21/4*100
1	Bole	2.3	25%	0.575	3.7	20%	0.74	2.55	20%	0.51	3.2	25%	0.8	2.3	5%	0.115	1.4	5%	0.07	2.81	70.3
2	Bunkpurugu-Yunyoo	2.2	25%	0.55	3.3	20%	0.66	2	20%	0.4	3.5	25%	0.875	1.6	5%	0.08	2.3	5%	0.115	2.68	67.0
3	Central Gonja	3.7	25%	0.925	3.7	20%	0.74	3.2	20%	0.64	3.35	25%	0.8375	3.7	5%	0.185	3.3	5%	0.165	3.49	87.3
4	Chereponi	2.8	25%	0.7	3	20%	0.6	2	20%	0.4	2.6	25%	0.65	3	5%	0.15	2.7	5%	0.135	2.64	65.9
5	East Gonja	3.2	25%	0.8	3.4	20%	0.68	3	20%	0.6	3.9	25%	0.975	2.9	5%	0.145	3.3	5%	0.165	3.37	84.1
6	East Mamprusi	3.8	25%	0.95	4	20%	0.8	2.35	20%	0.47	3.5	25%	0.875	2.4	5%	0.12	2.6	5%	0.13	3.35	83.6

No	Name of MMDA (NR)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			Overall Rating for 6 KPAs (1-4)	Overall Rating for 6 KPAs (%)
		Actual Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %					
1	2	3	3	4	5= 3*4	6	7	8= 6*7	9	10	11=9*10	12	13	14= 12*13	15	16	17= 15*16	18	19	21=5+8+ 11+ 14+ 17+ 20	22= 21/4*100
7	Gushiegu	2.8	25%	0.7	3.7	20%	0.74	3.3	20%	0.66	3.5	25%	0.875	3.25	5%	0.1625	3.9	5%	0.195	3.33	83.3
8	Karaga	3.2	25%	0.8	3.4	20%	0.68	3.1	20%	0.62	3.1	25%	0.775	3.05	5%	0.1525	4	5%	0.2	3.23	80.7
9	Kpandai	2.5	25%	0.625	3	20%	0.6	2.56	20%	0.512	3.25	25%	0.8125	2.25	5%	0.1125	2.6	5%	0.13	2.79	69.8
10	Nanumba North	3.3	25%	0.825	3.4	20%	0.68	2.7	20%	0.54	2.85	25%	0.7125	1.75	5%	0.0875	2.6	5%	0.13	2.98	74.4
11	Nanumba South	2.7	25%	0.675	3	20%	0.6	3.8	20%	0.76	3.25	25%	0.8125	2.25	5%	0.1125	3	5%	0.15	3.11	77.8
12	Saboba	3	25%	0.75	3	20%	0.6	2.8	20%	0.56	2.95	25%	0.7375	2	5%	0.1	3	5%	0.15	2.90	72.4
13	Savelugu Nanton Municipal	3.1	25%	0.775	4	20%	0.8	3.5	20%	0.7	3.5	25%	0.875	2.95	5%	0.1475	3.3	5%	0.165	3.46	86.6

No	Name of MMDA (NR)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			Overall Rating for 6 KPAs (1-4)	Overall Rating for 6 KPAs (%)
		Actual Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating				
1	2	3	3	4	5= 3*4	6	7	8= 6*7	9	10	11=9*10	12	13	14= 12*13	15	16	17 = 15*16	18	19	21=5+8+ 11+ 14+ 17+ 20	22= 21/4*100
14	Sawla-Tuna-Kalba	2	25%	0.5	3.4	20%	0.68	3.05	20%	0.61	3.35	25%	0.8375	3.8	5%	0.19	2.9	5%	0.145	2.96	74.1
15	Tamale Metropolitan	3.2	25%	0.8	3	20%	0.6	2.45	20%	0.49	2.25	25%	0.5625	3	5%	0.15	3.3	5%	0.165	2.77	69.2
16	Sagnerigu	2.4	25%	0.6	3.7	20%	0.74	3	20%	0.6	3.35	25%	0.8375	3	5%	0.15	2.6	5%	0.13	3.06	76.4
17	Tolon	2.8	25%	0.7	3.4	20%	0.68	3.3	20%	0.66	2.55	25%	0.6375	2.05	4%	0.082	3.3	5%	0.165	2.92	73.1
18	Kumbungu	2.7	25%	0.675	3.7	20%	0.74	2.8	20%	0.56	2.85	25%	0.7125	1.95	5%	0.0975	3.3	5%	0.165	2.95	73.8
19	West Gonja	3.1	25%	0.775	4	20%	0.8	3	20%	0.6	3.75	25%	0.9375	2.3	5%	0.115	3.3	5%	0.165	3.39	84.8
20	North Gonja	2.9	25%	0.725	3.5	20%	0.7	2.5	20%	0.5	2.95	25%	0.7375	3.45	5%	0.1725	3	5%	0.15	2.99	74.6

No	Name of MMDA (NR)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			Overall Rating for 6 KPAs (1-4)	Overall Rating for 6 KPAs (%)
		Actual Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating				
1	2	3	3	4	5= 3*4	6	7	8= 6*7	9	10	11=9*10	12	13	14= 12*13	15	16	17 = 15*16	18	19	21=5+8+ 11+ 14+ 17+ 20	22= 21/4*100
21	West Mamprusi	3.1	25%	0.775	4	20%	0.8	3	20%	0.6	3.75	25%	0.9375	2.3	5%	0.115	3.3	5%	0.165	3.39	84.8
22	Mamprugu-Moagduri	3.2	25%	0.8	3	20%	0.6	2.8	20%	0.56	2.95	25%	0.7375	2	5%	0.1	2.6	5%	0.13	2.93	73.2
23	Yendi Municipal	3.1	25%	0.775	3.4	20%	0.68	3.1	20%	0.62	2.9	25%	0.725	2.35	5%	0.1175	2.6	5%	0.13	3.05	76.2
24	Mion	2.7	25%	0.675	3.6	20%	0.72	3.25	20%	0.65	2.6	25%	0.65	2.35	5%	0.1175	2.6	5%	0.13	2.94	73.6
25	Zabzugu	2.8	25%	0.7	3	20%	0.6	2.8	20%	0.56	2.5	25%	0.625	2.05	5%	0.1025	2.3	5%	0.115	2.70	67.6
26	Tatale Sanguli	2.7	25%	0.675	3.4	20%	0.68	2	20%	0.4	2.85	25%	0.7125	2.25	5%	0.1125	3	5%	0.15	2.73	68.3

**DETAILED CALCULATION – UPPER EAST REGION (UER)**

No	Name of MMDA (UER)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			Overall Rating for 6 KPAs (1-4)	Overall Rating for 6 KPAs (%)
		Actual Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %		
1	2	3	3	4	5= 3*4	6	7	8= 6*7	9	10	11=9*10	12	13	14= 12*13	15	16	17 = 15*16	18	19	21=5+8+ 11+ 14+ 17+ 20	22= 21/4*100
1	Bawku Municipal	3.8	25%	0.95	4	20%	0.80	2.75	20%	0.55	3.6	25%	0.90	3	5%	0.15	3.3	5%	0.17	3.52	87.9
2	Pusiga	4	25%	1.00	2.4	20%	0.48	2.8	20%	0.56	2.1	25%	0.53	2	5%	0.10	3.3	5%	0.17	2.83	70.8
3	Binduri	3.5	25%	0.88	4	20%	0.80	2.5	20%	0.50	3.6	25%	0.90	2.55	5%	0.13	3	5%	0.15	3.35	83.8
4	Bawku West	3.6	25%	0.90	3.3	20%	0.66	3.05	20%	0.61	3.55	25%	0.89	3.55	5%	0.18	3.6	5%	0.18	3.42	85.4
5	Bolgatanga Municipal	3.2	25%	0.80	3.7	20%	0.74	3.3	20%	0.66	3.1	25%	0.78	2.55	5%	0.13	3	5%	0.15	3.25	81.3
6	Bongo	3.4	25%	0.85	4	20%	0.80	3	20%	0.60	2.95	25%	0.74	2.5	5%	0.13	2.9	5%	0.15	3.26	81.4

No	Name of MMDA (UER)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			Overall Rating for 6 KPAs (1-4)	Overall Rating for 6 KPAs (%)
		Actual Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating				
1	2	3	3	4	5= 3*4	6	7	8= 6*7	9	10	11=9*10	12	13	14= 12*13	15	16	17= 15*16	18	19	21=5+8+ 11+ 14+ 17+ 20	22= 21/4*100
7	Builsa North	3.2	25%	0.80	3.2	20%	0.64	3	20%	0.60	3.5	25%	0.88	1.65	5%	0.08	3.3	5%	0.17	3.16	79.1
8	Builsa South	3.2	25%	0.80	3.7	20%	0.74	2.5	20%	0.50	3.35	25%	0.84	2.25	5%	0.11	2.3	5%	0.12	3.11	77.6
9	Garu-Tempene	3.7	25%	0.93	4	20%	0.80	3.5	20%	0.70	3.6	25%	0.90	3.3	5%	0.17	3	5%	0.15	3.64	91.0
10	Kassena Nankana Municipal	3.4	25%	0.85	4	20%	0.80	2.55	20%	0.51	3.6	25%	0.90	2.6	5%	0.13	3.3	5%	0.17	3.36	83.9
11	Kassena Nankana West	3	25%	0.75	4	20%	0.80	2.6	20%	0.52	3.35	25%	0.84	2.7	5%	0.14	3.3	5%	0.17	3.21	80.2
12	Talensi	3.3	25%	0.83	3.7	20%	0.74	2.7	20%	0.54	3.35	25%	0.84	2.75	5%	0.14	2.6	5%	0.13	3.21	80.3
13	Nadbdam	3.4	25%	0.85	4	20%	0.80	2.8	20%	0.56	3.2	25%	0.80	1.9	5%	0.10	2.9	5%	0.15	3.25	81.3

**DETAILED CALCULATION - UPPER WEST REGION (UWR)**

No	Name of MMDA (UWR)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			Overall Rating for 6 KPAs (1-4)	Overall Rating for 6 KPAs (%)
		Actual Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %		
1	2	3	3	4	5= 3*4	6	7	8= 6*7	9	10	11=9*10	12	13	14= 12*13	15	16	17 = 15*16	18	19	21=5+8+ 11+ 14+ 17+ 20	22= 21/4*100
1	Jirapa	3	25%	0.75	4	20%	0.8	2.85	20%	0.57	3.6	25%	0.9	2.05	5%	0.1025	3.7	5%	0.185	3.3075	82.7
2	Lambussie Karni	2.9	25%	0.725	3.3	20%	0.66	2.5	20%	0.5	3	25%	0.75	2.5	5%	0.125	2.9	5%	0.145	2.905	72.6
3	Lawra	3.6	25%	0.9	2.7	20%	0.54	2.1	20%	0.42	3.6	25%	0.9	2.25	5%	0.1125	3	5%	0.15	3.0225	75.6
4	Nandom	2.2	25%	0.55	4	20%	0.8	2.5	20%	0.5	3.2	25%	0.8	2.3	5%	0.115	3.3	5%	0.165	2.93	73.3
5	Nadowli-Kaleo	3.6	25%	0.9	3.1	20%	0.62	2.45	20%	0.49	3.1	25%	0.775	2.65	5%	0.1325	2.6	5%	0.13	3.0475	76.2
6	Daffiama-Bissie-Issa	2.8	25%	0.7	3.3	20%	0.66	2.95	20%	0.59	2.5	25%	0.625	1.75	5%	0.0875	2.75	5%	0.1375	2.8	70.0

No	Name of MMDA (UWR)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			Overall Rating for 6 KPAs (1-4)	Overall Rating for 6 KPAs (%)
		Actual Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating				
1	2	3	3	4	5= 3*4	6	7	8= 6*7	9	10	11=9*10	12	13	14= 12*13	15	16	17 = 15*16	18	19	21=5+8+ 11+ 14+ 17+ 20	22= 21/4*100
7	Sissala East	3.2	25%	0.8	3	20%	0.6	2.6	20%	0.52	3.6	25%	0.9	2.8	5%	0.14	3.3	5%	0.165	3.125	78.1
8	Sissala West	3	25%	0.75	3.6	20%	0.72	3	20%	0.6	3.6	25%	0.9	2.8	5%	0.14	3.3	5%	0.165	3.275	81.9
9	Wa East	3.2	25%	0.8	3	20%	0.6	1.8	20%	0.36	2.85	25%	0.7125	2.35	5%	0.1175	2.7	5%	0.135	2.725	68.1
10	Wa Municipal	3.7	25%	0.925	4	20%	0.8	2.75	20%	0.55	3.1	25%	0.775	3.2	5%	0.16	3.3	5%	0.165	3.375	84.4
11	Wa West	2.7	25%	0.675	3.6	20%	0.72	2.9	20%	0.58	2.4	25%	0.6	2.9	5%	0.145	2.6	5%	0.13	2.85	71.3

**DETAILED CALCULATION – VOLTA REGION (VR)**

No	Name of MMDA (VR)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			Overall Rating for 6 KPAs (1-4)	Overall Rating for 6 KPAs (%)
		Actual Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %		
1	2	3	3	4	5= 3*4	6	7	8= 6*7	9	10	11=9*10	12	13	14= 12*13	15	16	17= 15*16	18	19	21=5+8+ 11+ 14+ 17+ 20	22= 21/4*100
1	Agortime Ziope	2.2	25%	0.55	3	20%	0.6	2.55	20%	0.51	2.75	25%	0.6875	2.55	5%	0.1275	3	5%	0.15	2.63	65.6
2	Adaklu	3	25%	0.75	3	20%	0.6	3	20%	0.6	3	25%	0.75	2.8	5%	0.14	3	5%	0.15	2.99	74.8
3	Akatsi South	3	25%	0.75	3	20%	0.6	2.31	20%	0.462	2.75	25%	0.6875	2.15	5%	0.1075	3	5%	0.15	2.76	68.9
4	Akatsi North	2.8	25%	0.7	2.7	20%	0.54	2.35	20%	0.47	2.6	25%	0.65	2.75	5%	0.1375	3	5%	0.15	2.65	66.2
5	Biakoye	2.75	25%	0.6875	3	20%	0.6	2.55	20%	0.51	2.6	25%	0.65	2.45	5%	0.1225	3	5%	0.15	2.72	68.0
6	Ho Municipal	3	25%	0.75	3	20%	0.6	3.3	20%	0.66	3	25%	0.75	3	5%	0.15	3	5%	0.15	3.06	76.5

No	Name of MMDA (VR)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			Overall Rating for 6 KPAs (1-4)	Overall Rating for 6 KPAs (%)
		Actual Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %		
1	2	3	3	4	5=3*4	6	7	8=6*7	9	10	11=9*10	12	13	14=12*13	15	16	17=15*16	18	19	21=5+8+11+14+17+20	22=21/4*100
7	Ho West	2.75	25%	0.6875	3	20%	0.6	2.75	20%	0.55	2.6	25%	0.65	2.8	5%	0.14	3	5%	0.15	2.78	69.4
8	Hohoe Municipal	3	25%	0.75	3	20%	0.6	2.75	20%	0.55	3	25%	0.75	2.8	5%	0.14	3	5%	0.15	2.94	73.5
9	Afadzato South	3.55	25%	0.8875	4	20%	0.8	2.6	20%	0.52	3.6	25%	0.9	3.25	5%	0.1625	4	5%	0.2	3.47	86.8
10	Jasikan	3	25%	0.75	3	20%	0.6	3	20%	0.6	3	25%	0.75	3	5%	0.15	3	5%	0.15	3.00	75.0
11	Kadjebi	3	25%	0.75	3.7	20%	0.74	2.8	20%	0.56	3	25%	0.75	3	5%	0.15	3	5%	0.15	3.10	77.5
12	Keta Municipal	2.75	25%	0.6875	2.7	20%	0.54	2.55	20%	0.51	2.35	25%	0.5875	1.8	5%	0.09	3	5%	0.15	2.57	64.1

No	Name of MMDA (VR)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			Overall Rating for 6 KPAs (1-4)	Overall Rating for 6 KPAs (%)
		Actual Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %		
1	2	3	3	4	5=3*4	6	7	8=6*7	9	10	11=9*10	12	13	14=12*13	15	16	17=15*16	18	19	21=5+8+11+14+17+20	22=21/4*100
13	Ketu North	3.6	25%	0.9	3	20%	0.6	2.8	20%	0.56	3	25%	0.75	1.75	5%	0.0875	3	5%	0.15	3.05	76.2
14	Ketu South	2.7	25%	0.675	3	20%	0.6	3	20%	0.6	3	25%	0.75	3	5%	0.15	3	5%	0.15	2.93	73.1
15	Krachi East	2.75	25%	0.6875	2.4	20%	0.48	2.5	20%	0.5	3	25%	0.75	3	5%	0.15	2.8	5%	0.14	2.71	67.7
16	Krachi West	2.6	25%	0.65	2.7	20%	0.54	2.55	20%	0.51	3	25%	0.75	3	5%	0.15	3	5%	0.15	2.75	68.8
17	Krachi Nchumuru	3	25%	0.75	3	20%	0.6	2.7	20%	0.54	2.9	25%	0.725	3	5%	0.15	2.6	5%	0.13	2.90	72.4
18	Nkwanta North	2.4	25%	0.6	2.7	20%	0.54	2.25	20%	0.45	1.8	25%	0.45	2.75	5%	0.1375	3	5%	0.15	2.33	58.2

No	Name of MMDA (VR)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6				
		Actual Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %		
1	2	3	3	4	5=3*4	6	7	8=6*7	9	10	11=9*10	12	13	14=12*13	15	16	17=15*16	18	19	21=5+8+11+14+17+20	22=21/4*100
19	Nkwanta South	2.7	25%	0.675	2.7	20%	0.54	2.05	20%	0.41	2.2	25%	0.55	2.75	5%	0.1375	2.4	5%	0.12	2.43	60.8
20	Kpando Municipal	1.8	25%	0.45	2	20%	0.4	2.1	20%	0.42	2.1	25%	0.525	2.25	5%	0.1125	3	5%	0.15	2.06	51.4
21	North Dayi	2.2	25%	0.55	3	20%	0.6	3	20%	0.6	3	25%	0.75	2.15	5%	0.1075	3	5%	0.15	2.76	68.9
22	Central Tongu	3	25%	0.75	3	20%	0.6	3	20%	0.6	3	25%	0.75	3	5%	0.15	3	5%	0.15	3.00	75.0
23	North Tongu	3	25%	0.75	2.7	20%	0.54	2.5	20%	0.5	3	25%	0.75	2.55	5%	0.1275	3	5%	0.15	2.82	70.4
24	South Dayi	3.25	25%	0.8125	3	20%	0.6	2.8	20%	0.56	3	25%	0.75	3	5%	0.15	3	5%	0.15	3.02	75.6
25	South Tongu	3	25%	0.75	3	20%	0.6	2.25	20%	0.45	2.8	25%	0.7	1.8	5%	0.09	3	5%	0.15	2.74	68.5

**DETAILED CALCULATION - WESTERN REGION (WR)**

No	Name of MMDA (WR)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			Overall Rating for 6 KPAs (1-4)	Overall Rating for 6 KPAs (%)
		Actual Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %		
1	2	3	3	4	5= 3*4	6	7	8= 6*7	9	10	11=9*10	12	13	14= 12*13	15	16	17 = 15*16	18	19	21=5+8+ 11+ 14+ 17+ 20	22= 21/4*100
1	Ahanta West	3.6	25%	0.9	4	20%	0.8	2.6	20%	0.52	2.55	25%	0.6375	1.85	5%	0.0925	2.6	5%	0.13	3.08	77.0
2	Aowin	3.5	25%	0.875	3.1	20%	0.62	2.6	20%	0.52	3	25%	0.75	2.4	5%	0.12	2.9	5%	0.145	3.03	75.8
3	Suaman	3.5	25%	0.875	3.4	20%	0.68	3	20%	0.6	4	25%	1	3.2	5%	0.16	3.2	5%	0.16	3.475	86.9
4	Bia West	3.3	25%	0.825	3.6	20%	0.72	2.85	20%	0.57	4	25%	1	2.25	5%	0.1125	2.9	5%	0.145	3.3725	84.3
5	Bia East	3.6	25%	0.9	4	20%	0.8	3.2	20%	0.64	1.65	25%	0.4125	3.2	5%	0.16	3.4	5%	0.17	3.0825	77.1
6	Bibiani Anhwiaso Bekwai	3.4	25%	0.85	4	20%	0.8	2.6	20%	0.52	4	25%	1	2.35	5%	0.1175	3.2	5%	0.16	3.4475	86.2

No	Name of MMDA (WR)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			Overall Rating for 6 KPAs (1-4) 21=5+8+11+14+17+20	Overall Rating for 6 KPAs (%) 22= 21/4*100
		Actual Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %		
1	2	3	3	4	5= 3*4	6	7	8= 6*7	9	10	11=9*10	12	13	14= 12*13	15	16	17= 15*16	18	19		
7	Ellembele	2.7	25%	0.675	4	20%	0.8	2.6	20%	0.52	2.8	25%	0.7	2.7	5%	0.135	2.9	5%	0.145	2.975	74.4
8	Jomoro	3.4	25%	0.85	3.1	20%	0.62	2.05	20%	0.41	2.3	25%	0.575	2	5%	0.1	2.9	5%	0.145	2.7	67.5
9	Juabeso	2.8	25%	0.7	3	20%	0.6	2.25	20%	0.45	2.8	25%	0.7	1.9	5%	0.095	2.3	5%	0.115	2.66	66.5
10	Bodie	3.1	25%	0.775	4	20%	0.8	3	20%	0.6	3.75	25%	0.9375	3.6	5%	0.18	3.4	5%	0.17	3.4625	86.6
11	Wassa East	2.8	25%	0.7	3.4	20%	0.68	3.5	20%	0.7	4	25%	1	2.5	5%	0.125	3.2	5%	0.16	3.365	84.1
12	Mpohor	3.2	25%	0.8	3.7	20%	0.74	2.9	20%	0.58	2.8	25%	0.7	3.4	5%	0.17	3.7	5%	0.185	3.175	79.4
13	Nzema East Municipal	3.7	25%	0.925	4	20%	0.8	2.53	20%	0.506	3.7	25%	0.925	1.65	5%	0.0825	3.2	5%	0.16	3.3985	85.0
14	Prestea-Huni Valley	2.2	25%	0.55	4	20%	0.8	3.5	20%	0.7	2.8	25%	0.7	2.67	5%	0.1335	3.2	5%	0.16	3.0435	76.1

No	Name of MMDA (WR)	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			Overall Rating for 6 KPAs (1-4) 21=5+8+11+14+17+20	Overall Rating for 6 KPAs (%) 22= 21/4*100
		Actual Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %	Over all Weight ed Rating	Actual Rating	Over all Weighting %		
1	2	3	3	4	5= 3*4	6	7	8= 6*7	9	10	11=9*10	12	13	14= 12*13	15	16	17= 15*16	18	19		
15	Sefwi Akontombra	2	25%	0.5	2.8	20%	0.56	1.5	20%	0.3	1.8	25%	0.45	1	5%	0.05	1.4	5%	0.07	1.93	48.3
16	Sefwi Wiawso Municipal	2.5	25%	0.625	3.3	20%	0.66	2.9	20%	0.58	4	25%	1	2.15	5%	0.1075	3.1	5%	0.155	3.1275	78.2
17	Sekondi-Takoradi Metropolitan	3.4	25%	0.85	3.7	20%	0.74	2.9	20%	0.58	3.2	25%	0.8	4	5%	0.2	3.2	5%	0.16	3.33	83.3
18	Shama	2.8	25%	0.7	3.6	20%	0.72	3.2	20%	0.64	4	25%	1	3.4	5%	0.17	3.4	5%	0.17	3.4	85.0
19	Tarkwa- Nsuaem Municipal	1.3	25%	0.325	4	20%	0.8	3.5	20%	0.7	4	25%	1	4	5%	0.2	4	5%	0.2	3.225	80.6
20	Wassa Amenfi East	3.7	25%	0.925	4	20%	0.8	1.45	20%	0.29	1	25%	0.25	1	5%	0.05	2.3	5%	0.115	2.43	60.8
21	Wassa Amenfi West	3.5	25%	0.875	4	20%	0.8	3.2	20%	0.64	4	25%	1	3.4	5%	0.17	3.2	5%	0.16	3.645	91.1
22	Wassa Amenfi Central	3.2	25%	0.8	4	20%	0.8	2.35	20%	0.47	4	25%	1	2.2	5%	0.11	2.9	5%	0.145	3.325	83.1

## **CHAPTER SEVEN**

# **ANALYSIS & SPECIFIC RECOMMENDATIONS ON 2015 ANNUAL PERFORMANCE EVALUATION RESULTS OF MMDAs**

## 7. ANALYSIS AND SPECIFIC RECOMMENDATIONS ON 2015 ANNUAL PERFORMANCE EVALUATION RESULTS OF MMDAs

The analysis was made based on the performance evaluation scores of MMDAs in the following two (2) options:

1. The overall performance of MMDAs verified by independent Monitoring and Verification Consultants in all the six KPAs (KPA 1- KPA 6) as indicated in column 4 of the table below.
2. The overall performance of MMDAs verified by independent Monitoring and Verification Consultants in the five KPAs (KPA 2 - KPA 6) as shown in column 5 of the table below.

[The reason for ranking MMDAs Annual Performance in five of the KPAs (column 5) is that, KPA1 indicates the priority areas of the MMDAs and not the actual functional areas of the MMDAs. A realistic comparison is therefore derived from ranking based on their actual performance/functional areas contained in KPA 2 -KPA 6.)]

### MMDAs Annual Performance Evaluation Scores (2 Options)

No	REG	Name of MMDA	Overall Rating % (KPA 1-6) by M&V	Overall Rating % (KPA 2 - 6) by M&V
1	2	3	4	5
1	AR	Adansi North	70	72
2	AR	Adansi South	71	68
3	AR	Afigya-Kwabre	94	96
4	AR	Ahafo Ano North	88	89
5	AR	Ahafo Ano South	83	85
6	AR	Amansie Central	90	91
7	AR	Bekwai Municipal	92	96
8	AR	Amansie West	88	86
9	AR	Asante Akim Central Municipal	79	76
10	AR	Asante Akim North	83	78
11	AR	Asante Akim South	83	81
12	AR	Atwima Kwanwoma	72	66
13	AR	Atwima Mponua	83	83
14	AR	Atwima Nwabiagya	88	92
15	AR	Bosome Freho	83	87
16	AR	Bosomtwe	99	98
17	AR	Ejisu-Juaben Municipal	84	86
18	AR	Ejura Sekyeredumase Municipal	85	85
19	AR	Kumas Metropolitan	95	98
20	AR	Asokore Mampong Municipal	100	100
21	AR	Kwabre East	91	90
22	AR	Mampong Municipal	79	84
23	AR	Obuasi municipal	90	91
24	AR	Offinso municipal	80	79

No	REG	Name of MMDA	Overall Rating % (KPA 1-6) by M&V	Overall Rating % (KPA 2 - 6) by M&V
1	2	3	4	5
25	AR	Offinso North	90	98
26	AR	Sekyere Kumawu	93	94
27	AR	Sekyere Afram Plains South	81	78
28	AR	Sekyere Central	97	96
29	AR	Sekyere East	84	88
30	AR	Sekyere South	96	100
31	BAR	Asunafo North Municipal	86	90
32	BAR	Asunafo South	80	84
33	BAR	Asutifi North	85	86
34	BAR	Asutifi South	90	88
35	BAR	Atebubu-Amantin	83	89
36	BAR	Berekum Municipal	91	91
37	BAR	Dormaa East	87	93
38	BAR	Dormaa Central Municipal	88	90
39	BAR	Dormaa West	77	80
40	BAR	Jaman North	87	87
41	BAR	Jaman South	85	84
42	BAR	Kintampo North Municipal	91	88
43	BAR	Kintampo South	85	85
44	BAR	Nkoranza North	80	85
45	BAR	Nkoranza South Municipal	82	89
46	BAR	Pru	79	83
47	BAR	Sene West	90	91
48	BAR	Sene East	73	68
49	BAR	Sunyani Municipal	87	82
50	BAR	Sunyani West	70	77
51	BAR	Tain	85	83
52	BAR	Banda	78	71
53	BAR	Tano North	86	86
54	BAR	Tano South	85	87
55	BAR	Techiman Municipal	88	91
56	BAR	Techiman North	83	86
57	BAR	Wenchi Municipal	86	86
58	CR	Abura Asebu Kwamankesse	78	85
59	CR	Agona East	71	68
60	CR	Agona West Municipal	81	83
61	CR	Ajumako-Enyan-Essiam	68	72
62	CR	Asikuma Odoben Brakwa	84	85
63	CR	Assin North Municipal	72	72

No	REG	Name of MMDA	Overall Rating % (KPA 1-6) by M&V	Overall Rating % (KPA 2 - 6) by M&V
1	2	3	4	5
64	CR	Assin South	76	76
65	CR	Awutu Senya	74	73
66	CR	Awutu Senya East Municipal	84	85
67	CR	Cape Coast Metropolitan	78	78
68	CR	Efutu Municipal	76	84
69	CR	Gomoa East	95	93
70	CR	Gomoa West	92	92
71	CR	Komenda Edina Eguafo Abirem Municipal	85	89
72	CR	Mfantseman Municipal	90	91
73	CR	Ekumfi	70	78
74	CR	Twifo Ati-Morkwa	87	92
75	CR	Twifo Hemang Lower Denkyira	83	86
76	CR	Upper Denkyira East Municipal	74	74
77	CR	Upper Denkyira West	87	87
78	ER	Akwapim North Municipal	93	96
79	ER	Nsawam-Adoagyiri Municipal	79	79
80	ER	Akwapim South	84	89
81	ER	Akyemansa	61	63
82	ER	Asuogyaman	73	74
83	ER	Atiwa	91	94
84	ER	Birim Central Municipal	88	90
85	ER	Birim North	68	71
86	ER	Birim South	91	89
87	ER	East Akim Municipal	63	59
88	ER	Fanteakwa	75	83
89	ER	Kwaebibirem	75	73
90	ER	Denkyembaour	84	84
91	ER	Kwahu East	79	74
92	ER	Kwahu Afram Plains North	78	70
93	ER	Kwahu Afram Plains South	87	90
94	ER	Kwahu South	80	78
95	ER	Kwahu West Municipal	88	89
96	ER	Lower Manya Krobo Municipal	76	86
97	ER	New Juaben Municipal	96	97
98	ER	Suhum Municipal	81	81
99	ER	Ayensuano	73	74
100	ER	Upper Manya Krobo	92	91
101	ER	West Akim Municipal	65	65
102	ER	Upper West Akim	73	67

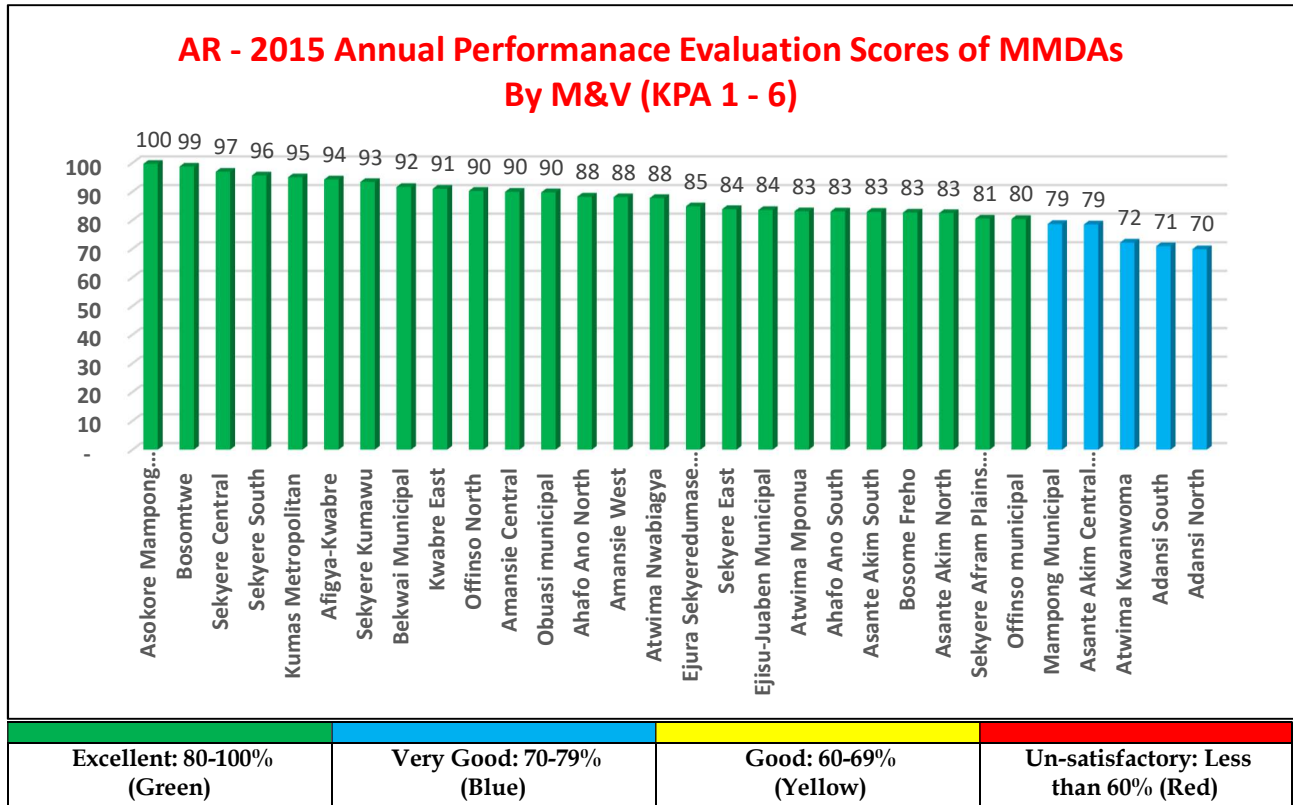
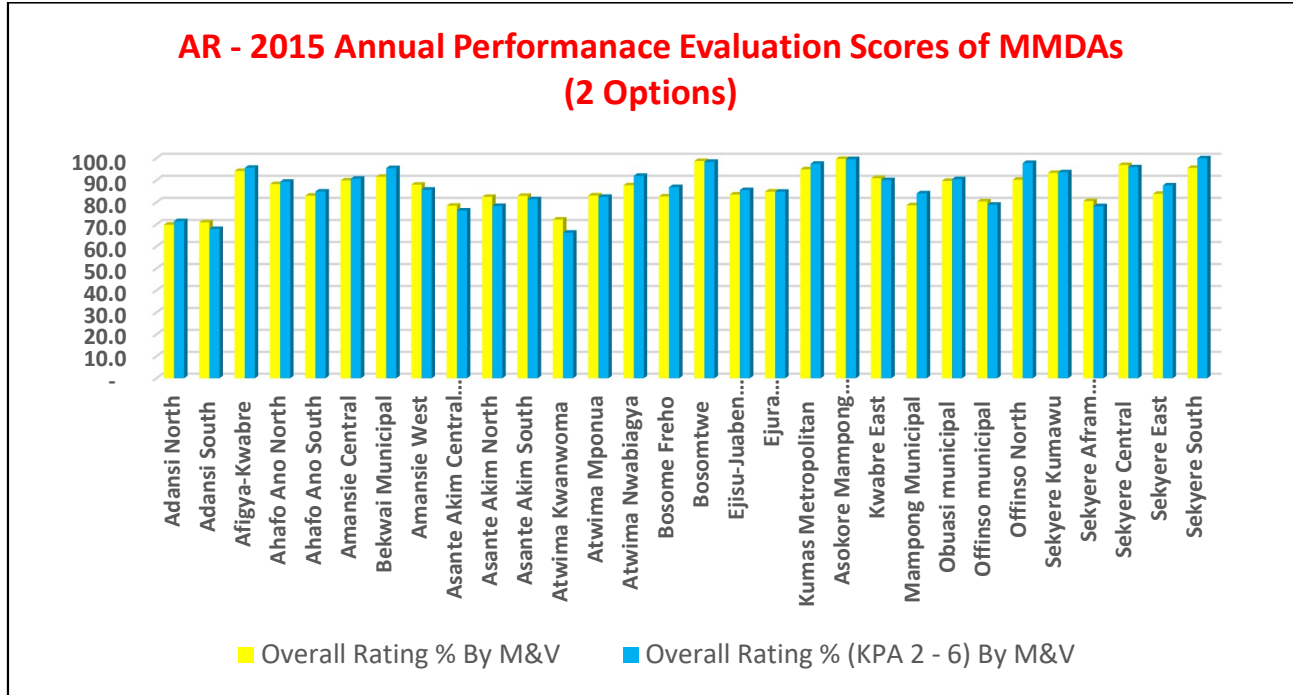
No	REG	Name of MMDA	Overall Rating % (KPA 1-6) by M&V	Overall Rating % (KPA 2 - 6) by M&V
1	2	3	4	5
103	ER	Yilo Krobo Municipal	86	88
104	GAR	Accra Metropolitan	96	96
105	GAR	La Dade-Kotopon Municipal	96	98
106	GAR	Adentan Municipal	72	63
107	GAR	Ashaiman Municipal	95	94
108	GAR	Ada East	82	82
109	GAR	Ada West	91	90
110	GAR	Shai-Osudoku	93	91
111	GAR	Ningo-Prampram	85	82
112	GAR	Ga East Municipal	81	87
113	GAR	La Nkwantanang-Madina Municipal	77	74
114	GAR	Ga West Municipal	93	92
115	GAR	Ledzokuku-Krowor Municipal	94	94
116	GAR	Tema Metropolitan	90	89
117	GAR	Kpone Katamanso	74	76
118	GAR	Ga South Municipal	86	84
119	GAR	Ga Central Municipal	88	91
120	NR	Bole	70	75
121	NR	Bunkpurugu-Yunyoo	67	71
122	NR	Central Gonja	87	86
123	NR	Chereponi	66	65
124	NR	East Gonja	84	86
125	NR	East Mamprusi	84	80
126	NR	Gushiegu	83	88
127	NR	Karaga	81	81
128	NR	Kpandai	70	72
129	NR	Nanumba North	74	72
130	NR	Nanumba South	78	81
131	NR	Saboba	72	72
132	NR	Savelugu Nanton Municipal	87	90
133	NR	Sawla-Tuna-Kalba	74	82
134	NR	Tamale Metropolitan	69	66
135	NR	Sagnerigu	76	82
136	NR	Tolon	73	74
137	NR	Kumbungu	74	76
138	NR	West Gonja	85	87
139	NR	North Gonja	75	75
140	NR	West Mamprusi	85	87
141	NR	Mamprugu-Moagduri	73	71

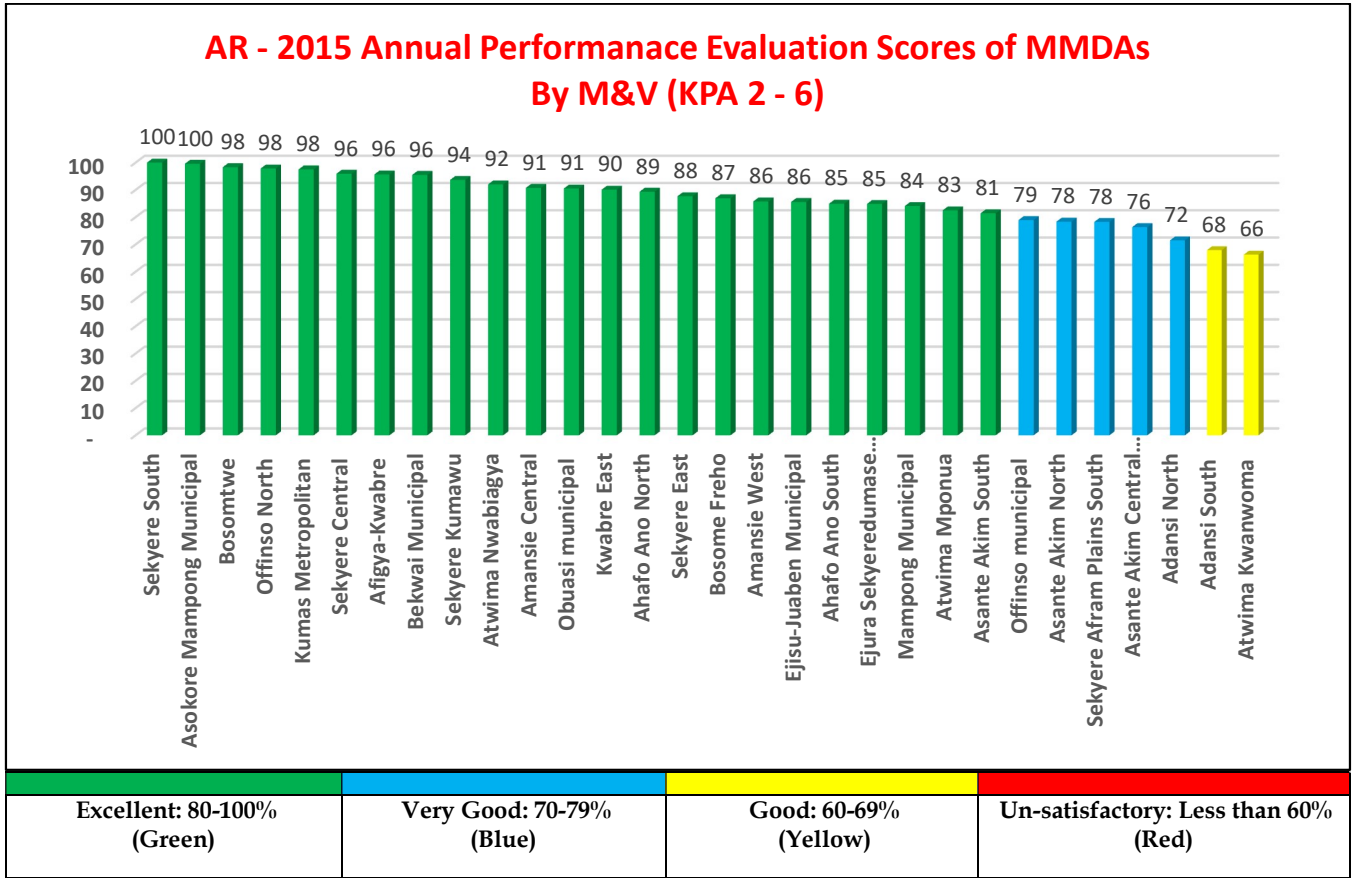
No	REG	Name of MMDA	Overall Rating % (KPA 1-6) by M&V	Overall Rating % (KPA 2 - 6) by M&V
1	2	3	4	5
142	NR	Yendi Municipal	76	76
143	NR	Mion	74	76
144	NR	Zabzugu	68	67
145	NR	Tatale Sanguli	68	69
146	UER	Bawku Municipal	88	86
147	UER	Pusiga	71	61
148	UER	Binduri	84	83
149	UER	Bawku West	85	84
150	UER	Bolgatanga Municipal	81	82
151	UER	Bongo	81	80
152	UER	Builsa North	79	79
153	UER	Builsa South	78	77
154	UER	Garu-Tempane	91	91
155	UER	Kassena Nankana Municipal	84	84
156	UER	Kassena Nankana West	80	82
157	UER	Talensi	80	80
158	UER	Nadbdam	81	80
159	UWR	Jirapa	83	85
160	UWR	Lambussie Karni	73	73
161	UWR	Lawra	76	71
162	UWR	Nandom	73	79
163	UWR	Nadowli-Kaleo	76	72
164	UWR	Daffiama-Bissie-Issa	70	70
165	UWR	Sissala East	78	78
166	UWR	Sissala West	82	84
167	UWR	Wa East	68	64
168	UWR	Wa Municipal	84	82
169	UWR	Wa West	71	73
170	VR	Agortime Ziope	66	69
171	VR	Adaklu	75	75
172	VR	Akatsi South	69	67
173	VR	Akatsi North	66	65
174	VR	Biakoye	68	68
175	VR	Ho Municipal	77	77
176	VR	Ho West	69	70
177	VR	Hohoe Municipal	74	73
178	VR	Afadzato South	87	86
179	VR	Jasikan	75	75
180	VR	Kadjebi	78	78

No	REG	Name of MMDA	Overall Rating % (KPA 1-6) by M&V	Overall Rating % (KPA 2 - 6) by M&V
1	2	3	4	5
181	VR	Keta Municipal	64	63
182	VR	Ketu North	76	72
183	VR	Ketu South	73	75
184	VR	Krachi East	68	67
185	VR	Krachi West	69	70
186	VR	Krachi Nchumuru	72	72
187	VR	Nkwanta North	58	58
188	VR	Nkwanta South	61	59
189	VR	Kpando Municipal	51	54
190	VR	North Dayi	69	74
191	VR	Central Tongu	75	75
192	VR	North Tongu	70	69
193	VR	South Dayi	76	74
194	VR	South Tongu	69	66
195	WR	Ahanta West	77	73
196	WR	Aowin	76	72
197	WR	Suaman	87	87
198	WR	Bia West	84	85
199	WR	Bia East	77	73
200	WR	Bibiani Anhwiaso Bekwai	86	87
201	WR	Ellembele	74	77
202	WR	Jomoro	68	62
203	WR	Juabeso	67	65
204	WR	Bodie	87	90
205	WR	Wassa East	84	89
206	WR	Mpohor	79	79
207	WR	Nzema East Municipal	85	82
208	WR	Prestea-Huni Valley	76	83
209	WR	Sefwi Akontombra	48	48
210	WR	Sefwi Wiawso Municipal	78	83
211	WR	Sekondi-Takoradi Metropolitan	83	83
212	WR	Shama	85	90
213	WR	Tarkwa- Nsuaem Municipal	81	97
214	WR	Wassa Amenfi East	61	50
215	WR	Wassa Amenfi West	91	92
216	WR	Wassa Amenfi Central	83	84
Excellent: 80-100%		Very Good: 70-79%	Good: 60-69%	Un-satisfactory: Less than 60%

7.1.1. Analysis on the Results for MMDAs by Region

7.1.1.1. Ashanti Region (ARCC)

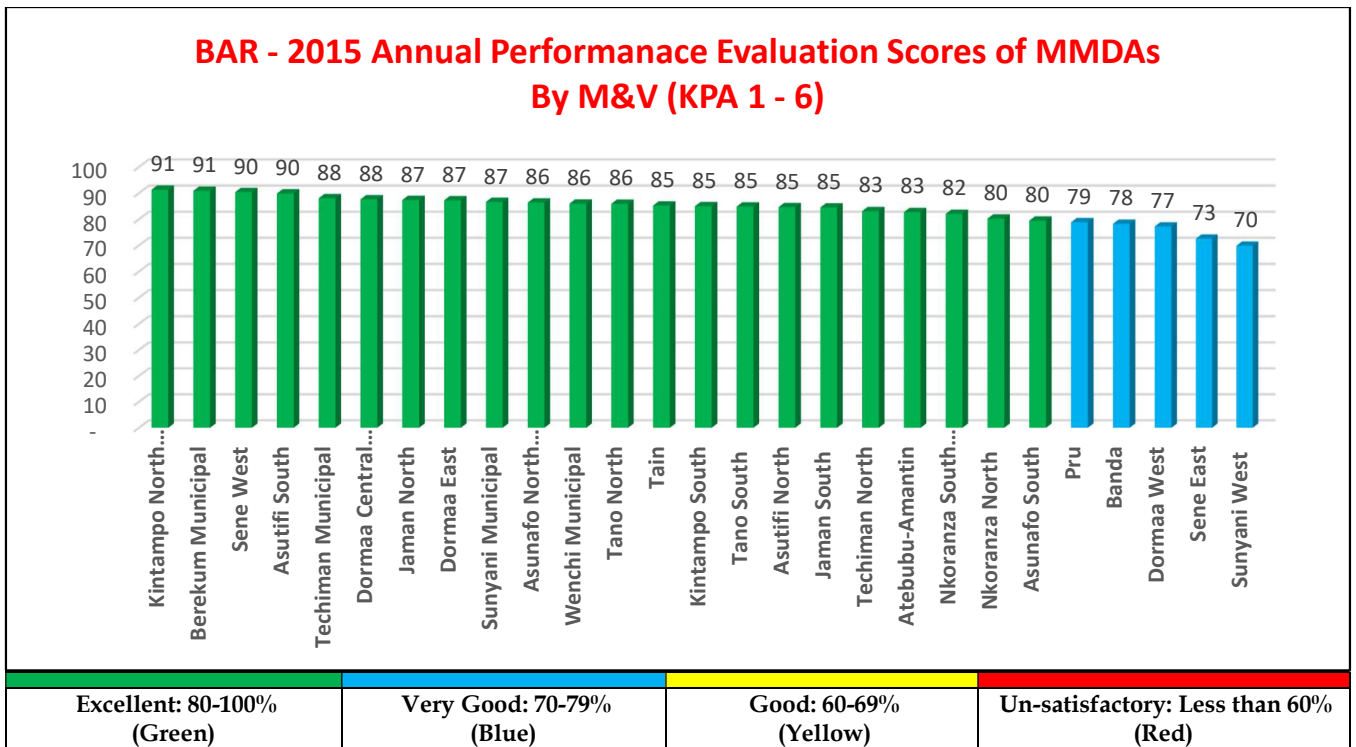
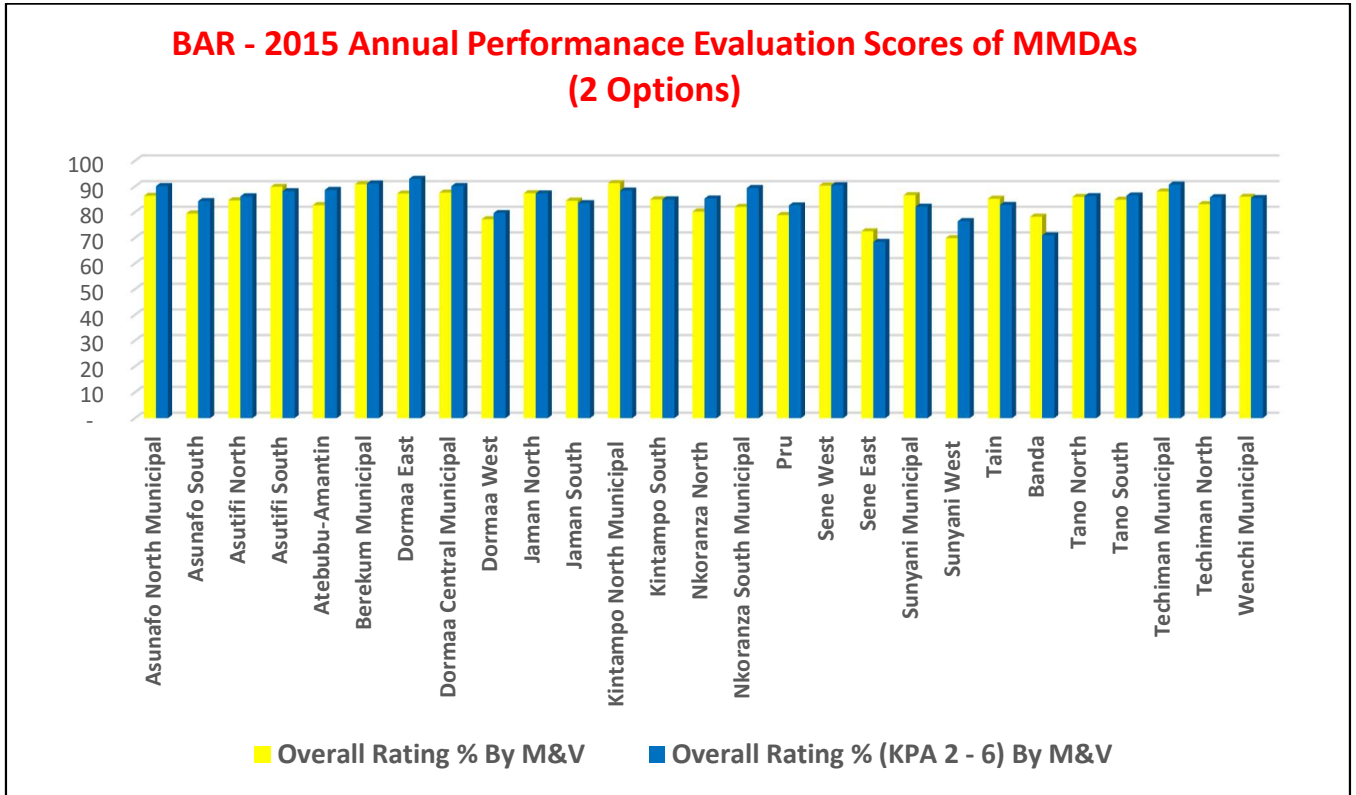




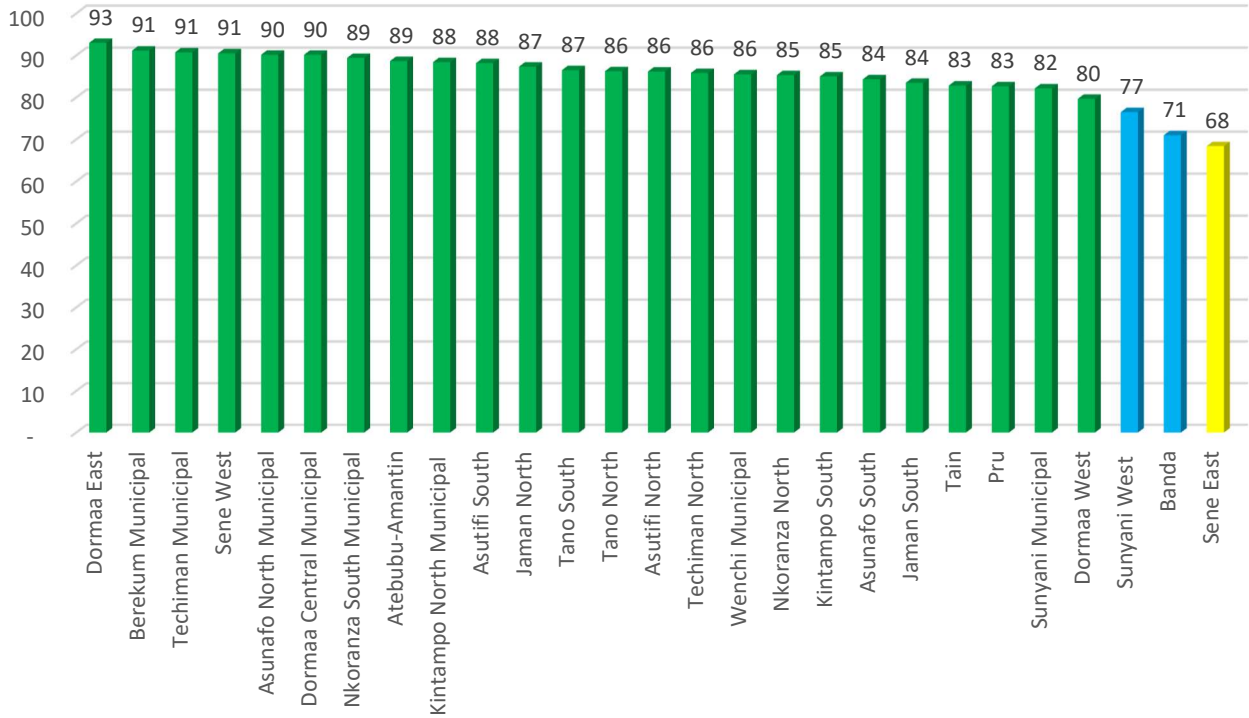
**Summary of 2015 Performance Evaluation Results (KPA 1 - KPA 6) - MMDAs / AR**

No. of MMDAs scored "Excellent"	No. of MMDAs scored "Very Good"	No. of MMDAs scored "Good"	No. of MMDAs scored "Unsatisfactory"	TOTAL
25	5	0	0	30

7.1.1.2. Brong Ahafo Region (BARCC)



**BAR - 2015 Annual Performance Evaluation Scores of MMDAs  
% By M&V (KPA 2 - 6)**



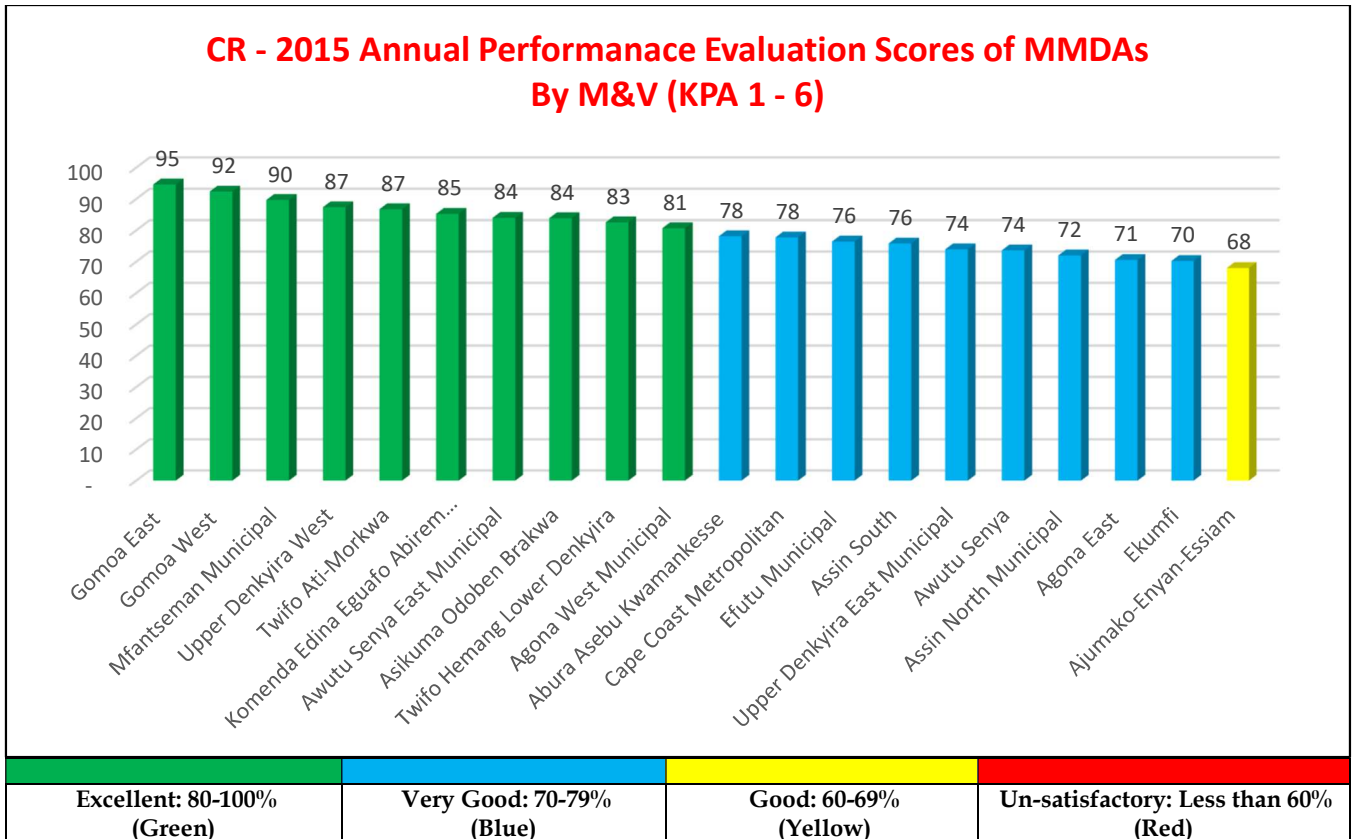
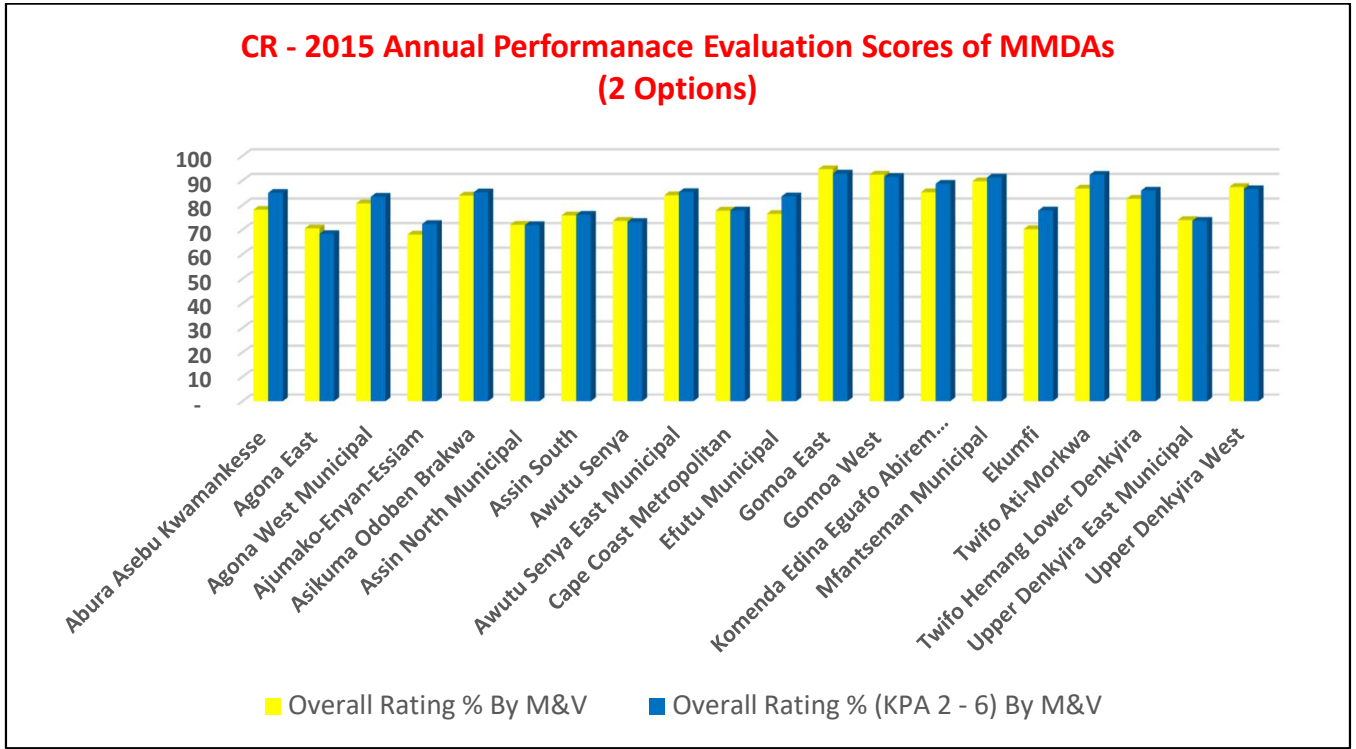
Excellent: 80-100% (Green)	Very Good: 70-79% (Blue)	Good: 60-69% (Yellow)	Un-satisfactory: Less than 60% (Red)
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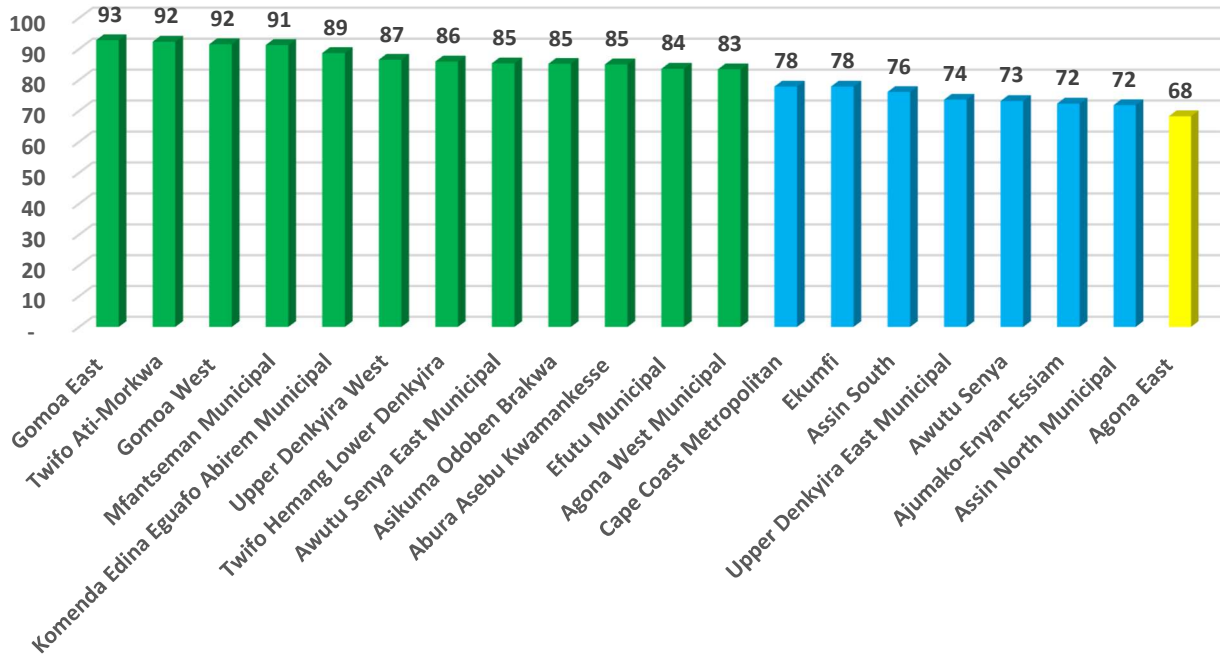
**Summary of 2015 Performance Evaluation Results (KPA 1 - KPA 6) - MMDAs / BAR**

No. of MMDAs scored "Excellent"	No. of MMDAs scored "Very Good"	No. of MMDAs scored "Good"	No. of MMDAs scored "Unsatisfactory"	TOTAL
22	5	0	0	27

7.1.1.3. Central Region (CRCC)



**CR - 2015 Annual Performance Evaluation Scores of MMDAs  
By M&V (KPA 2 - 6)**



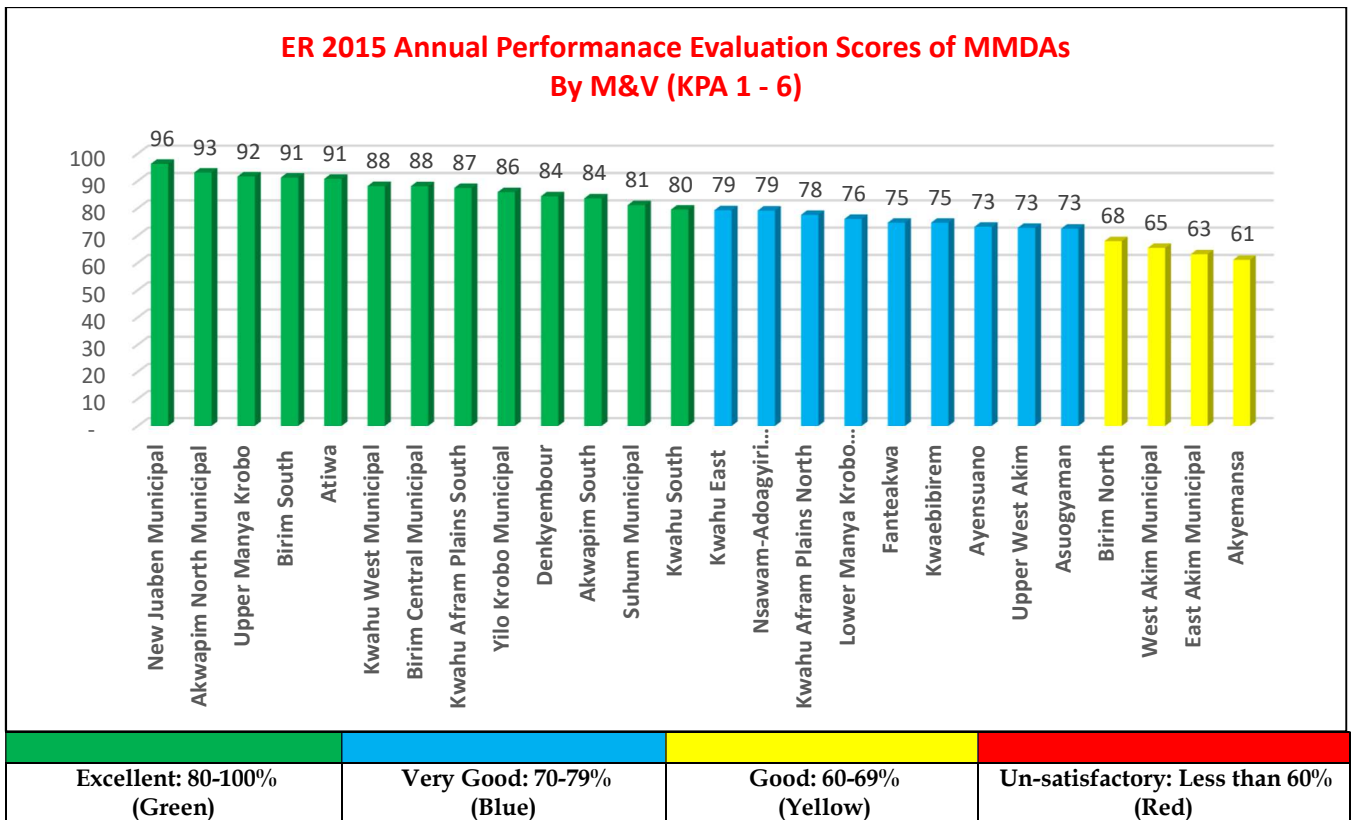
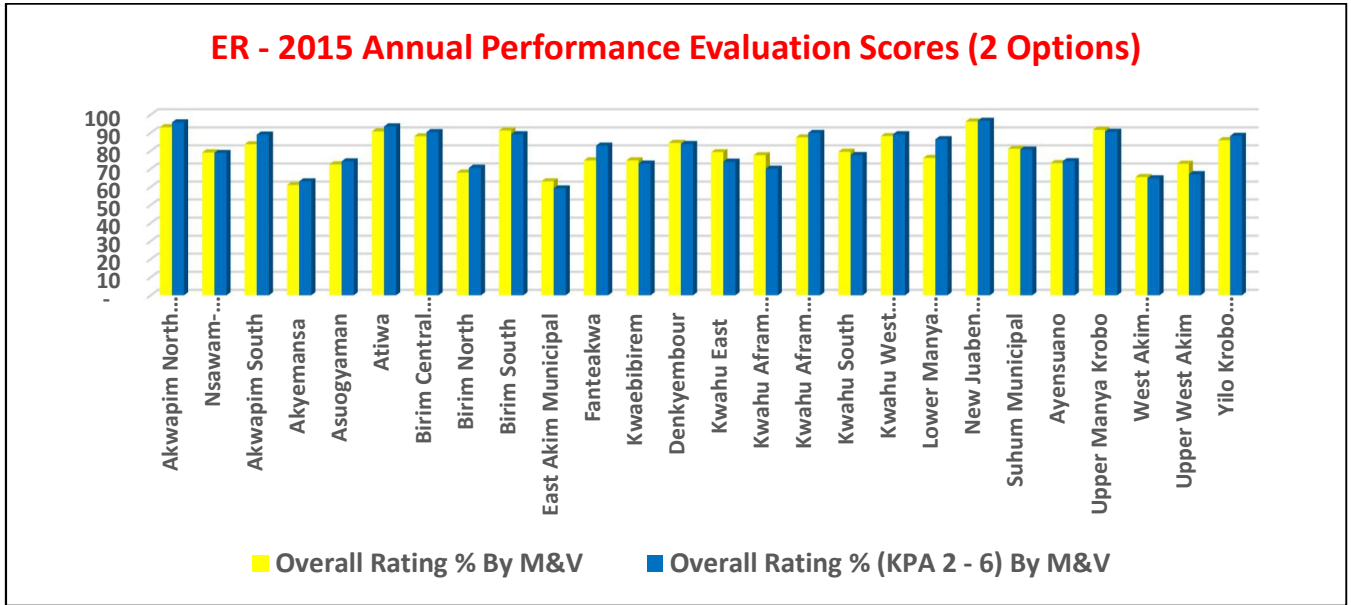
Excellent: 80-100% (Green)	Very Good: 70-79% (Blue)	Good: 60-69% (Yellow)	Un-satisfactory: Less than 60% (Red)
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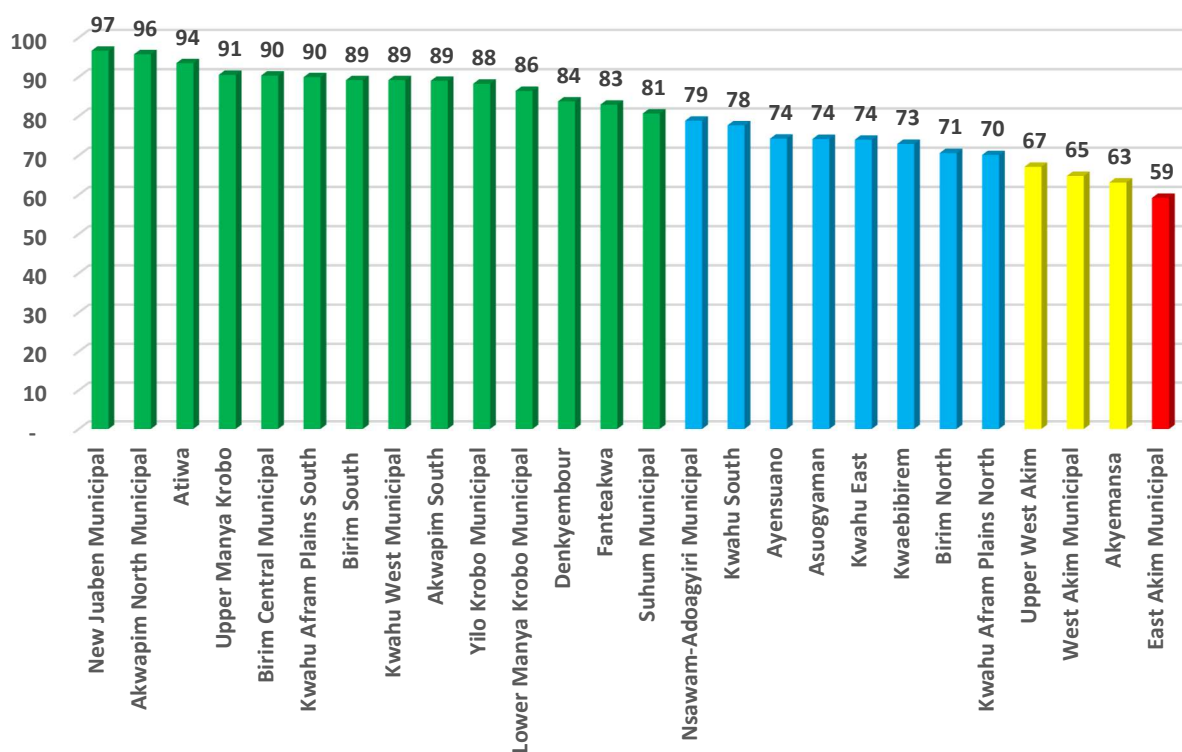
**Summary of 2015 Performance Evaluation Results (KPA 1 - KPA 6) - MMDAs / CR**

No. of MMDAs scored "Excellent"	No. of MMDAs scored "Very Good"	No. of MMDAs scored "Good"	No. of MMDAs scored "Unsatisfactory"	TOTAL
10	9	1	0	20

7.1.1.4. Eastern Region (ERCC)



### ER - 2015 Annual Performance Evaluation Scores of MMDAs By M&V (KPA 2 - 6)



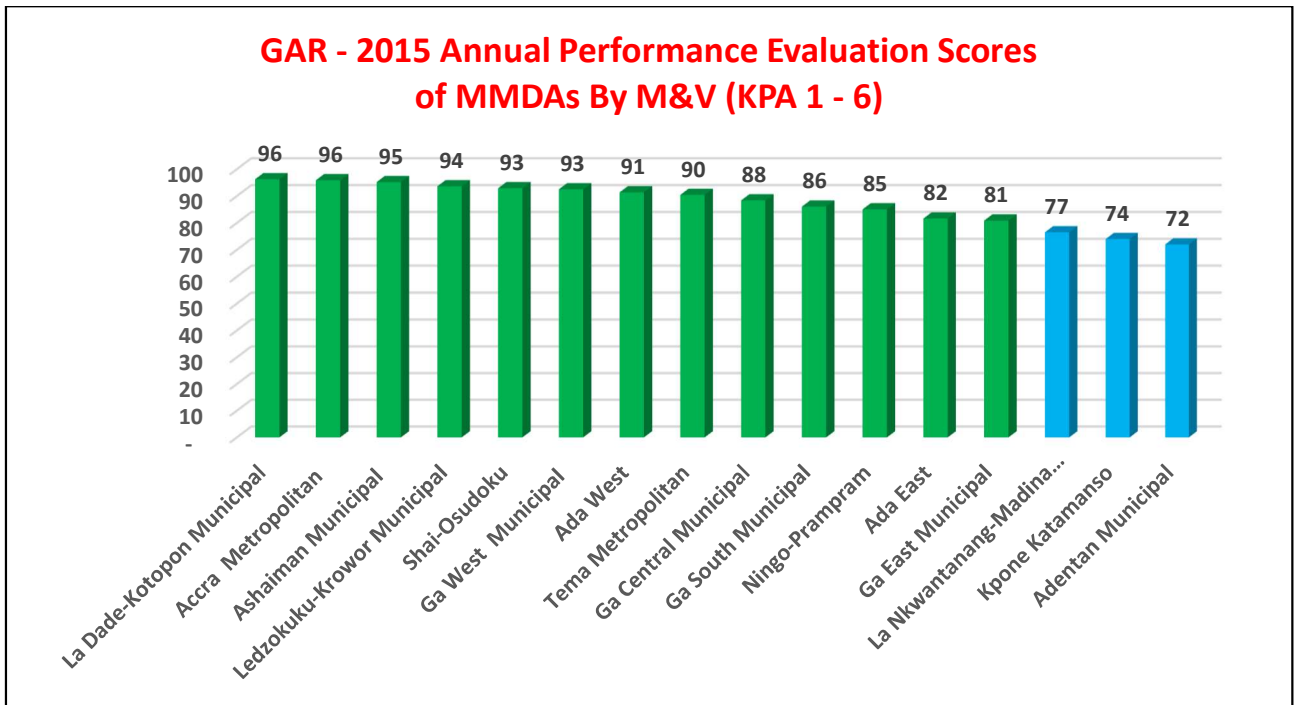
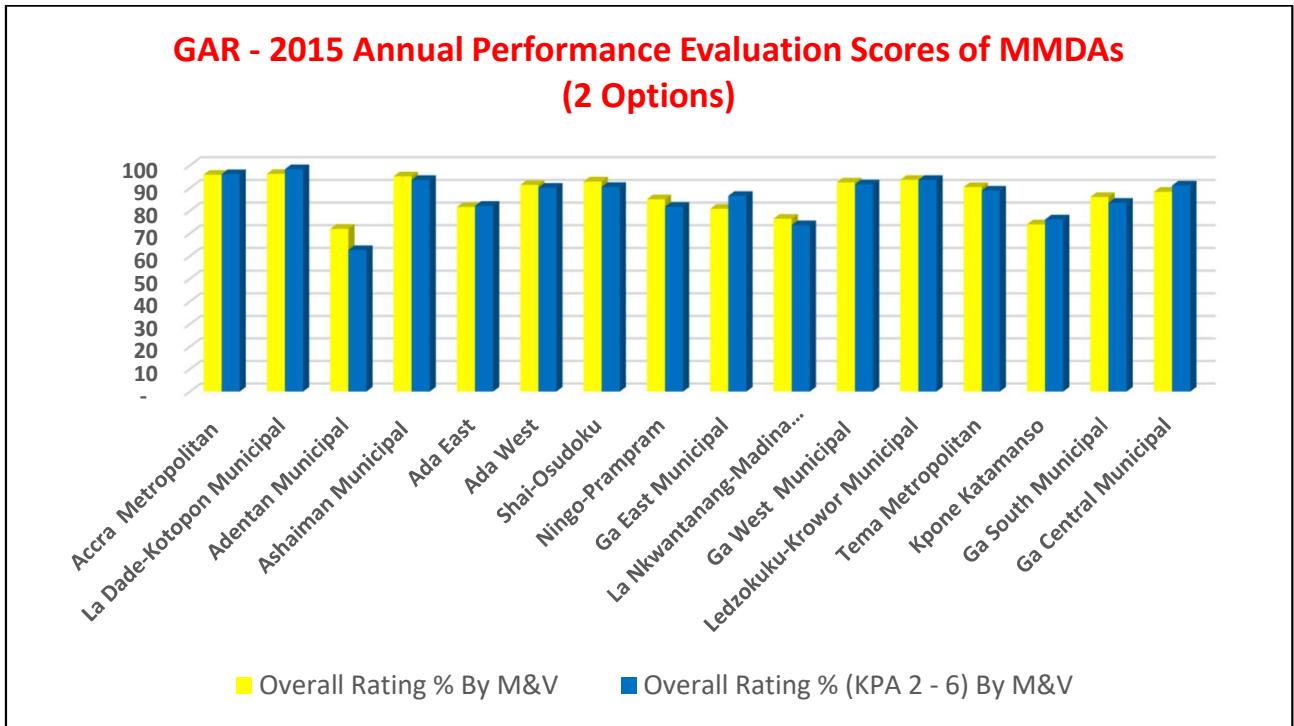
Excellent: 80-100% (Green)	Very Good: 70-79% (Blue)	Good: 60-69% (Yellow)	Un-satisfactory: Less than 60% (Red)
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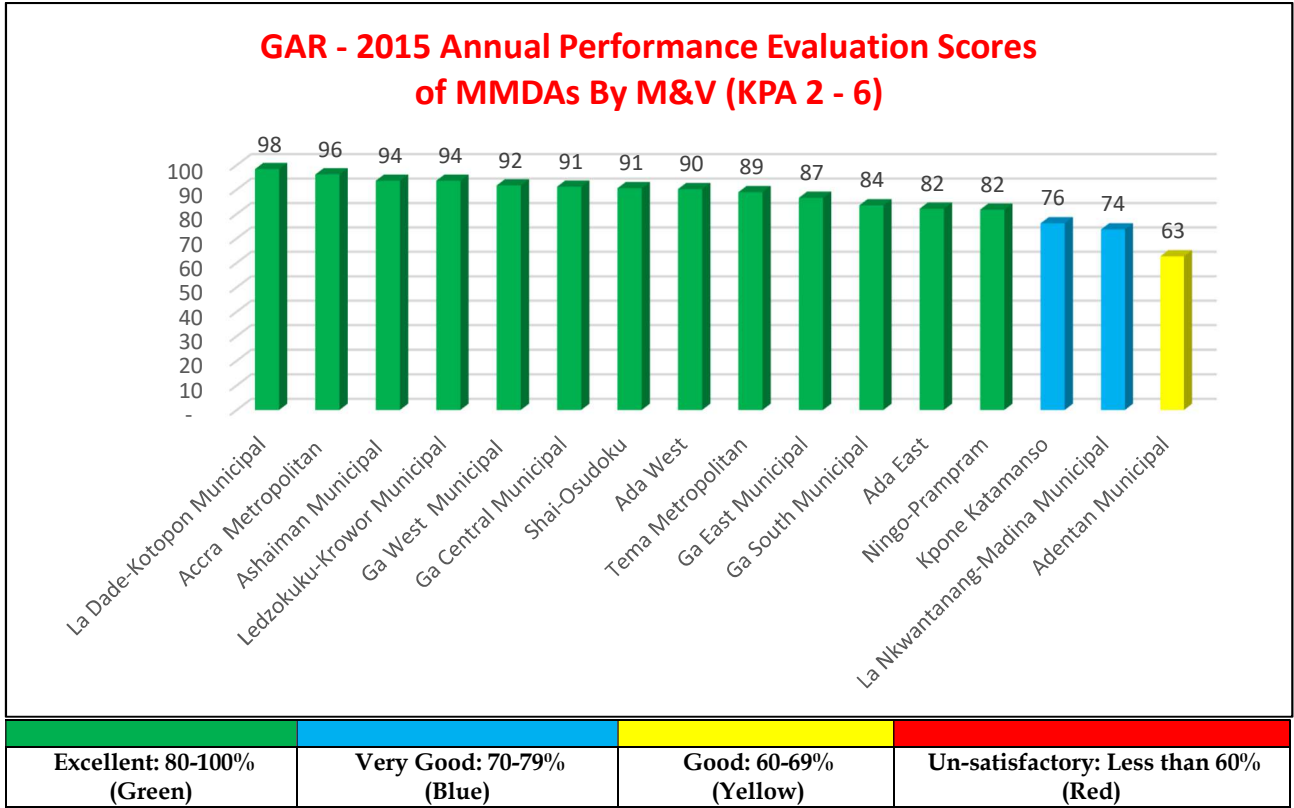
#### Summary of 2015 Performance Evaluation Results (KPA 1 - KPA 6) - MMDAs / ER

No. of MMDAs scored "Excellent"	No. of MMDAs scored "Very Good"	No. of MMDAs scored "Good"	No. of MMDAs scored "Unsatisfactory"	TOTAL
13	9	4	0	26

7.1.1.5. Greater Accra Region (GARCC)



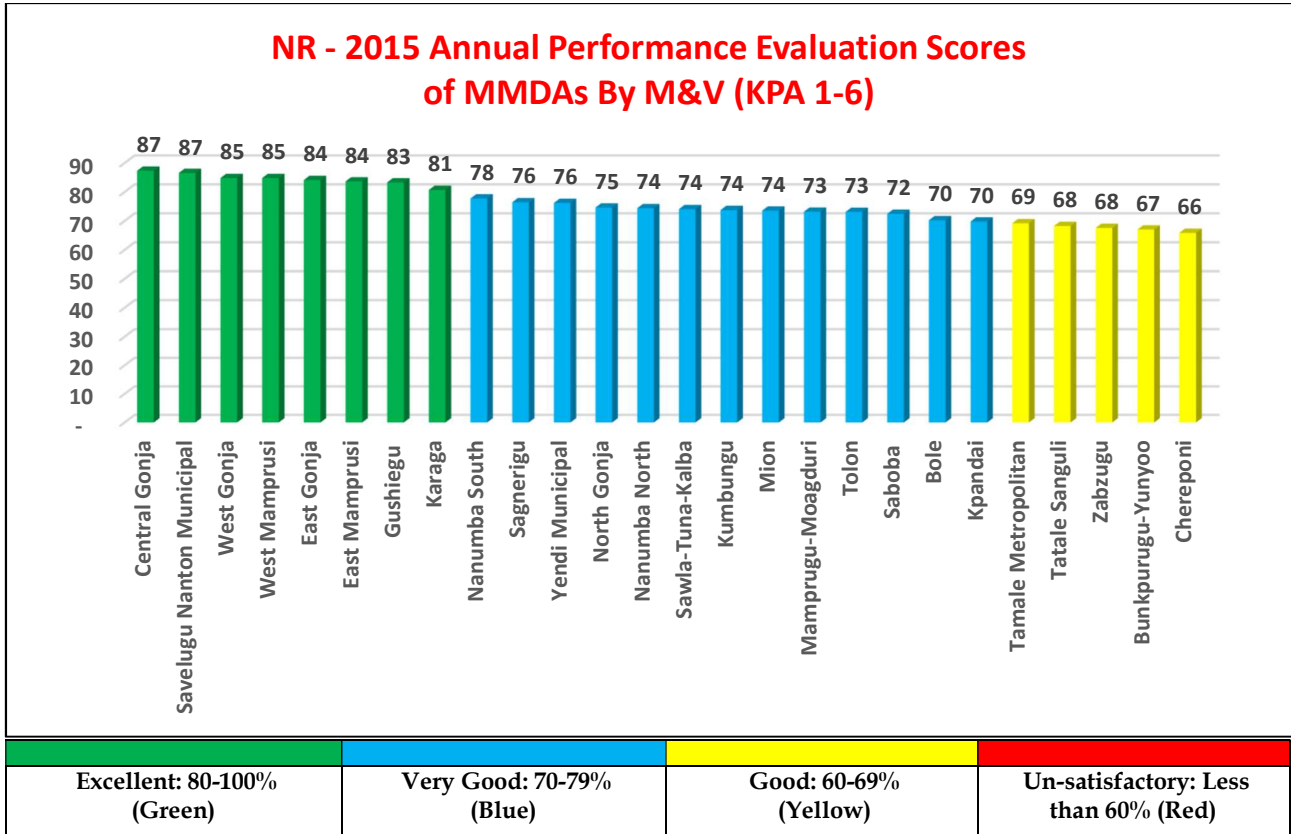
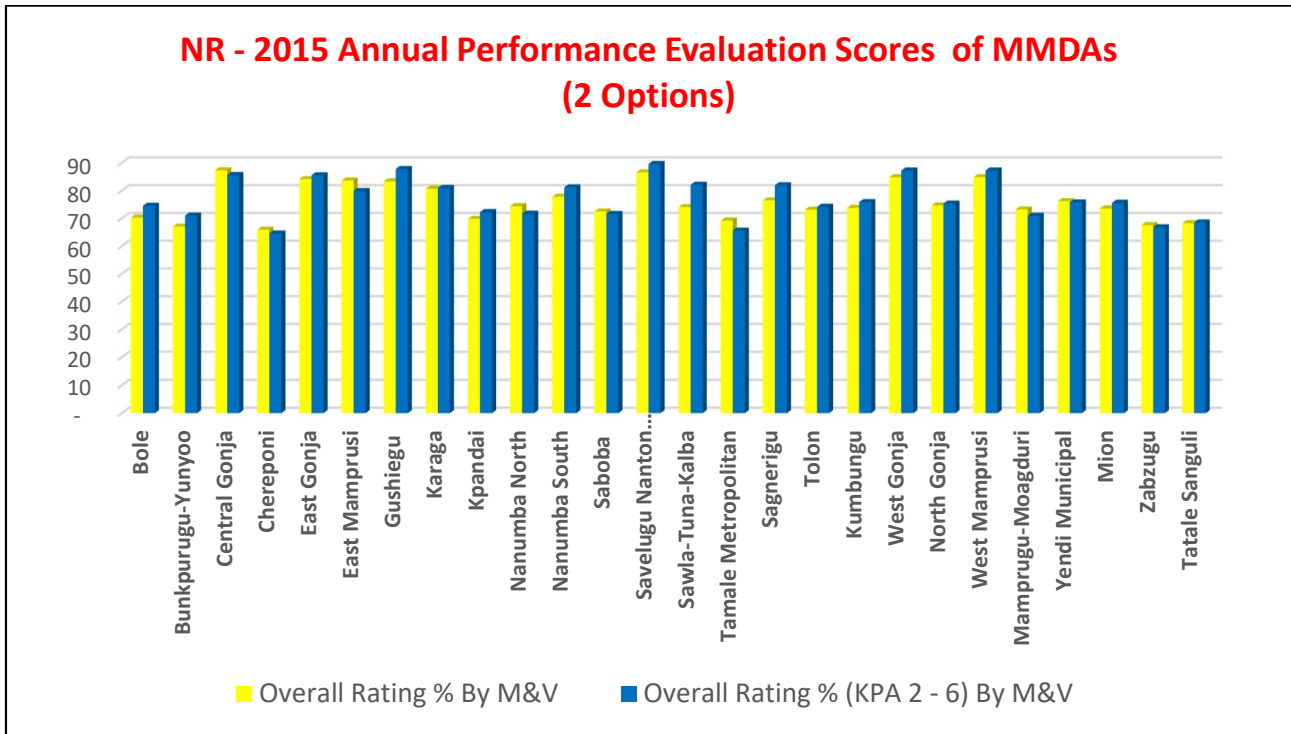
Excellent: 80-100% (Green)	Very Good: 70-79% (Blue)	Good: 60-69% (Yellow)	Un-satisfactory: Less than 60% (Red)
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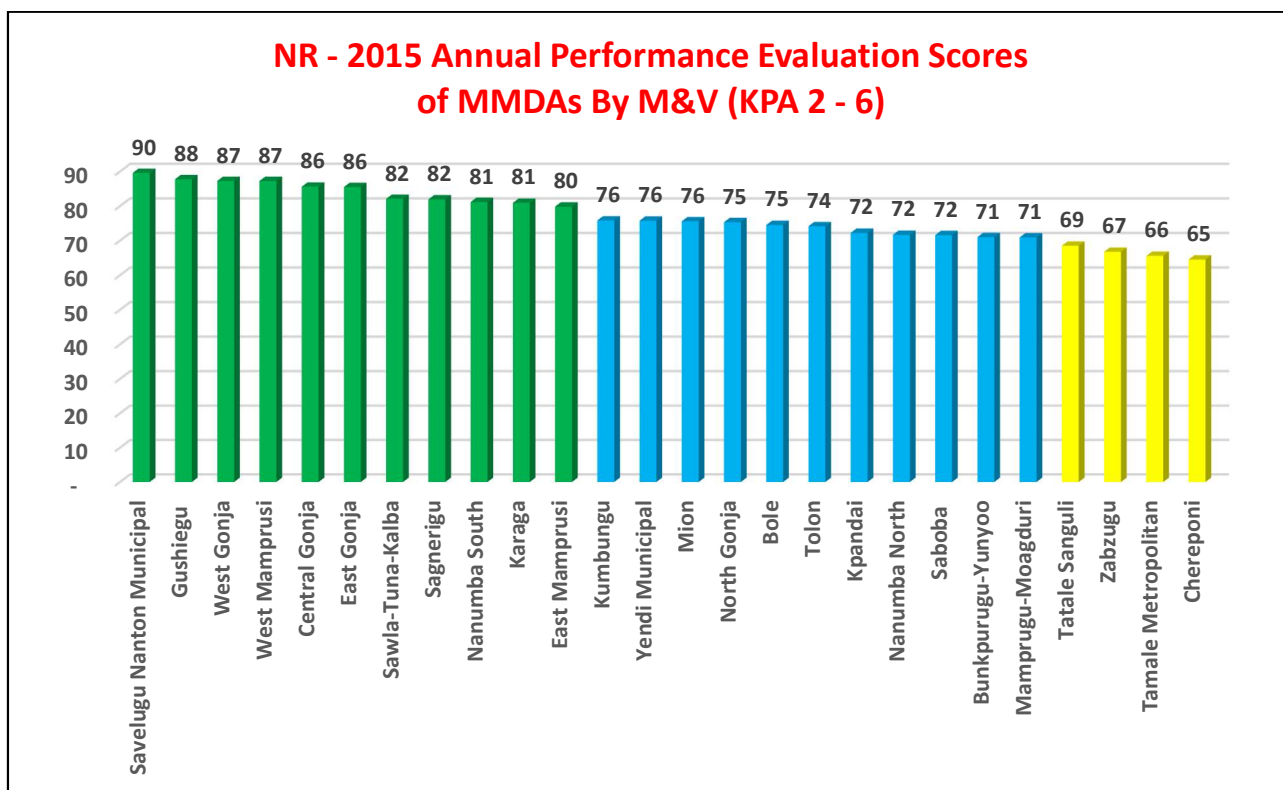


**Summary of 2015 Performance Evaluation Results (KPA 1 - KPA 6) - MMDAs / GAR**

No. of MMDAs scored "Excellent"	No. of MMDAs scored "Very Good"	No. of MMDAs scored "Good"	No. of MMDAs scored "Unsatisfactory"	TOTAL
13	3	0	0	16

7.1.1.6. Northern Region (NRCC)





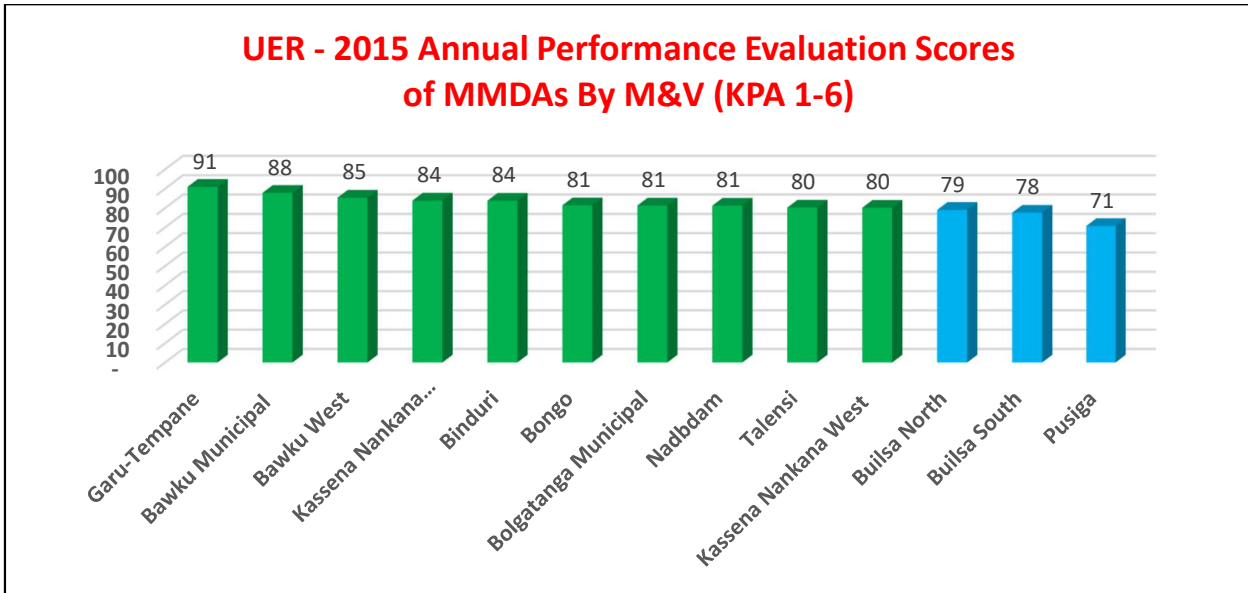
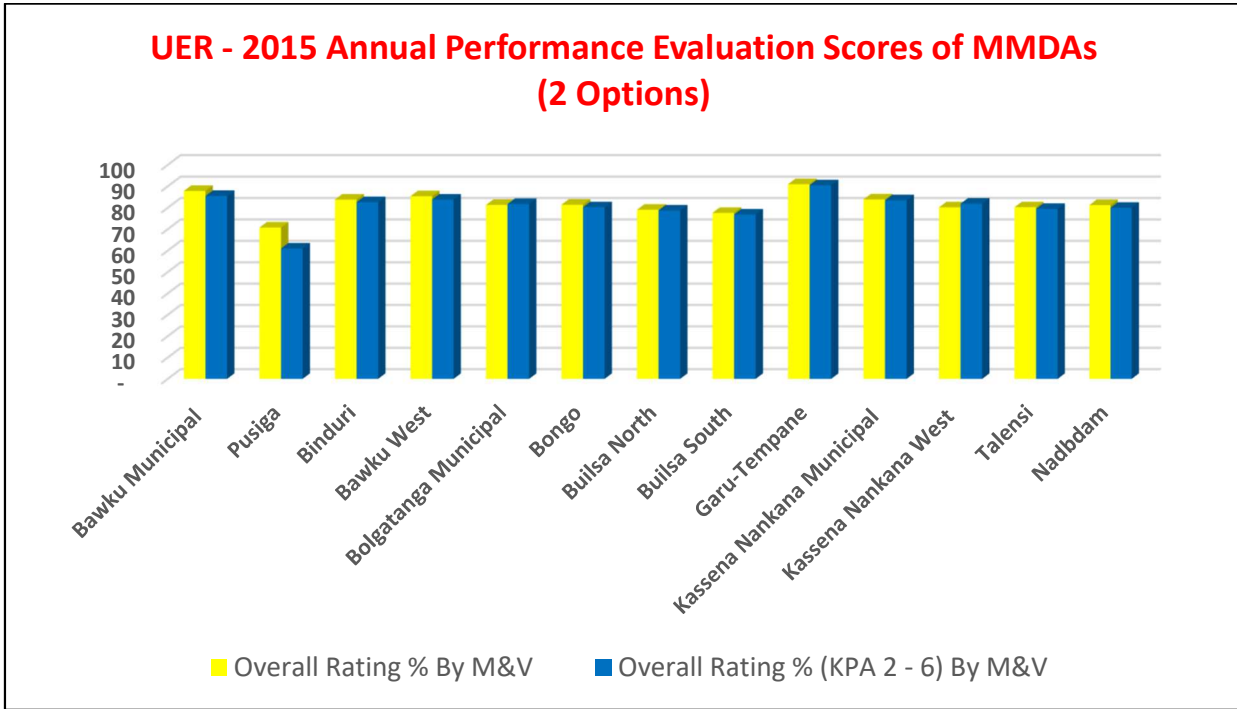
<b>Excellent: 80-100% (Green)</b>	<b>Very Good: 70-79% (Blue)</b>	<b>Good: 60-69% (Yellow)</b>	<b>Un-satisfactory: Less than 60% (Red)</b>
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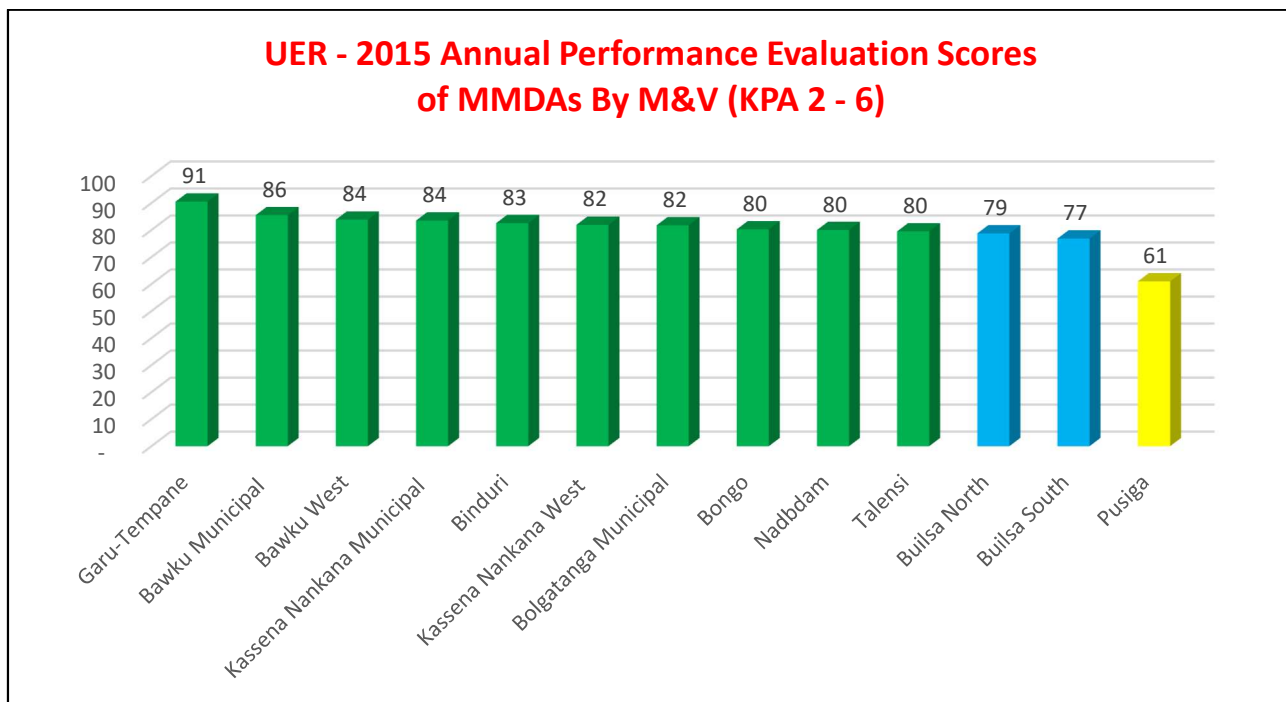


**Summary of 2015 Performance Evaluation Results (KPA 1 - KPA 6) - MMDAs / NR**

No. of MMDAs scored "Excellent"	No. of MMDAs scored "Very Good"	No. of MMDAs scored "Good"	No. of MMDAs scored "Unsatisfactory"	TOTAL
8	13	5	0	26

7.1.1.7. Upper East Region (UERCC)





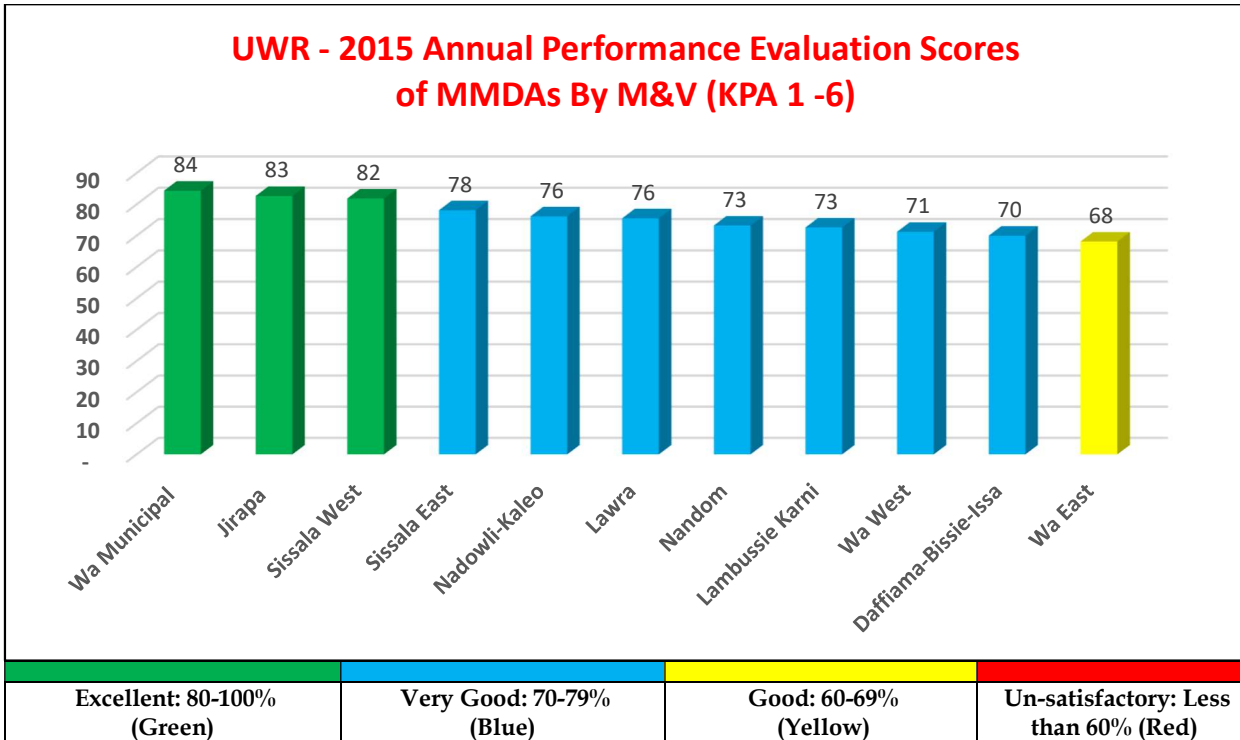
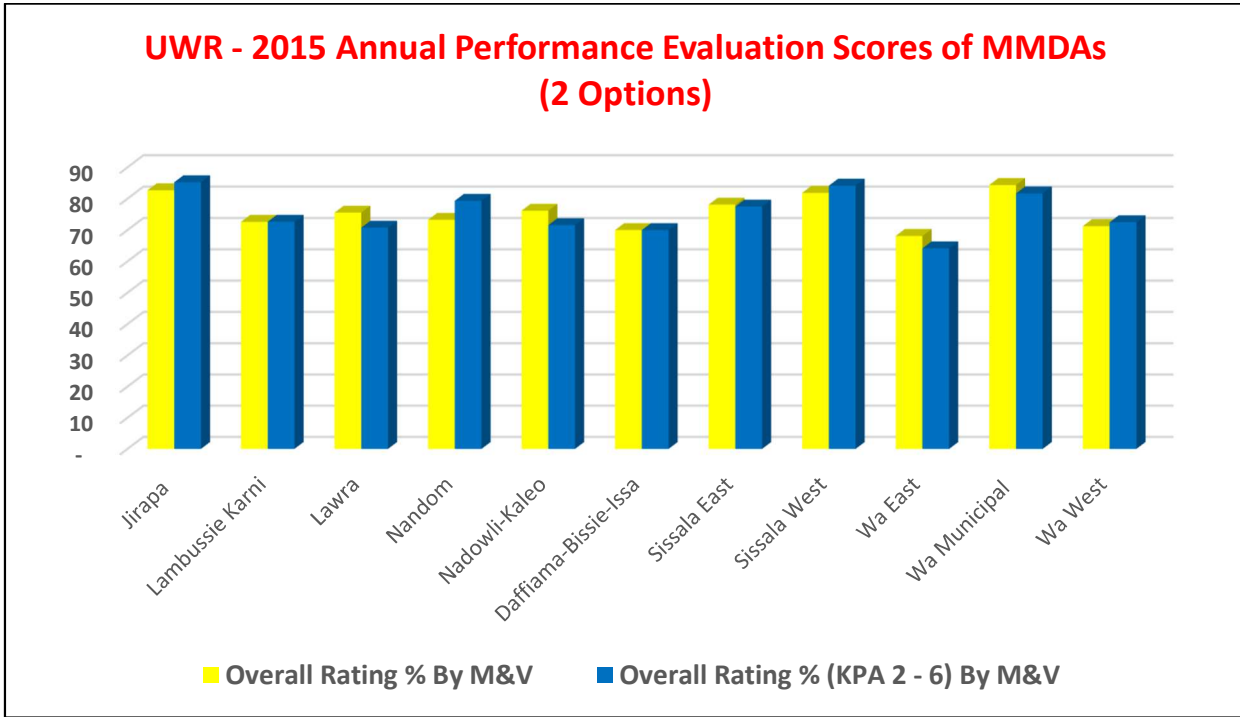
Excellent: 80-100% (Green)	Very Good: 70-79% (Blue)	Good: 60-69% (Yellow)	Un-satisfactory: Less than 60% (Red)
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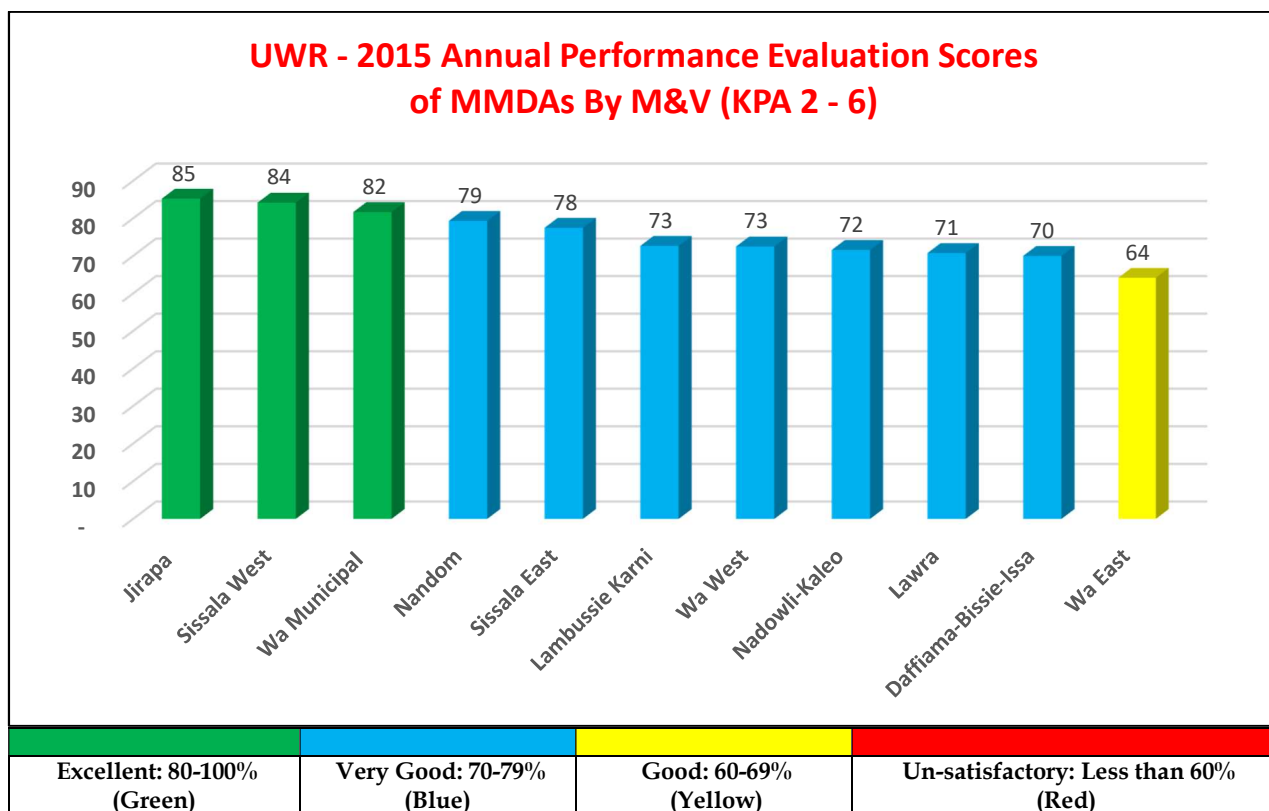


**Summary of 2015 Performance Evaluation Results (KPA 1 - KPA 6) - MMDAs / UER**

No. of MMDAs scored "Excellent"	No. of MMDAs scored "Very Good"	No. of MMDAs scored "Good"	No. of MMDAs scored "Unsatisfactory"	TOTAL
10	3	0	0	13

7.1.1.8. Upper West Region (UWRCC)

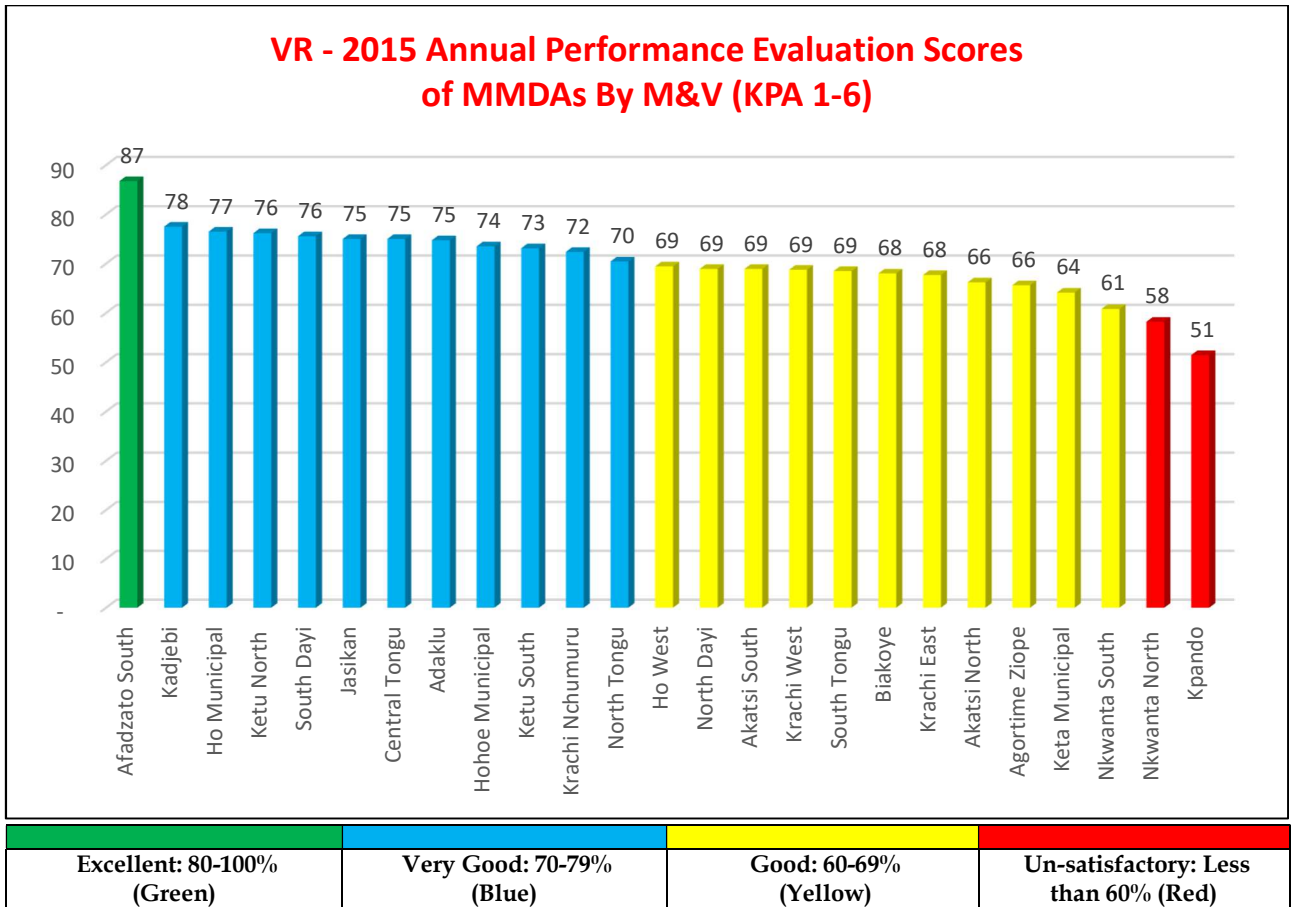
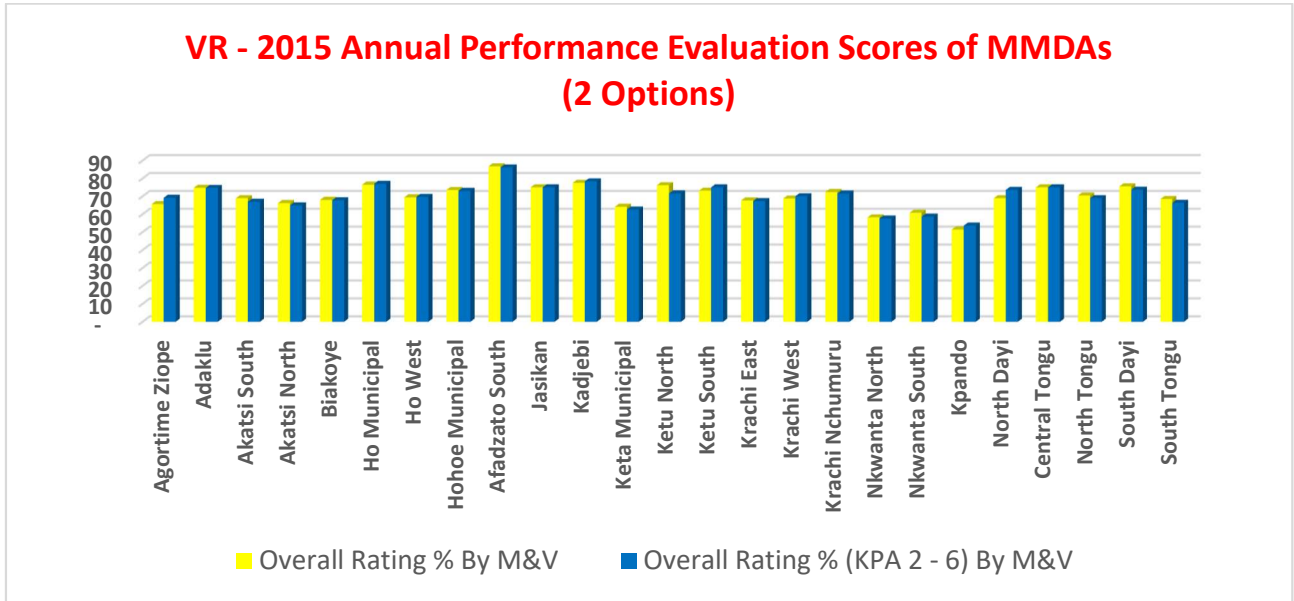


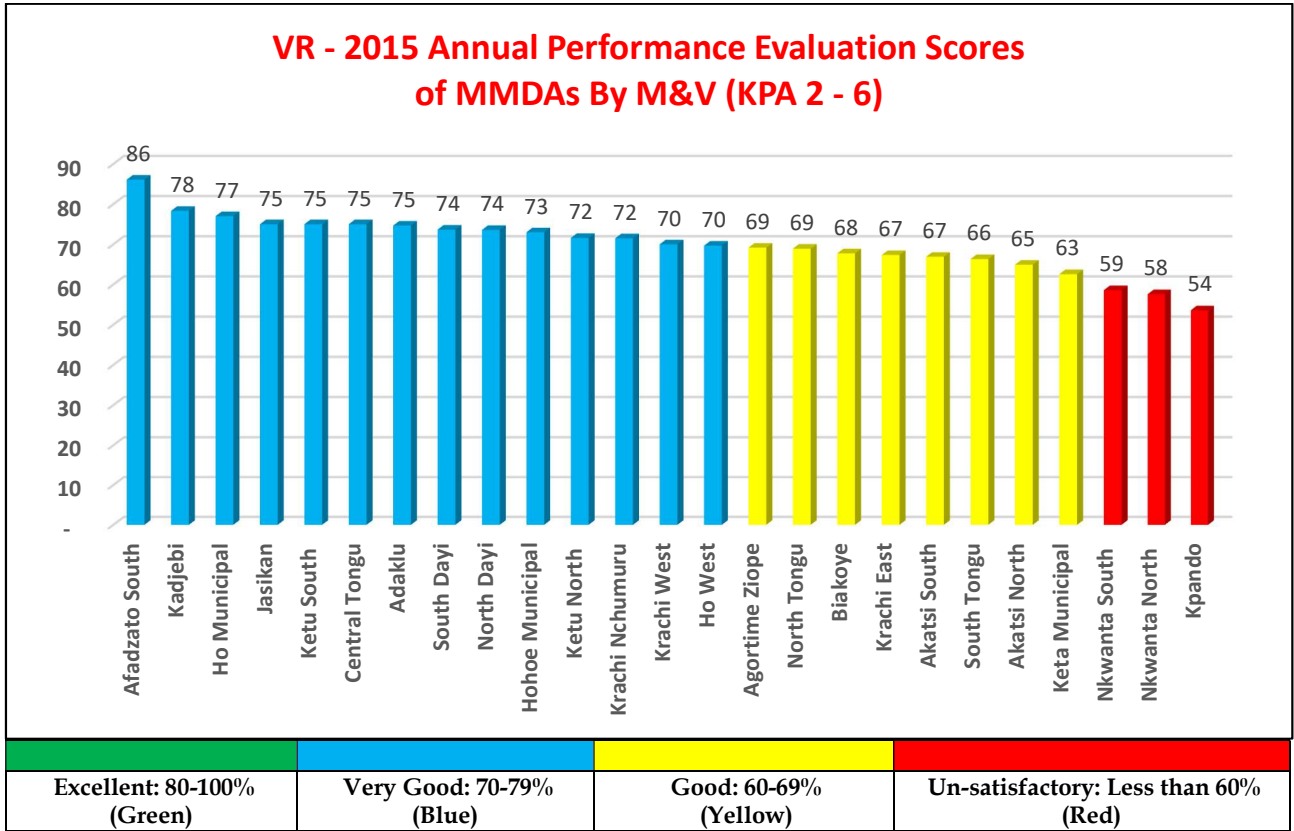


#### Summary of 2015 Performance Evaluation Results (KPA 1 - KPA 6) - MMDAs / CR

No. of MMDAs scored "Excellent"	No. of MMDAs scored "Very Good"	No. of MMDAs scored "Good"	No. of MMDAs scored "Unsatisfactory"	TOTAL
3	7	1	0	11

7.1.1.9. Volta Region (VRCC)

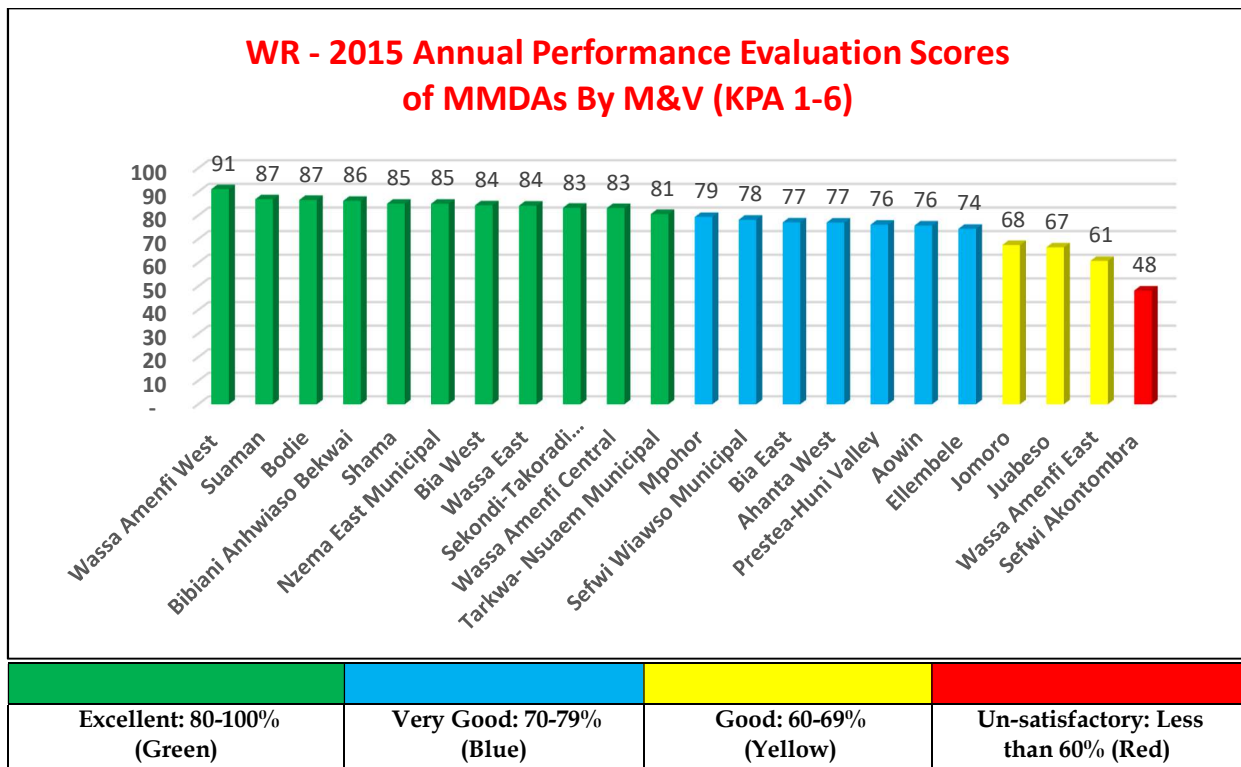
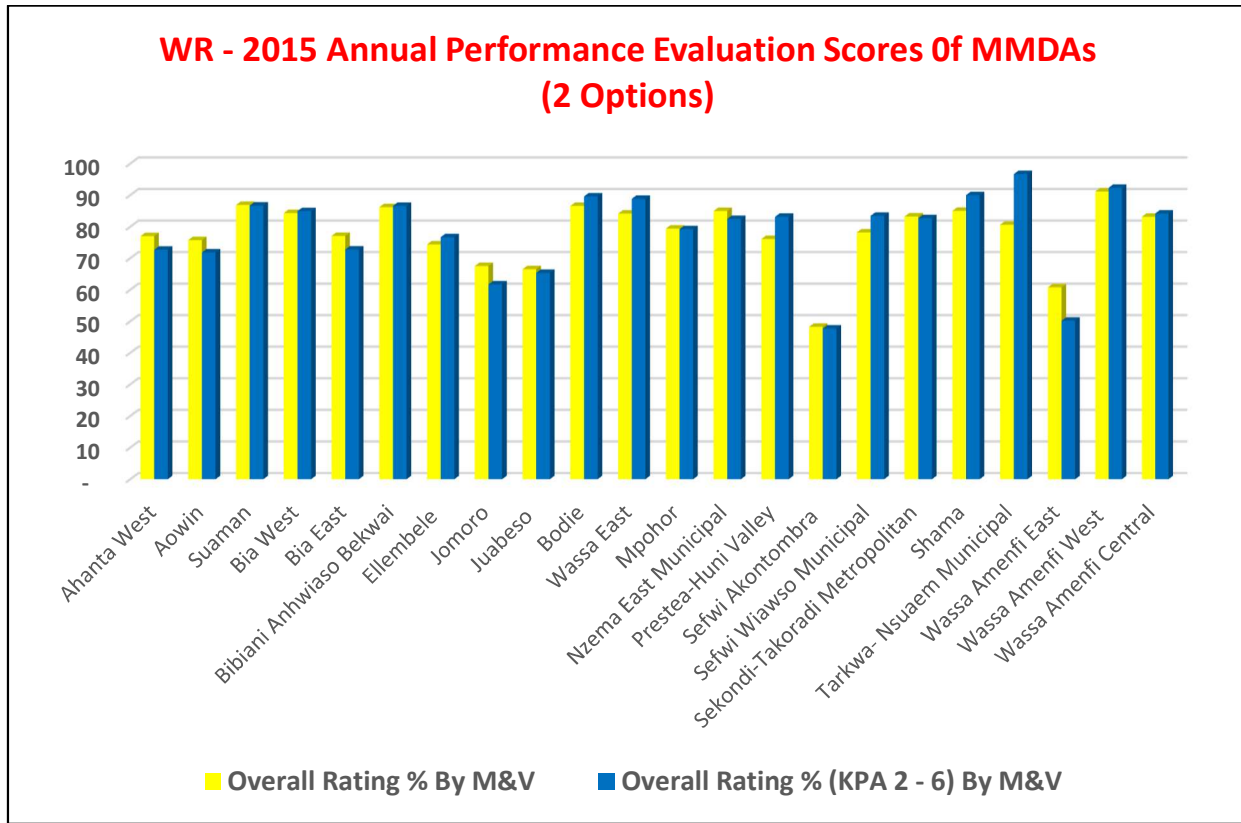




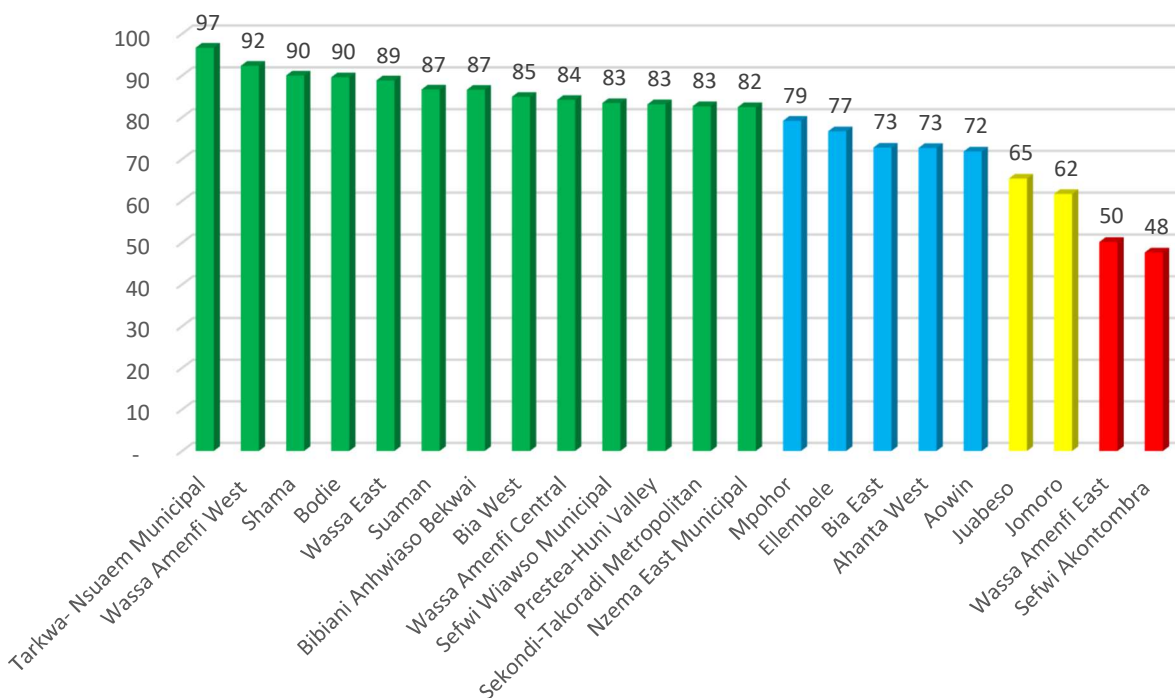
**Summary of 2015 Performance Evaluation Results (KPA 1 - KPA 6) - MMDAs / VR**

No. of MMDAs scored "Excellent"	No. of MMDAs scored "Very Good"	No. of MMDAs scored "Good"	No. of MMDAs scored "Unsatisfactory"	TOTAL
1	11	11	2	25

7.1.1.10. Western Region (WRCC)



### WR - 2015 Annual Performance Evaluation Scores of MMDAs By M&V (KPA 2 - 6)



<b>Excellent: 80-100% (Green)</b>	<b>Very Good: 70-79% (Blue)</b>	<b>Good: 60-69% (Yellow)</b>	<b>Un-satisfactory: Less than 60% (Red)</b>
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#### Summary of 2015 Performance Evaluation Results (KPA 1 - KPA 6) - MMDAs / CR

No. of MMDAs scored "Excellent"	No. of MMDAs scored "Very Good"	No. of MMDAs scored "Good"	No. of MMDAs scored "Unsatisfactory"	TOTAL
11	7	3	1	22

## 7.2. Specific Comments & Recommendations for 2015 Annual Performance Contracts Evaluation of MMDAs

No	REG	Name of MMDA	Specific Remarks on the overall Performance & CB Needs (brief) by MMDA	Specific Remarks on the overall Performance & CB Needs (brief) by M&V Team
1	AR	Adansi North		<p>Remarks: The new DCD has the opportunity to inject a new sense of urgency and demand results from staff and also produce reports for every activity to make reporting easy. The staff of the HRM Unit need further technical backstopping to enable them carry out their functions effectively.</p> <p>CB: Some refresher training in report writing will further enhance their work.</p>
2	AR	Adansi South	<p>Remarks: the overall performance has been satisfactory. Most of the agreed indicators have been achieved and results of agreed indicators have been achieved over a period of time</p> <p>CB: a training course on budget preparation and management as well as project management is recommended for the officer.</p>	<p>Remarks: There is room for improvement in meeting tasks on schedule.</p> <p>CB: The HR Unit needs special attention to enable it perform its functions diligently. Technical backstopping needed for the HRM Unit to enable it carry out its functions and duties diligently.</p>
3	AR	Afigya-Kwabre	<p>Remarks: excellent performance by all standards</p> <p>CB: training to sharpen her skills</p>	<p>Remarks: It was obvious the DCE and DCD together with staff had a very cordial working relationship. The DCE sat through and defended scores claiming ownership of the report. This was highly commendable as most of his colleagues did not appreciate it this way.</p> <p>They have the requisite skills set and competence to deliver on their mandate</p>

No	REG	Name of MMDA	Specific Remarks on the overall Performance & CB Needs (brief) by MMDA	Specific Remarks on the overall Performance & CB Needs (brief) by M&V Team
4	AR	Ahafo Ano North	<p>Remarks: the officer was able to achieve more than average the target set for the contract despite some challenges;</p> <p>CB: Office needs training in conflict management and resolution at the workplace and in communities.</p>	<p>Remarks: Overall, the DCD was very professional in the discharge of his duties; more especially ensured activities are well documented.</p> <p>CB: Requires training in conflict management.</p>
5	AR	Ahafo Ano South	<p>Remarks: Set targets were Achieved within the stipulated time frame despite delay in the release of external funds;</p> <p>CB: Requires training in strategic thinking.</p>	<p>Remarks: On the whole, the district performed very well and the report was very professionally done. They have the requisite skills set and competences to carry out their functions and duties effectively under the able supervision of their Hon. DCE and DCD. The HRM unit would have to demand that staff commit time to ensure appraisals are done.</p>
6	AR	Amansie Central	<p>Remarks: The officer worked diligently by achieving almost all KPIs.</p>	<p>Remarks: The DCE and his DCD are working very well and demanding results from their staff and it is recommended they keep up the good work The integration of Decentralised departments appears to be working very well here. Aside the formal request for the replacement of staff, the current staff has the competences to carry out their mandate effectively.</p>
7	AR	Bekwai Municipal	<p>Remarks: the officer and his team performed outstandingly and exceeded the agreed results and timelines;</p> <p>CB: The officer will need further skills in ICT.</p>	<p>Remarks: The key performance areas and indicators were all seriously and diligently addressed by the staff that were assigned clear roles and responsibilities. This made the reporting easier as each officer contributed to the development of the report. They are encouraged to keep up the good work. There are no capacity needs identified, staff need to be encouraged to keep up the good work.</p>

No	REG	Name of MMDA	Specific Remarks on the overall Performance & CB Needs (brief) by MMDA	Specific Remarks on the overall Performance & CB Needs (brief) by M&V Team
8	AR	Amansie West	<p>Remarks: Performance in 2015 was achieved due to the heads ability to plan, organize manage workload and the cooperation of the General Assembly.</p> <p>CB: training in Communication (electronics), excel and power point presentation, developing and managing budget, innovation and strategic thinking</p>	<p>Remarks: It is recommended that staff should be replaced or re-posted as soon as practicable to minimize the workload on the overburdened staff. Request has been made for secretaries, procurement officers and drivers to be posted to the District or DA be allowed to recruit locally.</p> <p>The request to PRAAD for technical backstopping for the records management unit must be followed up on and given the needed urgency it deserves.</p>
9	AR	Asante Akim Central Municipal	<p>Remarks: Officer has performed creditably well and has produced results of good quality within the agreed timeline;</p> <p>CB: Training in climate change, Private public partnership, local and economic development</p>	<p>Remarks: The overall recommendation is to encourage staff to produce reports on all activities be it individual training, group and workshop organized.</p> <p>CB: it is recommended further training in LGS protocols be done for various categories of staff.</p>
10	AR	Asante Akim North		<p>Remarks: The overall recommendation was that the security issues confronting the District should be handled as a national issue so the district can focus on its core business of development. Again, the issue of integration of Decentralised departments appears to be fraught with challenges especially with the GES and GHS.</p>
11	AR	Asante Akim South		<p>Remarks: The Municipality was ranked 29<sup>th</sup> out of 30 districts in the CDD and UNICEF District League Table and this has compelled them to work extra hard to redeem their image. Valuable lessons have been drawn from the recommendations and that spurred them on to act on the performance contract</p>

No	REG	Name of MMDA	Specific Remarks on the overall Performance & CB Needs (brief) by MMDA	Specific Remarks on the overall Performance & CB Needs (brief) by M&V Team
12	AR	Atwima Kwanwoma	Remarks: The Assembly was able to complete 3 out of 4 priority targets. The 4 <sup>th</sup> one is 65% complete. The delay was due to late release of the 3rd quarter 2015 DACF.	Remarks: The new DCD has an onerous task of instilling some discipline into staff to ensure work is done diligently and reported on accordingly. It is recommended a proper assets register log book is purchased and all assets duly registered in the book. Finally, documentation must be a part of the culture of the district so they can have evidence to back their ratings for each KPI. They are not on track and need close supervision to change the laid back culture in the district.
13	AR	Atwima Mponua	Remarks: he fully met and exceeded the agreed indicators and timelines and has produced results of excellent qualities	Remarks: The District performed well in the discharge of its duties. However, recommendation is to see more teamwork which will ensure that all aspects of the work are captured in the report. One key recommendation is for the political head to commit to the contents of the contract and ensure funds are made available for the establishment of a functional Client Service Unit. The district has the skills set and competences to discharge its duties effectively. What is left is injecting some team spirit into the workings of the Assembly and this has to be initiated by the administrative head.
14	AR	Atwima Nwabiagya	Remarks: DCD fully met and exceeded the agreed indicators and timelines and produced results of excellent quality;  CB: Training in innovation and strategic thinking needed.	Remarks: Overall the District merits the scores indicated as they provided more than enough evidence to support it all. The friendly and cordial working relationship also reflects to some extent the results produced. They were also ranked amongst top three districts in Ghana from a survey done by CDD and UNICEF which has further boosted their morale to keep up the good work. The HRM Unit is on top of its job and individual staff live up to their responsibility.

No	REG	Name of MMDA	Specific Remarks on the overall Performance & CB Needs (brief) by MMDA	Specific Remarks on the overall Performance & CB Needs (brief) by M&V Team
15	AR	Bosome Freho	Remarks: The officers have done very well and delivered as expected.	Remarks: It is a new district with a nearly completed office complex. However, the DCE complained of staffing shortfall where by transferred staff are yet to be replaced. This he indicated is denying his district of requisite staff and overburdening the few staff left. Not much internally generated funds could be made from the very rural district hence the need to timely release the DACF and DDF to enable them carry out planned activities. This is because, these releases are in arrears of two years.
16	AR	Bosomtwe	Remarks: The officer met and exceeded the indicators and timelines and has produced results of excellent quality.	Remarks: The District is on track and especially with the coming in of a new DCD; it is expected to improve further. The DCD also confirmed the need to document activities which he intends to ensure it is done. However, the records management unit needs the support of PRAAD to further improve their work. Recommend an in-house training on report writing for all staff to improve on documentation. The DCD is very experienced and with the youthful staff can provide them the needed skills and direction to deliver on their mandate. However, the DCD requires some IT skills to enhance his skills set.
17	AR	Ejisu-Juaben Municipal	Remarks: the officer met and exceeded the indicators and timelines and has produced results of excellent quality;  CB: communication(electronic) training on excel and power point presentation, developing and managing budget, innovation and strategic thinking	

No	REG	Name of MMDA	Specific Remarks on the overall Performance & CB Needs (brief) by MMDA	Specific Remarks on the overall Performance & CB Needs (brief) by M&V Team
18	AR	Ejura Sekyeredumase Municipal	Remarks: the MCD met and exceeded the agreed indicators and timelines and produced results of excellent quality	Remarks: Overall the ratings were a true reflection of the evidence sighted. The MCD and his team worked hard to the best of their ability to implement planned activities in the contract. Recommendation going forward is to upgrade the Records Unit and also relocate the CSU to the ground floor to make it easily accessible to all. The current location on the second floor is not the best.  CB: Main capacity need identified is that of the records office which needs to be upgraded.
19	AR	Kumasi Metropolitan	Remarks: Eexcellent performance and high output inspite of the numerous challenges faced during the period under review.	Remarks: The youthful team supporting the MCD injects some life and energy into the workings of the assembly, although they work under very difficult and trying circumstances where one has to tread cautiously between acting professional and not offending tradition. Generally, impressed with level of work done and the teamwork experienced amongst the youthful staff.
20	AR	Asokore Mampong Municipal		The Municipality was ranked 29 <sup>th</sup> out of 30 districts in the CDD and UNICEF District League Table and this has compelled them to work extra hard to redeem their image. Valuable lessons have been drawn from the recommendations and that spurred them on to act on the performance contract. The Municipality has the competences and skills set required to discharge their duties. The poor rating from the district league table has revived a sense of responsibility and duty in them.
21	AR	Kwabre East	Remarks: Officer has worked diligently and assiduously and the performance achievements are true reflection of his commitment and duty	Remarks: On the whole the district is on track. The recommendations are to create a dedicated space for the records management unit and ensure the CSU is fully functional. The delays in release of DACF and DDF are adversely affecting implementation of AAP activities.

No	REG	Name of MMDA	Specific Remarks on the overall Performance & CB Needs (brief) by MMDA	Specific Remarks on the overall Performance & CB Needs (brief) by M&V Team
22	AR	Mampong Municipal		Remarks: Overall the Municipality is on track. The wrong computation was contested by the MCD who felt it was not a fair assessment when he had no control over the FOAT assessment although they were ready. From my interaction with the core management team, the Municipality has the skills set and competencies required to continue to execute their mandate. The MCD has competencies in organisational management and leadership.
23	AR	Obuasi Municipal	Remarks: His performance is excellent. The marks scored during the time of review are very encouraging	Remarks: The Municipality has what it takes to succeed, all that is required is for them to focus and manage external interruptions so they can develop the Municipality. It is recommended that staffs are Sensitised on the LGS protocols so as to see a change in work attitude.
24	AR	Offinso Municipal		Remarks: Overall it is difficult to indicate whether the District is on track or not since information was not available. However, observations made indicate indiscipline is rife and must be checked. The MCD is due for retirement in less than six months and this has negative effects on his administration. The poor attitude to work must be checked to ensure improvement in work ethics. So far the HRM appears weak or simply not working for lack of supervision.
25	AR	Offinso North	Remarks: the performance was achieved due to quality of leadership, logistical support and efficient use of resources;  CB: a workshop seminar on leadership development will boost the performance of the officer	Remarks: Overall, the district is well on track and deserves commendation for the good work done.

No	REG	Name of MMDA	Specific Remarks on the overall Performance & CB Needs (brief) by MMDA	Specific Remarks on the overall Performance & CB Needs (brief) by M&V Team
26	AR	Sekyere Kumawu		Remarks: They are on track with all implementation
27	AR	Sekyere Afram Plains South	Remarks: the officer's knowledge, skills and abilities were those that enabled him achieve such high performance;  CB: the officer needs training in change management, leadership and decision making	It is a very remote district and to ensure productivity, accommodation has to be provided for staff to stop them from commuting to work daily from the surrounding communities.
28	AR	Sekyere Central	Remarks: The overall performance is a true reflection of the assessment result of the Assembly.	Remarks: The overall observation is the lack of documentary evidence to support claim of having undertaken an activity. It is recommended that the staff are given a refresher course in report writing to enable them imbibe that culture.  CB: The main capacity need identified is a refresher course in report writing to enable staff document activities properly.
29	AR	Sekyere East		Remarks: The DCD requested to benefit from the outside training since no one from the district has benefitted. They would want to have the opportunity to travel to Denmark, Japan or South Africa to have that exposure.
30	AR	Sekyere South		Remarks: On the whole, they are on track with all KPAs and deserve commendation as enough evidence was sighted to back ratings.  CB: The DCD requested a refresher course in innovations and strategic thinking and human resources management.

No	REG	Name of MMDA	Specific Remarks on the overall Performance & CB Needs (brief) by MMDA	Specific Remarks on the overall Performance & CB Needs (brief) by M&V Team
31	BAR	Asunafo North Municipal	<p>Remarks: he is a good team leader and player rallying around his co workers to deliver.</p> <p>CB: Training in Chief Executives Course</p>	<p>Remarks: Efforts at revenue mobilization through the use of GIS is highly commendable. Employing Community Led Total Sanitation (CLTS) as approach to tackling sanitation is equally laudable. Achievement on the indicators are very good. Efforts in climate change adaptation and mitigation is another feather in the cap. May require training on conflict management.</p>
32	BAR	Asunafo South	<p>Remarks: there was effective and efficient use of resources CB: innovation and strategic thinking, leadership and decision making</p>	<p>Indicators in top priority area have two DDF-oriented indicators which as earlier observed do not indicate the main indicators that DDF/FOAT assesses. The rest of the indicators are sharp and if like FOAT will go with identical FOAT indicators, would improve service delivery and development of the District. Training may be required in Change Management, Ppressure management and Conflict Management.</p>
33	BAR	Asutifi North	<p>Remarks: performed excellent during year under review</p> <p>CB: Chief executive course</p>	<p>Great awareness on climate change, environmental and gender issues. The need to do more in engaging in adaptation and mitigation.</p> <p>The Municipality should do well to employ more modern ICT to manage their data.</p> <p>Conflict management, mentoring and coaching skills and ICT skills required.</p>
34	BAR	Asutifi South	<p>Remarks: A true reflection of the District performance in the year 2015.</p> <p>CB: training in conflict management, effective communication, project management</p>	<p>But for the FOAT/DDF indicator, the Assembly has performed so well. Understanding of how to set indicators and performance on the indicators are highly commendable. Generally, performance in the report was excellent. Improvement on IGF by 25% is particularly commendable.</p>

No	REG	Name of MMDA	Specific Remarks on the overall Performance & CB Needs (brief) by MMDA	Specific Remarks on the overall Performance & CB Needs (brief) by M&V Team
35	BAR	Atebubu-Amantin	<p>Remarks: late release of funds delayed the implementation of policies and projects</p> <p>CB: training in IT &amp; Chief Executive programme</p>	<p>Indicators in KPA 1 are very appropriate to the socio-economic development of the District. They are well crafted and very easy to measure. All the indicators are part of the MTDP of the Assembly.</p> <p>Performance on all indicators means the District is in good hands. The work the Assembly is being supported to do on climate change through GSOP is very essential in the lives of largely farming communities of the District. The District is handling security issues very well.</p> <p>Organisational change, conflict management and ICT skills may need to be enhanced.</p>
36	BAR	Berekum Municipal	<p>Remarks: Has a knack for achieving results and has also demonstrated that given the needed support, he will perform to the best of his ability</p> <p>CB: Refresher course in Monitoring and Evaluation</p>	<p>KPA 1 focused only on education and health which perhaps are the key development gaps of the Assembly. The Assembly performed so well on these indicators and must be commended. The registry and other core functions are supported by the use of modern ICT.</p> <p>May require training on how to organize workload and how to manage pressure. May also require training in financial issues and accountability.</p>
37	BAR	Dormaa East	<p>Remarks: performance during the period under review was highly impressive.</p> <p>CB: Organisation and management, job knowledge and technical skills</p>	<p>Indicators adequately explained and measurable. Displayed general understanding of indicators and timely actions were taken.</p> <p>Needs training to be able to sustain quality. Training is needed on conflict management.</p>
38	BAR	Dormaa Central Municipal	<p>Remarks: the achievement of the score is a true reflection of the strength and competencies of the officer</p> <p>CB: Senior management course</p>	<p>On the whole performance in the report has been excellent. Interactive platforms could be created by having scheduled programmes of interaction on local FM stations and Information Centres. Training required on Organisational change and conflict management.</p>

No	REG	Name of MMDA	Specific Remarks on the overall Performance & CB Needs (brief) by MMDA	Specific Remarks on the overall Performance & CB Needs (brief) by M&V Team
39	BAR	Dormaa West	Remarks: overall performance was very good.  CB: Public Policy & Development, Project Management, Public Financial Management	Generally, performance was excellent. Training required in Conflict Management. He may also want to enhance skills in ICT and knowledge in climate change.
40	BAR	Jaman North	Remarks: A true reflection of the District performance in the year 2015	On the whole performance in the report has been excellent. Most indicators have been achieved. Training required in conflict management, managing and working under pressure and being able to maintain or sustain quality over a long period.
41	BAR	Jaman South	Remarks: Some targets could not be met due to some key challenges	The District would do well to focus a lot on climate change as it has a large rural community dependent on agriculture. Interactivity with the public should focus more on using local media in the form of Information centres and local FM stations. Conflict management and mentoring and coaching skills are needed.
42	BAR	Kintampo North Municipal	Remarks: the scoring was a reflection of what has transpired over the year.	A lot of perfect scores indicating great performance and awareness of duties and commitment to performance. Indicators in top priority area (KPA 1) focused only on water and sanitation but extent of performance on them is excellent. Good awareness of climate change issues and efforts to address adaptation are commendable. It is essential however, to improve on registry and adopt the use of modern technology in data management. Knowledge enhance in ICT. Training in Conflict Management and ability to mentor and coach colleagues and subordinates.

No	REG	Name of MMDA	Specific Remarks on the overall Performance & CB Needs (brief) by MMDA	Specific Remarks on the overall Performance & CB Needs (brief) by M&V Team
43	BAR	Kintampo South	<p>Remarks: Overall performance was outstanding.</p> <p>CB: training programme in senior management</p>	<p>Assembly set good indicators and worked effectively within timelines. Priorities are reflected in MTDP. Water and sanitation, health and education makes the KPA 1 multi-dimensional and means development is spread across various sectors. This is commendable.</p> <p>Knowledge in climate change and activities towards enhancing adaptive capacities of farmers are crucial in protecting livelihoods of predominantly farming communities.</p> <p>Training may be required in Conflict Management and ability to manage pressure.</p>
44	BAR	Nkoranza North	<p>The Assembly performed satisfactorily well over the period under review.</p>	<p>Indicators are all based on the MTDP of the Assembly. They are very well cut out and clearly measurable. They are all geared at ensuring socio-economic development. The case of downturn of rain and DKM Financial Services have affected lives in the District. Performance on indicators show, however, that the District is coping well. Managing pressure, enhanced knowledge in financial issues and networking ability are areas that capacity building could focus.</p>
45	BAR	Nkoranza South Municipal	<p>Remarks: MCD was hardworking and his performance is acceptable.</p>	<p>The overall performance on indicators shows that technical and professional abilities of DCD and team cannot be faulted. The challenge exists in peculiar financial circumstances and general issues like DKM and poor attitude to data management respectively. The exercise of good judgment, skills in conflict management and organisational development are the areas that may require capacity building.</p>
46	BAR	Pru	<p>Remarks: Achievement and performance under review was very good</p> <p>CB: monitoring of projects and programmes</p>	<p>General performance on indicators was excellent. However, the indicators in the KPA 1 were not captured well and it was through discussions that we settled on activities that fall under the wide themes.</p>

No	REG	Name of MMDA	Specific Remarks on the overall Performance & CB Needs (brief) by MMDA	Specific Remarks on the overall Performance & CB Needs (brief) by M&V Team
47	BAR	Sene West	Remarks: Performance achievement was due to high committed level of staff	Indicators in priority area are good for socio-economic development. The Assembly is working hard under difficult financial conditions. The presence of GSOP in enhancing adaptive capacities of farmers is highly commendable. Training on how to work together to achieve common goals. Training in Conflict management and in financial issues.
48	BAR	Sene East	Remarks: Has performed creditably and professionally	The Assembly set very good indicators that are all captured in the Assembly's MTDP and are easily quantifiable and measurable. The District is coping and handling security issues very professionally. There is need to build and improve on interactivity with the public. ICT skills, conflict management, cross-functional awareness of issues organisational change management are areas that may require capacity building.
49	BAR	Sunyani Municipal	Remarks: was able to achieve with great satisfaction all the KPIs during contract period  CB: Leadership & decision making, Negotiation and conflict management	Great awareness on climate change, environmental and gender issues. The need to do more in engaging in adaptation and mitigation.  Conflict management, mentoring and coaching skills and ICT skills.
50	BAR	Sunyani West	Remarks: overall performance was very good inspite of challenges  CB: senior management and chief executive programme	Indicators in the KPA 1 are very good and very clearly stated. All of the indicators are taken from the Assembly's MTDP. However, efforts could be doubled up on the delivery on the indicators. Overall performance on key indicators was very good.  May require training to achieve ability to demonstrate cross-functional awareness and support for organisational change.

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51	BAR	Tain	<p>Remarks: officer effectively mobilised his officers and resources to excellently execute his mandate to my admiration</p> <p>CB: training in leadership</p>	<p>The indicators could have been sharper with timelines. The District developed good indicators reflecting security and infrastructure needs of the Assembly. Interactive platforms should concentrate on use of Information centres and local FM station. He needs to build his capability to manage conflict and ability to sustain quality.</p>
52	BAR	Banda	<p>Remarks: performed creditably well during the period.</p> <p>CB: Senior management skills</p>	<p>The indicators for the top-priority area reflect the urgent needs of a new and young District. The infrastructural provisions for key staff is appropriate in the circumstances of a rural community where (decent) accommodation is hard to come by. Importance must also be attached to the issue of climate change which is a developmental issue and affects livelihoods of a population which is rural and extremely dependent on farming.</p> <p>May require training in Conflict Management, Financial Management and ICT skills.</p>
53	BAR	Tano North	<p>Remarks: Performance can be attributed to the support and dedication of all the departments and units during year under review.</p> <p>CB: senior management course</p>	<p>Indicators are good and are all geared at promoting socio-economic development. The indicators are well crafted and easily measurable.</p> <p>Great attitude to work and good technical ability. Performance on indicators show the District is on the right path. There is need to attach a lot more seriousness to climate change issues. Support for organisational change, organisational development and skills in ICT may need to be enhanced.</p>

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54	BAR	Tano South	Remarks: was able to achieve with great satisfaction all the KPIs during contract period	Indicators are clearly stated and easily measurable and emanate from GSGDA and are all duly captured in the Assembly's MTDP. On the whole performance in the report has been excellent. Performance in most of the key areas was very good. There is the need to employ up-to-date technology in managing records. Interactive platforms must be worked on by creating scheduled programmes of interaction on local FM stations and Information Centres. Conflict management, ability in financial issues, ability to exercise good judgement and ability to support organisational change are skills that could be enhanced
55	BAR	Techiman Municipal	Remarks: An outstanding performance  CB: strategic planning and management, Local economic development	The indicators for the top-priority area reflect the Ghana Shared Growth and Development Agenda (GSGDA). Understanding on indicators is quite low. For example, it was indicated that they would work to achieve high score on FOAT assessment yet there are no indicators to measure and know how well they are working and if it is based on reports sent then a fair assessment should be by the one receiving the report. Another example is indicator 3 which is to improve sanitation by 50% and this is not a measurable indicator. Training in conflict management is required. Training required on financial management and related issues. ICT skills need to be enhanced.
56	BAR	Techiman North	Remarks:in terms of timeliness her performance was excellent.  CB: Senior Management courses	All the indicators in KPA 1 are captured in the MTDP of the Assembly. The indicators are well couched out and readily measurable. However, note should be taken of national directives on minimum number of provisions on certain indicators. There is the need to employ current ICT and other applications to improve on revenue mobilization in the Municipality. May require training in conflict management.

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57	BAR	Wenchi Municipal	<p>Remarks: work output during the year under review was phenomenal.</p> <p>CB: training in senior management program</p>	<p>All the indicators in KPA 1 are captured in the MTDP of the Assembly. The indicators are well couched out and readily measurable.</p> <p>However, note should be taken of national directives on minimum number of provisions on certain indicators. There is the need to employ current ICT and other applications to improve on revenue mobilization in the Municipality. May require training in conflict management.</p>
58	CR	Abura Asebu Kwamankesse	<p>Remarks: Generally, the Assembly did well. The major problem faced was the delay in release of funds.</p> <p>CB: Undergo training to enhance personal development needs</p>	<p>The DCD should endeavor to sharpen his skills in Leadership and Decision-Making.</p>
59	CR	Agona East	<p>Remarks: The Assembly performed very well and must keep it up.</p> <p>CB: Executive management course</p>	<p>The DCD should be encouraged to participate in programmes in Developing and Managing Budgets as well as Supporting and Cooperating with staff.</p>
60	CR	Agona West Municipal	<p>Remarks: The officer worked effectively and efficiently to achieve high performance result.</p> <p>CB: training course in Leadership and organisational Development</p>	<p>Generally, scores were consistent with evidence provided. Training course in Leadership is recommended.</p>
61	CR	Ajumako-Enyan-Essiam	<p>Remarks: Most targets were met and performance was generally good</p> <p>CB: training on conflict resolution</p>	<p>The Team suggests training programmes in Conflict Management and Seminars on Leadership and Decision making for the DCD. Strengthening of these competencies will result in an improvement of Scores in the subsequent Performance Contract</p>

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62	CR	Asikuma Odoben Brakwa	<p>Remarks: Achieved minimum number of agreed indicators and provided adequate supporting reasons for not achieving all of the specified targets</p> <p>CB: training in Change Management, Conflict Management, Networking and Counselling</p>	<p>The Assembly scored relatively better in the area of Human Resource (HR) Management. The Assembly could have done better, if due diligence was done in the assessment and scoring. In many instances, the deliverables were achieved and low scores were indicated.</p> <p>The DCD should be encouraged to participate in conferences and workshops on Organisational Development with a view to improving his capabilities in the management of the Assembly.</p>
63	CR	Assin North Municipal	<p>Remarks: Most of the targets have been achieved.</p> <p>CB: training in conflict resolution</p>	<p>The DCD would need a training programme in the areas of Leadership and Decision Making.</p>
64	CR	Assin South	<p>Displayed excellent performance during review period</p>	<p>The DCD should be supported to undertake courses in the areas of Innovation and Strategic Thinking and Leadership and Decision -making</p>
65	CR	Awutu Senya	<p>Remarks: Has achieved all indicators and has produced results of good quality within agreed timelines.</p> <p>CB: need performance management.</p>	<p>The Team suggests the DCD continuously participate in workshops and seminars to further expose him better in the areas of Organisational Development and Improvement and Communication (Oral, Written &amp; Electronic).</p>
66	CR	Awutu Senya East Municipal		<p>An orientation programme in Organisational Development and Improvement is recommended</p>
67	CR	Cape Coast Metropolitan	<p>Remarks: performance is excellent despite the irregular and untimely release of funds</p>	<p>The team proposes a workshop on Effective Negotiation and Management of Conflicts.</p>

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68	CR	Efutu Municipal	Remarks: demonstrated exemplary leadership that brought about a lot of development in the Municipality  CB: Training in financial management and budgeting procedures	A training programme in Financial Management and Budgetary Procedures recommended.
69	CR	Gomoa East	Remarks: Displayed excellent performance during review period  CB: training in Leadership and strategic decision making, communication and conflict management, innovation and strategic thinking, development management	The DCD should undertake Senior Executives Programs and other courses to further sharpen his skills, particularly in Conflict Management and Resolution.
70	CR	Gomoa West	Remarks: performance was very satisfactory  CB: training in senior management course and chief executive course at GIMPA	The DCD should continue to participate in seminars and conferences in senior management.
71	CR	Komenda Edina Eguafo Abirem Municipal	Remarks: Performance very commendable despite numerous challenges in the year under review	The DCD should be encouraged to attend workshops and seminars in the area of Maximizing and Maintaining Productivity.
72	CR	Mfantseman Municipal	Remarks: Most targets were met and there is more room for improvement  CB: training on conflict resolution	The DCD should avail himself to seminars on Communication (Oral, Written & Electronic) to further sharpen his skills.

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73	CR	Ekumfi	Remarks: high level of performance shown and met most of the targets set  CB: training in Organisation Development and Chain Management	The DCD may have to sharpen his skills further in Leadership and Decision Making, including; Workshops.
74	CR	Twifo Ati-Morkwa	Remarks: showed commitment to his work and able to inspire his staff to get along with him	The DCD should sharpen his knowledge in Conflict Management through Senior Executive program
75	CR	Twifo Hemang Lower Denkyira	Remarks: Displayed excellent performance during review period	Organisational Development and Improvement Leadership and Decision Making skills required.
76	CR	Upper Denkyira East Municipal	The officer was near excellent in the discharge of his duties  CB: organisation and management, communication skills development	The MCD should be encouraged to attend workshops on Senior Management and Developing and Managing Budgets.
77	CR	Upper Denkyira West	The officer was near excellent in the discharge and performance of his duties  CB: organisation and management, communication skills development	The DCD should continuously sharpen his skills in the area of Communication (Oral, Written& Electronic) and Conflict Management/Resolution. This can be done through participating in Seminars and conferences.

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78	ER	Akwapim North Municipal	<p>Remarks: high level of cooperation led to the high achievement</p> <p>CB: reorientation of the laws and regulations governing the Local Government Service</p>	<p>The delays in release of the DDF are a hindrance to meeting targets on time. The HR is on top of issues. However, there are obvious challenges with performance appraisal and there is a need to deepen understanding of the appraisal system especially to the Decentralised units to improve performance. Contract for the performance of the MCD/DCD should be signed before the year ends to be able to start yearly operations early.</p>
79	ER	Nsawam-Adoagyiri Municipal	<p>Remarks: has achieved most of the KPIs and has demonstrated high level of professionalism</p> <p>CB: senior Management course</p>	<p>Performance reporting, with constraints from ARIC not having a full constitution of committee members owing to the Assembly dissolution. It is recommended that in the absence of a chairman the LGS should seek an amendment of this Act to have a substantive chairman to steer the committee in addressing audit queries. The only training required by the MCD is the Senior Management course training at ILGS</p>
80	ER	Akwapim South	<p>Remarks: No objection to the ratings</p>	<p>There is room for improvement in meeting tasks such as trainings in order not to undermine the overall objective of the Performance Management system (PMS) to create and maintain a high performance culture.</p> <p>The DCD did not pay attention to any CB needs and competencies as he is retiring in 2 years. It is recommended that the officer upgrades his IT as he admits that is a weak area for him.</p>

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81	ER	Akyemansa	Remarks: Plans are being put in place to ensure higher marks to ensure effective delivery of service	There is a willingness to transform the district which lacks resources to generate IGF through developmental projects. There is a sense of despair from HR in having the requisite Human resource as staffs refuse postings to this District due to lack of accommodation despite the numerous vacancies and the general outlook of the district without good schools, hospitals and social amenities to support relocated families. There were no CB needs as DCD has been transferred.
82	ER	Asuogyaman	Remarks: very hardworking and dedicated but needs improvement in firmness and the will to reprimand subordinates	The Assembly fared well for the area of IGF despite the challenges in the dip in revenues from the closure of the Adomi Bridge as well as the drop of water level of the Volta Lake which caused the fold up of most Aqua culture businesses. Most Appraisals form has not been filled as staff found the forms too cumbersome to fill. The Assembly should improve their client focus and transparency standards by having a functional interactive platform.
83	ER	Atiwa	Remarks: met all performance indicators to a large extent  CB: procurement project and management	Unable to have all quarterly meetings without the full complement of the committee. It is recommended the LGSS seeks an amendment to the Act that will allow the assemblies have an alternate person to act as a substantive chairman within the dissolution period to forestall operational challenges in future. Very commendable efforts being made as an Assembly in safeguarding the Atiwa forest with coordinated collaborations with Forestry Commission and law enforcement agencies in the District. More generic trainings should be done for the Assembly in capacity building. Under schedule 2 the DCD indicated only performance appraisals had been done and no other trainings as requested.

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84	ER	Birim Central Municipal	Remarks: officer is professionally competent  CB: strategic and senior management training	Despite the submission of all reports, some targets were not achievable due to funding delays, especially the timely release of DDF. There are challenges with understanding and filling of the Appraisal forms as its cumbersome. There is a need to have intensified training.
85	ER	Birim North	Remarks: Performance met the target under the period of reporting  CB: developing and managing budgets, job knowledge and technical skills	Being a mining area the Assembly is heavily dependent on the operations of Newmont and subcontractors for revenue. There is a need to raise IGF from other sources. It is recommended the Assembly assesses properties to charge property rate. Some Staff Appraisal not complete as HR officer is having challenges with staff not fully embracing the process. The Assembly currently has a website but not too active. They depend on ISD, community radio, and the horn of their bus and notice board for dissemination of information. Most training is done on the job.
86	ER	Birim South	Remarks: performed outstanding	Trainings for revenue staff that needs to be intensified. The HR manager is very much abreast and effectively implemented appraisals.  There is no newsletter in place and website due to internet connectivity challenges. Working closely with Ofie FM station and Achiase information centre. Few public fora held with others yet to be done. Lack of funds is the challenge but recommended to find resource persons within the MMDA to support such activities.
87	ER	East Akim Municipal		An appreciable release of funds will improve implementation of capacity building needs on time. There are challenges with understanding and filling of the Appraisal forms as they are cumbersome. Strategies are skewed to district specific needs in mainstreaming strategies.  MCD could not be assessed under schedule 2 as he has been transferred.

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88	ER	Fanteakwa	Remarks: performance by the assembly was satisfactory CB: Project Management course, leadership and decision making programme	Commendable effort in being client focused and participatory. Despite the submission of all reports, only half of the targets were achieved due to funding delays, especially the late release of DDF. The CSU needs urgent attention as well as training needs as soon as the funds are available. The performance evaluation should be done early in the year like the budget by January.
89	ER	Kwaebibirem	Remarks: was effective and efficient in the performance of his duties CB: ICT & financial management	
90	ER	Denkyembour		
91	ER	Kwahu East	Remarks: overall performance was good	There is a good effort in performance in MMDA priority areas. Management acted on the audit queries with clearance from Audit Service to take action. The DCD needs training in senior management course at GIMPA specifically in HR or OD for Senior Management Directors.
93	ER	Kwahu Afram Plains South	Remarks: officer has performed creditably	Challenges on inflows of DACF and DDF stalled activity implementation. The score was low for indicator 6.3 due to their inability to include activities in report although done. They also have plans to intensify training on Climate change particularly bush fire education which is caused by Fulani herdsmen.

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94	ER	Kwahu South	Remarks: achieved very satisfactory performance	A good effort in performance in MMDA priority areas. Inconsistencies in staffing norms creating challenges for HRM, for instance Scheme of service for watchmen is not clear and must be resolved. Lack of full cooperation of Decentralised Departments at the time of reporting delays submission of progress reports.
95	ER	Kwahu West Municipal		To help manage the transition of Decentralised Departments more training need to be done for them to appreciate the change and report vertically and not horizontally. Performance in customer service is good all round with a customer service charter in place. Have a newsletter and highly collaborate with radio stations. Very participatory/accountable public forum approach. A good effort at mainstreaming strategies with good collaboration in place.
96	ER	Lower Manya Krobo Municipal		Most documents are on file but with no submission date and cover letters. HR officer has challenges with an appraisal plan as she lacks the requisite knowledge on how to develop one. Unable to have all quarterly meetings in the absence of a chairman of the ARIC. It is recommended the LGSS seeks an amendment to the Act that will allow the assemblies have an alternate person act as a substantive chairman within the dissolution period to forestall operational challenges in future.

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97	ER	New Juaben Municipal	Remarks: Performance was quite outstanding	There are challenges with having all staff being closely monitored as they are scattered far and wide due to the nature of the office accommodation. There will be a look at remodeling the existing MMDA offices to make room for other staff to be relocated closer. In the crosscutting areas the Municipality is in a low lying area and the storm drains are small so there is perennial flooding. There is the need to have Department of Urban Roads assist in the redesigning of major storm drains to ease the perennial flooding.
98	ER	Suhum Municipal	Remarks: The officer worked assiduously to help the Assembly achieve the set target	There is a general concern of the late release of the DACF and DDF which affects implementation of activities in both the CB plan and Annual Action Plan. There are staff vacancies that need to be filled upon the retirement of staff, however the ban on recruitment has kept this situation pending. The LGSS needs to have exceptions made for such vacancies to be filled. The MMDA is requesting an involvement in planning to be more efficient especially the Planning Unit.
99	ER	Ayensuano	Remarks: achieved all indicators and provided results of good quality  CB: innovation and strategic thinking, leadership	More could have been achieved but the late release of funds is hampering the timely implementation of both developmental and CB activities. There is an obvious challenge with staff appraisals and vacancies that have been created by staff retiring and yet HR has no replacements owing to ban on recruitments. LGS could look at this directive and make exception for the replacement of retirees. Trainings should be made a top priority for the Assembly.
100	ER	Upper Manya Krobo	Remarks: Performance was quite outstanding	Capacity building not done because the HR officer does not understand what it entails. There is a need to have RCC HR Manager in building capacity of MMDA's HR Unit.

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101	ER	West Akim Municipal		Integration of departments is ongoing. A good effort at exhibiting accountability with the sub district structures.
102	ER	Upper West Akim		The disability fund will improve if the funds are released timely. Capacity building not done because HR officer does not understand what it entails. There is a need to have RCC HR assist in building capacity of MMDA's HR. There is a need for LGS to relook at the new Assemblies created and ensure that they are functional.
103	ER	Yilo Krobo Municipal	Remarks: MCD is very hardworking and competent. His performance was excellent and commendable	All priority areas of the MMDA are almost completed. There are challenges with understanding and filling of the Appraisal forms as they are cumbersome; There is a need to intensify training. Unable to have all quarterly meetings in the absence of a chairman for Audit committee due to the dissolution of the Assembly. It is recommended the LGSS seeks an amendment to the Act that will allow the assemblies have an alternate person act as a substantive chairman.
104	GAR	Accra Metropolitan		MCD confirmed has considerable skills and abilities to make him efficient. He however emphasized on the need to motivate staff in view of the stressful nature of work in the Assembly. Believes that planning is key to effective management and also considers delegation of responsibility as a better approach to getting subordinates to learn
105	GAR	La Dade-Kotopon Municipal	Remarks: performance has been outstanding and most of the targets have been met	The personal development plans are in place but Coordinating Director could not follow the plan due to pressure of work and lack of funding for the capacity building programmes.

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106	GAR	Adentan Municipal		Scored high on all areas of competencies. However, most of the planned capacity building programmes planned for the year could not materialize due to pressure of work preventing the MCD to undergo training as well as lack of funds for training purposes.
107	GAR	Ashaiman Municipal	Remarks: he fully met and exceeded the agreed indicators and timelines and has produced results of excellent quality	MCD is very much knowledgeable and has skills and abilities under the various competencies. He is a good leader and an effective manager.
108	GAR	Ada East	Remarks: met most of the targets with very challenging circumstances with regards to records restructuring, procurement delays.	DCD rated himself high in competencies. He planned for a capacity building programme but lack of funding prevented him from pursuing the programme
109	GAR	Ada West		DCD acknowledged that he is quite knowledgeable with skills and abilities under the various competencies. He however recommended mentoring as a strategy for improving skills.
110	GAR	Shai-Osudoku	Remarks: he fully met and exceeded the agreed indicators and timelines and has produced results of excellent quality	Not rated in the evaluation report. DCD however confirmed that he has competencies in all the identified competencies under the performance report. DCD also admitted that he needs further improvement through training to become better skilled person and efficient in his work.
111	GAR	Ningo-Prampram	Remarks: he fully met and exceeded the agreed indicators and timelines and has produced results of excellent quality	DCD has knowledge and skills and abilities that enable him to effectively perform his duties. He is regarded as a good manager.

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112	GAR	Ga East Municipal	Remarks: Performance has been largely commendable	DCD has knowledge and skills and abilities that enable him to effectively perform his duties. He is regarded as a good manager.
113	GAR	La Nkwantanang-Madina Municipal	CB: training in conflict and change management required.	Scored high marks on competencies. Regarded as a good leader and also effective team player. Thinks he needs training in Strategic Thinking and innovation. Suggested that LGSS takes over the organisation of development training programmes for all Co-ordinating Directors as the Assemblies often face funding challenges for such training programmes
114	GAR	Ga West Municipal		MCD believes that she is presently equipped with so much skills and abilities which facilitate her work effectively. However, she indicated that trends in knowledge and technology keeps changing so she will need to improve and stay abreast with modern developments. She was referred to as an excellent leader who always shared her experiences with her team.
115	GAR	Ledzokuku-Krowor Municipal	Remarks: Achieved targets set for itself  CB: Training in innovation and strategic thinking, project management and monitoring and evaluation	
116	GAR	Tema Metropolitan		MCD confirms he possesses sufficient knowledge, skills and abilities that fall under the competencies. He regretted that pressure of work did not permit him to follow his development plan as he could not attend a training programme he had earlier identified for his development.

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117	GAR	Kpone Katamanso	<p>Remarks: performance by the Assembly was generally good in spite of the numerous setbacks such as boundary disputes, disasters like flood and delays in the release of funds</p> <p>CB: Project and contract management, training in procurement</p>	DCD was highly rated under the competencies. His abilities to plan, organize and manage work is known to have significantly improved as more and more projects are completed by the Assembly
118	GAR	Ga South Municipal	<p>Overall performance was excellent and could have been better if funds were received on time</p> <p>CB: training in conflict management</p>	MCD is rated as a good leader. He has good rapport with staff. He also involved them in decision making. He agreed that there are always new things to learn in management and regretted that planned capacity building programmes had not been successful because of pressure of work and lack of funding.
119	GAR	Ga Central Municipal		MCD admitted he has strong points in some competency areas. Indicated what he presently needs is training in "Change Management"
120	NR	Bole	<p>Remarks: officer's performance has been very good CB: innovation and strategic thinking</p>	DCD needs training in client Service Management, Records Management and Orientation for Technical Staff
121	NR	Bunkpurugu-Yunyoo		DCD needs training in client service management, conflict Management, Procurement and Contract Management, Records management, Information Management, Revenue Mobilization.

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122	NR	Central Gonja	Remarks: has achieved most of the indicators and timelines and has produced results of excellent quality  CB: Senior Management, Risk management and Chief Executive course	The DCD's performance with regards to the performance contract is very good. Out of a total of 22 KPIs, 14 ratings were confirmed and agreed with. Establishing and making functional Client Services unit should be given attention.
123	NR	Chereponi		DCD needs training in client service management, records keeping and management, Monitoring and Evaluation, Budgeting and Budgetary Controls/Variations, Risk Management, Time Management, ICT and Auditing Software.
124	NR	East Gonja	Remarks: Performance very commendable	Procurement and Contract Management Labour Laws and Human Resource Management Training on Records Keeping and Management Budgeting and Financial Management
125	NR	East Mamprusi		Engagement of Physical Planning Officer to complete Decentralised Departments Training on Conflict management Training on Records Keeping and management Training on Revenue mobilization and management.
126	NR	Gushiegu	Remarks: performance was generally good and commendable inspite of delay in release of statutory funds  CB: conflict management, procurement and contract management	Not all the KPIs have been SMART but general performance has not been that bad. Out of 22 KPIs, 13 ratings were confirmed. MMDA must focus on records management, interactive platforms, internal training and the general client service initiatives as the problem areas.

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127	NR	Karaga	Remarks: Generally, performance was good and there is more room for improvement	Non adherence to time lines was a major issue in some of the KPIs Need to pay critical attention to the issue of the Client Services Unit, observed that knowledge in the appraisal system is not sound. Observed that the rating /scoring was done without any deep thought. Out of 25 KPIs, 18 had their ratings confirmed and agreed on. MMDA however, has to pay attention to the following; improved registry, interactive platforms, service protocols and general meeting of time lines.
128	NR	Kpandai	Remarks: performance has been good despite the late release of funds CB: training in innovation and strategic thinking	Human Resource Training on Conflict Management Training on Records Keeping and Management Training on Revenue Mobilization and management.
129	NR	Nanumba North	Remarks: performance achievement is satisfactory considering the time the contract was signed	The performance of the DCD is good considering the unpredictable security situation. The contract has been performed/achieved in the circumstances. The MMDA however has to improve in the implementation of the annual action plan and its related issues. The appraisal system and processes need reinvigoration as the MMDA was shambolic. Client service initiatives and the general work environment improvement initiatives must be give an added attention. Ensuring peace and security should have been a top priority for the MMDA. 10 out of 22 KPIs had their ratings confirmed and the rest were altered.
130	NR	Nanumba South	Remarks: has achieved most indicators within agreed timelines  CB: innovation and strategic thinking, leadership and decision making and communication	Capacity building in Client service management, Gender mainstreaming and Internal Control Systems.

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131	NR	Saboba	Remarks: Performance was very excellent  CB: innovation and strategic thinking	The performance of the DCD with regards to the performance contract has been satisfactory. Almost all the KPIs in the KPAs were SMART, linked to the various service delivery standards and generally achieved some to some extent. Out of a total of 22 KPIs, 10 ratings were confirmed and 12 were adjusted either upwards or downwards.
132	NR	Savelugu Nanton Municipal	Remarks: fully met and exceeded indicators in the agreed timelines	The performance of the MCD with regards to the performance contract has been on a high note of achievement. Almost all the KPIs in the KPAs were SMART, linked to the various service delivery standards and generally achievement has been excellent. Client service initiatives need some upscaling on the part of the MMDA. 16 out of 22 KPIs had their ratings confirmed.
133	NR	Sawla-Tuna-Kalba	Remarks: performance was excellent  CB: cconflict resolution, project planning and management	Computer Training, Training on Records Keeping and management and Human Resource management.
134	NR	Tamale Metropolitan	Remarks: Performance of the MCD was commendable and all agreed indicators were achieved within the timeline  CB: Leadership seminar	Client service management, MIS, Records management Work place safety and disaster preparedness.
135	NR	Sagnerigu	Remarks: was able to achieve most of the agreed indicators and has produced results of great quality within agreed timelines	The performance of the DCD with regards to the performance contract has been satisfactory. Almost all the KPIs in the KPAs were SMART, linked to the various service delivery standards and generally achieved to some extent. Out of a total of 22 KPIs, 11 had their ratings confirmed and the others were altered.

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136	NR	Tolon	Remarks: Satisfactory performance but there is more room for improvement	The performance of the DCD with regards to the performance contract has been on a good note of achievement. Almost all the KPIs in the KPAs were SMART, linked to the various service delivery standards and generally achievement has been good. Client service initiatives and appraisal system should be given an extra eye. The MMDA had ratings of 18 KPIs being confirmed and agreed on and the rest were altered.
137	NR	Kumbungu	Remarks: performance over the period has been excellent  CB: Course in Senior Management, Human Resource and organisational	In all, 17 out of 22 KPIs had their ratings confirmed and agreed. Not all the KPIs in all the KPAs were SMART.MMDA however has to focus on the following going forward; general client service initiatives, implementation of annual action plan and financial management and the appraisal processes.
138	NR	West Gonja	Remarks: has achieved most agreed indicators have produced results of good quality within agreed timelines despite the untimely release of funds	The performance of the DCD with regards to the performance contract has been very good. Almost all the KPIs in the KPAs were SMART, linked to the various service delivery standards. From a total of 22 KPIs, 9 had their ratings confirmed and agreed and 13 ratings were altered. Interactive platforms, Sensitisation on LGS protocol and public hearings must be looked at again.
139	NR	North Gonja	Remarks: Performance was very good despite the untimely release of funds  CB: Organisational management, decision making & leadership skills	The performance of the DCD in executing the performance contract is generally good in a new and rural district. 17 KPIs out of 22 have their ratings confirmed and agreed on. The MMDA needs to do more in the areas of work place improvement initiatives generally, appraisal process. Implementations of both annual action plan and capacity building interventions have been problematic.

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140	NR	West Mamprusi	Remarks: Performamnce exceeded the requirement  CB: ICT traiinig	The performance of the DCD with regards to the performance contract has been very good. Almost all the KPIs in the KPAs were SMART, linked to the various service delivery standards. From a total of 22 KPIs, 9 had their ratings confirmed and agreed and13 ratings were altered. Interactive platforms, Sensitistion on LGS protocol and public hearings must be looked at again.
141	NR	Mamprugu-Moagduri		The overall performance of the DA is satisfactory considering the fact that it is a new District. The KPAs and their respective KPIs have been satisfied to some extent. The DA however needs to pay attention to work place environment, interactive platforms and records management and documentation.15 out of 22 KPIs were confirmed and 7 ratings were altered.
142	NR	Yendi Municipal	Remarks: satisfied with achievement so far	The performance of the DCD with regards to the performance contract has been very good. Almost all the KPIs in the KPAs were SMART, linked to the various service delivery standards. From a total of 22 KPIs, 9 had their ratings confirmed and agreed and 13 ratings were altered. The work improvement initiatives, interactive platforms and staff appraisal must be improved.
143	NR	Mion	Remarks: Most of the agreed indicators were met within agreed timelines	Capacity Building in Client service management, Records management, ICT, Revenue Mobilization.
144	NR	Zabzugu	Remarks: Performance has been very good despite the challenges  CB: training in leadership and stratergic thinking, human resource and project management	Capacity Building in Client service management, Budgeting and financial management, Records management, Human Resource Management, Office practice and procedures

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145	NR	Tatale Sanguli	Remarks: Performance has been very good despite the challenges	Capacity Building in Client service management, Records keeping and management, Minutes and Report Writing, Proposal Writing and ICT.
146	UER	Bawku Municipal		The scores regarding the general performance in the report is fairly representative as most of the areas have been achieved. There is however the need to improve on customer service management, records keeping and documentation, and creation of interactive platforms.
147	UER	Pusiga		The Pusiga District Assembly as new as it is has to some extent achieved the KPAs and their respective KPIs. A good observation is the attachments to the performance contract report, which made the report somehow evidence based. The DA must ensure that areas that it scores nothing should be a cause of concern and those areas must appear in the next contract.
148	UER	Binduri		As new district the priority area is just right. The overall status of the contract is that of meeting of set targets. The DA however needs to focus on location to a more permanent structure, organizing functional platforms, sensitizing staff on LGS protocols and the organisation of public fora. Some scores were overstated.
149	UER	Bawku West		The district has overall performed very well based on the performance in the areas and their associated indicators have to been achieved to a very large extent. The scores are representative of performance. There is however the need to pay attention to timeliness in the submission of reports and general plan of action in achieving on KPA3.

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150	UER	Bolgatanga Municipal	Inadequate and slow flow of funds; CB: Ability to develop self, staff and other stakeholders	Performance and targets have been achieved. The Municipal Assembly will need to focus on the LGS protocols, the appraisal process and the interactive platforms.
151	UER	Bongo		Performance and targets achieved as the evidence will show in both the performance report and from the verification exercise. Attention should be given to the appraisal processes, handing over of completed projects and public hearing.
152	UER	Builsa North		The general status of the KPAs and their respective KPIs is that they have been achieved. There is the need however to add some attachments as evidence of some of the activities as having been undertaken. The DA has to be timely in its deadline, and focus on client service initiatives for it is a major setback.
153	UER	Builsa South		The overall status of the performance of the District with regards to the KPAs and their respective KPIs is that they have been fairly achieved as most of the KPIs have not been fully achieved. As a new District in its formative years, it still has some basic constraints peculiar to new Districts. Client service initiatives still a major bottleneck for the DA.
154	UER	Garu-Tempane		The overall status of the performance of the District with regards to the KPAs and their respective KPIs is that they have been achieved as most of the KPIs have been fully achieved. A good observation of the report is the attachments of some documents as appendix, making the entire report evidence based.
155	UER	Kassena Nankana Municipal		The overall status of the performance of the Municipality on the KPAs and their respective KPIs is that they have been achieved to a large extent. A good observation of the report is the attachments of some documents as appendix, making the entire report evidence based. On the issue of the CSU, the Municipal

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				Assembly could be a model for other MMDAs in the Region. It is recommended that the LGS should recruit qualified staff with the minimum qualification for MMDAs.
156	UER	Kassena Nankana West		The overall status of the performance of the District with regards to the KPAs and their respective KPIs is that they have been achieved. There were some instances where the scores were overstated and vice versa. On the issue of the CSU, it is recommended that the LGS should recruit qualified staff with the minimum qualification for MMDAs. In the absence of this; MMDAs will resort to the option to adopt stop-gap measure which is likely to compromise quality of service delivery. Performance contract assessment should take into consideration the release of funds to the MMDAs.
157	UER	Talensi		There is a mix of high and low performance with regards to some KPAs and the associated indicators. The DA seriously has to look at records keeping and documentation for it was a major challenge. Customer service initiatives need to be improved and also integration of the Schedule 1 Departments must be given priority.
158	UER	Nabdam		The Nabdam District Assembly as new as it is, has to a larger extent achieved the KPAs and their respective KPIs. A good observation which must not go unnoticed is the attachments to the performance contract report, which made the report evidence based. The DA must ensure that the district administration building under construction is completed on time so that the DA will have the space to work well.
159	UWR	Jirapa	Remarks: excellent performance and needs to be recommended  CB: Senior Management Course	Capacity Building in Team building and leadership Improve human resource capacity

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160	UWR	Lambussie Karni		Capacity Building in Budgeting and variance management, Procurement management, Financial management, Leadership, Communication and management skills.
161	UWR	Lawra	Remarks: Assembly exceeded most of its targets	Capacity Building in Revenue mobilization skills Data management, ICT, Strengthening of human resource capacity
162	UWR	Nandom	Has done very well in harnessing human and other resources for the smooth operation of the District	Capacity Building in ICT & Revenue mobilization and management
163	UWR	Nadowli-Kaleo	Remarks: Above average performance  CB: Training in ICT, Financial Management and procurement needs	
164	UWR	Daffiama-Bissie-Issa		There is inadequate infrastructure, capacity Logistical constraints, Inadequate Human Resources (eg HR and Procurement officers) ICT Training for key staff
165	UWR	Sissala East		Capacity Building in Internet connectivity, Training on Clients management, Monitoring and Evaluation Records Management
166	UWR	Sissala West		Capacity Building in Internet connectivity, Training on Clients management, Monitoring and Evaluation

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167	UWR	Wa East	Remarks: Satisfied with the achievements though with some challenges  CB: Senior Management Course in GIMPA	Training on Organisational change and management,
168	UWR	Wa Municipal	Remarks: performance was commendable	Capacity Building in Clients Management Performance appraisal, Procurement and Contract management.
169	UWR	Wa West	Remarks: Goals were met, however there is a lot of work to be done  CB: more training on management and human resource development	
170	VR	Agortime Ziope	CB: Need more training on strategic thinking and implementation	The Agortime Ziope District Assembly is not doing so well due to the challenges between the Chief Executive and the Coordinating Director. This relationship does not augur well. The revenue base of the Assembly is also very low. Apart from this its quarterly management meetings and Client Service is doing well. The Coordinating Director with his experience is coordinating the activities of the Assembly to improve its operations but the adverse relationship with the DCE is not helping operations. Aside these challenges the Assembly is doing its best. The relationship between the Coordinating Director and other staff is cordial.
171	VR	Adaklu		The Adaklu District Assembly is doing very well in attracting Development Partners to assist in developmental projects and also with the operation of Decentralised Departments within the Assembly. The Coordinating Director is very hardworking, experienced, and effectively coordinating the activities of the

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				Assembly to improve its operations. The Coordinating Director with good human relationship skills is making good use of resources to improve the operations of the Assembly and the District as a whole. The hard work and commitment to duty is making an impact aside the challenges associated with acute water shortages. The relationship between the Coordinating Director and another staff is cordial.
172	VR	Akatsi South	Remarks: DCD was able to meet required targets;  CB: More career development programmes	The Akatsi South District Assembly is doing well with its developmental projects such as electricity rehabilitation, completion and renovation of Health Centre and Classroom Blocks which are key to the development of the District and geared towards improving the general operations of the Assembly. Aside the challenges confronting the Assembly, the Assembly is doing its best to overcome them. The Coordinating Director is doing his best and effectively coordinating the activities of the Assembly to improve its operations. The Coordinating Director has good human relationship skills. The hard work and commitment to duty is making an impact on the operations of the Assembly. The relationship between the Coordinating Director and another staff is cordial.
173	VR	Akatsi North	Remarks: He is a good leader and committed to duty  CB: training in negotiation and conflict resolution and training in new trends in ICT	The Akatsi North District Assembly is doing well with its Decentralised Departments and its Quarterly Management meetings and identifying new sources of revenue geared towards improving the general operations of the Assembly. Aside the challenges of inadequate office accommodation and residential accommodation coupled with revenue leakages, the Assembly is doing its best to overcome them. The Coordinating Director is doing his best and effectively coordinating the activities of the Assembly to improve its operations. The Coordinating Director has good human relationship skills. The hard work and commitment to duty is making an impact on the

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				operations of the Assembly. The relationship between the Coordinating Director and another staff is cordial.
174	VR	Biakoye	Much experienced gained in the roles and the job but participation in workshops have improved his organisational management, leadership and decision making skills	The Biakoye District Assembly is doing well in the performance of its duties in the area of CHPS Compound construction and the construction of classroom blocks. It is also doing well in the area of educating the public on their duties and responsibilities. The major challenge facing the Assembly is the overbank nature of the District which affect many of its developmental progress. The Coordination Director is effective and efficient in the performance of his duties
175	VR	Ho Municipal	Performance in the year has been very good but there is more room for improvement	The Ho Municipal Assembly is doing its best to improve the operations of the Assembly. Great effort was made in achieving the Top Priority Areas. There was significant improvement in IGF, Presidential Projects and Sanitation issues in the Municipality. There is the need therefore to improve in the areas of data collection and storage. Team building and capacity building of newly engaged officers is necessary.
176	VR	Ho West	Remarks: achievement under the KPA has been quite appreciable though there is more room for improvement	The Ho West District Assembly is doing well in the performance of its duties as an Assembly. This has to do with projects such as CHPS compounds and other developmental projects. Efforts are also being made to improve the operations of the Assembly. There is therefore the need to build the capacity of other members of staff to ensure the Assembly's continuous improvement in its operations. The Assembly did well with respect to its Top Priority Areas.

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177	VR	Hohoe Municipal	Performance for the period under review was very impressive. All agreed indicators and timelines met and excellent results produced. There are justifiable explanations for his shortcomings.	The Hohoe Municipal Assembly is doing well in the performance of its duties most especially in the areas of sanitation and also building the capacity of the youth in job creation and youth employment. Efforts are also being made to improve the general operations of the Assembly and also deal with the protracted conflict between Nkonya and Alavanyo. There is therefore the need to expedite action on the construction of its new office accommodation which is key in the general administration of the Assembly. The Assembly did well with respect to its Top Priority Areas.
178	VR	Afadzato South		The Afadzato South District Assembly is doing well with its Area Councils with much efforts to improve their operations. It is also doing well with developmental projects in the area of CHPS Compound and the management of its Disability Fund and its allocations. The Coordinating Director is experienced, knowledgeable with good human relationship skills. The Coordinating Director is employing all management skills to improve their operations. There is the need for the Assembly to continually build the capacity of its staff and revenue collectors in the general interest of the Assembly. The Assembly has an efficient and effective management system.
179	VR	Jasikan	Remarks: a lot has been achieved and could have done better but some of the performance issues were beyond staff control e.g., release of project fund	The Jasikan District Assembly is doing very well with its developmental projects such as Classroom Blocks and CHPS Compound. The Coordinating Director with his experience is effectively coordinating the activities of the Assembly to improve its operations. The Coordinating Director with good human relationship skills is making good use of resources to improve the operations of the Assembly and the District as a whole. The hard work and commitment to duty is making an impact aside the challenges associated with revenue generation and the capacity of staff to effectively handle operations due to

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				inexperience and the retirement of some officers in the Planning Unit. The relationship between the Coordinating Director and other staff is cordial
180	VR	Kadjebi	Remarks: Very good performance. More room for improvement  CB: Needs senior management training	The Kadjebi District Assembly is doing well with its Area Councils and Decentralised Departments. The Coordinating Director with his experience is effectively coordination the activities of the Assembly to improve its operations. The Coordinating Director with good human relationship skills is making good use of resources to improve the operations of the Assembly and the District as a whole. The hard work and commitment to duty is making an impact aside the challenges associated with the siting of Area Council between Dapaa and Pampawie. The relationship between the Coordinating Director and another staff is cordial.
181	VR	Keta Municipal		The Keta Municipal Assembly is doing well with its Revenue Collection, Town Hall Meetings, Construction of Car Park and dealing with the menace of Open Defecation which are key to the development of the Municipality and geared towards improving the general operations of the Assembly. Aside the challenges of open defecation and revenue collection challenges, the Assembly is doing its best to overcome them. The Coordinating Director is doing his best and effectively coordinating the activities of the Assembly to improve its operations. The Coordinating Director has good human relationship skills. The hard work and commitment to duty is making an impact on the operations of the Assembly. The relationship between the Coordinating Director and another staff is cordial.

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182	VR	Ketu North	Remarks: Performance for the period for the review was very good	The South Dayi District Assembly is doing well with its developmental projects in the areas of Classroom Blocks, CHPS Compound and Water Closet Toilets and most especially its Client Service Unit which is one of the best in the region. The Coordinating Directing who was on transfer to Ketu South Municipal Assembly during the exercise did very well for the Assembly in pushing for the development and improvement in the operations of the Assembly. There is the need for the incoming Coordinating Director to maintain the good work of the out-going Director to ensure sustainability. The Assembly has an efficient and effective management system.
183	VR	Ketu South		The Ketu South Municipal Assembly is doing very well in the allocation of LEAP activities and environmental health issues which are critical in improving the lives of the people in areas of poverty and health. The Coordinating Director is doing his best and effectively coordinating the activities of the Assembly to improve its operations. During the time of the exercise, he was on transfer to South Dayi District Assembly. The Coordinating Director has good human relationship skills. The hard work and commitment to duty is making an impact aside the challenges associated environmental health issues where the local people bury their dead in homes which is not a good practice. The relationship between the Coordinating Director and other staff is cordial
184	VR	Krachi East	Remarks: Officer has worked hard to exceed his target and can do well with the task ahead of him  CB: Training in leadership and decision making	The Krachi East District Assembly is doing well with its general operations. The Coordinating Director is making good use of resources to improve the operations of the Assembly and the District as a whole. The introduction of the Fire Service station in the district has really prevented several fire outbreaks as compared to the past. The relationship between the Coordinating Director and another staff is cordial. The cost of

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				mobilization tends to be higher than actual revenue collected due to the nature of Island in the area. The breakdown of vehicles is also not helping the Assembly.
185	VR	Krachi West	Has achieved almost all indicators and has met all timelines	The Krachi West District Assembly is doing very well in its developmental projects such as CHPS Compound construction and Classroom Block construction as well as the Teak Plantation and general operations of the Assembly. The Coordinating Director with his rich experience is effectively coordinating the activities of the Assembly to improve its operations. The Coordinating Director is transparent with good human relationship skills and he is making good use of resources to improve the operations of the Assembly and the District as a whole. The hard work and commitment to duty is exceptional despite the external challenges facing the Assembly. The relationship between the Coordinating Director and other staff is cordial.
186	VR	Krachi Nchumuru	Remarks: Assembly performance was very good. It could have been better had it not been factors like inadequate/inexperienced staff and untimely release of funds which affected the district  CB: Trainig in the areas of human resource management, procurement, contract management and physical planning to improve efficiency and effectiveness	The Krachi Nchumuru District Assembly is doing well in its developmental projects such as Classroom Block construction and the integration of its Decentralised Departments. The establishment of the District Fire station and the NHIS office at Chenderi has really helped the District in its developmental efforts. The Coordinating Director is doing well in improving the conditions of the Assembly despite the external challenges facing the Assembly. The relationship between the Coordinating Director and other staff is cordial.

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187	VR	Nkwanta North		The Nkwanta North District Assembly is not doing well with its general operations due to external factors beyond its control. Though the Coordinating Director is doing his best the external factors are negatively affecting its operations. The Assembly has limited number of staff since staff posted to the place spend few days and leave. The relationship between the Assembly staff and the Public is not cordial which is affecting revenue generation. The Assembly is faced with limited office facilities. These factors really affected the overall rating or marks for the Assembly. The Coordinating Director is experienced, knowledgeable with good human relationship skills.
188	VR	Nkwanta South		The Nkwanta South District Assembly is doing well with its Decentralised Departments. Efforts are being made by the Assembly to improve the general operations of the Assembly. The Coordinating Directing is experienced, knowledgeable with good human relationship skills. There is the need to build the capacity of Revenue Collectors and staff of the Assembly to improve the overall operations of the Assembly. The Assembly has an effective management system.
189	VR	Kpando Municipal	Remarks: The Assembly has performed above average however extra efforts are being made to perform better in extra years	The Kpando Municipal Assembly is not doing well in the performance of its duties most especially with respect to its general operations that has to do with revenue generation, education for the public in revenue generations etc. The Chief Executive should modify her management skills in order to see improvement in the operations of the Assembly. Efforts must be made to restore confidence in the management of the Assembly to see improvement in the Assembly. The internal inefficiencies affected the total rating of the Assembly.

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190	VR	North Dayi	Remarks: He ensured that the Assembly fully met the indicators and timelines and produced results of excellent qualities amidst challenges	The North Dayi District Assembly is doing well with its developmental projects in the areas of Classroom Blocks, CHPS Compound and Borehole Water Supply. The major challenge facing the Assembly is inadequate resources for revenue generation. There is the need for the Assembly to recruit and train new revenue staff and also equip the Assembly with vehicles for revenue collection. The Coordinating Director is effective and efficient in the performance of his duties
191	VR	Central Tongu	Remarks: Assembly performed creditably well	The Central Tongu District Assembly is doing well with its developmental projects such as Presidential Priority Projects, Sanitation and Waste Management and other areas of development which are key to the development of the District and geared towards improving the general operations of the Assembly. Aside the challenges confronting the Assembly, the Assembly is doing its best to overcome them. The Coordinating Director is doing his best and effectively coordinating the activities of the Assembly to improve its operations. The Coordinating Director has good human relationship skills. The hard work and commitment to duty is making an impact on the operations of the Assembly. The relationship between the Coordinating Director and other staff is cordial.
192	VR	North Tongu	Remarks: About 70% of the KPAs were met amidst the challenges  CB: Need capacity building courses to enhance overall performance	The North Tongu District Assembly is doing well with its developmental projects such as Presidential Priority Projects, Bye-laws on Sanitation and Waste Management as well as the operation of its Area Councils geared towards improving the general operations of the Assembly. Aside the challenges confronting the Assembly, the Assembly is doing its best to overcome them. The Coordinating Director is doing his best and effectively coordinating the activities of the Assembly to improve its operations. The Coordinating Director has good human relationship skills. The hard work and commitment to

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				duty is making an impact on the operations of the Assembly. The relationship between the Coordinating Director and other staff is cordial
193	VR	South Dayi	Remarks: Excellent performance. Met and exceeded agreed indicators and timelines and has produced excellent results and needs to upgrade computer skills	The South Dayi District Assembly is doing well with its developmental projects in the areas of Classroom Blocks, CHPS Compound and Water Closet Toilets and most especially its Client Service Unit which is one of the best in the region. The Coordinating Directing which during the exercise was on transfer to Ketu South Municipal Assembly did very well for the Assembly in pushing for the development and improvement in the operations of the Assembly. There is the need for the incoming Coordinating Director to maintain the good work of the out-going Director to ensure sustainability. The Assembly has an efficient and effective management system.
194	VR	South Tongu	Remarks: Performance was largely good, time concious and result oriented and needs to improve on KPA 3 &5	The South Tongu District Assembly is doing well with its developmental projects such as Police Staff Quarters, Classroom Blocks, Regravelling of selected roads and the rehabilitation of a High Court Building which are key to the development of the District and geared towards improving the general operations of the Assembly. Aside the challenges confronting the Assembly, the Assembly is doing its best to overcome them. The Coordinating Director is doing her best and effectively coordinating the activities of the Assembly to improve its operations. The Coordinating Director has good human relationship skills. The hard work and commitment to duty is making an impact on the operations of the Assembly. The relationship between the Coordinating Director and other staff is cordial.

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195	WR	Ahanta West	Remarks: the performance of the Assembly has been very good and has put in place adequate measures to improve upon capacity building and revenue mobilization	Capacity Building in Leadership and Decision Making Organisation Development and Improvement Innovation and Strategic Thinking
196	WR	Aowin	Remarks: Very good performance  CB: Diploma in local Government Administration, training in Senior Management	Capacity Building in Leadership and Decision-Making.
197	WR	Suaman	Remarks: Very good performance but for the late release of funds and logistical constraints a lot more could be achieved  CB: undertake a further study in Diploma in Local Government Administration and training in Senior Management	Capacity Building in Leadership and Decision-Making Organisation and Management
198	WR	Bia West	Remarks: performed very well considering the targets set for the year 2015	Capacity Building in Organizational Development and Improvement.
199	WR	Bia East	Remarks: Has met all targets	Capacity Building in Organisational Development and Improvement

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200	WR	Bibiani Anhwiaso Bekwai	Remarks: Generally, the appraisee exceeded performance targets set and recommendations outlined CB: Training in organisational management and accounting procedure	Capacity Building in Organisational Development and Improvement.
201	WR	Ellebele	Remarks: Experienced and hardworking, team player and gives equal chances to others to contribute to decisions CB: training in negotiations especially in oil and gas related.	Capacity Building in Leadership and Decision Making (Senior Management Courses at ILGS)
202	WR	Jomoro	Remarks: Could do much better with availability of financial and other resources	Capacity Building in Conflict Management
203	WR	Juabeso	Remarks: KPA 1 could not be fully reported or assessed due to inability of the FOAT secretariat to do the assessment on time  CB: Senior management and career development for staff of the assembly	Capacity Building in Organisation and Management

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204	WR	Bodie	Remarks: DCD has adequately met and exceeded the agreed targets and timelines and has produced quality results.  CB: electronic communication, customer satisfaction skills and ability to exercise good judgement skills	Capacity Building in Leadership and Decision Making
205	WR	Wassa East	Remarks: officer performed creditably during the period under review  CB: training in executive management and social economic development	Training in Public Policy Analysis. Seminars in Conflict Management. Training in Public Policy Analysis. Seminars in Conflict Management.
206	WR	Mpohor	Remarks: The District performed well during the year under review  CB: Training in Public Policy Analysis	Training in Public Policy Analysis. Seminars in Conflict Management.
207	WR	Nzema East Municipal	Remarks: Has achieved most of the indicators and has produced results of good quality  CB: training in senior management course and project management	Capacity Building in Leadership and Decision Making
208	WR	Prestea-Huni Valley	Remarks: level achieved by the DCD was very commendable  CB: training in innovation and strategic thinking	Capacity Building in a Course in Senior Management and Conflict Management.

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209	WR	Sefwi Akontombra	Remarks: Most of the performance targets/indicators set under the KPAs for the Assembly need to be improved  CB: training in Chief Executive course at GIMPA	Capacity Building in Leadership and Decision Making Organisation Development and Improvement Organisation and Management The DCD will require training programs in Conflict Management to be able to deal with the numerous challenges within the Assembly.
210	WR	Sefwi Wiawso Municipal	Remarks: most of the agreed indicators and has produced results of good quality within agreed timelines	Capacity Building in Training in Innovation and Strategic Thinking.
211	WR	Sekondi-Takoradi Metropolitan	Remarks: the officer has fully met and exceeded agreed indicators and timelines and produced results of excellent quality CB: Budget and financial Management, ICT, Conflict Resolution and Management	The MCD though good at his job, the Team suggests more training programs for him in the area of Innovation and Strategic Thinking.
212	WR	Shama	Remarks: the officer is results-oriented and possesses the relevant knowledge, skills and aptitude for her job and she is self-motivated and inspires others  CB: further training in result-based management to sharpen her skills	Capacity Building in Maximizing and Maintaining Productivity
213	WR	Tarkwa- Nsuaem Municipal	Remarks: the officer was able to meet most of the targets	Capacity Building in Senior Management programme

No	REG	Name of MMDA	Specific Remarks on the overall Performance & CB Needs (brief) by MMDA	Specific Remarks on the overall Performance & CB Needs (brief) by M&V Team
214	WR	Wassa Amenfi East	CB: training in procurement and project management	Capacity Building in Maximizing and Maintaining Productivity Organisation and Management Leadership and Decision Making and Organisational Development and Improvement.
215	WR	Wassa Amenfi West	Remarks: the overall performance during the period under consideration was remarkable  CB: training in Developing and amnaging budgets, ability to develop self, staff and other stakeholders	Capacity Building in Training in Executive Management and Social Economic Development.
216	WR	Wassa Amenfi Central	Remarks: Key achievements were all met on time and he is a dilligent and a conscientious worker	Capacity Building in Leadership and Decision Making

# **ANNEX 1**

## **SAMPLE 2015 PERFORMANCE CONTRACT & PROCESS OF MMDA**

## ANNEX 1. SAMPLE PERFORMANCE CONTRACT & PROCESS OF MMDA

### A. SCHEDULE 1: KEY PERFORMANCE AREAS

**KEY PERFORMANCE AREA (KPA) 1: INSTITUTION-SPECIFIC OUTPUTS AND DELIVERABLES  
(TOP PRIORITY AS FOR THE MMDA) (25 % OVERALL WEIGHT OUT OF SIX KPAs)**

KEY PERFORMANCE INDICATORS (KPIs)		WEIGHT %	SERVICE DELIVERY STANDARDS (SDS)	RATING SCALE (1 to 4)	ACTUAL RATING
<i>a</i>		<i>b</i>	<i>c</i>	<i>d</i>	<i>e = b*d</i>
1.1	Varies from MMDA to MMDA				
1.2	Varies from MMDA to MMDA				
1.3	Varies from MMDA to MMDA				
1.4	Varies from MMDA to MMDA				
<b>∑ OVERALL RATING / KPA (Sum of Column e)</b>					

*(Information for the columns a, b and c is to be copied from the KPA-1 of the Performance Contract)*

*\*Rating scale is indicated in Annex 1. Detailed information on rating in column "d" should be presented in Annex C: Working Sheets*

**KEY PERFORMANCE AREA (KPA) 2: PERFORMANCE REPORTING (20% OVERALL WEIGHT OUT OF SIX KPAs)**

KEY PERFORMANCE INDICATORS (KPIs)		WEIGHT %	SERVICE DELIVERY STANDARDS (SDS)	RATING SCALE (1 to 4)	ACTUAL RATING
<i>A</i>		<i>b</i>	<i>c</i>	<i>d</i>	<i>e = b*d</i>
2.1	Develop detailed and accurate 2016 Annual Action Plan and budget and submit by Oct 2015;	40%	Professionalism, Client Focus and Participation		
2.2	Prepare and submit 2 <sup>nd</sup> and 3 <sup>rd</sup> quarter capacity building reports to RCC by 15 July and 15 October 2015;	30%	Professionalism, Accountability		
2.3	Prepare and submit 2 <sup>nd</sup> and 3 <sup>rd</sup> quarter progress reports to RCC by 15 July and 15 October 2015;	30%	Professionalism, Accountability and Transparency		
<b>∑ OVERALL RATING / KPA (Sum of Column e)</b>					

*\*Rating scale is indicated in Annex 1. Detailed information on rating in column "d" should be presented in Annex C: Working Sheets*

**KEY PERFORMANCE AREA (KPA) 3: IMPLEMENTATION OF ANNUAL ACTION PLAN AND FINANCIAL MANAGEMENT:  
(20% OVERALL WEIGHT OUT OF SIX KPAs)**

KEY PERFORMANCE INDICATORS (KPIs)		WEIGHT %	SERVICE DELIVERY STANDARDS (SDS)	RATING SCALE (1 to 4)	ACTUAL RATING
<i>a</i>		<i>b</i>	<i>c</i>	<i>d</i>	<i>e = b*d</i>
3.1	Accurately record and follow-up on all actions taken by Audit Reports Implementation Committee (ARIC) to address audit queries quarterly by 15 <sup>th</sup> July and 15 <sup>th</sup> October 2015;	25%	Transparency, Accountability and Effective and Efficient use of Resources		
3.2	Develop and approve 2016 Annual Procurement Plan by November 2015.	25%	Professionalism, Effective and efficient use of Resource		
3.3	Ensure completion of at least 80% of activities in the Annual Action Plan by 31 <sup>st</sup> December 2015;	30%	Professionalism, Participation, Effective and efficient use of Resource and Accountability		
3.4	Ensure implementation of at least 60% of annual Capacity Building interventions by 31 <sup>st</sup> December 2015;	20%	Professionalism and Accountability		
<b>∑ OVERALL RATING / KPA (Sum of Column e)</b>					

*\*Rating scale is indicated in Annex 1. Detailed information on rating in column "d" should be presented in Annex C: Working Sheets*

**KEY PERFORMANCE AREA (KPA) 4: HR MANAGEMENT (25 % OVERALL WEIGHT OUT OF SIX KPAs)**

KEY PERFORMANCE INDICATORS (KPIs)		WEIGHT %	SERVICE DELIVERY STANDARDS (SDS)	RATING SCALE (1 to 4)	ACTUAL RATING
<i>a</i>		<i>b</i>	<i>c</i>	<i>d</i>	<i>e = b*d</i>
4.1	Prepare and submit detailed staff list and promotion register to HoS through RCC by Dec 2015;	10%	Professionalism, and Transparency		
4.2	Prepare comprehensive capacity building plan and submit to RCC by 1 <sup>st</sup> week of October 2015;	25%	Professionalism, Effective and Efficient use of Resources and Transparency		
4.3	Prepare comprehensive 2015 staff Appraisal plan by July 2015 and undertake review by October 2015.	40%	Professionalism and Accountability		
4.4	Update and submit accurate and comprehensive monthly HRMIS data to RCC by 15 <sup>th</sup> of the ensuing month;	25%	Professionalism, Transparency and Accountability		
<b>∑ OVERALL RATING / KPA (Sum of Column e)</b>					

*\*Rating scale is indicated in Annex 1. Detailed information on rating in column "d" should be presented in Annex C: Working Sheets*

**KEY PERFORMANCE AREA (KPA) 5: CUSTOMER SERVICE INITIATIVES (5 % OVERALL WEIGHT OUT OF SIX KPAs)**

KEY PERFORMANCE INDICATORS (KPIs)		WEIGHT %	SERVICE DELIVERY STANDARDS (SDS)	RATING SCALE (1 to 4)	ACTUAL RATING
<i>a</i>		<i>b</i>	<i>c</i>	<i>d</i>	<i>e = b*d</i>
5.1	Organize Sensitisation workshops on LGS protocols (SoS, CoS, CoC, SDS, PMS, Staffing Norms, HR Policy & OM, etc.) for the staff and this information to be included in MMDA's Quarterly and Annual Progress report;	25%	Professionalism, Transparency and Client focus		
5.2	Setup functional Client Service Unit by 31 <sup>st</sup> December 2015;	30%	Professionalism, Client focus and Transparency		
5.3	Ensure the availability of functional interactive platform in MMDA (News Letter, Website, etc.) by December 2015;	20%	Professionalism, Client focus and Transparency		
5.4	Organize general public hearing forum (besides budget hearing) and submit report to RCC by Dec 2015.	25%	Client focus, Participation, Accountability and Transparency		
<b>∑ OVERALL RATING / KPA (Sum of Column e)</b>					

\*Rating scale is indicated in Annex 1. Detailed information on rating in column "d" should be presented in Annex C: Working Sheets

**KEY PERFORMANCE AREA (KPA) 6: WORK ENVIRONMENT IMPROVEMENT INITIATIVES (5 % OVERALL WEIGHT OUT OF SIX KPAs)**

KEY PERFORMANCE INDICATORS (KPIs)		WEIGHT %	SERVICE DELIVERY STANDARDS (SDS)	RATING SCALE (1 to 4)	ACTUAL RATING
<i>a</i>		<i>b</i>	<i>c</i>	<i>d</i>	<i>e = b*d</i>
6.1	Organize and prepare minutes on 4 quarterly Management meetings with all Decentralised departments;	30%	Professionalism, Participation and Accountability		
6.2	Ensure the establishment of a functional records management unit and provide detailed and updated lists of records and asset register by December 2015;	40%	Professionalism, Participation & Transparency		
6.3	Plan, implement, safe and secure workplace environment and mainstreaming strategies (gender, HIV/AIDS, environmental protection, road safety and climate change, etc.) and this information to be included in MMDA Quarterly and Annual Progress Reports;	30%	Professionalism, Participation, client focus & Transparency		
<b>∑ OVERALL RATING / KPA (Sum of Column e)</b>					

*\*Rating scale is indicated in Annex 1. Detailed information on rating in column "d" should be presented in Annex C: Working Sheets*

**B. SCHEDULE 2: PERSONAL DEVELOPMENT PLAN****MMDCD's PERSONAL DEVELOPMENT PLAN, (NOT FOR SCORING PURPOSES)**

1. Select appropriate competencies (by circling the Serial No. of the Competency) which the staff requires to perform his/her duties based on the staff's position.
2. Out of the selected competencies, indicate in your plan which competencies need to be improved, stating the expected outcomes to be attained. Also indicate how these competencies are to be improved (e.g. through participation in workshops, conferences, seminars, peer review, coaching, mentoring, on-the-job training, etc.).
3. Evaluation of core competencies (as in rating scale indicated in Annex B

COMPETENCIES		EVALUA-TION **(Rating 1-2-3-4)	WHEN WOULD YOU LIKE TO DEVELOP IT?	WHAT ARE THE EXPECTED OUTCOMES?	HOW WILL IT BE ATTAINED?
1.	<b>ORGANISATION AND MANAGEMENT</b> <ul style="list-style-type: none"> <li>▪ ABILITY TO PLAN, ORGANISE AND MANAGE WORK LOAD</li> <li>▪ ABILITY TO WORK SYSTEMATICALLY AND MAINTAIN QUALITY</li> <li>▪ ABILITY TO MANAGE OTHERS TO ACHIEVE SHARED GOALS</li> </ul>	1 - 2 - 3 - 4			
2.	<b>INNOVATION AND STRATEGIC THINKING</b> <ul style="list-style-type: none"> <li>▪ SUPPORT FOR ORGANISATIONAL CHANGE</li> <li>▪ ABILITY TO THINK BROADLY</li> <li>▪ DEMONSTRATING CREATIVITY IN THINKING</li> </ul>	1 - 2 - 3 - 4			
3.	<b>LEADERSHIP AND DECISION-MAKING</b> <ul style="list-style-type: none"> <li>▪ ABILITY TO INITIATE ACTION AND PROVIDE DIRECTION TO OTHERS</li> <li>▪ ACCEPTANCE OF RESPONSIBILITY AND DECISION-MAKING</li> <li>▪ ABILITY TO EXERCISE GOOD JUDGEMENT</li> </ul>	1 - 2 - 3 - 4			
4.	<b>ORGANISATIONAL DEVELOPMENT AND IMPROVEMENT</b> <ul style="list-style-type: none"> <li>▪ COMMITMENT TO ORGANISATIONAL DEVELOPMENT</li> <li>▪ COMMITMENT TO CUSTOMER SATISFACTION</li> <li>▪ COMMITMENT TO THE DELIVERY OF QUALITY SERVICES AND PRODUCTS</li> </ul>	1 - 2 - 3 - 4			
5.	<b>COMMUNICATION (ORAL, WRITTEN &amp; ELECTRONIC)</b> <ul style="list-style-type: none"> <li>▪ ABILITY TO COMMUNICATE DECISIONS CLEARLY</li> <li>▪ ABILITY TO NEGOTIATE AND MANAGE CONFLICT EFFECTIVELY</li> <li>▪ ABILITY TO RELATE AND NETWORK ACROSS DIFFERENT LEVELS AND DEPARTMENTS</li> </ul>	1 - 2 - 3 - 4	September 2015	Demonstrate proficiency in the use of skills/tools in mediation and conflict management	Short courses
6.	<b>JOB KNOWLEDGE AND TECHNICAL SKILLS</b> <ul style="list-style-type: none"> <li>▪ DEMONSTRATION OF RELEVANT JOB EXPERTISE</li> <li>▪ DEMONSTRATION OF CROSS-FUNCTIONAL AWARENESS</li> <li>▪ BUILDING, APPLYING AND SHARING OF NECESSARY EXPERTISE AND TECHNOLOGY</li> </ul>	1 - 2 - 3 - 4			

COMPETENCIES		EVALUA-TION **(Rating 1-2-3-4)	WHEN WOULD YOU LIKE TO DEVELOP IT?	WHAT ARE THE EXPECTED OUTCOMES?	HOW WILL IT BE ATTAINED?
7.	<p><b>SUPPORTING AND COOPERATING</b></p> <ul style="list-style-type: none"> <li>▪ ABILITY TO WORK EFFECTIVELY WITH TEAMS, CLIENTS AND STAFF</li> <li>▪ ABILITY TO SHOW SUPPORT TO OTHERS</li> <li>▪ KEEPING TO LAID DOWN REGULATIONS AND PROCEDURES</li> <li>▪ ABILITY TO ADHERE TO ORGANISATION’S PRINCIPLES, ETHICS AND VALUES</li> </ul>	1 - 2 - 3 - 4			
8.	<p><b>MAXIMISING AND MAINTAINING PRODUCTIVITY</b></p> <ul style="list-style-type: none"> <li>▪ ABILITY TO MOTIVATE AND INSPIRE OTHERS</li> <li>▪ ABILITY TO ACCEPT CHALLENGES AND MANAGE THEM EFFECTIVELY</li> <li>▪ ABILITY TO MANAGE PRESSURE EFFECTIVELY</li> </ul>	1 - 2 - 3 - 4			
9.	<p><b>DEVELOPING AND MANAGING BUDGETS</b></p> <ul style="list-style-type: none"> <li>▪ FIRM AWARENESS OF FINANCIAL ISSUES AND ACCOUNTABILITIES</li> <li>▪ UNDERSTANDING OF BUSINESS PROCESSES AND CUSTOMER PRIORITIES</li> <li>▪ EXECUTING RESULTS-BASED ACTIONS COST-EFFECTIVELY</li> </ul>	1 - 2 - 3 - 4	December 2015		Workshops /Conferences
10.	<p><b>ABILITY TO DEVELOP SELF, STAFF AND OTHER STAKEHOLDERS</b></p> <ul style="list-style-type: none"> <li>▪ DEMONSTRATING INTEREST IN SELF-DEVELOPMENT</li> <li>▪ ABILITY TO DEVELOP STAFF</li> <li>▪ ABILITY TO COACH AND MENTOR STAFF AND OTHER STAKEHOLDERS</li> </ul>	1 - 2 - 3 - 4			
11	<p><b>Any other competencies, please specify:</b></p>	1 - 2 - 3 - 4			

**Evaluation of core competencies (as in rating scale indicated in Annex B)**

**OVERALL PERFORMANCE**

<b>SCHEDULE 1- KEY RESULT AREAS (1-6): REFER TO SECTION KPA1 - 6</b>					
<b>KEY RESULT AREA</b> <i>(Refer to Schedule 1: Key Performance Areas)</i>	<b>OVERALL WEIGHTING / KPA</b>	<b>ACTUAL RATING / KPA</b> <i>(from each KPA Section)</i>	<b>OVERALL ACTUAL RATING FACTOR / KPA</b>	<b>OBSERVATION</b>	<b>RECOMMENDATION</b>
<i>a</i>	<i>b</i>	<i>c</i>	<i>d = b*c</i>	<i>e</i>	<i>f</i>
<b>KPA 1 - Top Priority as for the MMDA</b>	<b>25%</b>				
<b>KPA 2 - Performance Reporting</b>	<b>20%</b>				
<b>KPA 3 - Implementation of AAP and Financial Management</b>	<b>20%</b>				
<b>KPA 4 - Human Resource (HR) Management</b>	<b>25%</b>				
<b>KPA 5 - Customer Service Initiatives</b>	<b>5%</b>				
<b>KPA 6 - Work Environment Improvement Initiatives and Cross-Cutting Issues</b>	<b>5%</b>				
<b>TOTAL WEIGHTS</b>	<b>100%</b>				
<b>CALCULATED OVERALL RATING (1 to 4)</b> <i>(∑ Sum of Column d)</i>					
<b>CALCULATED OVERALL SCORES (%)</b> <i>(∑ Sum of Column d / 4 * 100)</i>					

**EVALUATION ON PERSONAL DEVELOPMENT PLAN (NOT FOR SCORING PURPOSES)**

COMPETENCIES		EVALUATION (Rating 1-2-3-4) (By marking circle)	BRIEF ON ACTUAL RESULTS	OBSERVATION AND RECOMMENDATION
1.	<b>ORGANISATION AND MANAGEMENT</b> <ul style="list-style-type: none"> <li>▪ ABILITY TO PLAN, ORGANISE AND MANAGE WORK LOAD</li> <li>▪ ABILITY TO WORK SYSTEMATICALLY AND MAINTAIN QUALITY</li> <li>▪ ABILITY TO MANAGE OTHERS TO ACHIEVE SHARED GOALS</li> </ul>	1 - 2 - 3 - 4		
2.	<b>INNOVATION AND STRATEGIC THINKING</b> <ul style="list-style-type: none"> <li>▪ SUPPORT FOR ORGANISATIONAL CHANGE</li> <li>▪ ABILITY TO THINK BROADLY</li> <li>▪ DEMONSTRATING CREATIVITY IN THINKING</li> </ul>	1 - 2 - 3 - 4		
3.	<b>LEADERSHIP AND DECISION-MAKING</b> <ul style="list-style-type: none"> <li>▪ ABILITY TO INITIATE ACTION AND PROVIDE DIRECTION TO OTHERS</li> <li>▪ ACCEPTANCE OF RESPONSIBILITY AND DECISION-MAKING</li> <li>▪ ABILITY TO EXERCISE GOOD JUDGEMENT</li> </ul>	1 - 2 - 3 - 4		
4.	<b>ORGANISATIONAL DEVELOPMENT AND IMPROVEMENT</b> <ul style="list-style-type: none"> <li>▪ COMMITMENT TO ORGANISATIONAL DEVELOPMENT</li> <li>▪ COMMITMENT TO CUSTOMER SATISFACTION</li> <li>▪ COMMITMENT TO THE DELIVERY OF QUALITY SERVICES AND PRODUCTS</li> </ul>	1 - 2 - 3 - 4		
5.	<b>COMMUNICATION (ORAL, WRITTEN &amp; ELECTRONIC)</b> <ul style="list-style-type: none"> <li>▪ ABILITY TO COMMUNICATE DECISIONS CLEARLY</li> <li>▪ ABILITY TO NEGOTIATE AND MANAGE CONFLICT EFFECTIVELY</li> <li>▪ ABILITY TO RELATE AND NETWORK ACROSS DIFFERENT LEVELS AND DEPARTMENTS</li> </ul>	1 - 2 - 3 - 4		
6.	<b>JOB KNOWLEDGE AND TECHNICAL SKILLS</b> <ul style="list-style-type: none"> <li>▪ DEMONSTRATION OF RELEVANT JOB EXPERTISE</li> <li>▪ DEMONSTRATION OF CROSS-FUNCTIONAL AWARENESS</li> <li>▪ BUILDING, APPLYING AND SHARING OF NECESSARY EXPERTISE AND TECHNOLOGY</li> </ul>	1 - 2 - 3 - 4		

COMPETENCIES		EVALUA-TION (Rating 1-2-3-4) (By marking circle)	BRIEF ON ACTUAL RESULTS	OBSERVATION AND RECOMMENDATION
7.	<p><b>SUPPORTING AND COOPERATING</b></p> <ul style="list-style-type: none"> <li>▪ ABILITY TO WORK EFFECTIVELY WITH TEAMS, CLIENTS AND STAFF</li> <li>▪ ABILITY TO SHOW SUPPORT TO OTHERS</li> <li>▪ KEEPING TO LAID DOWN REGULATIONS AND PROCEDURES</li> <li>▪ ABILITY TO ADHERE TO ORGANISATION’S PRINCIPLES, ETHICS AND VALUES</li> </ul>	1 - 2 - 3 - 4		
8.	<p><b>MAXIMISING AND MAINTAINING PRODUCTIVITY</b></p> <ul style="list-style-type: none"> <li>▪ ABILITY TO MOTIVATE AND INSPIRE OTHERS</li> <li>▪ ABILITY TO ACCEPT CHALLENGES AND MANAGE THEM EFFECTIVELY</li> <li>▪ ABILITY TO MANAGE PRESSURE EFFECTIVELY</li> </ul>	1 - 2 - 3 - 4		
9.	<p><b>DEVELOPING AND MANAGING BUDGETS</b></p> <ul style="list-style-type: none"> <li>▪ FIRM AWARENESS OF FINANCIAL ISSUES AND ACCOUNTABILITIES</li> <li>▪ UNDERSTANDING OF BUSINESS PROCESSES AND CUSTOMER PRIORITIES</li> <li>▪ EXECUTING RESULTS-BASED ACTIONS COST-EFFECTIVELY</li> </ul>	1 - 2 - 3 - 4		
10.	<p><b>ABILITY TO DEVELOP SELF, STAFF AND OTHER STAKEHOLDERS</b></p> <ul style="list-style-type: none"> <li>▪ DEMONSTRATING INTEREST IN SELF-DEVELOPMENT</li> <li>▪ ABILITY TO DEVELOP STAFF</li> <li>▪ ABILITY TO COACH AND MENTOR STAFF AND OTHER STAKEHOLDERS</li> </ul>	1 - 2 - 3 - 4		
11.	<p><b>Any other competencies, please specify:</b></p>	1 - 2 - 3 - 4		

Evaluation of core competencies (as in rating scale indicated in Annex B)

**COMMENTS ON PERFORMANCE ACHIEVEMENTS**

*(Comment on Performance achievements and additional contributions made)*

**HON. MMDCE's COMMENTS ON PERFORMANCE ACHIEVEMENTS**

*Refer to Annual Performance Evaluation*

.....  
.....

**MMDCD's COMMENTS ON PERFORMANCE ACHIEVEMENTS**

*Refer to Section Annual Performance Evaluation*

.....  
.....

**CAREER DEVELOPMENT / CAPACITY BUILDING NEEDS - COMMENTS**

*(To Be Completed by Hon. MMDCE & MMDCD)*

*Refer to Section 3.2: Evaluation on Personal Development*

.....  
.....

**ASSESSMENT DECISION & CONCLUSION**

*(BY HON. MMDCE & MMDCD)*

**CRITERIA FOR RATING OVERALL PERFORMANCE**

*(Refer to Calculated Overall Scores (%) from Annual Performance Evaluation)*

*Mark "X" in the appropriate box*

**Excellent (4): 80-100% (Outstanding)**

MMDCD fully met and exceeded the agreed indicators and time lines and produced results of excellent quality. The Officer is a model of excellence in terms of the results achieved and the means by which they were achieved. *(publicize his/her outstanding performance and recommend him/her for appropriate reward)*

**Very Good (3): 70-79% (Exceeded the requirement)**

MMDCD achieved most of the agreed indicators and has produced results of good quality within agreed time lines. *(Recognize his/her very good performance & encourage him/her through Coaching, Mentoring, training, etc.)*

**Good (2): 60-69% (Met the requirement= 60%)**

MMDCD achieved the minimum number of agreed indicators and provided adequate supporting rationale/reasons for not achieving all of the specified targets. *(Encourage him/her through Coaching, Mentoring, training, etc. for further improvement)*

**Unsatisfactory (1): Below 60% (Did not meet the requirement)**

CD/RCD performance did not meet the standard expected for the job i.e. .... did not achieved most of the agreed indicators within the time frame provided and was unable to provide reasons or provided unacceptable reasons for unachieved targets. *(Apply appropriate sanction and necessary counseling)*

**CONCLUDING REMARKS BY HEAD OF SERVICE**

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.....

**ANNEX A: RATING SCALES ON THE ASSESSMENT OF KEY PERFORMANCE INDICATOR (KPI)**

To compute score obtained on Indicator, a scale of One (1) to Four (4) was provided.

The following table provides the definitions for the rating scale for assessing the level of achievement of Indicators.

[\(REFER TO SCHEDULE 1\)](#)

RATING		DEFINITION OF ACHIEVEMENT ON KEY PERFORMANCE INDICATOR (KPI)
4	Excellent:	He/ She fully met and exceeded the agreed indicators and time lines and has produced results of excellent quality. The Officer is a model of excellence in terms of the results achieved and the means by which they were achieved.
3	Very good:	He/ She achieved most of the agreed indicators and indicators and has produced results of good quality within agreed time lines.
2	Good:	He/ She achieved the minimum number of agreed indicators and provided adequate supporting rationale/reasons for not achieving all of the specified targets.
1	Unsatisfactory:	His/ Her performance did not meet the standard expected for the job i.e. He/ She has not achieved most of the agreed indicators within the time frame provided and is unable to provide reasons or provides unacceptable reasons for unachieved targets.

**ANNEX B: RATING SCALES ON THE ASSESSMENT OF COMPETENCY**

[\(REFER TO SCHEDULE 2\)](#)

RATING		EXPLANATION (EVALUATION OF COMPETENCY)
4	Excellent	Consistently demonstrated this competency and always encouraged others to do same. Four (4) or more examples can be evidenced to support this rating.
3	Very Good	Frequently demonstrated this competency and sometimes encouraged others to do same. Three (3) examples can be evidenced to support this rating.
2	Good	Demonstrated this competency at least two (2) examples can be evidenced to support this rating. Meets expectation on this competency requirement.
1	Unsatisfactory	Not at all demonstrated this behaviour competency and three (3) or more examples can be evidenced to support this rating. Demonstration of requirements of this behavioural competency was unacceptable and did not meet any expectation.

**ANNEX C: WORKING SHEET**

Reference (No. of KPA, KPI, etc.)	Topic / Issue (Brief Reference)	Information / Justification/ Verification on Scoring (1- 2 - 3 - 4)	Remarks