



**REPUBLIC OF GHANA**

# **LOCAL GOVERNMENT SERVICE**

# **ANNUAL PROGRESS REPORT 2015**



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## **ANNUAL PROGRESS REPORT**

**2015**

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# Foreword

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Ministries, Departments and Agencies (MDAs) as well as Metropolitan, Municipal and District Assemblies (MMDAs) are obliged to report on their activities for the year by the first quarter of the ensuing year. In fulfillment of this obligation, the Local Government Service's (LGS) 2015 Annual Progress Report (APR) provides a comprehensive write-up on implemented activities and results achieved by the LGSS, RCCs and summarized issues from the MMDAs throughout the fiscal year.

To achieve its administrative decentralization mandate and ensure the efficient and effective local government management in the country, the LGS 2015 Annual Progress Report provides both government and other stakeholders with up-to-date information on the status of program implementation. It highlights the strides made and challenges encountered in the implementation of the strategic objectives which align with specific issues and strategies in the Medium Term Development Plans and Annual Action Plans of the constituents of the Service as they align with the Ghana Shared Growth and Development Agenda (GSGDA) II.

The 2015 report can be used as a basis for objective scrutiny and evaluation of the performance of the Service as it provides comprehensive updates on deepening administrative decentralization, training & development and issues of organizational development including technical and financial support from Development Partners.

The Service expresses its sincerest appreciation to the various partners and stakeholders especially the government and developing partners who have shown unflinching support towards our steady progress and also to the Secretariat, RCCs, MMDAs and the team responsible for putting this report together.

We also look forward to a stronger collaboration with all stakeholders and partners in the years ahead to ensure the fulfillment of the Service's mandate.



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

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# Acronyms

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AfD	-	French Development Agency
AIDS	-	Acquired Immune Deficiency Syndrome
AGSD	-	Administration and General Services Directorate
CAGD	-	Controller & Accountant General's Department
CBC	-	Capacity Building Component
CIDA	-	Canadian International Development Agency
DANIDA	-	Danish International Development Agency
DDF	-	District Development Facility
DDFS	-	District Development Facility Secretariat
DWD	-	District Works Department
EU	-	European Commission
EWB	-	Engineers Without Borders
FMD	-	Financial Management Directorate
FOAT	-	Functional and Organizational Assessment Tool
GiZ	-	Deutsche Gesellschaft für Technisches Zusammenarbeit
GSGDA	-	Ghana Shared Growth and Development Agenda
HIV	-	Human Immunodeficiency Virus
HRDD	-	Human Resource Development Directorate
HRMD	-	Human Resource Management Directorate
IMCC	-	Inter Ministerial Co-ordinating Committee
IPPD	-	Integrated Personnel Payroll Database
KfW	-	Kreditbank für Wiedergebäu
KTC	-	Koforidua Training Centre
LED	-	Local Economic Development
LGCSPP	-	Local Government Capacity Support Programme
LGS	-	Local Government Service
LGSC	-	Local Government Service Council
LGSS	-	Local Government Service Secretariat
LI	-	Legislative Instrument
LSDGP	-	Local Service Delivery and Governance Programme
M&E	-	Monitoring and Evaluation
MLGRD	-	Ministry of Local Government and Rural Development
MMDAS	-	Metropolitan, Municipal and District Assemblies

MoFEP	-	Ministry of Finance and Economic Planning
MoU	-	Memorandum of Understanding
MTDP	-	Medium Term Development Plan
MTEF	-	Medium Term Expenditure Framework
MTSD	-	Management and Technical Services Directorate
NALAG	-	National Association of Local Authorities of Ghana
NDPC	-	National Development Planning Commission
NPS	-	National Programme Secretariat
NPSC	-	National Programme Steering Committee,
PPBMED	-	Policy Planning, Budgeting, Monitoring and Evaluation Directorate
PWD	-	Public Works Department
RCC	-	Regional Co-ordinating Council
RSIMD	-	Research, Statistics & Information Management Directorate
TA	-	Technical Assistance
TSPS	-	Transport Sector Project Support
UNDP	-	United Nation Development Programme
UTZA	-	Urban, Town and Zone Area
WB	-	World Bank

# Executive Summary

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An Annual Progress Report is an important and formal tool to monitor and evaluate progress made over a period of one year. As a Public Service establishment, the Local Government Service's Annual Progress Reports are issued in fulfillment of statutory mandate and also to inform the Service's numerous stakeholders of achievements and challenges.

The 2015 Annual Progress Report highlights the achievements and challenges of the Service. This includes the Secretariat, Regional Coordinating Councils and summarized issues of the 216 Metropolitan, Municipal and District Assemblies in the year under review. The achievements are clustered around thematic areas and summarized as follows:

- **Administration and Procurement**

The LGSS organized four (4) quarterly Council Meetings, one staff durbar and twelve (12) monthly Management Meetings. The Secretariat procured 26No. computers and accessories, 5No. laptops, 2No. LCD projectors, 1No. 4x4 station wagon, some furniture and other office equipment, in addition, a number of manuals and other materials that were printed.

- **Preparation of 2016 Budget**

In 2015, the Local Government Service was established as a cost centre to include the budgets of the LGSS and that of the ten (10) Regional Coordinating Councils (RCCs). This was to ensure financial autonomy of the Service for effective implementation of policies and programmes. A total budget of GH¢ 2,415,852.00 made up of GH¢ 1,365,852.00 for compensation and GH¢ 1,050,000.00 for Goods and Services was approved for LGSS. A total budget of GH¢ 24,780,142.00 comprising GH¢ 17,830,142.00 for compensation, GH¢ 6,950,000 for Goods and Services was approved for the ten (10) RCCs. No budgetary allocation for assets was made for both the LGSS and the ten (10) RCCs.

- **Staff Development (Capacity Building/Training)**

During the year under review, the LGSS trained IT and HR staff in charge of the HRMIS database in all the RCCs and MMDAs and collaborated with the Public Services Commission for the implementation of the Piloted National HRMIS Database. A total of sixty three (63) officers participated in Danida Fellowship Courses in various

programmes. Additionally, 170 leave requests were approved for officers to undertake various studies.

Other training programmes implemented were: orientation training for three hundred and thirty-three (333) Senior Executive Officers; Public Private Partnerships training for 44 key staff of MMDAs; 30 staff were trained in Management in the Public Sector, Fighting Corruption and Local Governance; 83 officers from various job classes were trained in Local Government Administration; twenty (20) staff were trained as TOTs on the Performance Management System; 13 Agricultural Officers were trained in short courses in the People's Republic of China and two (2) other officers also trained in Fish Culture Development in Egypt.

▪ **Recruitment, Upgrading, Promotion, Postings and Transfers of Staff**

One hundred and fifty Seven (157) Technician Engineers were upgraded to Engineers and Quantity Surveyors. Seventy-four (74) Environmental Health Technologist, Officers and Assistants were upgraded to Environmental Health Analysts and Public Health Engineers. A total of 138 staff were transferred from other Public Service institutions to the LGSS in 2015 for reposting to the MMDAs. One thousand one hundred and seventeen (1,117) promotions in the various classes were effected during the same period.

A total of two hundred and fifty four (254) posting instructions were issued from the LGSS based on personal requests or on the exigencies of the Service. Again during the year under review, Salary Administration/Payroll issues and analysis was undertaken for a total of 3,213 staff. 728 officers also exited the Service through various means in 2015.

▪ **Appointments of Co-ordinating Directors and Selection of Heads of Department**

In 2015, four (4) Chief Directors and fifty two (52) Co-ordinating Directors were appointed by the Public Services Commission. The Chief Directors were posted to head the Eastern, Volta, Greater Accra, and Western Regional Coordinating Councils (RCCs) whereas the Coordinating Directors were posted to head 52 Metropolitan, Municipal and the District Assemblies (MMDAs).

Forty One (41) Heads were appointed for Urban Roads Departments (URDs) and Six (6) Heads were appointed for the Waste Management Departments (WMDs). Applicants have been shortlisted for consideration to the position of Heads for the Agriculture and Central Administration Departments (AgDs).

- **Institutionalization of Performance Management System**

In 2015, the LGS commenced implementation of the Performance Management Contract (PMC). The PCs were between Regional Ministers and Regional Coordinating Directors (RCDs) as well as between MMDCEs and MMDCDs. These contracts were signed in January 2015 and mid-year review carried out in July 2015. LGSS conducted independent assessment of the contracts.

- **LGS Professionals Annual Conference**

The Secretariat organized the 3<sup>rd</sup> LGS Professionals Conference in Sunyani. The conference was to evaluate the service delivery system of local government authorities, share ideas and best practices to enhance service delivery in the Local Government Service.

- **Construction of LGSS New Office Complex**

In 2015, the LGSS completed evaluation of Request for Expression of Interest (REOI) for a Transaction Adviser (TA) to construct a new office complex for LGSS through a Public-Private-Partnership. Six (6) firms were shortlisted. The RFP document has been prepared and sent to the World Bank through Ministry of Finance for a “No Objection”.

- **Inter-Service and Sectoral Collaboration and Cooperation System (ISCCS)**

Following the provisions of Act 656, the LGSS developed an Inter-Service and Sectoral Collaboration and Cooperation System (ISCCS) for adoption by all partners to harmonise local government programmes and avoid duplication. Meetings were held with MDAs to foster the establishment of the decentralized departments/Units of MMDAs.

- **Financial Performance of LGSS**

For the 2015 financial year, the expenditure of the LGSS was GH¢ 6,501,890.28 and this included GH¢ 1,605,874.38 for compensation and GH¢ 4,896,015.90 for goods and Services. GoG Budget releases were curtailed up to the third quarter and the amount released during the period was approximately 32% of the annual Budget for Goods and Services. This situation affected implementation of some prioritized activities.

- **Donor Support Projects**

During the period under review, the LGSS continued implementation of three Development Partners supported projects namely, the Rights to Service and Good Governance Programme (DANIDA), the Local Government Capacity Support Project (World Bank) and Ghana Internally Generated Fund Technical Support (DFATD).

Under the RSGGP, an amount of GH¢2,772,308.00 was received in respect of 2014 and GH¢3,625,000.00 in respect of 2015 financial year. This amounted to GH¢6,397,308.00, however, total expenditure incurred during the period under review was GH¢4,256,617.14. The variance of GH¢2,140,690.86 was due to the late credit to the account in respect of 3<sup>rd</sup> and 4<sup>th</sup> quarter releases.

During the year under review, the LGCSP received an amount of USD1,232,825.00 from MLGRD for planned programmes for 2015. The total expenditure incurred during the period was USD 1,456,467.30 and this expenditure was possible due to carried forward surplus of USD215,567.29 from the 2014 financial year. At the end of 2015 there was an outstanding bill of USD 109,833.09 for Consultancy services rendered.

Under the GIFTS Project, the Local Government Service Secretariat was given Forty Four Thousand Two Hundred Dollars (\$44,200.00) an equivalent of One Hundred and Five Thousand, Eight Hundred and Forty Ghana Cedis (GH¢105,840.00) for the administrative cost (set-up a Project Secretariat, and monitoring activities among others).

- **Harmonised Regional Reports**

A summary of the performance of all ten (10) Regional Co-ordinating Councils and the Metropolitan, Municipal and District Assemblies in their jurisdictions have been included in the report. The regional reports are structured to feature administration, human resource management, achievements of regional departments, achievement in the various sectors of the local economies and a summary of issues considered critical at the MMDA level.

# Chapter 1

## General Introduction

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The Local Government Service's mandate is to secure effective administrative decentralization in the country. As available legislation makes it obligatory for public services to report on the activities of Services, by the first quarter of the successive year, the 2015 Annual Performance Report has been produced to highlight the activities of the Service within the fiscal year.

The report covers an overview of the Local Government Service Secretariat, harmonized reports from the 10 Regional Co-ordinating Councils and summaries on the performance of the 216 District Assemblies in the 10 regions. The activities reported on include the statutory mandates of these entities as well as other development projects implemented by these institutions with the support of development partners.

### **1.1 Background to the Service**

Article 240 (2) (d) of the 1992 Constitution provides that “as far as practicable, persons in the service of local government shall be subject to the effective control of local authorities”. This provision notwithstanding, it took eleven years for the Local Government Service to come into existence. In line with the provisions of Article 240 (2) (d) of the 1992 Constitution, the Local Government Service (LGS) was established by Act 656 (Date of Assent: 24<sup>th</sup> December, 2003 and notified in the Gazette on 31<sup>st</sup> December, 2003) to ensure the proper functioning of the District Assemblies.

However, it took another five years for the operational instrument (LI 1961) of the Service to be passed by parliament. L.I. 1961 was enacted to give effect to the Local Government Service Act, 2003, which provided the framework for administrative decentralisation and allocates functions as well as human resources from central agencies to the district level.

Until the passage of the LI 1961, the Local Government Service was part of the Civil Service, with the Office of the Head of the Civil Service responsible for the administrative and human resource management functions of the Service. It was until 2011 when pragmatic steps were taken to officially decouple the Local Government Service from the Civil Service through a symbolic transfer of about 33,000 staff working at the local government level by the Head of the Civil Service to the Head of the Local Government Service at the fore-court of the State House in Accra.

The Local Government Service has the responsibility for providing the strategic direction for local government administration and management in Ghana. The Service is also to collaborate with other national institutions to facilitate the ongoing local government reforms to ensure that local government administration in the country meets up to international best practices. The Service is also responsible for the training and career development of the staff of local government institutions to ensure the delivery of value for money services. Assisting local governments to open the local economies for development is another important function of the Service.

## **1.2 Mandate of the Local Government Service**

In line with the provisions of Article 240 (2) (d) of the 1992 Constitution, the Local Government Service (LGS) was established by Act 656 (Date of Assent: 24<sup>th</sup> December 2003) “to secure effective administration and management of local government in the country” Act 656 (3).

## **1.3 Vision of the Service**

To be “a world-class, decentralized and client oriented service”.

## **1.4 Mission Statement of the Service**

The Service exists “to support Local Government to deliver value for money services through the mobilization, harmonization and utilization of qualified, human capacity and material resources to promote local and national development”.

## **1.5 Goal of the Service**

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

## **1.6 Motto of Service**

“Decentralization, Democracy Development”.

## **1.7 Core Values of the Service**

The core values of the Service are enshrined in the Code of Conduct of the Service. The Code of Conduct provides in accordance with the constitution and statutes governing the Public Services, an effective framework for the implementation of the values of the Local Government Service in particular and the Public Service in general. The core values of the

Service are: Accountability, Client-oriented, Creativity, Diligence, Discipline, Equity, Integrity, Innovativeness, Loyalty, Commitment, Anonymity, Impartiality, Permanence, Timeliness and Transparency.

In addition to these core values are statement of principles which articulate the principles upon which the requisite standards of conduct necessary to ensure the exhibition of the values in the Service can be clarified. The standards of conduct are intended to provide a clear direction for conduct by officers and staff of the Local Government Service.

### **1.8 Membership of the Service**

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

- Regional Co-ordinating Councils (RCCs)
- Metropolitan, Municipal and District Assemblies (MMDAs)
- Sub Metropolitan District Councils and UTZA Councils,
- Secretariat of the Service and
- such other persons as may be employed for the Service

### **1.9 Functions of the Service**

The functions of the Local Government Service are known generally to:

- Provide technical assistance to RCCs and MMDAs to enable them to effectively perform their functions;
- Conduct organizational and job analysis for RCCs and MMDAs;
- Conduct management audits for RCCs and MMDAs in order to improve the overall management of the Service;
- Design and co-ordinate management systems and processes for RCCs and MMDAs; and
- Assist the RCCs and MMDAs in the performance of their functions under Act 462 (Local Government Act, 1993), Act 480 (National Development Planning (Systems) Act, 1994) and any other enactment, etc.

### **1.10 The Local Government Service Council**

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

- a. recommend to the Minister matters of policy relating to the management of the Service;

- b. ensure the implementation of the functions of the Service;
- c. recommend to the Minister a scheme of service prescribing the terms and conditions of service as well as the remuneration of the employees of the Service;
- d. develop policy guidelines for handling matters relating to recruitment, training, promotion, remuneration, discipline, arbitration and petition within the Service;
- e. set performance standards within which District Assemblies and Regional Co-ordinating Councils shall carry out their functions and discharge their duties;
- f. monitor and evaluate the performance standards of District Assemblies and Regional Co-ordinating Councils;
- g. develop and co-ordinate the personnel plans and assess the personnel needs of the District Assemblies and the Regional Co-ordinating Councils in consultation with the respective Assemblies and Co-ordinating Councils;
- h. develop and co-ordinate the training implementation plans of District Assemblies and Regional Co-ordinating Councils in consultation with the respective Assemblies and Co-ordinating Councils;
- i. develop professional standards and guidelines for the various categories of staff who are members of the Service;
- j. work in consultation and close co-operation with other services of the public service;
- k. perform such other functions as may be assigned to it by or under this Act or any other enactment; and
- l. advise the Minister on such matters as the Minister may request.

### **1.11 Local Government Service Secretariat (LGSS)**

To ensure that the Local Government Service is well structured and adequately staffed to provide excellent services to its stakeholders and clients, the LGSS is structured as follows:

#### **1.11.1 The Head of the Secretariat**

- The Head of Service
- The Chief Director
- Units
  - Internal Audit Unit
  - Legal Unit
  - Public Affairs Unit

### **1.11.2 Directorates**

1. Policy, Planning, Budgeting and Monitoring and Evaluation Directorate (PPBMED)
2. Management and Technical Service Directorate (MTSD)
3. Human Resource Management Directorate (HRMD)
4. Human Resource Development Directorate (HRDD)
5. Financial Management Directorate (FMD)
6. Research, Statistics and Information Management Directorate (RSIMD)
7. Administration and General Services Directorate (AGSD)

#### **The Chief Director**

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

#### **Units**

##### **Internal Audit Unit**

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

##### **Legal Unit**

This unit is part of the Office of the Head of Service and is required to provide legal and legislative support services to LGS by providing legal representation and input into formulation of standing orders and bye-laws. This unit is yet to be setup.

##### **Public Affairs Unit**

The Public Affairs Unit is part of the Office of the Head of Service and is responsible for the execution and review of communication strategies to market and communicate the ideals and benefits of the Service to the public and also handle client service relations.

#### **Directorates**

##### **Policy Planning, Budgeting and Monitoring and Evaluation Directorate (PPBMED)**

This Directorate ensures the development and periodic review of comprehensive and sustainable policies, plans, programmes and budgets to cover all activities of the LGS. It caters for the design and application of monitoring and evaluation systems for purposes of assessing the operational effectiveness of the LGS. The directorate is supported by the following units

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

#### **Management and Technical Service Directorate (MTSD)**

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

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

#### **Human Resource Management Directorate (HRMD)**

This Directorate ensures that the appropriate processes are engaged to enable staff with requisite background for various types of work in the Secretariat, RCCs and MMDAs to be

recruited, motivated and developed on a continuous basis for the efficient discharge of their duties.

The Directorate also ensures that approved personnel policies in the Secretariat, RCCs and MMDAs on employment, personnel records, and wages and salaries administration are translated into good management practices and effectively carried out. The directorate is supported by three Units namely:

- **Human Resource Planning Unit:** - This Unit Initiates strategies and facilitates career planning of staff of the Local Government Service. This involves regular deployments, secondments, postings, transfers, and development of Schemes of Service.
- **Recruitment and Selection Unit:** - The Unit facilitates the placement processes of applicants and draws up recruitment plans for the LGS. The unit is also responsible for orientation of staff.
- **Salary Administration Unit** – The Unit is responsible for the processing of input forms for employee salaries. It also identifies and addresses issues of Salary distortions.

#### **Human Resource Development Directorate (HRDD)**

This Directorate ensures that knowledge skills and abilities of staff are developed to deliver necessary services for the achievement of the mandate of LGSS. The directorate is made up of three (3) Units. These are

- **Training Unit:** - It initiates the review and development of career training policies and guidelines. It also collates the training needs identified through staff performance appraisal systems for implementation.
- **Career Development Unit:** -It prepares training modules necessary to enhance staff development. The Unit also ensures the promotion of staff based on approved requirements.
- **Performance Management Unit:** - The Unit is responsible for developing framework for staff performance management.

#### **Financial Management Directorate (FMD)**

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

- **Government of Ghana Unit:** - Manages all financial matters of LGS from GOG in accordance with the approved Financial Administration Regulations.
- **Donor Support Unit:** - Manages all financial procedures of LGS from Donor Support in accordance with the Financial Administration Regulations of Ghana in relation to International Standards.

### **Research, Statistics and Information Management Directorate (RSIMD)**

This Directorate is responsible for research, statistics and information management of LGS.

The directorate comprises the following Units:

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

### **Administration and General Services Directorate (AGSD)**

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

- **General Administration Unit:** - The Unit is responsible for providing administrative leadership, guidance and management of LGSS to help achieve its mandate.
- **Transport Unit:** - The Unit is responsible for the proper management and provision of an efficient transport system.
- **Procurement Unit:** - The Unit is responsible for managing the procurement services and providing technical support on procurement processes for the LGS.
- **Stores Unit:** - The Unit ensures the proper storage of all goods procured and ensures that stocks are replaced on time at the LGS.

- **Records Unit:** - This Unit ensures that documents and information are properly stored to ensure confidentiality and easy accessibility.
- **Estates Unit:** - This Unit provides advice on estate management issues and ensures that repairs and works on facilities and equipments are properly carried out at the LGS.
- **Security Unit:** - The Unit is responsible for ensuring the safety of the staff and property of LGS.

## Chapter 2

### Policy Framework

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The activities implemented by the LGS during the 2015 fiscal year were in line with the seven thematic areas of the GSGDA II. The key development issues correspond to relevant thematic areas and issues of the GSGDA II.

The seven thematic areas as outlined by the GSGDA II include: Ensuring & Sustaining Macroeconomic stability; Enhancing competitiveness of Ghana's Private Sector; Accelerated Agricultural Modernization and Sustainable Natural Resource Management; Oil and Gas Development; Infrastructure and Human Settlement; Human Development, Productivity and Employment; and Transparent and Accountable Governance.

Out of these seven thematic areas, the mandate of the Service Secretariat relates to two of these thematic areas and they include Human Development, Productivity and Employment and Transparent and Accountable Governance. Based on the two identified thematic areas, the Service adopted the appropriate goal, policy objectives and their corresponding strategies to implement the 2015 planned activities.

Tale 2a: GSGDA II Thematic Areas, Adopted Objectives & Strategies

<b>Thematic Area</b>	<b>Issues</b>	<b>Adopted Objectives</b>	<b>Adopted Strategy</b>
Human Development, Productivity and Employment	Lack of a comprehensive National Human Resource Development policy  Lack of reliable employment/labour data/statistics for policy decision-making, monitoring and evaluation	Improve the policy environment and institutional capacity for effective human capital development, and employment policy management	Develop database on Human Resource capacity needs at all levels  Develop capacity for effective use of data for decision-making  Ensure integration of employment issues in policies and programmes at all levels
	Lack of reliable productivity indicators and measurements	Enhance labour productivity across all sectors	Develop and implement productivity measurement and enhancement programmes for the formal and informal sectors of the economy  Strengthen capacity of the relevant institutions for effective implementation of productivity measurement and enhancement programmes
	Growing income disparities among socio-economic groups and between geographical areas	Reduce income disparities among socio-economic groups and between geographical areas	Implement local economic development activities to generate employment and ensure social protection
	Lack of adequate poverty data for planning and decision making	Ensure the provision of reliable poverty data at all levels	Develop capacity for analysis and effective use of data on poverty  Ensure regular collection, compilation, analysis and dissemination of reliable poverty data for planning and policy making
Transparent and Accountable Governance	Conflicting legal and policy framework and inherent challenges in Act 462	Ensure effective implementation of the decentralisation policy and programmes	Implement the National Decentralization Action Plan  Review and consolidate legislation on local governance
	Non-functioning sub-district structures	Ensure effective implementation of the decentralisation policy and programmes	Enforce compliance of LI. 1967
	Inadequate infrastructure at the MMDA level especially the newly created districts	Ensure effective implementation of the decentralisation policy and programmes	Promote Public Private Partnerships (PPPs) arrangements for infrastructural development for the newly created districts and ILGS

<b>Thematic Area</b>	<b>Issues</b>	<b>Adopted Objectives</b>	<b>Adopted Strategy</b>
	Weak leadership and managerial capacity at MMDA level	Ensure effective implementation of the decentralisation policy and programmes	Implement the National Decentralization Action Plan
	Weak financial base and management capacity of the District Assemblies	Ensure effective and efficient resource mobilisation, internal revenue generation and resource management	<p>Provide investment and capacity building grants to MMDAs under District Development Facility (DDF) and Urban Development Grant (UDG)</p> <p>Improve the capacity of finance and administrative staff of MMDAs</p> <p>Ensure effective monitoring of revenue collection and utilisation of investment grants</p> <p>Develop reliable business and property database system including the street naming and property addressing</p>
	Limited implementation of fiscal decentralisation policy including composite budgeting	Integrate and institutionalise district level planning and budgeting through the participatory process at all levels	Build the capacity of MMDAs to implement the public expenditure management framework
	Gaps in communication and accountability between MMDAs and citizens	Integrate and institutionalise district level planning and budgeting through the participatory process at all levels	Strengthen engagement between assembly members and Citizens
	<p>Weak orientation of MMDAs towards job creation</p> <p>Poor relationship between MMDAs and the Private Sector</p>	Mainstream Local Economic Development (LED) for growth and local employment creation	<p>Facilitate the implementation Local Economic Development Programmes at the district levels</p> <p>Promote local business enterprises based on resource endowments for job creation</p>
	Lack of quality and relevant database to inform decision-making	Improve availability of quality data for policy formulation, analysis and decision-making	Develop administrative statistical system to routinely compile, analyse and disseminate reliable data from administrative processes and registers

## Chapter 3

# Achievements of the LGSS for 2015

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This chapter of the report covers activities undertaken by the LGSS for the period of January to December 2015. It contains the highlights of achievements of the seven (7) directorates of the Secretariat namely; Human Resource Development (HRD) Directorate; Human Resource Management (HRM) Directorate; Policy, Planning, Budgeting, Monitoring and Evaluation (PPBME) Directorate; Research, Statistics and Information Management (RSIM) Directorate; Management and Technical Services (MTS) Directorate; Administration and General Services (AGS) Directorate and the Finance Directorate. It also features the report of the Internal Audit Unit (IAU) of the LGSS.

The activities described in this report are contained in the 2014 – 2017 MTDP of the LGSS. It describes the activities undertaken by the various directorates and units of the Secretariat leading to the achievement of the overall organizational objectives of the Service. The activities were either carried out solely by the directorates or in partnership with other action units in the Service, including the RCCs and the MMDAs. Some of the activities were also carried out with partners outside of the LGSS and others with the support of Development Partners through Projects.

### **Administration and Procurement**

The LGSS in consultation with the Chairman of the Local Government Service Council (LGSC) organized the four (4) annual statutory meetings of the Council to review the activities of the Service and provide direction for the achievement and implementation of the objectives of LI 1961 for the realization of the Service's goal of "A World Class Decentralized and Client-Oriented Service".

One staff durbar was organized to update staff of the Secretariat on the status of implementation of activities and the progress made in the realization of the annual targets of the Secretariat. The durbar also provided the opportunity for staff of the Secretariat to interact and raise pertinent issues for the attention of the Head of Service and Senior Management.

The Secretariat held twelve (12) monthly Management Meetings which provided a platform for Directors to report on their programmes and activities of their Directorates to enable Management chart a way forward.

During the year under review, the LGSS procured a number of equipment and other items to facilitate the execution of tasks by officers of the Secretariat. These included 26No. computers and accessories, 5No. laptops, 2No. LCD projectors, 1No. 4x4 station wagon, some furniture and other office equipment. In addition, a number of manuals and other materials were printed.

### **Preparation of 2016 Budget**

As part of the processes leading to the preparation of the 2016 Programme Based Budget (PBB), the Local Government Service Secretariat (LGSS), participated in the Policy Hearing organised by the Ministry of Finance in collaboration with the National Development Planning Commission (NDPC). This was to discuss policy issues and how they conform to the tenets and contribute to the achievement of the objectives of the Ghana Shared Growth and Development Agenda II (GSGDA II). The Hearing took place on 24<sup>th</sup> March, 2015, at the Civil Service Training Centre. At this time, the LGSS's budget was considered as part of the Ministry of Local Government & Rural Developments' Budget.

Following the policy hearing, the Local Government Service Secretariat was established as a cost centre with a separate budget from that of the Ministry of Local Government and Rural Development (MLGRD). Additionally, the budgets of the ten (10) Regional Coordinating Councils (RCCs) which hitherto were under the Office of Government Machinery (OGM) were also moved to the Local Government Service Budget. The budgets of the LGSS and that of the ten (10) RCCs were considered together for the establishment of the LGS cost centre.

The Secretariat prepared and defended the 2016 Programme Based Budget of the LGSS and the ten (10) RCCs at the Ministry of Finance (MoF) on 3<sup>rd</sup> September, 2015. A total budget of GH¢ 2,415,852.00 made up of GH¢ 1,365,852.00 for compensation and GH¢ 1,050,000.00 for Goods and Services was approved for LGSS. Additionally, a total budget of GH¢ 24,780,142.00 comprising GH¢ 17,830,142.00 for compensation, GH¢ 6,950,000 for Goods and Services was approved for the ten (10) RCCs. However, no budgetary allocation for assets was made for both the LGSS and the ten (10) RCCs. A detailed budget summary for the LGSS, the ten (10) RCCs and the MMDAs is contained in Table 6a.

Having received the approval of the Ministry of Finance, the Secretariat reviewed the 2016 budget based on the issues raised including revised ceilings and defended it before the Parliamentary Select Committee on Local Government on 14<sup>th</sup> December, 2015. Present at the hearing were the Deputy Minister for Local Government and Rural Development, Head

of the Local Government Service, Chief Directors of LGSS and the ten (10) RCCs. Other representatives were from MLGRD, MoF as well as the LGSS and the 10 RCCs.

The defense was led by the Head of the Local Government Service and assisted by the Director of the Policy, Planning, Budgeting, Monitoring and Evaluation Directorate at the Secretariat. After the presentations, the lead team responded to a number of questions. Some of the issues that emerged from the discussion were as follows:

1. The LGSS should liaise with MLGRD to consider making budgetary allocation to cover the recruitment of the backlog of the graduates of the schools of Hygiene;
2. Copies of Operational Manuals, Guidelines for the establishment of Departments, the various Schemes of Service and other documents of the Service should be made available to Committee members as reference materials.
3. Committee Members said monitoring visits should be organized for members to MMDAs to enable them monitor the implementation of Government Policies particularly in the northern sector of the country (UER, UWR & NR).

### **Preparation of the Composite Budget**

In 2015, the LGSS participated in the monitoring of the 2014 Composite Budget in all MMDAs in the Upper East Region from 3<sup>rd</sup> – 8<sup>th</sup> May, 2015. The report on the exercise was prepared and copies sent to the Fiscal Decentralisation Unit (FDU) of the Ministry of Finance (MoF). The monitoring of the implementation of the 2014 Composite Budget was carried out to identify challenges and other issues impeding progress. The findings of the monitoring exercise which is normally carried out early in the year informs the preparation of the Composite Budgets for the preceding year.

To give effect to the bottom – up approach to planning and budgeting, the Ministry of Finance ensures that annually, Regional Budget Hearings are conducted throughout the country for MMDAs. In the year under review, the LGSS partnered MoF and other key stakeholders to participate in the Regional Budget Hearing process at held in the regional capitals. The hearing exercise was on the preparation of the 2016 Composite Budget and it was to ensure that all the MMDAs prepared their budgets in line with guidelines issued by the Minister of Finance to guide the process. In view of the fact that all these Composite Budgets would be collated and harmonised at the National level as input into the national Budget, it was important that they conform to the prescribed format to facilitate the process. These hearings were conducted simultaneously in all the regions from the 18<sup>th</sup> - 29<sup>th</sup> October, 2015.

### **Staff Development (Capacity Building/Training)**

In 2015, the LGSS trained IT and HR staff in charge of the HRMIS database in all the RCCs and MMDAs under the European Union's support. There was also a collaboration with the Public Services Commission through the provision of organizational and staff data for the implementation of the Piloted National HRMIS Database.

Under the DANIDA sponsored RSGGP, the LGSS facilitated the participation of LGS and staff of other institutions in overseas training programmes and study tours. In all, sixty three (63) officers participated in Danida Fellowship Courses in various programmes. Beneficiary officers acquired knowledge and experience that is expected to positively impact the roles they play in their respective work places.

Other training programmes implemented were:

1. Three hundred and thirty-three (333) Senior Executive Officers were provided with orientation training between February and March of 2015.
2. 44 key staff from Metropolitan and selected Municipal Assemblies were trained on Public Private Partnerships from the 9<sup>th</sup> - 11<sup>th</sup> September 2015.
3. 30 staff of LGS were trained in the areas of Management in the Public Sector, Fighting Corruption and Local Government between September and December 2015 at the Civil Service Training Centre (CSTC), Accra.
4. 83 selected officers from various job classes in the LGS were provided 8-week training leading to the award of Certificate in Local Government Administration.
5. The LGSS granted 170 out of 240 study leave requests. 91 of the approvals granted were for full time programmes and 79 were for weekend, sandwich and evening programmes.
6. LGSS collaborated with GIZ to train twenty (20) staff drawn from the 10 regions as TOTs on the Performance Management System in November, 2015.
7. In collaboration with the Ministry of Food and Agriculture, LGSS facilitated the training of 13 Agricultural Officers in short courses in the People's Republic of China. Two (2) other officers were also trained in Fish Culture Development in Egypt
8. Two (2) separate workshops on Performance Management System (PMS) were organized in two zones for Coordinating Directors and HR officers across the country.
9. Monitoring activities were carried out in Ashanti and Brong Ahafo regions in November to ascertain the extent of implementation of the PMS.

Other human resource management related activities undertaken in 2015 included:

1. Development and presentation of the final draft strategic capacity building framework for the Local Government Service
2. Development of draft Scheme of Service for Catering, Stewards and Cleaners Classes.
3. Revision of the Conditions of Service for the LGS.
4. Secondment of Eight (8) officers to the following organizations: Institute of Local Government Studies; Ghana Aids Commission; Health Training Institutions; and National Service Secretariat.
5. Approval of seven (7) conversion applications
6. Commencement of analysis of new Staffing Norms developed for the Local Government Service for full implementation.

### **Recruitment, Upgrading, Promotion, Postings and Transfers of Staff**

In terms of upgrading, one hundred and fifty Seven (157) Technician Engineers were upgraded to Engineers and Quantity Surveyors. Additionally, seventy- four (74) environmental Health Technologist, Officers and Assistants were upgraded to Environmental Health Analysts and Public Health Engineers.

The Secretariat for the period under review received financial clearance from Ministry of Finance to replace one hundred and sixty three (163) staff who exited the Service in the various job classes. The breakdown on monthly basis is provided in Table 3a below.

Table 3a: Monthly Financial Clearance for Replacement Obtained from MoF

<b>No.</b>	<b>Period of Approval</b>	<b>No. Approved</b>
1.	March	40
2.	April	42
3.	July	57
4.	August	10
5.	October	6
6.	December	8
	<b>Total</b>	<b>163</b>

The Ministry of Food and Agriculture transferred ninety eight (98) officers in 2015 to Local Government Service for reposting. Additionally, officers were received from Ghana Broadcasting Cooperation and National Disaster Management Organization. Thirty seven (37) Staff of Ghana Statistical Service (GSS) were also transferred to the Local Government Service (LGS) on 29<sup>th</sup> October 2015. The breakdown of staff received by the Service in 2015 is presented in the Table 3b below.

Table 3b: Category of Staff Tranfered from other Public Institutions to the LGS

No.	Job Grades	Number
1	Technical Officers Gd. 11	32
2	Assistant Production Officers	18
3	Technician Engineers	9
4	Assistant Agricultural Officers	32
5	Assistant Agricultural Engineers	7
6	An officer from Ghana Broadcasting Corporation	1
7	Officers from National Disaster Management Organization (NADMO)	2
8	Officers from the Ghana Statistical Service	37
	<b>Total</b>	138

One thousand one hundred and seventeen (1,117) promotions in the various classes were effected in 2015. Breakdown of promotions by Region and Class are indicate in Table 3c below.

Table 3c: Regional Breakdown of Promotions in 2015

No.	Class	Volta	Eastern	Central	Western	Northern	Brong Ahafo	Ashanti	Greater Accra
1	Administrative Class	2	1	4	1		8	4	
2	Revenue Class	4	1	32	16	3		18	
3	Engineering class	32	41		57	4	14	26	49
4	Quantity Surveying Class	13	6		27				9
5	Social Development class	1			11		21		
6	Estate Class	2	1		1			16	
7	Environmental Class	46	25		30	41	11		9
8	Radio Operators Class	8	7		3		2		
9	Development Planning	2	3	1	9	6	7	8	
10	Auxiliary Class	13		27	3		2	69	
11	Agriculture Class	11	9	11	4	4	39	28	
12	Transport Class	9		13	1				
13	Executive Class	3	5		6		1	1	9
14	Records Class		7		1				
15	Budget Class		2	2	9	14	8	8	
16	Personnel Class		1					1	
17	Secretarial Class		7	1	7		1	3	29
18	Security Class			9	51				1
19	Catering Class			6					
20	Procurement Class				9		1		2
21	Internal Audit Class				2	1	14		
22	Management Info System						2		
	<b>Total</b>	<b>146</b>	<b>116</b>	<b>106</b>	<b>247</b>	<b>81</b>	<b>131</b>	<b>182</b>	

## Postings

A total of two hundred and fifty four (254) posting instructions were issued from the Secretariat based on personal requests or on the exigencies of the Service. The breakdown is as follows:

Table 3d: Analysis of Postings Effected by the LGSS in 2015

No.	Job Class	Number
1.	Administrative Class	35
2.	Revenue Class	2
3.	Engineering class	28
4.	Social Development Class	15
5.	Estate Class	2
6.	Environmental Class	28
7.	Development Planning	24
8.	Auxiliary Class	11
9.	Agriculture Class	10
10.	Executive Class	9
11.	Budget Class	18
12.	Secretarial Class	11
13.	Statistical Class	28
14.	Procurement Class	11
15.	Internal Audit Class	13
16.	Human Resource	9
	<b>Total</b>	<b>254</b>

Tables 3e and 3f below present information on Salary Administration/Payroll issues and analysis of staff that exited the Service in 2015

Table 3e: Personnel processing input made in 2015

No.	Description	Number
1.	New Entrants	375 (check vs no approved by MoF for replacement)
2.	Promotions	1,047
3.	Postings/Transfers	1,653
4.	Change of Bank	63
5.	Insertion of Bank Acc. No.	75
	<b>Grand Total</b>	<b>3,213</b>

Table 3f: Breakdown of officers who exited the Service

No.	Description	Number
1.	Retirements	476
2.	Resignations	78
3.	Vacation of Posts	114
4.	Deaths	60
	<b>Total</b>	<b>728</b>

### Appointments of Regional/District Coordinating Directors

In 2015, four (4) senior Directors and eighty (80) officers from various job classes who were on the director or its analogous grades for five (5) or more years with Masters degree were processed for interview by the Public Services Commission to the grades of Chief Director and Coordinating Directors respectively. All 4 senior Directors and 52 out of the 80 officers passed and were duly appointed and posted to stations where their services were most needed. The Chief Directors were posted to head the Eastern, Volta, Greater Accra, and Western Regional Coordinating Councils (RCCs) whereas the Coordinating Directors were posted to head 52 Metropolitan, Municipal and the District Assemblies (MMDAs). The breakdown of officers processed by class for the Coordinating Director grade is shown in Table 3g below.

Table 3g: Breakdown of Officers by Class Appointed to the Post of Co-ordinating Directors

No.	Job Class	No. Processed
1.	Administrative Class	48
2.	Development Planning Class	16
3.	Budget Internal	10
4.	Audit Class	1
5.	Agricultural Class	5
	<b>Total</b>	<b>80</b>

### Selection of Heads of Department (HoD)

Processes leading to the appointment of Heads of Departments were undertaken during the year under review. Specific achievement included;

- 41 HoDs for Urban Roads Departments (URDs) of Metropolitan and Municipal Assemblies were appointed and posted. They were provided with orientation training;

- 6 HoDs for Waste Management Departments (WMDs) were appointed and posted to the 6 Metropolitan Assemblies, however, orientation training for the appointed officers is yet to be undertaken.
- Applicants for the position of HoDs for Agriculture Departments (AgDs) for the 216 Metropolitan, Municipal and District Assemblies were shortlisted for Regional interviews;
- Applicants for the position of HoDs for Central Administration Departments (CADs) were shortlisted and interviews scheduled

### **Institutionalization of Performance Management System in LGS**

In 2015, there was nation-wide operationalization of the LGS - Performance Management System that involved the use of two instruments: the Performance Contract (PC) and Performance Appraisal (PA). The PCs were between Regional Ministers and Regional Coordinating Directors (RCDs) as well as between MMDCEs and MMDCDs. These contracts were signed in January 2015 and July 2015. Mid-year Performance reviews for RCCs were carried out by two consultants and review reports were submitted to LGSS in August 2015.

The Secretariat organized regional sensitization workshops on the PMS in May 2015. A training of trainers (ToT) workshop on the PMS for selected HR personnel and officers of RCCs and MMDAs was also organised in Kumasi with the support of GIZ in November 2015.

### **Research and Publications**

The LGSS conducted a number of researches in 2015 and among them were the following:

- In order to obtain credible data to support the assessment of women in public service, the Secretariat in 2015, commenced a research on gender of staff in active service across MMDAs, regions and the LGSS.
- Research on expenditure patterns of Metropolitan, Municipal and District Assemblies (MMDAs) within a five (5) year time frame (2000 - 2005) was initiated, however, only seventeen (17) out of the hundred and seventy (170) Assemblies that existed during the period under consideration responded. In this regard, the LGSS intends to re-conduct a similar research in the 216 MMDAs.

The LGSS published one of the two LGS Bi-annual Bulletins. Articles were also written in line with the Service's micro research policy with the use of secondary data. The news

bulletin provides the general Public, Academic Institutions, Development Partners and staff with information on the policies, programmes and activities of the Service.

As part of the continuous awareness creation efforts on the Service, the LGSS printed and distributed 2016 Calendars and Diaries to beneficiaries and this was done for the first time before 31<sup>st</sup> December 2015.

In 2015, the Service called for papers on “Alternative Service Delivery Models for Local Government Authorities. A National Conference was held to discuss the papers for acceptance. An International Standard Serial Number (ISSN) has been obtained for the publication of the accepted papers.

### **IT and Work Environment**

During the period under review, the Services’ website was transformed to become robust with regular updates and additional features such as Twitter and Facebook platforms added. The LGSS IT policy was finalized and approved by the Council for dissemination.

A Database Management System and an electronic asset register were developed and deployed for the Registry and Procurement Units of the Secretariat respectively. These interventions were aimed at improving the tracking of records and procurement management.

### **LGS Professionals Annual Conference**

The Secretariat organized the 3<sup>rd</sup> LGS Professionals Conference in Sunyani from the 9<sup>th</sup> to 11<sup>th</sup> December 2015. The conference was to evaluate the service delivery system of local government authorities, share ideas and best practices to enhance service delivery in the Local Government Service.

### **Construction of LGSS New Office Complex**

In 2015, the LGSS completed evaluation of Request for Expression of Interest (REOI) for a Transaction Adviser (TA) for the project to construct a new office complex for LGSS through Public-Private-Partnership arrangement. Six (6) firms were shortlisted to receive and respond to Request for Proposals (RFP). The RFP document has been prepared and sent to the World Bank through Ministry of Finance for a “No Objection”.

### **MoU for Water Quality Management Framework**

The LGSS facilitated the signing of a Memorandum of Understanding (MoU) among all parties of the National Coordinating Committee on Drinking Water Quality Management (NCC-DWQM) in September 2015. The purpose of the MoU was to establish a National Coordinating Committee on Drinking Water Quality Management (NCC-DWQM) to increase synergies among the parties for the provision of safe drinking water and also to enhance cooperation and sharing of information for the sake of safeguarding drinking water quality throughout Ghana.

The MoU was signed by and among the following institutions: Ministry of Water Resources, Works and Housing (MWRWH) (Anchor Institution), Ghana Standards Authority (GSA), Ghana Water Company Limited (GWCL), Water Resources Commission (WRC), Environmental Protection Agency (EPA), Ministry of Local Government and Rural Development (MLGRD), Ministry of Finance (MoF), Local Government Service Secretariat (LGSS), Centre for Scientific and Industrial Research - Water Research Institute (CSIR-WRI), Foods and Drugs Authority (FDA), National Disaster Management Organisation (NADMO), Public Utilities Regulatory Commission (PURC), Community Water and Sanitation Agency (CWSA), Ghana Health Service (MOH/GHS), National Development Planning Commission (NDPC) and Ministry of Health.

### **Inter-Service and Sectoral Collaboration and Cooperation System (ISCCS)**

On the strength of the provisions in the Local Government Service Act, 2003, (Act 656) Section 15 (6) (c) which states that “the Head of Local Government Service (HLGS) shall establish, with the approval of the Council, systems for effective inter-service and sectoral collaboration and co-operation between the Service, the Education Service, the Health Service, the Forestry Service and other Services, to harmonise local government programmes and avoid duplication”. An Inter-Service and Sectoral Collaboration and Cooperation System (ISCCS) was therefore developed for adoption by all partners.

Collaboration meetings with MDAs (MOFA, DFR, PWD, CWSA, DRH, DUR, GSS, EHSD, GAPTE & NRSC) for the establishment of the decentralized departments / Units of MMDAs (Agric., Works, Waste Management, Statistics, Road Safety, Urban Roads & Legal) were held.

## Creation and Strengthening of Units under Directorates

### A. PPBMED

In the year under review, three (3) staff were posted to the PPBMED to augment the staff strength of the directorate. Currently all the four (4) units under the directorate have at least a staff each. There is a total of eight (8) staff in the Directorate and this comprises six (6) GoG staff and two (2) project staff.

## Disciplinary Actions

1. The LGSS investigated alleged payroll fraud in Ga West, Obuasi, Ledzorkuku – Krowor Municipal and Birim North District Assemblies
2. The LGSS investigated and duly disciplined officers in active service who engaged in active partisan politics
3. The LGSS investigated and duly disciplined officers found culpable in the missing and sale of five diesel engine equipment in the care of the Assembly

## Financial Performance of LGSS

**Table 3h: Financial Performance of the LGSS as at 31<sup>st</sup> December 2015.**

Item	2015 Approved Budget (GH¢)	Released (GH¢)	Expenditure (GH¢)	Expenditure (%)
Compensation	1,115,856.00	1,605,874.38	1,605,874.38	100.00
Goods & Services	2,000,000.00	640,770.98	639,398.76	99.79
Investment	500,000.00	-	-	-
Donor	3,625,000.00	6,397,308.00	4,256,617.14	66.53
<b>Total (GH¢)</b>	<b>7,240,856.00</b>	<b>8,643,953.36</b>	<b>6,501,890.28</b>	<b>75.22</b>
Donor- World Bank	\$1,232,825.00	\$1,232,825.00	\$1,456,467.30	118.14

## Comments on the Financial Report

### GoG Funding

During the year under review, GOG Budget releases were curtailed up to the third quarter. This situation affected implementation of some prioritized activities in the year 2015. From the table above compensation expenditure (payment of emolument) amounted to GH¢1,605,874.38 which is above the annual budget for compensation. Government salary increase across board without recourse to Budget levels accounted for the over-runs. The use of Goods & Services released during the period under review was approximately 32% of the annual Budget for Goods and Services. The reduction in the release of this Budget

component (Goods & Service) resulted in accumulation of outstanding bills. There was no release on Non-Financial Assets in the Budget during the year under review.

### **Other Funding Sources (Donor Support Fund)**

#### **1. Danida Sponsored Programme (RSGGP)**

During the year under review – the Right to Service and Good Governance Programme, a DANIDA sponsored programme received an amount of GH¢ 2,772,308.00 in respect of 2014 and Gh¢ 3,625,000.00 in respect of 2015 financial year. This amounted to Ghc 6,397,308.00 and was available for utilization. The total expenditure incurred during the period under review was Gh¢ 4,256,617.14. The vast variance of Gh¢ 2,140,690.86 was due to the late credit to the account in respect of 3<sup>rd</sup> and 4<sup>th</sup> quarter releases. As a result of this development most of the planned programmes are being implemented in the early part of 2016.

#### **2. World Bank Sponsored Programme - LGCSP – Component 2B**

During the year under review the LGCSP programme received from MLGRD an amount of USD1,232,825.00 for planned programmes for 2015. The total expenditure incurred during the period was USD 1,456,467.30. This expenditure was possible due to carried forward surplus of USD215,567.29 from the 2014 financial year.

At the end of the year 2015 there were some outstanding bills in respect of this programme amounting to USD 109,833.09 for Consultancy for RTAT IPE GLOBAL – zone 4 in respect of 4<sup>th</sup> quarter of 2015.

### **Development Partners Support Projects at the Secretariat**

#### **Local Government Capacity Support Project (LGCSP)**

Under the Local Government Capacity Support Project (LGCSP), the LGSS has the mandate to ensure the implementation of Component 2B which is delivered through the use of a Capacity Support Fund (CSF), Regional Technical Advisory Teams (RTAT) and delivery of targeted training for key officers of the participating MMAs in Public Financial Management (PFM). The CSF is applied to the hiring of Consultants to assist the MMAs to achieve certain deliverables in the 5 targeted Public Financial Management areas while the RTATs are made up of experts in the PFM areas deployed to give the MMDAs hands-on and coaching support to improve their performance in those areas.

### **Targeted Capacity Building Training**

During the year under review, all 46 participating MMAs in the LGCSP were trained in three (3) areas of Public Financial Management areas namely; Financial Management, Revenue Mobilization & Social Accountability. In all a total 552 key officers from the participating MMAs benefited from the training. Participants included Coordinating Directors, Planning Officers, Budget Officers, Internal Auditors, Finance Officers and Revenue Superintendants, Training beneficiaries were also issued with certificates of participation.

### **Capacity Support Fund (CSF)**

Under the Capacity Support Fund (CSF), 37 participating MMAs in the LGCSP who passed the UDG assessment had their CSF project applications vetted, approved and funds were transferred to them to enable them carry out their proposed projects. Through the Capacity Support Fund (CSF) 36 MMAs were able to form and train Street Addressing Teams (SAT) on Land Use Planning Management Information System (LUPMIS), organize sensitization and stakeholder consultations on street naming with traditional leaders, the community and the media, conduct ground-truthing, acquire digital maps and mount signage posts in designated areas in each of the 36 MMAs.

MMAs that used their CSF to prepare revenue improvement action plans, property revaluation, and assets register realized substantial increases in their revenue generation performance. For example at Ejisu-Juabeng Municipal Assembly, revenue target in 2015 was exceeded by over 100%.

There have been significant improvements in the utilisation of the CSF funds during the period under review. Disbursement of CSF 1 was US\$1,125,669 out of a total transfer of \$ 1,200,000 constituting 94%; under CSF 2, \$1,178,155 (87%) was utilised out of \$1,360,000 and CSF 3, \$640,217 (43%) out of a total transfer of \$1,480,000 was utilised; overall disbursement of CSF1, 2 & 3 as at 31<sup>st</sup> December 2015 was \$2,944,042 constituting 73% as against 63% attained at the end of September, 2015.

### **Monitoring of LGCSP Activities**

In line with its mandate, the LGSS conducted two monitoring visits to all the 46 participating MMAs to obtain first-hand information on the activities of the RTATs and the state of implementation of CSF related activities. Outcomes of the visits provide the LGSS with critical information required to periodically assess the performance of the RTATs. Additionally, the visits also provide the Secretariat with insight into challenges being

encountered by the MMAs in the implementation of the CSF activities. The two monitoring visits were conducted in April and October, 2015 respectively. Some observations and issues gathered by the LGSS during the visits to the 46 participating MMAs are as follows:

1. Generally, the MMAs understand the work of the RTATs to be building the capacity of the Assemblies in delivering results in the 5 PFM areas, however, the general understanding of how this could be accomplished differs from one MMA to the other but the RTATs have developed common approaches which were adapted to suit the needs of each MMA.
2. MMAs are of the opinion that the presence and support of RTATs has been very beneficial as their regular quarterly visits keep them on track. This is evident in improvements in revenue generation among other things in addition to improved performance in FOAT assessment.
3. There is the need to build the capacity of the RCCs in terms of logistics and skills mix in order to ensure a smooth transition from the RTATs to RCCs when the project eventually comes to an end. In terms of skills mix it was suggested that RCCs could co-opt senior and experienced officers working at the MMA level within their regions to augment RCC monitoring teams.

### **Organization of Peer-Learning Sessions**

Two peer learning workshops for MMAs on CSF, UDG, roles of RCC and RTATs in the project Zone 1,2,3,4 were successfully organised. As part of the LGCSP implementation, the RCCs were given logistics support to facilitate a good working relationship with the RTATs through interactive meetings and sharing notes on best practices.

### **Management of Regional Technical Advisory Teams (RTATs)**

Following a No Objection from the World Bank, the contracts of the RTATs in three zones were extended to December 2016 and a new RTAT was engaged for zone 4 for the 2016 financial year. The extension is to ensure that the RCCs have enough time to understudy the RTATs as part of a transition plan for sustainability. Additionally, a long term Technical Advisor was recruited. Both the new RTAT and Technical Advisor have since started work.

### **Support to RCCs**

In order to strengthen the RCCs to provide effective support to the MMAs in the implementation of the project, basic office equipment were given to all the 10 Regional Coordinating Councils. Additionally, a total amount of \$66,000 is disbursed to the 10 RCCs in two tranches each year including the year under review. The funds released have

contributed to improved regularity and timeliness of monitoring and reporting by the RCCs using the NDPC reporting formats.

### **Ghana Internally Generated Fund Technical Support (GIFTS)**

The Ghana Internally Generated Fund Technical Support (GIFTS) project was an initiative of the Government of Ghana and the Canadian Department of Foreign Affairs, Trade, and Development (DFATD) with Ministry of Local Government and Rural Development (MLGRD) and the Local Government Service Secretariat (LGSS) as interested parties. The initiative is meant to improve the Internally Generated Funds (IGF) of the Metropolitan, Municipal and District Assemblies (MMDAs). GIFTS is managed by the Local Government Service Secretariat with Amplify Governance as the implementer.

The GIFTS project is a two-year programme designed to build a residential and commercial property rate and non-tax revenue system in selected MMDAs. The system and accompanied training provides MMDAs with the ability to prioritize and act on development needs within their areas of jurisdiction.

In total, DFATD contributed Eight Hundred and Forty Four Thousand Two Hundred Canadian Dollars (\$844,200.00). Out of the total amount Eight Hundred Thousand (800,000.00), or One Million Nine Hundred and Eighty-Three Thousand Five Hundred Ghana Cedis (GHC 1,983,500.00) went to Amplify Governance a Canadian company, which is the main implementing agent to cover operational costs.

The Local Government Service Secretariat was also given Forty Four Thousand Two Hundred Dollars (\$44,200.00) or One Hundred and Five Thousand, Eight Hundred and Forty Ghana Cedis (GHC 105,840.00) for the administrative cost i.e. setting up a Project Secretariat, and monitoring activities among others.

### **Achievements**

Some of the achievements of the project include the under listed:

1. MMDAs have shown increased willingness to invest their own resources in the project activities both financial and non-financial. These have ranged from allowances for data collectors, vehicle use, office space, and staff support
2. Citizens have become aware and supportive of the project activities. In the initial stages of data collection many citizens resisted to have their houses valued and numbered. As the project progressed and citizens' engagement activities were

intensified, their perception changed and they began to view the project in a more positive light.

3. The spatial databases being built using GIS provide a complete view of the MMDAs although not all MMDAs have reached completion, the maps are in-depth in highlighting property use, road networks and public facilities.
4. Amplify Governance and the LGSS advocated for lower valuation costs in the future and this has received favourable consideration. The result is that local governments will be able to maintain up-to-date valuation lists to enhance revenue generation. The table below summarises achievements in three MMDAs participating in GIFTS.

Table 3i: Property and Business Registration under the GIFTS

<b>Assembly</b>	<b>Hohoe</b>	<b>Savelugu Nanton</b>	<b>Sunyani</b>
Properties Valued	5,262	6869	6026
Businesses Registered	1,136	684	1424
Properties with Data Recorded (Unassessed)	11,770	9390	14146

### **Challenges**

Some implementation challenges experienced both at the MMDA and national level were as follows:

1. Some citizens are apprehensive because of the perception that not all potential ratepayers are covered under the programme.
2. Unwillingness of some citizens to pay rates due to the poor nature of roads, street lights, and other public utilities and services
3. The excessive delay from the Land Valuation Board and the resultant high costs.
4. Inadequate communication and consultation between Amplify Governance and the LGSS
5. Inadequate monitoring of project implementation activities.

## Chapter 4

# Regional Progress Reports

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This section of the 2015 Annual Progress Report (APR) provides an overview as well as highlights of some of the activities carried out by the Regional Co-ordinating Councils (RCCs). It also summarizes the performances of Metropolitan, Municipal and District Assemblies within the jurisdictions of each of the 10 Regional Co-ordinating Councils. The regional reports are an abridged version of the detailed reports submitted to the Secretariat by the RCCs.

### **4.1 Composition of the Regional Co-ordinating Council**

The Regional Co-ordinating Councils are statutory bodies established by the Local Government Act, 1993 and is the highest decision-making body at the regional level representing the political and administrative machinery of the central government. The Regional Minister is the political heads of the region, and the chairmen of the Regional Co-ordinating Council that is made up of the Regional Minister and their Deputies, in addition to all the Metropolitan/Municipal/ Districts Chief Executives (DCEs), Presiding Members (PMs), as well as two representatives from the Regional House of Chiefs in the region.

The Heads of all Regional Departments (HoDs) are ex-officio members of the Regional Co-ordinating Council, with the Regional Co-ordinating Directors as secretaries to the councils. The Regional Co-ordinating Councils are supported administratively and technically by a Central Administration headed by the Regional Co-ordinating Directors (RCDs). The Metro/Municipal/ Chief Executives are nominated by the President of the Republic of Ghana and approved by a two-thirds majority of the respective Metropolitan/Municipal/District Assemblies. The Chief Executives, like the Regional Minister, are assisted by District Co-ordinating Directors in the effective performance of their duties.

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

A number of legislations including the Local Government Act (Act 462), the National Development Planning Act (Act 480), the Civil Service Law (PNDCL 327), the Local Government Service Act, (Act 656) and the Security and Intelligence Act (Act 526) prescribe the functions of the Regional Co-ordinating Councils.

The functions performed by the Councils can broadly be categorized into two (2) statutory functions. The first is administrative functions which are spelt out in the Local Government Act of 1993 (Act 462) and hinges on the monitoring and coordination role of the RCC. The second relates to development planning functions which is outlined in the National Development Planning Act. Under this arrangement, the RCC is required to provide MMDAs with the necessary information to aid in the preparation of their development plans as well as coordinate the implementation of these plans to ensure value for money.

#### **4.3 Administrative Functions**

The main administrative functions of the Council as spelt out in the Local Government Act 1993, Act 462 are as follows:

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

#### **4.4 Development Planning Function**

In addition to the administrative functions enumerated above, the Council performs the following planning functions as contained in the NDPC (System) Act 1994, Act 480.

- Acts on behalf of the National Development Planning Commission with respect to such National Projects and Programmes in the region as the Commission may direct.
- Co-ordinates and monitors programmes of all departments under the Regional Co-ordinating Council and keeps it informed of all developments.
- Prepares Annual Performance Reports on the work of the Regional Co-ordinating Council within three months after the end of the financial year and submit same to the Office of the President, Office of the Head of Civil Service and the Ministry of Local Government and Rural Development.
- Performs functions not captured in the legislation such as Protocol involving the hosting of dignitaries and the celebration of National Events.
- Manages conflicts, including chieftaincy, tribal, land and religious disputes in the region.
- Provides MMDAs with information and data as and when necessary to assist them in the preparation of their Development Plans.

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

#### **4.5 Decentralized Departments of the RCC**

The Civil Service Law (PNDCL 327) of 1993 makes all decentralized departments in the region part of the Regional Co-ordinating Council. The heads of these departments are ex-officio members of the RCC without voting rights and provide technical advice to it. They report to the RCC through the Regional Co-ordinating Director.

These are:

1. Regional Education, Science and Sports Department
2. Regional Social Welfare and Community Development Department
3. Regional Health Department
4. Regional Agriculture Development Unit
5. Regional Works Department
6. Regional Physical Planning Department
7. Department of Rural Housing and Cottage Industries

## **4.6 Ashanti Regional Co-ordinating Council (ARCC)**

### **Introduction**

This report covers the political, administrative, economic and the security situation of the Ashanti Regional Co-ordinating Council (ARCC) and all the thirty (30) Metropolitan, Municipal and District Assemblies (MMDAs) as well as sector Departments and Agencies in the region, for the period 1<sup>st</sup> January to 31<sup>st</sup> December, 2015.

The ARCC co-ordinated, monitored and evaluated the use of funds allocated to MMDAs by Government and Development Partners. The Council also supported the improvement and sustainability of development through public relations and press briefing sessions.

Major activities undertaken in the region during the year under review were:

- Combating surfacing mining by legal and illegal mining in the region which was gradually exhausting all arable lands in the region threatening food security in the future
- Sanitation and waste management including the National Sanitation Day
- Rural Electrification projects to improve electricity coverage in the Districts
- The provision of educational infrastructure (construction of 6 Community Day SHS)
- Improvement upon the security situation in the region especially combating highway robberies
- Improvement in health care delivery with emphasizes on the construction of Tewa District hospital and the military hospital at Afari.

On the whole, the ARCC together with the MMDAs performed well during the year under review, considering the targets achieved in spite of the limited inflow of funds. The successes chalked however were not without challenges. It is anticipated that the task ahead of the year 2016 would be an improvement over last year's performance.

### **Regional Profile**

Ashanti Region is centrally located in the middle belt of Ghana. It lies between longitudes 0<sup>0</sup> 15' W and 2<sup>0</sup> 25' W, and latitudes 5<sup>0</sup> 50' N and 7<sup>0</sup> 46' N. The region shares boundaries with four of the ten regions of Ghana, Brong-Ahafo to the north, Eastern and Central Regions to the South and Western Region to the South West. It occupies an area of approximately 24,389.57km<sup>2</sup>.

The population of the region according to 2010 population and housing census is 4,780,380 with a growth rate of 2.7%. Thus, the estimate population of the region as at 2015 is 5,461,534.33 making it the most populous region in Ghana.

### **Regional Potential**

The Ashanti Region abounds in human, material, and natural resources. The region has the biggest population and highest number of constituencies and districts. The central location of the region makes it a hub for business and commerce. Investors therefore have a vast array of investment opportunities to grow their businesses and provide employment for the people of the region. Districts in the region are endowed with abundant arable lands which support the cultivation of various food and cash crops.

It is the home of large poultry in the industries in the country. Examples are Darko farms, Mfum farms, Asamoah & Yamoah farms, Akate farms etc. The region also has potential as well as existing capacity (Agricare Ltd) for commercial production of poultry feed mills.

### **Agriculture and Forestry**

Agriculture is the dominant economic activity in the region employing about 34.4% of the labour force (2010 population and housing census). About 60% of the regions surface area is suitable for crop production of which 81% is under cultivation. Crops grown in the region include oil palm, cocoa, cotton, citrus, cashew, coffee and lemon accounts for the industrial crops in the region. The land is also suitable for the cultivation of food crops like cassava, plantain, rice, yam, cocoyam and vegetables

The Region has 3180 Sq. Km (22.5%) of Ghana's high forest reserves. About 2,340 Sq. Km (65%) is under exploitation whilst the remaining 1,240 Sq. km (32%) are protected. The forest resources especially timber from these reserves have high commercial value and include Odum, Mahogany, Wawa Ciba and many others like bamboos and canes.

### **Mineral Resources**

The Ashanti Region is endowed with mineral deposits of high economic value. Gold, Bauxite, Manganese, limestone, silica, iron ore and clay deposits abounds in almost every part of the region with large scale goldmines at Obuasi and Konongo and Manso Nkwanta.

## Tourism

There are several tourist attraction sites in the region. These include the new Rattray Park, Royal Mausoleum at Bremang, Okomfo Anokye sword at Okomfo Anokye Teaching Hospital, Lake Bosomtwe, Mframabuom Caves and Bobiri forest among others. To boost nascent tourism industry, there are several hotels and an international airport to make travelling and lodging convenient to tourist.

## Administrative Issues

The Council was led by three different Regional Ministers during the period, namely: Hon. Dr. Samuel Sarpong with Hon. Joseph Yammin as his deputy from 1<sup>st</sup> January 2015 to 26<sup>th</sup> February 2015. Hon. Eric Opoku, the Brong Ahafo Regional Minister acted as the Ashanti Regional Minister from 27<sup>th</sup> February 2015 to 18<sup>th</sup> May 2015. Hon. Peter Anarfi Mensah took over as the incumbent Regional Minister from 18<sup>th</sup> May 2015.

There are thirty (30) administrative districts in the Ashanti region which comprise of 1 Metropolitan, 8 Municipal and 21 District Assemblies. Table 4.6a below shows the political leadership and number of Assembly Members of the MMDAs in the region.

Table 4.6a: Leadership and Assembly Members of MMDAs

No.	MMDA	Political Leadership	Assembly Members		
			Male	Female	Total
1	KMA	Hon. Kojo Bonsu	131	16	147
2	Ejisu-Juaban Municipal	Hon. Kwaku Afrifa Yamoah Ponko (up to July 2015)	41	6	47
3	Sekyere East Dist	Hon. Solomon Adjei Mensah	34	6	40
4	Mampong Municipal	Hon. Mohammed Kojo Aboasu	44	4	48
5	Ahafo Ano North	Hon. David Addai-Amankwah	50	8	58
6	Ahafo Ano South	Hon. Gabriel Barimah	68	6	74
7	Asante Akim Central Mun.	Hon. Alhaji Braimah Boyong	35	3	38
8	Asante Akim South	Hon. De-Graft Forkuo	55	13	68
9	Adansi South	Hon. Benjamin Anhwere	52	7	59
10	Obuasi Municipal	Hon. Richard Ofori A. Boadi	45	10	55
11	Bekwai Municipal	Hon. Mary Juantoah	39	10	49
12	Amansie West	Hon. Alex Kwame Bonsu			
13	Bosomtwe	Hon. Veronica Antwi-Adjei	45	5	50
14	Atwima Mponua	Theresa Adomako/Hon. Yeboah Stephen	52	3	55
15	Amansie Central	Hon. Dede Appiah Emmanuel	37	3	40
16	Ejura-Sekyedumase Mun.	Hon. Mohammed Bawah Braimah	57	6	63
17	Atwima Nwabiagya	Hon. Nana Asare Bediako	48	6	54

No.	MMDA	Political Leadership	Assembly Members		
			Male	Female	Total
18	Sekyere South	Hon. Edward K. Ayarkwah	44	5	49
19	Kwabre	Hon. Adams Iddisah	39	4	43
20	Offinso Municipal	Hon. Amankwah Kesse	40	3	43
21	Adansi North	Hon. Alhaji Abdul-Lateef Majdoub	57	4	61
22	Afigya Kwabre	Hon. K. Oppong Kyekyeku	55	6	61
23	Sekyere Afram Plains	Hon. Samuel Asiamah	33	3	36
24	Atwima Kwanwoma	Hon. Kwabena Nkrumah	44	4	48
25	Bosome Freho	Hon. Kwame Adarkwah	26	4	30
26	Sekyere Central	Hon. E. Akuoko Frimpong	37	4	41
27	Offinso North	Hon. Samuel Kojo Appiah-Kubi	33	2	35
28	Asokore Mampong Municipal	Hon. Alhaji Nurudeen	13	2	15
29	Asante Akim North	Hon. Daniel Osei	29	3	32
30.	Sekyere Afram Plains	Hon. Fuseini Donkor	12	2	14
	<b>Total</b>		<b>963</b>	<b>117</b>	<b>1175</b>

The region has 2 female and 28 male MMDCEs. The mandate of five (5) MMDCEs expired during the period under review and the regional minister acted as such. The total number of the Assembly members in the region was 1175 comprising 963 Male and 117 female as indicated in Table 4.6a above.

## Human Resource Management Issues

**Table 4.6b: Human Resource Analysis**

No.	Department/ Section/ Grade	Min	Max	Actual No. of Employee At Post	Shortage	Excess
1	Administration	137	157	149	8	
2	Planning	93	135	86	49	-
3	Budget	148	203	78	125	-
4	HR/Personnel	98	131	52	79	-
5	Stores	151	163	52	111	-
6	Executive	101	127	176	-	49
7	Secretarial	58	132	237	-	105
8	Transport	300	681	218	463	-
9	Information	89	304	14	290	-
10	Accounts	330	451	175	276	-
11	Works/Engineers	699	976	358	618	-
12	Soc. Welfare/Comm. Dev.	326	389	510	-	121
13	Revenue	330	453	590	-	137
14	Audit	97	114	76	38	-
15	Security	580	732	144	588	-
16	Caretakers	720	963	53	910	-
	<b>Totals</b>	<b>4168</b>	<b>6111</b>	<b>2968</b>	<b>3555</b>	<b>412</b>

## **Promotions**

Based on approvals from the Local Government Service Secretariat, officers in the following job Classes were promoted within the year.

Engineering Classes	-	49
Social Development Classes	-	46
Administrative Class	-	3
Personnel Officers	-	1
Executive Officers	-	5
Records/Transport/ Auxiliary Classes	-	76
<b>TOTAL</b>	-	<b>180</b>

Reports for two separate promotions interview conducted for 32 officers in the Agricultural and 8 in the Development Planning Classes have been submitted to LGSS for approval. Promotion interviews have also been conducted for thirteen (13) Internal Auditors and 11 Officers for appointment as Heads of Central Administration.

## **Upgrading/Conversion/Retirement**

Applications of 126 officers of various job classes in the Service serving in the Ashanti region have been forwarded to the LGSS for further action. Again, 5 employees of the RCC retired from active service in the 2015. The list of employees who retired in the MMDAs in 2015 is yet to be submitted to the LGSS.

## **Training on LGSS Protocols**

Staff of nine (9) MMDAs in the region were trained on some Local Government Service Protocols including, the newly introduced Performance Management System, Service Delivery Standards, Code of Conduct, Conditions of Service and Staffing Norms.

## **Official Visit**

The President of the Republic of Ghana visited the region 11 times and the Vice President visited 4 times. The first lady paid 6 official visits to the region. Several ministers of state and sector ministers also paid a working visit on numerous occasions. Fifteen (15) Diplomats visited the Regional Co-ordinating Council including Australian High Commission, Turkish Ambassador and Rebecca Buxton, Professor of Medical Science, University of Utah, USA, South African Ambassador, Brazilian Ambassador, Nigerien and Burkina Faso Ambassador. Deatials of these visits in presented in the Table 4.6c below.

**Table 4.6c Visits of Dignitaries into the Region**

S/N	Date	Name of Visitor	Purpose of Visit
1.	29 <sup>th</sup> February 2014	Hon. Julius Debrah/ Minister for MLGRD	Official (Mmoaniko Festival)
2.	29 <sup>th</sup> February 2014	Hon. Barbara Asamoah/Deputy Minister for Land and Natural Resources	Official (Mmoaniko Festival)
3.	29 <sup>th</sup> February 2014	Mr. Isaac Amoo/Regional Information Officer	Official (Mmoaniko Festival)
4.	30 <sup>th</sup> October 2014	Hon. Dr. Samuel Sarpong/ Ashanti Regional Minister	Familiarisation Tour
5.	22 <sup>nd</sup> December 2014	Hon. Emmanuel Kojo Agyekum/Dep. Minister MLGRD	Working Visit
6	4 <sup>th</sup> May 2014	H.E. John Dramani Mahama	Familiarisation Tour
7	8 <sup>th</sup> September 2014	Hon. Dr. Samuel Sarpong/ Ashanti Regional Minister	Outreach
8.	11 <sup>th</sup> March 2014	Mr. Wiafe/Ag. Regional Information Officer	Familiarisation Tour
9		Officials from DDF Secretariat, Accra	Inspection of Projects
10	26 <sup>th</sup> March 2014	Mr. Paul Ernest Akanaba/Reg. Env't. Health Director	Evaluation of DESSAP
11	26 <sup>th</sup> March 2014	David Barnes Agudetse /Health Directorate	Implementation of MMDAs
12	20 <sup>th</sup> May 2014	Municipal Help Group/ Centre for Development of People	Courtesy Call
13	25 <sup>th</sup> June 2014	Assessment Team	UNFPA Implementing Partners Assessment
14.	26 <sup>th</sup> June 2014	UNFPA /monitoring Team	2 <sup>nd</sup> Quarter Monitoring of UNFPA 6 <sup>TH</sup> Country Programme
15.	26 <sup>th</sup> June 2014	DCOP Kofi Boakye/Reg. Police Commander	Working Visit
16.	31 <sup>st</sup> July 2014	Hon. Dr. Samuel Sarpong / Ashanti Regional Minister	Working Visit
17	28 <sup>TH</sup> August 2014	Mr. George K. Andoh /Reg. Local Govt. Inspector	Familiarization Tour
18	2 <sup>nd</sup> -3 <sup>rd</sup> September 2014	FOAT Assessment Team	FOAT Assessment
19	9 <sup>th</sup> September 2014	Monitoring Team/ Monitoring for preparation of District MDTP	Ministry of Water, Works and Housing
20	12 <sup>th</sup> September 2014	Hon. Collins Dauda/ Minister of Water, Works and Housing	Working Visit
21	24 <sup>th</sup> December 2014	Hon. Julius Debrah/ Minister for MLGRD	Inspection of Project
22	24 <sup>th</sup> December 2014	Hon. Dr. Samuel Sarpong / Ashanti Regional Minister	Inspection of Project
23	17 <sup>th</sup> November 2014	Hon. Okudzeto Ablakwa/ Deputy Minister for Education	Commissioning of District Education Office
24	17 <sup>th</sup> November 2014	Hon. Dr. Samuel Sarpong / Ashanti Regional Minister	Commissioning of District Education Office

## **Security Issues**

### **Illegal Mining Activities (Galamsey)**

During the year under review, illegal mining activities increased in the Amansie West, Ejisu Juaben, Ahafo Ano North District and Obuasi Municipality. In most of these cases, the illegal miners operated within legally acquired concessions owned by licensed companies. The situation often resulted in confrontations between such companies and the illegal miners who were armed.

REGSEC authorized swoops by the military and police to flush the illegal miners out of the legally acquired concessions. Culprits arrested in the operations conducted at Tapa, Esaase, Obuasi and other trouble spots were prosecuted.

### **Robbery**

Highway robbery activities by foreign Fulani herdsmen in the dry season around the Afram Plains Basin, Ejura, Drobonso, Asante Akim Agogo and Konogo were common. With the expansion in the highway police patrols, the robbers had changed their activities to arterial and feeder roads.

### **Chieftaincy**

Incidents of chieftaincy disputes which often escalated into clashes between factions occurred at Kumawu, Pakyi No.1 and Pakyi No.2. Through the support and efforts of the security forces and the Manhyia Palace, these situations were brought under control.

## **Report on Developmental Activities of Sector Institutions**

### **Education**

Achievements of the Education Unit in the region were as follows:

- The region was a beneficiary of 9 community day senior high schools
- Capitation grant received during the year stood at GH¢1,864,773.40
- School feeding: The school feeding programme was in Eight Hundred and Sixty one (861) schools with Two Hundred Seventy Eight Thousand, Six Hundred and Eighty One pupils benefiting from the project (278,681)

### **Health Sector**

The health sector has witnessed major boast in infrastructural development under the better Ghana Agenda of the government.

- The NHIS currently has 1,700,244 active members subscribing to the capitation which involves 420 facilities.

### **Gender, Children and Social Protection**

The protection of the vulnerable in society cannot be taken for granted. As a result, the Department of Gender is pursuing various programmes aimed at ensuring that women, children and the vulnerable in society are protected. Among programmes being implemented are:

- Conducted campaign for the Prevention of Early and Forced Marriage through radio programmes in Kwabre East, Kumasi Metropolis and Sekyere Afram Plains
- Prevention of Children from engaging Galamsey operations in the Obuasi Metropolis and Ahansonyawodea township.
- Organized radio programmes on issues affecting women and children
- Other programmes organized included
  1. Enrollment of 1000 kayayes unto the NHIS
  2. Distribution of relief items to flood victims at Asokore Mampong
  3. Registration of six hundred aged on NHIS at Asokore Mampong
  4. Donation to Asokore Mampong health center
  5. Workshop, training, sensitization on gender base violence with support of Defense for Children International.

Under the government's policy of Livelihood Empowerment Against Poverty (LEAP), 14 MMDAs covering a total of 8,623 beneficiary households in the region. Currently, expansion is ongoing in the Amanasie West, Atwima Mponua, Ahafo Ano North, Ejura Sekyeredumasi and Atwima Mponua Districts:

### **Water**

As part of the 3Ks project currently on going at Kumawu, Konongo and Kwahu ridge:

#### **A. Konongo Water Supply**

1. Construction of a weir
2. Construction of new 4.2million gallons per day water treatment plant.
3. The beneficiary communities are Konongo, Agogo, Odumase, Domeabra, Hwidiem and others and it is about 78% complete.

*B. Kumawu Water Supply Project.*

1. Construction of an intake pumping station
2. Construction of a new 3.5million gallons per day water treatment plant
3. Construction storage reservoirs, transmissions, distribution mains and booster stations.
4. Some of the beneficiary communities are Kumawu, Besoro, Abotanso, and communities along transmission lines. The total progress of the project is 94%.

*C. New Edubiase Water Supply Project*

1. Drilling and mechanization of 4No. Boreholes including 1No. existing borehole and construction of pumping station for the boreholes.
2. Construction of 2No. High Level Tanks with capacities of 300m<sup>3</sup> and 200m<sup>3</sup>.
3. Construction of water treatment plant.
4. The beneficiary community will be new Edubiase.
5. Overall progress of work is about 85%.

*D. Agona Water Supply Project.*

1. Drilling and mechanization of 6No. boreholes including 4No. existing boreholes and construction of pumping station for the boreholes.
2. Construction of 2No. High Level Tanks of capacities of 400 m<sup>3</sup> each at Agona Jamasi.
3. Construction of water treatment plant.
4. Some of the beneficiary communities are Agona and Jamasi.
5. Overall progress of work is about 85%

**Sanitation**

Sanitation poses major challenge in most cities in the region. However, efforts are being made by MMDAs to reduce insanitary conditions in these cities. Apart from organizing clean up exercises on every Sanitation Day, MMDAs have undertaken projects to improve the sanitation situation in the region and these include the following:

**Table 4.6d: Provision of Sanitation Facilities by MMDAs**

No.	Project Details	Quantity	Completed	Contract sum (GHC¢)
1	W/C	79	56	4,886,884.45
2	Aqua privy	93	67	4,577,950.00
3	Pour Flush Public toilet	2	2	138,430.59
4	Vault Chamber	21	20	658,828.20
5	KVIP	84	76	3,211,655.22
<b>TOTAL</b>				<b>13,473,748.46</b>

## Economic

### Energy, Petroleum & Power

A number of project undertaken by Government to increase access and meet the demand for power for both domestic and industrial use in the region is presented in the Table 4.6e below.

**Table 4.6e: Summary of Regional Projects**

Item	Project Description	Level of Completion (%)
1.	Construction of two (2No.) new primary substations at Offinso and Asekyem (Santasi Anyinam) in Ashanti West Region.	50
2.	Five (5No.) existing primary substations are being renovated at Ridge 'A', Neoplan Adoato 'B', Kaase 'D, Asanti Bekwai 'P' and Barekese Dam Site.	70
3.	Construction of ten (10No.) 33kV interconnection tower lines to link various 33 and 11kV primary substations	90
4.	Construction of 11kV distribution line (both new lines and reinforcement of existing lines)	60
5.	Regional System Improvement Projects (Projects to reinforce the existing distribution network) over ninety (90No.) distribution transformer injected in to the distribution network.	80
6.	Construction of new district offices and customer service centers at Offinso, Obuasi, Abuakwa, Suame, New Edubiase and Bekwai.	95
7.	Construction of ultra-modern materials depot in Ashanti Region	95
8.	Initiated a project to change post-paid to pre-paid meters (smart meter integration)	20
9.	Rural Electrification Projects to connect seventy-three (73No.) new communities in Ashanti Region to the national grid.	60

### Road Infrastructure

To improve accessibility and movement of goods and services across the districts and the country, the Government through Ghana Highway Authority, Department of Feeder Roads and Department of Urban Roads has undertaken a number of projects in the region.

## **Ghana Highway Authority**

Currently, GHA is working on about 234.8km of roads in the region. 70km (29.8%) have been completed while 164.8km (70.2%) is on-going. The following are the roads that have been improved over the past four years:

1. Besoro – Agogo roads (25 km)
2. Kumawu – Timaate – Drobonso Road (17 km)
3. Agyakwaso - Anomabo – Gyadam Road (13 km)
4. Ejura – Anyinofi road (15 km)

## **Ongoing Projects**

The projects indicated hereunder and funded from consolidated fund and the Cocoa Roads Programm are currently ongoing in the region.

### **A GOG Funded Project**

1. Anyinasu – Sekyedumase road (10.2 km)
2. Juansa – Effiduase road (20 km)
3. Obogu – Ofoase – Gyadem – Bodwesogo – Adani – Asokwa road (65.9 km)
4. Bomfa Junction – Asiwa – Bekwai (60.0 km)
5. Antoa – Tikrom etc roads (5.6 km)

### **B. Cocoa Roads Programme**

The objective of Cocoa roads Programme is to provide accessibility to Cocoa farmers living along key road corridors to facilitate evacuation and transportation of cocoa. The road sections being tackled under the Cocoa Roads Programme in the Region currently are as follows:

1. Obuasi – Dunkwa – Ayamfuri (24 km)
2. New Eduabiase – Anomabo (10 km)
3. Amanfia – Obuasewa (9 km)

## **Department of Feeder Roads**

Department of Feeder Roads is working on about 356.6km road. So far 126.8km have been completed while 229.9km (64.4%) is on-going. These feeder roads can be classified as follows:

- Surfacing works is completed on 55.5km
- Spot improvement works completed on 40.7km
- Rehabilitation works completed on 30.64km
- GOG Funded Bituminous Surfacing contracts 75.85km
- Cocoa roads rehabilitation 143.9km

## Department Urban Roads

The Department of Urban Roads is also working on a number of roads in the various urban areas in the region. Detail list and status of on-going GoG/Cocoa Board maintenance projects being handled by the Department of Urban Roads Regional Office, as at August 2015 is provided in the attached Appendix.

## Transport:- Aviation

### Kumasi Airport Rehabilitation Works

The airfield pavements were in a deplorable state, presenting serious safety challenges to aircraft operations. Consequently the airfield rehabilitation works were initiated to address defects (cracks, pavement profile and surface irregularity and pavement integrity challenges) on the airfield pavement. These defects pose a severe risk to aircraft operations, passenger riding comfort and safety in general. Also the provision and installation of Aeronautical Ground Lighting (AGL) which was non-existent until recently, was to facilitate night aircraft operations at the Airport.

### RCC Financial Report and MMDAS Composite Budget

Table 4.6f: Sources of Revenue to the ARCC

Funding Sources	Compensation	Goods & Services	Investment
GoG	1,716,730.26		
DACF		2,339,474.20	
Development Partners		692,075.95	
Others (specify)			
<b>Total</b>	<b>1,716,730.26</b>	<b>3,031,550.15</b>	

Table 4.6g: Financial performance of the RCC as at 31<sup>st</sup> December, 2015.

Item	2015 Approved Budget (GH¢)	Released (GH¢)	Expenditure (GH¢)	Expenditure (%)
Compensation	1,716,730.26	1,261,384.60	1,261,384.60	73.48
Goods & Services	899,800.00	455,345.66	455,019.43	50.57
Investment				
Dev't Partners				
-UNFPA	5,524,990.10	522,878.35	522,878.35	9.46
-EU	228,373.83	169,197.60	169,197.60	74.09
-LGCSP		31,551.05	31,551.05	100.00
Others (DACF)	2,555,650.00	2,339,474.20	2,339,474.20	91.54
<b>Total</b>	<b>10,925,544.19</b>	<b>4,779,831.46</b>	<b>4,779,505.23</b>	<b>43.75</b>

## **Audit Reports**

The financial activities of the Regional Co-ordinating Council comprising receipts and expenditure as at 31st December 2015 were audited by the Ghana Audit Service. The Audit Report Implementation Committee (ARIC) appropriately responded to all the audit queries raised.

## **Other Funding Sources**

### **European Union Grant**

The RCC received a total amount of GH¢ 372,088.90 as part of the EU support for the procurement of 1 No. photocopier, fax machine, desktop computer, laptop, office cabinets and a Four-Wheel Drive Double Cabin Pick-Up for the RCC/RCPU and also undertook monitoring and evaluation of activities of MMDAs for the year 2015.

### **United Nations Population Fund (UNFPA)**

UNFPA supported the region with an amount of GH¢ 202,196 to strengthen regional capacity for addressing gender based violence and provision of quality services; to implement comprehensive midwifery programmes; and enhanced district capacity for the production, utilisation and dissemination of quality statistical data on population dynamics, youth, gender equality and Sexual Reproductive Health (SRH).

### **Local Government Service Secretariat Support**

The Local Government Service Secretariat supported the RCC with an amount of GH¢ 26,242.13 to build the capacities of newly recruited staff of the Service who were posted to the region to enable them perform their duties effectively and efficiently.

## **Composite Budget Issues**

Table 4.6h: Revenue for 2015

<b>Source</b>	<b>Approved Budget</b>	<b>Actual Receipt</b>	<b>Actual Expenditure</b>
GoG	3,710,664.33	3,441,578.11	3,318,522.49
IGF	13,783,419.42	1,297,952.73	1,577,686.60
Other Partners:			
CBRDP/CWSA	2000.00	1,344.00	882.59
Common Fund	4,910,322.49	2,215,918.76	30,196,330.67
Others	407,432.00	307,732.76	39,049.54
HIPC	25,000.00	19,482.94	25,827.50
Petersin Acct.	50,000.00	30,507.00	30,049.54
DDF	1,086,708.00	7,064,070.39	
<b>Total</b>	<b>23,975,546.24</b>	<b>14,378,586.69</b>	<b>35,188,348.93</b>

Table 4.6i: Regional Aggregate – Revenue Budget Performance

Item	Budget (GH¢ )	Actual (GH¢ )	Variance (GH¢ )	%
<b>IGF (All Districts)</b>	13,783,419.42	1,279,752.73	-12,503,666.69	9.28
<b>Grants</b>	10,192,126.82	13,080,633.98	-2,888,507.16	128.34
<b>Grand total</b>	<b>23,975,546.24</b>	<b>14,360,386.71</b>	<b>9,615,159.53</b>	<b>59.90</b>

Table 4.6j: Regional Aggregate: Composite Expenditure Performance

Item Description	Budget (GH¢ )	Actual (GH¢ )	Variance (GH¢ )	%
Compensation	60,706,266.36	41,105,610.83	19,600,655.53	3.10
Goods & Services	75,976,247.27	46,676,941.42	29,299,305.85	2.59
Assets	137,753,156.03	83,295,356.76	4,457,799.27	2.53
<b>Grand Total</b>	<b>274,435,669.66</b>	<b>171,077,909.01</b>	<b>103,357,760.65</b>	<b>8.22</b>

It was observed that MMDAs revenue mobilization performance generally for the period under review fell below targets as most of the revenue items also were left uncollected.

### Challenges and Way Forward

Challenges that most of the departments and agencies faced during the implementation of their activities of the year under review included:

- Inadequate transport and logistics for fieldwork
- Lack of academic and competency training for staff
- Inadequate funding of programmes in the region
- Inadequate human resource capacity
- Delay in release of funds for programmed activities

Strategies adopted to overcome the challenges included the following:

- Liaised with authorities to ensure timely release of funds by MOFEP
- Ensured efficient utilization of human resources (both permanent staff and national service personnel) available
- Embarked on capacity building of staff.
- Recruited staff into very critical areas.
- Trained and monitored MMDAs to improve revenue generation.

**Conclusion**

The ARCC and MMDAs excelled because they achieved much of objectives set. The successes chalked however were not without challenges. It is anticipated that the years ahead would be an improvement over last year's performance.

#### **4.7 Brong Ahafo Regional Co-ordinating Council (BARCC)**

##### **Introduction**

This report gives a comprehensive profile of the Brong Ahafo Region (BAR) and outlines the various programmes, projects, services, and activities that were undertaken by the Brong Ahafo Regional Coordinating Council (BARCC) for the period, January to December, 2015. At the end of December, 2015, the Brong Ahafo Regional Co-ordinating Council had a staff strength of 128, made up of 70 males and 58 females. Senior Officers were 42 while Junior Officers were 86.

Hon. Eric Opoku, Member of Parliament for Asunafo South Constituency and Hon. Justice Samuel Adjei remained as the Regional Minister and the Deputy Regional Minister respectively. Similarly, there were twenty-seven (27) Municipal/District Chief Executives heading the Municipal and District Assemblies in the Region.

This report captures issues pertaining to the development of the region in terms of projects and programmes on all the Sectors of the region, including the Office of the Regional Co-ordinating Council, Security, Education, Health, Agriculture, Water and Sanitation, the Roads Sector and the Decentralised Departments as well as the Assemblies.

Significant milestones were chalked with regards to the Performance Agreement Contract signed between the Regional Co-ordinating Director and the Hon. Regional Minister. The BARCC organized meetings to foster and engender cordial working relationships among key stakeholders, including District Chief Executives, Heads of Departments, District Coordinating Directors and also participated in the general meetings of the Brong Ahafo Regional House of Chiefs.

It is noteworthy to indicate that, the Regional Security Council in collaboration with the various Municipal and District Security Committees have been able to bring the few security threats that emerged including Chieftaincy and Land Disputes, illegal mining operations and demonstrations, among others, under control.

Significant achievements which were recorded in the key sectors of the region during the period under review were:

- The Education Sector was allocated an additional eight (8) Community Senior High Schools bringing the total of such schools to fifteen (15) in the region. Health sector development projects at various stages of completion included the construction of

CHPS Compounds, health centres, as well as the construction of Classroom Blocks in some Nursing Training Colleges in the region.

- The Departments of Urban and Feeder Roads and the Ghana Highways Authority have undertaken several periodic and routine maintenance activities. The Agricultural sector also performed creditably in the areas of agricultural mechanisation, provision of backstopping of agricultural activities in the districts and project targeted interventions and service provision.
- The Water and Sanitation sector also recorded some successes which included 303 boreholes were drilled, 245 hand pumps installed, 22No. Small Towns Systems also successfully drilled.

During the year under review, the region played host to very important personalities which included His Excellency John Dramani Mahama, the President of the Republic of Ghana, His Excellency Paa Kwasi Bekoe Amissah Arthur, Vice President of the Republic of Ghana, and their spouses among others.

### **Regional Profile**

The Brong Ahafo Region, with a territorial size of 39,557 sq km, is the second largest region in the country after the Northern Region. The region shares boundaries with the Northern Region to the north, the Volta and Eastern Regions to the south-east, Ashanti and Western Regions to the south, and Cote d'Ivoire to the west.

Administratively, the Region is made up of twenty seven (27) Assemblies comprising eight (8) Municipal Assemblies and nineteen (19) District Assemblies with twenty nine (29) constituencies. There are 45 Paramountcies and 4 Divisional Councils who as traditional custodians of the land play a very significant role in the efficient and effective administration and management of the region. The Region is characterized by a relatively high percentage of migrants who work mainly as independent farmers or farm labourers.

Based on the 2010 Population and Housing Census, the current population of the Brong Ahafo Region is projected to be 2,310,983, representing 9.4% of the country's population. Children under 5 years constitute 14.2% of the Region's population while 55.1% of the population are in the 15-64 years working population

Approximately, 44.5% and 55.5% of the population lives in the urban and rural communities respectively. The Region is inhabited mainly by the Bonos and Ahafos of the Akan stock.

There are, however, minority groups like the Nafana of Sampa, the Koulongo of Seikwa and Badu, the Mo/Degha of Mo, the Lighby of Banda and Kintampo, the Hwela and Jumu of Nsawkaw and Nchumuru of Atebubu and Sene Districts.

## Regional Potential

The Brong Ahafo Region is an agriculture centre. Amongst its features, the region is endowed with vast arable lands suitable for the cultivation of many crops with about 70% of the population engaged in agriculture and produces about 30% of the food requirements of the country. The region has large forest reserves and is one of the leading producers of cocoa in the country. In terms of accessibility, coverage and quality of service, the region possesses a well-developed infrastructure. Potential investors are assured of security of their investments

## Administrative Issues

### Political Leadership of RCC and MMDAs

Political headship of the BARCC was Hon. Eric Opoku, the Regional Minister with Hon Samuel Justice Adjei as Deputy Regional Minister. Details of the leadership of MMAs are provided in Table 4.7a in below.

Table 4.7a: Leadership and Assembly Members (male/female) of MMDAs

S/N	Name of MDA	Name of MDCE	Assembly Members		
			Male	Female	Total
1	Asunafo North Municipal	Hon. Mohammed Kwaku Doku	39	4	43
2	Asunafo South District	Hon. Abraham Atta-Bosompem	39	1	40
3	Asutifi North District	Hon. Eric Addae	33	3	36
4	Atebubu-Amantin District	Hon. Sampson Owusu Boateng	39	6	45
5	Berekum Municipal	Hon. Opoku Boakye-Yiadom	57	10	67
6	Dormaa East District	Hon. Frank Kumi	25	5	30
7	Dormaa Central Municipal	Hon. Gordon Asubonteng	40	4	44
8	Jaman North District	Hon. Nti Ateware Daniel	25	2	27
9	Jaman South District	Hon. Dora Ama Tamea	41	7	58
10	Kintampo Municipal	Hon. Michael Justice Baffoe	48	6	54

S/N	Name of MDA	Name of MDCE	Assembly Members		
			Male	Female	Total
11	Kintampo South District	Hon. Datiakwa Kojo Nyame	38	2	40
12	Nkoranza North District	Hon. Kwadwo Agyei-Dwomor	Assembly Elections yet to be conducted		
13	Nkoranza South District	Hon. Stella Amoatema	Assembly Elections yet to be conducted		
14	Pru District	Hon. Emmanuel Kwame Poku	38	5	43
15	Sene West District	Hon. Addai Fofie	26	3	29
16	Sunyani Municipal	Hon. Kwasi Oppong Ababio	44	5	49
17	Sunyani West District	Hon. Agnes Kusi	9	48	57
18	Tain District	Hon. James Samuel Tawiah	47	5	52
19	Tano North District	Hon. Apraku Lartey	33	5	38
20	Tano South District	Hon. Bukari Anaba Zakaria	48	8	56
21	Techiman Municipal	Hon. Philip Oppong Amponsah	42	4	46
22	Wenchi Municipal	Hon. Alhaji Dauda Hakibu	38	3	41
23	Sene East District	Hon. Francis Kofi Baah	23	5	28
24	Techiman North District	Hon. Anthony Kwaku Marnuh	32	3	35
25	Asutifi South District	Hon. Modestus Yao Nuworsu	30	3	33
26	Banda District	Hon. Jacob Boateng	8	1	9
27	Dormaa West District	Hon. Paul Donkor	14	2	16
	<b>Total</b>		<b>895</b>	<b>111</b>	<b>1,006</b>

### Report on Decentralized Departments

Not all the Decentralised Departments have been fully integrated in the Municipal/District Assemblies. In most Assemblies, the lack of office accommodation is impeding the full integration of the decentralised Departments with particularly reference to Banda, Techiman North, Asutifi South, Sene East and Dormaa West which were created in 2012. Appendix 3Bi for details of the departments at the various assemblies

### **Recruitment, Upgrading, Promotions, Postings, Transfers of Staff, etc**

Four (4) staff were recruited as Assistant Catering Officers for the Office of the RCC while one hundred and eight (108) officers retired from active service in the region. Eleven (11) officers in the Executive, five (5) in the Planning, One (1) in the Budget, nine (9) in the Engineering, eleven (11) in the Agricultural and fourteen (14) in the Social Welfare/Community Development Classes were promoted during the year under review. A number of inter and intra-regional postings were effected in 2015. These included eleven (11) officers in the Administrative, twenty-two (22) in the Environmental Health, four (4) in the Social Welfare/Community Development, twenty-eight (28) in the Engineering, twenty-four (24) in the Revenue, one (1) in the Budget, one (1) in the Internal Audit, six (6) in the Secretarial, ten (10) in the Executive, one in the Catering (1), four (4) in the Human Resource, six in the Agricultural, three (3) in the Procurement and thirty-six (36) in the Planning Classes.

### **Official Visits**

In 2015, the region hosted His Excellency John Dramani Mahama, the President of the Republic of Ghana, His Excellency Paa Kwasi Bekoe Amissah-Arthur, Vice President of the Republic of Ghana, Her Excellency Lordina Mahama, First Lady of the Republic of Ghana and Her Excellency Mrs. Amissah-Arthur, second Lady of the Republic of Ghana were in the region at various times during the year under review. They attended various programmes including working visits, attending funerals, anniversary celebrations of schools and commissioning of various development projects.

Other prominent personalities who visited the region to carry out various functions also paid courtesy calls on the Hon. Regional Minister. Some of the dignitaries included Ambassadors and High Commissioners, Chief Executive Officers from the business community, Religious Organisations, Executives of the Ghana Federation of the Physically Challenged and Security Agencies, among others.

### **Security Issues**

The Regional Security Council (REGSEC), in collaboration with the various Municipal and District Security Councils (MUSEC and DISEC) and the security agencies made strenuous efforts to bring the few security threats that emerged in the region, under control.

However, the closure of some Micro Finance Companies and Fun Clubs by the Bank of Ghana which have resulted in depositors not able to withdraw their investments has led to several agitations in the region. The companies involved are: DKM Micro Finance, God is Love Fun Club, Jasta Motors and Care for Humanity, among others. The situation resulted in the boycott of District Assembly Elections in the Nkoranza North Municipal and Nkoranza South District Assemblies by the people. In spite of this, the region continued to remain largely peaceful.

Table 4.7b: The table below shows comparative analysis of crime in 2014 and 2015.

S/No	Offences	2014	2015	Remarks
1	Murder	37	46	Increase of 24%
2	Robbery	23	13	Decrease of 43%
3	Rape	23	21	Decrease of 9%
4	Possessing Narcotic Drugs	56	62	Increase of 11%
5	Defilement	111	90	Decrease of 19%
6	Stealing	2523	2254	Decrease of 11%
7	Fraud	560	478	Decrease of 15%

## Report on Developmental Activities of Sector Institutions

### Education

#### Supply of Furniture and Other Logistics

In 2015, 10,000 Bunk Beds and 20,000 mattresses have been received and distributed to various second cycle schools in the region. The region also received and distributed the following items to various pupils across the region:

- 2,978 “Better Ghana Agenda” ICT Laptop Projects
- 11, 567 School Uniforms
- 490 School Sandals

#### Community Senior High Schools

The total of 15 Community Day Senior High Schools are at various levels completion in the 15 Districts of the Brong Ahafo Region.

#### Tertiary Education

The new University of Energy and Natural Resources currently has students’ population of 2,400 and runs 19 different academic programmes which cuts across its Schools of

Engineering, Natural Resources, Sciences, Agriculture and Technology. The University has successfully commenced its School of Agriculture and Technology at Dormaa-Ahenkro campus. Additionally, the University has started a Weekend Top-Up Programme and has admitted its first batch of 46 students to pursue post HND courses leading to the award of Bachelor of Science Degree in Electrical Engineering.

## **Health**

### **Health Facilities**

As at 31<sup>st</sup> December, 2015, the region had 697, health facilities which included clinics, health centres, CHPS and hospitals.

### **Outpatient Service**

The year under review saw an OPD patronage of 4,077,099 representing a decrease of 11.2% over the 2014 figure of 4,590,399.

### **Outpatient Attendance/Capita**

Outpatient attendance per capita in 2015 was 1.60. This means that in 2015, everyone in the region had the chance to visit a health facility at least once.

### **OPD Attendance by NHIS Coverage**

Out of the total OPD attendance of 4,077,099, 93.7% were covered by NHIS while 6.3% were not covered. Majority of the Non-insured clients were seen at the Quasi-Government facilities.

### **Top ten causes of Outpatient Attendance**

Malaria continued to be the number one cause of OPD attendance among the top ten OPD cases in 2015. Other top ten diseases were: Upper Respiratory Tract Infections (URTI), skin diseases, rheumatism and other joint pains, diarrhoea, intestinal worms, anaemia, acute eye infection, hypertension and acute urinary tract infection.

## **Water and Sanitation**

### **Rural Water**

During the year under review, the Community Water and Sanitation Agency (CWSA) carried out the following activities:

- 22No. Boreholes were successfully drilled under the Peri-Urban Rural and Small Town Water and Sanitation Project (PRSTWSSP) and Sustainable Rural and Small Town Water Project (SRWSP)
- 303 boreholes were drilled with pads constructed of which 245 have been fitted with hand pumps
- Under the Government of Ghana funded Investment Water Supply Projects, 10 boreholes were drilled and fitted with solar-powered pumps

### **Urban Water**

During the period under review the Ghana Water Company undertook the following activities.

- The rehabilitation and expansion of Berekum system under the World Bank fund and the programme is almost complete.
- Major face lift has been given to Abesim head works, Berekum District Office, Sunyani District Office, the Regional Office as well as some pay points in Sunyani and Techiman.
- And also the Peri-Urban water and sanitation project for Berekum, Adom and Kato funded by AFD has been completed and is in full operation.

Among the challenges of the Ghana Water Company Limited are:

- Environmental degradation due to farming activities along the various water bodies.
- Inability of some Security Services and MDAs to pay their water bills leading to shortfall of much needed revenue.
- The lack of initial capital required in carrying out major refurbishment and replacement of some infrastructure such as pumping equipment, head works structures and operational vehicles.

### **Road Sector**

The road sector generally, underwent a lot of transformation during the period under review, as various road projects have been undertaken by the Ghana Highway Authority and the Departments of Feeder and Urban Roads.

#### **Department of Urban Roads**

The Department undertook core routine maintenance activities, including, grass cutting, desilting and cleaning of open drains and grading works, during 2015. Work on the following projects progressed steadily during the period under review. The projects were:

- Rehabilitation of Chiraa-Sunyani Road
- Upgrading of Odumase Town Roads
- Construction of Sunyani Inner Road
- Construction of Goaso By-Pass
- Construction of Sunyani By-Pass: Outer Ring Road
- Rehabilitation of Dormaa Ahenkro Town Roads
- The Department also commenced work on 15 other projects that were on-going.

### **Ghana Highway Authority**

The Ghana Highway Authority operates two (2) broad Maintenance Systems namely Periodic and Routine Maintenance Works. During the year under review, the Authority undertook and supervised 20 new projects initiated in 2015 and the under listed major development projects which are at various stages of completion.

- Upgrading of Drobo-Sampa Road and Drobo Town Roads (56.0km)
- Upgrading of Wenchi-Sampa Phase 2 (26km)
- Upgrading of Tainso-Adentia Road (23km)
- Upgrading of Atebubu-Kwame Danso Road (36km)
- Upgrading or Partial Reconstruction of Techiman-Kintampo Road(60km)
- Upgrading of Tingakrom-Banda Ahenkro Road (40km)

The Authority also undertook several routine maintenance works during the period under review which included pothole patching, grass cutting, ditch cleaning, desilting of drains and culverts, grading of gravel surfaces and high-shoulder grading. Some of the challenges encountered by the Authority during the period under review included:

- Inadequate supervisory staff
- Delay in payment for work done by contractors which impacted negatively on the performance of said contractors
- Insufficient logistical support

### **Department of Feeder Roads**

Various projects under different funding agencies have been implemented by the Department of Feeder Roads during the year under review. The under-listed projects are currently under implementation:

- Completion of 3No. steel bridges with minor works outstanding.

- Under the ACROW Bridges Programme, 5No. bridges at various stages of completion.
- Under the Cocoa Roads Improvement Projects (CRIP) and the COCOBOD Funded Roads Improvement Projects (CFRIP) for the surfacing of feeder roads, a total of 6No. projects are at various stages of completion.
  - Economic Sector (trade, tourism, transport, agriculture)
  - Environment Sector (disaster prevention, waste management and natural resources)
  - Financial Sector (finance, budget and legal)

## **Others**

### **A. 2015 Convention of the Council of Brong Ahafo Associations of North America (COBAANA) in Toronto Canada**

The Hon. Regional Minister led a four (4) member delegation to participate in the 2015 Convention of the Council of Brong Ahafo Associations of North America (COBAANA) which took place in May, in Toronto, Canada, under the theme; “Changing lives through Education”.

During a similar COBAANA Convention in New York, USA, 2014, COBAANA in collaboration with a philanthropic Organisation made a generous donation of over 30,000 books to support schools in the Region through the efforts of Nana President. The delegation used the occasion to entreat our brothers and sisters in the Diaspora to use the event not only to showcase the rich cultural heritage and the unique traditional practices of the land of our birth, but more importantly, use it to market the investment potentials of the region in the areas of Agriculture, Tourism, Forestry, Energy generation, Mining and the Hospitality Industry, among others. This would invariably lead to overall economic development through employment creation, income generation and the reduction of poverty amongst our people. Overall, the visit was a huge success.

### **B. Performance Agreement Contract**

During 2015, significant milestones were chalked with regards to the Performance Agreement Contract signed between the Chief Director/Regional Co-ordinating Director and the Hon. Regional Minister.

### C. Statutory Monitoring by RPCU

The RPCU monitored and evaluated activities of all the Municipal and District Assemblies (MDAs) in each quarter of 2015. MDAs performed well based on the assessment criteria and targets adopted for monitoring progress of programmes and projects interventions.

### D. Programme Delivery

The Regional Coordinating Council, in addition to performing its core functions also carried out a number of activities including the under listed meetings to foster and engender cordial working relationships amongst key stakeholders to promote and strengthen the decentralisation process in the region.

- One (1) Regional Co-ordinating Council meeting
- Twelve (12) Regional Management meetings comprising of all heads of decentralized departments.
- One (1) Co-ordinating Directors and Administrative Officers Meeting
- One (1) Co-ordinating Directors and HR Officers Meeting
- Two (2) Co-ordinating Directors Meeting

### E. Summary of Development Projects

The Regional Coordinating Council coordinates projects undertaken by Department of Urban Roads, Ghana Highway Authority, Department of Feeder Roads, AESL, PPMC and CWSA. During the period under review, there were a total of 964 projects, being implemented by the twenty-seven (27) Municipal/District Assemblies in the region. Out of this, 433 representing 45% were completed whilst 531 representing 55% were at various stages of completion as at 31<sup>st</sup> December, 2015.

Table 4.7c: Summary of Development Projects

S/N	Sector	No. of Projects	Completed	On-Going	Remarks
1	Roads				
	Feeder Roads	57	5	52	Projects are progressing slowly due to delay in payment of contractors.
	Highways	20	2	18	Projects are progressing slowly due to delay in payment of contractors.
	Urban Roads	15	0	15	Projects are progressing slowly due to delay in payment of contractors.

S/N	Sector	No. of Projects	Completed	On-Going	Remarks
2	Water				
	Small Town Water System	8	8	0	All projects are completed and have been handed over
	Boreholes	558	255	305	Uncompleted boreholes are waiting to be fitted with hand pumps.
3	Education (GETFUND)	397	191	206	Projects are progressing slowly due to delay in payment of contractors
4	GSOP	33	3	30	Most of the projects are plantation projects which have various stages and are still on-going
5	EHSD (CLTS TRIGGERING)	-	-	-	No communities were triggered during the period.
6	LEAP	27 MDAs	23 MDAs	4 MDAs	9,425 beneficiary households in 304 communities in 23 MDAs covered

## Financial Performance

Table 4.7d: Financial performance of the RCC as at 31<sup>st</sup> December, 2015.

Item	2015 Approved Budget (GH¢)	Released (GH¢)	Expenditure (GH¢)	Expenditure (%)
Compensation	2,217,400.00	1,717,400.00	1,717,400.00	77.45
Goods & Services	895,961.00	400,751.33	400,751.33	44.72
Investment	-	-	-	-
Dev't Partners	956,766.25	956,766.25	571,081.26	59.68
<b>Total</b>	<b>4,070,127.25</b>	<b>3,074,917.58</b>	<b>2,689,232.59</b>	<b>66.07</b>

## Comments on Financial Performance of RCC

The First and Second Quarters payments in terms of Government of Ghana releases were received in 2015. The RCC also received its 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> Quarter transfers of the District Assemblies Common Fund for 2015.

## Budget Preparation

The Budget Committee of the Regional Co-ordinating Council held three (3) meetings in 2015 to discuss the implementation of budgets and map out strategies for the quarters ahead. Additionally, one (1) production workshop was organised on the preparation of the 2016 Composite Budget to enable the Assemblies have a common ground.

Budget Hearings were also held in 2015, for the harmonisation of the 2016 Composite Budgets of the twenty-seven (27) Municipal and District Assemblies in the region. Furthermore, the 2016 Programme Based Budget of the RCC was prepared and submitted in October 2015.

### **Other Funding Sources**

#### **1. European Union Grant to the Regional Planning and Co-ordinating Unit (RPCU)**

The RCC received the sum of GH¢ 295, 578.69 in the fourth quarter of 2015 from the European Union to strengthen the RPCU in carrying out its mandate.

#### **2. United Nations Population Fund (UNFPA)**

The UNFPA during the year under review also supported the RCC to undertake maternal and adolescent health programmes.

#### **3. Local Government Service**

The Local Government Service Secretariat during the reporting period supported the RCC financially to build the capacities of newly elected Assembly Members to enable them perform their duties effectively and efficiently.

#### **4. Audit Reports**

The financial activities of the Regional Co-ordinating Council comprising receipts and expenditure as at 31<sup>st</sup> December 2015 were audited by the Audit Service. The Office is currently awaiting a Management Letter from the Audit Service.

### **Composite Budget Report on MMDAs**

The 2016 Composite Budgets were prepared and approved in all MMDAs. However, nine (9) MMDAs failed to conduct Public Hearings during the Budget preparation. The Composite Budget Performance Report of the 2015 budget was available in only seventeen (17) MMDAs and, ten (10) MMDAs did not report on their budget performance.

Table 4.7e: IGF and Grant Performance

Description	Districts	
	IGF	Grant
Districts with actual IGF and Grant 80% and above budget	Asunafo South, Asutifi North, Asutifi South, Atebubu-Amantin, Banda, Berekum Municipal, Dormaa East, Dormaa Municipal , Jaman South, Kintampo South , Pru Sene West , Sunyani Municipal, Tain, Tano South, Techiman Municipal, Techiman North, Wenchi	Tain, Asutifi South ,
Districts with actual IGF and Grant between 50% and 80% of budget	Asunafo North Dormaa West, Jaman North, Kintampo Muni. , Nkoranza North, Nkoranza South, Sene East, Sunyani West, Tano North	Sene West, Pru, Nkoranza North, Dormaa East, Dormaa West , Sunyani Municipal, Techiman Municipal, Kintampo South, Tano South, Wenchi Municipal, Sene East, Atebubu – Amantin, Dormaa Central, Jaman North, Asunafo North, Sunyani West, Jaman South, Berekum Municipal, Asunafo south
Districts with actual IGF and Grant of 50% and below budget	None	Asutifi North, Techiman North , Banda, Tano North, Nkoranza South, Kintampo North

From the table above, eighteen (18) MMDAs achieved above 80% of their total IGF target while nine (9) achieved between 50% and 80%. None of the MMDAs performed below 50%. MMDAs generally performed well due to their adherence to the implementation of strategies in the Revenue Improvement Action Plan.

In the grant component, only two (2) MMDAs performed above 80% while nineteen (19) performed between 50% and 80%. Six (6) of the MMDAs performed 50% and below. Generally this implied that MMDAs would not be able to execute much of their projects in their budget for the year review.

### Regional Aggregate – Revenue Budget Performance

Table 4.7f: Aggregate Regional Revenue

Item	Budget (GH¢ )	Actual (GH¢ )	Variance (GH¢ )	%
IGF (All Districts)	21,047,035.00	13,704,595.00	7,342,440.00	65
Grants	1,100,555,805.00	156,132,528.00	944,423,277.00	14
<b>Grand total</b>	<b>1,121,602,840.00</b>	<b>169,837,123.00</b>	<b>951,765,717.00</b>	<b>15</b>

### **Compliance with budgetary allocations**

Twenty five (25) MMDAs spent below their annual 2015 budgetary expenditure. Most were far behind their budgeted expenditure due to irregular flow of funds from the main funding sources such as DACF, DDF, UDG and others.

### **Regional Aggregate: Composite Expenditure Performance**

Table 4.7g: Aggregate Regional Composite Expenditure

<b>Item Description</b>	<b>Budget (GH¢ )</b>	<b>Actual (GH¢ )</b>	<b>Variance (GH¢ )</b>	<b>%</b>
Compensation	44,563,063.00	30,639,596.00	13,923,467.00	69
Goods & Services	52,529,651.00	30,001,523.00	22,528,128.00	57
Assets	131,353,360.00	69,549,391.00	61,803,963.00	53
<b>Grand Total</b>	<b>228,446,074.00</b>	<b>130,190,510.00</b>	<b>98,255,564.00</b>	<b>57</b>

### **Management of warrants/ expenditure control**

Some MMDAs fell short with the issuance of warrants. Only fourteen (14) MMDAs presented IGF warrants with all necessary signatures. Furthermore, only twelve (12) MMDAs issued warrants for over 95 % of their expenditure.

### **Challenges**

#### **1. Non Release of GoG Funds**

There was delay in release of Government of Ghana Funds to the RCC and the Regional Departments.

#### **2. Poor Road Network**

There are some major roads that are in poor condition and of great concern. These are the Atebubu-Kajaji road, Berekum-Sampa road, Tepa-Goaso road and Dormaa-Nkrankwanta road.

#### **3. Chieftaincy and Land Disputes**

Chieftaincy and land disputes continue to be a draw back to the development of the region. There are currently 47 chieftaincy disputes pending before the Judicial Committee of the Brong Ahafo Regional House of Chiefs.

#### 4. Under Performance of Assemblies in generating funds

A review of the IGF performance of the Assemblies as at 31st December, 2015, shown that some Assemblies performed very well but most Assemblies were collecting far below their estimates.

#### 5. Inadequate Office and Residential Accommodation

Inadequate office and residential accommodation in the districts and the region is a big challenge to the RCC.

#### 6. Inadequate Human Resource

The number of Information Technology and Human Resource Officers is inadequate; there is therefore the urgent need to fill the vacancies that exist. Additionally, there is the need to train the current crop of Information Technology and Human Resource Officers to enable them meet the challenges of their schedules. Again, there is a huge deficit in the number of Administrative Officers serving in the region especially in the grades of Assistant Director IIA, I and Deputy Director in the region.

#### 7. Human Resource Management Issues

There is undue pressure on the RCC to grant approval for officers to pursue further studies through weekend programmes and study leave with pay. Also, there are huge requests for approval for conversions and upgrading. Again, there have been instances where M/DCEs refused to release officers on posting while others refused to accept officers posted to their Assemblies and this undermines the smooth operations of the Assemblies.

There is a large number of Engineers in the MDAs with no clear schedules leading to assumptions that there is an excess of Engineers. A staff rationalisation exercise carried out by the RCC revealed that there were too many staff in the Secretarial and Executive Classes.

#### 8. Postings not in sync with academic calendar

Another challenge officers face is that postings disrupt the academic work of their wards. It is therefore recommended that postings should be done in sync with the academic calendar to allow officers to settle their wards.

#### 9. Construction Related Challenges

- Logistical constraints, the lack of laboratory and survey equipment
- Inadequate staff with requisite skills to supervise and monitor activities.
- Lack of funds for supervision purposes
- Lack of adequate road worthy vehicles for monitoring and supervision

## **Way Forward**

1. The Council in collaboration with other key stakeholders will continue to create the necessary and conducive atmosphere for people to go about their socio-economic activities with minimal security risk.
2. In addition, the Council hopes to intensify the monitoring and evaluation of all government projects to ensure that the projects are executed to specifications as well as completed on schedule.
3. The RCC through the Regional Security Council (REGSEC) will collaborate with all the Municipal and District Security Councils to monitor the security situations.
4. The RCC will ensure compliance with the staffing norms for the Assemblies and release the rest to the LGSS for reposting.

## **Conclusion**

The Regional Co-ordinating Council looks forward to 2016 with much hope and enthusiasm and it envisages sustaining the level of development and committed to working harder to improve the quality of life for the people of the Brong Ahafo Region.

#### **4.8 Central Regional Co-ordinating Council (CRCC)**

##### **Introduction**

This Annual Progress Report for the Central Region covers the period January to December, 2015. This report covers the implementation of planned projects, programmes and activities by the Regional Co-ordinating Council (RCC), the Metropolitan, Municipal and District Assemblies as well as Regional Departments and Agencies during the year under review. The report is outlined as follows;

- Regional Profile
- Administrative issues
- Developmental activities of sector institutions
- Financial performance
- Composite budget issues
- Challenges and recommendations

Some of the key achievements in 2015 were as follows:

- Foundation Stone laid by Vice President Paa Kwesi Amissah Arthur for the commencement of the late President John Evans Atta Mills Fisheries College at Anomabo
- Completion of Cape Coast Sports Stadium
- Completion of the construction of Komenda Sugar Factory, Elmina
- Commissioning of the Otum Community SHS by President John Dramani Mahama
- Commissioning of work on the Turnkey Fishing Processing Plant
- Regional Monitoring Team prepared a District League Table

During the year under review, road projects dominated the projects implemented in the region owing to the bad nature of roads which greatly affects movements of goods and services.

The number of Metropolitan, Municipal and District Assemblies (MMDAs) in the region remained twenty (20) consisting one (1) Metropolitan, seven (7) Municipalities and twelve (12) District Assemblies.

However, the key challenge confronting the region was the untimely and non-release of funds by the Central Government to the RCCs and MMDAs resulting in delay in the implementation of planned projects and programmes.

## **Regional Profile**

The Region was the first area in the country to make contact with the Europeans. Its capital, Cape Coast, was also the capital of the Gold Coast until 1877, when the capital was moved to Accra. It was in the Cape Coast castle that the Historic Bond of 1844 was signed between the British and the Fante Confederation. Formal education started in Cape Coast and this is evidenced by the fact that the region is endowed with model Senior High Schools as well as ancient elementary schools in the country. In addition, most of the orthodox churches such as the Roman Catholic, Methodist and Anglican all started here.

## **Location**

The Central Region of Ghana is located within longitudes 01° 15' west and latitudes 05° 05' north. It occupies an area of 9,826 sq km or 4.19 % of Ghana's land area, making it the third smallest in area after Greater Accra and Upper East Regions. It shares common boundaries with the Western Region on the west, Ashanti and Eastern Regions to the north, and Greater Accra Region on the east. In the south is the 168-kilometre length Atlantic Ocean (Gulf of Guinea) coastline.

## **Population**

The population of the region is estimated at 2,201,863, with sex ratio of 90 males per 100 females and an annual growth rate of 2.7%. The population density is about 214 persons per sq km. This makes the region the second most densely populated after Greater Accra Region. (*Source: 2010 Population and Housing Census*).

## **Regional Potential**

- The region is noted for its peaceful nature which attracts people from all walks of life.
- The region is endowed with the best second cycle schools in the country.
- The region has two public universities namely, University of Cape Coast and the University of Education, Winneba.
- The region has cocoa and timber for value addition.
- Oil and gas deposits are available in the region.
- The region has the longest coastline in the country.
- It has gold and other mineral deposits.
- It is the heartbeat of tourism in Ghana
- Central Region abounds with cultural festivals. Notable among them are the Fetu Afahye celebrated by the chiefs and people of Cape Coast (Oguaa), Aboakyir and

Bakatue, celebrated by chiefs and people of Efutu and Elmina Traditional Areas respectfully.

### Administrative Issues

#### Political Leadership of RCC and MMDAs

Hon. Aquinas Tawiah Quansah the MP for Mfantseman Constituency is the Regional Minister with Hon. Queenstar Pokua Sawyyerr MP for Agona East constituency as the Deputy Regional Minister. The leadership and Assembly Members of MMDAs in the region is presented in the Table 4.8a below.

Table 4.8a: Political Leadership of MMDAs and Assembly Members of MMDAs

S/N	Name of MMDA	Name of MMDCE	Assembly Members		
			Male	Female	Total
1	Cape Coast Metropolitan	Hon. Pricilla Korankye Arhin	54	6	60
2	Komenda-Edina-Eguafo-Abrem	Hon. Isaac Kwaku Sam	52	3	55
3	Efutu	Hon. Nii Ephraim	22	4	26
4	Mfantseman	Hon. Kwaku Hayfron	42	10	52
5	Agona West	Hon. Samuel oppong	38	8	46
6	Awutu Senya East	Hon. Nuhu Adams	15	5	20
7	Assin North	Hon. Dr. Kofi Blankson	43	4	47
8	Upper Denkyira East	Hon. Martha Ankamah	36	5	41
9	Abura Asebu Kwamankese	Hon. William Atta Mends	39	5	44
10	Gomoa East	Hon. Ahunu Armah	38	2	40
11	Gomoa West	Hon. Theophilus Aidoo Mensah	46	7	53
12	Ekumfi	Hon. Ibrahim Dawson	36	3	39
13	Agona East	Hon. Francis Duodu Addo	26	4	30
14	Twifo Ati Morkwa	Hon. Bossman Hyeaman	40	2	42
15	Asikuma-Odoben-Brakwa	Hon. Samuel Adom Botchway	42	4	46
16	Ajumako-Enyan-Essiam	Hon. Peter Light Koomson	61	7	68
17	Assin South	Hon. Kwabena Adjei Anomae	30	4	34
18	Awutu Senya	Hon. Samson Abbey Armah	30	5	35
19	Twifo Hemang Lower Denkyira	Hon Korankye Sakyi	24	2	26
20	Upper Denkyira West	Hon. Ambrose Ashia	23	1	24
	<b>Total</b>	<b>20</b>	<b>737</b>	<b>91</b>	<b>828</b>

From the table above, female representation in various Assemblies during the year under review was very low. There is therefore the need to put in place measures to encourage more females to participate in decision making at the grassroot level.

### **Report on decentralized departments of MMDAs**

The Central Region complied with with LI 1961 on the establishment of departments in Metropolitan, Municipal and District Assemblies (MMDAs). The Cape Coast Metropolitan Assembly has in place all the 16 departments of the Assembly. The seven (7) Municipal Assemblies also have in place all the thirteen (13) decentralized departments required of them except Awutu Senya East which was created in 2012. Although it has some of the departments in place, others are yet to be integrated. Ten (10) out of twelve (12) District Assemblies have established all the 11 departments. Ekumfi and Twifo Hemang Lower Denkyira District Assemblies, which were created in 2012, are yet to have all 11 departments in place.

### **Human Resource Issues**

#### **Recruitment/Upgrading/Promotions/Postings/transfers of staff/etc**

##### **Promotions**

The CRCC under the auspices of the Local Government Service Secretariat in 2015 promoted 173 employees to their next respective grades having satisfied all the promotion requirements.

##### **Postings**

###### **Intra-Regional Posting**

Subject to conditions of the Local Government Service, the Central Regional Co-ordinating Council posted 92 officers including Heads of Departments, new entrants in the Region in 2015.

###### **Inter-Regional Posting**

In ensuring that RCCs and MMDAs have the requisite skills mix to deliver services, the LGSS posted officers into and out of the Region in 2015. A total of 36 officers were posted from other regions to the region whereas 26 officers were posted out of the region. (Analysis of the postings)

### Staff Development (Capacity Building/ Training)

During the year under review, a number of training programmes and activities were undertaken to build the capacities of staff of both the RCC and MMDAs in the region. Some of the training undertaken were:

Table 4.8b: Training Activities that took place in 2015

No.	Type of Training	Date/Duration
1	Capacity building on staff performance appraisal	25/11 13-15 /12/2015
2	Training programmes on modern apiculture management: honey, bi-product and pollution	15/12 3-28/4-14/2015
3	Dissemination workshop on citizen perception survey report	1/12 7/12/2015
4	Workshop on joint LGSS-MLGRD peer learning workshop for MMAs	25/9/ 14-17/10/2015
4	Orientation workshop for newly appointed heads of Metropolitan/Municipal Urban Roads Department	6/10 12-13/10/2015
6	Three-day consultative workshop on the review of the national plan of action (NPA) for the elimination of the worst form of child labour	10/8 26-28/08/2015

The staff of the Regional Coordinating Council as well as some selected staff of District Assemblies benefitted from the staff performance appraisal capacity workshop because over the years performance appraisal of staff were overlooked resulting in backlog of staff appraisals in the region.

### Official Visits

Table 4.8c: Official Visits

Name	Position	Country	Purpose
John Dramani Mahama	President of Ghana	Ghana	Commissioned Atta Mills SHS at Otum,
Joseph Boakai Snr.	Vice President of Liberia	Liberia	On working visit and familiarization tour to the region
Paa Kwesi Amissah-Arthur	Vice President of the Republic of Ghana	Ghana	Fetu Afahye
Lulama Xingwana	South African Ambassador	South Africa	On familiarization tour to the region
West African Commonwealth Parliamentarians	Parliamentarians	Nigeria	On a visit to the Cape Coast Castle
Professor Kwamina Ahwoi	Inter-Ministerial Coordinating Committee (IMCC)	Ghana	Visited the region as guest speaker on a Governance programme
Sun Baohong	Chinese Ambassador	China	To assess progress of work on the construction of the Cape Coast Sports

Name	Position	Country	Purpose
			Stadium & the Kotokuraba Market
Elizabeth Ofosu Adjare	Minister of Tourism	Ghana	To participate in Panafest
Ekwoy Spio Garblah	Minister of Trade and Industry	Ghana	Regional Tour
Nana Oye Lithur	Minister of Gender	Ghana	LEAP
Mustapha Ahmed	Sports Minister	Ghana	To inspect Cape Coast Stadium

The table above indicated the number of official visits to the region which included that of His Excellency President John Dramani Mahama during the year under review. The President visited the region seven (7) times during the year under review. He first visited a cocoa farm at Senchem in the Assin North Municipality and broke cocoa pod with a young cocoa farmer. President Mahama in addition inspected work on the Cape Coast Sports Stadium and the Kotokuraba Market as well as another project in Awutu Senya East Municipality. He commissioned the Professor John Evans Atta Mills Community Day Senior High School at Otuaam.

Vice President Joseph Boakai Snr of Liberia and his entourage paid curtesy on the Central Regional Minister Hon. Aquinas Tawiah Quansah. He expressed his country's appreciation on the kind of support Ghana rendered to Liberia during and after the civil war. He also visited the Cape Coast and Elmina Castles which served as the transit points for the transportation of slaves to the Americas and Europe. He lamented on the inhuman activities that took place in the dungeon and called on humanity not to repeat such obnoxious act again.

Vice President Paa Kwesi Bekoe Amissah-Arthur visited the region 10 times. In one of his official visits he laid the foundation stone to pave the way for the construction of the Anomabo Fisheries College named after late President John Evans Atta Mills. He announced that the College would start admitting its first students in September 2016 adding that the College would be managed by the University of Cape Coast.

### **Security Issues**

The region experienced relatively calm and peaceful atmosphere during the year under review. The Regional Security Council (REGSEC) in collaboration with the Central Regional House of Chiefs maintained peace in chieftaincy disputed communities through the set-up of surveillance teams to monitor situations in those communities. Armed robbery and murder cases were recorded in certain communities of the region including Kasoa, Awutu Beraku, Dunkwa-On-Offin, Agona Nsaba, Jukwa and Assin Adiembra. Cape Coast also recorded

some incidents of armed robbery. However, Kasoa recorded the highest incidents of armed robbery in the region.

REGSEC also set up a Regional Disaster Management Task Force which inspected fuel stations to enforce compliance with laid down safety regulations. Non-compliant fuel stations were temporarily closed down including the one at Bakano in the Cape Coast Metropolis.

### **Report on Developmental Activities on Sector Institutions**

A number of developmental activities took place during the year under review. These included the construction of an ultra-modern sports stadium and Kotokuraba Market Complex in Cape Coast, revamp of the Komenda Sugar Factory and a Community Day Senior High School at Ekumfi Otuam. Others were Turn Key Fish Processing Plant at Elmina, Essakyir Water Project and Professor John Evans Atta Mills Memorial Library as well as the Atta Mills Fisheries College at Anomabo in the Mfantseman Municipality.

### **Programmes/Project and Activities by Sectors:**

#### **Education**

Table 4.8d: Supply of Furniture to Basic and Second Cycle Institutions

S/N	Type	Quantity
1	KG Tables & Chairs	545
2	Mono Desks	7,882
3	Teachers Tables & and Chairs	400

The table above shows that a total of 8,927 furniture were supplied to the basic and second cycle schools in the region.

Table 4.8e: Community Day Secondary Schools

SN	School	District	Town	Status
1	J. A. E. Mills Secondary Schools	Ekumfi	Otuam	Completed
2	Diaso Community Day Sec	Upper Denkyira West	Diaso	On going
3	Bawjiase Community Day Sec	Awutu Senya East	Bawjiase	On going
4	Afransi Community Day Sec	Gomoa West	Afransi	On going
5	Namanwora Community Sec	Agona East	Namanwora	On going
6	Ntranoa Community Day Sec	KEEA	Ntranoa	On going

The table above shows the number of Community Day Senior High Schools allocated to the region. Central Region was allocated six schools with only Otuam Community Day Senior School completed and inaugurated by President John Dramani Mahama as the first among those projects.

Table 4.8f: Construction Projects in Basic and Second Cycle Institutions

Project	Place of project	District	Status
Municipal Education Office	Assin Foso	Assin North	Completed
18-Unit 3-Storey Classroom Block	Assin Manso SHS	Assin South	On going
3-Unit Classroom block with Ancillary Facilities	Bontrase D/C JHS	Awutu Senya	On going
6-Unit Classroom Block	Cran Presby School	Cape Coast	On going
Girls Dormitory Block	Ghana National College	Cape Coast	On going
Home Economics Block	Potsin T. I. Ahmadiyya	Gomoa East	On going
2-Storey Dormitory Block	Komenda Sec-Tech.	KEEA	On going
Extension of Kitchen/Dining Hall	Mfantshipim SHS	Cape Coast	On going
8-Unit 2 Storey Classroom Block	Oguaa Sec-Tech	Cape Coast	On going
Assembly Hall	Ola College Of Educ.	Cape Coast	On going
2-Unit Classroom Block With Ancillary Facilities	Sarfa Imuna Catholic KG	Gomoa West	On going
6-Unit Classroom Block	Swedru Senior High School	Agona West	On going
2-Storey Science Block	Wesley Girls' High School	Cape Coast	On going
3-Unit Classroom Wit Ancillary Facilities	Akpeteshie Nkwanta Pry	Awutu Senya	On going
6-Unit Classroom Block	Winneba Presby Primary	Effutu	On going

The table above shows a number of educational infrastructure under construction in various schools of different districts in the region during the year. Most of the projects were funded by the Ghana Educational Trust Fund (GetFund) and had reached various stages.

### Supply of Laptops to Teachers in Basic Schools

A total of 1,545 laptops were distributed to teachers in basic schools as a means of equipping them to impart ICT knowledge to school children.

### CEDECOM

The Commission over the past decade continued to collaborate with Metropolitan, Municipal and District Assemblies (MMDAs), Ministries Department and Agencies (MDAs) as well as development partners and the private sector to pursue its mission of enhancing the living standards of the people of the region by the creation of an enabling environment to ensure sustainable development.

## **Economic Projects**

### **Cold Storage and Ice making facilities at Anomabo**

CEDECOM has completed the establishment of one cold storage and ice making facility at Anomabo in the Mfantseman Municipality. This would help reduce post-harvest losses encountered by fish farmers/mongers in the community and its environs. The facility has the capacity of producing 120 tons of ice blocks (every other day) and preserves 2,000 cartons of fish.

### **Organic Sugarloaf Pineapple Project**

CEDECOM has built the capacities of 220 farmers in agronomic practices and supported 118 farmers to cultivate an acre each of organic sugarloaf pineapple in the Ekumfi District. The project is funded by the Government of Ghana and JICA, and targeted to sustain the 220 farmers in pineapple cultivation within the area. Beneficiary communities include Otua, Essuehyia, Nanaben, Atwaa, Ekotsi and Mankessim Asokwa. However, 102 farmers from Ekumfi Abor, Techiman, Abontsin and Fawomanye communities were yet to be supported to cultivate their lands.

### **Construction of Rest Stop**

The first phase of construction works on a rest stop at Eyisam in Ekumfi District was completed. A draft expression of interest has been prepared for advertisement in the print media for the execution of the 2<sup>nd</sup> phase. Plans were underway for extension of electricity to the facility.

### **Establishment of Piggery Business Project**

Construction of 20 pigsties is about 90% complete at Assin Andoe in the Assin South District. Construction of a mechanized borehole which would supply water to the pigs had been completed. A Farm caretaker is being provided with a 6-week training in pig production at the University of Ghana (UG) Farms at Nungua (Accra). A 3-member implementation committee has also been given orientation on pig production at the UG pig farm.

### **Establishment of an Ecological Park and Royal Mausoleum**

In an attempt to promote tourism related activities in the region, CEDECOM initiated the establishment of an ecological park and royal mausoleum at Agona Swedru in the Agona West Municipality. Works on the second phase comprising paving of walkways, rehabilitation of u-drain, summer huts, horticulture works among others had begun.

### **Establishment of an ICT Park in Cape Coast**

CEDECOM facilitated the release of a 30-acre parcel of land by the University of Cape Coast (UCC) for the above project. Preparation and validation of site plan is underway. A Memorandum of Understanding (MOU) between the Ministry of Trade and Industry (MOTI) and UCC is yet to be signed.

### **Establishment of Marina City in Cape Coast**

CEDECOM participated in a stakeholder meeting regarding Marina City Project and the need for the relocation of facilities around the Fosu Lagoon. That is Artisans at Siwdu and other facilities belonging to the Ghana Health Service (GHS), National Sports Council (NSC) and State Housing Corporation (SHC) for work to begin. A 10-acre parcel of land has been provided at Mpeasem for the relocation of the artisans by the Cape Coast Metropolitan Assembly (CCMA).

### **Community Based Health Planning Services (CHPS) Compound**

CEDECOM has completed the construction of fourteen (14) CHPS compounds in eight (8) MMDAs namely Upper Denkyira West and East Municipalities, Ajumako Enyan Essiam, Efutu, Assin North, Agona East and West Municipalities and Gomoa East in the region. These facilities are ready for commissioning and usage. Three of these facilities at Bewenum, Adawukwao and Zongo in the Awutu Senya and Efutu Municipality were being used by the Ghana Health Service (GHS).

### **Access to Information, Security and Market**

CEDECOM has completed the construction of three (3) ICT buildings at Bosome, Gomoa Dago and Gomoa Mankessim in the Ajumako Enyan Essiam and Gomoa West District Assemblies. The facilities are however ready for commissioning and take over.

Table 4.8g: Social intervention projects ongoing in the region.

No.	Description	No. Of projects	No. Completed	On-going	Remarks
1	Road				
	Feeder Roads	131	54	55	
	Highways	33	7	16	
	Urban Roads	17			
2	Water				
	Small Town Water System	10	2	8	
	Boreholes	153	111	42	
3	Education (GETFUND)	271	116	115	Assemblies do not have information on

No.	Description	No. Of projects	No. Completed	On-going	Remarks
					some of these projects. 27 projects at a standstill
4	GSOP				
6	LEAP	407 projects in 16 Districts and Communities			

### **Roads**

In 2015, routine maintenance works (reshaping and other construction works) on road projects in the region amounted to GH¢ 73,312,839.00. Among such roads were Twifo Praso-Assin Foso Highway, Pedu Adaaso –Regional Hospital Road, Mensakrom-Nkum-Nyarkrom Road, Assin Nyankomase-Senchem Road, Dunkwa-Ayamfur Road and Otuam- Esuahyia road.

### **Education**

A total of 271 educational projects were undertaken. 116 of these projects have been completed while 115 of such projects were on-ongoing. The region was allocated 6 of the 200 planned Community Day Senior High Schools to be constructed across the country. The Region was first to have its Community Day Senior High School at Otuam in the Ekumfi District completed and was inaugurated by President John Dramani Mahama.

### **Water & Sanitation**

Rural water coverage in the region is 64.09% an indication of expansion of water supply in the rural areas which would help reduce the outbreak of waterborne diseases.

### **Health**

The regional health performance indicators in some key areas in year 2015 are as follows:

- Active surveillance of the Guinea worm disease was sustained in 2015 with no reported case.
- The region improved its collaboration with the political system and other sectors to control emerging disease threats such as Ebola and Cholera. At total of 18 cholera cases were reported with no death compared to 60 deaths recorded out of 3,846 cases in 2014.
- Malaria continued to be the number one public health problem in the region and accounted for 21.0% of OPD attendance as compared to the 15.1% in 2014.

- A sharp drop in Tuberculosis cases from 1,568 cases in 2014 to 1,396 cases in 2015.
- A slight drop in the Family Planning (FP) acceptor rate from 27.3% in 2014 to 25.1% in 2015. The region could not attain the 30% acceptor target for the year. The most preferred FP method was Depoprova (46%) followed by Jaddelle (16%).
- On reproductive health, antenatal services coverage has declined over the past four years. The performance of the region was 90% which is below the national average of 99%. However MICS and GDHS coverage data suggested a positive trend in the region's performance against the national target of 90%.
- Since 2013 budget releases from Government of Ghana (GoG) has been erratic. The quantum of programme funding however increased by 55% compared to the total inflow in 2014.
- A major challenge of the regional health directorate was the high staff turnover from deaths and acute shortage.
- Encroachment of hospital and facility lands was another challenge confronting the region

## Financial Reports

The 2015 financial report covers all revenue sources available to the CRCC to undertake projects and programmes and how the monies received were expended. It also shows the aggregate revenue performance and expenditure of all funding sources to the MMDAs (Composite Budget) in Central Region.

Table 4.8h: Sources of Revenue- CRCC

<b>Funding Sources</b>	<b>Compensation</b>	<b>Goods &amp; Services</b>	<b>Investment</b>
GoG	1,463,737.00	1,013,732.00	0.00
DACF	0.00	2,078,850.98	0.00
Development Partners	0.00	0.00	0.00
Others (specify)	0.00	0.00	0.00
<b>Total</b>	<b>1,463,737.00</b>	<b>3,192,884.96</b>	<b>0.00</b>

All the funds received by the CRCC were meant for compensation of employees and Goods & Services. Of the expected revenue of GH¢ 4,656,621.96 in 2015, 31.43% was for Compensation of Employees and 68.57% was for Goods and Services. There is the need for the allocation of funds for CAPEX due to increment of worker population of CRCC to cater for the construction of office and residential facilities.

Table 4.8i: Financial performance of the RCC as at 31<sup>st</sup> December, 2015.

Item	2015 Approved Budget (GH¢ )	Released (GH¢ )	Expenditure (GH¢ )	Expenditure (%)
Compensation	1,463,737.00	1,463,737.00	1,463,737.00	100
Goods & Services	3,192,884.96	1,750,374.46	1,750,374.46	52.82
Investment	0.00	0.00	0.00	0.00
Development Partners	0.00	0.00	0.00	0.00
<b>Total</b>	<b>4,656,621.96</b>	<b>3,214,111.46</b>	<b>3,214,111.46</b>	<b>69.02</b>

The total expenditure performance in terms of percentages is 69.02%. However, a large proportion of this amount was for compensation of employees.

▪ **Composite Budget Issues (Tables & Narratives)**

This analysis of composite budget encompasses the total projected expenditure and actuals of all the MMDAs in Central Region. It covers financial transactions of Schedule I departments as well as expenditure incurred on projects and programmes of Scheduled II departments by the MMDAs.

Table 4.8j: Regional Aggregate of Composite Budget Expenditure Performance

Item Description	Year	Budget (GH¢ )	Actual (GH¢ )	Variance (GH¢ )	%
Compensation	2014	27,994,826.88	22,872,162.28	5,122,664.60	18.30
	2015	28,001,040.96	24,193,620.07	3,807,420.89	0.14
Goods & Services	2014	44,541,616.90	26,047,612.71	18,494,004.19	41.52
	2015	46,787,009.36	25,161,036.88	21,625,972.48	46.22
Assets	2014	66,455,390.08	32,302,500.20	34,152,889.88	51.39
	2015	101,054,314.24	48,666,176.37	52,388,137.87	51.84
<b>Grand Total</b>	2014	<b>138,991,833.86</b>	<b>81,222,275.19</b>	<b>57,769,558.67</b>	<b>41.56</b>
	2015	<b>175,842,364.56</b>	<b>49,354,656.95</b>	<b>77,821,531.24</b>	<b>44.26</b>

Table 4.8k: Budget Performance (Goods & Services and Assets).

Year	Districts with Goods & Services variance 50% and below budget	Districts with Assets variance 50% and below budget
2014	11	9
2015	12	11

Table 4.8l: Revenue Budget Performance

Item	Year	Budget (GH¢)	Actual (GH¢)	Variance (GH¢)	%
IGF (All Districts)	2014	10,320,449.97	9,659,824.51	660,625.46	6.40
	2015	12,226,853.28	11,231,363.32	995,489.96	8.14
Grants	2014	126,346,432.29	67,087,628.27	59,258,804.02	46.90
	2015	157,440,486.65	91,354,863.84	66,085,622.81	41.97
Grand Totals	2014	136,666,882.26	76,747,452.78	59,919,429.48	43.84
	2015	169,667,339.93	102,586,227.16	67,081,112.77	39.54

The overall revenue performance of MMDAs in the region increased by 33.67% in 2015 as compared to that of 2014. The increase in actual revenue was due to improve government transfers, monitoring by the CRCC that culminated into efficient IGF collection as well as formation of revenue taskforces.

Table 4.8m: IGF and Grant Performance

Year	Districts with Actual IGF 80% and above Budget	Districts with Actual IGF between 50% and 80% of Budget	District with Actual IGF below 50% Budget
2014	14	6	0
2015	13	7	0

The 2015 IGF performance was commendable as 67% of the districts achieved actual receipt of 80% and above. Districts like Agona East, Asikuma-Odobeng-Brakwa, Awutu Senya East, Hermang Lower Denkyira and Upper Denkyira West exceeded their revenue target. None of the districts in the region performed was below 50%. The performance can be attributed to the development and implementation of revenue improvement action plans, formation of revenue taskforces and constant monitoring by the RCC.

## Grants

Table 4.8n: Grants Performance

Year	Districts with Actual Grant 80% and above Budget	Districts with Actual Grant between 50% and 80% of Budget	District with Actual Grant below 50% Budget
2014	2	9	9
2015	4	10	6

On Grants, the performance of most of the districts was not encouraging. Only four of the districts performed above 80%.

## **Challenges**

### **1. Composite Budget Related Challenges**

- Non-conduct of budget hearings at the MMDAs level as part of budget preparation due to time constraints.
- Non uniformity in the charts of account and some budget codes (activate codes) (Eg. Trial balance and warrants reports generated).
- Approval of memos without reference to the budget.
- Untimely release of DACF coupled with the late release of guidelines by the DACF Administrator when MMDA budgets are already approved by the General Assembly.
- Late, inadequate and sometimes non-release of GoG funds to enable departments of MMDAs carry out their mandates which creates apathy among Heads of Department in the Budget Committee.
- Although warrants are issued by CAGD to decentralized departments, these are not accompanied by actual release of funds.

## **Recommendations**

1. MMDAs should attach the specific warrants as an adjunct to cheques to ensure control of all payments at the District level as done for DACF.
2. FDU should provide MMDAs with a standardized format for quarterly reporting
3. Budget Analysts should be provided with transfer advice or its equivalent to facilitate the execution of their work.
4. Ensure timely release of GoG and other Development Partners funds for the execution of projects.
5. MMDAs should ensure enforcement of contract agreements for timely completion and usage of projects.
6. MMDAs should adequately consult stakeholders in the design and implementation of projects.
7. RCC should intensify monitoring of MMDAs projects to reduce delays and abandoning of projects by contractors.

## **Conclusion**

The Region was generally peaceful and calm which is a pre-requisite for socio-economic development of the area. There were incidents of armed robbery in certain parts of the region. The security agencies lived up to expectation as they clamped down on criminals. The Ghana Statistical Service (2010 Population and Housing Census) indicated that the region was gradually urbanizing. This was explained by the fact that, the region used to have 58.3% rural population in 2005 but this figure had reduced to 42.6%.

In the year 2015, certain key development projects progressed steadily. These projects included the Cape Coast Sports Stadium, Kotokuraba Market Complex, Komenda Sugar Factory, Turnkey Fish Processing Plant at Elmina and Professor John Evans Atta Mills Fisheries College at Anomabo. Others were Essakyir Water Project, Twifo-Praso- Assin Foso Highway and the construction of steel bridge over Benya Lagoon in Elmina.

The delay and non-release of funds for the Composite Budget implementation made some decentralized departments lost interest in the policy and were unwilling to present their budgets for the ensuing year. It also emerged that female participation in District Assembly elections was low and that mechanisms should be put in place to encourage more females to be elected or appointed to the Assemblies.

## **4.9 Eastern Regional Co-ordinating Council (ERCC)**

### **Introduction**

The Eastern Regional Coordinating Council in the performance of its mandatory functions in 2015 ensured the preparation and implementation of approved Action Plans, Programmes, Projects and Budgets of Municipal and District Assemblies (MMDAs), Ministries, Departments and Agencies (MDAs) in the Region. The RCC also provided guidance and technical assistance and built capacity of the MMDAs and selected Regional Departments and Agencies towards improved service delivery.

This Report outlines the major undertakings of the RCC, its regional Departments and the 26 MMDAs it supervises. Among the prominent achievements and successes chalked in 2015 were:

- Acquisition and preparation of the site for construction of physical infrastructure for the establishment of the University of Environment and Sustainable Development in Somanya.
- Completion of the 56.6 million Euros ATRMA Water Project which delivers potable water to 36 towns on the Akwapim Range, Krobo and Akwamu areas.
- Improvement of Basic School Certificate Examination Candidate Pass Rate from 54.5% in the 2013/2014 academic year to 70.7% in the 2014/2015 academic year.
- Supply of 12,000 Students' Mattresses, 8,000 Bunk Beds and 24,000 Desks for SHS, JHS, Primary and Kindergarten Schools.
- The development and launch of an RCC Quarterly Regional Districts' Performance League Table as a tool to inform and guide the RCC as well as Management and staff of District Assemblies of their current performance.

The above were achieved within challenging fiscal circumstances as the RCC, MDAs and MMDAs alike received only two quarters of their 2015 approved budget allocations from Central Government. Equally stressful were low receipts of statutory funds and hitherto guaranteed funds such as the District Assemblies' Common Fund (DACF) and the District Development Fund (DDF).

The above notwithstanding, it is worthy to mention that most MMDAs improved on the collection of their internally generated funds and expended a chunks of the total receipts on education, local government, health, water and sanitation.

In addition to the fiscal constraints, efforts by the RCC to improve service delivery in the Region was hampered by the numerous chieftaincy disputes; wanton desecration of agricultural land and vegetation by illegal mining ('galamsey') and lumbering; destructive activities of Fulani herdsmen and decaying economic and social infrastructure.

### **Profile**

The Region lies between latitudes 6° and 7° North and between longitudes 1°30' West and 0°30' East. The Region has a land area of 19,323 square kilometres; constituting 8.1 % of the total land area of Ghana. Koforidua is the administrative capital. Eastern Region in 2015 had a projected population of 2,906,509 based on the 2010 National Census figure of 2,633,154 and a growth rate of 2.5%. The population is 49% male and 51% female and has an Urban – Rural split of 43.3:56.6. About 41.3% of the population is below 15 years.

The Region has four main geographical heights. These are the Kwahu scarp which has an elevation of 2,586 feet above sea level; the Atiwa-Atwaredu Ranges near Kibi has an elevation of 2,400 feet; the Akuapem highland which is 1,530 feet is the southern extension of the Togo-Atakora ranges; and the isolated hills/mountains dotting the relatively low-lying plains to the south, notably the Krobo and the Yogaga mountains.

The Kwahu Scarp and the Atiwa-Atwaredu constitute the main watershed of the Region. It is from these that major rivers such as Pra, Birim and Densu take their sources. The Volta Lake and its Afram River tributary in the east and the north-east cover part of the Region. The main economic activities in the Region are agriculture which engages about 53% of the population, 10.7% is in industry and about 22% in the service sub-sector.

Eastern Region has eleven (11) traditional councils. The Councils are Anum, Boso, Manya Krobo, Yilo Krobo, Akuapem, Akyem Abuakwa, Akyem Kotoku, Akyem Bosome, Kwahu, Akwamu and New Juaben and are all paramountcies. The Region has a total paved road network of 14,179.40km and an unpaved stretch of 358.6km.

The Akosombo and Kpong dams located in the Region presents high potentials for irrigation, farming, inland fishing, water transport, sports and tourism as well as sources of drinking water for settlement communities. The Ranges in the Region are the habitat of many rare and exotic flora and fauna and is a veritable tourism potential. Koforidua, the regional capital is gradually becoming both a conference destination and an educational hub. In addition, a large number of people commute daily to work in Accra thus making Koforidua a "dormitory

town” for workers in Accra. The spin-off is the potential for real estate to meet demand for housing units for hostel and residential use.

### **Agricultural Potentials**

The extensive ranges of forest highlands such as the Atiwa-Atwaredu, Akwapim and the Krobo and Shai Hills have plains and heights that offer various potentials for agricultural production and industry. The Kwahu Mountain for example has offered the opportunity to institute the annual Easter Paragliding Festival which attracts tourists to the Region while plains around the Yogaga and Osudoku hills are renowned for vegetables, banana and mango cultivation. The Akwapim range is a prominent horticultural crops growing zone in Ghana. The climate and soils of the region also support a variety of cash and food crops including cocoa, kola, cassava, paddy rice and oil palm.

Minerals such as gold, diamond, bauxite-tantalite, limestone, kaolin and clay abound in the region. Gold and diamond are however the only minerals that are mined commercially. A plan to mine the major bauxite deposits at Kibi on the Atiwa Range is yet to be realised.

### **Administrative Issues**

The Region has twenty-six (26) MMDAs comprising ten (10) Municipal and sixteen (16) District Assemblies. In the governance of the Region, Hon Antwi Boasiako Sekyere was the Regional Minister during the year under review. There were changes in the headship of 4 MMDAs in 2015. Chief Executives for the New Juaben and Nsawam Adoagyiri were confirmed by their respective Municipal Assemblies but they did not assume office before the close of the year. The changes are presented in Table 2.0 below.

Table 4.9a: Changes in Position of District Chief Executives

No	Name of MMDA	Former DCE	DCE as at 31/12/15
1	New Juaben Municipal	Dr Kwaku Owusu Acheampong	Hon Antwi Boasiako Sekyere - RM (Acting)
2	Nsawam Adoagyiri	Mr Amoako Dompok	Hon Antwi Boasiako Sekyere - RM (Acting)
3	West Akyem Municipal	Mr George Mensah Akpalu	Hon Antwi Boasiako Sekyere - RM (Acting)
4	Suhum Municipal	Mr Samuel Fletcher Kwabi	

The political leadership and the number of Assembly Members in each of the 26 MMDAs are presented in the Table 4.9b below.

Table 4.9b: Leadership & Assembly Members of MMDAs in Eastern Region

No.	Name of MDA	Name of MDCE	Assembly Members		
			Male	Female	Total
1	New Juaben	Hon. Dr Kwaku Owusu Acheampong/ Hon Antwi Boasiako Sekyere (Acting) Regional Minister	70	8	78
2	Birim Central	Hon. Asare Kwabena Nkansah	53	5	58
3	Kwahu West	Hon. Dr. Alex Obeng Somuah	33	5	38
4	Nsawam- Adoagyiri	Hon. Amoako Dompok	41	3	44
5	East Akyem	Hon. Simon Peter Asirifi			
6	West Akyem	Hon George Akpalu / Hon Antwi Boasiako Sekyere (Acting) Regional Minister	41	5	46
7	Yilo Krobo	Hon. Andrews Sodah	57	7	64
8	Lower Manya Krobo	Hon. Frederick Acolatse	39	6	45
9	Akuapem North	Hon. George Opere Addo	64	13	77
10	Suhum	Hon S Fletcher Kwabi / Hon Antwi Boasiako Sekyere (Acting) Regional Minister	41	2	43
11	Kwahu South	Hon. Joseph Omari	34	4	38
12	Asuogyaman	Hon. Thomas Ampem Nyarko	46	7	53
13	Kwaebibirem	Hon. Faustina K. Addo	47	7	54
14	Kwahu East	Hon. Nana Antwi Siaw	36	2	38
15	Birim South	Hon. Emmanuel Kwakye	34	5	39
16	Fanteakwa	Hon. Abass Sbaabe Fuseini	55	13	68
17	Birim North	Hon. Aboagye Dadzie	35	5	40
18	Kwahu Afram Plains North	Hon. Emil Windhalm Afram	42	5	47
19	Kwahu Afram Plains South	Hon. Issaka Ibrahim	37	4	41`
20	Denkyembour	Hon. Kwaku Ofori-Abrokwa	27	3	30
21	Upper Manya Krobo	Hon. Joseph Tetteh Angmor	42	6	48
22	Atiwa	Hon. Emmanuel Atta Twum	44	5	49
23	Upper West Akyem	Hon. Mike Osifo Bekoe	35	3	38
24	Ayensuano	Hon. Mike Ofori Darko	34	5	39
25	Akuapem South	Hon. Winston K. Afari Djan	29	2	31
26	Akyemansa	Hon. Tom Budu	29	4	33
<b>Total</b>			<b>1045</b>	<b>134</b>	<b>1179</b>

## **Report on Decentralized Departments of ERCC and MMDAs**

The ERCC has a total of 52 Departments and Agencies. All the decentralized departments of the RCC are established and operational and contributed to the 2015 achievements. Six years into the implementation of Local Government (Departments of District Assemblies) Commencement Instrument 2009, (LI 1961), MMDAs in the Region (except New Juaben Municipal) do not have the full complement of Departments. Three key Departments; the Transport in 7 Municipal Assemblies, Natural Resource, Game and Wild Life in 10 MMDAs and the Trade and Industry Departments in 12 MMDAs are yet to be established. The Department of Urban Roads is not present in 3 Municipal Assemblies. The situation at the end of the year is presented in Table 4.9c below.

The absence of these key Departments is attributed to the lack of personnel and inadequate resources (office and residential accommodation) to fully set them up. It is important to mention that though most Assemblies have majority of their Departments in place, there is the need to adequately resource them to make them fully operational, especially the newly created and less endowed MMDAs. Appendix 3Dii provides current status of department of MMDAs in the region.

## **Human Resources Management Issues**

Four MMDAs in the region had their Coordinating Director changed during the year under review. This included two intra-regional postings and two (2) inter-regional postings. Additionally, five officers of various job classes died in active service while seven (7) others from the RCC including three (3) Regional heads compulsorily retired from active Service.

## **Staff Development**

A number of officers in the RCC benefited from various capacity building programmes. The RCC also organised a number of skills enhancement training for various categories of MMDA staff to sharpen their skills. The trainings and beneficiaries are presented in the Table below.

Table 4.9c: Capacity Building/Training of RCC, MMDA and MDA Staff

No	Training Topic	Beneficiaries			Remarks
		Total	Male	Female	
1	Certificate in Local Government Administration	10	6	4	Was organised for selected officers
2	Sensitization on Local Government Protocols	20			Staff in 20 MMDAs
3	Using Strategic Human Resource Management to achieve Organisational Goals	2	1	1	The officer were from RCC HR Unit
4	Training on development of Capacity Building Plan	78	50	28	Attended by MMDA DPOs, DCDs & HR Heads
5	Training on Participatory Monitoring and Evaluation for MMDAs	93	74	19	Attended by DPCU members
6	Approaches to Participatory Planning and Budgeting	86	57	29	Attended by RPCU & DPCU members
7	Training on Local and Regional Economic Development	84	66	18	Attended by RPCU & DPCU members
8	Public Sector Leadership	1	1	0	Attended by RCD
9	Training on Revenue mobilisation, accounting and financial management	76	61	15	Attended by MMDA Revenue heads, DFO, DBO
10	Advanced Spatial Planning and Geographical Information System	79	73	6	RPCU & DPCU members

### Official Visits

The region during the year under review benefitted from a number of visits from public officials. These visits are itemized in Table xx below.

Table 4.9d: Official Visits to the Region

No.	Name / Organisation	Purpose of Visit	Date
1.	Chinese Ambassador	To donate learning and teaching aids and award scholarships to needy girls in selected schools in the Region.	28 <sup>th</sup> May, 2015
2.	Board and Management of EDAIF	Courtesy call on RM	24 <sup>th</sup> June, 2015.
3.	Vice President of the Republic Of Ghana		30 <sup>th</sup> September, 2015
4.	Local Government Service Council Members	Working visit	12 <sup>th</sup> October, 2015.
5.	Her Excellency the Second Lady (Matilda Amissah- Arthur)	Launching of the 2015 library week	27 <sup>th</sup> October, 2015.

No.	Name / Organisation	Purpose of Visit	Date
6	IMCC led by the Head of Service	Policy orientation workshop on decentralization held in the region	18 <sup>th</sup> November,2015
7	CWSA Board	Courtesy call on RM	19 <sup>th</sup> November,2015
8	President of the Republic Of Ghana	To commission the rehabilitated Adomi bridge	19 <sup>th</sup> December,2015
9	Minister of Communication	Government for the people's forum	22 <sup>nd</sup> December,2015

## Security Issues

The Regional Security Council (REGSEC) provided early warnings to government of the existence or likelihood of security threats in the Region which can potentially effect the country as a whole. The following were the issues that REGSEC dealt with during the period:

- Chieftaincy disputes - currently there are over thirty (30) towns and villages in the region where two chiefs are contesting over the stool.
- Illegal mining ('Galamsey') - almost all Districts with mineral deposits in the Region are battling with the activities of illegal miners. Apart from polluting the water bodies and destroying the environment, the activities of these illegal miners also expose their host communities to stressed social infrastructure and various crimes including armed robbery and promiscuity.
- Fulani Herdsmen menace – destruction of farms, forests and water bodies has become an annual problem associated with the presence and activities of nomadic Fulani herdsmen in the Region. The flash points for their nefarious activities are the Kwahu areas encompassing the two Afram Plains Districts and Kwahu East. In addition, Fanteakwa and Upper Manya Krobo Districts are not spared the brunt of the yearly destruction by the herdsmen and their cattle.
- Illegal lumbering – just like galamsey, illegal lumbering is also widespread in the Region.
- Boundary dispute between some MMDAs – these disputes though have not reached the state of conflicts, there is a possibility of future conflicts if they are not resolved.
- Land disputes – though closely linked with chieftaincy, land disputes among individuals and between families also exist.

## **Development Activities of Sector Institutions**

### **A. Education**

#### **▪ Regional Directorate of Ghana Education Service**

The education sector continued to receive huge financial support from government. Major infrastructure such as classroom blocks and ancillary facilities were provided to enhance teaching and learning from the basic to the tertiary levels of education in the Region. The implementation of the Region's 5 Community Senior High Schools progressed steadily at Fodoa at Kwahu West, Oborpa in Lower Manya, Maame Krobo in Afram Plains South and Memchemfre in the Afram Plains North. The fifth at Kwabaah – Nyanoa in the Upper West Akim was completed and inaugurated in the year.

Twenty-one (21) new GETFUND School furniture contract initiated in 2015 were completed and delivered to various Schools in the Region. Ninety-six (96) education projects were completed in the year. The infrastructure and school environment improvement activities resulted in improvement of Basic School Certificate Examination Candidate Pass Rate from 54.5% in the 2013/2014 academic year to 70.7% in the 2014/2015 academic.

#### **▪ Improvement in Gross Enrolment and Net Enrolment Ratio**

Enrolment has increased at all levels of education in the Eastern Region since 2011/2012 academic year. However, the most significant increase was realized during the 2014/2015 academic year.

At the kindergarten level, Gross Enrolment Rate (GER) increased from 120.50% in 2013/2014 academic year to 128.70% in the 2014/2015 academic year. Net Enrolment Rate (NER) however slipped from 85.6% in 2013/2014 academic year to 76.70% in the 2014/2015 academic year at the KG level.

At the primary level, Gross Enrolment Rate (GER) increased from 101.00% in 2013/2014 academic year to 105.70% in the 2014/2015 academic year. Net Enrolment Rate (NER) also increased from 81.50% in 2013/2014 academic year to 83.90% in the 2014/2015 academic year.

Gross Enrolment Rate (GER) at the JHS level, increased from 75.60% in 2013/2014 academic year 81.800% in the 2014/2015 academic year. Net Enrolment Rate (NER) also increased from 42.60% in 2013/2014 academic year to 43.20% in the 2014/2015 academic year.

The SHS level saw an increase in GER from 59.90% in 2013/2014 academic year to 62.80% in the 2014/2015 academic year. Net Enrolment Rate (NER) also increased from 31.90% in 2013/2014 academic year to 32.90% in the 2014/2015 academic year.

It is obvious from the above that NER has increased at all levels except the KG level which saw decline of 8.9 percentage points.

▪ **Improved Gender Parity Indices**

Gender Parity declined from 1.04 during the 2013/2014 academic year to 1.02 in the 2014/2015 academic year at the KG level, it remained unchanged at 0.98 from the 2013/2014 to 2014/2015 academic year at the primary level, same at the JHS level at 0.96 during the 2013/2014 and the 2014/2015 academic years and declined from 1.00 to 0.97 at the SHS level.

▪ **Improved Pupil Classroom Ratio**

There was tremendous improvement in classroom situation during the period under review over the 2013/2014 academic year. The statistics for the 2014/2015 academic year were as follows: 22 at the KG level, 15 at the primary level and 14 at the JHS level. This implies that investment in educational infrastructure is yielding results in eliminating overcrowding across all levels.

▪ **Improved Teacher-Pupil Ratio**

Teacher-pupil ratio improved in the 2014/2015 academic year. In the 2013/2014 academic year, teacher-pupil ratio stood at 1:27 at the KG level but reduced to 1:22 in the 2014/2015 academic year. At the primary level, the teacher-pupil ratio was 1:28 during the 2013/2014 academic year and remained unchanged in the 2014/2015 academic year. The JHS level figure also remained unchanged at 1:14 for the two academic years. The SHS level saw an increase in teacher-student ratio from 20 in the 2013/2014 academic year to 21 in the 2014/2015 academic year. This indicates the need for more effective deployment of teachers among Districts and Schools in order to provide equitable education opportunities to students at the SHS level.

**Health**

Eastern Region has 33 hospitals, 99 health centres, 1,244 demarcated CHPS zones with 488 functional CHPS zones representing 39% of demarcated zones. Key Activities Implemented in 2015.

## **1. Special Campaigns**

- Celebration of Child Health Promotion Week with the theme “I Am A Newborn- Keep Me Clean, Help Me Live”.
- Safe Motherhood
- Global Hand Washing Day-”Save Hands, Saves Life”
- World Diabetes Day-”Halt The Diabetes Epidemic”
- Sub NID Polio/Vitamin A supplementation in 16 selected districts in October, 2015
- EPI/BNA training for 125 participants from all the 26 districts

## **2. Summary of 2015 Performance**

- Regional coverage of anti-natal care (ANC) was 75.5% for 2015 as compared to 79.6% for 2014 and 82.1% for 2013.
- A total of 36 suspected cases of yellow fever with no deaths were recorded during the period under review from 11 districts. None was confirmed as positive for YF IgM. Geographical coverage for suspecting was 42%.
- Twenty-two districts reported at least one (1) suspected case of measles, given a geographical coverage of 84.6%. Demkyembour, Kwahu West, Upper Manya and Upper West Akim & Birim Central were silent for the period under review. A total of 3 positive measles cases were recorded in the region with 2 Rubella cases.
- Eight Districts recorded at least one case of cholera. Total of 176 cholera cases were recorded in 2015 compared to 1,975 cases with 6 deaths in year 2014. Nsawam -105 cases, Ayensuano -25 cases, Suhum -23 cases and West Akim -13 cases.
- Bacterial Meningitis - Six (60) Cases were suspected with 6 deaths. None confirmed. New Juaben recorded 50 of the cases and 5 deaths with Lower Manya and Nsawam Adoagyiri making up for the difference.
- TB Case performance-Case notification has declined from 61/100,000 population in 2014 to 56/100,000 population in 2015. Bacteriology confirmed cases however increased from 47% (966) in 2014 to 59% (975) in 2015. TB among children also increased from 3% (61) in 2014 to 4% (66).
- HIV Prevalence –prevalence rate for HIV has stabilized for the past three years at 3.7 from 2013 to 2015. Vigorous efforts were made to bring the rate down and control pregnant mother-to-child transmission across the Region.
- Malaria –Total malaria cases in the Eastern Region has consistently declined from 4,248,681 in 2013 to 3,976,996 in 2014 and further declined to 3,964,941 in 2015.

- Public Health Education - Thematic areas covered by assemblies on public health education campaigns were Exclusive Breast feeding, LLIN usage, Cholera and Diarrhea, Family Planning, Ebola and Skill Birth Attendance. The population reached included pregnant women, mothers with under five children, adolescent, school children and the general public through radio discussions.

### **Community Water and Sanitation (Rural Water)**

The key achievements in rural water delivery in the year 2015 were as follows:

- Installed 13 Hand Pumps (HPs) on successfully drilled Boreholes in 13 communities.
- Installed an Aqualife Filtration System (Iron Removal Plant) at Apinamang Dwenase in the Denkyemba District to improve the Water Quality of the Piped Water Supply Scheme in the two communities.
- Organized two (2) District level meetings involving 19 MMDAs to disseminate information on CWSA Corporate Documents.
- Completed piped water supply to Okuapeman SHS financed by the PTA.
- 10 mechanized boreholes for 10 clinics in the region funded by The Hunger Project.
- Rehabilitated and extended piped water supply to Adasawase. The project was financed by Ernst Peyer Memorial Foundation of Switzerland.
- Constructed 2No. mechanized borehole for Mangoase SHS, financed by Rotary Club. Trained Water and Sanitation Management Teams in 95 communities covering 22 DAs for effective O&M.
- Collaborated with Kwaebibirem DA to resolve potential conflict over the control of Otumi Piped Water Supply System.
- Drilled 31No. boreholes with hand pumps in selected MMDAs
- Organized one District level meeting for the remaining 7 District Assemblies to disseminate CWSA Corporate Documents
- Provided technical support to WSMTs in the management of 30 piped schemes
- Monitored and supported all 26 DAs in WASH services delivery.

### **Ghana Water Company (Urban Water)**

- Five (5) Towns Water Supply Project which was funded by GoG and Unicredit Bank, Austria to provide potable water to Kibi, Apedwa, Kwabeng, Osenase and Anyinam. The project was completed and handed over in the year.
- The 3K's Water Supply Project funded by GoG to provide water to Kotoso, Kumawu, Konongo and Communities on the Kwahu Ridge, is on-going.

- Akim Oda-Akwatia- Winneba Water Supply Project, a 165 million dollar project funded by GoG and Turk Exim Bank to provide water to Oda, Akim Manso, Atiankama, Nkawata, Aboabo and Batabi whilst that of Akwatia include Boadua, Topreman, GCD Camp, Asubone Camp 4, Anhwiaso Mmoframfadwen is on-going.
- ATMA Rural Water Supply Project is a 56.6 million euros water project. The project improved safe water supply to Dodowa, Akorley, Adukrom and Atimpoku. The project is completed and beneficiary communities include Akrade, Senchi, New Senchi, Atimpoku, Juapong, Frankadua, Apeguso, Aboasu, Agormanya, Odumase, Somanya, Sra, Ogome, Aseseeso, Akwamufie, Apirede, Adukrom, Awukugua, Dawu, Abiriw, Akropong, Mamfe, Amanokrom, Mampong, Tutu, Obosomase, Ahwerease, Aburi, Gyankama, Kitase, Brekuso, Peduase and Ayi Mensah in the Region.

### **Sanitation**

- **Community Led Total Sanitation (CLTS)**

The objectives of CLTS are to stop open defecation in cholera prone districts and communities, guide the communities to construct and use their own household latrines with hand washing facilities and collaborate with NGOs in WASH. A total of 235 communities participate in the CLTS in the Region. Out of the number, 160 communities were facilitated by the Environmental Health and Sanitation Department and 75 by environment related NGOs. 180 communities in the Region were adjudged Open Defecation Free (ODF) out of which 52 had ODF status and 128 ODF BASIC statuses.

### **Achievements**

The achievements of the ESD included 12 successfully organized National Sanitation Days, 52 communities declared ODF, 128 communities declared ODF BASIC , promotion and construction of household latrines with hand washing facility (25), cholera sensitization and awareness created, food/drink vendors medically screened and prosecution of 42 Sanitary offenders.

### **Department of Social Welfare and Community Development**

The Department of Social Welfare and Community Development worked in 3 Core Programmes of Justice Administration, Child Rights and Protection and Community Care to address the needs and concerns of the vulnerable, disadvantaged and persons with disabilities.

Twenty (20) District Officers sat on the panels of the Family Tribunals and the Juvenile Courts to dispose of 102 Family Tribunal Cases and 19 Juvenile Delinquent Cases. Two

hundred and eighty-one (281) Social Enquiry Reports (SERs) were written and submitted to the courts and recommendations were accepted; vide sect. 50 of the Children's Act, Act 560/98 and sect 24 of the Juvenile Justice Act, Act 653 of 2003.

In the year under review, eight (8) probationers were supervise, forty-six (46) out-of-school youth continued to receive vocational training skills at Social Welfare Vocational Training Centre at Effiduase, one hundred and sixty-three (163) Early Child Development Centres were inspected and supervised vide section 116 of Act 560/98, two hundred and forty-one families were assisted to solve family welfare and other related problems, GH¢ 33,077.00 being maintenance fee were collected on behalf of clients and paid to them, sixteen (16) Children's Homes and Residential Facilities were inspected and eleven (11) children were reunited with their families.

Nine hundred and thirteen (913) Persons with Disability (PWDs) were identified and registered. Their needs assessment was conducted and appropriate actions were taken. Again, 441 prisoners benefitted from follow up or aftercare services and were assisted to solve psychosocial and socio-emotional problems. Also, 1,248 clients/patients were assisted to solve medico-social problems. They were also assisted to recover Gh¢ 67,392.55 being outstanding medical bills from patients in 4 hospitals. During the year 2015, 13 PWDs and 32 non-PWDs continued to receive vocational training at Somanya Rehabilitation Centre. Additionally, 2,122,000 people benefitted from Social/Public Education.

### **Roads**

A total road length of 718.54km costing about ₵ 329.5million was packaged under 71 road contracts which were awarded and substantially completed in the year under review. The roads were made up of 253.0km of roads under the Ghana Highway Authority, 408.40km under the Department of Feeder Roads and 57.14km of roads under the Department of Urban Roads.

### **Energy (Rural Electrification, ECG)**

Energy is a critical factor in our socio-economic development process. As a result, the Government through the Electricity Company of Ghana has undertaken a number of energy improvement interventions to enhance service delivery. These activities are geared towards ensuring network flexibility and load transfer, meeting increasing load demand, improving upon voltage supply, replacing obsolete equipment, improving working conditions and customer service delivery. Some of these interventions were as follows.

- Construction of 33kV Switching Station at Suhum for network flexibility and load transfer.
- Construction of 40MVA Capacity Link from Old Kdua to Mile 50 Substation in Koforidua to meet increasing load demand.
- Construction of 20MVA Capacity Substation at Asamankese to meet increasing load demand and improve upon voltage supply.
- Rehabilitation Bulk Supply Point at Nkawkaw to replace obsolete equipment.
- Rehabilitation and Upgrading Bulk Supply Point at Akwatia to replace obsolete equipment and meet increasing load demand.
- Construction of 33kV Switching Station at Bunso for network flexibility and load transfer.
- Upgrading of Network from 11kV to 33kV at Begoro to improve voltage supply and reduce system technical losses.
- Upgrading of Network from 11kV to 33kV at Tafo to improve voltage supply and reduce system technical losses.
- Construction New District Offices at Nkawkaw, Kyebi, Begoro, Asamankese, Kade and Akyem Oda to improve working conditions and customer service delivery.

### **Statistical Service**

The Eastern Regional Statistical Office undertook key activities in line with the overall goal of Ghana Statistical Service during the period under review. These included the following:

- The Regional Statistical Office participated in the implementation of the second phase of the Integrated Business Establishment Survey (IBES2) which was started in 2014. The IBES2 is to provide reliable, timely and relevant economic statistics to support the formulation and implementation of policies and strategies that can stimulate the growth of all sectors of the economy. The Region engaged a total of 150 persons for nearly two and half months of data collection across the Region.
- The Regional Office embarked on a dissemination of census analytical reports in all 26 MMDAs. The census analytical report provides information on the size, growth, composition and distribution of the entire population and sub-populations; as well as geographical areas, i.e. localities, villages, settlements, and residential areas.
- The Region continued with its routine data collection activities in Consumer Price Index (CPI), Producer Price Index (PPI), Tourism and Culture Statistics and other administrative data such as divorce, birth and death registrations.

- District Agricultural Management Teams were formed as part of preparations towards the implementation of Agriculture Census.
- The Regional Statistical Office offered support in the Ghana Labour Force Survey data collection which is expected to provide information on the labor force in the country.

The Regional Statistical Office was able to meet its objectives for the year 2015 in line with the overall goals of the Ghana Statistical Service in the production of official statistics for social and economic development of the country but this was achieved amidst financial challenges.

### **Directorate of Agriculture**

The Regional Department of Agriculture (RDA) has over the years facilitated the implementation of development interventions to address various priority issues identified in the Medium Term Agricultural Sector Investment Plan (METASIP) as major constraints militating against the attainment of the desired rapid growth in the agriculture sector.

Gaps between achievable yields (under best farmer practices) and actual yields ranged from 37% for maize, 55% for cassava, 25% for cowpea, 42% for rice and 36% for yam in the Region. The Department recognized that increasing the productivity of the small scale farmer will ultimately improve food security. Efforts towards productivity improvement were directed at increasing the production of selected commodities through intensive methods. To attain this, RDA implemented various activities/programmes in 2015. Key among them were:

#### *Institutional Co-ordination and Stakeholder Engagement (RDA)*

- Facilitated the formulation of the Eastern Region Agriculture Infrastructure Project.
- Organized 4 monthly management and technical review meetings.

#### *Fertilizer Subsidy Programme (FSP)*

The FSP is currently operating in seven (7) districts in the Region as there are no retail outlets in the remaining districts. During the year under review, 10,892 NPK and 3,902 Urea were sold at subsidized rates to 3,171 farmers comprising 698 females and 2,473 males.

#### *Poultry and Livestock Improvement Project (PLIP)*

The cockerel project was introduced in 2010 with the objectives to increase income generation, employment and food security. Under this project, a total of 24,482 cockerels were distributed at subsidized prices to 1,030 small scale farmers out of which 380 were females.

#### *Animal Production Directorate (APD)*

- Selection of 30 beneficiary farmers from five (5) districts for 2015 small ruminant programme under West African Agriculture Productivity Programme (WAAPP)
- Conducted monitoring visit to five (5) districts (New Juaben, Lower Manya Krobo, Akuapem North, Birem Central, Birem North ) to interact with the 30 farmers who benefited from the 2014 programme
- Certified 2090 bags of seed maize (pprs)
- Phytosanitary inspection and certification was carried out for 46.4kg of plants parts of plant products sent through the post office.

#### *Crops and M & E*

- Conducted monitoring visits to 9 Districts (namely Akuapem North, Nsawam-Adoagyiri, Suhum, Ayensuano, New Juaben, Lower Manya Krobo, Yilo Krobo, Birim South and West Akyem) on general field activities implementation especially demonstration, planting material multiplication, small ruminant programme and home and farm visits.
- Trained staff in two districts on Multi-Round Annual Crops And Livestock Survey (MRACLS)
- Phyto-sanitary inspection
- Trained district staff on pest and disease surveillance in the Region
- Backstopped and monitored 26 district on market surveys.

#### *Promotion of Local Foods*

- Sixty-one (61) flour users in New Juaben Municipality were trained on composite formulation and its application in pastry product manufactured by the officer of the Women in Agriculture Development (WIAD) in collaboration with Food Research Institute (FRI) and WAAPP 2a
- The group was also supplied with equipment (a mixer, a roller, oven, rod and 2 diesel engines) by CSIR-FRI under WAAPP.
- The WIAD office facilitated a trip to Nairobi, Kenya for two women entrepreneurs, a cassava processor at Korkormu (Akuapem North) and a palm fruit processor from New Jejeti to attend seminar on transformational leadership in agribusiness.

#### *Agric Engineering*

- Enhanced the accessibility to tractor service by linking farmers to Agric Mechanization Service Centers (AMSECs) and private tractor owners.

- Promoted the use of one (1) metallic silos by farmers for grain storage
- Installed three 6.5hp irrigation pumps for farmers in two districts.

#### *Agric Extension*

- A 2-day Regional Planning Session was organized for 68 participants comprising 12 females and 56 males at Oyinka Hotel to examine farmer constraints and develop an Action Plan for extension training in 2015. Some of the constraints identified were: Cassava Bacteria Blight, polypore's, cassava mosaic virus, rotten sweet potato tubers, mortality of fingerlings and adult tilapia, insufficient dry season feed etc. Presentations were made on solutions to researchable farmer problems e.g. Taro wilt blight
- Two (2) Directors and 2 AEAs from districts on IAR4D platform were trained as ToTs.
- Ten AEAs from 3 districts were also trained on Green label standardization in vegetable production.
- Training on citrus production was organized for forty (40) AEAs and farmers from 5 citrus growing districts.
- Training was organized for DDOs on safe use of Agro chemicals Monitoring of Fertilizer Subsidy programme
- Training for district staff on improved technologies and also develop teaching materials which aids extension delivery

#### *Veterinary Activities*

- Two (2) rabies cases were reported in Koforidua and Mangoase in the Akuapem North District.
- 1768 dogs and 57 cats were vaccinated against rabies during the period
- One day training was conducted for district staff on poultry and livestock production

#### **Environmental Protection Agency (EPA)**

The Environmental Protection Agency (EPA) is the lead organization in the management and protection of the environment in the Eastern Region. The EPA collaborates with other relevant stakeholder organizations to achieve sustainable, orderly and environmentally sound development.

Programme activities undertaken during the year under review centered on Environmental Assessment Administration, Monitoring and Inspection Activities, Public Complaint

Investigations, participation in Statutory Planning Committee Meetings of some District Assemblies, Environmental Education and Awareness Creation Programmes, Collaborative Programmes and Networking with key stakeholders.

#### *Statutory Meetings*

In 2015, the Regional Office of EPA participated in a total of forty-one (41) Statutory Committee Meetings. This comprised sixteen (16) Statutory Planning Committee Meetings, seven (7) Technical Sub-committee Meetings and eighteen (18) meetings with relevant stakeholders.

#### *Investigations into Public Complaints*

During the year under review, fifty (50) public complaints were received. They included complaints about noise (22), mining (12), faecal matter disposal (6) and others (10). All 40 complaints were investigated and addressed. However, lack of noise meter to aid investigations into noise pollution is affected the effectiveness of the Office in the Region.

#### *Environmental Assessment and Legal Compliance*

A total of six hundred and twenty-five (625) separate programme activities across various sectors were undertaken. The breakdown of the Environmental Assessment activities were as follows: Energy (91), Infrastructure (76), Hospitality (78), Manufacturing (45), Health (21), Mining (69), Agrochemicals (212), Aquaculture (7) and Telecommunications (26).

During the year 2015, one hundred and thirty-five applications were received by the Regional Office of EPA. Forty-five (45) were approved, forty-three (43) deferred and forty-seven (47) pending.

#### *Environmental Education and Awareness Programmes*

Thirteen (13) Environmental Education programmes were organised by the EPA in 2015. The Office is however constrained with teaching aids such as flyers to embark on public education.

#### *Environmental Monitoring*

Three hundred and three (303) environmental monitoring exercises were conducted during the year under review. The activities covered Energy (59), Infrastructure (22), Mining (3), Manufacturing (51), Hospitality (67), Health (3), Agrochemicals (89) and Aquaculture (9).

### *Enforcement and Compliance Exercise*

Enforcement and compliance activities in the year 2015 saw proponents rushing to the EPA Regional Office to regularize their activities. A total of one hundred and ninety (190) proponents complied as a result of the enforcement drive. They comprise Energy (13), Infrastructure (13), Hospitality (97), Manufacturing (44), Agrochemicals (13), Aquaculture (1) and Mining (9).

### **Others**

#### **Establishment of the University of Environment and Sustainable Development**

Parliament in July 2015 passed the Bill for the establishment of the University. Somanya is designated as the main campus with satellite campuses at Amankwa and Krobo Odumasi in the Kwahu Afram Plains North District and Lower Manya Municipal Assemblies respectively. The site in Somanya has been prepared and selection of contractors to construct the buildings is on-going.

#### **EU Support to RCCs & RPCUs**

The implementation of Year 2 activities under the European Union support to strengthen the RCCs and RPCUs to effectively support planning, monitoring and coordination of activities in District Assemblies continued in 2015. An amount of GH¢ 153,799.96 was remitted to the RCC to support programme activities. Key among the activities implemented in the year were: 9 training programmes for RCC and MMDA staff, 2No RPCU Quarterly Meetings, 2No District Monitoring Visits, 1No RPCU/DPCU Dissemination Forum, etc.

The activities led to the development of the Regional District Performance League which outlines the performance of MMDAs after each monitoring exercise. The EU Programme has improved monitoring of development interventions in MMDAs for enhanced service delivery.

Table 4.9e: Summary of 2015 MMDA Development Projects

No.	Sector	No. Of Projects	No. On-going	No. Completed	Remarks
1	Education	311	215	96	Abandoned/Standstill -4 Terminated – 5 Site clearance to substructure - 15
2	Health	71	45	26	Terminated – 1 Substructure - 4
3	Roads	54	21	33	

4	Sanitation	58	37	21	Abandoned – 3 Terminated – 4 Substructure 1
5	Water	21	14	7	
6	Economic	70	34	36	
7	Governance	58	38	20	Abandoned/Standstill – 8 Terminated - 1

## Financial Reports

### A. RCC Finances

As indicated in Table 4.9f below, the ERCC received a total amount of GH¢ 5,011,548.40 from all revenue sources in 2015. Out of this amount, Government of Ghana (GoG) sources which included inflows from Central Government, Office of Government Machinery, National Security, Inter Ministerial Co-ordinating Committee (IMCC), MLGRD, Rural Enterprise Programme and Ghana Aids Commission constituted 47.3%. Receipts from the District Assemblies Common Fund constituted 44.5%, Revenue from Development Partners mainly the European Union was 3.1% while contribution from MMDAs accounted for 5.1%.

Revenue for Compensation constituted 26.5% of the total receipts. Non-Financial Assets was just 9.0%, while Goods and Service was highest at 64.5% of all fund receipts.

Table 4.9f: RCC 2015 Funding Sources

No.	Funding Sources	Compensation	Goods & Service (GHc)	Non-Financial Assets (GHc)	Total Amount (GHc)	%
1	GOG	1,329,748.71	1,039,354.54	-	2,369,103.25	47.3%
2	DACF	-	1,781,128.54	450,036.65	2,231,165.19	44.5%
3	Development Partners	-	154,979.96	-	154,979.96	3.1%
4	Assemblies' Contribution	-	256,300.00	-	256,300.00	5.1%
	<b>Total</b>	<b>1,329,748.71</b>	<b>3,231,763.04</b>	<b>450,036.65</b>	<b>5,011,548.40</b>	<b>100.0%</b>
	<b>Percentage</b>	<b>26.5%</b>	<b>64.5%</b>	<b>9.0%</b>	<b>100.0%</b>	

### RCC Expenditure

The Table 4.9g below shows a total budget of GH¢ 5,561,554.40 for the ERCC for 2015. Out of this amount, GH¢ 5,122,939.86 was released from the various sources indicated table xxx above, whilst actual amount spent for the period was GH¢ 4,886,308.88, constituting 87.9%

of the budget. In terms of Compensation, the amount released and spent was GH¢ 1,329,748.71 which was more than the budget of GH¢ 1,119,230.92. This was due to ceiling given the RCC during the 2015 budget preparation for Compensation. An amount of GH¢ 450,036.65 released for Non-Financial Assets was used for the procurement of a 33-Seater Bus and furnishing of Ministerial Block at the Residency.

Table 4.9g: ERCC 2015 Expenditure

No.	Item	2015 Approved Budget ¢	Amount Released	Expenditure ¢	Expenditure (%)
1	Compensation	1,119,230.92	1,329,748.71	1,329,748.71	<b>118.8%</b>
2	Goods & Service	3,629,303.28	3,189,374.54	3,006,058.72	<b>82.8%</b>
3	Non-Financial Assets	650,000.00	450,036.65	450,036.65	<b>69.2%</b>
4	Development Partners	163,020.20	153,779.96	100,464.80	<b>61.6%</b>
	<b>Total</b>	<b>5,561,554.40</b>	<b>5,122,939.86</b>	<b>4,886,308.88</b>	<b>87.9%</b>

## Composite Budget Issues

### MMDAs 2015 Revenue Budget Performance

The section presents the aggregate analysis of the budget and actuals of the Composite Budgets of the 26 MMDAs and it is based on the budget and end of year Financial Statements submitted to the RCC covering Schedule I Departments.

Table 4.9h: Revenue Budget Performance (all MMDAs)

No.	Item	2015 Budget ¢	Actual ¢	Variance ¢	%
1	IGF	18,535,217.21	17,693,529.82	(841,687.39)	95.5%
2	Grant	161,252,852.19	107,089,745.89	(54,163,106.30)	66.4%
3	<b>Total</b>	<b>179,788,069.40</b>	<b>124,783,275.71</b>	<b>(55,004,793.69)</b>	<b>69.4%</b>

From the above table, the overall revenue performance for the region was 69.4%. Out of a total revenue budget of ¢ 179,788,069.40, the Assemblies were able to collect and receive GH¢ 124,783,275.71. In terms of IGF, the Assemblies performed very well and collected 95.5% of their annual target. The shortfall for the period was GH¢ 841,687.39 or 4.5% of the budget. With regards to Grant, the Assemblies received 66.4% of the budget for the period which amounted to GH¢ 107,089,745.89. It is therefore clear that the revenue gap recorded could largely be attributed to Grant which was not released to the Assemblies in the year under review, indicated as variance (GH¢ 54,163,106.30) in the table above.

Table 4.9i: IGF and Grant Performance (all MMDAs)

S/N	Description	Districts	
		IGF	Grant
1	Districts with Actual IGF and Grant of 80% and above of Budget	22	4
2	Districts with Actual IGF and Grant of between 50% and 80% of Budget	4	15
3	Districts with Actual IGF and Grant of 50% and below of Budget	-	7

From the above table, it is seen that all the 26 MMDAs in the Eastern Region collected 50% and above of their IGF budgets for 2015. In fact, even the least performed district, Kwahu Afram Plains North collected 70.3% of its IGF budget.

- Twenty-Two (22) MMDAs achieved Actual IGF collection of 80% and above of their Budget for 2015. The MMDAs in this bracket, in order of performance, are: Nsawam Adoagyiri, Birim North, Akuapem North, Upper Manya Krobo, Akwapim South, Birim Central, Akyemansa, East Akim, Kwaebibirem, New Juaben, Kwahu East, Kwahu South, Yilo Krobo, Lower Manya Krobo, Kwahu West, Kwahu Afram Plains South, Atiwa, West Akyem, Upper West Akim, Asuogyaman and Suhum.
- Four (4) MMDAs had their Actual IGF being between 50% and 80% of their Budget. These were: Denkyembour, Fanteakwa, Birim South and Kwahu Afram Plains North.
- In terms of Grant, four (4) MMDAs were able to receive 80% and above of their Budget. The MMDAs were Akwapim South, Lower Manya Krobo, West Akyem and Fanteakwa.
- MMDAs which received between 50% and 80% of their Grant in 2015 are fifteen (15). These were: Birim Central, Ayensuano, Asuogyaman, Denkyembour, Birim North, New Juaben, Kwahu South, Kwahu Afram Plains North, Kwahu East, Birim South, Akuapem North, Kwaebibirem, Kwahu Afram Plains South, East Akim and Atiwa.
- Seven (7) MMDAs received below 50% of their Grant in 2015. These were: Akyemansa, Upper Manya Krobo, Upper West Akim, Suhum, Yilo Krobo, Kwahu West and Nsawam Adoagyiri.

### **MMDAs 2015 Expenditure Performance**

The table below shows that the total expenditure level for all the MMDAs in 2015 was 63.7%. That is, out of the aggregated projection of GH¢ 179,788,069.40, an amount of GH¢ 114,457,520.21 was spent, leaving a gap of GH¢ 65, 330,549.19. In all, the expenditure level of Goods and Service was 63.7%, while that of Non-Financial Assets was 65.4%. In terms of Compensation, the table shows a spending level of 60.9%, which is far below expectation, as salaries were paid. This was attributable to the inability of MMDAs to

compute data on actual salaries of their staff on Government Pay Roll for some of the months in the reporting year.

Table 4.9j: Expenditure Performance (all MMDAs)

No.	Item	Budget (GH¢ )	Actual (GH¢ )	Variance (GH¢ )	%
1	Compensation	46,983,223.31	28,634,295.57	18,348,927.74	<b>60.9%</b>
2	Goods & Service	61,024,512.19	38,845,809.46	22,178,702.73	<b>63.7%</b>
3	Non-Financial Assets	71,780,333.90	46,977,415.18	24,802,918.72	<b>65.4%</b>
	<b>Total</b>	<b>179,788,069.40</b>	<b>114,457,520.21</b>	<b>65,330,549.19</b>	<b>63.7%</b>

Table 4.9k: Budget Performance (Goods & Service and Non-Financial Assets)

No.	Description	District (Names)
1	Districts with Goods and Service Variance of 50% and below of Budget	Akwapim South, Birim Central, Birim South, New Juaben, Yilo Krobo, Akuapem North, Birim North, Denkyembour, Asuogyaman, East Akim, Ayensuano, Fanteakwa, West Akyem, Upper Manya Krobo, Nsawam Adoagyiri, Kwahu East, Kwahu Afram Plains North, Kwahu Afram Plains South, Kwaebibirem, Atiwa, Lower Manya Krobo
2	Districts with Non-Financial Assets Variance of 50% and below of Budget	Akwapim South, Birim Central, Birim South, Akuapem North, Asuogyaman, Birim North, Denkyembour, Ayensuano, Fanteakwa, Kwahu Afram Plains North, West Akyem, East Akim, Upper Manya Krobo, Kwahu East, Lower Manya Krobo

- In all, twenty (21) MMDAs were able to spend 50% and above of their projected expenditure under Goods and Service. The districts concerned are indicated in the table above in order of performance.
- In terms of Non-Financial Assets, fifteen (15) MMDAs spent 50% and above of their budget for the period. This means these MMDAs spent 50% and over on projects earmarked for 2015.

### Challenges

- Inadequate funding and irregular flow of funds which negatively impinges on capacity to achieve targets and timelines.
- Inadequate office and residential accommodation for the increasing numbers of staff of the MDAs in the region.
- Poor road network – most major roads linking the regional capital to other district capitals are in deplorable state and that makes access to the districts very difficult.

### **Way Forward**

To resolve the chieftaincy disputes, the Regional Co-ordinating Council through the REGSEC has collated information on all Chieftaincy disputes in the Region for the attention of the National House of Chiefs and the sector Ministry. Additionally, Municipal and District Security Councils in the Region were directed to advise their various traditional areas to compile royal succession plans so as to avoid some of these problems. As a short term measure however, the REGSEC invited rival chiefs to its meetings and advised them to seek redress through appropriate channels like the House of Chiefs or the courts and to refrain from acts of violence which threaten the peace of their areas.

#### **4.10 Greater Accra Regional Co-ordinating Council (GARCC)**

##### **Introduction**

In line with the mandate of the Regional Co-ordinating Councils (RCC), the Greater Accra RCC for the period of reporting coordinated, monitored and evaluated the performance of MMDAs within the region. The Council also harmonized plans, programmes and policies of MMDAs, Departments and Agencies to ensure effective and efficient service delivery and to avoid duplication. In the year under review, four (4) quarterly monitoring exercises aside other monitoring activities (ie. LGCSP and DDF) were undertaken to ensure that the MMDAs deliver on their mandate in a sustainable manner. The RCC also undertook some capacity building training programmes for both staff of the MMDAs and RCC from internal and external sources. Monitoring results dissemination sessions were organized as a platform for the MMDAs, Departments and RCC to discuss performance and adopt the best practices as way of improving the overall service delivery in the region.

The region continues to enjoy infrastructure development in the areas of education, health, water and sanitation and road construction. In the area of education, under the Millennium Cities projects, a number of schools were commissioned which has gone a long way to eliminate the shift system in the Accra Metropolis. In the health sector, the region had major interventions like the rehabilitation and expansion of Ridge and Legon Hospitals, Police Hospital and the Tema General Hospital among others. The road sector received a boost in the construction of the Kwame Nkrumah Interchange, construction of by-pass roads through Teshie Rasta Road, La to 37 roads among others.

The annual progress report is structured as follows:

- Regional Profile
- Administrative issues
- Development interventions of sector institutions
- Financial performance of the RCC and MMDAs
- Composite Budget performance (Revenue and Expenditure)
- Key challenges

Some of the notable activities in the period included sod cutting for the construction of the Kwame Nkrumah Circle Interchange, Regional Minister's working tour of the region, Organization of Homofest, signing of MOU between the Fuji Province of the People's

Republic of China and the Greater Accra Region and hosting of International Conference of Black Mayors in Accra.

Even though the region has a lot of potentials and resources that facilitated the achievement of set objectives, there were some challenges which had to be managed to mitigate their impact on the development efforts in the region. The challenges included but not limited to the following:

1. Chieftaincy disputes
2. Land disputes resulting from multiple sales
3. Widespread use of Land guards
4. District/regional boundary disputes
5. Flooding and poor waste management issues
6. Delay in the release of GoG/GETFUND/DACF
7. Street hawking
8. Armed robbery
9. Fraud and Car snatching
10. Inadequate office and residential accommodation for staff

### **Regional Profile**

The Region is situated in the South-Central portion of Ghana and covers an area of about 4,540 square kilometers which is 1.4 per cent of the total land area of the country. It has a 225km-coastline stretching from Langma to the West, Ada-Foah to the East and shares common boundaries with Central Region to the west, Eastern Region to the north and the Volta Region to the east. To the south is the Gulf of Guinea.

According to the 2010 Population and Housing Census (PHC), the region has a population of 4,010,054. Due to in-migration and a high population growth rate of 2.4%, the region has the highest population density in the country. The region's age structure is youthful and characterized by high fertility rate which has begun to show signs of a downward trend.

The peri-urban and rural portions of the Region abound in various natural resources. Prominent among them are large tracts of land for both agricultural and industrial purposes. There is also a wide range of minerals deposits including salt, clay, marble, quartzite and granite some of which are yet to be exploited. It is significant to note that the Region has a well-developed infrastructural base comprising good road networks, telecommunication

facilities and utility services (water and electricity). There are also warehouse facilities and basic industrial plants for the establishment of major industrial hubs. The region has a huge potential for investment in the following areas:

- Hospitality & Tourism (Large sandy beaches, hospitality infrastructure and services, Modern Arts and Craft market Beach front development)
- Road and Transportation Infrastructure (Availability of modern lorry and car park facilities, Bus Rapid Transit, modernizing the rail transport system)
- Housing Infrastructure (Provision of housing schemes for low income earners, high rise buildings, alley pavement project, environmental management activities like developing parks, tree planting, grassing etc.)
- Commerce & Industry (Availability of land, West African gas pipeline for energy, highly skilled and unskilled labour, Good transportation network, numerous financial institutions)
- Agriculture/Fish Processing/Livestock (Construction of fishing harbour, provision of cold storage facilities, fishing logistics, ultra-modern abattoir, extension services, construction of dams for irrigation)
- Waste Management (waste-to-energy project, waste recycling plant, supply of sanitation and waste management equipment and vehicles, expanding the Accra Sewerage Improvement Project (ASIP), providing liquid waste treatment plants)
- Energy/Biogas/Water (Provision of hydro-electric power systems, Solar power/wind, Biogas, expansion and improvement of water distribution system, recycling of waste water, rain water harvesting technology)
- Local Economic Development (establishment of Micro Finance Schemes to provide credit, training and logistics for SMEs and traders, provision of open market infrastructure, employable skill development programme for the youth, Support to NGOs)
- Educational/Health Infrastructure (Provision of ICT infrastructure, establishment of basic, secondary and tertiary institutions, provision of education infrastructure (classrooms, furniture, books etc.), improvement in health facilities and infrastructure)

### **Administrative Issues**

The Region is divided into sixteen administrative Districts under the current system of decentralization with the Regional Coordinating Council as the highest political and administrative authority. The sixteen (16) districts are made up of two (2) Metropolitan

Assemblies, nine (9) Municipal Assemblies and five (5) District Assemblies. The leadership of the RCC, MMDAs and their Assembly Members are provided in the table below.

Table 4.10a : Regional Minister and His Deputy

S/N	Name of Regional Minister/Deputy	Designation	Gender	
			Male	Female
1	Hon. Joseph Nii Laryea Afotey Agbo	Regional Minister	1	-
2	Hon. Nii Djamah Vanderpuye	Deputy Minister	1	-
<b>Total</b>			<b>2</b>	<b>-</b>

Table 4.10b: Districts and their MMDCEs

No.	Name of MMDA	Name of MDCE	Assembly Members		
			Male	Female	Total
1	Accra Metropolitan	Hon. Alfred Okoe Vanderpuije	89	25	114
2	Tema Metropolitan	Hon. Isaac A. Odamtten	41	6	47
3	Ashaiman Municipal	Hon. Ibrahim Baidoo	20	6	26
4	Ledzorkuku Krowor Municipal	Hon. Seth Badu Tawiah	36	2	38
5	Adentan Municipal	Hon. Benjamin Baroson Angenu	15	5	20
6	Ga West Municipal	Hon. Samuel Atukwei-Quaye	29	8	37
7	Ga East Municipal	Hon. Kwao Sackey	*	*	*
8	Ga South Municipal	Hon. Jerry A. Thompson	34	3	37
9	Ga Central Municipal	Hon. Aristo Aryee	10	3	13
10	La Nkwantanang –Madina	Hon. Franklin P. Anku	12	1	13
11	La Dadekotopon I	Hon. Rita Adoley-Sowah	10	5	15
12	Shai Osudoku District	Hon. E. A.O. Lartey	26	6	32
13	Ningo-Prampram District	Hon. Alhaji S.A. Rhack Nartey	32	26	6
14	Kpone-Katamanso District	Hon. Alhaji E.A Tetteh	26	3	29
15	Ada East District	Hon. John Nurudeen Arhortu	29	7	36
16	Ada West District	Hon. Anthony Y. Klorkpa	20	1	21
<b>Total</b>			<b>429</b>	<b>107</b>	<b>484</b>

### **Decentralized Departments at the MMDAs**

In accordance with the establishment of the Decentralized Departments of the District Assemblies, L.I 1961, majority of the decentralized departments of the Assemblies have been established in the 16 MMDAs in the region. The merger of the Department of Social Welfare and Community Development has also been done in all the assemblies.

The Department of Trade and Industry is yet to be established in the various MMDAs. Action plans and budgets of integrated departments have been incorporated into the annual action plans and composite budgets of the Assembly. Additionally, the involvement of the decentralized departments in the management of the Assemblies is highly commendable.

However, logistical and financial support from the assemblies to the decentralized departments remains a challenge and this has compelled these departments to sometimes turn to their parent departments and agencies for support. Also, worthy of mention is the issue of lack of office space and residential accommodation for the staff of the decentralized departments.

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

During the period under review, the RCC undertook various staff postings, promotions and upgrading aimed at strengthening the human resource capacity of all the Assemblies. In all, 310 postings were effected, 77 officers were promoted whilst 85 officers were upgraded. Below are the details of Promotion, Upgrading and Human Resource Analysis which was conducted within the year.

#### **A. 2015 Promotion**

Based on approval from the Local Government Service Secretariat, seventy-seven (77) qualified employees from the under listed classes were promoted within the year.

Engineering Class	-	34
Secretarial Class	-	21
Environmental Health Class	-	9
Community Dev't. Class	-	5
Executive Class	-	4
Procurement Class	-	2
Works Class	-	1
Transport Class	-	1
<b>TOTAL</b>	-	<b><u>77</u></b>

## B. 2015 Upgrading

Based on approval from the Local Government Service Secretariat, qualified employees from the under listed classes were upgraded within the year.

Environmental Health Class	-	55
Engineering Class	-	30
<b>TOTAL</b>		<b><u>85</u></b>

## Human Resource Analysis Based on the Staffing Norms

Table 3 below provides information on the required staffing and the actual staff at post as at the end of the reporting period. It should be noted that there are excess staff in the administrative, executive, security and Social welfare/ Community development classes. Also in excess are the engineering and revenue classes. There are however shortage in the planning, Budget, HR/Personnel, Accounts and Care Takers classes.

Table 4.10c: Human Resource analysis

No.	Department/Section/Grade	Min	Max	Actual No. of Employee at Post	Short Fall	Excess
1.	Administration	72	98	158	-	60
2.	Planning	53	82	65	17	-
3.	Budget	42	65	77	12	-
4.	HR/Personnel	56	70	49	21	-
5.	Stores	43	43	45	-	2
6.	Executive	63	78	154	-	76
7.	Secretariat	32	61	261	-	200
8.	transport	176	259	72	187	-
9.	Accounts	122	215	166	49	-
10.	Works/engineers	106	135	222	-	87
11.	Social welfare/community dev.	56	68	219	-	151
12.	Revenue	201	299	547	-	248
13.	Audit	50	63	116	-	53
14.	Security	338	424	496	-	72
15.	Care takers	34	38	9	29	-
16.	<b>TOTAL</b>	<b>1,444</b>	<b>1,998</b>	<b>2,656</b>	<b>315</b>	<b>949</b>

## Staff Development (Capacity Building/Training)

The RCC and the MMDAs undertook a number of training activities and programmes which can broadly be categorized into three (3) namely Scheme of Service related training; Competency Based Training; and Academic Training for staff to help in their career and professional development. Table 4 below shows the list of some of the training activities undertaken.

Table 4.10d: Capacity Building activities

No.	Type of Training	Date/Duration	Institution
1.	Urban Pollution Control Technology	10 <sup>th</sup> May- 6 <sup>th</sup> June, 2015	Suzhou University of Science & Technology, China
2.	Public Sector Accounting and New Performance Mgt.	17 <sup>th</sup> -19 <sup>th</sup> Nov. 2015	C.A.G.D
3.	Orientation on the new Performance Management System.	16/04/2015 to 17/04/2015	RCC- In house
4.	Certificate in Public Administration	14 <sup>th</sup> September to 6 <sup>th</sup> November, 2015	GIMPA
5.	Environmental Sanitation Mgt and Public health	7 <sup>th</sup> – 9 <sup>th</sup> December, 2015	Centre for Local Governance & Advocacy
6.	Budgeting and Financial Management	13 <sup>th</sup> – 24 <sup>th</sup> April, 2015	GIMPA
7.	Participatory Monitoring and Evaluation Training	17 <sup>th</sup> December, 2015	C.A.R.D.S
8.	Certificate in Local Government Administration	8 Weeks	I.L.G.S
9.	Training in Local Government Service Protocols	12 <sup>th</sup> June, 2015	RCC- In house
10.	Public Sector Accounting and New Performance Mgt.	17 <sup>th</sup> – 19 <sup>th</sup> November, 2015	C.A.G.D

*Note: provide summary (No. and not names) of staff who benefited from these training*

MMDAs were encouraged to implement their Capacity Building Plans through the use of their IGF and DDF to enhance the competencies of their staff thereby increasing productivity and improving service delivery.

### **Official Visits**

During the year under review, the Hon. Regional Minister led a delegation of three (3) including the Chief Executives of Tema Metropolitan and Ashaiman Municipal Assemblies to participate in a Business Forum in Genova, Italy on 27<sup>th</sup> May, 2015. This was at the instance of the Honorable Consul of Ghana in Turin, Rome to discuss the establishment of sister city relations between Turin and the Greater Accra Region. Also, the Hon. Deputy Minister attended the 2015 Ministerial Workshop on Development Mode for Developing Countries in Beijing, China from 8<sup>th</sup> to 17<sup>th</sup> June, 2015.

The Hon. Regional Minister also visited China to attend the 2<sup>nd</sup> Forum of China – Africa Local Government Cooperation (CALICO Forum) in Beijing from 10<sup>th</sup> to 11<sup>th</sup> November, 2015. The Forum was under the theme “Enhancing Local Capacity Building, Promoting

China-Africa Industrial Cooperation, achieving inclusive Development for Provinces and Cities”. The forum sought to promote local cooperation and common development for China and African Countries.

### **Security in the Region**

During the period under review, the Greater Accra Region was relatively calm and peaceful with some isolated cases of unrest (chieftaincy and land disputes) and armed robbery. The timely interventions of the Regional Security Council (REGSEC) and the various District Security Councils (DISEC) in collaboration with other Security Agencies brought these situations under control.

The annual celebration of the Homowo festival by various traditional groups was generally peaceful. Additionally, activities of land guards continue to be a daunting challenge in the Region. The labour front was also characterized with several agitations leading demonstrations and strike actions. Other issues of security concern in the year were flooding, fire outbreaks and multiple sale of land leading to several land disputes and the use of land guards.

### **Programmes, Projects and Activities By Sectors**

In line with the GARCC’s vision of a united, stable, inclusive and prosperous region with opportunities for all and its function of coordination and facilitating the provision of public services in the region, various projects and programmes were initiated in the year under review. The interventions were implemented in the Region by the MMDAs, Regional Sector Departments and National level institutions. The sectors included but not limited to education, roads, health as well as water and sanitation. Some of the National projects include:

- Construction of interchange at the Kwame Nkrumah Circle
- Construction of Burma Camp Roads

The projects and their level of implementation are provided in the tables below based on the sectors.

### **Education**

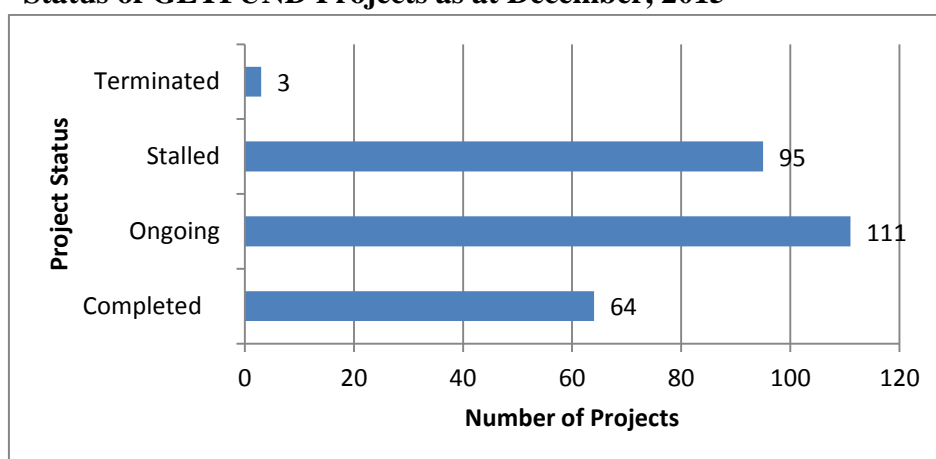
Provision of education infrastructure is a priority of the GARCC to improve the quality of teaching and learning in the region. Through the GETFUND and Government of Ghana (GoG), various interventions are being implemented in various schools by way of provision of school blocks and supply of furniture for selected schools. As at the end of the year 2015,

there were three hundred and thirty-seven (337) GETFUND school projects in the region. Out of these, one hundred and fifty-nine (159) were ongoing, one hundred and nine (109) have stalled/abandoned and four (4) have been terminated. It is important to note that some of the projects were awarded under various governments ten years ago while others were awarded in the reporting year. Figure 1 gives the summary while table 5 provides the status of some of the GETFUND projects.

On status of implementation of educational projects:

- All seven (7) school projects being funded by GoG have stalled since 1999 and are at various levels of implementation.
- Twelve (12) contracts were awarded for the supply of furniture and metal beds to selected schools during the reporting year. Out of the twelve, four (4) were successfully executed; six contractors supplied part of the furniture and two (2) commenced production.

**Figure 1 – Status of GETFUND Projects as at December, 2015**



### **Health**

The Regional Health Directorate is undertaking various interventions aimed at improving the quality of health service and bridging equity gaps in geographical access to health services for the overall wellbeing of people in the Region. There are 737 health facilities in the region made up of 346 government and 391 private/quasi facilities. In the year 2015, malaria topped the top ten OPD diseases. This has been the trend since 2013. Malaria is followed by Acute Respiratory Tract Infection (ARI) and hypertension.

Family planning coverage in the region increased from 33.2% in 2014 to 38.7% in 2015. Also, overall maternal mortality recorded a 2.2% reduction over the 2014 figure. On capital

projects, the Regional Health Directorate had ten (10) projects out of which eight (8) have stalled for over 6 years on the average. The situation is attributed to funding challenges among other issues. The implementation of the remaining two (2) is on schedule.

### **Water and Sanitation**

Under the Government of Ghana (GoG) Rural Water project, the region was allocated one hundred and ten (110) boreholes and the achievement made in the various communities as at the end of the reporting period is as follows:

- Eighty-nine (89) successful boreholes drilled
- Eight (8) marginal boreholes drilled
- Fifteen (15) dry boreholes drilled
- Eighty-four (84) platforms constructed
- Fifty-two (52) hand pumps installed
- Community entry activities completed in 92 communities
- Formation of eighty-two (82) WSMTs
- Training of eighty-two (82)
- Training of four (4) DWSTs
- Training of seven (7) EHAs
- Final WSMT training completed for 80 communities
- Sixty-two (62) WSMTs have opened bank accounts
- Eighty-two (82) WSMTs constitution has been endorsed
- Eighty-two (82) communities have prepared their Hygiene and Sanitation Action Plan (HSAP)

Districts that benefited and the installation of hand pumps are given in the table below.

Table 4.10e: Water Facilities Provided

<b>No.</b>	<b>District</b>	<b>No. Allocated</b>	<b>No. Successful</b>	<b>Total Handpump Installed</b>
1	Ga South	30	22	8
2	Ga West	30	28	19
3	Ga East	10	8	2
4	Adentan	10	10	2
5	Shai Osudoku	20	21	21
6	Ashaiman	10	0	0
<b>Total</b>		<b>110</b>	<b>89</b>	<b>52</b>

Under a Conrad Hilton funding, the Community Water and Sanitation Agency (CWSA) is being supported by the Strengthening Local Government Capacity to Deliver Water Services

Project in collaboration with the SMARTerWASH Project to undertake a baseline data collection on water facilities in seven (7) districts. The districts are:

- Ga South Municipal Assembly
- Ga East Municipal Assembly
- Ga West Municipal Assembly
- Shai Osudoku District Assembly
- Ningo Prampram District Assembly
- Ada East District Assembly
- Ada West District Assembly

### **Road/ Transport Infrastructure**

Interventions in this sector were undertaken by the Department of Urban Roads (DUR), Feeder Roads and Ghana Highway Authority. In the year under review, the DUR was allocated an amount of Gh¢ 21.72 million for routine and GH¢ 14.301 million for periodic maintenance activities from the Ghana Road Fund. Besides this, one hundred (100) projects under GoG funding were procured. Nine (9) out of the 100 projects were completed while 50 of the projects are ongoing. The remaining contractors are yet to either take possession of site or sign documents for work to commence.

The Department of Feeder Roads in the year under review had forty-seven (47) projects out of which thirteen (13) were completed and the remaining 34 are at various levels of implementation. The sources of funding for the Department's projects included the Road Fund, Consolidated Fund, GoG, AfDB, JICA, and COCOBOD/CFRIP.

A total number of thirteen (13) projects were initiated by the Ghana Highway Authority in the reporting year. Out of the thirteen, eleven were kicked started and are at various levels of construction at the close of year 2015. The contractors for the two (2) projects were yet to move to site as at December 2015. It is important to note that all the projects being implemented by the Authority was funded by the Government of Ghana (GoG).

### **Financial Performance (RCC)**

The Financial performance of the Regional Coordinating Council for the period under review is given in the tables below. Performance in the areas of investment, goods and services among others was good since releases were fully expended to support the achievement of stated objectives.

Table 4.10f: Sources of Revenue, as at 31<sup>st</sup> December, 2015 - RCC

<b>Funding Sources</b>	<b>Compensation</b>	<b>Goods &amp; Services</b>	<b>Investment</b>
GoG	975,747.55	379,538.89	-
DACF	-	1,389,053.85	-
Development Partners	-	-	-
Others (specify)	-	-	-
<b>Total</b>	<b>975,747.55</b>	<b>1,768,592.74</b>	-

Table 4.10g: Financial Performance of the RCC as at 31<sup>st</sup> December, 2015

<b>Item</b>	<b>2015 Approved Budget (GH¢ )</b>	<b>Released (GH¢ )</b>	<b>Expenditure (GH¢ )</b>	<b>Expenditure (%)</b>
Compensation	1,093,500.00	975,747.55	975,747.55	89.23%
Goods & Services	1,050,000.00	379,538.89	379,538.89	36.15%
Investment	-	-	-	
Development Partners		81,738.79	81,738.79	100
<b>Total</b>	<b>2,143,500.00</b>	<b>1,355,286.44</b>	<b>1,355,286.44</b>	<b>63.23%</b>

### **Composite Budget Issues**

#### **A. Status of Implementation by MMDAs in the Region**

In line with the budget guidelines, the Composite Budget was prepared based on all funding sources. Budget Ceilings disaggregated by the MMDAs by sources of revenues including estimated DACF among others were adhered to by all the MMDAs in the region. Also the MMDAs in the region implemented approved Composite Budgets for the 2016 financial year. The sixteen MMDAs prepared the 2016-2018 Composite Budgets estimates based on their Sector/District Medium Term Development Plan (S/DMTDP) which is also based on the Ghana Shared Growth and Development Agenda II (GSGDA II), 2014-2017 document.

All the MMDAs in the region used warrants for budget releases from all revenue sources. This is a minimum condition in the FOAT and UDG assessments. Warrants were supported with appropriate memorandum of activities and service in accordance with the ceilings given to each MMDA. Appropriate codes and chart of accounts were used for all releases. Finally, submission of quarterly returns were made, this was a prerequisite for further release of funds. Table 4.10h below gives the total composite expenditure performance for all the 16 MMDAs in the Greater Accra Region for the 2015 financial year with respect to Compensation, Goods & Services and Assets while Table 4.10i below gives a description of the 4 MMDAs in the region that received 50% or less of their budget on Goods & Services

and 6 MMDAs that receive 50% or less of their budget on Assets. Table 13 also gives the total revenues of IGF and Grants across the 16 MMDAs in the region. There was a shortfall in budget expectation as seen in the analysis for both items (Grants and IGF).

Table 4.10h: Regional Aggregates of Composite Expenditure Performance

Item Description	Budget (GH¢)	Actual (GH¢)	Variance (GH¢)	%
<b>Compensation</b>	81,097,164.72	42,975,371.48	(38,121,793.24)	52.99
<b>Goods &amp; Services</b>	87,574,279.69	70,840,386.31	(16,733,893.38)	80.89
<b>Assets</b>	150,292,383.87	66,196,928.05	(84,095,455.82)	44.05
<b>Grand Total</b>	<b>318,963,828.28</b>	<b>180,012,685.84</b>	<b>(138,951,147.44)</b>	<b>56.44</b>

Table 4.10i: Budget Performance (Goods & Services and Assets).

Description	Districts (Names)
For example: Districts with Goods & Services variance 50% and below budget	1. Ga Central Municipal Assembly (30.41%) 2. La Nkwantanang Madina Mun. Assembly (39.63%) 3. Ada West District Assembly (39.89%) 4. Ledzokuku Krowor Municipal Assembly (50.47%)
Districts with Assets variance 50% and below budget	1. Ga West District Assembly (44.05%) 2. Ga Central Municipal Assembly (33.82%) 3. Accra Metropolitan Assembly (12.94%) 4. Ada East District Assembly (25.81%) 5. Ledzokuku Krowor Municipal Assembly (42.63%) 6. Ashaiman Municipal Assembly (49.84%)

Table 4.10j: Revenue Budget Performance

Item	Budget (GH¢)	Actual (GH¢)	Variance (GH¢)	%
<b>IGF (All MMDA)</b>	96,152,829.97	99,541,713.25	3,388,883.28	103.52
<b>Grants</b>	244,638,317.34	117,064,545.19	(127,573,772.15)	47.85
<b>Grand total</b>	<b>340,791,147.31</b>	<b>216,606,258.44</b>	<b>(124,184,888.87)</b>	<b>63.61</b>

Table 4.10k: IGF and Grant Performance

Description	Districts	
	IGF	Grant
Districts with actual IGF and Grant 80% and	1. KKDA, 2. GA West MA, 3. GA East MA, 4. GA South MA, 5. SO	1. Ga East MA, 2. Ga Central MA, 3. Ga South MA & 4.

Description	Districts	
	IGF	Grant
above budget	DA, 6. NP DA, 7. AD MA, 8. LAD MA, 9. LANM MA, 10.AMA, 11. TMA, 12. AE DA, 13. AW DA, 14. LEK MA, 15. ASH MA (15 MMDAs).	Adentan MA (4 Assemblies).
Districts with actual IGF and Grant between 50% and 80% of budget	Ga Central MA (1 Assembly)	1. KK DA, 2. NP DA, 3. LAD MA, 4. TMA, 5. AW DA, 6. ASH MA. (6 Assemblies)
Districts with actual IGF and Grant of 50% and below budget	(0)	1. Ga West MA, 2. GA East MA, 3. Ga South MA, 4. SO DA, 5. AD MA, 6. LAD MA, 7. LANM MA, 8. AMA, 9. AE DA, 10. LEK MA. (10 Assemblies)

As indicated in table 14, fifteen (15) MMDAs and four (4) MMDAs receive actual IGF and Grants exceeding 80% of their budgets. Also one (1) Assembly which is Ga Central Municipal assembly and six (6) other Assemblies received actual IGF and Grants between 50% and 79%, while 10 also receive Grants below 50% of their budgeted figures.

### Challenges

1. Warrants issued by the Budget Unit did not reconcile with the payments made by the Finance Unit in some MMDAs,
2. Delay of releases for effective implementation of budget,
3. Logistics constraints of departments and Units in the MMDAs.
4. Implementation of certain activities outside the Composite Budget in some MMDAs.
5. Inadequate mobilization of Internally Generated Revenue by the Assemblies
6. Chieftaincy and Land disputes
7. Unauthorized and unplanned physical development in the Region
8. Inadequate management capacity to cope with increase waste in the Region
9. Encroachment of available public lands
10. Inadequate office and residential accommodation
11. Staff on IGF poses a serious drain on the finances of the Assemblies
12. Boundary disputes between the MMDAs is affecting revenue generation activities
13. Cholera outbreak

### **Way Forward**

1. MMDAs should ensure that payments are accompanied by warrants and that programs implemented are within the ambit of the budget.
2. Enforcement of Bye-Laws and building regulations by MMDAs
3. Educate public on proper ways of waste disposal in addition to increase in the provision of sanitary equipment and facilities.
4. Ensure proper acquisition and demarcation of all public lands
5. RCC to resolve boundary disputes pending final determination by the Boundary Committee set up by the Local Government Ministry.
6. Provision of adequate security for strategic installations (e.g. markets, medical installations)
7. Education on fire prevention in all the MMDAs.
8. Collaboration between the REGSEC and the DISECs to flush out land guards in the region.

### **Conclusion**

The Greater Accra Region for the period under review enjoyed massive infrastructural development in the areas of Education, Health and Roads. Other critical areas like security and peace equally received attention by the District Security Committee and the Regional Security Council. Efforts were also made towards deepening decentralization through the Composite Budget System. The Regional Co-ordinating Council intensified its monitoring role to ensure compliance to the service delivery standards of efficiency and professionalism to improve service delivery in the Region. The warrant system was strictly monitored to ensure that the MMDAs spend within approved budgets to enhance financial prudence in the Assemblies.

#### **4.11 Northern Regional Co-ordinating Council (NRCC)**

##### **Introduction**

In the execution of its mandate in 2015, the Northern Regional Coordinating Council (NRCC) ensured the implementation of Plans and Programmes of MMDAs in the region within the approved budget estimates and in conformity with stated requirements. The Regional Coordinating Council (RCC) also provided the needed guidance and technical backstopping to MMDAs and other Agencies in the region and harmonised their Plans and Programmes. This report captures the major activities of the RCC as well as those of MMDAs in the region in 2015 as follows;

- a) Profile of the region,
- b) The political and administrative issues of the region,
- c) Development Activities of Sector Institutions and Assemblies,
- d) Financial report of the RCC and MMDAs' Composite Budget Performance and
- e) Challenges and Recommendations.

The RCC, MMDAs and MDAs generally faced challenges in funding their organizational and development activities as most of them did not receive their votes from GoG. However, most MMDAs in the region performed satisfactorily in the mobilization of IGF and this in addition to donor funding helped them to meet some of their organizational and development objectives.

Development projects undertaken in the region were in the areas of Water and Sanitation, Education, Roads, Health and Food Security. The provision of these amenities have gone a long way to improve upon the quality of life of the people of the region. For instance, the completion of the Fufulsuo – Sawla road has opened up the place for other development activities. Additionally, it has reduced the stress experienced when travelling on that road. Also a five (5) Star Hotel facility is being put up at Mole Game Reserve which will further boost tourism in this area. These would create employment in various forms and improvement in the lives of the people.

Despite the progress made, development of the region continues to be largely impeded by chieftaincy, land and ethnic disputes, poor social and economic infrastructure and high illiteracy rates. The chieftaincy and land disputes in particular have resulted in the imposition of curfews in four (4) areas in the region. The region is also battling with the issue of open

defecation which is rampant even in the Metropolis. Recent statistics indicate that the region had dropped from the 8<sup>th</sup> position to 9<sup>th</sup> position on the National Sanitation League Table.

The NRCC regardless of these challenges will continue to pursue programmes that will improve the livelihood of the people, maintain law and order and provide the necessary security for the people to pursue the socio-economic development of the region and the country at large.

### **Regional Profile**

The Northern Region, with Tamale as its capital, covers an area of 70,384 sq km making it the largest region in terms of landmass, in Ghana. Geographically the Region is located between latitude 8° 30'N and 10° 30'N and stretches from longitude 0°31'E and 0°30'W. It occupies about 30% of the total land area of the country. The Region shares borders with the Republic of La Cote d'Ivoire to the West, Republic of Togo to the East, Brong-Ahafo and Volta Regions to the South and Upper East and Upper West Regions to the North-East and North-West respectively.

According to the 2010 Population and Housing Census, the total population of the region is 2,479,461 with a growth rate of 2.9% per annum of which 1,229,887 (49.6%) are males and 1,249,574 (50.4%) females. The population is predominantly rural with over 73% living in communities of population of 200 – 2000 people and 95% of settlements having fewer than 500 inhabitants. The region has a population density of about 35 persons per sq. km.

### **Regional Potentials**

#### **Land Mass**

Northern region occupies about (1/3) of the land surface area of Ghana, with a total land mass of 7 million hectares. The available land for agricultural production is about 4.9 million hectares, out of which 735,000 hectares (15%) is under crop production. About 1.7 million hectares is used for rearing livestock and approximately 2.5 million hectares is potentially available for agricultural purposes particularly for the cultivation of maize, rice, soya, yams, and other legumes. Other commercial crops are butter nut, mangoes and cashew.

#### **Water Bodies**

The region is drained by River Oti, River Nasia, Daka, the Black and White Volta (10% of which falls in the region) and other tributaries. All these have potential for large scale irrigation schemes. For irrigation purposes, the Bontanga, Libiga Golinga irrigation sites can

also be developed further to produce food crops and vegetables in the dry seasons. Integrated Water and Agricultural Development (IWAD) is currently developing the Sisily and Kulpawn rivers in the “overseas” areas.

### **Fisheries**

There are a number of potentials for fisheries development within the region. The basic elements necessary for fisheries and aquaculture, such as dam and pond sites are available. There are several examples of successful operations that prove that intensive pond and cage culture can be undertaken in the region. Also, there are good potentials for the use of agricultural crops and crop by-products and residues as a food source for pond culture. Examples of existing fishpond facilities that can be operated are located in Nasia, Libga, Golinga, Yendi, Nabogo and Buipe.

### **Existing Training and Research Centers**

There are a number of existing training and research centers in the region, which can be upgraded both in scope and size to serve the needs of the region in terms of its functions. Examples of these include the Crop Experiment Station at Nyankpala, Savannah Agric Research Institute, the Damongo Farm Institute and the Veterinary Services College and facilities at Pong Tamale, the various out-stations, and the University for Development Studies.

### **Mineral Deposits**

There are several mineral deposits that can be exploited for development of the region. These include;

- Gold deposits in the Birimian’s Bole Belt, Bui Belt and Maluwe Basin. Diamonds, manganese and bauxite have also been found in this geological environment. Over half of the Northern Region is underlain by Voltaian sedimentary rocks which are known to host industrial minerals such as limestone, sodium chloride (salt) and barite.
- Copper, lead and nickel have been reported in the Birimian and Voltaian rocks.
- There has been isolated diamond finds by the Geological Survey Department of Ghana in Gambaga and the Sissily Valley.
- Manganese deposits of economic interest occur in four locations in the Bole district: Kalimbi Hill (total reserves of 6.2 – 8.5 million tonnes grading 14.33% manganese); Kapila (110,000 tonnes); Three Hills, near Ntrereso (2.5 million tonnes at 30% manganese); and Sere.

- Major iron ore deposits found in the Sheini. Reserves are estimated at 1,270 million tonnes grading 4.7% iron.
- Three areas in the north are noted for substantial deposits of limestone: Buipe (estimated at 6 million tonnes with 144 million tonnes of dolomite resource); Bongo-Da, on the Nalerigu-Tendi Road (estimated at 15 million tonnes of limestone and 20-30 million tonnes of dolomite); and Daboya (estimated at 162,000 tonnes, and also dolomite resource). Also, minor occurrences of limestone have been found in the Salaga-Yeji and Du-Walewale areas. These have been found to be suitable for quick lime and cement manufacturing.
- Deposits of barite along the banks of the White Volta River, near Daboya.
- A salt deposit at Daboya is in the form of a barine-bearing horizon (43 – 100 metres) with average salt content estimated at 7 grams per litre during the dry season; the yield is about 22,000 litres per hour, amounting to 4.5 tonnes of salt per day. Another deposit exists at Tibogona, 16km from Daboya.

### **Tourist Sites**

The region is endowed with eco-tourism sites. Some major tourist attraction sites in the region include;

- Mole National Park, in Damongo, West Gonja District, which is a 4,840 sq km reserved for animals such as elephants, antelopes buffaloes warthogs, apes, birds and about 400 other species,
- Larabanga Mosque – a 13<sup>th</sup> century mosque believed to be built by Moorish traders,
- Larabanga Mystery Stone – a mysterious boulder that has the subject of a splendid local legend,
- Salaga Slave Route where the Tran-Saharan Caravans make a stop-over at Salaga market as well as the slave wells where slaves took their bath,
- Nalerigu Defense Wall was said to be built in the 16<sup>th</sup> century to protect Nalerigu from slave raiders,
- Yendi, 96km east of Tamale, where many of the Germans who died in battle with Dagombas in the 19<sup>th</sup> century were buried. The grave of the slave raider Babatu is also in Yendi.

## Administrative Issues

### Political Leadership of RCC and MMDAs

During the period under review, Hon. Alhaji Mohammed-Muniru Limuna was the Regional Minister and his Deputy Hon. Alhaji A. B. A. Fuseini. There are 26 MMDAs with 1 Metropolitan, 2 Municipalities and 23 Districts in the region. Leadership of the MMDAs is provided in Table 4.11a below.

Table 4.11a: The political leadership of MMDAs in the region

No.	MMDA	Name of MMDCE	Assembly Members		
			Male	Female	Total
1	Tamale	Hon. Alhaji Abdul-Rahaman Hanan Gundadow	58	4	62
2	Yendi	Hon. Alhaji Issah Zakariah	42	3	45
3	Zabzugu	Hon. Issifu Alidu Laa-Bandow	23	1	24
4	Gushiegu	Hon. Alhaji Fuseini Alhassan	37	1	38
5	Savelugu-Nanton	Hon. Abdulai Alhassan (RED)	64	4	68
6	West Mamprusi	Hon. David Wuni	43	4	47
7	Bole	Hon. James Jaaga	38	3	41
8	Tolon	Hon. Seidu Abubakar	34	3	37
9	West Gonja	Hon. Kassim Bakari Ali	17	2	19
10	Saboba	Hon. Adolf Ali John	36	3	39
11	Kpandai	Vacant	39	2	41
12	Nanumba North	Hon. Alhaji Mohammed I. Abass	58	4	62
13	East Gonja	Hon. Mohammed A. Lukumanu	49	4	53
14	Bunkpurugu-Yunyoo	Hon. Sampo Timothy Laari	49	2	51
15	Sawla-Tuna-Kalba	Hon. Mumuni Issac Dramani	44	5	49
16	Central Gonja	Hon. Mumuni Shiraz Ibn Yacin	38	5	43
17	Karaga	Hon. Imoro Yakubu	42	8	50
18	Nanumba South	Hon. Alhaji Seidu Amidu	35	4	39
19	Chereponi	Hon. Hajia Mary Nakubo	30	3	33
20	East Mamprusi	Vacant	46	5	51
21	Sagnerigu	Hon. Alhassan M. Sorogudoo	32	4	36
22	North Gonja	Hon. Sorku Kassim Yahuza	22	2	24
23	Kumbungu	Hon. Alhaji Alhassan Musah	36	2	38
24	Mamprugu-Moagduri	Hon. Maxwell Awuntor Mahama	18	1	19
25	Tatale-Sanguli	Hon. Nicholas N. Waake	27	3	30
26	Mion	Hon. Dan Mankandan	29	2	31

The following changes were made in the political leadership of the MMDAs;

- i. Three DCEs were nominated and all were subsequently confirmed as follows;
  - a) Hon. David Wuni - DCE, West Mamprusi
  - b) Hon. Sampo Timothy Laari - DCE, Bunkpurugu-Yunyoo

- c) Hon. Alhaji Alhassan Musah - DCE, Kumbungu
- ii. Two DCEs were also relieved of their positions and they were as follows;
  - a) Hon. Jatoh Moayi Jasper - DCE, Kpandai
  - b) Hon. Adam Imoro - DCE, East Mamprusi

### **Reports on Decentralised Departments of MMDAs**

In Northern Region all the Schedule I departments have been established and are functional. For instance the Works Department has been reconstituted and substantive heads appointed. Decentralised departments like Departments of Agriculture and Community Development and Social Welfare are fully integrated into the mainstream Assembly. The challenge however, is change management, funding and logistical support to deliver on their respective mandates. Town and Country Planning Department are not in most of the MMDAs in the region.

### **Human Resource Management Issues**

The office of the NRCC had total staff strength of 134, which is made up of professional, sub-professional and non-professional personnel. In terms of gender disaggregation, there are 76 (56.72%) males and 58 (43.28%) females.

### **Recruitment**

Four (4) appointments including two budget officers, an internal auditor and a washerman were made during the year under review. However, one of the budget officers is on secondment to the Institute of Local Government Studies, Tamale Campus.

### **Postings**

A total of eleven (11) postings (1-inter and 10-intra) of officers of various job classes and grades were effected in 2015. These included five (5) administrative officers, three (3) Human Resources Managers, One (1) Planning Officer, One (1) Accountant and One (1) labourer.

### **Transfer of Staff**

An Environmental Health Officer was transferred from the Local Government Service stationed at the NRCC to the Civil Service at the Office of the Head of Civil Service.

### **Retirements**

Four staff attained their compulsory retirement age during the period under review: They included two Watchmen, a Works Superintendent and a Head Labourer.

### **Staff Development (Capacity Building/Training)**

The NRCC during the period under review conducted in-service training for a Stenographer Secretary and Drivers of the RCC. Additionally, two officers (an Assistant Human Resource Manager and a Principal Environmental Health Officer) also attended a certificate in Local Government Administration Programme sponsorship from the Local Government Service. Furthermore, two Administrative Officers participated in two separate courses; Certificate in General Management and International Training Programme on Human Capabilities (India). Finally, three officers were awarded full scholarship from the Ministry of Commerce of People's Republic of China through the Northern Regional Coordinating Council to pursue Master's in Public Administration programme in Sun Yat-sen University in China.

### **Reports from the Regional Departments and Agencies**

#### **Department of Parks and Garden**

The department has total staff strength of seventeen (17) comprising 12 males and 5 females. Although the department could not access its budgetary allocation, it paid Four Thousand, Seven Hundred and Nine Ghana Cedis (GH¢ 4,709.00) into government coffers.

#### **Department of Cooperatives**

The department has total staff strength of eighteen (18) comprising 15 males and 3 females. Although the department did not receive its budgetary allocation, it paid Seven Thousand, Six Hundred Ghana Cedis (GH¢ 7,600.00) into government coffers.

#### **Department of Rural Housing**

The department has total staff strength of eight (8) comprising 5 males and 3 females. However, the department had an agreement with Savanna Accelerated Development Authority (SADA) and secured a Hydro form machine which would be paid within 30 calendar months.

#### **National Board for Small Scale Industries**

The department has total staff strength of thirty-seven (37) comprising 26 males and 11 females. Currently, there are Business Advisory Centers (BACs) in 22 out of the 26 districts in the Region. Out of the number, 21 districts except the Tamale Metro have been enrolled onto the Rural Enterprises Programme (REP).

The department received a total amount of Sixty Thousand, Eight Hundred and Forty-five Ghana Cedis (GH¢ 60,845.00) as its budgetary allocation for the region. The secretariat operates the following credit schemes;

1. PASSCAD
2. NBSSI/DED
3. NBSSI/Revolving Fund
4. MASLOC
5. NBSSI/EDAIF Scheme

A total loan of GH¢120,950.00 was approved by the Head Office for 29 applicants under the NBSSI/EDAIF Credit Scheme. However, an amount of GH¢161,185.00 was disbursed to 32 beneficiaries under the NBSSI/EDAIF Credit scheme. Also a total amount of GH¢52,033.00 was loan repayment under the NBSSI/EDAIF Credit scheme with GH¢8,457.00 as income generated through the Board's activities.

### **Department of Social Welfare**

The department has total staff strength of one hundred and four (104) comprising 48 males and 56 females. In 2015, the department ran three core programmes notably Justice Administration, Child Rights Promotion and Protection and Community Care. Additionally, several training workshops were organized on the LEAP Programme for District Officers, the Regional Director, Programme Heads and other Stakeholders. The LEAP programme is operational in all the twenty-six (26) Districts in the Region. There are two (2) types of the LEAP Programmes; the Regular LEAP and LEAP thousand (1,000). The department received an amount of Four Thousand Ghana Cedis (GH¢4,000.00) from GoG for the regional office. The Districts also received GoG Budget allocations.

### **Department of Environmental Health and Sanitation**

The department has total staff strength of five hundred and seventy-two (572) comprising 225 males and 347 females. A total of over 400 staff benefited from training programmes during the year under review. The type of trainings includes;

- Refresher training on effective facilitation (CLTS).
- WASH in disaster prone communities
- Training on options of resilient WASH facilities (Disaster Prone Communities project)
- Post-triggering and ESICOME Integration
- Training on Hand Washing With Soap and Household Water Treatment and Safe Storage (HWWS & HWTS)
- Community led Total Sanitation: Training on enhancing the power of Natural Leaders

Funds are sent directly to MMDAs accounts or through District Partner's Coordinators for implementation of activities. The GoG-UNICEF WASH, Northern Region Small Towns (NORST) and the Resilience in Northern Ghana (RING) projects have been the main funders of the Regional Environmental Health and Sanitation Directorate during the year under review. Some other Development Partners included SPRING, Global Communities, SNV, CRS, World Vision and others. Key programmes carried out by the Department were:

- General Environmental Health and Sanitation services: Sanitation services rendered at MMDA level included Waste management, Premises Inspection & compliance enforcement and Cemeteries (Disposal of the Dead).
- Sanitation-behaviour-change on safe Water, Sanitation and Hygiene (WASH) Promotion.
  1. Community-Led Total Sanitation (CLTS) was implemented in all the twenty six (26) MMDAs.
  2. Activities were implemented in small towns and rural communities using the rural sanitation model (RSM) strategy as stated in the national policy
  3. Peri-urban and small towns were triggered using the right strategies and experiences from the NORST small Towns Project.

### **Official Visits**

There were a number of visits by prominent personalities including the president and his vice as well as their spouses, ambassadors and high commissioners of other countries, senior public officers and persons from the business community to the region. These persons came to the region on working visit and familiarization tour. Details of these visits are provided in Appendix 3Fiii.

### **Security Issues**

The region was relatively calm during the period under review with a few disturbances in some isolated areas. There was tension among the people and Chiefs of the Tamale Metropolis in respect of State Lands allocation. The Chairman of the Regional Security Council (REGSEC) inaugurated a Facts-Finding Committee chaired by the Regional State Attorney to investigate the allocation of State Lands to private developers in the Tamale Metropolis.

Disturbances at T.I Ahmadiyya Senior High School, Salaga resulted in the loss of a life. There were tensions in Yendi as a result of discussions with respect to the performance of the funeral rites of the late Ya-Nas. This led to non-celebration of the annual Damba festival

amongst the people. The Most affected zones within the region were Bimbilla and Bunkpurugu townships that recorded violent conflicts which resulted in the loss of lives and property. Nonetheless, the Regional Security Council (REGSEC) and its respective District Security Councils (DISECs) with support from the Security Personnel brought the situations under control.

## **Report on Development Activities of Sector Institutions**

### **Health**

The Region has one of the lowest access to health services is in the country resulting from the settlement pattern and long distances between health facilities and the communities. This is worsened by the poor nature of roads in the region especially during the rainy season. The region has 1 Teaching Hospital, 15 Hospitals, 4 polyclinics, 94 Health Centres, and 185 CHPS Compounds. The Teaching Hospital serves as a referral hospital for the 26 MMDAs in the Northern Region and the other Regions of northern Ghana including the northern fringes of Brong Ahafo.

### **Doctor-Patient Ratio**

The Doctor-Patient Ratio in the Region stands at 1 doctor to 36,209 people which is far below the national average of 1: 13,683. This is an improvement over 2014 figure of 1 Doctor is to 81,863. Currently, there is a total of 32 Ghanaian Doctors without any foreign doctor serving in the region. The doctor requirement for the region is 79, hence a short fall of 47 doctors. The regional requirement for Medical Assistants is 143 with 74 are currently at post. With regards to midwives, the regional requirement is 526, however only 246 were at post. There are only 555 professional nurses out of the requirement of 1078.

### **Ten Top Causes of OPD Morbidity**

Malaria continues to be the number one cause of OPD morbidity in the Region. While in 2014, the figure was about 55.8%, it reduced to about 47.8% in 2015. The improvement of 2015 over 2014 was due to the intensification of public education on malaria as well as the distribution and use of ITNs.

### **HIV/AIDS**

Even though, Ghana has experienced continuous decline in the numbers of HIV & AIDS cases, it is still a priority to Government and other stakeholders. Nalerigu, a sentinel site had the lowest HIV & AIDS prevalence rate of 0.2% in the country while Agomanya in the Eastern Region recorded 8.5%. The prevalence rate in the Region currently stands at 0.6%.

The establishment of the Technical Support Units (TSUs) contributed to in the reduction of HIV/AIDs cases in the Regions.

### **Malnutrition**

Malnutrition still remains a major concern amongst children in the Region. However, in 2015, some gains were made in this area. For instance, in 2012, 11.6% of children were underweight; this increased to 13.0% in 2013 and rose slightly to 13.8% in 2014 while in 2015 the figure reduced to 10.1%. This has been attributed largely to the interventions by NGOs and Development Partners working in the Region.

### **Water and Sanitation**

#### **Potable Water**

Interventions embarked upon by the CWSA and other Development Partners resulted in rural potable water coverage improvement from 61.36% in 2010 to 63.01% in 2015.

#### **Sanitation**

Only 28% of people living in the region have access to sanitation (latrines) facilities with 72% of the population still practicing open defecation. Five percent (5%) of the population has access to basic sanitation in their homes while 23% use shared facilities including poorly cleaned public toilets. Open defecation and general littering remain key environmental challenges. This has significant implications for the health and well-being of communities, impacting negatively on their productivity.

### **Education**

#### **Literacy**

High illiteracy rate poses one of the greatest challenges to the socio-economic development of the Northern Region. The illiteracy rate of the Region is 78% by the 2010 census and according to the Ghana Demographic Health Survey, Net Attendance Rate (6-11 years in School) is 45.3% and this figure happens to be the lowest in Ghana. Female illiteracy is 86% as against their male counterparts being 66%. The situation even becomes worse as they progress on the Education ladder.

#### **Enrolment**

An average increase in the provision of Basic Schools in 2014/2015 was 3% which led to 7.42% enrolment. KG, Primary and JHS School provision in 2014/2015 increased by 3%, 2% and 9% respectively and this resulted in a corresponding increase in enrolment by 8.53%,

6.33% and 9.53% respectively. The implementation of the Capitation Grant and the School Feeding Programme has also contributed to increase in enrolment.

### Teacher Ratio

The teacher population (both trained and untrained) continues to rise over the years in the Region. At the basic level, there has been a consistent growth in trained teachers from 45.83% in 2008/2009 to 79.23% in 2014/2015. In particular, 2014/2015 recorded an impressive increase in the total number of trained teacher population over untrained by 79.23% to 20.77%. This is due to the Ministry of Education Program to absorb some degree holding untrained teachers, the development new curriculum to train untrained teachers and the recruitment of Community Teaching Assistants under the NYEP.

### BECE Performance

The performance of candidates in the BECE has declined over the years. The total percentage pass in 2010 was 46.39% and this dropped to 35.02% in 2013. There was a further decline to 21.50% in 2014 and recorded its lowest pass rate of 19.60% in 2015. The Table 4.11b below summarizes the performance of BECE Candidates in the Region from 2008 to 2015.

Table 4.11b: BECE Performance in the Northern Region

Year	No. of Candidates Registered	No. Present	No. obtaining (Aggregate 6-30)	% passing 6-8 subjects
2008	21,434	21,354	8,565	40.11
2009	26,713	26,602	10,577	39.76
2010	24,028	23,982	11,126	46.39
2011	27,549	27,242	12,020	44.12
2012	28,826	27,802	10,945	39.37
2013	32,316	31,877	11,164	35.02
2014	34,691	34,457	7,398	21.50
2015	36,730	36,536	7,147	19.60

### Agriculture

Comparative analysis of livestock production in the region between 2010 and 2015 is provided in the table below.

Table 4.11c: Livestock performance in the Region

	2010	2011	2012	2013	2014	2015	%
<b>Cattle</b>	2,988,342	3,381,897	3,803,630	4,253,540	4,731,628	5,237,893	10
<b>Sheep</b>	486,887	487,450	487,838	488,106	488,291	488,418	0
<b>Goats</b>	2,200,104	2,522,616	2,871,510	3,246,786	3,648,444	4,076,484	11

	2010	2011	2012	2013	2014	2015	%
<b>Pigs</b>	382,206	436,822	495,901	559,441	627,443	699,908	10
<b>Poultry</b>	16,962,300	19,699,301	22,444,118	25,493,750	28,749,197	32,210,459	11

### Savannah Accelerated Development Authority (SADA)

The Savannah Accelerated Development Authority undertook the following interventions to facilitate the development process of the region.

- SADA spatial development framework
- SADA master plan for Tamale and Central Gonja
- SADA also launched the agricultural potential brochure for the ecological zone

Table 4.11d: Summary of Development Projects (RCC)

No.	Sector	No. Of Projects	No. On-going	No. Completed	Remarks
1	Education	186	130	56	Delay in releases of funds
2	Health	72	54	18	Delay in releases of funds
3	Water	47	31	16	Delay in releases of funds
4	Sanitation	38	19	19	Delay in releases of funds
5	Road	35	22	13	Delay in releases of funds
6	Rural Electrification	10	4	6	Regular funding
7	Local Governance	2	0	2	Completed on schedule
8	Economic	28	18	10	Satisfactory performance
9	Administration	26	13	13	Satisfactory performance
10	Security	10	6	4	Satisfactory performance
11	Climate Change	9	9	0	Satisfactory performance
12	Telecommunication	1	1	0	Satisfactory performance
	<b>Total</b>	<b>464</b>	<b>307</b>	<b>157</b>	

Most projects in the areas of Education, Water & Sanitation, Roads and Health are ongoing due to delay in the release of funds. However projects sectors such as Rural Electrification, Local Governance, Security, Administration amongst others as indicated in the table above are receiving regular funding and hence are performing satisfactorily.

## Financial Reports

This section of the report addresses financial inflows and expenditures of the NRCC as well as the regional aggregate analysis of the composite budget and expenditure patterns of all the District Assemblies in the region.

Table 4.11e: Sources of Revenue to the NRCC

Funding Sources	Compensation	Goods & Services	Investment
GoG	1,249,123.77	453,379.91	-
DACF	-	2,093,719.04	509,030.136
Development Partners	-	-	-
Others (specify)	-	-	-
<b>Total</b>	<b>1,249,123.77</b>	<b>2,547,098.95</b>	<b>509,030.136</b>

Table 4.11f: Financial performance of the RCC as at 31<sup>st</sup> December, 2015

Item	2015 Approved Budget (GH¢ )	Released (GH¢ )	Expenditure (GH¢ )	Expenditure (%)
Compensation	1,473,030.00	1,249,123.77	1,249,123.77	84.80
Goods & Services	906,757.90	477,738.94	453,378.95	50.00
Investment	-	-	-	-
Development Partners (UNFPA, UNICEF, RING)	2,849,992.10	2,469,694.51	2,043,282.42	
DACF	2,799,665.75	2,545,150.68	1,827,366.91	65.27
<b>Grand Total</b>	<b>8,029,445.75</b>	<b>6,741,707.90</b>	<b>5,573,152.05</b>	

The bulk of the finances of the Regional Coordinating Council (RCC) was utilized on monitoring and supervision of Projects and Programmes of MMDAs. A remarkable boost was the release of the grants from UNFPA and UNICEF to support activities of the Regional Planning and Coordinating Unit (RPCU). This support went into crucial activities of capacity building for RPCU staff in spatial Planning, Preparation of Medium Term Development Plans and Monitoring and Evaluation.

There were expenditures also on Regional Coordinating Council meetings, Regional Security Council (REGSEC) meetings and other statutory committees of the RCC. The RCC created disability pathway and undertook renovation and painting of Offices. A Clinic Service was provided as well as secured garage and other unapproved route and create one entrance. The Reception of the Office was rehabilitated, refurbished and properly manned.

## Composite Budget Issues

Table 4.11g: Source of Revenue for MMDAs

Funding Source	Compensation	Goods & Services	Investment
Government of Ghana	17,392,719.90	2,266,583.81	-
Dist. Assembly Comm. Fund	-	13,150,198.27	18,294,700.57
Development Partners	1564.08	3,316,301.01	19,694,396.21
USAID(RING)/GUMPP/NORST	-	5,319,284.72	9,523,559.36
<b>Total:</b>	<b>17,394,283.98</b>	<b>24,052,367.81</b>	<b>47,512,656.14</b>

Table 4.11h: Composite Expenditure Performance (all funding sources)

Item Description	Budget (GH¢)	Actual (GH¢)	Variance (GH¢)	%
Compensation	56,125,300.20	67,117,377.10	10,992,076.90	110
Goods & Services	31,054,141.00	31,953,242.10	899,101.10	24.4
Assets	115,424,615.60	41,302,749.94	-74,121,865.60	36
<b>Grand Total:</b>	<b>202,604,056.80</b>	<b>140,373,369.14</b>	<b>-62,230,687.60</b>	<b>170.40</b>

Table 4.11i: Budget Performance (Goods & Services and Assets)

Description	District (Name)
Districts with Goods and Services Variance 50% and below budget.	Yendi, North Gonja, Mamprugu Mauduri
Districts with Assets variance 50% and below budget.	Yendi, Bole, Central Gonja, North Gonja, Mamprugu Muaduri, Karaga and West Mamprusi.

Table 4.11j: Revenue Budget Performance

Item	Budget (GH¢)	Actual (GH¢)	Variance (GH¢)	%
IGF (All District)	8,332,232.00	8,543,527.80	211,295.80	102.50
Grants	72,206,312.10	81,584,396.21	9,378,084.10	112.9
<b>Grand Total</b>	<b>80,538,544.10</b>	<b>90,127,924.01</b>	<b>9,589,379.90</b>	<b>215.40</b>

Table 4.11k: IGF and Grants Performance

Description	Districts	
	IGF	Grants
Districts with actual IGF and Grants 80% and above budget	Bole, Central Gonja, Kpandai, East Gonja, Yendi, Gushegu, Mion, Tatale, West Mamprusi,	Kpandai, Gushegu, West Mamprusi, Sagnarigu, Tamale Metro, Yandi, Bole,

Description	Districts	
	IGF	Grants
	Zabzugu, Saboba, Nanumba South, Nanumba North, West Gonja, Mamprugu Muaduri, North Gonja	Sawla, Savelugu, Central Gonja, Mamprugu Muaduri, North Gonja and Mion.
Districts with actual IFG and Grants between 50% and 80% of Budget.	Sawla, Tamale Metro, Savelugu, East Mamprusi, Karaga, Chereponi and Sagnarigu.	Tatale, East Mamprusi, Nanumba South, West Gonja, Nanumba North, Kumbungu, Karaga and Chereponi
Districts with actual IGF and Grants of 50% and below budget.	Bunkprugu, Tolon, Kumbungu	Bunkpurugu, Nanumba South, West Gonja and East Gonja.

## Others

### Resiliency in Northern Ghana (RING)

The Resiliency in Northern Ghana (RING) project is a 5 year project funded by the USAID. It is set to run from 2014 to 2019. The project seeks to address Malnutrition among women of reproductive age and children under 5 years of age. It also has a livelihood and water and sanitation components. Currently 17 Assemblies in the region are implementing the project.

### United Nations Fund for Population (UNFPA) / GoG Country Programme 6 (CP6)

The programme is a 5 year programme which commenced in 2014 and will run to 2019. It is funded by the UNFPA and seeks to tackle issues of sexual and reproductive health among young women and girls. It also addresses issues of Gender and sexual based violence among the aforementioned target group.

## Challenges

1. Delays and irregular releases of funds from GOG sources for organizational and development activities
2. Human resources gaps exist
3. Inadequate vehicles and logistics for the purposes of monitoring and supervision of MMDAs and departments
4. Bad road conditions

5. Inaccessibility of some communities in the region. Prevalence of open defecation in the region
6. The vastness and distant nature of districts from one another making monitoring of the districts difficult.
7. Recurring conflicts in the region

### **Recommendations**

1. Efforts should be made to ensure the timely releases of funds for developmental activities.
2. Improve upon the logistical support to the Regional Coordinating Council for monitoring
3. Improve upon the road conditions and create access routes to communities in especially “overseas” areas
4. Improve conditions of Service for all categories of staff in the region.
5. Promote capacity building and training programmes for staff through In-service training for professionals and sub-professional staff of the Service
6. Collaborate with development partners to ensure that their programs are within the development plans of districts within which they are operating
7. Peace building initiatives should be undertaken in the region especially the conflict areas

### **Conclusion**

The region has immense natural resources and development potentials that can be harnessed to propel the development of the region. Indeed, with the commissioning of the Fufulsuo – Sawla Road, Tamale Central Market and the ongoing Eastern Corridor road Project would open up the area for increased economic activities in the region and the country at large.

It is the aspiration of the NRCC to put in place the needed infrastructure and enabling environment to attract investors to the region to create jobs and thus help improve upon the livelihoods of the people.

#### **4.12 Upper East Regional Co-ordinating Council (UERCC)**

##### **Introduction**

The Upper East Regional Co-ordinating Council (UERCC) by its mandate, carried out various Programmes, Projects and Activities between January-December, 2015 which constitute the contents of this report. They include highlights of the achievements of Departments and Agencies of Government at both regional and sub-regional levels and the extent of integration and collaboration among such agencies in the delivery of services.

In the year under review, the following national programmes took place in the region:

- Launch of orientation for Assembly Members
- Celebration of 31<sup>st</sup> National Farmers Day
- Sod-cutting for phase III of Upper East Regional Hospital Rehabilitation and Expansion works by His Excellency the President
- Regional approval of SADA Spatial Development Framework (SDF)
- Launch of 40-year National Development Plan by the NDPC among others

The achievements of the region had been in the areas of:

- Reduction in maternal mortality rate from 47 cases in 2014 to 30 cases in 2015 90 deaths per 100,000 live births from 151 deaths per 100,000 live births
- New HIV Laboratory Diagnosis Services – DNA and Immunology machines set up
- Maintenance of OPD Per Capita of 1.8 as in 2014

Conflicts from chieftaincy and land dispute continued to cause pockets of instability in the region especially Bawku and Bolga. The proliferation of fuel stations along major trunk roads such as Navrongo-Bolga and the accompanying fuel smuggling activities also featured as major security issues. Aside the routine monitoring and evaluation (M&E) activities at the MMDAs, the UERCC organized and facilitated capacity building programmes in relevant areas of need.

##### **Regional Profile**

The Region is located in the north-eastern corner of the country, between longitude 00 and 10 West and latitudes 10° 30'N and 11°N. It is bordered to the north by Burkina Faso, the east by the Republic of Togo, the west by Sissala District in Upper West and the south by West Mamprusi District in Northern Region. The land is relatively flat with a few hills to the East

and southeast. The total land area is about 8,842 sq km, which translates into 2.7 percent of the total land area of the country.

The Upper East Region which was created in July 1960 out of the then Northern Region has a population of 1,046,545 according to the 2010 National Population and Housing Census (PHC). The figure is made of 51.61% females and 48.39% males. Population density is 118 persons per sq km, which is higher than the national figure of 103. The urban population of the region is about 21.0%.

### **Regional Potentials**

The Region has huge potentials which when tapped, could propell development, improve livelihoods and drastically reduce poverty and environmental degradation.

### **Agricultural Potentials**

Due to the region's vast lands and topography, there is potential to increase commercial production of rice, tomato and onions. The gentle slopes in the region are good for rice cultivation. Irrigation sites at Tono, Vea and the White Volta Basin which could also support tomato and onion production on large scale. The Northern Tomato Factory which is being revamped would also process the large amounts of tomatoes produced in the region. Guinea fowls and other livestock have also been known to do well in the terrain and weather of the region. Local people in the region have indigenous knowledge about the appropriate seasons and grazing fields to rear cattle, donkeys, pigs, goats and sheep for increased output.

### **Establishment of Commercial Quarries**

The region abounds in granite rocks at Bongo, Chiana and Pwalugu to serve as quarries which could fetch revenue and jobs for local people and their Assemblies.

### **Commercial production of crafts**

There are local raw material for the production of smocks, leather and straw products such as baskets and fans using simple technologies and skills.

### **Tourism**

Many tourist sites such as the Paga Crocodile Pond, Pkworo Slave Camp, Tengzug shrines and the Tongo Hills could be developed to attract national and international revellers to the region. These would make available resources for the development of the local economy but also the nation as a whole.

## Administrative Issues

### Political leadership of RCC and MDAs

During the year under review, Hon James Zuugah Tiigah was the Regional Minister with Hon Daniel Syme as his deputy. There are three (3) Municipal and ten (10) District Assemblies in the region. Table 4.12a below provides details of the leadership of the MMDAs and their Assembly Members.

Table 4.12a: Political Leadership of MMDAs and Assembly Members in the Region

S/N	Name of MMDA	Name of MDCE	Assembly Members		
			Male	Female	Total
1	Bolga Municipal	Hon. Edward Ayiriba Ayagle	47	6	53
2	Bawku Municipal	Hon. Issahaku Bukari	26	3	29
3	Kassena-Nankana Municipal	Hon. Dr. S. Kadingdi	46	4	50
4	Pusiga	Hon. Abugbilla A. Alhassan	19	2	21
5	Bawku West	Hon. Simon Agbango	46	4	50
6	Garu-Tempane	Hon. Albert Alalzuuga	38	5	43
7	Binduri	Hon. Akolgo Daniel Adoliba	15	2	17
8	Nabdam	Hon Vivian Anafo	17	2	19
9	Bongo	Hon Ayamdor Alexis A.	47	9	56
10	Kassena-Nankana West	Hon George Nonterah	62	4	66
11	Builsa South	Hon Elizabeth Afiuc	27	2	29
12	Builsa North	Hon A. Bonaventure	42	3	45
13	Talensi	Hon Awunnore Edward	31	3	34
<b>TOTAL</b>			<b>463</b>	<b>49</b>	<b>512</b>

The Hon Regional Minister acted as the District Chief Executive for Bolgatanga Municipal Assembly during the latter part of the year when Hon Ayagle's tenure ended.

### Report on Decentralized Departments of MMDAs

The following departments are yet to be established or fully integrated into the departments of the assemblies in the region:

1. Physical Planning (Town and Country Planning Department)
2. Forestry, Game and Wildlife
3. Trade and Industry
4. Transport
5. Disaster Management

## Human Resource Issues

Table 4.12b: Recruitment, Upgrading, Promotions, Postings, Transfers for 2015

No.	Class	Upgrading/ Promotions	Regional Postings		Intra-Regional Postings
			In	Out	
1.	Administrative	4	5	1	4
2.	Human Resource				
3.	Environmental Health	7	1		
4.	Records	3			2
5.	Planning	3	1	1	12
6.	Agriculture				
7.	Radio				
8.	Catering				
9.	Technician Engineers	8		1	8
10.	Technical				
11.	Works				
12.	Engineer		1	1	4
13.	Social Welfare/ Community	3		1	8
14.	Budget	1	1		3
15.	Revenue		1		
16.	Secretarial		1	1	1
17.	Internal Audit				
18.	Procurement				
19.	Executive Officer	1	1		2
<b>Total</b>		<b>30</b>	<b>12</b>	<b>6</b>	<b>44</b>

Table 4.12c: Retirements – 2015

No.	Class	Number
1.	Works	1
2.	Auxiliary	5
3.	Trades Men	1
4.	Secretarial	1
5.	Executive Officers	2
6.	Chief Technical Officers	3
<b>Total</b>		<b>13</b>

## Training and Development

The table below provides details of capacity building activities implemented by the UERCC in 2015.

Table 4.12d: Capacity Building activities implemented by the Upper East Regional Coordinating Council

No.	Title of Training	Target Group	Date of Training	Venue	Name of Institution	Source of Fund	Brief Comment
1.	Capacity Building Workshop	Recently recruited 6 (six) Senior Executive Officers	23 <sup>rd</sup> – 24 <sup>th</sup> February, 2015	Tamale	ILGS	LGSS DDF	Equipped staff with necessary knowledge to perform effectively and efficiently
2.	Local Government Administration (Certificate Course)	1. Asst. Development Planning Officer 2. Asst. Engineer 3. Asst. Agriculture Officer 4. Asst. Quantity Surveyor	15 <sup>th</sup> February, 2015 for two (2) week	Accra at ILGS	ILGS Institute of Local Government	LGSS	Professional Training
3.	Local Government Administration (Certificate Course)	5. Asst. Public Health Engineer 6. Asst. Director IIB	9 <sup>th</sup> March, 2015	Institute of Local Government Studies Medina-Accra	Institute of Local Government	LGSS	Professional Training
4.	Workshop for Human Resource Managers and Personnel Officer for the RCCs/MMDAs	Human Resource Personnel Officers	13 <sup>th</sup> – 17 <sup>th</sup> April, 2015 (5 days)	Kosado Arena Hotel - Kumasi	LGSS	LGSS	

No.	Title of Training	Target Group	Date of Training	Venue	Name of Institution	Source of Fund	Brief Comment
5.	Performance Management and Staff Appraisal Workshop	MMDCD's HR Directors Head of Departments	20 <sup>th</sup> May, 2015	RCC, Bolgatanga	LGSS	LGSS	Equipped Staff with Skills in Appraisal
6.	Sensitisation Workshop on HRMIS for Chief Directors, Co-ordinating Directors	Chief Directors/ Co-ordinating Director	28 <sup>th</sup> May, 2013	RCC, Bolgatanga	LGSS	LGSS (EU)	
7.	Orientation Workshop for newly Appointed Heads of MMDAs and Urban Road	Newly Appointed Heads of MMDAs	12 <sup>th</sup> – 13 <sup>th</sup> October, 2015	Yegoala Hotel, Kumasi	LGSS	LGSS	
8.	Capacity Building Workshop on Staff Performance Appraisal (Training of Trainers)	Administrative Class and Planning Class	19 <sup>th</sup> – 20 <sup>th</sup> November, 2015	Kosado Arena Hotel, Kumasi	LGSS	LGSS	
9.	Gender Development and Planning	Gender Desks Officers	3 <sup>rd</sup> August – 25 <sup>th</sup> September, 2015	India	The National Institute for Entrepreneurship and Small Business Development (NIESBUD)	Government of India	Equipped Staff with Gender Issues

## Official Visits

Table 4.12e: Official Visits

No.	Date of Visit	Visitor	Address	Purpose of Visit
1	21/01/15	Amb. Ademola O. Onafonokan	Nigerian High Commission, Accra	Familiarization tour
2	27/02/15	Prof. J.B. Asare	Mental Authority, Accra	Inauguration of regional mental health committee
3	01/06/15	William Hanna	EU Ambassador to Ghana, Accra	Follow up EU support programmes in the region
4	23/06/15	Kwabena Mintah Akandoh	Deputy Minister, Lands and Natural Resources, Accra	Official
5	09/09/15	Maj Gen R.K. Opoku-Adusei	Ghana Army, Burma Camp, Accra	Official
6	29/09/15	Ekwow Spio-Garbrah	Minister of Trade and Industry, Accra	Official
7	22/10/1	Alhaji Collins Dauda	Minister of Local Government and Rural Development	National launch of Orientation for Assembly Members
8	29/012/15	Sumit Agarwal	Zenith Impex	Official

## Security Issues

### 1. Bolgatanga Chieftaincy Affairs

The Regional Security Council (REGSEC) organized meetings to review security in the Bolgatanga Municipality following clashes between two gates to the Bolga Skin, which led to the shooting of six persons and the burning of a number of houses. The Council worked closely with the Regional House of Chiefs and the Municipal Assembly on the identification of key persons from both sides who could help mediate in the matter. The matter is currently in court. Meanwhile, meetings were also held with the regional chapter of the Ghana Journalists Association (GJA) on responsible coverage and reportage of the incident. Riot equipment and heavy military presence were also mobilised to quell tensions.

### 2. Siting of Fuel Stations

The Fire Service worked closely with the Environmental Protection Agency to educate the public and business entities about proper procedures in the operation of fuel stations. The team particularly touched on the dangers involved in the operation of restaurants close to fuel

stations and use of such station apartments for residence. A regional taskforce on fuel smuggling was set-up to check the incidence of fuel smuggling in the region.

### **3. Guborugu – Arugu Boundary Dispute**

The establishment of a quarry by Mawums Construction Company and an Agriculture Produce Pack House Project renewed the Guborugu - Arugu land dispute. Meetings were held separately with the relevant Assemblies including West Mamprusi in the Northern Region to bring down tempers. Key persons close to the two communities were lobbied privately to intervene in restoring sanity in the area and allowing the two projects to kick-start. The matter is being mediated by these eminent persons.

### **4. Bawku Inter-Ethnic Peace Committee**

The Mamprusis boycotted the Bawku Inter-Ethnic Peace Committee due to dissatisfaction with the composition of the committee and other related matters. Efforts were made both within and outside the region to bring them back to continue the mediation process in Bawku, which was positively responded to. The above efforts notwithstanding, the Mamprusis had a stand-off with the Bawku Police on the celebration of Damba towards the end of the year under review. MUSEC and REGSEC intervened and brought down tempers on the matter.

### **5. Fulani Menace**

In 2015, the National Security Council met REGSEC in Bolgatanga on plans to conduct ‘Operation Cow Leg’ in the region to flush out Fulani herdsmen during the year. Additionally, the Council also met in Sunyani to review the issue and the incidence of highway robberies in the northern sector of the country.

## Report on Developmental Activities of Sector Institutions

### Health

Table 4. 12f: Achievements in the Health Sector

Project/Project	Beneficiaries	Results/Remarks
Nutrition	Region-wide	<ul style="list-style-type: none"> <li>Managed and rehabilitated 1537 malnourished children</li> <li>Received and distributed food commodities provided by WFP to beneficiaries</li> <li>Supplementary food for 2,135 PLHIVs</li> </ul>
Health Promotion	Region-wide	<ul style="list-style-type: none"> <li>331 radio programmes held in English and local languages</li> <li>294 community health durbars held</li> <li>9 press briefings on health organized</li> </ul>
Expanded Programme on Immunization	Region-wide	<ul style="list-style-type: none"> <li>Logistics supplied regularly to districts</li> <li>Child health promotion week celebrated</li> <li>Routine immunization and mop-ups in districts undertaken</li> </ul>
Construction of Regional Hospital	Region-wide	<ul style="list-style-type: none"> <li>Phase two of the project commissioned by the President</li> </ul>
Construction of Garu District Hospital		<ul style="list-style-type: none"> <li>Setting out in done</li> </ul>
Construction of CHPS compounds	Region-wide	<ul style="list-style-type: none"> <li>26 commenced in all MMDAs as part Gov't directive</li> </ul>

### Education

The need for improved performance of pupils especially the girl-child at basic level continues to be high on the priority list of the authorities. The average performance for both sexes in the 2014/15 academic year was 23.20% while that of 2015/16 was 23.0% representing a marginal drop of 0.2%. From these figures, the performance of girls in 2014/15 and 2015/16 was 18.40% and 18.6% respectively. School enrolment at the basic level between for the two academic years fell by 23,050 pupils. The details are contained in the Table 4.12g below.

Table 4.12g: School Enrollment

Level	2014/15		2015/16	
	Boys	Girls	Boys	Girls
Kindergarten	38,690	38,607	34,475	34,238
Primary	110,515	102,944	102,036	97,548
JHS	35,483	35,234	34,996	35,130
<b>Total</b>	<b>184,688</b>	<b>176,785</b>	<b>171,507</b>	<b>166,916</b>

It can be seen from the table above that boys' enrolment outnumbered that of girls by 7,903 pupils in 2014/15 academic year and was only narrowed by 4,591 pupils in the following year. This has implications for achieving gender parity in education in the region.

## Regional Peace Council

Table 4.12h: Achievements in the Area of Peace Building

Project/Activity	Beneficiaries	Results/Remarks
Conflict Resolution	Yorogo in Bolga Municipality	Withdrawal of court case awaiting blood pacification
Peace Education – Schools Peace Education Project	Staff and student leaders of Bolga SHS, Bolga Technical Institute	2 seminars organised, 3000 students and staff benefitted
Networking and Collaboration	Regional Peace Council, Regional House of Chiefs, MMDAs, BNI etc	Increased public trust and confidence in Peace Council

## Agriculture

Table 4.12i: Achievements in the Agric Sector

Project/Activity	Beneficiaries	Results/Remarks
Support for improved nutrition – Orange Flesh, Sweet Potatoes Processing and Utilization	Region-wide	This root crop was widely used by farmers to increase yields and income
Awareness creation on climate change and Sustainable Land & Water Management Technologies	21,508 people benefitted from protection and mitigation measures implemented	Improved dry season cropping, Reduction in occurrence of bushfires, proper management of water, improved crop performance

## Roads

Table 4.12j: Achievements in the Roads Sector

Project/Activity	Beneficiaries	Results/Remarks
Upgrading of Soe Area Roads (3.7km)	Bolgatanga	50% progress. Behind schedule. Enhanced mobility
Up-grading of Missiga By-Pass Phase 1(1.20)	Bawku	5% physical progress. Far behind schedule
Upgrading of Bolga Polytechnic road (1.6km)	Sumbrungu	90% physical progress. Substantially completed
Upgrading of roads in St John Bosco College of Education (2.5km)	Navrongo	40% physical progress. Works on-going
Upgrading of roads in Gbewaa College of Education (2.35km)	Pusiga	34% physical progress. Drainage works on-going

## **Others**

### **Northern Rural Growth Programme**

The Northern Rural Growth Programme (NRGP) is a government initiative to reduce rural poverty by helping to increase crop yields thereby raising income levels for farmers. The programme is being implemented in the three regions of the north and seven districts in the Brong Ahafo region. In its 6<sup>th</sup> year of implementation, all 13 Municipal and District Assemblies (MDAs) in the Upper East Region are covered by the programme with four components.

#### **1. Commodity Value Chain Development**

This component of the programme involved farmer demonstrations and sensitizations. Demonstrations were conducted on integrated soil fertility management in 5 MMDAs which benefitted 392 farmers. Farmer Demonstration on conservative agriculture was conducted at Tilli in the Bawku West District with 78 farmers. Other achievements of the project component were the registration of 2015 FBOs and training of at least 300 farmers on the use of Farmers Business Book.

#### **2. Rural Infrastructure Development**

Under this component, 2 small-scale irrigation schemes, 2 pack houses and 2 ware houses were under construction in Kassena Nanakana Municipal, Bawku West, Talensi, Garu-Tempane, and Builsa South Districts.

#### **3. Access to Rural Financial Services**

A total of 280 Farmer-Based Organizations (FBOs) made of 1,984 males and 2,038 females were given credit to cultivate 2,736ha of various crops.

#### **4. Programme Coordination and Management/Monitoring and Evaluation**

Training in computer literacy were organized under this component for regional and district desk officers of the programme. Other trainings conducted were in the areas of value chain and matching grant. The trainings achieved the following results:

1. Acceptance of farming as a business by farmers
2. Improvement in quality of grains and market prices
3. Improvement in loan recovery among farmers

## Ghana Social Opportunities Project (GSOP)

The Upper East Region implemented the Labour-Intensive Public Works (LIPW) component of the project in climate change-related activities. The objective of the LIPW was to provide targeted rural households with access to employment and income-earning opportunities. The broad intervention areas covered were:

- a. rehabilitation and maintenance of rural feeder and access roads
- b. rehabilitation of small dams, dug-outs and related public infrastructure
- c. other works such as construction of schools, clinics, soil and water conservation for catchment protection and tree planting on communal lands

Both skilled and unskilled labour were employed. Unskilled labour comprised youth and economically active adults including farmers, households and families who did earthworks for a daily wage of GH¢ 4.5. Ten District Assemblies benefitted from the project where funds were transferred to them for the activities presented in Table 4.12k below.

Table 4.12k: Activities Implemented under GSOP

MMDA	Intervention Areas		
	Feeder Roads	Irrigation	Tree Planting
Binduri	1	1	2
Bongo	3	2	3
Builsa North	1	1	2
Builsa South	1	1	2
Garu-Tempene	5	4	6
Kassena-Nankana West	1	2	3
Nabdam	2	1	2
Pusiga	1	1	2
Talensi	2	2	3
Bawku West	3	4	2
<b>Total</b>	<b>20</b>	<b>19</b>	<b>27</b>

The GSOP did impact on poverty reduction and environmental restoration and rural infrastructure.

## United Nations Fund for Population Activities

The United Nations Fund for Population Activities (UNFPA) implemented its sixth Country Programme (CP6) in the region under a Comprehensive Maternal Health Services. The Regional Coordinating Council (RCC) coordinated the implementation of the programme at the Bawku and Kassenan-Nankana Municipal Assemblies. The sub-implementing partners

were Ghana Health Service, National Youth Authority, Department of Gender and Domestic Violence and Victims Support Unit of the Ghana Police Service.

The achievements of the project in year 2015 were as follows:

- a. Reduction in maternal mortality from 47 deaths in 2014 to 30 deaths in 2015
- b. Improvement in family planning acceptance rate at 29.1%
- c. Establishment of mother-to-mother and father-to-father support groups in communities
- d. Increased awareness about domestic violence and reporting of cases (evidence, no of cases reported?)
- e. Formation of Child, Early and Forced Marriage (CEFM) Clubs in communities to advocate against and report cases for redress (in which communities and no. of groups formed?)

#### **Savannah Accelerated Development Authority (SADA)**

Under the new management and Board, SADA successfully developed a Savanna Ecological Zone's Spatial Development Framework (SDF) subject to approval or endorsement by the various catchment regions. The SDF is a document that identified potentials, opportunities, infrastructural and other development gaps within the savannah zone and appropriate interventions. The Upper East Oversight Committee, headed by the Regional Minister considered and endorsed the SDF on 16<sup>th</sup> December, 2015.

During the year, SADA in partnership with the German International Development Service (GIZ) created employment for people in the region in the following areas:

1. Motor cycle and tricycle assembling
2. Mango plantations
3. Stone quarrying
4. Provision of credit to farmers and investment in microbusinesses

## Summary of Development Projects (RCC)

Table 4. 12l: Summary of Development Projects (RCC)

S/N	Sector	No. Of Projects	Completed	On-Going	Remarks
1	Roads				
	Feeder Roads	48	26	22	46 – routine maintenance 2 – periodic maintenance
	Highways	0	0	0	No project awarded in 2015
	Urban Roads	6	3	-	3 Contractors yet to report at sites
2	Water				
	Small Town Water System	13	13		In use
	Boreholes	358	358	-	
3	Education (GETFUND)				
4	GSOP	97	57	40	All works to be completed by end of first quarter 2016
5	EHSD (CLTS TRIGGERING)	886	27	119	
6	LEAP	328 communities covered	26,178 beneficiaries		19,729 households
7	RCC	1	1		Deputy Regional Minister's bungalow

## Financial Reports

### A. Financial Performance of the RCC as at December 2015

The Regional Co-ordinating Council in 2014, budgeted to receive an amount of GH¢2,060,076.00 to cover expenses on Compensation of Employees; Goods and Services; and Non Fixed Assets. Actual receipts, however, by the close of the year was; GH¢1,679,521.20 indicating a shortfall of GH¢380,554.80 or 82% performance level.

In 2015, actual receipts stood at GH¢1,604,613.51 against a budget of GH¢2,694,200.00 giving a variance of GH¢1,089,586.49 representing a 60% performance level. With the exception of the budget for Compensation of Employees, there was a decline in all the releases to the RCC. The Council therefore faced a challenge in the discharge of its mandate and had to rely on external support from the European Union (EU) to undertake its monitoring and other related activities during the period. Deetails of the RCC's financial performance is provided in Tables 4.12m and 4.12n below.

Table 4.12m: Sources of Revenue (RCC)

Funding Sources	Compensation	Good & Services	Investment
GoG	1,093,960.00	443,815.25	
DACF	-	150,000.00	-
Development Partners	-	-	-
Others (specify)	-	-	-
<b>Total</b>	<b>1,093,960.00</b>	<b>593,815.25</b>	

Table 4.12n: Financial Performance of the UERCC as at 31<sup>st</sup> December, 2015.

Item	2015 Approved Budget (GH¢)	Released (GH¢)	Expenditure (GH¢)	Expenditure (%)
Compensation	1,385,089.00	1,093,960.00	1,093,960.00	79
Good & Services	1,159,111.00	510,653.24	510,653.24	44
Investment	150,000.00	-	-	-
Development Partners	337,239.05	337,239.05	337,239.05	100
<b>Total</b>	<b>3,031,439.09</b>	<b>1,941,852.29</b>	<b>1,941,852.29</b>	<b>64</b>

## B. Composite Budget Issues

The composite budget process allows for participation of all stakeholders including various departments and agencies, civil society, traditional authorities and the general public in the budgeting process. It also gives MMDAs total control over their plan preparation, budgets and implementation.

In 2014, an estimated inflow of GH¢103,817,788.61 was budgeted by all the 13 Assemblies in the Region. This regional aggregate figure included revenue from GOG sources for Compensation of Employees, Goods and Services and Non Fixed Assets. Others revenue sources were the District Assembly Common Fund (DACF), District Development Facility (DDF) and grants from other Development Partners. Actual receipts at the end of year was GH¢60,736,273.25 showing a variance of GH¢43,081,515.36 or 58.5%. Additionally, projected Internally Generated Funds (IGF) by the assemblies for the period was GH¢3,819,926.04 as against an actual collection of GH¢3,922,389.36.

In year 2015, out of a budgeted amount of GH¢119,151,464.39 covering Compensation of Employees, Goods and Services, Assets, actual receipts by the close of the year was GH¢66,318,569.92, showing a variance of GH¢52,832,894.47 or a 44% shortfall.

IGF budget was GH¢6,151,487.17 out which GH¢5,121,028.06 was collected, indicating a deficit of GH¢1,030,459.11 or 83.2% performance. Other sources of inflows (Development

Partners, DACF, DDF etc stood at GH¢44,845,458.33 against a budgeted figure of GH¢93,074,460.44 showing a variance of GH¢47,362,193.93 or 48.2%.

Table 4.12o: Composite Expenditure Performance

Item Description	Budget (GH¢)	Actual. (GH¢)	Variance (GH¢)	(%)
Compensation	19,267,766.76	15,785,519.25	3,482,277.51	81.9
Good & Services	27,963,521.37	16,001,871.05	11,961,650.32	57.2
Investment	74,592,844.90	34,076,972.43	40,515,872.47	45.7
Development Partners				
<b>Total</b>	<b>212,824,163.03</b>	<b>65,864,362.73</b>	<b>55,959,800.30</b>	<b>54.1</b>

Table 4.12p: Budget Performance (Goods and Services)

Description	Districts (Names)
For example: Districts with Goods & Services variance 50% and below budget	Navrongo, Fumbisi, Talensi, Nabdam, Zebila, Pusiga
Districts with Assets variance 50% and below budget	Bolga, Paga, Sandama, Talensi, Nabdam, Zebilla, Garu, Pusiga, Binduri

Table 4.12q: Revenue Budget Performance (Inflows)

Item	Budget (GH¢)	Actual (GH¢)	Variance. (GH¢)	(%)
<b>IGF (All Districts)</b>	6,151,487.17	5,121,028.06	1,030,459.11	83.2
<b>Grants</b>	93,074,460.44	44,854,458.33	47,362,193.93	48.2
<b>Grand Total</b>	<b>99,225,947.61</b>	<b>49,975,486.38</b>	<b>49,250,461.22</b>	<b>50.4</b>

Table 4.12r: IGF and Grant Performance

Description	Districts	
	IGF	Grant
Districts with actual IGF and Grant 80% and above budget	Bawku Mun., Kassena-Nankana Mun., Kassena-Nankana West, Builsa North, Talensi, Nabdam, Binduri	Bawku Municipal
Districts with actual IGF and Grant between 50% and 80% of budget	Bolgatanga Mun., Bongo, Garu-Tempene, Bawku West	Bolga Mun., Builsa South, Builsa North
Districts with actual IGF and Grant of 50% and below budget	Pusiga	Kassena-Nankana Mun., Kassena-Nankana West, Bongo, Talensi, Nabdam, Bawku Mun., Garu-Tempene, Pusiga and Binduri

The shortfall in revenue inflows indicated above has implication for the implementation of development activities by MMDAs in the Region. MMDAs are encouraged to adopt strategies to improve local revenue mobilization to compliment other sources of funds to fulfill their mandate and realize their full potential.

## **Challenges and Recommendations**

### **A. Composite Budget Related Challenges**

- Delays and non-release of funds from Central Government hamper effective implementation of plans and programmes. It is even more serious with decentralize departments where funds meant for service activities are usually not released. This leads to loss of confidence and non-commitment of the heads of decentralized departments.
- It was observed that the one week period usually given by Ministry of Finance (MoF) to undertake the Hearings is too short, and does not give sufficient time for the conduct of the exercise. In this regard a team composed of officers from Ministry of Finance (MoF) and the RCC with the Hon Regional Minister as the team leader move from one District to the other to conduct hearings instead of inviting all Assemblies to the RCC. This ensures that, all stakeholders at the District and community level participate in the hearings.

### **B. Other challenges are itemized below:**

- Cultural practices with negative effects such as early marriages affect school enrolment especially the girl-child
- Congestion in schools due to increasing enrolment not matched with infrastructure partly due to school feeding programme
- Inadequate health staff (especially doctors) caused by refusal of health personnel to accept postings to the region
- Inadequate health infrastructure
- Poor roads networks linking communities to health facilities
- Inadequate irrigation schemes for all-year farming
- High post-harvest losses
- Rampant open defecation
- Internecine conflicts especially Bawku and Bolga chieftaincy matters
- Non-functioning of Sub-District Structures of MMDAs

## **Recommendations**

To reduce the above challenges, the following recommendations are hereby made:

- Private sector participation and investment in all sectors including education, agricultural development and health
- Deepen the NHIS and CHPS concepts to help increase access to quality healthcare
- Water harvesting should be pursued during rainy season and construction of multi-purpose dam on White Volta at Pwalugu for irrigation and hydroelectricity
- Investment in solar and wind energy sources
- Increase social protection interventions

## **Conclusions**

In 2015, the region benefited in terms for resources for development from government and Development Partners (DPs). This helped to harness some of potentials that exist in the region for development. The continuous commitment of government and DPs for interventions in priority sectors of the region is critical.

#### **4.13 Upper West Regional Co-ordinating Council (UWRCC)**

##### **Introduction**

The Upper West Regional Coordinating Council (UWRCC) by its mandate is required to submit Annual Progress Report (APR) to the Local Government Service Secretariat (LGSS) and other stakeholders. It is in this direction that this APR covering the period 1<sup>st</sup> January to 31<sup>st</sup> December, 2015 is produced.

In fulfillment of its mandate, the RCC over the period under review implemented its 2015 AAP & Budget derived from the Ghana Shared Growth and Development Agenda (GSGDA II), Sustainable Development Goals (SDGs) and government directives. The UWRCC undertook the task of coordination, harmonization, monitoring and evaluation of the plans and programmes, of the 11 Municipal and District Assemblies in the Region together with other Governmental and Non-governmental organizations.

In implementing the above, the UWRCC achieved the following:

1. Completion of 50% works on the construction of 3No. Community Day Senior High School.
2. Completion of 50% works on the construction of 160 Bed-capacity Regional Hospital
3. Expansion Works on Wa Water Supply System projects at 65% completion level.
4. Works on 7No. Small Town Pipe Water Systems completed and in use.
5. Construction Works on 3No. Warehouses and a Pack House for grains and Vegetable storage in the region are at various stages of completion.
6. Carried out 4No. quarterly monitoring visits to all MMDAs in the region.

These achievements notwithstanding, the RCC faced some challenges which affected implementation of programmes and projects. These included the following:

1. Delays in honoring payment certificates resulting in abandonment of projects and cost escalation (variation)
2. Inadequate funds for monitoring and supervision of development projects.
3. Inadequate logistics (vehicles and office equipment) for task performance.

This report is presented in Six (6) sections. Section one (1) presents a brief profile of the region. Section two (2) illustrates the key administrative issues for the period under review, while section three (3) reports on sectorial and institutional programme/ projects/activities and their status of implementation. Section four (4) presents the cash flow of the RCC and

performance of the 2015 composite budget in a regional perspective. Sections five (5) and six (6) outlines the key challenges of the region, recommended lines of action and conclusion.

### **Regional Profile**

The Upper West Region was the last of the ten (10) regions in the country and created in 1983. The Region is located in the north western part of country and covers a geographical area of 18,476 km<sup>2</sup> which represents 12.7% of the total land area of Ghana. By virtue of its allocation, it has the potential for international and inter-regional trade as well other bilateral relations. The region has a projected population of 772,081 of which 53% is below age 20 and this implies there is huge potential labour force for the future. The region has three (3) major ethnic groups which include the Dagaaba, Wala, and Sissali. Other minority tribes include Birifor, Lobi, Chakali and Kasinas.

The primary occupation of the people is agriculture which engages 80% of the population. Low levels of education and inadequate health care services pose major challenge in the development of the region. A lot still need to be done in agriculture, health, education and environment in order to realize the development aspirations of the region. 90% of trunk roads in the region are earth surfaced which are usually washed during the rainy season.

The region has 10 administrative districts and one (1) municipality with 32 paramouncies and Ing. Amin Amidu Sulemani is the Hon. Regional Minister. At the regional level, Decentralized Departments and Agencies such as the Central Administration, Agricultural Department, Department of Community Development and Social Welfare, Environmental Health Department, Ghana Education Service, Ghana Health Service, Attorney General's Department, etc. have been established to provide services to better the lives of residents in the region.

However, other very important Departments/Agencies such as Registrar General's Department, Ghana Standards Board etc. are yet to be established in the region. Major hindrances that militate against the functionality of most departments include understaffing and inadequate resources.

### **Regional Potentials**

- Presence of vast arable lands with gently sloping topography for commercial cultivation of food crops like rice, maize, soyabean and fodder for livestock production
- Dams, dugouts, valleys and the black Volta lake and its tributaries with vast irrigable land present a huge potential for all year round farming

- Abundant clay, iron ore and gold deposits that can promote housing development and small-scale industries exist in the region.
- Availability of transport infrastructure such as good road network and airstrip to facilitate quick and easy carting of goods and services to other parts of the country and for export
- Availability of large pool of labour for economic activities
- Scenic areas and other places of aesthetic, mythical or historical significance, which can be developed as tourist centers as well as the inherent hospitality and rich cultural heritage of the people can promote tourism.
- Strategic geographical location of region has great opportunities for cross border trade and exchanges

### Administrative Issues

Although the two newly created Districts in the region in 2012 namely; Nandom and Daffiama-Bussie-Issa (DBI) are currently faced with office and residential accommodation challenges construction of ultra-modern office accommodation to address the situation is at advanced stages of completion. The region has a total of eleven (11) Administrative Districts.

The four year term of office of the District Chief Executive of Wa West District Assembly, Hon. Dasaana N.S Adamu will end on 12<sup>th</sup> April, 2016. Table 4.13a provides the names of the political leadership and Assembly Members in the various District Assemblies in the Region.

Table 4.13a: Leadership and Assembly Members of MMDAs in the Upper West Region.

No.	Name of MDA	Name of MDCE	Hon. Assembly Members		
			Male	Female	Total
1	Wa Municipal	Hon. Issahaku Nuhu Putiaha	41	5	46
2	Wa West District	Hon. Dasaana N.S. Adamu	35	7	42
3	Wa East District	Hon. Abdul-Karim Abudu	34	4	38
4	Nadowli-Kaleo	Hon. John Bosco Bomansan	44	5	49
5	Daffiama-Bussie-Issa	Hon. Fidelis Zumakpe	21	2	23
6	Jirapa	Hon. Vivian Nelly Konkuo	47	8	55
7	Lawra	Hon. Pascal Baylon Dere	37	7	44
8	Sissala East	Hon. Johnson Saborh	29	3	32
9	Sissala West	Hon. Moses DarimaniLuri	37	3	30
10	Nandom	Hon. Cuthbert B. Kuupiel	32	6	38
11	Lambussie Karni	Hon. Bom Kofi Dy-Yakah	34	4	38
	<b>Total</b>		<b>384</b>	<b>53</b>	<b>437</b>

### **Decentralized Departments at both the Regional and MMDA Levels**

Both the Local Government Act, 1993 (Act 462) and Legislative Instrument (LI) 1961 provides for the establishment of 11, 13 and 16 departments under Districts, Municipal and Metropolitan Assemblies respectively. The departments that were constituted and operational under the Municipal/District Assemblies in the region are listed below:

- Central Administration
- Finance (Not Decentralized)
- Education, Youth and Sports (Not Decentralized)
- Health (Not Decentralized)
- Agriculture
- Physical Planning (Not Decentralized)
- Social Welfare and Community Development
- Natural Resource Conservation(Not Decentralized)
- Works
- Feeder Roads
- Urban Roads
- Trade And Industry
- Disaster Prevention and Management
- Transport
- Births and Death Department

Although the law requires all assemblies to have the departments mentioned above:

- only Wa Municipal, Jirapa and Sissala East District Assemblies have Physical Planning departments.
- Only Wa Municipal, Sissala East and Lawra District Assemblies have Natural Resource Conservation department.
- Inadequate staffing at some departments and units affect their activities and output. The worst affected are Human Resource, Procurement, Physical Planning, Births and Deaths and Rural Housing.
- The activities of the Environmental and Sanitation Department have improved sanitation across the Region due to the distribution of 10,000 waste bins to the 11 District Assemblies. However, the Assemblies lack well-engineered land fill sites to manage the waste collected.
- The department of Rural Housing received a hydrophone machine from SADA for the molding of local bricks. It is hoped that the use of the machine in the moulding of

improved local bricks for building will promote the construction industry both in the private and public sectors. The RCC has requested the Assemblies to promote the use of the hydrophone machine for their small building projects.

- The department of births and deaths has been given a Mitsubishi Pick-up to assist in the registration of their clients. However, they do not have any official driver assigned to the vehicle.

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

A summary of newly recruited officers at Post in the Upper West Region is shown in the table below.

**Table 4.13b:** Newly Recruited Officers

No	Class	Grade	Number
1	Administration	District Coordinating Directors	5
2	Internal Audit	Assistant Internal Audit Trainee	1
3	Procurement/Supply	Procurement Assistant	1
4	Agricultural	Senior Husbandry Officer	1
5	Environment Health and Sanitation	Environmental Health Assistant	2
6	Development Planning	Assistant Dev't Planning Officers	2
	<b>Total</b>		<b>12</b>

The current situation indicates that there are Six (6) Assistant Human Resource Managers in the Region (1 female and 4 males). Five (5) Districts are without Human Resource Managers. The procurement unit also has only Three (3) officers at post in the region, one at the Regional Coordinating Council, Wa Municipal and the other at the Nadowli/ Kaleo District. The inadequacy of Human Resource Managers has adversely affected the output of the ongoing Human Resource Management Information System (HRMIS) in the region.

### **Promotion/ Upgrading**

On promotions /upgrading, the region submitted a comprehensive list of officers in January 2015 who were due for promotion and the following officers were subsequently promoted/ upgraded last year as indicated below:

Table 4.13c: Officers promoted or upgraded

No	Class	Number
1	Works/Engineering	10
2	Administrative Class	3
3	Internal Audit	9
4	Environmental Health	2
5	Development Planning	3
6	Agricultural	11
	<b>Total</b>	<b>38</b>

Several other officers who were equally recommended to be interviewed for promotion were not attended to. List of Assistant Directors in the Administrative class and other officers in the Department of Social Welfare and Community Development as well Officers in other classes such as Secretarial, Stewards, Catering and Drivers in the Assemblies and the RCC whose promotion list was submitted in January, 2015 to the Head of Service for consideration is still outstanding.

#### **Staff Development (Capacity Development/ Training)**

Some officers in the region have either upgraded themselves or are currently pursuing various Programmes on part time, by distance learning, weekends and on full time basis.

Table 4.13d: Courses attended by Officers in the following classes last year

No	Class	Mode of Training	Number
1	Procurement/Supply	KNUST Distance Learning (Classes are on weekends	1
2	Works/Engineering	KNUST Distance Learning (Classes are on weekends only	2
3	Internal Audit	Cape Coast Distance Learning (Classes are on weekends only)	3
4	Environmental Health	Study leave with pay	3
5	Development Planning	KNUST Distance Learning (Classes are on weekends only	1
6	Agricultural	Study leave with pay and on scholarship at Demark	1
7	Executive	Distance Learning (Classes are on weekends only	2
8	Secretarial	Distance Learning (Classes are on weekends only	1
9	Administration	Short courses on change management and CPA at GIMPA	2
	<b>TOTAL</b>		<b>14</b>

Other training activities and programmes undertaken by Upper West RCC is contained in Appendix 3Hiii. From the table above it will be seen that most of the training programmes/workshops were organized outside Upper West Regional Co-ordinating Council by external bodies. Only one (1) officer in the Administrative Class was sponsored for a career development course, Post Graduate Certificate in Public Administration (CPA) by the RCC.

### **Security Issues**

The Region is faced with some security challenges. Notable among them include:

- Land Disputes emanating from ownership and community boundaries
- Chieftaincy Disputes (pending before the Regional House of Chiefs)
- Intra religious disturbances among Moslems especially in the Wa Municipality
- Activities of armed robbers
- Snatching of motorbikes especially from UDS and polytechnic students
- Cattle rustling
- Activities of illegal miners - “Galamsey” Operators
- Destructive activities of Nomadic Fulani herdsmen (farm destruction, rape, robbery)
- Incidence of cross border crimes.
- Bush fires. Massive deforestation for purposes of charcoal burning.

### **Report on Development Activities on Sector Institutions**

#### **1. Education**

- 102No new projects were awarded under GETFund in 2015 and are at various levels of completion. Additionally, a new school with accommodation infrastructure for the mentally-challenged was established at Loho in the Nadowli-Kaleo District.
- The region received and distributed 70,570 free uniforms for basic schools.
- 8No Community Day Senior High Schools under construction in the region are at various stages of completion. The Schools are located at Dorimon, Lambussie, Zini, Loggu, Konzokala, Boo, Wellembelle and Naro in the Wa East, Jirapa, Lawra, Sissala East and Nadowli Districts respectively.
- Under the Secondary Education Improvement Project (SEIP), 7No. SHS (Kaleo SHTS, Daffiama SHS, Ullo SHS, Finsi SHS, Piina SHS, Holy Family SHS at Hamile and Jirapa SHS) are receiving infrastructure, training and Logistics

- BECE performance in the region has declined over the past three years. Performance levels declined from 28.90 in 2013 to 28.80 in 2014 and marginally increased to 28.87 in 2015.
- 493 out of 1,104 schools in the region benefit from the School Feeding Programme. In all a total of 177,573 out of 195,818 targeted pupils are fed under the programme. This has contributed to the high enrolment rates at basic education level.

## **2. Health**

- Construction of a 500 bed-capacity Regional Hospital is in progress at Wa.
- 27 No CHPS compounds were constructed through the assistance of JICA
- Active subscribers of NHIS in 2015 reached 495166 (64.14%) of estimated population.
- NHIS Biometric Membership System (BMS) coverage in 2015 is about 411,617 (102%) out of 401,817 targeted population
- The number of medical officers in the region slightly improved from 34 to 53.

## **3. Social Protection**

- Coverage of the LEAP programme was expanded from 197 to 474 communities in the region. The resultant effect was that beneficiary households have increased from 10,311 to 31,887.

## **4. Economic**

- MASLOC supported 7,535 persons with micro loans and an additional 42 individuals with small loans to boost local businesses and trade.
- Truck TVS Taxis were also distributed to provide employment for the youth and improve the transport situation in the region
- 201 Medium and Small Scale Enterprise (MSEs) identified and trained under the Export Trade, Agricultural and Industrial Development Fund (EDAIF) and NBSSI.
- 24 out of the 201 (20%) MSEs supported with loans (GH¢ 82,000.00) to acquire additional equipment under EDAIF.

## 5. Agriculture

- Under the Rice Sector Support Project (RSSP), 448 acres were cultivated in 18 lowlands areas.
- Under EDAIF Rice Project, 175 hectares were cultivated despite the erratic rainfall at the beginning of the planting season.
- 3No warehouse and a park house for grains and vegetables storage are under construction at Sombo, Gwollu, Eremon and Yagha respectively in the region with support from the Northern Rural Growth Project (NRGP).
- Fish cages increased from 12 in 2012 to 57 in 2015. Functional fishponds in the region have also risen to 16 with a total surface area of about 840.31 m<sup>2</sup>.
- Twenty (20) fishermen from Nadowli District were trained in sustainable fishing techniques as well as on laws and regulations governing fishing in Ghana.

## 6. Water and Sanitation

- 65% completion of the construction of the Wa Water Supply Expansion Project.
- The construction of 7No Small Town Piped Water Supply Systems in five (5) districts under the Sustainable Rural Water and Sanitation project
- The region has adopted the Community Led total Sanitation (CLTS) approach and 92 communities are ODF certified in the region to date.
- Open defecation is however very high averaging 70% region wide
- 89 boreholes were drilled and fitted with hand pumps

## 7. SADA

- SADA provided the Department of Rural Housing with a Hydrophone machine to train the youth with skills in the use local materials for construction.
- SADA established a Regional office in Wa through the support of the RCC.
- SADA has also launched a Spatial Development Framework and an Agricultural Investment document to promote development in the Region and the entire SADA zone.

Table 4.13e: Implementation of Physical Projects: table 5

No.	Sector	No. of Projects	Completed	On-going	Remarks
1	<b>Roads</b>				
	Feeder Roads	151	47	104	Some projects are rolled over from previous year(s)

No.	Sector	No. of Projects	Completed	On-going	Remarks
	Highways	64	2	62	-ditto
	Urban Roads	10	6	4	-ditto
2	<b>GSOP</b>				
	Roads	16	12	4	-ditto
	Dams	20	14	6	-ditto
	Climate Change	7	0	7	-ditto
3	<b>Water</b>				
	Wa Urban Water System	1	0	1	Project rolled over from previous year
	Small Town Water Systems	7	0	7	-ditto
	Boreholes	89	89	0	-ditto
	Limited Mechanized Water System	5	0	3	2No yet to be awarded
4	<b>Education (GETFund)</b>	419	248	171	Some projects are rolled over from previous year(s)
	Community Day SHSs	8	0	8	3No at advance stages of completion
5	<b>EHSD (CLTS Triggering)</b>	282	0	282	Communities triggered & being monitored to be declared ODF
6	<b>LEAP</b>	474 (Communities )	-	474	Still working in these communities

### Financial Report for 2015

The RCC in 2015 operated under the Office of Government Machinery (OGM). A brief on the RCC finances is indicated below.

Table 4.13f: Financial Report 2013 – 2015

Fund Source	Year		Budgetary Allocations & Releases		
			Budget	Actual (Dec 31st)	%
Goods & Services	2013	Gen Adm	793,829	154,371	19.45
		Budget	89,719	19,000	21.18
	2014	Gen Adm	701,829	46,757	6.66
		Budget	72,719	6,000	8.25
	2015	Gen Adm	651,829	330,100	50.64
		Budget	122,800	62,143	50.61
Assets	2013	Gen Adm	140,000	140,000	100

Fund Source		Year		Budgetary Allocations & Releases		
				Budget	Actual (Dec 31st)	%
			Budget	0.00	0.00	0.00
		2014	Gen Adm	0.00	0.00	0.00
			Budget	0.00	0.00	0.00
		2015	Gen Adm	200,000	200,000	100
			Budget	0.00	0.00	0.00
<b>DACF</b>		2013	Gen Adm	796,892.91	796,892.91	100
		2014	Gen Adm	691,836.00	671,616.67	97.08
		2015	Gen Adm	1,558,865	1,462,252.78	93.80
<b>DPs</b>	<b>EU</b>	2013	Gen Adm		207,537.48	
	<b>UNFPA</b>	2014	Gen Adm		164,902.50	
	<b>UNICEF/UNFPA</b>	2015	Gen Adm		317,654.5	

Over the past 3 years, allocation of funds for CAPEX has not been the best. In view of this, the RCC has not been able to undertake maintenance/upgrading/rehabilitation of its key assets. These included the Presidential lodge, RM Residency, the DRM Residency, the old residency, the RCD Bungalow and others. These assets are critical in hosting dignitaries and official guests. However, all efforts for budgetary allocations to work on these facilities have been futile.

In respect of Goods and Services releases, 50.61% of the budgetary allocation was received in 2015. Though 2015 compared favourably with 2013 and 2014, support of DPs and the DACF were the main revenue sources for the fulfillment of the RCCs mandate. In 2014, 93.34% budget shortfall left the RCC with a high level of commitments which were had to be rolled over to 2015.

### **Implementation of 2015 Composite Budget**

This report is an aggregate analysis of the budget and actual of the 11 District Assemblies' composite budgets based on end of year budget reports submitted to the RCC covering the Schedule I Departments. Implementation of 2015 composite budget saw an improvement over 2014. The regional aggregate for revenue was 75% compared to 64% in 2014, indicating a percentage change of 11% in performance, while the regional aggregate for expenditure stood at 51% of what was budgeted compared to 49% in 2014.

## Revenue Performance

Table 4.13g: All Revenues Sources

Item	Year	Budget	Actual	Variance	%
IGF	2014	2,005,471	2,439,288	433,817	122
	2015	2,751,342	2,670,602	80,740	97
Grants	2014	60,251,167	37,417,567	22,833,600	62
	2015	100,964,866	75,380,912	25,583,954	75
<b>Grand Total</b>	<b>2014</b>	<b>62,256,638</b>	<b>39,856,855</b>	<b>22,399,783</b>	<b>64</b>
	<b>2015</b>	<b>103,716,209</b>	<b>78,051,514</b>	<b>664,695</b>	<b>75</b>

The overall revenue performance for the DAs stands at 96% in 2015. Total receipts at the close of December 2015 was GH¢ 78, 051,514 with an IGF share of 3.4% against 39,856,855 in 2014 with an IGF share of 6.1%. The revenue budget performance improved from 64% of target in 2014 to 75% of target in 2015. This achievement was attributed largely to improvement in transfer of grants, efficiency in mobilizing IGF and monitoring by the RCC.

Table 4.13h: Performance of Districts in IGF Mobilisation

IGF Budget Performance 2015Year	Districts with Actual IGF 80% and above Budget	Districts with Actual IGF between 50% and 80% of Budget	District with Actual IGF below 50% of Budget
2014	6	3	1
2015	7	4	0

In 2015, 97% of the IGF target was met. Though the performance of IGF budget is commendable for the period under review it fell short of 2014 performance. The IGF share in total revenue declined from 6.1% in 2014 to 3.4% in 2015. One of the major factors responsible for the drop in the 2015 IGF budget performance is scuffle between the Budget Officers and the CAG staff in respect of who takes responsibility for Revenue Mobilization of the DAs. The CAG staff claim they are in charge and not Budget Officers as was the case. The Budget officers insist that it is not a best practice in PFM for the CAG staff to be custodians of the DAs funds and at the same time be responsible for revenue mobilization. Apathy therefore set in among the budget officers in respect of revenue mobilization.

All the Districts IGF budgets performed above 65% with 5 exceeding their IGF budget for the 2015 fiscal year (i.e Lawra, Jirapa, Wa Municipal, Sissala East and DBI).

The high performance of IGF budget was due to implementation of revenue enhancement plans drawn and consciously pursued by the Districts under the constant monitoring by the RCC. The RCC will continue to push for effective revenue (IGF) enhancement planning, effective and efficient revenue administration, more transparency in the budgeting and accountability processes.

Table 4.13i: Grants Budget Performance 2015

Item Description	Year	
	2014	2015
Districts with Actual Grants 80% and above Budget	2	4
Districts with Actual Grants between 50% and 80% of Budget	6	4
District with Actual Grants below 50% of Budget	2	3

The performance of the grants budget for the period under review does not differ so much from 2014. Eight districts had 50% plus of their grants which was same for 2014. The exception is that two districts moved from the 50-80% brackets to the 80% plus bracket in 2015. Four districts (Wa East, Wa West, Lambusie-Karni, Wa Municipal) met 80% plus of their grants budget, while four also fell between 50-80% of the target for grants (Nadowli, Sissala East & West and DBI).

### Expenditure Performance

Table4.13j: Expenditure (All District Assemblies)

Item Description	Year	Budget	Actual	Variance	%
COE	2014	10,064,643	5,123,210	4,941,432	51
	2015	11,277,924	9,050,935	2,226,988	80
Goods & Services	2014	15,628,774	5,050,426	10,548,348	32
	2015	16,196,601	9,839,395	6,357,206	61
Assets (CAPEX)	2014	33,798,713	18,750,430	15,048,283	56
	2015	47,639,638	19,387,361	28,252,277	41
<b>Grand Total</b>	<b>2014</b>	<b>59,492,130</b>	<b>28,954,066</b>	<b>30,538,063</b>	<b>49</b>
	<b>2015</b>	<b>75,114,162</b>	<b>38,277,692</b>	<b>36,836,471</b>	<b>51</b>

The overall regional actual expenditure aggregate for the 11 districts in 2015 compared to 2014 increased by a margin of 2%. In 2015, 51% of the total expected expenditure was met as against 49% in 2015. The regional expenditure aggregate would have been higher if not for drop in the performance of CAPEX.

**Compensation of Employees (COE)** In respect of COE, actual records were not satisfactory. Compensation of Employees was expected to be 100% or more, however. The reason for the inaccuracy of the records is that pay vouchers are not easily accessible to compile the data. In this regard CAG needs improvement in availing the Pay Vouchers to the districts treasuries.

Table 4.13k: Goods & Services and Assets/CAPEX

Year	Districts with Goods and Services actual 50% and above Budget	Districts with Assets actual 50% and above Budget
2014	2	7
2015	6	5

### Good & Services

For the fiscal year under review, six districts (Jirapa, Lawra, Wa West, Sissala East & West, Wa Municipal) out of 11 had 50% and above of their Goods and Services budget met compared to two (2) in 2014. The regional aggregate for Goods and Services increased from 32% 2014 to 61% of budget in 2015 indicating 29% performance change. The Goods and Services budget could have performed better if GoG had released to the Department of the Assemblies their Goods and Services allocations. In respect of GoG Goods and Services releases, departments of the Assemblies are getting worse off and if the situation persists with the coming in of GHS and GES, it spells doom for the composite budget.

### CAPEX

The regional aggregate for CAPEX stood at 41% of budget in 2015 compared to 56% 2014. Five districts (Nadowli, Sissala East and West, Wa Municipal and DBI) met 50% and above their development budget compared to 7 in 2014. It is important that all the decentralized departments are established in every District with the requisite staff mix. Training and capacity building of staff also needs to be taken more seriously at the District level as the evidence points to the absence of well-conceived training programmes.

### Challenges

#### 1. Composite Budget Related Challenges

- Most schedule 1 Heads of Departments are not exposed to the MTEF process and composite budget manual which is a constraint to submission of inputs for collation by DBOs.
- District level public hearings were not held due to time constraints.

- Composite budget not adequately deliberated upon by the General Assembly because it is usually one of the numerous items on the Agenda of the Assembly.
- Approved composite budget not disseminated to the public.
- Excessive spending on contingency operations remains a challenge.
- Spending without warrant remains a challenge.
- Memos approved without reference to the budget.
- PVs raised before warrants are issued

## **2. General Challenges**

- Delays in honoring payment claims resulting in abandonment of projects and cost escalation (variation)
- Challenges in monitoring and supervision of development projects.
- Inadequate logistics (vehicles and office equipment)

## **Recommendation**

### **Recommendations – Composite Budget Related**

- Administration of warrants should be a minimum condition under FOAT.
- Train Decentralized Heads of Departments on composite budget procedures.
- Regional composite budget hearing should be held at the Districts

### **General Recommendations**

- Funds should be available before projects are awarded to ensure their timely completion.
- Stop new awards and concentrate on the completion of uncompleted projects.
- Ensure that the needed resources are provided to strengthen the monitoring and supervision roles of stakeholders.
- The LGSS should ensure that additional officers are posted to the region to meet the required establishment for the Human Resource, Procurement and Executive Officer Classes

## **Conclusion**

Overall, the region has fared well and has achieved modest improvement in infrastructure and service delivery despite the challenges. The RCC collaborated effectively with the Regional Heads of Departments, Municipal/District Assemblies and Development Partners such as Plan Ghana, UNICEF and especially the EU which supported the RPCU to carry out its monitoring function. The establishment of the Human Resource Management Information

System (HRMIS), the Clients Service Unit and the Works Department in the past year greatly enhanced local governance and service delivery in the region.

The signing of the Performance Contract Agreement between the Chief Director and the Hon. Regional Minister and between the Municipal/District Chief Executives and their Coordinating Directors has given real direction towards the achievement of set targets.

#### **4.14 Volta Regional Co-ordinating Council (VRCC)**

##### **Introduction**

This report is for the period January to December, 2015 and covers the activities of the Volta Regional Co-ordinating Council (VRCC), Departments and Agencies as well as Municipal/District Assemblies in the Region. The Volta Region as at 31<sup>st</sup> December, 2015 had five (5) Municipal and twenty (20) District Assemblies in operation.

In fulfillment of its mandate, the Volta Regional Coordinating Council undertook the task of coordination, harmonization, monitoring and evaluation of the plans and programmes of the 25 Municipal/District Assemblies and other Governmental and Non-governmental organizations. The execution of the RCC's mandate contributed to the achievement of the following projects and programmes of Government in 2015:

1. construction and commissioning of structures for School of Basic and Biomedical Sciences of the University of Health and Allied Sciences at Ho.
2. commissioning of the Community Day Senior High School in the Nkwanta South District.
3. Completion of over 100 projects of Schools Under Trees and Emergency Intervention Programmes.
4. construction and commissioning of the Eastern Corridor Fibre Optic Project.
5. Enrollment of 126,590 pupils under the Ghana School Feeding Programme
6. Completion of Pepesu-Nkwanta stretch of the Eastern Corridor road
7. Bitumen surfacing of Sogakope-Adidome-Ho road almost completed
8. Completion of the Worawora-Dambai road
9. Completion of Phase 1 of the Adidome water supply scheme
10. Implementation of the Street Naming and Property Addressing Programme in all 25 MMDAs.

The following challenges however affected the smooth and speedy completion of projects and programmes over the period:

1. late releases of funds to public institutions,
2. abandonment and projects cost escalation due to delays in honoring payment claims
3. chieftaincy and land disputes
4. decreasing number of quality human resource base in public institutions

The 2015 Progress Report of the Volta Regional Coordinating Council has the following parts:

1. Profile of the Volta Region.
2. Administrative issues
3. Report on developmental activities of sector institutions
4. Financial report and composite budget issues.
5. Challenges, recommendations and conclusion.

### **Regional Profile**

The Volta Region is unique in the sense that it is the longest of all the Regions in the country considering its North-to-South-extension. It contains all types of landscapes and vegetation that can be found in other parts of Ghana such as coast, lagoons, southern savannah, mountains, waterfalls and a large part of the Volta Lake. Due to its natural and cultural diversity, the Region is also called Ghana's microcosm.

The administrative capital of the Volta Region is Ho which has an estimated population of 84, 066 according to the 2010 census. The Region has a population of 2,118,252 according to the 2010 census and an annual average growth rate of 2.5%. The Region is located between 5°45'N and 8°45'N and shares borders at the north with the Northern Region, southern part with the Gulf of Guinea, west with the Volta Lake and has its eastern border with the Republic of Togo.

The Volta Region has a land size of 20,570 sq km (5<sup>th</sup> largest Region), 8.6% of the total share of population (8<sup>th</sup> largest Region), population density: 103 per km<sup>2</sup>, rural population 66.3% and an average household size of 4.2. The main economic activities in the Region are agricultural production, fishing, handicrafts, trade and services such as hospitality, telecommunication and transport services. Some of the major festivities in the Region include Hogbetsotso celebrated by Anlos, the Asogli Yam festival celebrated by the people of Ho, Gbidukorza by Hohoe and Peki, Agbamevorza by the people of Agotime Kpetoe, SASADU by the people of Sovie, Akrofu, Alavanyo and Saviefe. A variety of traditional dance and music abound in the Region. The most popular being Atsiagbekor and Agbadza of the Southern Eweland and Borborbor and Zigi of the central Ewe land.

### **Regional Potentials**

The Volta Region covers all vegetation and climatic zones which can be found in Ghana. This diversity is due to the stretch of the Region from the coast to the north. This varied

climatic and vegetation zone gives it a clear advantage not only for cropping but also for tourism development.

### **Water Bodies**

The Volta Lake which is the world's largest man-made lake flows through the Region and serves as a source of power and water for both domestic and industrial use for the Region and the entire country. The lake also serves as means of transportation to some parts of northern Ghana. The lake and its surrounding scenery could be further improved to boost tourism and recreational activities.

### **Minerals and Natural Resources**

The Volta Basin has various important minerals and other natural resources, including gold, diamonds, copper, lead, iron ore, oil and gas.

### **High Educational Standards and Competitive Human Capital**

The region is gradually gaining grounds as an educational hub with credible institutions such as the Ho Polytechnic, E. P. University, Ho Campus of the Ghana Telecom University and the recently inaugurated University of Health and Allied Sciences. Competitive human capital can be found in the Region. Creating new jobs should help to keep these potentials in the Region.

### **Travel and Tourism**

Tourists have the following diverse tourism attractions to choose from in the Volta Region;

- A. Natural Environmental Heritage:
  - Scene/views on mountain Gemi popularly known as Amedzofe, Afadjato and Adaklu.
  - Waterfalls at Wli, Tagbo, Amedzofe, Tsatsadu and Klefe.
  - Bird watching at Xavi
  - Game Parks/Reserves at Kalakpa and Kyabobo
  - Caves at Likpe
  - Beautiful sandy beaches at Keta – Dzelukope and Tegbi
  - Tafi Atome Monkey Sanctuary
  - Limestone formations at Logba Tota

B. Historical Heritage:

- Slave cave at Peki Dzake
- Fort Prinzenstein at Keta

C. Cultural Heritage:

- Welcoming and entertaining festivals such as Agbamevorza, Hogbetsotso, Sasadu, Gbidukorza, Asogli Yam Festival, Akwantutenten etc. abound in the Region.
- Traditional Kente villages at Agotime Kpetoe, Agbozume
- Traditional music and dances such as Borbor, Agbadza, Zigi etc.
- Traditional fetish shrines at Nogokpo, Klikor
- Regional Museum, Ho

D. Special Features:

- Keta Sea Defense Wall
- Volta Lake at Kpando Torkor, and
- Health Spa at Sogakope

### **Agriculture and Agro-Processing**

The Region has fertile agricultural lands which provide a huge potential for investments in improving value chains for crop and livestock farming. Establishing agro-processing (preservation, storage and canning) for the many varied agricultural products produced in the Region is a promising investment opportunity. Such processing facilities will significantly reduce post-harvest crop losses in the bumper seasons.

### **Aquaculture**

The Region has an enormous potential for large-scale fish farming. Aquaculture is possible at irrigation sites (dams and dugouts), the Volta Lake, lagoons and other suitable sites dispersed throughout the Region.

### **Salt Mining**

In the Volta Region salt winning is concentrated on the coast line (Ketu South and Keta Municipalities) where climatic conditions are most favorable. In order to improve salt production, these major production zones should be strategized for commercial take-off.

## **Quarry**

Currently there is only one quarry in the Volta Region at Jasikan. This means that major construction works in the Volta Region depend on supplies from Shai Hills with associated high transport costs. There are several sites close to urban centers (Ziavi, Klefe, Matse near Ho and Metsrikasa in the south and some mountainous settlements) where viable quarries can be located. There are also large deposits of other industrial minerals such as Kaolin, shells, marbles and limestone suitable for production of building materials such as paints, fillers and cement.

## **Timber Processing**

There are fifteen forest reserves in the Region occupying 732.32 sq km constituting 4.05% of the total land area. The Region is home to unique timber species like *Milicia exelsa*, *Triplodition*, *scleroxylon*, *Afzelia*, *Toxicaria*, *Celbs Pentrandemiastrum africanum*, *Tuntumia elastia* etc. This presents opportunities for the growth of timber processing in the Region. Meanwhile, pockets of small and medium scale timber processing industries exist in the Kadjebi, Biakoye and Jasikan Districts.

## **Garment Production**

Activities of this sector are mostly constituted by artisans and indigenous small scale production units. Small and medium scale Kente, Batik and Tie & Die production abound in the Region. Perhaps, the Volta Star Textile Factory could be positioned to serve as a booster to the development of this sector.

## **Bilingual Educational Facilities**

There is a need to promote private sector investment in modern bilingual educational facilities as a result of proximity to French speaking ECOWAS countries like Togo and Benin. This initiative will also promote French speaking in the region as it shares common local languages with ethnic groups in Togo and Benin.

## **Administrative Issues**

### **Political Leadership**

During the period under review, Hon. Helen Adjoa Ntoso was the Regional Minister and assisted by Hon. Francis Komla Ganyaglo. The political leadership of the twenty-five (25) Municipal and District Assemblies in the Volta Region in 2015 as well as the number of Assembly members are listed as follows:

Table 4.14a: Political Leadership of MMDAs

S/N	Name of MMDA	Name of mmdce	Assembly members		
			Male	Female	Total
1	Ho	Hon. Fafa Adiyirah	32	11	43
2	Hohoe	Hon. Dr. Margaret Kwaku	34	10	44
3	Keta	Hon. Sylvester E. Tornyeavah	64	7	71
4	Agortime-Ziope	Hon. Michael K. Adzaho	20	4	24
5	Akatsi South	Hon. Samuel K. Wuadi	37	3	40
6	Ketu North	Hon. Claver Kofi Lawson	49	8	57
7	Ketu South	Hon. Pascal Lamptey	52	5	57
8	North Tongu	Hon. Delphia Fafa Agbai	36	6	42
9	South Tongu	Hon. Samuel M. Eworyi	48	10	58
10	South Dayi	Hon. Semenu Kafui Bekui	27	3	30
11	Kpando	Hon. Paulina Adinyira	19	6	25
12	Jasikan	Hon. Killian Abrampah	35	4	39
13	Kadjebi	Hon. Jacob A. Asogonnde	44	8	52
14	Nkwanta North	Hon. Kudor K. Martin	19	3	22
15	Nkwanta South	*	39	4	43
16	Krachi East	Hon. Awuranyi Peter Yao	27	3	30
17	Krachi West	Hon. Moses Kwame Panye	29	6	35
18	Biakoye	Hon. Akattah Louis	39	4	43
19	North Dayi	Hon. Stephen Komla Timinkah	28	6	34
20	Adaklu District	Hon. Emmanuel Sky Ganaku	18	3	21
21	Central Tongu	Hon. Theodora M. Agbenyenu	35	5	40
22	Akatsi North	Hon. James Gunu	15	2	17
23	Krachi Nchumuru	Hon. Solomon Kuyon	25	3	28
24	Ho west	Hon. Samuel Ewoade	31	8	39
25	Afadzato South	Hon. Angela O. Alorwu-Tay	27	4	31
	<b>Total</b>		<b>829</b>	<b>136</b>	<b>965</b>

\* The Hon. District Chief Executive for Nkwanta South District Assembly was murdered in November, 2014 and so the Hon. Regional Minister acted as the District Chief Executive in 2015.

## Report on Schedule I Departments of MMDAs in the Volta Region

Table 4.14b: Summary on Intergration of Schedule I Dept into MMDAs in the VR

MMDA	No. of Depts Available	No. of Depts Absent	Remarks
Ho Municipal	10	3	-
Hohoe Mun.	9	4	
Keta Mun.	9	4	
Kpando Mun.	9	4	
Ketu South	9	4	
Ketu North	7	4	
Agotime-Ziope	6	5	
Akatsi North	6	5	
Akatsi South	6	5	
North Tongu	6	5	
Central Tongu	7	4	
South Tongu	6	5	
Jasikan	6	5	
Biakoye	6	5	
Kadjebi	6	5	
Nkwanta North	6	5	
Nkwanta South	6	5	
Krachi West	6	5	
Krachi East	7	4	
Krachi Nchumuru	6	5	
North Dayi	6	5	
South Dayi	6	5	
Adaklu	7	4	
Afadzato South	6	5	
Ho West	6	5	

Most of the Municipal and District Assemblies in the Volta Region have been able to integrate the following Schedule One Departments into their operations: Central Administration, Works, Agriculture, Social Welfare and Community Development, Physical Planning and Trade and Industry. The Assemblies are now making effort to integrate the rest of the Departments which include: Legal, Waste, Urban Roads, Budgeting and Rating, and Transport.

### **Integration of Decentralised Departments at the RCC Level**

The following twelve (12) decentralized Departments at the Regional level were integrated into the activities of the Regional Coordinating Council and the heads of Department attended the monthly management meetings of the Volta Regional Coordinating Council in 2015:

1. Public Works Department
2. Department of Social Welfare
3. Department of Community Development
4. Department of Parks and Gardens
5. Department of Births and Deaths
6. Department of Urban Roads
7. Department of Feeder Roads
8. Department of Agriculture
9. Department of Cooperatives
10. Department of Rural Housing
11. Department of Children
12. Department of Women

### **Human Resource Management Issues**

#### **Posting of Officers:**

One hundred and Twenty-six (126) existing Staff of the Service were posted within the Region in 2015.

Table 4.14c: Postings of Officers

<b>Class</b>	<b>No. of Officers Posted</b>	<b>Remarks</b>
Administrative	11	Officers at new stations
Agricultural	5	„
Budget	21	„
Community Development	1	„
Development Planning	1	„
Engineering	27	„
Environmental Health	17	„
Executive	1	„
Human Resource	1	„
Internal Audit	2	„
Mass Education	2	„
Parks and Gardens	3	„
Procurement	1	„

<b>Class</b>	<b>No. of Officers Posted</b>	<b>Remarks</b>
Social Development	1	„
Secretarial	10	„
Stores	1	„
Revenue	17	„
Technical	3	„
Works	1	„
<b>Total</b>	<b>126</b>	

## Promotions

Table 4.14d: Promotions undertaken in 2015 by the VRCC

<b>Grade</b>	<b>No. Of Officers Promoted</b>	<b>Remarks</b>
Administrative	1	
Agriculture	9	
Auxiliary	25	
Cooperative	1	
Development Planning	2	
Engineering	19	
Environmental Health	4	
Estate	2	
Executive	2	
Local Government Inspector	2	
Mobile Cinema Operator	1	
Parks & Gardens	1	
Radio Operators	5	
Revenue	1	
Security	1	
Social Welfare	1	
Technical	10	
Transport	4	
<b>TOTAL</b>		

## New Recruitments

Table 4.14e: New Recruitments by the VRCC

<b>Class</b>	<b>No. Recruited</b>	<b>Remarks</b>
Executive	2	At post
Catering	1	At post
Steward	1	At post
<b>TOTAL</b>	<b>4</b>	

## Training and Development

Table 4.14f: Training and Capacity Development undertaken

No.	Name of workshop	Date	Venue	Designation
1.	Certificate Course in local Government Administration	18th-19th January,2015	Institute of Local Government Studies, Adina Accra	Selected Local Government Service Staff
2.	A course in Local Government Administration at the Institute of Local Studies ,Accra(ILGS)	15th-16th February 2015	Institute on Local Government Studies, Adina Accra.	Selected staff of Local Government Service
3.	Capacity Building workshop for Senior Executive Officers & Executive Officers	23rd February - 5th March, 2015	Woezor Hotel, Ho	Senior Executive Officers & Executive Officers
4.	Stakeholders Consultation health sectors Decentralization	20th February ,2015	Angie Hill Hotel, East Legon- Accra	MCE (Ho), PM (Ketu South), DCD (Central Tongu), DPO (Ho West)
5.	The upgrading of the Human Resource Management Information System	25th-26th February, 2015	Koforidua, E/R	Asst. HR Managers, IT officers
6.	MLGRD- RCCS Technical Working Sessions	25th-28th February,2015	NODA Hotel Kumasi	RCD, REPO, RBO, CLGI, Regional Directors, Controller and Accountant General Dept.
7.	Workshop on retirement planning for staff from the RCC Metropolitan, Municipal and District Assemblies	19th-20th-23rd April, 2015	Chances Hotel, Ho-Volta Region	Selected staff of Local Government Service in the Volta & Greater Accra Regions
8.	Residential Capacity Needs Assessment Workshop for Human Resource Managers in the Volta, Eastern and Greater Accra Regions	19th, 20th, 22nd April, 2015	Freedom Hotel, Ho-Volta Region	Selected staff of Local Government Service in the Volta, Eastern & Greater Accra Regions
9.	Workshop on negotiating international joint ventures and international loan agreements	19th-21st may 2015	The Coconut Grove Regency Hotel ,near Ghana Immigration Service, Accra	Business Executives, Government Officials, Bank Officials, Lawyers, Accountants, and other professionals involved in the structuring, negotiation, drafting and administration of international business transactions.

No.	Name of workshop	Date	Venue	Designation
10.	Sensitization on workshop on Human Resource Management Information System(HRMIS)	4th June ,2015		All Municipal/District Co-ordinating Directors Ag. Co-ordinating Directors/Volta
11.	Invitation to register for capacity building workshop	28th-29th October, 2015	GIMPA, Accra Executive Conference Centre	Internal Auditors and Co ordinating Directors
12.	Workshop on Development of scenarios for the preparation of a spatial development framework for the Northern Savannah Ecological	13th-1th August, 2015	Sky Plus Hotel, Ho	1.Regional Minister, Regional Co-ordinating Director, Regional Economic Planning Officer
13.	Advanced Defensive Driving Training workshop	19th August, 2015	Ghana News Agency (GNA) Hall	Institutional drivers in Volta Region
14.	1st Regional Directors Workshop	19th-21st August, 2015	Aburi Botanical Gardens, E/R	All Regional Directors
15.	Nomination of candidates for Israel's agency for International Development co-operations regional workshop on Agribusiness	16th November-9th December	Co-operation with UNIDO in Israel	Regional Directors, District Directors, staffs of Department of Agriculture
16.	Invitations to an Orientation workshop for Heads of District Works Department of MMDAS	10th -11th September, 2015	Capital View Hotel, E/R	Heads of Department
17.	Orientations on workshop on the Capacity building and provisions of service to farmers and farmer based organization. Assignment under the Integrated Rural Development Project of the Social Investment Fund	15th September , 2015	Bedtime Hotel Koforidua, E/R	Regional Agricultural Extension Officers
18.	Capacity building workshop on the Ebola virus disease for religious leaders	7th September, 2015	Stevens Hotel, Ho	Religious leaders
19.	3rd local government service professional conference	9th -12th December, 2015	Sunyani, B/A	Selected staff of Local Government Service in the Volta Region
20.	Training workshop on the integration on the population factors into	6th to 14th December, 2015	City Escape Hotel, Prampram-E/R	Planning and Budget Officers

No.	Name of workshop	Date	Venue	Designation
	development plans			
21.	Capacity Development Workshop on planning and conducting audits in a risk management context	24th-25th November, 2015	Sunlodge Hotel, Accra –GA/R	Selected staff from Assemblies

### Official Visits

Table 4.14g: Official Visits

No.	Name	Designation	Date
1.	Mr. Mohammed Ahmed Alhassan	Inspector General of Police	20/01/2015
2.	Hon. Mark O. Woyongo	Minister For The Interior	2/02/2015
3.	Rt. Hon. Edward Doe Adjaho	Speaker of Parliament	7/03/2015
4.	Board And Management Of Edaif	Economic Development	11/3/2015
5.	Hon. Mark Martin And Entourage	Secretary of State, Arkansas, Usa	16 <sup>th</sup> -22 <sup>nd</sup> 03 2015
6.	Hon. Omane Boamah	Minister For Communications	27/04/2015
7.	His Excellency John Dramani Mahama	President of Republic of Ghana	18/05/2015
8.	Mrs. Cynthia Lumur	Corporate Executive, Mtn	09/09/2015
9.	Hon. Antwi Boasiako Sekyere	Eastern Regional Minister	10/09/2015
10.	His Excellency John Dramani Mahama	President of Republic of Ghana	18 <sup>th</sup> -19 <sup>th</sup> Sept, 2015
11.	Hon. Benjamin Kumbour	Minister of Defence	29/09/2015
12.	Rt. Hon. Edward Doe Adjaho	Speaker of Parliament	3/10/2015
13.	Board And Management, Students' Loans Trust Fund	Education	12/10/2015
14.	His Excellency John Dramani Mahama	President of Republic of Ghana	19/11/2015

His Excellency the President visited the Region during the year to conduct among others the following official businesses:

1. Commissioning of the Eastern Corridor Fiber Optic Project
2. Sod-cutting of the Volta Region Aerodrome Project
3. Commissioning of the structures for School of Basic and Biomedical Sciences of the University of Health and Allied Sciences at Ho.
4. Attend the Asogli Yam festival at Ho and inspection of Ho town roads and market complex.

Other dignitaries also visited the Region in 2015 to transact official businesses relating to specific sectors of the economy under their purview. Details of these visits are provided in Table 4.14g above.

### **Security Issues**

The Volta Region was relatively peaceful and calm during the year under review. However, there were a few security issues which threatened the peace but were successfully managed and these included:

#### **1. Fulani Herdsmen Menace:**

The continued destruction of farms by Fulani herdsmen and their cattle across the Region compelled the Regional Security Council to form a Task Force to drive them out of the Region and also to ensure that there was no influx of Fulani herdsmen from other Regions.

#### **2. Chieftaincy and Land Disputes:**

Chieftaincy and land disputes posed security threat in some parts of the Region in 2015. The Alavanyo-Nkonya dispute however was calm in 2015 as compared to previous years. Due to the relatively peaceful atmosphere enjoyed in the Alavanyo and Nkonya Traditional Areas during the period, the Regional Security Council recommended to the Ministry of Interior, the need to review the curfew period from 6.00 pm - 5.00 am to 9.00pm - 5.00 am.

### **Report on Developmental Activities of Sector Institutions**

Below are some reports of developmental activities of sector Institutions in the Volta Region during year 2015:

#### **Education:**

##### **Kindergarten (KG)**

Enrolment at the KG level increased by 11.45% between 2013/2014 and 2014/2015 academic years. The Gross Enrolment Rate (GER) registered an increase of 12.3% between the same periods. Girls Enrolment also appreciated by 0.2% in 2014/2015 academic year as against 2013/2014. Additionally, the number of KG also increased from 1860 to 1909 between 2014 and 2015, a percentage increase of 2.57% as shown in the table below:

Table 4.14h: Regional KG Access Performance Indicators 2013/14 - 2014/15

<b>Kg Key Access Indicators</b>	<b>2013/2014 Achievement</b>	<b>2014/2015 Achievements (Current)</b>	<b>% Change Over the Period</b>
Total Number of KG	1,860	1909	2.57%
Public	1483	1493	0.67%
Total KG Enrolment	145073	163825	11.45%
Public	124038	304682	59.29%
Gross Enrolment Ratio (GER)	124.40%	136.70%	12.3%
% of Girls Enrolment	49.90%	50.10%	0.2%
Gender Parity Index (GPI)	1.01	1.04	2.88%

### Primary

At the Primary level, enrolment in schools recorded 9.83% increase between 2013/2014 and 2014/2015 academic years. The GER also increased by 7.5% in 2015 as against 2014 academic year. Girls Enrolment also appreciated by 0.03% in 2014/2015 academic year as against 2013/2014. Additionally, the number of Primary Schools also increased from 1865 to 1909 between 2014 and 2015, indicating a percentage increase of 2.30% as shown below:

### Junior High School (JHS)

Table: 4.14i: Regional Primary Access Performance Indicators 2013/14 - 2014/15

<b>Kg Key Access Indicators</b>	<b>2013/2014 Achievement</b>	<b>2014/2015 Achievements (Current)</b>	<b>% Change Over the Period</b>
Total Number of Primary	1,865	1909	2.30%
Public	1493	1504	0.73%
Total Primary Enrolment	342918	380305	9.83%
Public	293531	304682	3.66%
Gross Enrolment Ratio (GER)	104.30%	111.80%	7.5%
% of Girls Enrolment	48.56%	48.59%	0.03%
Gender Parity Index (GPI)	0.97	0.99	2.02%

Enrolment at the JHS registered 9.24% increase between 2013/2014 and 2014/2015 academic years. The GER also appreciated by 5.20% while the number of private and public JHS increased from 1199 to 1,249. The public JHS also increased from 967 to 995 an indication of 2.81% increase as shown in Table 4.14j below.

Table 4.14j: Regional J.H.S Access Performance Indicators 2013/14 - 2014/15

KG Key Access Indicators	2013/2014 Achievement	2014/2015 Achievements (Current)	% Change Over the Period
Total Number of Primary	1,199	1249	4.00%
Public	967	995	2.81%
Total J.H.S Enrolment	118344	130394	9.24%
Public	16259	107416	84.86%
Gross Enrolment Ratio (GER)	77.40%	82.60%	5.20%
% of Girls Enrolment	45.68%	46.19%	0.51%
Gender Parity Index (GPI)	0.88	0.92	4.35%

### Senior High School (SHS)

The SHS level registered 2.83% increase in enrolment between 2013/2014 and 2014/2015 academic years. However, Girls Enrolment decreased by 0.25% in 2014/2015 academic year as against 2013/2014. The number of both private and public SHS increased from 93 to 100 between 2013/2014 and 2014/2015, indicating a percentage increase of 7%. The public SHS increased from 79 to 80 indicating 1.25% increase. However, GER decreased by 0.60% within the same periods as below:

Table 4.14k: Regional S.H.S Access Performance Indicators 2013/14 - 2014/15

KG Key Access Indicators	2013/2014 Achievement	2014/2015 Achievements (Current)	% Change Over the Period
Total Number of S.H.S	93	100	7%
Public	79	80	1.25%
Total S.H.S Enrolment	70,271	72,319	2.83%
Public	67,507	69,821	3.31
Gross Enrolment Ratio (GER)	47.90%	47.30%	-0.60%
% of Girls Enrolment	47.45%	47.20%	-0.25%

### Technical/Vocational Education and Training (TVET)

Enrolment in public TVET decreased by 60.3% between 2013/2014 and 2014/2015 academic years. Girls Enrolment also depreciated by 5.3% in 2014/2015 academic year as against 2013/2014. Also, the number of TVET institutions remained the same between 2014 and 2015.

Table 4.14l: Regional TVET Access Performance Indicators 2013/14 - 2014/15

<b>KG Key Access Indicators</b>	<b>2013/2014 Achievement</b>	<b>2014/2015 Achievements (Current)</b>	<b>% Change Over the Period</b>
Total Number of GES TVET	9	9	0
Total GES TVET Enrolment	4,317	2,693	-60.30%
% of Girls Enrolment	20.0%	25.3%	-5.3%

## Health

Table 4.14m: Selected Indicators - Volta Regional Health Directorate- 2015

<b>Indicators</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
ANC Coverage (%)	81.6	78.3	77	70.2
Maternal Vitamin A coverage (post-partum) (%)	49.1	64.7	92.4	80.9
Family planning coverage (%)	25.5	25.1	27.8	25.8
EPI Penta 3 coverage < 1 year (%)	81.8	78.8	86.8	88.7
Live births (Total)	41,271	44,727	48,096	46,059
Still birth rate (per 1000 live Births)	23	20	19	18
Total Still Birth	956	887	903	821
Under 5 Malaria Case Fatality Rate (%)	0.99	0.7	0.5	0.6
Malaria OPD in Children Under 5 years	207,811	243,902	231,169	177,089
Institutional Under five mortality Rate per 1000 Live Births	6	4	10	11
Maternal mortality ratio	175	161	179	138
Total maternal deaths	72	72	86	63
Percentage of < 5 yrs that are malnourished	26.2	29	10.8	7.1
Percentage skilled deliveries	44.8	43.4	45.3	44.1
PNC Coverage (%)	16.7	35.1	68.2	57.7
Total OPD attendance	2,254,266	2,453,906	2,818,370	2,408,389
OPD attendance by insured clients	1,882,134	2,133,755	2,486,825	2,038,766
OPD Attendance per capita	1	1.1	1.2	1
Institutional Infant Mortality Rate	9	6	8	9
Total infant deaths	367	276	393	421
Total number of deaths	3823	3646	3680	3833
Institutional Under Five Deaths	231	185	463	499
Institutional Maternal Mortality Ratio	175	161	179	137
Total Hospital admissions	125,588	143,582	164,888	152,670

In addition to the above revealing statistics, the Volta Regional Health Directorate carried out among others, the following activities:

1. Coordinated a capacity development of MCH workforce (Midwives, CHNs, CHVs, CHCs, PAs)
2. Facilitated community based programs to increase awareness on MCH with emphasis on family planning
3. Coordinated the training of 36 CHOS in four districts on CHPS
4. Facilitated the procurement of clinical equipment for 11 CHPS compounds in the KOICA intervention districts
5. Coordinated the CHV reactivation program in the Ketu South Municipality.
6. Coordinated training for 10 midwives on FANC and PNC in UNFPA supported districts.
7. Trained all M/DDHS for the CHN on the Go application
8. Refresher training for CHNs and supervisors on CHN on the Go project in South Tongu and South Dayi districts
9. Coordinated the baseline assessment of health facilities on new-born care services to support PATH's MEBCI project take off in the region.
10. Supportive supervision to all QI teams in all hospitals and all sub district teams across 10 districts
11. Training for 247 staff from 43 sub districts on Quality Improvement work (ANC, Skilled Delivery, Post Natal Care and Referral)

Table 4.14n: Distribution of Health Facilities by Type and Ownership - Volta Region

Types	Number	%
CHPS	273	52.9
Clinic	39	7.6
District Hospital	17	3.3
Health Centre	156	30.2
Hospital	11	2.1
Midwife / Maternity	16	3.1
Polyclinic	2	0.4
Regional Hospital	1	0.2
Total	516	100

Ownership	Number	%
CHAG	18	3.5
Government	452	87.8
NGO	1	0.2
Private	43	8.3
Quasi-Government	1	0.2
Total	516	100

The Region had a total of 514 health facilities which comprise: 271 CHPS, 40 Clinics, 28 Hospitals, 156 Health Centres, 16 Maternity Homes, 2 Polyclinics and 1 Regional hospital.

### National Health Insurance Scheme

The Regional office of the National Health Insurance Authority (NHIA) coordinated and supervised the 16 District Offices in the region to register and renew NHIS cards for 791,778 subscribers out of the annual regional target of 1,090,413. This constitutes 72.613% achievement for the operational year. The Region has therefore enrolled 36.47% of the total population based on the 2010 census figure. The Biometric Membership Systems which started in April 2015 enrolled 473,739 persons constituting 59.83 percentage onto the PPP database for the 322 health facilities credentialed to offer healthcare to clients.

Table 4.14o: Membership and Premium Target/Actual in 2015

Description	Target	Attained	Variance	(%) Attained
Membership	1,090,413	791,778	298,635	72,613
Premium Collection	3,071,332.00	2,975,139.16	96,192.86	97%

Table 4.14p: Active Membership by 16 District Offices, Volta Region

No.	District	Annual active membership
1	Adaklu-Anyigbe	23,863
2	Akatsi	48,988
3	Ho	116,621
4	Hohoe	74,243
5	Jasikan	40,357
6	Kadjebi	27,492
7	Keta	50,582
8	Ketu North	28,968
9	Ketu South	76,960
10	Kpando	59,506
11	Krachi East	26,064
12	Krachi West	39,952
13	Nkwanta	50,679
14	North Tongu	50,681
15	South Dayi	38,360
16	South Tongu	38,462
	<b>Total</b>	<b>791,778</b>

The total enrollment of 791,778 shows that that the National Health Insurance Scheme has enrolled 36.472% of the total population of the Volta Region when compared to the 2010 census figure of 2,118,252 persons.

### **Community Water and Sanitation Agency**

The regional coverage of safe water in rural communities in the region at the end of the 2015 was 63.73% (Source: CWSA, 2015). Other achievements of CWSA were:

- Completion of rehabilitation of the Kpalime-Tongor Water Supply Project.
- Successful completion of the re-constitution and training of the Central WSMT for the Kpalime-Tongor Water System. A total of 11 participants made up of 7 men and 4 women benefitted from the seven-day training programme.
- Completion and partial handover of Phases I & II of the 4 Constituency (5 District) Water and Sanitation Project.
- Carried out training on baseline data collection and enumeration on Water facilities in Kpando Municipal, South Dayi, North Dayi, Akatsi and Kadjebi District Assemblies with 6No participants each from the five Districts trained.
- Completion of baseline data collection and enumeration on Water facilities in Kpando Municipal and Kadjebi District Assemblies.
- Completion of Mechanization of 1No borehole to improve the reliability of the Kpalime Tongor Water Supply in the South Dayi District
- Completion of Mechanization of Borehole for Hlef iTsranu (with UNICEF support) in the Ho West District
- Training of Trainers in the Baseline Data Collection and Enumeration on WASH facilities for the Regional Teams and District Teams of Akatsi South, North Dayi and South Dayi District Assemblies.
- Identification of 36No drilling points as per hydrogeological report from TRAGSA
- Evaluation of tenders for drilling and construction of boreholes for TRAGSA Water Supply Improvement Project.
- Review of ground water supply feasibility report under the Debt Swap project (TRAGSA)

### **Livelihood Empowerment Against Poverty (LEAP) Programme**

Table 4.14q: The LEAP programme was implemented in 21 out of 25 Districts in the Region.

No.	Dist./Municipality	Total Amount Remitted GH¢	Total Amount Paid GH¢	No. of Beneficiary Household	
				Payable	Paid
1	Kadjebi	187,524.00	184,390.00	701	696
2	Nkwanta North	334,634.00	329,798.00	702	664

No.	Dist./Municipality	Total Amount Remitted GH¢	Total Amount Paid GH¢	No. of Beneficiary Household	
				Payable	Paid
3	North Tongu	373,334.00	356,774.00	627	588
4	South Tongu	407,868.00	314,390.00	1,038	932
5	Krachi West	88,884.00	81,382.00	223	223
6	Krachi East	545,104.00	433,352.00	1559	1559
7	Ketu South	270,788.00	264,314.00	839	828
8	Ketu North	24,739.00	23,728.00	214	214
9	Jasikan	322,758.00	316,442.00	847	797
10	Nkwanta South	299,278.00	292,872.00	791	789
11	Ho Municipal	172,184.00	164,547.00	474	458
12	Biakoye	18,406.00	17,848.00	160	160
13	Ho West	14,866.00	141,162.00	48	46
14	Central Tongu	152,718.00	147,342.00	403	394
15	Krachi Ntsumuru	14,968.00	14,108.00	44	44
16	Akatsi South	27,446.00	27,234.00	274	274
17	Akatsi North	5,200	5,060	52	52
18	Adaklu	33,168	29,682	332	332
19	South Dayi	10,826.00	10,674.00	85	85
20	Afadjato	38,834.00	38,282.00	398	398
21	Keta Municipal	-	-	-	-
<b>Total</b>		<b>3,385,567.</b>	<b>2,355,892</b>	<b>11,481</b>	<b>11,248</b>

It is evident from the table that a total number of 11,248 households received GHS2,355,892.00 in the 2015 financial year. It is expected that payments made to the various households would lead to an improvement in their socio-economic status.

### **Routine Maintenance by the Department of Urban Roads**

Table 4.14r: Summary of partial reconstruction and upgrading works in the various Municipalities:

Activity	Ho	Keta	Kpando	Hohoe
Ongoing	5	1	1	-
Defect Liability	2	-	-	-
Recommended for Termination	1	-	-	-
Yet to mobilize to site	3	-	-	-
Yet to be awarded	2	1	-	1

The table shows that most of the works of the department are concentrated in the Regional capital Ho which doubles as the Municipal capital.

## **Agriculture**

### **Rice**

Rice is grown in about twenty (24) Districts of the Region. Some rice varieties grown are Togo marshal, Jasmine 85, Sikamo, Amankwatia, Nerica and Brown rice. The number of farmers in rice production is about 43,396 (Males-31,245 and Females 12,151). Average holdings is about 0.6ha and the average yield is 4.41mt/ha (Small Scale) and 4.5-7mt/ha (Commercial Farms).

Fifteen Districts in the Volta Region received a total quantity of 7,000 litres of pre-emergence weedicide and 7,000 litres of post-emergence. The Region also received 2435 (40kg) bags of rice seed, 4,165 (50kg) bags of NPK and 2,484 (50kg) of Urea. Rice production increased in 2015, as a total of 577.5ha (representing 78%) out of 715.1ha was cropped in the year making, the Volta Region one of the largest rice producing Regions in the country.

### **Cassava**

Cassava is one of the major crops cultivated on commercial levels in the region as a result of its industrial use by breweries. Caltech Farms in collaboration with Kassapreko at Hodzo in the Ho Municipality process high quality fermented cassava dough and flour respectively for the breweries. The availability of improved cassava planting materials resulted in increased cassava yields by 40% in 2015.

### **Mango**

The Market Oriented Agricultural Program supported the cultivation of 380,000 mango seedlings (Keitte and Kent) to expand mango production by 100%, i.e from 2000ha to 4000ha by 2016 in the Dayi Afadzato enclave and Southern Volta. 8470 mango root stocks were raised and out of this figure 1000 was grafted. A total of 624ha of mangos established in 2013 under the SADA project were maintained by beneficiary farmers in SADA districts of Northern Volta (Nkwanta South, Krachi East, Krachi West and Krachi Nchumuru). In all, mango cultivation in the Volta Region was expanded from 20% to 30%.

### **Livestock**

A total of twelve (12) different scheduled diseases causing nineteen (19) separate outbreaks were reported from the following Districts:-Krachi East, Krachi Nchumuru, North Tongu, Ketu South, Keta and Hohoe. The scheduled diseases resulted in 2,926 deaths, out of which 2,650 were due to an outbreak of Highly Pathogenic Avian Influenza –H5N1 in Ketu South and Keta Municipal in the month of June 2015. The increased adoption of improved technologies by farm households to increase productivity and production of animals has

enhanced meat quality as well. Livestock productivity in the Volta Region therefore increased by 40% in 2015.

### **Cockerel Brooding and Distribution in Volta Region**

A total of 5,963 birds (Cockerels-5,480 and Layer-483) were distributed to farmers in fifteen (15) Districts in the first quarter of 2015 and an amount of GHC 14,995.00 was realized.

### **Vaccinations and Prophylactic Treatments of Farm Animals and Pets**

A total of 27,574 sheep and 52,590 goats were vaccinated against PPR. 15,209 and 222 cattle received vaccination against CBPP and Blackleg respectively. Also, 2,321 dogs, 132 cats and five (5) monkeys were vaccinated against Rabies. A total of 492,583, 17,000 and 95,000 birds were vaccinated against Newcastle disease, Fowl pox and Gumboro respectively. In addition to the above a total of 233 cattle and five (5) pigs were vaccinated against Trypanosomiasis in the year 2015. The vaccination and treatment of farm animals and pets has resulted in reduction in the incidence of zoonotic diseases transmission to humans.

### **Community Led Total Sanitation (CLTS) Activities**

Activities, targets and achievements of Community Led Total Sanitation (CLTS) in the Volta Region in 2015 is depicted in the table below:

Table 4.14s: Implementation of CLTS

<b>No.</b>	<b>Activity Description</b>	<b>Target</b>	<b>Achieved</b>
1	Number of communities triggered	943	788 (83.6%)
2	Number of communities achieving ODF basic	788	476 (60.4%)
3	Number of communities ODF	129	47 (36.4%)
4	Number of sanitized Communities	36	0
5	Total ODF in the Region (cumulative)	129	47

The table shows that the region triggered 788 communities out of which a total number of 47 were declared open defecation free communities in the year 2015.

### **Savanna Accelerated Development Authority (SADA)**

The Savanna Accelerated Development Authority (SADA) covers sixty-three (63) Districts in five (5) Regions of Ghana. In the Volta Region, the five northern Districts of Krachi West, Krachi Nchumuru, Krachi East, Nkwanta North and Nkwanta South are part of the SADA zone.

The regional SADA office is situated at Dambai to cater for the five SADA Districts in the Region. As part of the Development Partners commitment to help strengthened institutional capacity, UNDP has provided four (4) Double-Cabin 4x4 Toyota Pick-Up Vehicles to resource the 5 Regional Offices. They have also acquired assorted furniture, computers and other communications equipment for these offices.

### **Ghana Social Opportunities Project (GSOP)**

The Districts implementing the Ghana Social Opportunities Project (GSOP) in the Volta Region are Krachi West, Krachi East, Krachi Nchumuru, Nkwanta South and Nkwanta North. The participating District Assemblies in the southern sector of the country were ranked in 2015 according to their performance under the GSOP. The performances of the respective Assemblies from the Volta Region indicated that whereas the Krachi West and Krachi East District Assemblies did well in issues such as proper documentation, quality of works done, timely transfer of cash to the poor and effective management of resources, Krachi Nchumuru, Nkwanta South and Nkwanta North District Assembly did not perform well in some of the issues. Detail performance of the districts is shown below:

Table 4.14t: GSOP Activities in the Volta Region

No.	District	Rank	Total Score (100%)	Proper Documentation (25)	Quality of Works (20)	Timely Transfer Of Cash To The Poor (30)	Effective Mgt(25)
1	Krachi West	1	80	19	25	18	18
2	Krachi East	2	78	19	26	15	18
3	Assin South	2	78	19	25	15	19
4	Hemang Low. Denkyira	3	77	20	25	14	18
5	Twifo Atimorkwas	4	75	17	24	15	19
6	Krachi Nchumuru	5	72	19	25	11	17
7	Nkwanta South	6	68	20	12	17	19
8	Ada West	7	68	17	23	15	13
9	Nkwanta North	7	63	16	20	10	17
10	Ada East	9	56	14	18	10	14

### Summary of Development Projects, 2015 (VRCC)

Table 4.14u: Development Projects, 2015

S/N	Sector	No. of Projects	Completed	On-Going	Remarks
1	Roads				
	Feeder Roads: Reshaping: Rehabilitation: Surfacing Cocoa Roads	1,631km 4No. (20.8km) 14No. (135km) 4No. (37.2km)	978.6km 3No. 5No. 1No.	160km 1No. 9No. 3No.	492.4km to be reshaped
	Highways	5	--	5	-
	Urban Roads	22	4	18	5 yet to be procured
2	Water				
	Small Town Water System	2	2	-	-
	Boreholes	118 (Targeted)	47	-	-
3	Education (GETFUND)	25	2	23	-
4	GSOP	20	4	15	*1 Climate change project failed
5	EHSD (CLTS TRIGGERING)	788 (Communities)	47	741	

S/N	Sector	No. of Projects	Completed	On-Going	Remarks
6	LEAP	11,481 (Household Beneficiaries)	11,248 (Household Beneficiaries)	-	97.97% of Households paid
7	RCC	0	0	0	-
8.	NHIS	1,090,413 (Membership)	791,778 (Membership)	-	72.613 % of Annual target

\*GSOP: Most of the on-going projects are under the climate change component. One (1) climate change project in the Krachi Nchumuru District did not survive the weather.

### Financial Reports

Table 4.14v: Sources of Revenue of the VRCC

Funding Sources	Compensation GHc	Goods & Services GHc	Investment GHc	Total
GoG	1,665,625.00	1,234,000.00	339,300.00	3,238,925.00
DACF	-	2,109,820.01	-	2,109,820.01
Development Partners	-	172,205.90	-	172,205.90
Others(Chief of staff)	-	100,475.50	-	100,475.50
Total	1,665,625.00	3,616,501.41	339,300.00	5,621,426.41

From the table, total revenue stood at GH¢ 5,621,426.41. This comprise GH¢ 1,665,625.00 as compensation, GH¢ 3,316,501.41 for Goods and Services and GH¢ 339,300.00 as investment.

Table 4.14w: Financial Performance of the VRCC as at 31<sup>st</sup> December

Item	2015 Approved Budget (GHc)	Released (GHc)	Expenditure (GHc)	Expenditure (%)
Compensation	1,665,625.00	2,015,406.25	2,015,406.25	100
Goods & Services	3,444,295.51	2,537,090.52	2,236,280.13	88.10
Investment	339,300.00	-	-	-
Development Partners	172,205.90	172,205.90	172,205.90	100
Total	5,621,426.41	4,724,702.67	4,423,892.28	93.6

From the table, the total estimated expenditure for the RCC stood at GHS5,621,426.41, however, the actual released was GHS4,724,702.67 and a total expenditure of GHS4,423,892.28 was incurred representing 93.6% of the amount released.

## Composite Budget Issues

Table 4.14x: Revenue Budget Performance OF MMDAs in the VR

Item	Budget (GHS)	Actual (GHS)	Variance	% Performance
IGF (All Districts)	8,074,983.44	8,083,623.92	8,640.48	100.12
Grants	56,375,071.57	41,627,481.27	(14,747,590.30)	73.84
Grand Total	64,450,055.01	49,711,105.19	(14,738,949.82)	77.13

The table above shows that the total projected IGF for the region was GHS8,074,983.44, however, GHS 8,083623.92 was realized representing 0.12% above the estimated. The projected total revenue of the Assemblies stood at GHS 64,450,055.01 and achieved GH¢ 49,711,105.19 representing 77.13%.

### IGF & Grants Performance

In terms of IGF mobilization performance, 19 MMDAs achieved 80% and above of the revenue mobilization projections whereas 7 achieved between **50% and 80%**. Details are provided below:

MMDAs that achieved 80% and above of Revenue Target	MMDAs that achieved between 50% and 80%of Revenue Target
Ho Municipal Assembly, Biakoye District Assembly, Ho West District Assembly, Afadjato South District Assembly, Hohoe Municipal Assembly, Kadjebi District Assembly, Krachi East District Assembly, Krachi Ntsumuru District, South Dayi District Assembly, South Tongu District Assembly, North Tongu District Assembly, Nkwanta North District Assembly, Ketu South Municipal Assembly, Adaklu District Assembly, Ketu North District Assembly, Nkwanta South District Assembly, North Dayi District Assembly, Akatsi South District Assembly, Akatsi North District Assembly	Kpandu Municipal Assembly, Krachi West District Assembly, Keta Municipal Assembly, Krachi West District Assembly, Central Tongu District Assembly, Jasikan District Assembly, Agortime Ziope District Assembly

Table 4.14y: IGF and Grant Performance

Description	Districts	
	IGF	Grant
Districts with actual IGF and Grant 80% and above budget	Ho Municipal Assembly, Biakoye District Assembly, Ho West District Assembly, Afadjato South District Assembly, Hohoe Municipal Assembly, Kadjebi District Assembly, Krachi East District Assembly, Krachi Ntsumuru District, South Dayi District Assembly, South Tongu District Assembly, North Tongu District Assembly, Nkwanta North District Assembly, Ketu South Municipal Assembly, Adaklu District Assembly, Ketu North District Assembly, Nkwanta South District Assembly, North Dayi District Assembly, Akatsi South District Assembly, Akatsi North District Assembly	
Districts with actual IGF and Grant between 50% and 80% of budget	Kpandu Municipal Assembly, Krachi West District Assembly, Keta Municipal Assembly, Krachi West District Assembly, Central Tongu District Assembly, Jasikan District Assembly, Agortime Ziope District Assembly	
Districts with actual IGF and Grant of 50% and below budget	<b>NIL</b>	

Table 4.14z: Composite Expenditure Performance (All Funding Sources)

Item	2015 Approved Budget (GHc)	Released (GHc)	Expenditure (GHc)	Expenditure (%)
Compensation	2,736,001.90	3,109,465.77	3,109,465.77	113.64
Goods & Services	6,944,509.09	5,473,602.82	5,473,602.82	78.82
Investment	4,999,738.90	2,740,662.86	2,740,662.86	54.82
Dev. Partners	-	-	-	-
<b>Total</b>	<b>14,680,249.89</b>	<b>11,323,731.45</b>	<b>11,323,731.45</b>	<b>77.13</b>

### Challenges

1. High turnover of quality staff at the Regional and Assembly levels through retirement, resignation and death seriously hampers work performance.
2. The late release of funds to the RCC and the MMDAs affected the timely execution of projects and programmes.

3. Inadequate revenue data in the MMDAs adversely affects their ability to generate enough revenue for the execution of their mandates.
4. Inadequate office and residential accommodation at the Regional and Assembly levels affected the work of Schedule I Departments since they could not be accommodated.
5. The existence of land and chieftaincy disputes across the Region which sometimes turn violent did not promote the smooth and early prosecution of development projects.
6. Poor sanitary practices across the Region affected hygienic living and contributed to the spread of epidemic sicknesses like cholera.

### **Recommendations**

1. Government should allow the replacement of staff who exit the Service to ensure that Government business goes on smoothly.
2. The release of funds to Government Institutions should not overly delay to avoid escalation of projects cost.
3. MMDAs should engage the services of experts to assist in the revaluation of landed property within their jurisdictions to facilitate appropriate revenue generation.
4. MMDAs should team-up with the RCC to build the capacities of revenue collectors to ensure efficient and effective revenue mobilisation.
5. MMDAs should make provision for the construction of residential and office accommodation for staff and integrated departments.
6. Management of Assemblies should be proactive in handling security issues.

### **Conclusion**

The successful completion of the VRCC's 2015 Annual Progress Report would provide the Council with the proper perspective of performance during the past year and this would inform appropriate measures to correct shortfalls as well as improve upon gains. The issues revealed in the report would also arm the RCC with ample information to properly advice the Departments at the Regional and District levels on the conduct their activities.

#### **4.15 Western Regional Co-ordinating Council (WRCC)**

##### **Introduction**

The Western Regional Co-ordinating Council in 2015, carried out its main functions of co-ordinating, monitoring and evaluating the activities of the 22 MMDAs and sector departments within its jurisdiction. It also provided backstopping services to all MMDAs and MDAs in the Region.

This report has the following sections; Regional Profile, Administrative Issues, Developmental Activities of the Sector Institutions and MMDAs, Financial Performance and challenges and recommendations. Some of the major achievements and successes chalked during the period under review include the following:

- Commissioning of the Atuabo Gas Processing Plant by His Excellency President John Dramani Mahama, President Republic of Ghana.
- Completion of Sekondi -Takoradi Emergency Asphaltic Overlay
- Commissioning of Gwiraman Community Day Secondary School at Barmiakor by His Excellency President John Dramani Mahama.
- Completion of Teachers' Resource Centre at Sekondi
- High regional Antenatal Care (ANC) Coverage of 98.9% above the set annual target of 95%
- Regional performance on percentage of Antenatal Care registrants with 4th visit was 74.8% also above set annual target of 70%.

The Western Regional Co-ordinating Council, its MMDAs and MDAs like others in the country, were saddled with financial difficulties due to the challenges in the releases of approved funds by the Central Government. This situation resulted in the non-completion of projects and programmes on the part of MMDAs and MDAs and fewer monitoring and evaluation visits to the MMDAs by the RCC.

In the case of some MMDAs in the Region, their situation was compounded by their low IGF mobilization. The dissolution of the Assemblies also made it even more difficult to carry out some of their core statutory functions.

## Regional Profile

The Western Region is situated in the South-Western part of Ghana between latitudes 5°N and 30°N and longitudes 3°W and 32°W. It covers a total land area of 23,921sq km forming about 10 percent of the total size of the country's landmass. It is bordered to the north by Ashanti and Brong-Ahafo Regions, to the east by Central Region and to the west by La Cote d' Ivoire. The Southern part is bordered by the Gulf of Guinea stretching for about 192km.

According to the 2010 National Population Census, the region has a total population of 2,376,021 (2010 Census) with 70% engaged in Agriculture and 30% in Industry and Service. The region has twenty-two (22) MMDAs. This is made up of one (1) Metro, three (3) Municipalities and eighteen (18) Districts Assemblies. In addition, there are twenty-six (26) Political Constituencies and twenty-two (22) Traditional Paramountcies.

The region has vast mineral resources and is the leading producer of Ghana's cocoa, gold, bauxite, manganese, rubber, coconut and oil palm. These resources generate most of Ghana's foreign exchange revenue. Other natural resources found in the region include kaolin, timber and other forest resources, wildlife and fisheries, natural gas and oil and clays of various types. The Western Region has the longest coastline in Ghana, (192 km) supporting a flourishing fishing industry. It is the wettest region with an annual average rainfall of 1600 mm. It has 75% of tropical high forest and 40% of Ghana's total forest reserve. The region has forty-eight (48) forest reserves and these cover 7,667.43 km<sup>2</sup> forming approximately 32% of the region's total land area. The Region is divided into seven (7) Forest Districts and these are Takoradi, Tarkwa, Asankrangwa, Enchi, Sefwi Wiawso, Juaboso-Bia and Bibiani.

## Administrative Issues

During the year under review, Hon. Paul Evans Aidoo was the political head of the Western Regional Co-ordinating Council and was assisted by his deputy, Hon. Alfred Ekow Gyan. The political leadership of the 22 MMDAs in the region is presented in the table below.

Table 4.15a: Political Leadership & Assembly Members (gender) at the MMDA level

S/N	Name of MMDA	Name of MDCE	Assembly Members		
			Male	Female	Total
1	Sekondi-Takoradi Metro	Hon. Charlotte Otuwa Odum	62	10	72
2	Tarkwa Nsuaem	Hon. Christina Kobina	39	4	43
3	Nzema East	Hon. James Attah Kakra Baidoo	33	5	38
4	Jomoro	Hon. George William Somiah	48	3	51

S/N	Name of MMDA	Name of MDCE	Assembly Members		
			Male	Female	Total
5	Sefwi-Wiawso	Hon. Lawrence Ackah Santana	40	5	45
6	Bia West	Hon. Alexander Ofori	35,	4	39
7	Bia East	Hon. Kwame Twumasi Ankrah	10	6	16
8	Bibiani	Hon. Jacob Ware	48	3	51
9	Ahanta West	Hon. Joseph Dofoyenah	49	3	52
10	Shama	Hon. Eric Cobbinah	24	1	25
11	Aowin	Hon. Oscar Ofori Larbi	32	3	35
12	Suaman	Hon. Joseph Betino	12	1	13
13	Wassa Amenfi West	Hon. Victor Samuel K. Meisu	23	4	27
14	Wassa Amenfi East	Stephen Baidoo Acheampong	34	3	37
15	Wassa Amenfi Central	Hon. Peter Yaw Kwakye-Ackah	35	4	39
16	Prestea-Huni Valley	Hon. Robert Wisdom Cudjoe	29	3	32
17	Ellembelle	Hon. Daniel K. Eshun	51	3	54
18	Sefwi-Akontombra	Hon. Peter Nkuah	21	1	22
19	Mpohor	Hon. Anthony Bassaw	16	2	18
20	Wassa East	Hon. Anthony Aggrey	30	2	32
21	Juaboso	Hon. Kingsley Asoah Ampimah	25	3	28
22	Bodi	Hon. Solomon Fuachie	14	1	15
	<b>Total</b>	22	<b>710</b>	<b>74</b>	<b>784</b>

From the above table, the Western Region has a total number of 784 Assembly Members of which only 74 are females representing 9.44% and 710 males representing 90.56%. At the political headship level there are only 2 female chief executives namely Tarkwa Nsuaem and Sekondi Takoradi. The Bia East District Assembly recorded the highest percentage of females among all the districts. Overall, female representation is low hence the need to promote more women participation in the district assembly elections.

### Human Resource Management Issues

- A total of 28 officers were recruited during the year under review.
- A total of 12 officers from the Agriculture Class were submitted to LGSS for upgrading and conversion.
- 480 officers were promoted to different grades. Out of the number 100 were females.
- 150 officers were posted and 25 of the postings were outside the Region.

### **Staff Development (Capacity Building/Training)**

- **HRMIS training** – In February, 2015 a two day residential training was conducted to review the challenges of the implementation of the HERMIS Software and the installation. The software update was organized for HRs in the Ashanti, Central and Western Regions. 10 participants were selected from each region, thus making 30 participants.
  
- **Training on Scheme of Service** was carried in August, 2015 for staff of the RCC. This was a one day workshop for heads of units in the RCC and some heads of departments and their personnel officers, and also some staff in the RCC. The departments which benefitted were PWD, Feeder Roads & Agric. In all 30 people participants benefitted.
  
- **Training on the Performance Appraisal form** was conducted for the staff of the RCC. All heads of units and their supervisors and some staff from the RCC were introduced to the new performance appraisal tool. A total of 35 participants benefitted from the workshop.
  
- **EU Supported capacity building project (Closer Governance)**  
As part of the European Union (EU) capacity building support to the Regional Co-ordinating Councils (RCCs) in Ghana, the Western Region Co-ordinating Council, signed a grant contract with the European Union (under project Ref: No. 2013 (331-587) on the 5th December, 2013. The Project titled; Closer Governance: Strengthening the Participatory Planning in the Western Region of Ghana has the specific objective to strengthen the capacity of the Planning Co-ordinating Units at the Regional and district levels to efficiently and effectively carry out their mandated functions. Under the project the following trainings were carried out in the year under review for 12 RPCU members by facilitators from NDPC;
  1. Training on effective formulation and harmonization of participatory planning from 15<sup>th</sup> - 17<sup>th</sup> September, 2015
  2. Training on participatory monitoring and evaluation (M&E) of development plans from 21<sup>st</sup> - 23<sup>rd</sup> July, 2015
  3. Trainings on participatory strategic implementation and co-ordination of development plans from 10<sup>th</sup> – 12<sup>th</sup> June, 2015.

Similar trainings were conducted for 264 members of all the Metropolitan, Municipal and District Planning Co-ordinating Units (MMDPCUs) in the region with facilitation from the members of the Regional Planning Co-ordinating Unit (RPCU).

Table 4.15b: Official Visits

No.	Date	Name of Visitor	Purpose of Visit
1	14 <sup>th</sup> January, 2015	Western Regional Queen Mothers' Association	Courtesy call on RM
2	24 <sup>th</sup> March, 2015	Head of Service (LGSS)	Official
3	1 <sup>st</sup> April, 2015	Nigeria Command and Staff College (Curse 37)	Official
4	9 <sup>th</sup> April, 2015	Board of Export Development and Agriculture Investment Fund (EDAIF)	Official
5	22 <sup>nd</sup> June, 2015	General Manager of Adamus Gold Resources and chiefs of Ellembelle	Official
6	23 <sup>rd</sup> June, 2015	Board and Executive Members of Anglo-Gold Ashanti	Official
7	23 <sup>rd</sup> July, 2015	Dep. Min. of Env't, Science and Technology	Official
8	8 <sup>th</sup> September, 2015	European Union – Internal Verification Mission from EU National Headquarters, Accra	Monitor Closer Governance Project implementation
9	15 <sup>th</sup> September, 2015	His Excellency President John Dramani Mahama	Official Commissioning of Atuabo Gas Processing Company at Atuabo
10	30 <sup>th</sup> September, 2015	Regional Manager Zoomlion	Official

## Security Issues

### Crime

On the crime front, the total number of cases reported in the Region in the third quarter ending September 2015 was 3900 as against 3,945 recorded in the same period during previous year 2014. This shows a decrease of 45 cases. Regional Police Command has noted with grave concern slight increases in some serious crimes such as murder, robbery, stealing and defrauding by false pretences compared to the same period in 2015. Below is a table indicating some serious cases recorded during the third quarter of this year 2015 as compared to the previous year.

Table 4.15c: comparison of selected crime issues between 2014 and 2015

Offences	3 <sup>rd</sup> quarter		Relative Change
	2015	2014	
Murder	36	23	13
Robbery	25	20	5
Possessing narcotic drugs	12	13	2
Rape	30	28	-12
Defilement	117	71	-21
Stealing	2283	1874	409
Defrauding by false pretences	956	648	308

### **Galamsey Operation**

Illegal mining popularly known as “Galamsey” were also prevalent in the Region. The illegal miners encroached lawfully acquired concessions of Mining Companies which continue to raise serious security concern to the Western Region REGSEC.

The illegal miners also use dangerous chemicals such as cyanide and mercury in addition to explosives that are threats to human lives. These negative activities continue to cause extensive land degradation, destruction of forest reserves, diversion, pollution and siltation of some major rivers such as the Pra, Ankobra and Bonsa that serve as the main sources of water for several communities. Notable areas for galamsey operations are Sekyere Hemang, Bogoso, Prestea, Kutukrom, Wassa Akropong, Asankrangwa, Manso Amenfi, Agona Amenfi, Gwira Bansa, Teleku Bokazo, Nkroful, and Bibiani.

There is eminent danger in these galamsey sites. Most of the serious offences such as robbery, murder, possessing firearm without authority, possessing narcotic drugs and use of offensive weapons were recorded in these areas. The targets of these attacks were mostly the gold dealers, site owners and Chinese nationals. The proliferation of these illegal mining activities poses serious threat to national security and human lives. The ‘Operation Halt’ should be reactivated and sustained as soon as practicable, to flush out these illegal miners, to ensure sanity in the Mining Industry.

### **Chieftaincy**

The Region is engulfed with isolated chieftaincy disputes. Notable among these are the following traditional areas:

- Sefwi Wiawso Traditional Areas
- Aowin Traditonal Area, Enchi
- Sefwi Antobea Chieftancy Disputes

- Bonyere Traditional Area
- Dadieso Traditional Area
- Wassa Fiase Traditional Area, Wassa Benso
- Awudua Chieftaincy Problem
- Princess Town and Akatakyi in the Kwesimintsim District
- Atuabo
- Gradodo near Shama Junction
- Futa
- Shama Traditional Areas
- Ayiem
- Wassa Essuoso
- Apowa
- Tarkwa Bansa

### **Land Disputes**

There is a long standing land dispute between Management of Ghana Rubber Estates Limited (GREL) and the Ajumako & Mpatase communities. These two communities are incessantly making demand on GREL to cede half of a mile of the company's concession for development. This issue often creates tension between the employees of the company and community members which sometimes result in vandalization of the company's properties.

Another major land dispute is between Agona- Fie and Himakrom in Ahanta West District which is currently pending before the Sekondi High Court. The massive and poorly managed sale of lands around the towns within the Ahanta and Nzema areas would result in land disputes in the future.

### **Refugees Settlement Camps**

The influx of refugees from the Sub Region and other African countries as a result of the political unrest in those countries is a potential threat to the security in the region. It must be noted that some of these refugees were rebels, insurgents and criminals and therefore need to be closely monitored.

### **Smuggling Of Dry Cocoa Beans and Petroleum Products**

Due to porous nature of our borders, cocoa beans are sometimes smuggled to neighbouring Cote D'Ivoire in addition, petroleum products. These developments pose threats to national

economy and a source of worry to the Government. Anti- Cocoa Smuggling Task Force made up of the Police, Military, Immigration, National Security and COCOBOD are in place to check and curb the activities of these smugglers. The affected areas are Half Assini, Elubo, Dadieso, Oseikojokrom, Enchi and Debiso.

## **Report on Development Activities of Sector Institutions**

### **Education**

The Western Region has twenty two (22) Educational Districts that conform with the Twenty two (22) political administrative districts. Nine (9) Educational Units operate in the Region. All the Units have their Regional Offices located in either Sekondi or Takoradi. The Regional Managers co-operate and collaborate with District Directors to provide effective school monitoring and supervision.

Table 4.15d: General Education

Level	Total No. of Schools		Total Enrolment	
	Public	Private	Public	Private
KG	2,301	758	133,046	73,446
Primary	1,420	1381	296,159	105,067
JHS	926	522	143,276	34,288
SHS	48	15	54,804	5,894
TVET	11	3	-	-
Special Schools			519	-

### **Teacher Situation in the Region**

The total number of teachers in the Region is 2,622. Of these 646 are females and 1976 male. The total number of trained teachers is 2,246 with 376 being untrained. The majority of Pupil teachers can be found in the deprived areas namely Aowin, Suaman, Bia, Juaboso and Akontombra districts. Efforts were made during the 2015/2016 postings to send more Graduates and diploma teachers to those deprived districts to augment the inadequate teaching staff strength. Bia East has no 2<sup>nd</sup> Cycle institution but the district is among the ten (10) beneficiaries earmarked for the new World Bank funded Community Day SHS under the Secondary Education Improvement Project (SEIP).

### **Health**

In the area of health care the region recorded the following results.

Human Resource/staff situation in the region for the past three years has realized significant improvement as depicted in the table below:

Table 4.15e: Category of Health Staff in the Region

No.	Category	2012	2013	2014
1	Medical Officer	81	85	96
2	General Nurse	649	787	829
3	Midwife	334	407	508
4	Comm. Health Nurse	1289	1497	1649
5	Pharmacist	36	47	51
6	Enrolled Nurse	932	1377	1701
7	Biomedical Scientist	30	33	33
8	Technical Officer	216	221	233
9	P. A. (Med. & COHO)	72	71	77
10	Medical Assistant	8	10	13
11	Anaesthetist	28	33	36
12	Other Staff	1538	1573	1780
	<b>Total</b>	<b>5,213</b>	<b>6,141</b>	<b>7,006</b>

There are 18 projects at various levels of completion in 3 selected districts currently going on.

The details are as follows:

Project Title	Jomoro	Ellembelle	Ahanta West	Remarks
Constr. of 8 CHPS Compounds	Jaway Wharf Tweakor No.2 Fawoman New Akasa	Samzule Adubrim Nyamebekyere Asomase		Nyamebekyere Completed
Upgrade/ Revamping of Two Hospitals	Half Assini	Eikwe Catholic Hospital		Constr. of new theatre for Half Assini hospital
Upgrade/Revamping of Ten Health Centres	Tikobo No.1 Ekabeku Samenye New Town	Esiama Nkroful Asasetre Aiyinase Aduzuaso	Agona Nkwanta	Include constr. of A&E for Agona Nkwanta new maternity for Aduzuaso
Provision of Ambulance	Half Assini	Esiama Aduzuaso	Agona Nkwanta	Include Boat ambulance for Jomoro

**IPAS PROJECT** - Support of Women Reproductive Health Care Projects in 5 district hospitals which commenced in 2014 is still on-going to increase the supporting units to 15.

The beneficiary hospitals are as follows:

No.	Facility	Progress of Work
1.	Juabeso Hospital	Renovation is ongoing
2.	Enchi Hospital	Completed
3.	Sefwi Wiawso Hospital	Renovation completed
4.	Wassa Akropong Hospital	Renovation completed
5.	Bibiani Hospital	Renovation is on-going

### **Urban Water Supply in the Western Region**

In the Western Region, estimated water demand for GWCL operational areas stands at about 72,000m<sup>3</sup> a day (15.8million gallons). GWCL is however, able to produce 32,000m<sup>3</sup> per day (7 million gallons per day), thus leaving a gap of about 40,000m<sup>3</sup> (8.8 million gallons) a day or a supply coverage of nearly 44.0% only. Monthly production target for the region is 888,132m<sup>3</sup> (195.39 million gallons). The daily target is 6.51 million gallons.

GWCL has put in place measures aimed at maintaining existing levels of production through prompt repair and maintenance activities for the short to medium term and rehabilitation and capacity expansion works on water production facilities for the long term. These included:

- Dredging of the intake station at Daboase Headworks to improve on quantity and quality of raw water for abstraction
- Rehabilitation of Raw Water Pumps at Daboase Headworks
- Rehabilitation of clarifloccutors at Daboase Headworks

### **Interventions in the WASH Sector – CWSA**

The region has benefitted from three (3) main projects since 2011. Achievement to date included:

- Sustainable Rural Water and Sanitation Project (SRWSP) at 95% level of completion
- Under the GoG/COCOBOD Project, 232 successful boreholes have been drilled and fitted with solar pumps.
- The GoG 20,000 Borehole Drilling Programme has recorded 103 boreholes successfully drilled and fitted with hand pumps.

### **Sustainable Rural Water and Sanitation Project (SRWSP)**

The SRWSP is scheduled to close in June 2016. The following have so far been achieved under the project

- 243 successful boreholes have been drilled, 195 hand pumps installed. Pump installation is on-going. 175 communities are being covered under this component.
- Construction of 16 Small Towns Pipe System are in progress. All civil works on 14 systems have been completed. Installation of Iron Removal Plants on these systems is on-going.
- The Storage Tank at Asankragwa has been replaced with new Concrete Tank and an Iron Removal Plant.
- 160 KVIPs and 1No. WC have been provided to various institutions.

- 8,686 Household Latrines have been constructed under the project through Hygiene and Sanitation Education.

### **Department of Women**

In fulfillment of its mandate, the Department implemented the following activities and programmes in collaboration with NGOs, Women Groups and Civil Society Organizations.

- Educated two thousand, three hundred and twenty (2,320) women on Reproductive Health rights and Breast Care
- Organized Business management training for women throughout the region.

### **Economic Sector (Roads, Energy etc)**

**Ghana Highway Authority** – major projects undertaken in 2015 were;

- Reconstruction of Agona Junction-Elubo Road (110 Km) is progressing steadily (90% complete)
- Reconstruction of Tarkwa-Ayanfuri Road still on-going (65% complete)
- Reconstruction of Asankragwa-Enchi Road (56Km) is about 95% complete

### **Department of Urban Roads (Regional)**

The Department carried out Emergency Asphaltic Overlay of Selected Arterials and Collectors Roads within STMA. Under this programme 75Km of Roads were be asphalted within the Sekondi-Takoradi Metropolitan Assembly. Achievements in 2015 included:

- Phase One (1) – 25Km of Roads Asphalted
- Phase Two (2) - 25Km of Roads Asphalted
- Phase Three (3) - comprising of 25Km is currently being worked on.

### **Department of Feeder Roads**

The Department carried out the following Periodic maintenance works;

- Surfacing; 41km completed at a cost of Gh¢20.127m
- Rehabilitation; 82.07 km completed at a cost of Gh¢2.957m
- Spot Improvement; 72 km completed at a cost of Gh¢ 7.379 m

### **Agriculture**

During the year under review the following successes were chalked;

- Development and multiplication of crop planting materials (Coconut- 80 hectares, AGRA Rice- 360 hectares and Cassava – 100 hectares)

- 14 Green Houses were constructed across the region for cultivation of vegetables.
- 527 farmers were trained in alternative livelihood enterprises such as Bee Keeping, Grasscutter rearing, mushroom, snail farming.
- 4,400 farmers were trained in plantain sucker multiplication
- 4,000 farmers were trained on post-harvest handling for six major food commodities.
- 42,588 farmers and agro input dealers were trained on safe use and handling of agro inputs.
- 220 exporters and importers were educated on international standard for phytosanitary Measure (ISPM)

## Environmental Sector

### Forestry Commission – (Forest Services Division)

The Division in the Region has been able to achieve the following successes during the year under review:

- Restore integrity of the Forest Reserves in the region by protecting them and destroying most of the illegal farms. For example, About 77 hectares of illegal farms have been destroyed in Juaboso/Bia Forest District and this will be planted up in 2016 during the rainy season.
- Re-demarcation and pillaring of 58 admitted farms in Sui River Forest Reserve in Sefwi Wiawso Forest District and 4 admitted farms in Krokosua Hills Forest in Juaboso/Bia Forest District. The boundaries of these admitted farms are now conspicuously clear and cannot be easily encroached.
- Reduction of forest offences and arrest of illegal operators/illegal farmers in the Region. Example: A total of 48 illegal farmers have been arrested and handed over to the police for prosecution. Five (5) of them have been convicted (fine) by the Law Courts.

## Financial Reports

Table 4.15f: Source of Revenue (RCC)

Fund source	Budgeted (GH¢)	Releases (GH¢)	%
GoG	2,622,598.92	1,635,761.28	62.37
DACF	1,482,081.54	1,598,096.28	107.83
Development Partners	335,000.00	335,000.0	100
<b>Total</b>	<b>4,416,680.46</b>	<b>3,568,857.56</b>	80.80

Table 2.1 represents all revenue sources to the RCC. An amount of GH¢ 4,416,680.46 was the total estimate for the region. GoG transfers represent 59.37%, DACF represent 33.56% and 7.06% for Development Partner of the total approved Budget. Out of the approved Budget an amount of GH¢ 1,635,761.28 was received from GOG Transfers representing 62.37%. 107.83% was received from the total amount approved for the DACF. There was 7% increase this was due to arrears released from 2014. The total amount of GH¢ 335,000.00 was released from the development Partners.

Table 4.15g: GOG Transfer

Item Description	Budget (GH¢)	Actual (GH¢)	Variance (GH¢)	%
Compensation	1,085,720.00	1,194,680.00	-108,960.00	110.04
Goods & Services	816,400.00	441,081.28	365,610.41	54.03
Assets	720,478.92	-	720,478.92	-
<b>Grand Total</b>	<b>2,622,598.92</b>	<b>1,635,761.28</b>	<b>-</b>	<b>62.37</b>

Table 4.15g represents the GoG transfers for the three expenditure items. The Approved budget for the compensation of employees were over spent by 10.04% this was as a result of the increase in the management steps of employees and promotion of employees. 54.03% of the estimates for goods and services was released and spent for various expenditure heads. There was no release of funds for investment.

Table 4.15h: DACF

Item Description	Budget (GH¢)	Actual (GH¢)	Variance (GH¢)	%
Goods & Services	1,400,081.54	1,320,548.54	79,533.00	94.32
Assets	82,000.00	78,000.00	4,000.00	95.12
<b>Grand Total</b>	<b>1,482,081.54</b>	<b>1,398,548.54</b>	<b>83,533.00</b>	<b>94.36</b>

Table 4.15h represents the expenditure for the DACF. The total approved budget was GH¢ 1,482,081.54 from this amount a total of GH¢ 1,320,548.54 was released and spent for Goods and services representing 94.32% and an amount of GH¢ 78,000.00 was spent on investment representing 95.12% from the total budget.

Table 4.15i: Development Partners

Item Description	Budget (GH¢)	Actual (GH¢)	Variance (GH¢)	%
Goods & Services	335,000.00	312,000.00	23,000.00	93.13
<b>Grand Total</b>	<b>335,000.00</b>	<b>312,000.00</b>	<b>23,000.00</b>	<b>93.13</b>

Table 4.15i represents the expenditure for the Donor fund of EU. The total approved budget was GH¢ 335,000.00 from this amount the total amount was released for Goods and services. Out of this total amount GH¢ 312,000.00 was spent representing 93.13%.

### Composite Budget Issues

Table 4.15j: Revenue Sources of MMDAs

Fund source	Budgeted (GH¢)	Actual (GH¢)	%
IGF	24,716,475.30	14,049,546.19	56.84
GOG	31,929,079.25	23,308,831.06	73.00
DACF	40,284,102.48	15,526,094.22	38.54
DEV. PARTNERS			
• DDF	14,098,433.39	14,098,433.39	100
• UDG	3,104,719.98	3,104,719.98	100
• OTHERS	1,734,721.14	1,734,721.14	100
<b>TOTAL</b>	<b>115,867,531.54</b>	<b>71,822,345.98</b>	<b>61.99</b>

Table 4.15j represents all revenue sources to the 22 MMDAs in the region. An amount of GH¢ 115,867,531.54 was the total estimate for the region. IGF represents 21.33%, GoG transfers represents 27.55%, DACF represents 34.77%, 12.1% for DDF 2.6% from UDG and 1.49% from other revenue sources such as GUMMPS, SRWPS etc. from the total budget for the year. Out of the approved Budget an amount of GH¢ 14, 049, 7546.19 was received from IGF representing 56.84%. An amount of GH¢ 23,308,831.06 (73% of estimate) was released from GOG transfers. This release was on compensation of employees. 38.54% was received from the total amount approved for the DACF. All the development partners' releases were received. The 22 MMDAs received a total of GH¢ 71,822,345.98 representing 61.99% of the total budget.

Table 4.15k MMDAs Expenditure

Item Description	Budget (GH¢)	Actual (GH¢)	Variance (GH¢)	%
Compensation	21,398,723.96	19,156,248.36	2,242,475.60	89.52
Goods & Services	30,031,738.02	21,489,213.00	8,542,525.02	71.56
Assets	64,437,069.56	25,687,231.00	38,749,838.56	39.86
<b>Grand Total</b>	<b>115,867,531.54</b>	<b>66,332,692.36</b>	<b>49,534,839.18</b>	<b>57.25</b>

Table 4.15k presents the expenditure for the 22MMDAs in the Western region. A total budget of GH¢ 115,867,531.54 was estimated. Compensation of employees was GH¢ 19,156,248.36 representing 89.52% of the estimate. Expenses on goods and services were

GH¢ 8,542,525.02, which was 71.56% from the total budget of GH¢ 30,031,738.0, while expenditure on assets was GH¢ 38,749,838.56 (39.86% of estimate).

## **Others**

### **Takoradi Harbour Expansion Project (on-going)**

The Government of Ghana through the Ghana Ports and Harbours Authority (GPHA) is undertaking redevelopment and expansion of the Takoradi Port to transform it into one of the most modern and vibrant seaports in the sub-region within the next eight years. This project is in response to increased container traffic that has over the past three years brought about loss-making delays at the Takoradi Port. These undue delays at the Takoradi Port have compelled oil service providers supporting operations on the Jubilee Field to redirect their vessels to neighbouring countries.

As part of the project, the Upper and Lower cradles of the Slipway has been rehabilitated to enable it to carry between 250 and 350 tonnes of crafts ships. The dry dock has also been expanded to 55 metres in length and an extra 3.5 metres in width. The facilities are to service the operations on the Jubilee Oil Field and other vessels that may dock at the port. A new container terminal and a large open storage area for pipes plant and machinery are also near completion. This rehabilitation and expansion project is expected to help in meeting the rapidly growing demands and challenges of the emerging oil and gas industry.

### **Gas Processing Plant**

The Ghana National Gas Company (GNGC), situated at Atuabo in the Ellembelle District of the Western Region was commissioned by His Excellency President John Dramani Mahama on 15<sup>th</sup> of September 2015. The gas processing plant estimated at a cost of \$1.2 billion was fully financed by the Ghana government through a \$3 billion loan from the China Development Bank (CDB).

GNGC has started piping the gas from the Jubilee Field offshore to feed the onshore processing plant at Atuabo and the onward transportation of the processed gas to Aboadze Thermal Plant site near Takoradi and other markets.

The processing plant is expected to produce 300 million cubic feet of gas daily of which the Aboadze Thermal Plant will require 120 million standard cubic feet (scf) fuel to generate cheaper electricity. Beside electricity generation, the gas will be used for domestic

utilization, fertilizer production, methanol production and the petrochemical industry. For example an LPG producing company known as Quantum Gas Limited has started operation in the oil and gas enclave using gas from supplied by the Ghana Gas Processing Plant.

### **Western Corridor Development Authority**

The idea of establishing a development corridor involving the western and central region was mooted by His Excellency Ex- President – Prof. J.E.A. Mills. The rationale behind its establishment was to address the development and incomes disparities. The policy initiative would seek to provide a common medium for effective and efficient implementation of accelerated development programmes.

Under the Policy, CEDECOM will be subsumed by the Western Corridor Development Authority, whose mandate will cover the Western and Central Regions. Work is ongoing towards the establishment of the Authority. In September 2015, a stakeholders meeting was held at the Best Western Atlantic Hotel, Takoradi to fine-tune the policy document. Follow up action is however needed to speed up the process.

### **Challenges and Recommendations**

The Western Region though is the leading producer of almost all of the major natural resources in the country nevertheless it is saddled with a myriad of challenges in its development efforts. These issues are discussed as follows;

#### **1. Bad Conditions of the Roads In The Region**

The Region contributes immensely to the GDP of Ghana, yet most of its roads are in bad condition. Ironically, the areas that produce most of the resources namely the middle belt and the northern part of the Region have the worst road conditions. Immediate actions are required to reconstruct roads such as Benchema Junction – Oseikojokrom, Elubo-Enchi, Enchi-Dadieso, Dadieso-Akontombra as well as the dualising of the major arterial road between Sekondi and Takoradi and the construction of interchanges/flyovers at Kwame Nkrumah and Paa Grant Round-abouts in Takoradi to ease vehicular traffic congestion resulting from the growing oil and gas industry.

Again for vehicular traffic to be reduced in the twin-city of Sekondi-Takoradi, work on the by – pass stretching from Ntankoful Junction to Apollo Junction which is currently under re-construction should be sped up to take traffic off the main Cape Coast to Takoradi Road.

## **2. Bad Nature/Condition of The Railways**

The once vibrant railway line in the Region has virtually collapsed. Currently bauxite, manganese as well timber products that were hitherto transported by railway are now being done by road thereby having a toll on the life span of our roads. It is the expectation that the Government would expedite action on the rehabilitation of the western railway that is currently ongoing so that it would perform the above-mentioned role and also create jobs and revamp economic activities for towns and villages situated along the railway line.

## **3.Land Degradation and Pollution of Water Bodies**

Activities of illegal miners popularly referred to as “Galamsey” are posing a great threat to the survival of the Region. These activities are widespread and causing land degradation and pollution of major rivers in the Region namely River Pra, Tano, Bia and Ankobra. Currently, the River Pra that is the only source of drinking water for the inhabitants of Sekondi/Takoradi and its environs is so polluted that the Ghana water company has to spend huge sums of monies to purchase chemicals to treat the water in order to make it wholesome for human consumption.

## **4. Inadequate Storage and Processing Facilities**

The Region produces large quantities of agriculture products that are perishable including plantain, cocoa, fish. The Region lacks adequate facilities to process and preserve produce during bumper harvests leading to glut and invariably loss of revenue to the farmers and the nation as a whole. The Region therefore needs more storage facilities such as silos, cold stores as well as processing companies to stem this unacceptable situation.

## **4. Non-Availability of Commercial Airport**

The Region’s only airport is the Takoradi Air- force Base and that is purely a military facility. With the discovery of oil it has been turned into a commercial airport. The situation is unacceptable because it poses a security threat to the Region and the nation as a whole hence the construction of a new commercial airport is now imperative.

## **5. Inadequate Water Supply**

Water supply coverage in the Region is very low. For instance the rural coverage is only 44% whilst the supply in the Sekondi –Takoradi metropolis and its immediate environs is erratic. There is therefore the need for massive investment to improve the portable water supply situation appreciably.

## **Recommendations**

It is recommended that there is the need to revamp collapsed companies such as the Bona Tyre and the Aboso Glass Factories in order to create jobs and boost the local economies of the areas where they are located. These industries are feasible because the raw materials required for production are abundantly available in the Region namely latex and glass sand.

## **Conclusions**

The Western region as the highest contributor to the GDP of the country needs more attention from Government, Donor Agencies and the Private Sector to improve the lot of the people in the region. On the issue of poor road network in the Region, there is the urgent need on the part of Government to improve upon the roads network especially those in the cocoa producing areas to help facilitate easy transportation of produce to the Takoradi Port and other commercial centers. This will help curtail the rising incident of cocoa smuggling to La Cote D'Ivoire as well as eradicate the phenomenon of post-harvest losses and diversion of food produce to other regions, which is the main cause of food insecurity and high cost of living in the region.

Again, it is imperative to dualise the principal roads in the twin city of Sekondi-Takoradi and also to build inter-changes to take care of the increasing traffic jams in the twin – city. These will no doubt ease traffic congestion and reduce travelling time.

## Chapter 5

# Service-Wide Challenges/ Recommendations/ Conclusion

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In the process of implementation of the national decentralization agenda and ensuring the entrenchment of administrative decentralization in Ghana, the Local Government Service encountered a number of challenges which have been described as much as possible in this section. It is very important for these challenges to be addressed to enable Ghana achieve the full benefits of the decentralization reform.

### **5.1 Attitudinal/Bureaucratic Resistance to Change**

Although attitudinal/bureaucratic resistance to change used to be a major challenge that confronted efforts made toward full administrative decentralization and local governance, the situation has improved. This can be attributed to the development and implementation of the Inter-Service and Sectorial Collaboration and Co-orporation System (ISCCS) by the Local Government Service which has contributed immensely in raising awareness and addressing the fears entertained by some key officials of MDAs, RCCs and institutions whose oversight or managerial roles are very critical to trigger or ensure the success of the process. The LGSS has also planned to intensify the sensitization of staff at all levels on the administrative decentralization, including sessions on all the protocols (LI 1961, SoS, CoS, etc) over the period.

### **5.2 Irregular Update of Data**

Although the LGS has established the HRMIS database to comprehensively capture information on staff of the Service for management decision making, irregular updates on the part of RCCs and MMDAs makes access to information on staff a difficult. This is due to instability in internet connectivity across RCCs and MMDAS. Additionally, the the process and skills for data capturing and validation at the sub-national levels also pose a challenge to the maintenance of a robust database management system.

### **5.3 Inadequate funds, logistics and equipment**

Funds received from GoG are most often inadequate to support the implementation of activities of the LGSS, RCCs and MMDAs as contained in their Medium Term Development Plans as well as the Annual Action Plans. This has resulted in the provision of insufficient logistics, equipment, office and residential accommodation for the growing number of staff of the Service. The inadequacy of office and residential accommodation especially the newly

created ones has further been compounded by the recent recruitments into the Service as well as the establishment of additional departments of MMDAs.

#### **5.4 Unsustainable use of the Environment**

Prevalence activities such as illegal minning and logging which are detrimental and contribute to environmental degradation are rampant in some MMDAs across the country. The wanton destruction of the environment and farms by illegal miners and Fulani Herdsmen posed great threat to economic development. Illegal lumbering, mining and farming in Forests have inundated both agricultural lands and Forest Reserves in some regions, especially the Atiwa Forest in the Eastern region. The activities led to reduced availability of arable land, soil fertility and loss of vegetation cover.

#### **5.5 Fulani Herdsmen Menace**

The activities of Fulani herdsmen went beyond the destruction of farmlands and forest reserves by their cattle but also engaged in all sorts of crimes including armed robbery, rape, stealing, burning of farms and worst of it all the killing of innocent farmers. These activities were recorded in many parts of the country but prominent in Agogo areas, Kwahu Afram Plains North and South, Kwahu East, Fanteakwa and Upper Manya Krobo.

#### **5.6 Chieftaincy Conflicts and Boundary Disputes**

Chieftaincy and land disputes continue to serve as a draw back to the steady development of the regions. In one particular region, there are currently over 25 towns with chieftaincy disputes. Boundary disputes also continue to persist and pose serious challenges to MMDAs. The Ministry of Local Government and Rural Development has set up a committee to resolve boundary disputes among MMDAs:

#### **5.7 Integration of Departments and Related Budgetary Effects**

The late release of budget ceilings to guide the preparation of the Composite Budgets by MMDAs hampers the preparation of the budgets. Additionally, experience from past years has made Departmental Heads to show little commitment to the preparation of the Composite Budgets due to the non-release of funds from Central Government. The non consideration of key players like the Planning Officers and the Budget Officers (the secretary) as members of the Budget Committee results in apathy on the part of these officers and ultimately impacts the timely preparation of the Budgets.

## Chapter 6

### Outlook for 2016

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To achieve the the mandate of quality service delivery and the deepening of local governance and decentralization in Ghana, the Local Government Service aims to implement the following activities in 2016 under the four main sub-programme areas as follows:

#### **General Administration and Finance**

Under the general administration sub-programme, the LGSS will continue the inter-sectorial collaborative meetings and public education on the revised Act 462, L.I. 1961 and the LGS Protocols. Additionally, the Secretariat will continue with the setting up of departments through the preparation of operational manuals, provision of equipment and logistics to the MMDAs.

In 2016, the LGSS intends to conduct research on decentralization, LGS systems and service delivery. Implementation of the LGSS Communication Strategy will also be continued and the LGS website would be expanded to include sections for the RCCs and MMDAs. The Secretariat would also monitor and evaluate the implementation of all activities of the Service including the performance management contracts at all levels.

#### **Human Resource**

Under human resource development and management, the Secretariat would prepare new Schemes of Service for job classes without one and review the Conditions of Service for LGS staff. Service-wide human resource planning would be undertaken to inform recruitment, appointment and promotion.

In 2016, the Service intends to conduct training needs assessment on staff (LGSS, RCCs & MMDAs) to inform the development and implementation of a capacity building plan for short, medium and long term. Provide appropriate training as per capacity needs assessment for all (LGSS, RCCs & MMDA staff)

#### **Regional Administration and Co-ordination**

Under Regional Services, efforts would be made to improve the human resource capacity of the regions for quality service delivery. Internal audit activities for Departments and Projects would be carried out periodically. Security, safety, conflict resolution and disaster management workshops would also be undertaken intensively. In 2016, sensitization

campaigns would be conducted on the Youth Employment Programme to ensure the delivery of services and encourage enterprise development across the regions.

### **Budgeting, Monitoring and Evaluation**

It is anticipated that in 2016, Budget staff would be trained on Programme Based Budgeting (PBB). Additionally, support for preparation, hearing and monitoring of Composite Budgets of MMDAs in the regions would be organized. It would be ensured, that IGF, DACF, GoG and Development Partner projects would be monitored periodically and reports generated.

Table 6a: 2016 Budget Allocation

<b>Programme</b>	<b>Compensation of Employees (GH)</b>	<b>Goods &amp; Services (GH)</b>	<b>Investment (GH)</b>	<b>Total</b>
Management & Administration (LGSS)	1,813,810.00	3,176,800.00	-	4,990,610.00
Decentralization				
Regional Services (RCCs)	17,382,184.00	6,950,000.00	-	24,332,184.00
MMDAs	406,282,540.00	8,356,588.00	-	414,639,128.00
<b>Total</b>	<b>425,478,534.00</b>	<b>18,483,388.00</b>	<b>-</b>	<b>443,961,922.00</b>

## APPENDIXES

### Appendix 1 List of MMDAs in Ghana

Detail List of Metropolitan Municipal and District Assemblies in Ghana

No.	Region	Name of District Assembly	Capital	Designation
001	Ashanti	Kumasi	Kumasi	MT
002	Ashanti	Asante Akim Central	Konongo-Odumase	MU
003	Ashanti	Asokore Mampong	Asokore	MU
004	Ashanti	Bekwai	Bekwai	MU
005	Ashanti	Ejisu Juaben	Ejisu	MU
006	Ashanti	Ejura Sekyeredumasi	Ejura	MU
007	Ashanti	Mampong	Mampong	MU
008	Ashanti	Obuasi	Obuasi	MU
009	Ashanti	Offinso	Offinso	MU
010	Ashanti	Adansi North	Fomena	DA
011	Ashanti	Adansi South	New Edubiase	DA
012	Ashanti	Afigya-Kwabre	Kodie	DA
013	Ashanti	Ahafo Ano North	Tepa	DA
014	Ashanti	Ahafo Ano South	Mankraso	DA
015	Ashanti	Amansie Central	Jacobu	DA
016	Ashanti	Amansie West	Manso-Nkwanta	DA
017	Ashanti	Asante Akim North	Agogo	DA
018	Ashanti	Asante Akim South	Juaso	DA
019	Ashanti	Atwima Kwanwoma	Foase	DA
020	Ashanti	Atwima Mponua	Nyinahin	DA
021	Ashanti	Antwima Nwabiagya	Nkawie	DA
022	Ashanti	Bosome Freho	Asiwa	DA
023	Ashanti	Bosomtwe	Kuntenase	DA
024	Ashanti	Kwabre East	Mamponteng	DA
025	Ashanti	Offinso North	Akomadan	DA
026	Ashanti	Sekyere Kumawu	Kumawu	DA
027	Ashanti	Sekyere Afram Plains	Drobonso	DA
028	Ashanti	Sekyere Central	Nsuta	DA
029	Ashanti	Sekyere East	Effiduase	DA
030	Ashanti	Sekyere South	Agona	DA
031	Brong Ahafo	Asunafo North	Goaso	MU
032	Brong Ahafo	Berekum	Berekum	MU
033	Brong Ahafo	Dormaa Central	Dormaa-Ahinkro	MU
034	Brong Ahafo	Kintampo North	Kintampo	MU
035	Brong Ahafo	Sunyani	Sunyani	MU
036	Brong Ahafo	Wenchi	Wenchi	MU
037	Brong Ahafo	Techiman	Techiman	MU
038	Brong Ahafo	Nkoranza South	Nkoranza	MU
039	Brong Ahafo	Asunafo South	Kukuom	DA
040	Brong Ahafo	Asutifi North	Kenyasi	DA
041	Brong Ahafo	Asutifi South	Hwidiem	DA
042	Brong Ahafo	Atebubu-Amantin	Atebubu	DA
043	Brong Ahafo	Banda	Banda Ahenkro	DA
044	Brong Ahafo	Dormaa East	Wamfie	DA
045	Brong Ahafo	Dormaa West	Nkran Nkwanta	DA
046	Brong Ahafo	Jaman North	Sampa	DA
047	Brong Ahafo	Jaman South	Drobo	DA
048	Brong Ahafo	Kintampo South	Jema	DA
049	Brong Ahafo	Nkoranza North	Busunya	DA
050	Brong Ahafo	Pru	Yeji	DA
051	Brong Ahafo	Sene East	Kajaji	DA
052	Brong Ahafo	Sene West	Kwame Danso	DA
053	Brong Ahafo	Sunyani West	Odumasi	DA

No.	Region	Name of District Assembly	Capital	Designation
054	Brong Ahafo	Tain	Nsawkaw	DA
055	Brong Ahafo	Tano North	Duayaw Nkwanta	DA
056	Brong Ahafo	Tano South	Bechem	DA
057	Brong Ahafo	Techiman North	Tuobodom	DA
058	Central	Cape Coast	Cape Coast	MA
059	Central	Komenda-Edina-Eguafo-Abrem	Elmina	MU
060	Central	Efutu Municipal	Winneba	MU
061	Central	Mfantseman	Saltpond	MU
062	Central	Agona West	Agona Swedru	MU
063	Central	Awutu Senya East	Kasoa	MU
064	Central	Assin North	Assin Foso	MU
065	Central	Upper Denkyira East	Dunkwa-On-Offin	MU
066	Central	Abura Asebu Kwamankese	Abura Dunkwa	DA
067	Central	Gomoa East	Afransi	DA
068	Central	Gomoa West	Apam	DA
069	Central	Ekumfi	Essaakyir	DA
070	Central	Agona East	Nsaba	DA
071	Central	Twifo Ati Morkwa	Twifo Praso	DA
072	Central	Asikuma-Obeng-Brakwa-Breman	Breman Asikuma	DA
073	Central	Ajumako Enyan Esiam	Ajumako	DA
074	Central	Assin South	Kyekyewere/Nsueam	DA
075	Central	Awutu Senya	Awutu Beraku	DA
076	Central	Hemang Lower Denkyira	Hemang	DA
077	Central	Upper Denkyira West	Diaso	DA
078	Eastern	New Juaben	Koforidua	MU
079	Eastern	Brim Central	Akim Oda	MU
080	Eastern	Kwahu West	Nkawkaw	MU
081	Eastern	East Akim	Kibi	MU
082	Eastern	Akuapim North	Akropong Akuapem	MU
083	Eastern	Lower Manya Krobo	Odumase Krobo	MU
084	Eastern	Nsawam Adoagyiri	Nsawam	MU
085	Eastern	Suhum	Suhum	MU
086	Eastern	West Akim	Asamankese	MU
087	Eastern	Yilo Krobo	Somanya	MU
088	Eastern	Asuogyaman	Atimpoku	DA
089	Eastern	Akwapim South	Aburi	DA
090	Eastern	Birim North	New Abirem	DA
091	Eastern	Birim South	Akim Swedru	DA
092	Eastern	Akyemansa	Ofoase	DA
093	Eastern	Kwaebibirem	Kade	DA
094	Eastern	Denkyembour	Akwatia	DA
095	Eastern	Fanteakwa	Begoro	DA
096	Eastern	Ayensuano	Coaltar	DA
097	Eastern	Upper West Akim	Adeiso	DA
098	Eastern	Upper Manya Krobo	Aseseswa	DA
099	Eastern	Kwahu South	Mpraeso	DA
100	Eastern	Kwahu East	Abetifi	DA
101	Eastern	Kwahu Afram Plains North	Donkorkrom	DA
102	Eastern	Kwahu Afram Plains South	Tease	DA
103	Eastern	Atiwaa	Kwabeng	DA
104	Greater Accra	Tema	Tema	MA
105	Greater Accra	Accra	Accra	MA
106	Greater Accra	Ga West	Amasaman	MU
107	Greater Accra	Ga East	Abokobi	MU
108	Greater Accra	Ledzokuku-Kruwor	Teshie-Nungua	MU
109	Greater Accra	Adentan	Adenta	MU
110	Greater Accra	La-Nkwantanag Madina	Madina	MU
111	Greater Accra	Ga Central	Sowutuom	MU
112	Greater Accra	Ga South	Weija	MU

No.	Region	Name of District Assembly	Capital	Designation
113	Greater Accra	La Dade-Kotopon	La	MU
114	Greater Accra	Ashaiman	Ashaiman	MU
115	Greater Accra	Ada West	Sege	DA
116	Greater Accra	Ada East	Ada-Foah	DA
117	Greater Accra	Kpone Katamanso	Kpone	DA
118	Greater Accra	Ningo Prampram	Prampram	DA
119	Greater Accra	Shai Osu-Doku	Dodowa	DA
120	Northern	Tamale	Tamale	MA
121	Northern	Savelugu Nanton	Savelugu	MU
122	Northern	Yendi	Yendi	MU
123	Northern	Bole	Bole	DA
124	Northern	Bunkpurugu - Yunyo	Bunkpurugu	DA
125	Northern	Central Gonja	Buipe	DA
126	Northern	Chereponi	Cheriponi	DA
127	Northern	East Gonja	Salaga	DA
128	Northern	East Mamprusi	Gambaga	DA
129	Northern	Gushiegu	Gushiegu	DA
130	Northern	Karaga	Karaga	DA
131	Northern	Kpandai	Kpandai	DA
132	Northern	Nanumba North	Bimbilla	DA
133	Northern	Nanumba South	Wulensi	DA
134	Northern	Saboba	Saboba	DA
135	Northern	Sawla – Tuna Kalba	Sawla	DA
136	Northern	Sagnerigu	Sagnarigu	DA
137	Northern	Tolon	Tolon	DA
138	Northern	Kumbungu	Kumbungu	DA
139	Northern	West Gonja	Damango	DA
140	Northern	North Gonja	Daboya	DA
141	Northern	Mamprugu - Moagduri	Yagaba	DA
142	Northern	Mion	Sang	DA
143	Northern	Zabzugu	Zabzugu	DA
144	Northern	Tatale Sanguli	Tatale	DA
145	Northern	West Mamprusi	Walewale	DA
146	Upper East	Bolgatanga	Bolgatanga	MU
147	Upper East	Bawku	Bawku	MU
148	Upper East	Kassena/ Nankana	Navrongo	MU
149	Upper East	Bawku West	Zebilla	DA
150	Upper East	Bongo	Bongo	DA
151	Upper East	Garu-Tempene	Garu	DA
152	Upper East	Kassena/Nankana West	Paga	DA
153	Upper East	Builsa South	Fumbisi	DA
154	Upper East	Nabdram	Nangodi	DA
155	Upper East	Binduri	Binduri	DA
156	Upper East	Pusiga	Pusiga	DA
157	Upper East	Talensi	Tongo	DA
158	Upper East	Builsa North	Sandema	DA
159	Upper West	Wa	Wa	MU
160	Upper West	Lawra	Lawra	DA
161	Upper West	Sissala	Tumu	DA
162	Upper West	Sissala	Gwollu	DA
163	Upper West	Jirapa	Jirapa	DA
164	Upper West	Nadowli/Kaleo	Nadowli	DA
165	Upper West	Wa East	Funsi	DA
166	Upper West	Wa West	Wechiau	DA
167	Upper West	Lambussie/ Karni	Lambussie	DA
168	Upper West	Nandom	Nandom	DA
169	Upper West	Daffiama-Bussie-Issa	Issa	DA
170	Volta	Ho	Ho	MU
171	Volta	Hohoe	Hohoe	MU

No.	Region	Name of District Assembly	Capital	Designation
172	Volta	Keta	Keta	MU
173	Volta	Ketu South	Denu	MU
174	Volta	Kpando	Kpando	MU
175	Volta	Adaklu	Adaklu Waya	DA
176	Volta	Afadzato South	Ve Golokwati	DA
177	Volta	Agortime – Ziope	Agortime-Kpetoe	DA
178	Volta	Akatsi North	Ave Dakpa	DA
179	Volta	Akatsi South	Akatsi	DA
180	Volta	Biokoye	Nkonya-Ahenkro	DA
181	Volta	Central Tongu	Adidome	DA
182	Volta	Ho West	Dzolokpuite	DA
183	Volta	Jasikan	Jasikan	DA
184	Volta	Kedjebi	Kadjebi	DA
185	Volta	Ketu North	Dzodze	DA
186	Volta	Krachi East	Dambai	DA
187	Volta	Krachi Nchumuru	Chinderi	DA
188	Volta	Krachi West	Kete-Krachi	DA
189	Volta	Nkwanta North	Kpasa	DA
190	Volta	Nkwanta South	Nkwanta	DA
191	Volta	North Dayi	Amfoega	DA
192	Volta	North Tongu	Battor Dugame	DA
193	Volta	South Dayi	Kkpeve	DA
194	Volta	South Tongu	Sogakope	DA
195	Western	Sekondi – Takoradi	Sekondi	Mt
196	Western	Tarkwa Nsuaem	Tarkwa	MU
197	Western	Nzema East	Axim	MU
198	Western	Sefwi Wiawoso	Sefwi Wiaso	MU
199	Western	Ahanta West	Agona Nkwanta	DA
200	Western	Aowin	Daboase	DA
201	Western	Bia East	Adabokrom	DA
202	Western	Bia West	Essam-Dabiso	DA
203	Western	Bodie	Bodie	DA
204	Western	Bibiani – Anhwiaso - Bekwai	Bibiani	DA
205	Western	Ellembelle	Nkroful	DA
206	Western	Jomoro	Half-Assini	DA
207	Western	Juaboso	Juaboso	DA
208	Western	Mpohor	Mpohor	DA
209	Western	Prestea-Huni Valley	Bogoso	DA
210	Western	Sefwi Akontombra	Sefwi Akontombra	DA
211	Western	Shama	Shama	DA
212	Western	Suaman	Dadieso	DA
213	Western	Wassa Amenfi Central	Manso Amenfi	DA
214	Western	Amenfi West	Wassa Akropong	DA
215	Western	Wassa Amenfi West	Asankragua	DA
216	Western	Wassa East	Daboase	DA

## Appendix 2 List of Departments and Agencies under the Control of RCCs

Departments under the Control of the Regional Coordinating Councils (RCCs)

<b>Regional Departments</b>		
1	Ministry of Food and Agriculture	
2	Department of Town and Country Planning	
3	Department of Social Welfare	
4	Public Works Department	
5	Births and Deaths Registry	
6	Department of Rural Housing	
7	Department of Rural Housing	
8	Department of Women	
9	Department of Co-operatives	
10	Department of Children	
11	Department of Parks & Gardens	
12	Labor Department	
13	Department of Feeder Roads	
14	Controller & Accountant General's Department	
15	Fisheries Department	
16	Rent Control Department	
17	Sports Council	
18	Non Formal Education Division (NFED)	
19	Mines Department	
20	Information Services Department	
21	Survey Department	
22	Ministry of Trade and Industry	
<b>Subvented Agencies</b>		
23	Land Valuation Board	
24	National Commission on Civic Education (NCCE)	
25	National Disaster Management Organization (NADMO)	
26	Ghana Library Board	
27	Lands Commission	
28	Forestry Commission	
29	Statistical Service	
30	Stool Lands Secretariat	
31	Registrar General's Department	
32	National Service Secretariat	
<b>Services</b>		
33	Ghana Education Service	
34	Ghana Health Service	
35	Ghana National Fire Service	
36	Ghana Prisons Service	
37	Ghana Police Service	

**Appendix 3A: Ashanti Region**

**Appendix 3Ai: Summary Report on MMDAs**

Name of MMDA	Issues				
	security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
Sekyere South District	Armed robbery cases	Late release of funds	Lack of logistics for M&E activities	Low IGF mobilization	
Offinso Municipal	Highway robbery	Abandoned projects	Lack of database on revenue source.	Citizen's unwillingness to pay tolls.	
Atwima Mponua District	Chieftaincy disputes	Lack of funds to complete abandoned projects.			
Obuasi Municipal Assembly	Conflict between Anglo Gold and Illegal Miners				
Aahafo Ano North District	Armed robbery cases	Late release of funds	Lack of logistics for M&E activities	Low IGF mobilization	
Bekwai Municipal assembly	Highway robbery	Abandoned projects	Lack of database on revenue source.	Citizen's unwillingness to pay tolls.	
Ejisu-Juabeng Municipal	Chieftaincy disputes	Lack of funds to complete abandoned projects.			
Atwima Kwanwoma District	Conflict between Anglo Gold and Illegal Miners				
Adansi South District	Armed robbery cases	Late release of funds	Lack of logistics for M&E activities	Low IGF mobilization	
Sekyere East District					
Amansie West District	Illegal Mining activities				
Bosomtwe District					

Name of MMDA	Issues				
	security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
Asante Akim Central Municipal		Preparatory works on the K3 Water Project			
Kumasi Metropolitan					
Mampong Municipal					
Asante Akim South District					
Ahafo Ano South District	Armed robbery cases	Late release of funds	Lack of logistics for M&E activities		
Atwima Nwiabiagya District	Highway robbery	Abandoned projects	Lack of database on revenue source.		
Kwabre District	Chieftaincy disputes	Lack of funds to complete abandoned projects.			
Adansi North District	Conflict between Anglo Gold and Illegal Miners				
Afigya Kwabre District	Road Crashes	Late release of funds	Lack of logistics for M&E activities		
Sekyere Kumawu District		Beneficiary of the K3 Water Project			
Bosome Freho District	Armed robbery cases	Late release of funds	Lack of logistics for M&E activities	Low IGF mobilization	
Sekyere Central District	Highway robbery	Abandoned projects	Lack of database on revenue source.	Citizen's unwillingness to pay tolls.	

Name of MMDA	Issues				
	security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
Offinso North District	Chieftaincy disputes	Lack of funds to complete abandoned projects.			
Asokore Mampong Municipal	Conflict between Anglo Gold and Illegal Miners				
Ejura Sekyere-Dumasi Municipal					
Asante Akim North District	Destruction of farm lands by Fulani Herdsmen				
Sekyere Afram Plains District			Poor Road Networks	Very low revenue base	
Amasie Central District	Armed Robbery & illegal mining				

**Appendix 3Aii: Status of Project Implementation Ashanti 2015**

No.	Sector	Category	Completed	On-going	Abandoned	Terminated	TOTAL
1.	<b>Agriculture</b>						<b>1</b>
		Administration Block	0	1	0	0	1
			<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	
2.	<b>Economic</b>						<b>27</b>
		Abattoir/Slaughter house	0	2	0	0	2
		Industrial Development Center	0	1	0	0	1
		Lockable Stores	0	0	0	0	2
		Lorry Park	0	1	0	0	2
		Market	1	7	1	0	12
		Market Stalls	0	4	0	0	4
		Other	0	0	0	0	1
		Services	0	1	0	0	1
		Weaving Center	1	1	0	0	2
			<b>2</b>	<b>17</b>	<b>1</b>	<b>0</b>	
3.	<b>Education</b>						<b>336</b>
		Administration Block	0	2	0	0	2
		Assembly hall, Town hall, Comm. Center	0	2	0	0	3
		Canteen and Kitchen	0	4	0	0	4
		Classroom Block	10	167	7	2	249
		Kindergarten Block	0	7	0	0	8
		Library	4	4	0	0	8
		Dining Hall	0	1	0	0	1
		Dormitory/Hostel	0	6	0	0	7
		Fence Wall	0	9	0	0	9
		Sports	0	0	0	0	1
		Football Pitch/Park	0	2	0	0	2
		Furniture	5	1	0	0	6
		ICT Center	0	3	0	0	4
		Other	0	1	0	0	2
		Teachers Quarters	2	9	6	0	22
		Training Center	0	1	0	0	1
		W/C	0	6	0	0	6
		Workshop	0	1	0	0	1
	<b>21</b>	<b>226</b>	<b>13</b>	<b>2</b>			
4.	<b>Energy, Oil and Gas</b>						<b>31</b>
		Electricity Poles	0	1	0	0	1
		Electrification	0	29	0	0	29
		Streetlights	0	1	0	0	1
	<b>0</b>	<b>31</b>	<b>0</b>	<b>0</b>			
5.	<b>Governance</b>						<b>102</b>
		Administration Block	0	17	0	0	19
		Area Council	0	2	4	0	8
		Assembly hall, Town	0	4	0	0	4

No.	Sector	Category	Completed	On-going	Abandoned	Terminated	TOTAL
		hall, Comm. Center					
		Communication	0	0	0	0	1
		Court	0	10	0	0	10
		Fence Wall	1	1	0	0	2
		Fire Service Station/Bay	0	2	0	0	2
		Football Pitch/Park	0	1	0	0	1
		Hotel/Guest House	1	2	0	0	3
		Other	0	1	0	0	1
		Police Quarters	0	5	1	0	6
		Police Station	0	9	0	0	12
		Recreational Center	1	0	0	0	1
		Services	0	2	0	0	2
		Staff Quarters	0	21	0	0	27
		Street Naming	0	1	0	0	1
		Training	0	1	0	0	1
		Vehicle	1	0	0	0	1
			<b>4</b>	<b>79</b>	<b>5</b>	<b>0</b>	
							<b>52</b>
6.	<b>Health</b>	Doctors Bungalow	0	3	0	0	3
		Fence Wall	1	1	0	0	2
		Furniture	0	0	0	0	1
		Hospital, CHPS, Clinic, Health Center	3	25	0	0	34
		Nurses Quarters	1	7	0	0	9
		Office Block	0	2	0	0	2
		Staff Quarters	0	0	0	0	1
			<b>5</b>	<b>38</b>	<b>0</b>	<b>0</b>	
							<b>17</b>
7.	<b>Roads</b>	Bridge	0	1	0	0	1
		Culvert	1	3	0	0	5
		Gravelling	1	0	0	0	2
		Road	0	2	0	0	8
		Speed Ramp	0	0	0	0	1
			<b>2</b>	<b>6</b>	<b>0</b>	<b>0</b>	
							<b>48</b>
8.	<b>Sanitation</b>	Aqua Privy	9	6	1	0	17
		Borehole	0	1	0	0	1
		Improvement of Refuse Site	0	2	0	0	2
		KVIP	0	6	0	0	7
		Other	2	0	0	0	3
		Refuse Evacuation	2	1	0	0	4
		W/C	2	10	0	0	14
			<b>15</b>	<b>26</b>	<b>1</b>	<b>0</b>	
							<b>2</b>
9.	<b>Tourism</b>	Football Pitch/Park	0	2	0	0	2
			<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	

No.	Sector	Category	Completed	On-going	Abandoned	Terminated	TOTAL
							<b>18</b>
10.	<b>Water</b>	Borehole	3	7	0	0	12
		Hand Dug Wells	0	1	0	0	3
		Water Supply	0	2	0	0	3
			<b>3</b>	<b>10</b>	<b>0</b>	<b>0</b>	
11.	<b>Youth and Sports</b>						<b>4</b>
		Football Pitch/Park	0	2	0	0	
		Other	2	0	0	0	
	<b>TOTAL</b>		<b>54</b>	<b>438</b>	<b>20</b>	<b>2</b>	<b>638</b>

The Council undertook about Six Hundred and Thirty Eight (638) development projects in various sectors of the economy including agriculture, education, health, energy, oil and gas, governance, road infrastructure among others.

## Appendix 3B – Breong Ahafo Region

### Appendix 3Bi: Report on Decentralized Departments at the MMDA Level

S/N	Name of MDA	Status of Decentralised Departments		
		No. of Dep'ts. Established	Yet to be Established	Total
1	Asunafo North Municipal	11	2	13
2	Asunafo South District	9	2	11
3	Asutifi North District	6	5	11
4	Atebubu-Amantin District	11	-	11
5	Berekum Municipal	10	3	13
6	Dormaa East District	4	7	11
7	Dormaa Central Municipal	11	2	13
8	Jaman North District	10	1	11
9	Jaman South District	8	3	11
10	Kintampo Municipal	5	8	13
11	Kintampo South District	9	2	11
12	Nkoranza North District	5	6	11
13	Nkoranza South District	10	3	13
14	Pru District	6	5	11
15	Sene West District	4	7	11
16	Sunyani Municipal	13	-	13
17	Sunyani West District	6	5	11
18	Tain District	9	2	11
19	Tano North District	8	3	11
20	Tano South District	6	5	11
21	Techiman Municipal	10	3	13
22	Wenchi Municipal	6	7	13
23	Sene East District	6	5	11
24	Techiman North District	8	3	11
25	Asutifi South District	4	7	11
26	Banda District	4	7	11
27	Dormaa West District	4	7	11

### Appendix 3Bii: Summary Report on MMDAs

Name of MMDA	Issues				
	security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
Asunafo North Municipal	Land disputes	<ul style="list-style-type: none"> <li>• Delay in release of funds.</li> <li>• Indebtedness to contractors.</li> <li>• Lack of vehicle for project monitoring and supervision.</li> <li>• Too many ongoing projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Property numbering not been implemented.</li> <li>• GSOP: bush fires, low wage rate and delay in payment affect labour availability. Inadequate funds affect regular supervision of project site</li> </ul>	<ul style="list-style-type: none"> <li>• No valuation of properties.</li> <li>• Lack of effective and efficient revenue database</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate logistics (vehicles, computers, furniture)</li> <li>• Absence of staff in some key departments (works and revenue).</li> <li>• Inadequate office space.</li> </ul>
Asunafo South District	Indiscriminate felling of trees	<ul style="list-style-type: none"> <li>• Delay in release of funds.</li> <li>• Too many abandoned projects especially DACF funded projects.</li> <li>• Lack of vehicle to support regular monitoring and supervision.</li> </ul>	<ul style="list-style-type: none"> <li>• Street Naming and Property Addressing: properties numbering not implemented.</li> <li>• SADA. No tangible project executed.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of effective and efficient revenue database.</li> <li>• Limited revenue sources.</li> <li>• Poor commitment on the part of revenue collectors.</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate logistics (vehicles, furniture).</li> <li>• Absence of staff in some key departments (TCPD).</li> <li>• Poor revenue mobilization.</li> </ul>
Asutifi North District	Illegal mining ('galamsey') activities	<p>Delay in release of funds. Lack of vehicle to support regular monitoring and supervision. Too many ongoing projects.</p>	<p>Street Naming and Property Addressing: property numbering not implemented.</p>	<ul style="list-style-type: none"> <li>• High revenue collection cost.</li> <li>• Lack effective and efficient revenue database.</li> <li>• Inadequate logistics to support revenue mobilization</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate logistics (furniture, vehicles for monitoring).</li> <li>• Lack of key staff (procurement and I.T)</li> </ul>
Asutifi South District	'galamsey' operations	<ul style="list-style-type: none"> <li>• Lack of vehicle to support regular monitoring and supervision</li> <li>• Inadequate funds to complete ongoing projects</li> </ul>	<p>Street Naming and Property Addressing: property numbering not been implemented.</p>	<ul style="list-style-type: none"> <li>• Inadequate revenue source.</li> <li>• Lack of efficient and effective revenue database.</li> <li>• No valuation of properties.</li> <li>• Inadequate logistics to support revenue</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate funds.</li> <li>• Lack of key staff (procurement, TCPD).</li> <li>• Inadequate office space.</li> </ul>

Name of MMDA	Issues				
	security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
				mobilization	
Atebubu-Amantin District	Religious clashes	<ul style="list-style-type: none"> <li>• Indebtedness to contractors</li> <li>• Too many abandoned projects</li> <li>• Inadequate funds</li> <li>• Lack of vehicle to support Monitoring and supervision of projects</li> </ul>	Street Naming and Property Addressing: property numbering not been implemented.	<ul style="list-style-type: none"> <li>• Inadequate revenue source.</li> <li>• Lack of efficient and effective revenue database.</li> <li>• No valuation of properties.</li> <li>• Limited revenue</li> <li>• High revenue collection cost</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate logistics (vehicles).</li> <li>• Poor revenue collection due to lack of effective and efficient revenue database.</li> </ul>
Banda District	<p>Political disputes that resulted in the transfer of most core staff of the Assembly</p> <p>Illegal mining ('galamsey') activities</p>	<ul style="list-style-type: none"> <li>• Indebtedness to service providers.</li> <li>• Inadequate funds to complete ongoing projects.</li> <li>• Lack of vehicle to undertake routine monitoring and supervision of projects.</li> <li>• High pressure from the people for development projects.</li> <li>• Poor road network.</li> <li>• Low electricity coverage to communities.</li> </ul>	Street Naming and Property Addressing: property numbering not been implemented.	<ul style="list-style-type: none"> <li>• Lack of effective and efficient revenue database.</li> <li>• Poor revenue supervision due inadequate logistics</li> <li>• Poor commitment on the part of revenue collectors</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate office space.</li> <li>• Lack of vehicles.</li> <li>• Inadequate staff (TCPD, HR among others).</li> <li>• Poor revenue database and limited revenue sources.</li> <li>• Inadequate accommodation for staff.</li> </ul>
Berekum Municipal	Long standing chieftaincy disputes in Berekum, Kato	<ul style="list-style-type: none"> <li>• Inadequate funds to complete ongoing projects especially DACF funded projects</li> <li>• Inadequate logistics to support the M&amp;E of projects</li> <li>• Indebtedness to service providers</li> </ul>	Street Naming and Property Addressing: property numbering not been implemented.	<ul style="list-style-type: none"> <li>• Inadequate revenue source.</li> <li>• Lack of efficient and effective revenue database.</li> <li>• No valuation of properties.</li> <li>• Limited revenue</li> <li>• High revenue collection</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate logistics (vehicles, office equipment).</li> <li>• Inadequate staff (procurement).</li> <li>• Too many revenue collectors resulting in high revenue collection cost.</li> <li>• Over dependence on DACF.</li> </ul>

Name of MMDA	Issues				
	security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
				cost	
Dormaa East District		<ul style="list-style-type: none"> <li>• Too many abandoned projects</li> <li>• Indebtedness to service providers</li> <li>• Contractors delay in projects completion</li> <li>• Inadequate funds</li> </ul>	Street Naming and Property Addressing: property numbering not been implemented. Chieftaincy issue with the naming	<ul style="list-style-type: none"> <li>• Inadequate logistics to support mobilization.</li> <li>• Limited revenue sources.</li> <li>• Poor revenue database.</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate office space.</li> <li>• Inadequate logistics (furniture, vehicles, office equipment).</li> </ul>
Dormaa West District	Smuggling of fuel across the border to Ivory Coast	<ul style="list-style-type: none"> <li>• Poor road network affect Project Monitoring</li> <li>• High demand for development projects</li> <li>• Inadequate funds</li> <li>• Inadequate logistics to support M&amp;E</li> </ul>	Street Naming and Property Addressing: properties numbering has not been implemented. SADA: No tangible projects implemented.	<ul style="list-style-type: none"> <li>• Lack of effective and efficient revenue database.</li> <li>• Poor commitment on the part of revenue collectors.</li> <li>• Inadequate logistics to support mobilization.</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate office space.</li> <li>• Inadequate staff (TCPD, procurement among others).</li> <li>• Inadequate revenue sources and revenue database.</li> </ul>
Dormaa Central Municipal		<ul style="list-style-type: none"> <li>• inadequate funds to complete ongoing projects especially DACF funded projects</li> <li>• inadequate logistics to support the M&amp;E of projects</li> <li>• indebtedness to service providers</li> </ul>	Street Naming and Property Addressing: properties numbering has not been implemented. SADA: No tangible projects implemented	<ul style="list-style-type: none"> <li>• High revenue collection cost</li> <li>• Lack of effective and efficient revenue database.</li> <li>• Limited revenue source.</li> <li>• Delay in release of funds.</li> </ul>	<ul style="list-style-type: none"> <li>• Overdependence on DACF due to poor revenue mobilisation.</li> <li>• Inadequate logistics (vehicles, furniture etc.).</li> </ul>
Jaman North District	Smuggling of fuel across the border to Ivory Coast	<ul style="list-style-type: none"> <li>• Indebtedness to service providers.</li> <li>• Contractors delay in projects completion.</li> <li>• Inadequate funds.</li> <li>• Inadequate logistics to support regular monitoring and supervision.</li> </ul>	<ul style="list-style-type: none"> <li>• Street Naming and Property Addressing: properties numbering has not been implemented</li> <li>• GSOP: bush fires, low wage rate and delay in payment affect labour availability.</li> <li>• Inadequate funds affect</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate revenue source.</li> <li>• Lack of efficient and effective revenue database.</li> <li>• No valuation of properties.</li> <li>• Limited revenue.</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate office space.</li> <li>• Inadequate logistics (vehicle, furniture, office equipment).</li> <li>• Poor revenue mobilisation.</li> <li>• Overdependence on DACF.</li> </ul>

Name of MMDA	Issues				
	security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
			regular supervision of project site	<ul style="list-style-type: none"> <li>High revenue collection cost.</li> </ul>	
Jaman South District	Long standing land and boundary disputes between Japekrom and Drobo stools	<ul style="list-style-type: none"> <li>Inadequate funds to complete ongoing projects especially DACF funded projects.</li> <li>inadequate logistics to support the M&amp;E of projects</li> <li>Indebtedness to service providers.</li> <li>Delay by contractors to complete project time schedule.</li> </ul>	Street Naming and Property Addressing: challenges with the naming of some principal streets due to chieftaincy problem	<ul style="list-style-type: none"> <li>Inadequate revenue source.</li> <li>Lack of efficient and effective revenue database.</li> <li>No valuation of properties.</li> <li>Limited revenue</li> <li>High revenue collection cost</li> </ul>	<ul style="list-style-type: none"> <li>Poor revenue database.</li> <li>Inadequate logistics to support M&amp;E.</li> <li>Low revenue generation</li> </ul>
Kintampo Municipal	Chieftaincy and land disputes between Gonja Skin and Nkoranza stool	<ul style="list-style-type: none"> <li>Inadequate funds to complete ongoing projects especially DACF funded projects</li> <li>Inadequate logistics to support the M&amp;E of projects</li> <li>Indebtedness to service providers.</li> <li>Delay by contractors to complete project time schedule.</li> </ul>	<ul style="list-style-type: none"> <li>Street Naming and Property Addressing: Property numbering not implemented.</li> <li>SADA. No. tangible project implemented</li> <li>GSOP bush fires, low wage rate and delay in payment affect labour availability.</li> <li>Inadequate funds affect regular supervision of project site</li> </ul>	<ul style="list-style-type: none"> <li>Inadequate revenue source.</li> <li>Lack of efficient and effective revenue database.</li> <li>No valuation of properties.</li> <li>Limited revenue</li> <li>High revenue collection cost.</li> </ul>	Inadequate logistics (office equipment, vehicles, furniture.) Poor mobilisation of IGF.
Kintampo South District	Land disputes	<ul style="list-style-type: none"> <li>Too many ongoing projects. Inadequate logistics to monitor projects.</li> <li>Abandoned projects.</li> <li>Indebtedness to service providers.</li> <li>Poor road network</li> </ul>	<ul style="list-style-type: none"> <li>Street Naming and Property Addressing: Property numbering not implemented.</li> <li>SADA : No. tangible project implemented</li> <li>GSOP: bush fires, low wage rate and delay in payment affect labour</li> </ul>	<ul style="list-style-type: none"> <li>Limited revenue source</li> <li>Poor commitment on the part of revenue collectors.</li> <li>Lack of effective and efficient revenue database.</li> </ul>	<ul style="list-style-type: none"> <li>Inadequate logistics (vehicles).</li> <li>Lack of revenue database leading to underestimation of IGF.</li> </ul>

Name of MMDA	Issues				
	security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
			availability. <ul style="list-style-type: none"> <li>Inadequate funds affect regular supervision of project site.</li> </ul>		
Nkoranza North District	Negative activities of Fulani herdsmen  Collapse of micro-finance companies	<ul style="list-style-type: none"> <li>High pressures from the people for development projects.</li> <li>Abandoned projects.</li> <li>Shoddy works by some contractors.</li> <li>Inadequate funds to complete projects.</li> <li>Poor road network.</li> </ul>	<ul style="list-style-type: none"> <li>Street Naming and Property Addressing: Property numbering not implemented.</li> <li>SADA: No. tangible project implemented</li> <li>GSOP bush fires, low wage rate and delay in payment affect labour availability.</li> <li>Inadequate funds affect regular supervision of project site.</li> </ul>	<ul style="list-style-type: none"> <li>Limited revenue source.</li> <li>Lack effective and efficient revenue database.</li> <li>No valuation of properties.</li> </ul>	<ul style="list-style-type: none"> <li>Inadequate logistics (vehicles).</li> <li>Poor revenue collection due to lack of revenue database.</li> <li>Inadequate office space.</li> <li>Inadequate of vehicles.</li> <li>Inadequate staff (TCPD, procurement).</li> <li>Inadequate accommodation for staff).</li> </ul>
Nkoranza South District	Collapse of micro-finance companies	<ul style="list-style-type: none"> <li>Indebtedness to service providers.</li> <li>Contractors delay in projects completion.</li> <li>Inadequate funds.</li> <li>Inadequate logistics to support regular monitoring and supervision.</li> </ul>	<ul style="list-style-type: none"> <li>Street Naming and Property Addressing. Properties numbering has not been implemented</li> </ul>	<ul style="list-style-type: none"> <li>High revenue leakages.</li> <li>Lack of efficient and effective revenue database.</li> <li>No valuation of properties.</li> <li>Limited revenue.</li> <li>High revenue collection cost.</li> </ul>	<ul style="list-style-type: none"> <li>Inadequate logistics (vehicles).</li> <li>Poor revenue collection due to lack of revenue database.</li> </ul>
Pru District	Chieftaincy disputes	<ul style="list-style-type: none"> <li>Poor road network.</li> <li>Delay in release of funds.</li> <li>Indebtedness to service providers.</li> </ul>	<ul style="list-style-type: none"> <li>Street Naming and Property Addressing: Properties numbering not implemented</li> </ul>	<ul style="list-style-type: none"> <li>High revenue leakages.</li> <li>Lack effective and efficient database.</li> <li>Poor incentives to revenue collectors.</li> <li>High revenue collection cost</li> </ul>	<ul style="list-style-type: none"> <li>Inadequate office space.</li> <li>Inadequate accommodation for staff).</li> </ul>
Sene West	Chieftaincy	<ul style="list-style-type: none"> <li>Poor road network affect</li> </ul>	<ul style="list-style-type: none"> <li>Street Naming and Property</li> </ul>	<ul style="list-style-type: none"> <li>High revenue cost.</li> </ul>	Inadequate revenue sources.

Name of MMDA	Issues				
	security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
District	disputes	Project Monitoring. <ul style="list-style-type: none"> <li>• High demand for development projects.</li> <li>• Inadequate funds.</li> <li>• Inadequate logistics to support M&amp;E</li> </ul>	Addressing. Properties numbering not implemented. <ul style="list-style-type: none"> <li>• SADA: No. tangible project implemented.</li> </ul>	Limited revenue source. <ul style="list-style-type: none"> <li>• Lack of effective and efficient revenue database.</li> <li>• Poor commitment on the part of revenue collectors.</li> <li>• Inadequate logistics to support mobilization.</li> </ul>	Inadequate logistics (vehicles). Poor revenue collection due to lack of proper revenue database.
Sene East District		<ul style="list-style-type: none"> <li>• Poor road network</li> <li>• High demand for development projects</li> <li>• Inadequate funds</li> <li>• Inadequate logistics to support M&amp;E</li> </ul>	<ul style="list-style-type: none"> <li>• Street naming and property addressing: properties numbering not implemented.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of effective and efficient revenue database.</li> <li>• Limited revenue sources</li> <li>• Poor commitment on the part of revenue collectors.</li> <li>• Inadequate logistics to support mobilization.</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate office space.</li> <li>• Lack of vehicles.</li> <li>• Inadequate staff (TCPD, procurement among others).</li> <li>• Poor revenue database and limited revenue sources.</li> <li>• Inadequate accommodation for staff.</li> </ul>
Sunyani Municipal		Indebtedness to service providers	<ul style="list-style-type: none"> <li>• Street Naming and Property Addressing. Properties numbering not implemented</li> </ul>	•	<ul style="list-style-type: none"> <li>• Lack of well-designed revenue database.</li> <li>• Lack of vehicles for M&amp;E.</li> <li>• Inadequate logistics (office equipment).</li> </ul>
Sunyani West District	Boundary dispute with Sunyani Municipal	<ul style="list-style-type: none"> <li>• Too many projects ongoing</li> <li>• Delay in release of funds</li> <li>• Lack of vehicle to support M&amp; E</li> </ul>	<ul style="list-style-type: none"> <li>• Street Naming and Property Addressing. Delay in valuation of properties</li> </ul>	•	<ul style="list-style-type: none"> <li>• Inadequate office space.</li> <li>• Poor IGF mobilisation.</li> <li>• Inadequate logistics (office equipment)</li> </ul>
Tain District	Chieftaincy Disputes	<ul style="list-style-type: none"> <li>• Indebtedness to contractors</li> <li>• Most projects overdue in time schedules</li> <li>• High pressure for</li> </ul>	<ul style="list-style-type: none"> <li>• Street Naming and Property Addressing: Property numbering not implemented.</li> </ul>	•	<ul style="list-style-type: none"> <li>• Inadequate office space.</li> <li>• Lack of vehicles to support M&amp;E.</li> </ul>

Name of MMDA	Issues				
	security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
		development projects			
Tano North District	Chieftaincy and land disputes	<ul style="list-style-type: none"> <li>• Too many abandoned projects</li> <li>• Delay in release of funds</li> <li>• Contractors delay in complete projects on time</li> </ul>	<ul style="list-style-type: none"> <li>• Street Naming and Property Addressing. Properties numbering not implemented</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of vehicles for M&amp;E.</li> <li>• Poor revenue mobilisation.</li> <li>• Lack of well-designed revenue database.</li> </ul>
Tano South District	Illegal mining (galamsey) activities in the Adongo area	<ul style="list-style-type: none"> <li>• Too many ongoing projects</li> <li>• Inadequate funds to complete ongoing projects</li> <li>• Inadequate logistics to support monitoring of projects</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Limited revenue Lack of effective and efficient revenue database.</li> <li>• High revenue collection cost</li> <li>• Poor commitment on the part of revenue collectors.</li> <li>• Inadequate logistics to support mobilization.</li> <li>• sources</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of vehicles for M&amp;E.</li> <li>• Poor revenue mobilisation.</li> <li>• Lack of well-designed revenue database.</li> </ul>
Techiman Municipal		<ul style="list-style-type: none"> <li>• Indebtedness to service providers</li> <li>• Inadequate funds</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• High revenue leakages.</li> <li>• Lack of effective and efficient revenue database.</li> <li>• Poor commitment on the part of revenue collectors.</li> <li>• Inadequate logistics to support mobilization.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of vehicles for M&amp;E.</li> <li>• Inadequate logistics (office equipment)</li> </ul>
Wenchi Municipal	Long standing chieftaincy dispute regarding the Wenchi Paramountcy	<ul style="list-style-type: none"> <li>• Indebtedness to contractors</li> <li>• Inadequate funds</li> <li>• Too many abandoned projects</li> <li>• Inadequate logistics to support project supervision</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• High revenue leakages</li> <li>• Lack of effective and efficient revenue.</li> <li>• Poor commitment on the part of revenue collectors.</li> <li>• Inadequate logistics to support mobilization.</li> </ul>	Underestimation of revenue due to lack of well-designed database. Inadequate logistics (vehicles, office equipment).

Name of MMDA	Issues				
	security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
Techiman North District	Land and Chieftaincy disputes often resulting in sporadic attacks	<ul style="list-style-type: none"> <li>• Indebtedness to contractors</li> <li>• Inadequate funds</li> <li>• Poor road network</li> <li>• Inadequate logistics to support project supervision</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of effective and efficient revenue database.</li> <li>• Poor commitment on the part of revenue collectors.</li> <li>• Inadequate logistics to support mobilization.</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate office space.</li> <li>• Inadequate logistics (vehicles, office equipment etc.)</li> <li>• Lack of well-designed database for revenue mobilisation.</li> </ul>

#### Appendix 3Biii: Core Regional Indicators

Indicators	Indicator Type	Baseline (2014)	Level of Achievement			Remarks
			2015 Target	2014 Indicator Level	2015 Indicator Level	
Number of RPCU quarterly monitoring and evaluation of MMDAs development interventions by the end 2015	Output	3	4	3	4	Target Achieved
Number of RPCU Meeting organized at end 2015	Output	3	4	3	6	Above target
Number of MMDAs responded to the submission of DMTDP(2014 - 2017) by end 2015	Output	0	27	0	27	Target achieved
Number of Management meeting organized by the end of 2015	Output	6	12	6	12	Target achieved

Indicators	Indicator Type	Baseline (2014)	Level of Achievement			Remarks
			2015 Target	2014 Indicator Level	2015 Indicator Level	
Number of Regional Tender Committee meeting organized	Output	16	18	16	20	Above Target
Number of Regional Tender Review Board meeting organized	Output	18	25	18	36	Above Target
Availability of 2015 Procurement Plan and 4 quarterly updates	Output	NO	Yes	No	Yes	It was prepared and timely submitted to Public Procurement Authority.
Availability 2015 Annual Action Plan link with the budget	Output	No	Yes	No	Yes	It was prepared and timely submitted to LGSS
Availability of comprehensive training plan for staff development	Output	Yes	Yes	Yes	Yes	It was prepared and submitted to LGSS
Number of training Workshop organized	Output	6	8	10	6	Due to lack of funds
Availability of all MMDAs and RCC staff appraisals forms	Output	Yes	Yes	Yes	Yes	

### Appendix 3Biv: Visits from the Presidency

No	Name	Purpose	Date
1.	H.E Paa Kwasi Bekoe Amissah Arthur, Vice President of the Republic of Ghana	25 <sup>th</sup> Anniversary of Nkoranman Senior High School	28 <sup>th</sup> March, 2015
2.	H. E. Lordina Mahama, First Lady of the Republic of Ghana	Fund raising in aid of building Presbyterian Midwifery Training School	6 <sup>th</sup> April, 2015
3.	H. E. Lordina Mahama, First Lady of the Republic of Ghana	Commissioning of ‘‘Lordina Hostel’’ for the Presbyterian Midwifery and Nursing Training College	7 <sup>th</sup> April, 2015
4.	H. E. Lordina Mahama, First Lady of the Republic of Ghana	Visit to orphanages	8 <sup>th</sup> April, 2015
5.	H. E. Lordina Mahama, First Lady of the Republic of Ghana	Visit to orphanages	9 <sup>th</sup> April, 2015
6.	H.E. Mrs. Amissah – Arthur, second Lady of the Republic of Ghana	The launch of helping Babies Breathe Training Programme	25 <sup>th</sup> January, 2015
7.	His Excellency, John Dramani Mahama, President of the Republic of Ghana	Official Working Visit	25/6/15 26/6/15
8.	Her Excellency, Mrs. Lordina Mahama, First Lady of the Republic of Ghana	Official working visit	20 <sup>th</sup> June, 2015,
9.	H. E. John Dramani Mahama, President of the Republic of Ghana	Working visit	10 <sup>th</sup> July, 2015
10.	H. E. John Dramani Mahama, President of the Republic of Ghana	working visit	21 <sup>st</sup> August, 2015
11.	H. E. John Dramani Mahama, President of the Republic of Ghana	working visit	19 <sup>th</sup> October, 2015
12.	Her Excellency, Mrs. Lordina Mahama, First Lady of the Republic of Ghana	Official working visit	17 <sup>th</sup> -20 <sup>th</sup> December, 2015,

### Appendix 3Bv: Staff Development (Capacity Building/Training)

No.	Workshop	Purpose	Date
1.	Train 30 service providers on the use of SGBV protocols and coordinated approach to tackling the SGBV and empowering victims.	To sensitise service providers on SGBV, treaties, laws, acts and decrees which seek to address GBV as well as interact with the service providers to fashion out coordinated approach in addressing and supporting SGBV victims,	2 <sup>nd</sup> – 4 <sup>th</sup> June, 2015
2.	Organise stakeholders’ forum on harmful cultural practices by targeting 100 traditional authorities, midwives and males.	To sensitise women about harmful cultural practices that affect the dignity and development of women, sensitise women on their rights and to solicit for the support of traditional authorities in abolishing harmful cultural practices.	21 <sup>st</sup> May, 2015
3.	Organise TOT training for 30 DOVVSU personnel and Police investigators on SGBV and its related laws.	To train personnel who would impart knowledge acquired to other personnel in their various units and stations	30 <sup>th</sup> March – 1 <sup>st</sup> April, 2015
4.	Train 30 service providers in HIV counseling including PMTCT	To build the capacity of midwives to be able to initiate counselling, testing and PMTCT programmes in their facilities.	15 <sup>th</sup> – 19 <sup>th</sup> June, 2015
5.	Train 30 Midwives and Doctors in life saving skills to	To equip the midwives with knowledge and skills in life saving skills and focused	22 <sup>nd</sup> – 27 <sup>th</sup> March, 2015

No.	Workshop	Purpose	Date
	contribute to reduction of incidence of maternal deaths	antenatal care	
6.	Undertake in-depth supportive supervision in LSS at 2 hospitals LSS	To ensure that the service providers trained in LSS and Family Planning are doing the right thing	31 <sup>st</sup> March, 2015
7.	Train 30 CHN/CHOs in Home-based life-saving skills to contribute to reduction of incidence of maternal deaths	To equip the CHNs/CHOs with knowledge and skills on Home-based life-saving skills and focused antenatal care	25 <sup>th</sup> – 29 <sup>th</sup> May, 2015
8.	Train 26 community health nurses in FP counselling on long-term FP methods to improve access to LT FP methods	To equip CHN with knowledge and skills on FP Counselling to promote long term FP methods	18 <sup>th</sup> -24 <sup>th</sup> May, 2015
9.	Train 30 community health nurses in implant insertion and removal	To enable participants acquire the required knowledge in the insertion and removal of Implanon NXT and to increase Family Planning acceptor rate in the Region	October, 2015
10.	Organise 2 quarterly programmes coordination meeting with IPs to assess progress of implementation	To assess the progress of Implementation of activities.	30 <sup>th</sup> April, 2015 and 30 <sup>th</sup> June, 2015
11.	Organise a pre-AWP review discussion to ensure IPs have clear understanding of anticipated 2015 AWP coordinated activities	To enable all IPs have a clear understanding of the AWP coordinated activities	30 <sup>th</sup> October, 2015
12.	Monitor all Districts to assess CARMMA pledges status	To assess the activities and programmes of Districts of the Region with the view to ascertaining their performance regarding expected outputs and deliverables of their pledges towards CARMMA	April and August, 2015

## Appendix 3C – Central Region

### Appendix 3Ci: Summary Report on MMDAs in the Central Region

Name of MMDA	Issues				
	security	Development Projects	Initiatives/ Directives	Financial Performance	Challenges
Agona East DA	N/A	Poor community support	N/A	Low revenue base of the Assembly	Funding from Central Government not regular Inadequate training for staff
Agona West MA	Armed robbery, Theft, Internet Fraud, Prostitution	Difficulty in acquiring land for development	N/A	Uncooperative attitude of tax payers Under Invoicing by some revenue collectors	Untimely release of DACF
Assin South DA	N/A	Poor Road Network Stalled GETFUND projects Absence of District Hospital	N/A	Low Revenue Base	Delay in release of DACF
Assin North DA	N/A	Poor Waste management Bad Road Network	N/A	Low Revenue Base	Inadequate training for staff
Ajumako Enyan Essiam DA	N/A	Declining Communal Spirit Poor Road Network to hinterlands	N/A	Low Revenue Generation	Delay in release of DACF
Asikuma Odoben Brakwa	N/A	N/A	N/A	Low numerical strength of revenue collectors Properties have not been valued for revenue collection	No procurement officer Delay in the release of funds
Cape Coast MA	N/A	Poor Sanitation	N/A	Inadequate revenue generation	Untimely release of funds

Name of MMDA	Issues				
	security	Development Projects	Initiatives/ Directives	Financial Performance	Challenges
Komenda Edina Eguafo Abirem MA	Chieftaincy Disturbance at Dutch Komenda, Kafudidi and Dompouse	Delay in take off for construction of Bridge over Benya lagoon	N/A	N/A	Accra Human Rights Court ordered the garnishee of Assemblies DACF and IGF accounts
Mfantseman MA	N/A	High illiteracy and low income levels among rural folks, falling standards of education	N/A	Low internal revenue generation	Delay in release of DACF
Ekumfi DA	N/A	Absence of a District Hospital	N/A	Low Internal revenue generation	Delay in the release of funds Boundary dispute with Mfantseman Municipal Assembly
Gomoa East DA	Land litigation and boundary problems with other districts Chieftaincy disputes		N/A	Low revenue generation	Land litigation
Upper Denkyira East	Illegal Mining Activities “Galamsey”	Poor road network Waste management problem	N/A	Inadequate internal revenue	Left over pits security pose threats
Upper Denkyira West DA	Illegal Mining Activities “Galamsey”	Poor Road Network Noninvolvement of major stakeholders in the development process	Inadequate funds available to complete SNPA Only 28 major streets named with signage poles erected;	Leakages in revenue collection	Difficulty in acquiring land for development

Name of MMDA	Issues				
	security	Development Projects	Initiatives/ Directives	Financial Performance	Challenges
Twifo Atti Morkwa DA	N/A	Poor Road Network	N/A	Low internal revenue	Absence of Presiding Member, No qualified person to manage the Registry Department, delay in release of funds.
Hemang Lower Denkyira DA	N/A	Inadequate office accommodation and equipment Poor sanitation	N/A	Low revenue generation	Increasing sanitation and waste management problem
Abura Asebu Kwamankese	N/A	Poor road network	N/A	Low revenue base	Late release of DACF
Awutu Senya DA	N/A	Poor sanitation Inadequate public latrines Inadequate staff in various departments	N/A	Low revenue generation	Late release of DACF
Effutu Municipal Ass	Chieftaincy dispute	Poor BECE results Absence of libraries Poor road network	N/A	Low revenue generation	Delay in release of funds by central government
Gomoa West DA	N/A	Bad Road networks	N/A	Low revenue generation	Boundary dispute
Awutu Senya East MA	High prevalence of armed robbery Land Disputes, Boundary disputes with GA South and Gomoa East Districts	Untimely release of funds Absence of Municipal Hospital , bad roads	N/A	Low revenue generation	Poor sanitation, delay in release of funds, inadequate office space.

### Appendix 3Cii: Composite Budget Issues

ISSUES	CAUSES	RECOMMENDATIONS
<b><i>a. Composite Budget Formulation/Preparatory Issue</i></b>		
Low citizen's participation	<p>The budget preparatory calendar is not publicized</p> <p>Loss of interest of citizens in the participation in the activities of the MMDAs</p> <p>Invitation to presentation sessions for Composite AAP and Budget mid-year review report are usually limited to only Assembly members and Heads of departments</p> <p>Non consultation of citizens' on draft composite budget before taken through the approval process</p>	<p>Adequate publicity of budget preparatory calendar should be made on radio, Assembly &amp; Area Councils notice boards</p> <p>The invitees to the District Budget Hearings of the departments of the Assemblies should include a wide range of stakeholders.</p> <p>The public should be exposed to the draft composite budget at least once before commencement of the approval process</p>
Revenue database not comprehensive and not regularly updated, Absence of Valuation roll and billing mechanisms/ systems in some of the MMDAs	Management of some MMDAs not committed to the transformation of the revenue base.	<p>Districts should be pushed through directives and guidelines to commit resources to transforming the local revenue base of their Assemblies</p> <p>The districts should take advantage of the street naming and property addressing system and go beyond just the signage</p>
<b><i>b. Budget Approval</i></b>		
Very limited debate on composite budget	<p>Budget presentation and debate/deliberation are usually put together as one item on business/agenda of the General Assembly</p> <p>The Draft Budgets are usually not given to Assembly Members before debate/deliberation</p> <p>The budget structure and concepts are not easily understood by some Assembly members</p>	<p>Presentation of the composite budget and the debate should be a separate item for different days</p> <p>Assembly members should be given copies of the draft budget two weeks before deliberations</p> <p>Local Training required</p>
<b><i>c. Budget Execution</i></b>		

ISSUES	CAUSES	RECOMMENDATIONS
Inadequate composite budget performance analysis and reporting	Assessment of organizational performance periodically is not done by the District Assemblies	Well-structured professional training programme for budget analysts required
Inadequate General Assembly RCC, oversight and CSOs/CBOs, media watchdog roles in budget execution	<p>Inadequate knowledge of Media and CSOs/CBOs on budget analyses and contents of document</p> <p>Absence of legislation(s) for the RCC to punish Assemblies that do not comply</p>	<p>Local training required</p> <p>Review of existing legislations required</p>
Composite Budget Financing	<p>Low IGF mobilisation</p> <p>Budget shortfalls and delays in the release of transfers to the Assemblies</p> <p>Fiscal indiscipline</p>	<p>Assemblies should work at increasing IGF collection</p> <p>Increased transparency in resources allocation</p> <p>The RCC should increase monitoring role to reduce fiscal indiscipline</p>
<b><i>d. Budget Accountability</i></b>		
Budget document/ reports not adequately publicised.	Officers do not have adequate skills in social accountability	Training required for media, CSOs/CBOs and Assembly members on budget reporting, advocacy and for accountability
Demand for accountability on budget is limited	Inadequate knowledge on budget issues limits participation in the budgeting process	Training on budget advocacy and analysis required

### Appendix 3Ciii: Core Regional Indicators

Indicators	Indicator Type	Baseline (2013)	Level of Achievement			Remarks
			2015 Target	2014 Indicator Level	2015 Indicator Level	
Number of monitoring and Evaluation exercise of MMDAs undertaken	Output	2	4	4	2	Target achieved
Number of Regional Co-ordinating Council Meetings in a year	Output	2	2	2	2	Target achieved
Number of Organized National Events	Output	6	6	6	6	Target achieved
Number of REGSEC Meetings held	Output	12	12	12	12	Target achieved
Regional Minister's working visit to MMDAs	Output	1	1	1	1	Target achieved
Number of reports submitted to EU	Output	1	1	1	1	Target achieved
Number of RPCU meetings organized	Output	4	4	4	4	Target achieved

**National events organized:** Farmer's Day, Independence Day, May Day, Veterans Day, Founder's Day and Republic Day celebrations

## Appendix 3D – Eastern Region

### Appendix 3Di: SUMMARY ON MMDAs ISSUES

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
<b>Lower Manya Krobo</b>	Youth groups threatening action over absence of substantive Assembly members.	Low contracts and project management capacity. Late release of funds affecting project completion timelines.	Lack of logistics for M&E activities	Low IGF mobilization (26 percent)	Poor contracts and projects management. Erratic release of inter-governmental grants.
<b>Kwaebibirem</b>	Chieftaincy Dispute. Two contesting Chiefs in Kade	Recorded the highest percentage of uncompleted projects in 2014 which could be attributed to forward contracting, late release of funds and low IGF generation.	Insufficient project management and M & E capacity.	Low IGF mobilization (11 percent)	Poor management of projects. Low IGF mobilization. Increasing proportion of uncompleted projects.
<b>Kwahu East</b>	Fulani herdsmen menace (destruction of farms)	Substantial investment in Governance (Security) and Agric. Construction of District Hospital commenced in 2014 work is steadily progressing. Rate of projects completion is quite impressive.	Inadequate logistics for M & E. Construction of District Hospital is on course.	Low Local Revenue Generation (28 percent). Low investment to enhance private sector competitiveness.	Inadequate resources for M & E. Destruction of farms by Fulani cattle.
<b>Birim Central</b>	Armed robbery cases and illegal lumbering.	Remarkable project identification, planning and completion capacity. Require competencies in contracts management.	Require additional competencies in contracts and project management.	Very low Local Revenue mobilization (11 percent). This could be attributed to the numerous external funding source available to the M/A.	Poor records management.
<b>Asuogyaman</b>	Existence of relative peace in the district.	Delays in projects completion and poor quality of works.	Inadequate M & E and project management capacity.	Low Own-Revenue Generation	Poor project management.
<b>Birim South</b>	Chieftaincy Dispute. Purported destoolment	Delays in project completion.	Inadequate logistical capacity of M & E.	Low Local Revenue mobilization (19	Chieftaincy dispute. Low own-revenue

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
	of the Omanhene.			percent).	generation.
<b>New Juaben</b>	Chieftaincy Dispute between Omanhene and some sub-chiefs.	Poor project planning. Undue delays in projects execution and completion especially UDG projects.	Further competencies in contracts and projects management needed. Low UDG utilization rate (6.62 percent)	Quite impressive IGF generation (43 percent). M/A can do better with the existing revenue potential.	Low contract and project management skills. Boundary dispute.
<b>West Akim</b>		Delays in execution and completion of some UDG projects.	Satisfactory contracts, project management and M & E capacity. UDG utilization rate quite good (80.48 percent and 53.69 for UDG 1 & 2 respectively).	Very low Own-Revenue mobilization (14 percent) which could be attributed to the numerous external sources available to the M/A.	Low Local Revenue Mobilization.
<b>Yilo Krobo</b>	Chieftaincy Dispute over the rightful occupant of the Yilo Stool	Delays in project completion due to delays in transfer of inter-governmental grants.	Inadequate logistics particularly vehicle for M & E.	Impressive IGF generation of 38 percent.	Delays in release of inter-governmental transfers. Chieftaincy dispute.
<b>Akuapem North</b>	Land dispute between some towns.	Delays in project completion particularly District Assembly Block.	Competencies in contracts and projects management needed.	Very remarkable Local Revenue Generation (49 percent).	Delays in release of inter-governmental transfers. Boundary dispute.
<b>Suhum</b>	Serial Killings which necessitated the stationing of a military detachment there for operation calm life.	Satisfactory project execution and completion.	Lack of logistics particularly vehicle for M & E.	Satisfactory IGF generation of 38 percent.	Lack of logistics for M & E.
<b>Kwahu West</b>	Armed robbery cases	Poor project identification and planning. Delays in completion of DACF funded projects.	Inadequate skills in project and contract management as well as M & E.	Satisfactory Local Revenue generation (33 percent) Very impressive disbursement rate of UDG 1 receipts (105 percent)	Inadequate contracts and project management skills. Late release of central government transfers.

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
<b>Nsawam-Adoagyiri</b>	Illegal sand winning	Delays in project completion particularly DACF projects.	Logistical and human resource constraints hampering M & E.	Low IGF mobilization. 58.24 percent utilization of UDG 2 receipts. Late release of central government grant.	Inadequate resources for M & E. Low IGF mobilization. Late release of DACF.
<b>Kwahu Afram Plains North</b>	Fulani herdsmen menace (destruction of farms)	Delays in project completion.	Logistical and human resource constraints hampering M & E.	Low IGF mobilization. Low IGF base. Late release of central government grant.	Inadequate resources for M & E. Low IGF base. Low IGF mobilization. Late release of DACF. Destruction of farms by Fulani cattle.
<b>Kwahu Afram Plains South</b>	Fulani herdsmen menace (destruction of farms)	Delays in project completion particularly DACF projects.	Logistical and human resource constraints hampering M & E.	Low IGF mobilization. Late release of inter-governmental grants.	Inadequate resources for M & E. Low IGF mobilization. Late release of DACF. Destruction of farms by Fulani cattle.
<b>Akuapem South</b>		Satisfactory project execution and completion.	Further competencies in contracts and projects management needed.	Satisfactory IGF generation of 29 percent. However, D/A can improve upon performance in the light of the existing potential.	Late release of inter-governmental transfers.
<b>Birim North</b>	Illegal mining	Satisfactory project identification, planning and execution.	Low logistical capacity for M & E.	Low IGF mobilization (11 percent). D/A has enormous potentials to step up IGF generation.	Destruction of the environment by illegal miners. Low IGF mobilization. Late/erratic release of central government transfers. Low logistical capacity for M & E.

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
<b>Denkyembour</b>	Illegal mining	Poor project planning and execution. Poor quality of works.		Abysmal own-revenue mobilization (9 percent)	Destruction of the environment by illegal miners.
<b>Ayensuano</b>		Delays in project completion due to erratic release of central government funds.	Lack of logistics particularly vehicle for M & E. Construction of Community Day SHS on course.	Low IGF mobilization (18 percent).	Erratic release of central government grant. Low IGF mobilization.
<b>Kwahu South</b>					Destruction of farms by Fulani cattle.
<b>Upper West Akim</b>	Tribal dispute over siting of a cemetery.	Delays in project completion. Poor quality of works.	Lack of logistics for M & E. Construction of Community Day SHS at Kwaobaah Nyanoa progressed steadily and was commissioned on 4 <sup>th</sup> Feb 2016 by the President. The project includes 3-storey 24-unit classrooms, 3 laboratories, 2 libraries, 8 offices and internet facility.	Abysmal own-revenue generation (9 percent). Late/erratic release of central government transfers.	Low project management skills. Low IGF mobilization. Late release of inter-governmental grants. Tribal dispute.
<b>Upper Manya Krobo</b>	Fulani herdsmen menace	Delays in project completion.	Lack of logistics for M & E (particularly vehicle).	Low IGF generation of 18 percent. Late/erratic release of central government transfers.	Low IGF mobilization. Late release of inter-governmental grants. Destruction of farms by Fulani cattle.
<b>Fanteakwa</b>	Fulani herdsmen menace with its associated armed robbery and killings especially in Dedeso.	Delays in project completion.	Lack of logistics for M & E (particularly vehicle).	IGF mobilization appalling (10 percent). Late/erratic release of central government transfers.	Low IGF mobilization. Late release of inter-governmental grants. Destruction of farms by Fulani cattle.
<b>East Akim</b>	Illegal Mining (Galamsey) and lumbering	Delays in project completion.	Low logistical capacity for M & E.	Poor IGF generation of 22 percent. Late/erratic release of central government	Low IGF generation. Erratic release of inter-governmental grants. Destruction of the

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
				transfers.	environment by illegal miners.
<b>Atiwa</b>	Illegal Mining (Galamsey) and lumbering. A threat to the Atiwa forest reserve	Delays in project completion.	Lack of logistics for M & E.	Poor internal revenue generation (11 percent). Late/erratic release of central government transfers.	Low IGF generation. Erratic release of inter-governmental grants. Destruction of the environment by illegal miners.
<b>Akyemansa</b>		Delays in project completion. Poor quality of works.	Inadequate logistics for M & E (particularly vehicle).	Poor local revenue generation (9 percent). Late/erratic release of central government transfers.	Low IGF mobilization. Erratic release of central government transfer.

### Appendix 3Dii: Core Regional Indicators

N o.	Indicator	Indicator type	Baseline 2013	2015 Target	Achievement Level		Remarks
					2014	2015	
1	Number of RCC Meetings held		2	2	0	1	
2	Number of Quarterly Monitoring Visits undertaken		4	4	4	4	
3	Number of Quarterly Monitoring Reports prepared and disseminated to stakeholders		4	4	3	3	
4	Number of Quarterly RPCU Meeting conducted		4	4	3	4	
5	Number of Quarterly Monitoring Reports on LGCSP submitted to LGSS		4	4	3	4	
6	Number of RCC Management meetings conducted		2	2	1	0	
7	Percentage of ARIC recommendations implemented		100%	100%	75%	90%	
8	Number of Procurement Plan updates undertaken		4	4	3	4	
9	Number of Staff List update reports submitted to LGSS		12	12	12	12	
10	Number of Staff Performance Appraisals undertaken		2	2	1	2	
11	Number of Reports on the implementation of 'EU-RCC Contract' prepared and disseminated to stakeholders		6	1	2	1	
12	Percentage of implemented identified generic training needs of MMDA staff		70%	50%	30%	55%	
13	Percentage improvement in BECE candidate pass rate		54.5%	70%	55.7%	70.7%	
14	Percentage increase in KG availability						
15	Percentage improvement in safe rural water coverage						
16	Percentage improvement in urban rural water coverage						
17	Number of MMDAs that meet the FOAT minimum conditions and obtain above 85%						
18	Reduction in maternal mortality						
19	Percentage reduction deaths per 1,000 Live Births						
20	Percentage improvement in safe sanitation						
21	Percentage reduction in under 5 mortality						
22	Improvement in NHIS enrolment						

### Appendix 3Diii: MMDAs and their established Department

No.	MMDA	No of Departments		Remarks
		Present	Absent	
1	New Juaben Municipal	13	-	All Departments are in place
2	Birim Central Municipal	11	2	Urban Roads and Transport not available
3	Kwahu West Municipal	12	1	Transport Department not established.
4	Nsawam-Adoagyiri Municipal	12	1	Transport department not established.
5	East Akim Municipal	12	1	Transport Department not established
6	West Akim Municipal	11	2	Transport and Department of Natural Resource Conservation not established
7	Lower Manya Krobo Municipal	11	2	Urban roads and Transport not available
8	Yilo Krobo Municipal	11	2	Urban roads and Transport not available
9	Akuapem North Municipal	12	1	Transport department not yet set up
10	Suhum Municipal	11	2	Transport and Department of Natural Resource Conservation not established
11	Kwaebibirem District	11	-	All departments in place
12	Asuogyaman District	11	-	
13	Fanteakwa District	11	-	All departments in place.
14	Kwahu South District			
15	Kwahu East District	9	2	Trade and Industry, and Department of Natural Resource Conservation not established
16	Kwahu Afram Plains North District	11	-	All departments in place
17	Kwahu Afram Plains South District	10	1	Trade and Industry not established
18	Birim North District	9	3	Trade and Industry, and Department of Natural Resource Conservation not established
19	Birim South District	9	2	Trade and Industry, and Department of Natural Resource Conservation not established
20	Atiwa District	11	-	All departments in place
21	Akyemansa District	9	2	Trade and Industry, and Department of Natural Resource Conservation not established

No.	MMDA	No of Departments		Remarks
		Present	Absent	
22	Akuapem South District	9	2	Trade and Industry, and Department of Natural Resource Conservation not established
23	Upper Manya Krobo District	9	2	Trade and Industry, and Department of Natural Resource Conservation not established
24	Denkyembour District	11	-	All departments in place
25	Upper West Akyem District	9	2	Trade and Industry, and Department of natural Resource Conservation not established
26	Ayensuano District	9	2	Trade and Industry, and Department of natural Resource Conservation not established

## Appendix 3E – Greater Accra Region

### Appendix 3Ei: Summary on MMDAs Issues

Name of MMDA	Issues				
	Security	Development Projects	Initiatives or Directives	Financial Performance	Challenges
<b>Accra Metropolitan Assembly</b>	<ol style="list-style-type: none"> <li>1. Armed Robbery</li> <li>2. Chieftaincy disputes</li> </ol>	<ol style="list-style-type: none"> <li>1. Lack of funding to implement Major Infrastructural projects</li> <li>2. Delay in the release of funds.</li> </ol>	Limited logistics for waste collection	<ol style="list-style-type: none"> <li>1. Poor attitude of residents and some institutions towards the paying of Business operating Permit (BOP) and Property Rate.</li> <li>2. Inadequate logistics for revenue mobilization.</li> <li>3. Difficulty in capturing data on businesses</li> </ol>	<ol style="list-style-type: none"> <li>1. Poor sanitation</li> <li>2. Poor development controls</li> <li>3. Slum Proliferation resulting in outbreak of environmentally related diseases such as cholera.</li> <li>4. Non adherence to infrastructural development procedures by some residents. (Building in walkways, water ways, and among others as a result of lack of Building permits.</li> <li>5. Encroachment on public lands by some Squatters, private individual, hawkers etc.</li> <li>6. Limited land space for Agricultural purposes as a result of high population density.</li> <li>7. Deplorable state of Markets.</li> <li>9. Inadequate Health facilities</li> </ol>
<b>Tema Metropolitan Assembly</b>	<ol style="list-style-type: none"> <li>1. Boundary Dispute</li> <li>2. Armed Robbery</li> <li>3. Car Snatching</li> <li>4. Contract Killing</li> </ol>	<ol style="list-style-type: none"> <li>1. Non release of funds</li> <li>2. Non availability of land</li> <li>3. Inadequate resources</li> </ol>	<ol style="list-style-type: none"> <li>1. Inadequate logistics</li> <li>2. Bureaucracy</li> </ol>	<ol style="list-style-type: none"> <li>1. Boundary Disputes</li> <li>2. Prolonged prosecution period</li> </ol>	<ol style="list-style-type: none"> <li>1. Inadequate funding for programmes/projects under implementation.</li> <li>2. Rising cost of building materials leading to agitation from contractors for payment of price fluctuation although some of the contracts are fixed</li> <li>3. Delay in release of funds by Central Government (e.g. DACF, DDF, UDG etc.)</li> <li>4. Inadequate logistics and budget support for programmes / projects. eg. Strong vehicles, land among others.</li> </ol>

Name of MMDA	Issues				
	Security	Development Projects	Initiatives or Directives	Financial Performance	Challenges
					5.Frequent power outages
<b>Ashaiman Municipal Assembly</b>	<p>1.Influx of unskilled labour in search of unavailable jobs</p> <p>2.Armed robbery</p>	Late release of the District Assembly Common Fund	Encroachment on available public lands	Leakage in revenue collection	<p>1. Inadequate refuse trucks to cope with high rate of refuse generation.</p> <p>2. Inadequate places of convenience.</p> <p>3.Congestion in Public schools due to inadequate Basic School infrastructure</p> <p>4.Inadequate Satellite markets and poor drainage system</p> <p>5.Lack of office and residential accommodation for staff</p>
<b>Ledzorkuku Krowor Municipal Assembly</b>	<p>1. The Municipality is faced with few chieftaincy disputes which sometimes result in violent clashes between the factions.</p> <p>2. Drug peddling and usage by miscreants at certain hardened criminal dens.</p> <p>3. Building on water ways and unauthorized locations resulting in flooding which leads to loss of properties and life during rainy season.</p> <p>4. In-adequate water hydrant for fire tenders.</p> <p>5. Influx of foreigners from neighboring African countries who engage in criminal activities especially internet fraud and the likes.</p>	<p>1. Inadequate financial resources to meet the growing developmental project needs of people.</p> <p>2. Scarcity and high cost of land for planned developmental projects.</p> <p>3. Untimely release of funds for developmental projects.</p> <p>4. Lack of adequate Logistics for monitoring.</p> <p>5. Litigations over lands for development.</p> <p>6. Inability of the Assembly to locate or have access to Government landed properties within its jurisdiction due to encroachment.</p>	<p>1. Difficulty in some residents accepting, cooperating and supporting the Assembly in carrying out such initiatives/and directives GAMA project and National Sanitation day programme.</p> <p>2. Lack of logistics for monitoring of projects.</p> <p>3. Lack of funds for monitoring and evaluation. More especially when the directives /initiatives come after the drawing</p>	<p>1. Inadequate data on some IGF sources of revenue especially signages.</p> <p>2. unresolved boundary disputes depriving the Assembly from generating sign cant income from some areas under its jurisdiction</p> <p>3. Inability to cover all ratable items in the tax net within the Municipality.</p> <p>4. In-adequate revenue offices resulting in the problem of low proximity to rate payers.</p> <p>5. Refusal of some indigenes in the old towns within the Municipality to pay their property rate, due to issues surrounding ownership of the properties.</p> <p>6. Too much human interference in revenue collection due to lack of electronic payment system.</p>	<p>1. Inadequate office and residential accommodation.</p> <p>2. Inadequate logistics for Officers</p> <p>3. Lack of pound for holding stray animals.</p> <p>4. Inadequate financial resources to meet ever rising expenditure.</p> <p>5. Indiscriminate dumping of refuse by some residents.</p> <p>6. Open defecation by some resident along the beaches of the Municipality.</p> <p>7. Lack of positive behavioral change of some residents towards sanitation.</p> <p>8. Inability of the Assembly to locate proper documentations on some properties of the Assembly, egNungua Market.</p> <p>9. Absence of an engineered dumping site</p>

Name of MMDA	Issues				
	Security	Development Projects	Initiatives or Directives	Financial Performance	Challenges
	6. Influx of betting companies in the Municipality resulting in minors engaging in		and passing of the Composite Budget. 4. Undue interference by opinion/influential people.		
<b>Adentan Municipal Assembly</b>	1. 26 cases of robbery recorded 2.Lack of vehicle for Police for effective patrols 3.Chieftaincy disputes	Non release of statutory funds e.g. Get Fund, Common Fund affecting project implementation	Inadequate land donation for provision of social amenities	*	1. Lack of adequate office space for staff/ departments. 2.Lack of land for development projects
<b>Ga West Municipal Assembly</b>	1.Chieftaincy disputes 2.Land disputes 3.Criminal activities by land guards 4.Trading activities at authorized places especially on the shoulders of the Highway at the Amasaman Police Station	1.Erratic releases of District Assemblies’ Common Fund (DACF)  2.Delays and deductions at source regarding the DACF	1.Delays in release of funds for monitoring and evaluation  2.Inadequate logistics eg vehicles with fuel	1.Inadequate logistics eg vehicle/transport, boots, raincoats, bags etc 2.Leakage in revenue collection 3.Boundary dispute problems 4.Inadequate supervision 5.Delay in management response to revenue issues	1. High monthly salary or wage bill for staff which takes a huge chunk of internally Generated Funds. As a result the Assembly relies solely on District Assemblies’ Common Fund and Urban Development Grant for implementation of project. 2.Boundary disputes problems
<b>Ga East Municipal Assembly</b>	*	*	*	*	*
<b>Ga South Municipal Assembly</b>	1. Armed robbery issue at Ingleshi Amanfro American farms. 2. Land guard and land litigation issues at Hobor and its environments. 3. Attack on Tetegu	Delay in the release of District Assembly Common Fund to undertake development Projects.	Inadequate funds/logistics for effective Monitoring and Evaluation activities.	Boundary disputes with Central Region and neighboring Districts.	1. Insufficient office accommodation for Departments. 2.High wage bill of workers being paid from Assembly's own revenue 3. Low integration of decentralized departments with the Assembly.

Name of MMDA	Issues				
	Security	Development Projects	Initiatives or Directives	Financial Performance	Challenges
	Police Station. 4. Murder at Kokrobite and Ashalaja.				
<b>Ga Central Municipal Assembly</b>	1. Major security threat posed by the Chieftaincy disputes at Ablekuma and Awoshie- A Lang Zongo. 2. The activities of land guards continue to threaten the peace of residents.	Untimely release of DACF	Inadequate funds for Monitoring and Evaluation.	The Boundary dispute with the AMA is negatively affecting revenue collection activities of the Assembly.	1. Inadequate land for development projects. 2.Land disputes emerging from ownership and multiple sales 3. High rate of teenage pregnancy and school dropout. 4.High level of unemployment 5. Limited Educational infrastructure to accommodate the growing youth population. 6. Limited Health Facilities 7.Poor road network
<b>La Nkwantanang –Madina Municipal Ass.</b>	1.Chieftaincy and Land disputes 2. Illegal activities of land guards	Inadequate and delay in the Release of Common Fund	Lack of Cooperation from some key stakeholders in enforcing sanitation and building byelaws	Boundary disputes with adjoining Municipalities.	1.Inadequate management capacity to cope with increase waste in the Municipality 2.Inadequate office equipment and logistics such as computers, photocopiers, scanners and internet facilities. 3.Inadequate office and residential accommodation 4. Challenge of land within the Municipal capital for the provision of social amenities. 5. Illegal/indiscriminate dumping of refuse along the shoulders of the principal streets in the Municipality 6.Encroachment of available public lands
<b>La Dadekotopon Municipal Assembly</b>	1. Petty stealing during the La Beach Soccer. 2. Frequent drowning at the La Pleasure Beach	Delay in the release of Government Funds/ DACF  Uncompleted GETFUND	Limited funds to undertake effective Monitoring and	1. The struggle for Tse-Addo Development Scheme for the purposes of Property Rate Collection.	1.Boundary Disputes 2.Inadequate Office Space 3.Poor Environmental Sanitation and Cholera Outbreak

Name of MMDA	Issues				
	Security	Development Projects	Initiatives or Directives	Financial Performance	Challenges
	Resort. 3.Inter-clan chieftaincy disputes 4.Rampant Robberies at East Dade-Kotopon	Projects	Evaluation Activities.	2. Failure of Government Institutions to pay Property Rate.	4. Emerging slums and squatters and its effects on aviation
<b>Shai Osudoku District Assembly</b>	The District experienced five(5) key security issues which includes; land guards activities, shooting at Luom, Chieftaincy matters, Accident of the Presidential Press corps along the Shai hills, Increasing incidents of thefts in Dodowa township.	Delay in release of funds by Central Government especially, DACF and DDF etc. had directly effects our execution of projects.	1. Inadequate logistic for monitoring and evaluating.  2. Unwillingness on part of the community members to release land for Government initiatives and directives.	1. Inadequate / Lack of current database of businesses.  2.Insufficient monitoring of IGF collections	1. Inadequate funding for programmes/projects under implementation. 2. Inadequate logistics and budget support for monitoring and evaluation of programmes/ projects. e.g. Strong vehicles, cameras etc. 4. Bad nature of some roads in the District making it difficult to travel to communities to supervise, monitor and evaluate prioritized programmes and projects.
<b>Ningo-Prampram District Assembly</b>	1. Security in the district was generally peaceful except the little tension that erupted during the NDC Presidential and Parliamentary election. 2.Few arm robbery cases 3.Dispute over the siting of district capital	1.Inadequate funding 2.Delay in the release of DACF 3.Low revenue mobilisation	1.Insufficient vehicle and motorbikes for supervision and monitoring 2.Delay in the payment of LEAP due to unavailability of vehicles 3.Delay in monitoring and evaluation due to unavailability of vehicles 4.Insufficient logistics for	1.Using untrained collectors for revenue mobilisation 2.Closure of the Ningo Area Council 3.Inadequate public sensitisation with regards topayment of fees and fines 4. Inadequate logistics for revenue mobilization.	1. Inadequate office accommodation for office inadequate vehicles to carry out the functions of the Assembly. 2.In sufficient residential accommodation for staff 3.No motorbikes for monitoring and supervision 4.Insufficient training for staff 5.Inadequate logistics like divisional maps, block plans and vehicle for data collection 6. Boundary disputes with Kpone – Katamanso District Assembly, Shai-Osudoku District and the Ada West District.

Name of MMDA	Issues				
	Security	Development Projects	Initiatives or Directives	Financial Performance	Challenges
			official work		
<b>Kpone-Katamanso District Assembly</b>	1.Youth agitations and demonstrations leading to destruction of properties 2.Land guards posing threats to inhabitants 3.Illegal Sand/Gravel winning activities resulting in destruction of vast farmlands 4.Armed robbery cases leading to the death of some individuals	Inadequate and late release of funds – DACF	Inadequate means of transport for M&E activities	Low IGF due to difficulties in accessing some areas.  Boundary dispute between the Assembly and TMA is also affecting revenue generation.	Inadequate office accommodation and staff residential accommodation
<b>Ada East District Assembly</b>	1.Commercialization of private vehicles 2. Armed robbery cases	1.Delays in the release of DACF, DDF and other source of funding 2. Introduction of new projects and programme s during implementation of the composite budget	1.Delay in the release of statutory funds 2. Inadequate logistics (vehicles) to monitor projects.	1.High rate of revenue defaulters 2.Outstanding development documents amounting to about GH¢100,000.00 were not collected since 2012 to date 3.Data on Properties were incomplete 4.Delays in the completion of Income generating projects	1.Inadequate logistics (vehicles) to complement the role played by officers □ 2.Inadequate Sanitary facilities □ 3.Low revenue Mobilization
<b>Ada West District Assembly</b>	1. Few minor chieftaincy disputes exist. 2. The main worry for the security services has to do with theft of Motor Cycles by miscreants suspected to hail from Ashaiman area. 3. The recent posting of a District Police	1. Delays in the release of the District Assembly's Common Fund greatly affect the Districts ability to initiate development projects. 2. Delays in the completion of development projects due to the delay in the release of funds. 3. Difficulties in the	1. Public apathy towards policy directives e.g. National Sanitation Day. 2. The public's limited knowledge in regard to the decentralization system and their	1. There are only a few large-scale industries which are capable of supporting the growth of the District's economy present within District. 2. Unavailability of a well-established market within the District. 3. Unwillingness of the citizenry to pay levies and	1. Inadequate office and residential accommodation. 2. Inadequate logistics (vehicles, office equipment etc). 3. Inadequate social and economic infrastructure leading to low access to health, educational facilities and markets. 4. Low capacity of informal sector to create and sustain employment. 5. Low level of agriculture

Name of MMDA	Issues				
	Security	Development Projects	Initiatives or Directives	Financial Performance	Challenges
	Commander and the elevation of the Ada area to a divisional status would tremendously boost the security situation in the District.	acquisition of land for development projects. 4. Inadequate logistics which makes it difficult for effective monitoring of on-going projects.	responsibilities. 3. The delay in the release of funds which turn to affect the District Assembly's ability to carry out policy initiatives and directives effectively. 4. The District Assembly is greatly understaffed and this makes it difficult to effectively implement policy initiatives and directives.	rates. 4. Not enough revenue collectors to cover the whole District. 5. Inadequate logistics which makes it difficult for Revenue Mobilization Departments to embark on effective revenue generation exercises.	mechanization and productivity. 6. Low capacity of District economy for revenue generation.

### Appendix 3Eii: Core Regional M&E Indicators

NO.	Indicator	Indicator Type	Baseline (2014)	Level of Achievement			Remarks
				2015 Target	2014 Indicator Level	2015 Indicator Level	
1	Number of Reports submitted on the implementation of EU funded interventions	Output	2	2	2	2	Target Achieved
2	Undertake MMDAs Quarterly Performance monitoring exercise	Input	2	4	2	4	Target Achieved
3	Quarterly Monitoring Reports produced and disseminated to stakeholders	Output	2	4	2	4	Target Achieved
4	Number of RPCU Quarterly Meetings Organised	Output	2	4	2	4	Target Achieved
5	Number of LGCSP quarterly monitoring exercise undertaken	Output	4	4	4	4	Target Achieved
6	Number of REGSEC Meetings organised/Minutes produced	Output	9	12	9	12	Target exceeded
7	At least one RCC meeting organised/Minutes produced	Output	1	1	1	1	Target Achieved
8	Regional Minister's Working visits to the MMDAs	Output	1	1	1	1	Target Achieved
9	Overseas Training of RCC and MMDAs staff	output	5	10	5	9	Target exceeded

**Appendix 3Eiii: Analysis of 2015 Revenue (IGF) Mobilization of MMDAs in GAR**

No.	Assemblies	Approved Budget	Cumulated Actual	% Collected	TOP 10	% T10/Actual	% T10/App Budget
1	AMA	36,154,400.00	40,072,209.54	110.84	30,414,595.74	75.90	84.12
2	TMA	20,100,308.18	19,090,766.88	94.98	16,982,920.34	88.96	84.49
3	ADMA	4,773,707.00	4,661,318.42	97.65	3,880,582.82	83.25	81.29
4	SODA	3,073,262.40	2,041,406.96	66.42	2,025,788.96	99.23	65.92
5	GEMA	3,329,436.00	3,436,790.14	103.22	2,882,564.16	83.87	86.58
6	LEKMA	3,973,821.00	4,306,716.45	108.38	3,592,216.75	83.41	90.40
7	LADMA	5,734,500.00	5,885,166.23	102.63	4,374,538.22	74.33	76.28
8	ASHMA	3,422,258.00	3,147,070.93	91.96	3,118,284.53	99.09	91.12
9	KKDA	2,515,099.00	3,633,215.95	144.46	2,883,027.97	79.35	114.63
10	LANMMA	3,329,910.00	3,117,057.80	93.61	2,788,002.64	89.44	83.73
11	GWMA	2,298,606.45	4,393,367.12	191.13	3,599,008.13	81.92	156.57
12	AWDA	547,840.00	671,921.50	122.65	634,682.30	94.46	115.85
13	NiPDA	1,959,555.00	2,054,749.18	104.86	1,924,155.00	93.64	98.19
14	GCSMA	2,013,807.00	1,434,760.95	71.25	1,070,349.11	74.60	53.15
15	AEDA	683,369.00	440,257.81	64.42	383,428.69	87.09	56.11
16	GSMA	2,267,437.00	1,872,153.57	82.57	1,454,242.10	77.68	64.14
	<b>TOTALS</b>	<b>96,177,316.30</b>	<b>100,258,929.30</b>	<b>104.24</b>	<b>82,008,387.60</b>	<b>81.80</b>	<b>85.27</b>

Source: December 2015 Financial Statements of MMDAs of GAR

**Appendix 3Eiv: Analysis of Expenditure Pattern of MMDAs in GAR**

MMDAs	Approved Budget	Cumulated Actual	% Spent
AMA *	90,566,882.00	33,656,549.17	37.16
TMA	41,148,137.90	28,318,081.87	68.82
AdMA*	4,945,803.49	4,380,967.05	88.58
SODA	5,277,430.40	3,867,140.32	73.28
GEMA	7,049,673.42	7,184,117.75	101.91
LeKMA	7,833,933.00	4,734,743.48	60.44
LaDMA	9,677,243.00	8,945,532.73	92.44
AshMA*	12,158,342.04	8,419,708.52	69.25
KKDA	8,748,707.00	6,847,138.61	78.26
LaNMMA	3,329,910.00	3,028,421.08	90.95
GWMA	2,298,606.45	3,485,892.07	151.65
AWDA	6,793,934.29	2,865,401.14	42.18
NiPDA*	3,057,877.27	2,078,795.73	67.98
GCSMA	5,142,387.00	3,044,632.67	59.21
AEDA	1,463,242.00	2,823,658.61	192.97
GSMA*	2,269,436.50	2,001,537.48	88.20
<b>TOTAL</b>	<b>211,761,545.80</b>	<b>125,683,318.28</b>	<b>59.35</b>

Source: December 2015 Financial Statements of MM

### Appendix 3F – Northern Region

#### Appendix 3Fi: Summary on MMDAs Issues (2015)

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
Tamale	1. Land disputes 2. Political disputes 3. Religious disputes 4. Chieftaincy disputes	1. Delayed and inadequate release of funds 2. Land litigation	1. Delayed release of funds for GSFP/NHIA 2. No data collected on properties under the SNPA project	1. Delayed release of GOG funds 2. Inadequate revenue database	1. The carving-out of Metropolis 2. Enforcement of Planning and building regulations 3. Open defecation
Yendi	1. Protracted Chieftaincy disputes 2. Land disputes	1. Delayed and inadequate release of funds 2	1. No data collected on properties under the SNPA project 2. Delayed release of funds for GSFP and NHIA grants	1. Inadequate revenue database 2. Delay in release of GOG funds	1. Ineffective functioning of zonal councils 2. Inadequate potable water 3. Lies in disaster prone area
Savelugu-Nanton	1. Land disputes 2. Chieftaincy disputes	1. Delayed and inadequate release of funds	1. Delayed release of GSFP/NHIA capitation	1. Delayed release of GOG funds 2. Inadequate supervision of revenue collectors 3. Inadequate revenue staff	1. Inadequate of irrigation facilities 2. Open defecation
Nanumba South	1. Chieftaincy disputes 2. Land disputes 3. Nefarious activities of Fulani Herdsmen	1. Delayed release of funds	1. No data collected on properties under the SNPA project 2. Delayed release of GSFP/NHIA capitation	1. Low revenue generation 2. Inadequate revenue database 3. Delay in release of GOG funds	1. Poor road network 2. Lack of potable water for some communities 3. Open defecation 4. Non-functioning of substructures
Kpandai	1. Land disputes 2. Chieftaincy disputes 3. Political intolerance	1. Delayed release of funds	1. Delayed release of GSFP/NHIA capitation 2. No data collected on properties under the SNPA project	1. Low revenue mobilization 2. Inadequate revenue database 3. Delays in release of GOG funds	1. Poor road network within and to regional capital 2. Indiscriminate tree felling 3. Open defecation 4. Inadequate telecommunication and ICT facilities 5. Non-functioning of substructures
Tolon	1. Land disputes 2. Chieftaincy disputes	1. Inadequate and delayed release of funds	1. No data collected on properties under the SNPA project 2. Delayed releases of	1. Low revenue generation 2. Delayed releases of GOG funds	1. Inadequate logistics for effective monitoring 2. Open defecation 3. Non-functioning of substructures

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
			GSFP/NHIA funds		
Nanumba North	1. Protracted Chieftaincy disputes 2. Land disputes 3. Religious disputes	1. Inadequate and delayed release of funds	1. No data collected on properties under the SNPA project 2. Delayed and inadequate release of funds for GSFP/NHIA	1. Low revenue mobilization 2. Delay in release of GOG funds	1. Open defecation 2. Inadequate logistics for monitoring 3. Non-functioning of substructures
East Gonja	1. Chieftaincy disputes 2. Land disputes 3. Nefarious activities of Fulani herdsmen 4. Political disputes	1. Delayed releases of funds	1. No data collected on properties under the SNPA project	1. Low revenue generation 2. Delay in releases of GOG funds	1. Poor road network within the district 2. Open defecation 3. Non-functioning of substructures
East Mamprusi	1. Chieftaincy disputes 2. Land disputes	1. Delayed releases of funds	1. No data collected on properties under the SNPA project 2. Delayed and inadequate release of funds for NHIA/GSFP	1. Poor revenue mobilization 2. Delayed releases of GOG funds	1. Open defecation 2. Poor road network within district 3. Non-functioning of substructures
West Gonja	1. Land disputes 2. Chieftaincy disputes	1. Delayed releases of funds	1. No data collected on properties under the SNPA project 2. Delayed release of funds for NHIA and GSFP	1. Delay in release of GOG funds 2. Low revenue mobilization 3. Inadequate revenue database	1. Poor road network within the district 2. Open defecation 3. Poaching of game and wildlife 4. Inadequate potable water 5. Indiscriminate felling of trees
Bunkpurugu-Yunyoo	1. Protracted Chieftaincy disputes 2. Land disputes 3. Nefarious activities of Fulani herdsmen	1. Delayed and inadequate release of funds	1. No data collected on properties under the SNPA project 2. Delay in payment of GSFP and NHIA	1. Low revenue mobilization 2. Inadequate revenue database 3. Delay in release of GOG funds	1. Bad road network within the district and to regional capital 2. Open defecation 3. Non-functioning of substructures
Central Gonja	1. Land disputes 2. Chieftaincy disputes 3. Nefarious activities of Fulani herdsmen	1. Delay in releases of funds 2. Inadequate releases of funds	1. No data collected on properties under the SNPA project 2. Delayed payment of caterers on the GSFP	1. Delay in release of GOG funds	1. Bad road network within the district 2. Open defecation 3. Non-functioning of substructures
Bole	1. Chieftaincy disputes 2. Land disputes	1. Inadequate release of funds as well as delay in the	1. No data collected on properties under the SNPA project	1. Delay in release of GOG funds	1. Bad road network within the district 2. Open defecation

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
		release	2. Delay in the payment of NHIA and GSFP grants		3. Illegal mining 4. indiscriminate felling of trees 5. Non-functioning of substructures
Zabzugu	1. Chieftaincy disputes 2. Nefarious activities of Fulani herdsmen	1. Inadequate and delay in releases of funds	1. No data collected on properties under the SNPA project	1. Poor revenue generation 2. Inadequate revenue database 3. Delay in release of GOG funds	1. Poor road network within and to regional capital 2. Open defecation 3. Non-functioning of sub-structures
Saboba	1. Land disputes 2. Chieftaincy disputes	1. Delay in releases of funds	1. No data collected on properties under the SNPA project 2. Delayed release of funds for GSFP and NHIA	1. Poor revenue generation 2. Delays in release of GOG funds 3. Inadequate revenue database	1. Poor road network within the district and to regional capital 2. Non-functioning of sub-structures 3. Open defecation 4. Depletion of vegetation cover
Gushiegu	1. Land disputes 2. Chieftaincy disputes 3. Political disputes	1. Inadequate releases of funds as well as delayed	1. No data collected on properties under the SNPA project 2. Delayed payment of caterers under the GSFP	1. Invariably poor revenue generation 2. Inadequate revenue database	1. Poor road network within and to regional capital 2. Open defecation 3. Non-functioning of sub-structures
Mion	1. Land disputes 2. Chieftaincy disputes	1. Delay in releases of funds	1. No data collected on properties under the SNPA project 2. Delayed releases of NHIA and GSFP grants	1. Delay in release of GOG funds 2. Low revenue mobilization 3. Inadequate revenue database	1. Lack of logistics for effective monitoring 2. Open defecation 3. Non-functioning of sub-structures
Sawla-Tuna-Kalba	1. Land disputes	1. Delay in the releases of funds	1. No data collected on properties under the SNPA project	1. Low revenue generation 2. Inadequate revenue database 3. Late releases of GOG funds	1. Open defecation 2. Non-functioning of sub structures
North Gonja	1. Chieftaincy disputes 2. Land disputes	1. Inadequate and delay in releases of funds	1. No data collected on properties under the SNPA project	1. Poor revenue generation 2. Delayed releases of GOG funds	1. Poor road network within the district and to regional capital 2. Perennial flooding in some communities along the White Volta basin 3. Open defecation 4. Indiscriminate felling of trees 5. Non-functioning of substructures

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
Mamprugu-Moaduri	1. Land disputes	1. Inadequate and delayed in releases of funds	1. No data collected on properties under the SNPA project 2. Inadequate and delay in releases of NHIA/GSFP grants	1. Low revenue generation 2. Inadequate revenue database 3. Inadequate revenue staff 4. Delay releases of GOG funds	1. Poor road network within the district and to regional capital 2. Perennial flooding in some communities along the White Volta basin 3. Open defecation 4. Indiscriminate felling of trees 5. Illegal mining 6. Non-functioning of substructures
Tatale-Sanguli	1. Chieftaincy disputes	1. Inadequate an delayed in releases of funds	1. No data collected on properties under the SNPA project	1. Poor revenue generation 2. Inadequate revenue database 3. Delayed release of GOG funds	1. Poor road network within the district and to regional capital 2. Open defecation 3. Non-functioning of sub-structures
Chereponi	1. Land disputes	1. Delay in releases of funds	1. No data collected on properties under the SNPA project 2. Delay in releases of grants for NHIA and GSFP	1. Inadequate revenue database 2. Low generation of revenue 3. Delays in release of GOG funds	1. Poor road network within the district and to regional capital 2. High fluoride levels in boreholes dug 3. Open defecation 4. Non-functioning of sub-structures
Karaga	1. Land disputes 2. Nefarious activities of Fulani herdsmen	1. Delay in releases of funds	1. No data collected on properties under the SNPA project	1. Low revenue generation 2. Delays in release of GOG funds 3. Inadequate revenue database	1. Poor road network within the district and to regional capital 2. Open defecation 3. Non-functioning of sub-structures
West Mamprusi	1. Land disputes 2. Nefarious activities of Fulani herdsmen	1. Inadequate an delay in releases of funds	1. No data collected on properties under the SNPA project 2. Delayed payment of NHIA and GSFP capitation grants	1. Poor revenue generation 2. Late releases of GOG funds 3. Inadequate revenue database	1. Perennial flooding of communities along the White Volta basin 2. Open defecation 3. Non-functioning of sub-structures
Kumbungu	1. Land disputes	1. Delay in releases of funds	1. No data collected on properties under the SNPA project 2. Inadequate and delayed release of funds for GSFP	1. Low revenue generation 2. Delay in release of GOG funds 3. Inadequate revenue database	1. Open Defecation 2. Poor quality of health services 3. Non-functioning of substructures

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
			and NHIA		
Sagnerigu	1. Land disputes 2. Chieftaincy disputes	1. Delay in releases of funds	1. No data collected on properties under the SNPA project 2. Delayed in payment of NHIA and GSFP grants	1. Delays in release of GOG funds 2. Low revenue generation	1. Inadequate logistics for effective monitoring 2. Open defecation 3. Non-functioning of sub structures

### Appendix 3Fii: Core Regional Indicators

Indicators	Indicator Type	Baseline (2013)	Level of Achievement			Remarks
			2015 Target	2014 Indicator Level	2015 Indicator Level	
No. of Quarterly Monitoring Reports produced and disseminated to stakeholder	Output	4	4	4	3	Good
No. of reports submitted on the implementation of EU funded interventions	Output		1	1	1	Target achieved
No. of RPCU Quarterly meetings held	Output		4	2	3	Good
No. of Development Partners (DPs) meeting with RPCU	Output	1	4	2	2	Satisfactory
No. of REGSEC meetings organized/Minutes produced	Output		12	20	20	Target exceeded
No. of RCC meetings organized/minutes produced	Output	1	2	2	1	Target achieved
No. of ARIC meetings organized/Minutes produced	Output	3	4	2	3	Good

### Appendix 3Fiii: Official Visits

No.	Date	Name	Purpose
1.	04 – 01 – 15	Dan Nana Aicha Danladi, Niger Ambassador to Ghana	On a working visit and familiarization tour of the region
2.	10 – 01 – 15	His Excellency John Dramani Mahama, the President of the Republic of Ghana	To join the people of the region to celebrate the annual Damba festival in Yendi
3.	15 – 01 – 15	Risa Yokohama, JICA BDS Project	On a working visit to discuss developmental issues in the region
4.	15 – 01 – 15	Asiedu Samuel, NBSSI – Kumasi	On a working visit to the region
5.	21 – 01 – 15	Brigadier General R. Y. Odoi, GOC, Northern Command, Tamale.	On a working visit to the region
6.	21 – 01 – 15	Amb. Ademola O. Onafonokan (KJW), Nigerian High Commissioner, Accra.	On a working visit to the region
7.	21 – 01 – 15	Hon. David Tetteh Asaimeng, Chairman of the Parliamentary Select Committee on Works and Housing.	On a working visit to the region
8.	26 – 01 – 15	Mutinta Chimuka, Country Director, WFP – Ghana.	On a working visit and familiarization tour of the region
9.	28 – 01 – 15	Danladi Ayiela, Daud Roofing & Tech.	To invite Hon. Regional Minister to official opening of Dandi Roofing Factory.
10.	29 – 01 – 15	Prof. Ahmed N. Zakariah, CEO, National Ambulance Service.	On a working visit and familiarization tour of the region
11.	16 – 02 – 15	Hon. Naana Jane Opoku-Agyemang, Minister of Education.	On a working visit to the region
12.	22 – 02 – 15	Prof. J. B. Asare, Chairman, Mental Health Authority Board.	On working visit and familiarize tour of the region
13.	25 – 02 – 15	Frederic Clavier, Ambassador of France	Working visit to the region
14.	02 – 03 – 15	Laura Carpini, Ambassador of Italy.	Official visit to the region.
15.	02 – 03 – 15	Gavin Schaitze, JVECR	On working visit and familiarization tour of the region
16.	02 – 03 – 15	Aurelio Mattos, Eastern Corridor Road	To introduce themselves to Hon Regional Minister
17.	04 – 03 – 15	Jalluh A. Medina, Yumba Special School.	To pay a courtesy call on the Hon Regional Minister
18.	05 – 03 – 15	HRM Dr. Amb. Chucks Ihenetu, Ezeigbo Ghana.	Familiarization tour of the region
19.	07 – 03 – 15	His Excellency John Dramani Mahama, the President of the Republic of Ghana	Cutting of sod for the commencement of work on the Eastern Corridor Road
20.	23 – 03 – 15	Albert Tarradellas, EDUCO, Dev't Director.	To brief the Hon Regional Minister and inspect on-going educational projects
21.	23 – 03 – 15	Chema Rodriguez, EDUCO, Project Coordinator for Ghana.	To brief the Hon Regional Minister and inspect on-going educational projects
22.	23 – 03 – 15	Wilfred Dery, EDUCO, Local Rep.	To brief the Hon Regional Minister and inspect on-going educational projects
23.	25 – 03 – 15	His Excellency Kwesi Amissah-Arthur, the Vice President of the Republic of Ghana	Opening of the Savanna Accelerated Development Authority (SADA) Business & Investment Forum (SABIF)
24.	04 – 04 – 15	His Excellency John Dramani Mahama, the President of the Republic of Ghana	Address the Gonjaland and Konkomba Youth Association at Buipe and Saboba during the Easter Celebration
25.	09 – 04 – 15	U-20 National Football Team, GFA, Accra.	To play Liberia at the Tamale Sports Stadium
26.	09 – 04 – 15	Chairman, & Leadership of Organized Labour	To formally invite Hon. Regional Minister to grace the May Day celebration.
27.	13 – 04 – 15	Christina Amoako Nuama, PhD., UDS Conversion Team Convener	To pay a courtesy call on the Hon. Regional Minister

No.	Date	Name	Purpose
28.	13 – 04 – 15	Hon. Mahama Ayariga, Minister of Environment, Science, Technology & Innovation (MESTI)	To inspect the illegal mining activities at Banda Nkwanta in the Bole District.
29.	16 – 04 – 15	Hon. Dr. Mustapha Ahmed, Minister of Youth and Sports.	To inspect sports facilities in the region.
30.	20 – 04 – 15	Danyopewura Bawa, Divisional Chief/Buipewura	To pay a courtesy call on the Hon Regional Minister
31.	21 – 04 – 15	Sedinam Tamakloe Attionu, CEO, MASLOC.	On a working visit and familiarization tour of the region
32.	22 – 04 – 15	Sun Baohong, Chinese Ambassador to Ghana.	On a working visit to the Northern Region
33.	22 – 04 – 15	Kojo Amoo-Gottfried, President, GHACHIFA.	To establish the Ghana China Friendship
34.	23 – 04 – 15	M. Quashie, Vice Admiral, CDS.	On a working visit to the region
35.	23 – 04 – 15	Dr. McDamien Dedzo, USAID Systems for Health	To pay a courtesy call on the Hon Regional Minister
36.	23 – 04 – 15	Dr. Jacob Mahama, Ag. Regional Director of Health Services, Northern Region	To pay a courtesy call on the Hon Regional Minister
37.	28 – 04 – 15	Hon. Joseph Yieleh Chireh, MP, Wa West/Chair, Select Committee on Health.	On a working visit to the Northern Region
38.	28 – 04 – 15	Hubert Charles, National Director, World Vision.	On a working visit and familiarization tour of the region
39.	30 – 04 – 15	Margit Thomsen, Danish Ambassador.	On a working visit to the region
40.	05 – 05 – 15	Jacob A. Maabobr Kor, Director General, GES.	Working visit to the region.
41.	06 – 05 – 15	Cynthia Lumor, Corporate Services Executive, MTN.	On a working visit to the region
42.	07 – 05 – 15	Ivy Yeboah, Regional Coordinator, NVTI.	Working visit and familiarization tour of the region
43.	08 – 05 – 15	Rev. Dr. Solomon Sule-Saa, Northern Presbytery – Presbyterian Church of Ghana.	To pay a courtesy call on the Hon Regional Minister
44.	18 – 05 – 15	Alhaji M. S. Issah Abbah, Regional Edu. Office, Tamale.	On a working visit
45.	19 – 05 – 15	Melanie Luick-Martins, USAID, Health.	Working visit and familiarization tour of the region
46.	20 – 05 – 15	Kamal Kar, CLTS Foundation, Kolkata – India.	Working visit and familiarization tour of the region
47.	26 – 05 – 15	Mustapha Sanah, Late Alhaji Lasisi's Family.	To express their appreciation to government for the support
48.	01 – 06 – 15	Amb. Elkanah Odembo, Care International in Ghana.	On a working visit to the region
49.	02 – 06 – 15	Hon. E. Armah-Kofi Buah, Minister of Petroleum	On a working visit to the region
50.	02 – 06 – 15	William Hanna, European Union Ambassador	On a working and familiarization tour of the region
51.	03 – 06 – 15	Everjoke J. Win, ACTION AID	On a working visit to the region
52.	19 – 06 – 15	Thomas Gyampomah, National President, Ghana Assoc. of Biomedical Laboratory Scientists.	To pay a courtesy call on the Hon Regional Minister
53.	22 – 06 – 15	Kwabena Mintah Akandoh, Deputy Minister, Lands and Natural Resources.	On a working visit to the region
54.	23 – 06 – 15	Hon. Elizabeth Oforu-Adjare, Minister of Tourism, Culture and Creative Arts.	Working visit to the region.
55.	25 – 06 – 15	Susan Ngongi, Representative,	Working visit and familiarization tour of the

No.	Date	Name	Purpose
		UNICEF.	region
56.	29 – 06 – 15	Pastor Christian Laar-Mong, Assemblies of God, Sanct. Of Word and Fire, Tamale.	Invite Hon. Regional Minister to a crusade at Radach Memorial Centre.
57.	09 – 07 – 15	Wallace Akandor, Commissioner, GRA Customs Division, Accra.	On a working visit to the region
58.	14 – 07 – 15	Jude Williams, CEO, TZEDEK.	To pay a courtesy call on the Hon Regional Minister
59.	20 – 07 – 15	Hon. Dr. Kwabena Donkor, Minister of Power.	Assess the power situation and inaugurate some projects.
60.	24 – 07 – 15	Pan Jun, JMET Corp.	To pay a courtesy call on the Hon Regional Minister
61.	24 – 07 – 15	Dominic Ayinnemi, UNIK Savannah	To pay a courtesy call on the Hon Regional Minister
62.	31 – 07 – 15	Mohammad Soleymani, Ambassador of the Islamic Republic of Iran.	On a working visit and familiarization tour of the region.
63.	06 – 08 – 15	His Excellency John Dramani Mahama, the President of the Republic of Ghana	Commissioning of the Fufulsuo – Sawla Road at Laribanga
64.	10 – 08 – 15	Christina Evana-Klock, UN Resident Coordinator to Ghana.	To acquaint herself with UN operations in the three regions of the North
65.	10 – 08 – 15	Konlan Irene, Miss Afro Tourism and Culture.	Introduce herself after being crowned the Miss Afro Tourism.
66.	25 – 08 – 15	Ramazan Katanor, GPS Ltd.	To pay a courtesy call on the Hon Regional Minister
67.	26 – 08 – 15	Hon. Alex Segbefia, Minister of Health.	Familiarization tour after assumption of office.
68.	26 – 08 – 15	Dr. Ebenezer Appiah-Denkyira, Director General, Ghana Health Service	Accompanied the Health Minister on a familiarization tour.
69.	26 – 08 – 15	Abdul Majeed Iddrisu, Ghana Trade Fair Company.	Discuss the up-coming International Trade Fair from 25 <sup>th</sup> February – 7 <sup>th</sup> March, 2016.
70.	03 – 09 – 15	Inna Maryam Patty, Exclusive Events Ghana Ltd/ Organisers of Miss Ghana.	To solicit support and advice the Beauty Pageant.
71.	07 – 09 – 15	Cecilia Kwakye Cofie, President, Conference of Heads of Assisted Secondary Schools.	To attend the Conference of Heads of Assisted Secondary Schools
72.	08 – 09 – 15	Maj. Gen. R. K. Opoku-Adusei, Chief of the Army Staff, Army Headquarters, Burma Camp.	Visit the staff of Northern Command and introduce the new GOC.
73.	08 – 09 – 15	Brigadier General R. Y. Odoi, General Officer Commanding, Northern Command, Tamale.	Familiarization tour of units under his command.
74.	15 – 09 – 15	Prof. Seidu Al-hassan, Commissioner, NDPC.	Ghana Long Term Development Plan for Northern Regional stakeholder forum.
75.	15 – 09 – 15	Dr. Isaac Frimpong Mensa-Bonsu, Director of Plan Coordination, NDPC, Accra.	Ghana Long Term Development Plan for Northern Regional stakeholder forum
76.	15 – 09 – 15	Yaw Adu-Larbi, Convention People's Party.	Ghana Long Term Development Plan for Northern Regional stakeholder forum.
77.	15 – 09 – 15	Kwadwo Afari, New Patriotic Party.	Ghana Long Term Development Plan for Northern Regional stakeholder forum.
78.	15 – 09 – 15	Bernard Mornah, People's National Convention.	Ghana Long Term Development Plan for Northern Regional stakeholder forum.
79.	15 – 09 – 15	Dr. Ferdinand Ahiakpor, Technical Advisor, NDPC.	Northern Regional NDPC stakeholder forum on Long Term Development Plan.
80.	16 – 09 – 15	Sakara Ahmed, Enactus, Tamale Polytechnic	Present Enactus Award to Hon. Regional Minister.
81.	23 – 09 – 15	Yaro Kasambata, National Petroleum	Discuss and invite Hon. Regional Minister to

No.	Date	Name	Purpose
		Authority.	LPG week celebration.
82.	28 – 09 – 15	Hon. Ekwow Spio-Garbrah, Minister for Trade and Industry	Meeting with stakeholders and staff in the region.
83.	28 – 09 – 15	Andy Karas, USAID – Ghana.	To visit USAID projects being implemented in the region.
84.	30 – 09 – 15	Peace A. Salifu, Aglow International.	To invite Hon. Regional Minister to intercessory prayers.
85.	30 – 09 – 15	Stella Osiban-Boateng Women's Aglow, Tamale Chapter.	To invite Hon. Regional Minister to intercessory prayers.
86.	01 – 10 – 15	Woochan Chang, Korea International Cooperation Agency (KOICA).	To discuss investment opportunities in the region with SADA, MoFA, etc.
87.	02 – 10 – 15	Anthony Gregory, NHIA, Accra.	Sensitize people on NHIA Capitation exercise.
88.	06 – 10 – 15	His Excellency Kwesi Amissah-Arthur, Vice President of the Republic of Ghana	21 <sup>st</sup> Annual Best Teacher/ Best School Awards celebration in Tamale
89.	07 – 10 – 15	GPRTU National Executives, GPRTU Head Office, Accra.	Introduce the new elected National Executives.
90.	07 – 10 – 15	Reuben Griffiths Bekoe, Ghana Cleft Foundation.	To attend to patients of cleft cases in the region.
91.	07 – 10 – 15	Communication Partner to Reuben Griffiths, Hopin Academy	To attend to patients of cleft cases in the region.
92.	20 – 10 – 15	Sean Hoy, Ambassador of Ireland to Ghana.	On a working visit to the region
93.	20 – 10 – 15	Benoist Bazin, European Union Delegation to Ghana.	To pay a courtesy call on the Hon Regional Minister
94.	22 – 10 – 15	Ohananjay Chondhary, Camtech Manufacturing.	To pay a courtesy call on the Hon Regional Minister
95.	02 – 11 – 15	Andy Karas, Mission Director, USAID/Ghana.	Discuss the RING Project in selected districts in the region
96.	02 – 11 – 15	Danny E. Mawuenyega, General Secretary, GHACHIFA (Ghana China Friendship Association).	Inaugurate Ghana China Friendship Association.
97.	03 – 11 – 15	Simon A. Addae-Conutsey, President, Ghana Association of Science Teachers (GAST).	To pay homage to Hon. Regional Minister and also brief him on the celebration of GAST week.
98.	04 – 11 – 15	Alhassan Imoru, Principal, Olive School of Journalism, Tamale.	Officially inform Honourable Regional Minister of the existence of their school.
99.	06 – 11 – 15	Abdulai Osman, Paramount Chief of Makango, Salaga.	To discuss development issues in his area.
100.	12 – 11 – 15	Hege Hertzberg, Norway Ambassador to Ghana.	Inspect projects and also meet with stakeholders.
101.	12 – 11 – 15	Sandra Scantlebury Director, Jacobs-Well, Ghana.	Discuss the arrangement for office accommodation.
102.	03 – 12 – 15	Alhassan Abiba Chambas, President, NORWAGGC.	To present a communiqué on a conference of Assembly women.
103.	10 – 12 – 15	Professor Gabriel A. Teye, Vice Chancellor, UDS	To present himself as the new Vice Chancellor of UDS.
104.	19 – 12 – 15	Her Excellency Mrs. Lordina Mahama, the First Lady of the Republic of Ghana	To visit and make donations at the following Orphanages in Tamale namely Nyohini and Anfani Children's Home
105.	20 – 12 – 15	Her Excellency Mrs. Lordina Mahama, the First Lady of the Republic of Ghana	To visit and make donations at the Gamabaga Witches Camp
106.	23 – 12 – 15	His Excellency John Dramani Mahama, the President of the Republic of Ghana	To join the Nayiri and the people of Mamprugu Traditional Area to celebrate the annual Damba in Nalerigu

## Appendix 3G – Upper East Region

### Appendix 3Gi: Summary of MMDAs Issues

Name of MDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
Pusiga	<ul style="list-style-type: none"> <li>Assaults</li> <li>Thievery</li> <li>Cattle Rustling</li> </ul>	<ul style="list-style-type: none"> <li>Abandonment of works by contractors</li> <li>Hiring of unskilled labour by some contractors</li> </ul>	<ul style="list-style-type: none"> <li>Street naming and property addressing system yet to complete</li> <li>Inadequate number of qualified and experience staff</li> <li>Inadequate office and residential accommodation</li> </ul>	<ul style="list-style-type: none"> <li>Inadequate and irregular flow of funds</li> </ul>	<ul style="list-style-type: none"> <li>Inadequate transport and office equipment and logistics</li> <li>Food insecurity</li> </ul>
Garu - Tempane			<ul style="list-style-type: none"> <li>Inadequate staffing and logistics</li> <li>Delays in release of funds</li> </ul>	<ul style="list-style-type: none"> <li>Inadequate revenue generation</li> </ul>	
Nabdam	<ul style="list-style-type: none"> <li>Appearance of wild animals</li> <li>Nangodi Chieftaincy dispute</li> </ul>		<ul style="list-style-type: none"> <li>Inadequate office and residential accommodation</li> <li>Incidence of bush burning, deforestation</li> <li>Farming along river banks</li> <li>Low participation of women in decision-making</li> <li>Bad farming practices</li> </ul>	<ul style="list-style-type: none"> <li>Inadequate and irregular flow of funds for departments and agencies</li> </ul>	<ul style="list-style-type: none"> <li>Inadequate infrastructure and capacity for Sub-District Structures</li> <li>Poor performance of pupils in basic schools</li> <li>Inadequate potable water sources</li> <li>Low agricultural output and incomes</li> <li>Poor sanitation management practices</li> </ul>
Kassena-Nankana West	<ul style="list-style-type: none"> <li>Rampant siting of fuel stations and fuel smuggling across the border</li> <li>Fulani Menace</li> </ul>		<ul style="list-style-type: none"> <li>Absence of some decentralized departments and staff</li> <li>Office and residential accommodation</li> <li>Non-functioning of some sub-district structures</li> </ul>	<ul style="list-style-type: none"> <li>Poor revenue generation due to poor incomes</li> <li>Delays in release of funds</li> </ul>	
Kassena-Nankana West	<ul style="list-style-type: none"> <li>Land and Chieftaincy disputes</li> <li>Fulani Menace</li> </ul>	<ul style="list-style-type: none"> <li>Absence of some key departments and agencies</li> <li>Lack of District Hospital</li> <li>Inadequate number of agricultural extension</li> </ul>	<ul style="list-style-type: none"> <li>Inadequate staff</li> <li>Non-functioning Sub-District Structures</li> <li>Office and residential accommodation</li> </ul>	<ul style="list-style-type: none"> <li>Poor revenue generation due to poverty</li> <li>Delays in release of funds</li> </ul>	<ul style="list-style-type: none"> <li>Inadequate number of trained teacher</li> <li>Inadequate school infrastructure</li> <li></li> </ul>

		officers			
Binduri		<ul style="list-style-type: none"> <li>Poor road network</li> </ul>	<ul style="list-style-type: none"> <li>Office and residential accommodation</li> <li>Inadequate staff</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Poor BECE Performance</li> </ul>
Bongo	<ul style="list-style-type: none"> <li>Motor and donkey theft</li> <li>Acts of vandalism</li> </ul>	<ul style="list-style-type: none"> <li>Inadequate funding</li> <li>High level of ignorance illiteracy</li> </ul>	<ul style="list-style-type: none"> <li>Inadequate staffing</li> <li>Inadequate logistics and equipment</li> </ul>	<ul style="list-style-type: none"> <li>Low IGF</li> <li>Inadequate number of revenue collectors</li> </ul>	
Bawku West	<ul style="list-style-type: none"> <li>Land disputes</li> <li>Chieftaincy problems</li> <li>Illegal logging at Tilli forest reserve</li> <li>Elephant invasion</li> <li>Armed Robberies and burglary</li> <li>Illegal Mining</li> </ul>	<ul style="list-style-type: none"> <li>Activities of illegal mining-galamsey</li> <li>Irregular release of funds</li> </ul>	<ul style="list-style-type: none"> <li>Inadequate office and residential accommodation</li> <li>Inadequate transport and logistic</li> </ul>	<ul style="list-style-type: none"> <li>Poor IGF</li> </ul>	<ul style="list-style-type: none"> <li>High school dropout rates due to activities of galamsey</li> </ul>
Kassena-Nankana Municipal		<ul style="list-style-type: none"> <li>Inadequate levels of collaboration among departments and agencies</li> </ul>	<ul style="list-style-type: none"> <li>Inadequate staff</li> <li>Inadequate logistics and equipment</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Inadequate and poor infrastructure</li> </ul>

### Appendix 3Gii: Core Regional Indicators

Indicators	Indicator Type	Baseline (2013)	Level of Achievement			Remarks
			2015 target	2014 indicator level	2015 indicator level	
Organization of monthly management meetings	Outcome	12	12	8	10	
Quarterly Monitoring of MDAs	Output	4	4	1	3	
Annual RCC Meetings	Outcome	1	1	1	0	
Quarterly Regional Security Council Meetings	Outcome	4	4	4	4	
Quarterly RPCU Meetings	Outcome	4	4	4	4	
Submission of Annual Performance/Progress Reports	Output	1	1	1	1	
Annual Composite Budget Hearings	Outcome	1	1	1	1	
Quarterly ARIC Meetings	Outcome	4	4	4	4	
Quarterly Development Partners Forum	Outcome	4	4	4	1	

### Appendix 3H – Upper West Region

#### Appendix 3Hi: Leadership and Assembly Members of MMDAs in the UWR.

No.	Name of MDA	Name of MDCE	Assembly Members		
			Male	Female	Total
1	Wa Municipal	Hon. IssahakuNuhuPutiaha	41	5	46
2	Wa West District	Hon. Dasaana N.S. Adamu	35	7	42
3	Wa East District	Hon. Abdul-KarimAbudu	34	4	38
4	Nadowli-Kaleo	Hon. John BoscoBomansan	44	5	49
5	Daffiama-Bussie-Issa	Hon. Fidelis Zumakpe	21	2	23
6	Jirapa	Hon. Vivian Nelly Konkuo	47	8	55
7	Lawra	Hon. Pascal BaylonDere	37	7	44
8	Sissala East	Hon. Johnson Saborh	29	3	32
9	Sissala West	Hon. Moses DarimaniLuri	37	3	30
10	Nandom	Hon. Cuthbert B. Kuupiel	32	6	38
11	LambussieKarni	Hon. Bom Kofi Dy-Yakah	34	4	38
	<b>Total</b>		<b>384</b>	<b>53</b>	<b>437</b>

#### Appendix 3Hii: Official Visits

No.	Date	Name of Visitor	Purpose of Visit
1	28/01/2015	Mutinta Chimuka, Wfp Ghana, Accra	Official
2.	28/01/2015	AbebeHamkore, Wfp Tamale	Official
3.	28/01/2015	ClemenceTamakloe, WfpWa	Official
4.	18/02/2015	Andy Kora, Deputy Director, Usaid Ghana	Official
5.	5/02/2015	Prof J. B. Asare, Board Chairman, Mental Health Authority	Implementation Of Mental Health Act
6	16/02/2015	Prof. A. A. Adimado, Knust, Kumasi	Committee To Investigate Wa Poly Dispute
7	26/03/2015	Prof. Jacob Songsore, Chairman Of Wa Poly Technic Council	Official
8.	31/03/2015	Helga J. M Aryee – Boadi, Youth Enterprise Support	Official
9	31/03/2015	Valentine S. Domapielle, Ges Reg. Director & Federation Committee	Official
10	14/04/2015	Clara Dube, Unicef, Tamale	Official
11	14/04/2015	Dr. Christina AmoakoNuamah And Team	Official Uds Conversion, Visit To Campuses Of The University
12	23/04/2015	Sun Baohong, Chinese Ambassador To Ghana	Official
13	05/05/2015	SediraTamakloreAttionu, Masloc	Official
14.	07/05/2015	Jacob A. M. Kor, Dir. General, GES	Official
15.	11/05/2015	Nana DansoAgyei Ii, Nkasaimhene B/A & Board Chairman CWSA& Team	Official

No.	Date	Name of Visitor	Purpose of Visit
16.	12/05/2015	Cop John Kudalor, Police Headquarters, Accra	Official
17	02/06/2015	Showa Moyo, Beitbridge Zimbabwe	Official
18	02/06/2015	Jahara K. S. Jawara, Basse- U.R.R, The Gambia	Official
19	28/07/2015	George AttahKroffie, Customs Division, Wa	Visit
20	29/07/2015	Goergina A Fiagbenu, Mtn Ghana	Official
21	29/07/2015	Charles O. Akoto, Mtn Ghana	Official
22	10/08/2015	Kofi Addo, Ghana Red Cross H/Qtrs	Official
25.	10/08/2015	Dr. Jacob Abebrese, Ghana Red Cross	Official
26.	10/08/2015	K. OfosuTenkorang, Ghana Library Authority, Accra	Official
27	19/08/2015	NaaPaganofeMornah Iii, C/O Sankana Naa Palace	Official
28	20/08/2015	IgnecioBurrull, Eu Delegation In Accra	Official
29	17/09/2015	Dr Eric OseiAssibey, Dept. Of Education College Of Education University Of Ghana	Official
30.	23/08/2015	Prof. Dr. E. K. Boom, Iced, Ghana	Official
31	23/09/2015	J.A. Duodu, Director, Geological Survey Dept	Official
32	23/09/2015	Ing. D. OppongBoateng, Gida Wa	Official
33	23/09/2015	Fidelis Abu, Gida Wa	Official
34	23/09/2015	Thorolf K. F. Gross, Ses – Bonn. De	Official
35	23/09/2015	Seth Nuamah, Iced, East Legon Accra	Official
36	28/09/2015	Dr. BarfourOsei, Edaif	Courtesy Call
37	28/09/2015	Capt. Tindana(Rtd), Edaif Board	Courtesy Call
38	28/09/2015	Sulemana Ibrahim, Edaif	Courtesy Call
39	28/09/2015	Frank Enyimayew, Edaif, Tamale	Courtesy Call
40	30/09/2015	Rev. Robert Andoh, Area Head Church Of Pentecost	Courtesy Call
41	1/10/2015	Andy Koras, Mission Director USAID, Ghana	Courtesy Call
42	5/10/2015	GPRTU National, GPRTU	Courtesy Call
43	20/10/2015	Debra Kerby, Canadian Feed The Children,	Courtesy Call
44	21/10/2015	Suleiman Namara, World Bank Group, Washington Dc	Courtesy Call
46	23/11/2015	Gavivina Yao Tamakloe, Nadmo	Visit On Planning A Stimulation Exercise
47	24/11/2015	Sale Juliet, Commonwealth Local Gov't Forum West Africa Reg. Office	Support To Nadowli-Kaleo D.A.
48	30/11/2015	Sumaila A. Rahman, Action Aid Ghana	Courtesy Call
49	10/12/2015	Paul Atchoe, Ghana Volleyball Assoc.	Courtesy Call

### Appendix 3Hiii: Other Training Activities Organized by the UWRCC

S/N	Title of Training / Workshop	Training Provider	Participants	Period	Venue
1	Integrated Water Resource Management (IWRM) Plan Review	Water Resources Commission	ADIIB	28 <sup>th</sup> -29 <sup>th</sup> January 2015	Ex-Tee Crystal Hotel
2	Train- The- Trainer For Error Checking and Upgrading Programme on the Human Resource Management Information System (HRMIS) Workshop	Local Government Service secretariat.	AHRM & IT officers	Monday 23 <sup>rd</sup> February, 2015	Northern Regional Co-ordinating Council, Tamale
3	Baseline Data Cleaning and Analysis Workshop under smarter wash project	Community Water and Sanitation Agency.	Chief Director, UWRCC.	10 <sup>th</sup> – 11 <sup>th</sup> March 2015	Wa
3	Capacity Building Workshop	Local Government Service Secretariat	Regional Human Resource Director	23 <sup>rd</sup> – 24 <sup>th</sup> February 2015.	Tamale
4	Capacity Building Workshop	Local Government Service Secretariat	Anthony Ayekey Kwame, Senior Executive Officer and Cletus AwuniAtubire, Senior Executive Officer, UWRCC.	23 <sup>rd</sup> – 24 <sup>th</sup> February 2015	Picon Hotel, Tamale.
5	Regional Rapid Training Workshop	National Population Council	Planning Officer, UWRCC.	9 <sup>th</sup> – 13 <sup>th</sup> March 2015.	
6	8 <sup>th</sup> Annual Conference of Public Service	Public Services commission	Chief Director and Coordinating Director, UWRCC.	23 <sup>rd</sup> – 26 <sup>th</sup> April 2015	Capital View Hotel, Koforidua.
7	Public Procurement of Timber and Timber Products in Ghana	Nature & Development Foundation and Food and Agricultural Organisation (FAO).	Procurement Officer, UWRCC	31 <sup>st</sup> March – 1 <sup>st</sup> April 2015	Royal Lamerta hotel, AhodwoNhyiaso, Kumasi
8	Fourth (4 <sup>th</sup> ) Northern Ghana Investment Conference and Northern Business Excellence Awards	Ridmut Consult, Savannah Accelerated Development Authority	Principal Accountant, Principal Internal Auditor and REPO	15 <sup>th</sup> – 17 <sup>th</sup> June 2015	Ghana Health Service Training Centre and Residency of the Hon. Regional

S/N	Title of Training / Workshop	Training Provider	Participants	Period	Venue
		(SADA), Upper East RCC and Northern Development Forum(NDF)			Minister, Bolgatanga.
9	Workshop for Human Resource Managers and Personnel Officers from RCCs and MMDAs	Local Government Service secretariat.	All Human Resource Managers (Municipal/District Assemblies and UWRCC) and Chief Records Supervisor (UWRCC)	13 <sup>th</sup> – 17 <sup>th</sup> April 2015	Kosados Arena Hotel, Aprada Junction, Kumasi
10	Stakeholder consultation Workshop to validate and finalize the draft policy outline for the National Social Protection Policy	Ministry of Gender, Children and Social Protection (MoGCSP) and Local Government Service Secretariat (LGSS)	REPO & RBA	13 <sup>th</sup> April 2015	Modern City Hotel, Tamale
11	GIS training on the preparation of a spatial development framework for Northern Savannah Ecological Zone	Town and Country Planning	Reg. Economic Planning Officer and Regional Town and Country Planning Officer	26 <sup>th</sup> April – 1 <sup>st</sup> May 2015	Ghana Institute of Linguistics and Bible Translation (GILBT) Tamale
12	Performance Management and Staff Appraisal Workshop	Local Government Service Secretariat	Head of Departments, coordinating Directors and Human Resource Directors	18 <sup>th</sup> May 2015	In-service Training Centre, Wa
13	Training of Trainers workshop on preparation of online-District Open defecation free scale up plans	Ministry of Local government and Rural Development	Reg. Env. Health Officer & REPO	22 <sup>nd</sup> – 24 <sup>th</sup> July 2015	Crystal Palm Hotel, Tesano, Accra

### Appendix 3Hiv: Summary Report on MMDAs

Name of MMDA	Issues				
	security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
Wa Municipal	Chieftaincy and land disputes Armed robbery Motor cycle snatching	Late release of funds Inability of contractors to complete projects on time due to inadequate funds	Property addressing component of SNPA not done	Low IGF mobilization Inadequate revenue collectors Irregular flow of funds	Limited valuation of property Inadequate numbers and skills of revenue collectors Revenue database not comprehensive
Wa West	Chieftaincy and land disputes Armed robbery No court in the district Fuel smuggling across the border Few police personnel Unwillingness to offer information to the police	Politicization of development projects Irregular and delay in the flow of funds Shoddy work by some contractors Ineffective supervision and monitoring Rivalry of communities over projects siting Inadequate logistics for M&E activities	Property addressing component of SNPA not done	No vehicle for revenue mobilization Inadequate logistics for revenue mobilization Lack of reliable revenue data Few revenue collectors Low skills of revenue collectors	Inaccessible communities during rainy season Low IGF mobilization Poor telecommunication network Low electricity coverage Inadequate and poor quality of data Environmental degradation
Wa East	Illegal mining Inadequate logistics for patrols Destructive activities of nomadic headsmen	Erratic and inadequate funding Poor road network and accessibility Low electricity coverage	Lack of community commitment and support Inadequate logistics for M&E activities Inadequate skilled human resource	No vehicle and inadequate logistics for revenue mobilization Lack of reliable revenue data Few revenue collectors	No district hospital Poor telecommunication coverage High illiteracy rate High incidence of poverty
Nadowli-Kaleo	Land litigation Stealing	Late release of funds Inability of contractors to complete projects on time	Late release of funds Inability of contractors to complete projects on time	Low IGF mobilization and sources	Delay in release of funds Poor IGF sources Poor road infrastructure Poor communication network
Daffiama-Bussie-Issa	Poor road infrastructure Poor communication network	Late release of funds Inadequate funds	Late release of funds Inadequate M&E activities	Low IGF mobilization and limited sources	Delay in release of funds Non performing IGF sources Poor road infrastructure Poor communication network

Name of MMDA	Issues				
	security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
					Inadequate human resource
Jirapa	Stealing Unwillingness to offer information to the police Poor citizen to police ratio	Late release of funds Inability of contractors to complete projects on time	Property addressing component of SNPA not done. Inadequate M&E activities	Low IGF mobilization and limited sources	High degradation of the environment Inadequate funds Poor attitude towards sanitation
Lawra	Chieftaincy and land disputes Armed robbery	Price fluctuations leading to variations in project costs Late release of funds Difficulty in getting land for development	Property addressing component of SNPA not done. Inadequate M&E activities	Low IGF mobilization and limited sources	Infertile lands for agriculture Low IGF Land disputes among communities
Nandom	No vehicle for the police Fuel smuggling across the border Land dispute	Late release of funds Inability of contractors to complete projects on time Land acquisition and high compensation demands	High expectations of community members and slow flow of funds for implementation Property addressing component not yet done	High attrition rate of revenue collectors Low IGF	Inadequate office and residential accommodation Poor roads Inadequate revenue base Inadequate means of transport for work eg. M&E
Lambussie - Karni	Fuel smuggling across the border Land litigation Cattle rustling across the border to Burkina Faso	Weak IGF mobilization High unemployment Environmental degradation Inadequate technological know-how Inadequate supervision	Property addressing component of SNPA not yet done Low commitment level of contractors in project implementation	Low IGF mobilization and limited sources	Poor road network No vehicles and logistics for M&E activities. Delay in Release of funds especially DACF
Sissala West	Land issues Theft/Armed robbery cases	No vehicles and other logistics for M&E activities. Delay in release of funds especially DACF	Property addressing component of SNPA not done. Inadequate M&E	Poor IGF sources No vehicle for IGF mobilization Delays in release of funds	Inadequate Government budgetary allocations Delay in release of funds Limited IGF sources
Sissala East	Land issues Theft/Armed robbery cases No vehicle for police Alien herdsmen Harvesting of rose wood Chieftaincy and land disputes	No vehicles and logistics for M&E activities Delay in release of funds especially DACF	Property addressing component of SNPA not done. Inadequate M&E activities	Low IGF mobilization and limited sources	Bush fires Inadequate Government budgetary allocations Delay in release of funds Limited IGF sources

### Appendix 3Hv: UWRCC Work Plan for 20015

Indicator	Indicator type	Baseline 2013	Achievements			Remarks
			2015 target	2014 Indicator level	2015 Indicator level	
Carry out quarterly Monitoring and Evaluation visits to MMDAs to assess level of development programmes and projects in the region on quarterly basis	output	2	4	3	4	
Organize engagement meetings with Development Partners (NGOs) to promote effective coordination and harmonization of the activities in the region	output	1	2	1	2	
Organize RPCU Meetings on quarterly basis	output	2	4	2	3	
Organize RPCU and DPCUs Meetings on quarterly basis	output	2	4	2	3	
Organize RCC meetings	output	2	3	2	2	
Hold ARIC committee quarterly meetings	output	3	4	3	4	
Organize an Annual / Mid Year Regional Dev't Review meetings	output	2	2	1	2	
Review, prepare and submit RCC Annual Estimates (Budget) by 30 <sup>th</sup> September, 2015	output	1	1	1	1	

### Appendix 3Hvi: Composite Budget Issues

Issues	Causes	Recommendations
<b>a. Composite Budget Formulation/Preparatory Issue</b>		
Low citizen's participation	<p>The budget preparatory calendar is not publicised</p> <p>Invitation to presentation on AAP and Composite Budget mid-year review report are usually limited to Assembly members and Heads of departments</p> <p>Absence of state of the districts and envisaged development objectives and initiatives for the ensuing fiscal year address/ report to the citizens by DCEs after mid-year composite AAP and Budget report presentation</p> <p>Absence of citizens' consultations on draft composite budget before the approval process</p>	<p>Adequate publicity required on radio, Assembly &amp; Area Councils notice boards</p> <p>CSOs/CBOs, the media should be adequately represented in the presentation of mid-year review reports</p> <p>Radio discussion(s) or 2-3 Area Council level consultations should be held on the state of the districts and the envisaged development objectives and initiatives for the coming year to solicit inputs</p> <p>The public should be exposed to the draft composite budget, at least once before commencement of the approval process</p> <p>District budget hearings are technical hearings for the departments of the Assemblies. Therefore the Regional composite budget hearings should be held at the districts level to present draft budgets to the citizenry</p>
	Inadequate CSOs/CBOs lobbying and advocacy skills/ budget terminologies not easily apprehended by CSOs/CBOs	Training required
Absence of a comprehensive revenue database, tax liability assessment and billing mechanisms/systems	<p>Absence of concrete agenda or direction in transforming the revenue base, tax assessment and billing systems of the districts</p> <p>Weak commitment of management in release of funds for the transformation of the revenue base, tax assessment and billing systems of the districts</p>	Districts should be pushed through directives and guidelines to commit resources to transforming the local revenue resource base of the districts
Incomprehensive departmental budget	<p>Newly recruited Heads of Departments inadequate knowledge about the national/composite budget cycle</p> <p>Inadequate knowledge on the MTEF process. Most are newly recruited</p>	Local level training required
<b>b. Budget Approval</b>		
Very limited debate on composite budget	<p>Budget presentation and debate/deliberation usually put together as one item on business/agenda of the General Assembly</p> <p>Budget document not usually presented to Assembly members after presentation for study before debate/deliberation</p> <p>The budget structure and concepts not</p>	<p>Presentation of the composite budget and the debate on should be separate item for different days</p> <p>Assembly members should be given copies of the budget after presentation for study before debate</p>

	easily apprehended by some Assembly members	Local Training required
<b>c. Budget Execution</b>		
Inadequate composite budget performance analysis and reporting	Periodic organizational performance assessment, in generally, not a culture of management of the District Assemblies	Training in management required. Because obtaining a 1 <sup>st</sup> degree or 2 <sup>nd</sup> degree, or both does not necessarily make one a manager
Inadequate General Assembly, CSOs/CBOs, media and RCC oversight control in composite budget execution	Media and CSOs/CBOs inadequate knowledge on content required budget reports  CSOs/CBOs inadequate budget analytical skills  Absence of legislation(s) for the RCC to use the whip in composite budget execution	Local training required  Local training required  Review of requisite existing legislations required
Composite Budget Financing	Low IGF bases  Budget shortfalls  Delays in release of transfers to the Assemblies  Fiscal indiscipline	Push for transformation of DAs revenues bases/local economies of DAs  Appreciable national economic growth required  Push for more budget transparency/ RCC to take up the task to reduce fiscal indisciplines
<b>d. Budget Accountability</b>		
Limited DAs/Media/ CSOs/ CBOs engagement	Absence of communication and marketing strategies	Communication and marketing strategies required
Budget document/ reports not adequately publicised./ budget document and reports treated as sacred documents	Officers' very weak flare for social accountability	Training required for media, CSOs/CBOs and Assembly members on budget reports to step up advocacy for accountability
Limited public pressure for budget accountability	Inadequate knowledge on budget issues due to limited participation in the budgeting process	More open budgetary process required

## Appendix 3I – Volta Region

### Appendix 3Ii: Political Leadership of MMDAs

No.	Name of MMDA	Name of MMDCE	Assembly Members		
			Male	Female	Total
1	Ho	Hon. Fafa Adiyirah	32	11	43
2	Hohoe	Hon. Dr. Margaret Kwaku	34	10	44
3	Keta	Hon. Sylvester E. Tornyeavah	64	7	71
4	Agortime-Ziope	Hon. Michael K. Adzaho	20	4	24
5	Akatsi South	Hon. Samuel K. Wuadi	37	3	40
6	Ketu North	Hon. Claver Kofi Lawson	49	8	57
7	Ketu South	Hon. Pascal Lamptey	52	5	57
8	North Tongu	Hon. Delphia Fafa Agbai	36	6	42
9	South Tongu	Hon. Samuel M. Eworyi	48	10	58
10	South Dayi	Hon. Semenu Kafui Bekui	27	3	30
11	Kpando	Hon. Paulina Adinyira	19	6	25
12	Jasikan	Hon. Killian Abrampah	35	4	39
13	Kadjebi	Hon. Jacob A. Asogonnde	44	8	52
14	Nkwanta North	Hon. Kudor K. Martin	19	3	22
15	Nkwanta South	Hon. Peter Kenyenso	39	4	43
16	Krachi East	Hon. Awuranyi Peter Yao	27	3	30
17	Krachi West	Hon. Moses Kwame Poye	29	6	35
18	Biakoye	Hon. Nana Akatta Louis	39	4	43
19	North Dayi	Hon. Stephen Komla Timinkah	28	6	34
20	Adaklu District	Hon. Emmanuel Sky Ganaku	18	3	21
21	Central Tongu	Hon. Theodora M. Agbenyenu	35	5	40
22	Akatsi North	Hon. James Gunu	15	2	17
23	Krachi Nchumuru	Hon. Solomon Kuyon	25	3	28
24	Ho west	Hon. Samuel Ewoade	31	8	39
25	Afadzato South	Hon. Angela O. Alornu-Tay	27	4	31
Total			829	136	965

**Appendix 3Iii: Summary on MMDAs Issues**

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
Ho Municipal	Theft & Burglary	Price fluctuations leading to variations in project costs, Late release of funds	Slow release of funds for the Ghana Urban Management Pilot Project, High expectations of community members, unavailability of land for socio-economic investment	Inadequate logistics for revenue mobilization Lack of reliable revenue data Few revenue collectors	Inadequate office and residential accommodation, Inadequate vehicles and logistics for M&E activities. Delay in Release of funds especially DACF
Hohoe Mun.	Chieftaincy disputes, intra-community riots	Irregular and delay in the flow of funds Shoddy work by some contractors Ineffective supervision and monitoring Inadequate logistics for M&E activities	Property addressing component of SNPA not yet done Low commitment level of contractors in project	Inadequate logistics for revenue mobilization Lack of reliable revenue data Few revenue collectors	Inadequate staff, Inadequate vehicles and logistics for M&E activities. Delay in Release of funds especially DACF
Keta Mun.	Negative Effects of Tidal waves	Late release of funds, Inability of contractors to complete projects on time Land acquisition and high compensation demands	High expectations of community members and slow flow of funds for implementation Property addressing component not yet done	Inadequate logistics for revenue mobilization Few revenue collectors Low skills of revenue collectors	Limited valuation of property Inadequate numbers and skills of revenue collectors Revenue database not comprehensive
Kpando Mun.	Chieftaincy and land dispute, conflict among transport unions	Politicization of development projects Irregular and delay in the flow of funds Shoddy work by some contractors Ineffective supervision and monitoring Inadequate logistics for M&E activities	Late release of funds Inability of contractors to complete projects on time	Inadequate logistics for revenue mobilization Few revenue collectors Low skills of revenue collectors	Bush fires, Inadequate Government budgetary allocations, Delay in release of funds, Limited IGF sources
Ketu South	Armed robbery, fuel smuggling to Togo, child trafficking, Chieftaincy dispute	Late release of funds, Inability of contractors to complete projects on time Land acquisition and high compensation demands	Property addressing component of SNPA not yet done Low commitment level of contractors in project	No vehicle and inadequate logistics for revenue mobilization Lack of reliable revenue data Few revenue collectors	Limited valuation of property Inadequate numbers and skills of revenue collectors Revenue database not comprehensive
Ketu North	Fuel smuggling to Togo	Inadequate office and residential accommodation,	Late release of funds Inability of contractors to	Inadequate logistics for revenue mobilization	Poor road network, inadequate staff,

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
		Inadequate vehicles and logistics for M&E activities. Delay in Release of funds especially DACF	complete projects on time	Few revenue collectors Low skills of revenue collectors	inadequate logistics, delays in releasing funds
Agotime-Ziope	Land dispute	No vehicles and logistics for M&E activities Delay in release of funds especially DACF	Property addressing component of SNPA not yet done Low commitment level of contractors in project	Inadequate logistics for revenue mobilization Few revenue collectors Low skills of revenue collectors	Limited valuation of property Inadequate numbers and skills of revenue collectors Revenue database not comprehensive
Akatsi North	Fulani herdsmen menace, theft	Inadequate office and residential accommodation, late release of DACF, Inadequate logistics	Property addressing component of SNPA not yet done Low commitment level of contractors in project	Poor IGF sources No vehicle for IGF mobilization Delays in release of funds	Poor road network, inadequate staff, inadequate logistics, delays in releasing funds
Akatsi South	Conflict among transport unions, theft	No vehicles and logistics for M&E activities Delay in release of funds especially DACF	Late release of funds Inability of contractors to complete projects on time	Inadequate logistics for revenue mobilization Few revenue collectors Low skills of revenue collectors	Poor road network, inadequate staff, inadequate logistics, delays in releasing funds
North Tongu	Fulani Herdsmen Menace	Inadequate office and residential accommodation, late release of DACF, Inadequate logistics	Late release of funds Inability of contractors to complete projects on time	Low IGF mobilization and sources	Delay in release of funds Poor IGF sources Poor road infrastructure Poor communication network
Central Tongu	Fulani Herdsmen Menace	Price fluctuations leading to variations in project costs Late release of funds Difficulty in getting land for development	Late release of funds Inability of contractors to complete projects on time	No vehicle and inadequate logistics for revenue mobilization Lack of reliable revenue data Few revenue collectors No vehicle and inadequate logistics for revenue mobilization	Poor road network, inadequate staff, inadequate logistics, delays in releasing funds
South Tongu	Burglaries, land litigation, chieftaincy disputes, oyster mining disputes	Inadequate office and residential accommodation, late release of DACF, Inadequate logistics	Property addressing component of SNPA not yet done Low commitment level of contractors in project	Lack of vehicles for revenue generation, low skills of revenue collectors	Inadequate office and residential accommodation, Inadequate vehicles and logistics for M&E activities. Delay in Release of funds especially DACF

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
Jasikan	Theft	Price fluctuations leading to variations in project costs Late release of funds Difficulty in getting land for development	Late release of funds Inability of contractors to complete projects on time	No vehicle and inadequate logistics for revenue mobilization Lack of reliable revenue data	Poor road network, inadequate staff, inadequate logistics, delays in releasing funds
Biakoye	Land dispute	No vehicles and logistics for M&E activities, Delay in release of funds especially DACF	Lack of community commitment and support Inadequate logistics for M&E activities. Inadequate skilled human resource	Poor IGF sources No vehicle for IGF mobilization Delays in release of funds	Inadequate office and residential accommodation, Inadequate vehicles and logistics for M&E activities. Delay in Release of funds especially DACF
Kadjebi	Land dispute	Price fluctuations leading to variations in project costs Late release of funds Difficulty in getting land for development	Late release of funds Inability of contractors to complete projects on time	No vehicle and inadequate logistics for revenue mobilization Lack of reliable revenue data Few revenue collectors No vehicle and inadequate logistics for revenue mobilization	Poor road network, inadequate staff, inadequate logistics, delays in releasing funds
Nkwanta North	Land and chieftaincy dispute, Fulani herdsmen menace	No vehicles and logistics for M&E activities Delay in release of funds especially DACF	Property addressing component of SNPA not done. Inadequate M&E activities	Low IGF mobilization and limited sources	Bush fires Inadequate Government budgetary allocations Delay in release of funds Limited IGF sources
Nkwanta South	Land and chieftaincy disputes	Weak IGF mobilization High unemployment Inadequate technological know-how	Property addressing component of SNPA not yet done Low commitment level of contractors in project	Low IGF mobilization and limited sources	Poor road network No vehicles and logistics for M&E activities. Delay in Release of funds especially DACF
Krachi West	Theft	No vehicles and other logistics for M&E activities. Delay in release of funds especially DACF	Late release of funds Inability of contractors to complete projects on time	Poor IGF sources No vehicle for IGF mobilization Delays in release of funds	Poor road network No vehicles and logistics for M&E activities. Delay in Release of funds especially DACF
Krachi East	Fulani herdsmen menace, Chieftaincy dispute	Inadequate vehicles and other logistics for M&E activities. Delay in release of funds	Property addressing component of SNPA not done. Inadequate M&E activities	Poor IGF sources No vehicle for IGF mobilization	Bush fires Inadequate Government budgetary allocations

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
		especially DACF		Delays in release of funds	Delay in release of funds Limited IGF sources
Krachi Nchumuru	Chieftaincy dispute, armed robbery, lack of anti-snake venoms	No vehicles and other logistics for M&E activities. Delay in release of funds especially DACF	Late release of funds Inability of contractors to complete projects on time	Low IGF mobilization and limited sources	Bush fires Inadequate Government budgetary allocations Delay in release of funds Limited IGF sources
North Dayi	Land dispute	Weak IGF mobilization High unemployment Inadequate technological know-how	Property addressing component of SNPA not yet done Low commitment level of contractors in project	Low IGF mobilization and limited sources	Poor road network No vehicles and logistics for M&E activities. Delay in Release of funds especially DACF
South Dayi	Theft	No vehicles and other logistics for M&E activities. Delay in release of funds especially DACF	Late release of funds Inability of contractors to complete projects on time	Poor IGF sources No vehicle for IGF mobilization Delays in release of funds	Bush fires Inadequate Government budgetary allocations Delay in release of funds Limited IGF sources
Adaklu	Fulani Herdsmen menace	Weak IGF mobilization High unemployment Inadequate technological know-how	Late release of funds Inability of contractors to complete projects on time	Low IGF mobilization and limited sources	Poor road network No vehicles and logistics for M&E activities. Delay in Release of funds especially DACF
Afadzato South	Armed robbery	No vehicles and other logistics for M&E activities. Delay in release of funds especially DACF	Property addressing component of SNPA not done. Inadequate M&E activities	Low IGF mobilization and limited sources	Poor road network No vehicles and logistics for M&E activities. Delay in Release of funds especially DACF
Ho West	Theft	Weak IGF mobilization High unemployment Inadequate technological know-how	Late release of funds Inability of contractors to complete projects on time	Poor IGF sources No vehicle for IGF mobilization Delays in release of funds	Low IGF, Inadequate office and residential accommodation

**Appendix 3Iiii: Core Regional Indicators**

Indicators	Indicator Type	Baseline (2013)	Level of Achievement			Remarks
			2015 Target	2014 Indicator Level	2015 indicator Level	
Hold monthly management meetings with all Decentralized Departments	Output	1	12	4	10	Two monthly meeting could not be held in 2015
Hold two-number Regional Coordinating Council Meeting	Output	1	2	2	2	All meetings fixed for the year were held
Hold Monthly Regional Security Council Meeting	Output	12	12	5	6	Six meetings out of Twelve were held in 2015
Undertake Quarterly monitoring and evaluation of the activities and programmes of MMDAs	Output	4	4	4	4	The four quarterly monitoring activities planned for the year were carried out
Review Two-number Action Plans and Budgets of MMDAs	Output	2	2	2	1	One of the two review meetings could not come-off
Hold Two-number collaborative meetings with Heads of Department	Output	2	2	2	1	One of the two meetings planned for the Heads of Department could not come-off
Update and submit monthly HRMIS Report to LGSS	Output	-	12	12	12	HRMIS Report submitted monthly to LGSS
Hold training workshops for Core Staff of MMDAs	Output	4	4	3	3	-

## Appendix 3J – Western Region

### Appendix 3Ji: Summary Report on MMDAs

Name of MMDA	ISSUES				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
<b>Sekondi-Takoradi Metro.</b>	High incidence of street children	Laborious processes for utilizing UDG funds has stalled execution of some educational projects	<ul style="list-style-type: none"> <li>I. Delay in the release of school feeding funds to caterers</li> <li>II. Low turnout during the National Sanitation Exercise</li> <li>III. Delay in the implementation of the street naming and property addressing system.</li> </ul>	Low internally generated funds	Difficulty with waste evacuation. Irregular supply of portable water
<b>Prestea - Huni Valley</b>	Illegal Mining (Galamsey)	Irregular releases of the Common fund affect project execution	<ul style="list-style-type: none"> <li>I. Delay in the release of school feeding funds to caterers</li> <li>II. Low turnout during the National Sanitation Exercise</li> <li>III. Delay in the implementation of the street naming and property addressing system</li> </ul>	Low internally generated funds and over reliance on the mineral development fund	Bad Roads,
<b>Ellembelle</b>	Illegal mining & acquisition of farm lands (Coconut plantations) by oil/gas companies	Same as above	<ul style="list-style-type: none"> <li>I. Delay in the release of school feeding funds to caterers</li> <li>II. Low turnout during the National Sanitation Exercise</li> <li>III. Delay in the implementation of the street naming and property addressing system</li> </ul>	Low internally generated funds	Unemployment due to the widespread destruction of the coconut trees by the Cape St. Paul Wilts Disease
<b>Jomoro</b>	Smuggling of petroleum products to Cote D'Ivoire	Same as above	<ul style="list-style-type: none"> <li>I. Delay in the release of school feeding funds to caterers</li> <li>II. Low turnout during the National Sanitation Exercise</li> <li>III. Delay in the implementation of the street naming and property addressing system</li> </ul>	Low internally generated funds	
<b>Nzema East Municipal</b>	Unemployment	Same as above	<ul style="list-style-type: none"> <li>I. Delay in the release of school feeding funds to caterers</li> <li>II. Low turnout during the National Sanitation Exercise</li> <li>III. Delay in the implementation of the</li> </ul>	Low internally generated funds	Bad roads

			street naming and property addressing system		
<b>Shama</b>	Pollution of River Pra the main source of portable water by Illegal mining activities	Same as above	I. Delay in the release of school feeding funds to caterers II. Low turnout during the National Sanitation Exercise III. Delay in the implementation of the street naming and property addressing system	Low internally generated funds	Bad roads
<b>Wassa East</b>	Illegal mining	Same as above	I. Delay in the release of school feeding funds to caterers II. Low turnout during the National Sanitation Exercise III. Delay in the implementation of the street naming and property addressing system	Low internally generated funds	Bad Roads
<b>Mpohor</b>	Illegal mining	Same as above	I. Delay in the release of school feeding funds to caterers II. Low turnout during the National Sanitation Exercise III. Delay in the implementation of the street naming and property addressing system	Low internally generated funds	Bad roads
<b>Tarkwa-Nsuaem Municipal</b>	Illegal mining	Same as above	I. Delay in the release of school feeding funds to caterers II. Low turnout during the National Sanitation Exercise III. Delay in the implementation of the street naming and property addressing system	Low internally generated funds	Bad roads
<b>Amenfi West</b>	Illegal mining & land degradation	Same as above		Low internally generated funds	Bad roads
<b>Amenfi East</b>	Illegal mining	Same as above	I. Delay in the release of school feeding funds to caterers II. Low turnout during the National Sanitation Exercise III. Delay in the implementation of the street naming and property addressing system	Low internally generated funds	Bad roads

<b>Amenfi Central</b>	Illegal mining	Same as above	I. Delay in the release of school feeding funds to caterers II. Low turnout during the National Sanitation Exercise III. Delay in the implementation of the street naming and property addressing system	Low internally generated funds	Bad roads
<b>Aowin</b>	Smuggling of cocoa beans/petroleum products	Same as above	I. Delay in the release of school feeding funds to caterers II. Low turnout during the National Sanitation Exercise III. Delay in the implementation of the street naming and property addressing system	Low internally generated funds	Bad roads
<b>Suaman</b>	Smuggling of cocoa beans/petroleum products. Highway Robbery	Same as above	I. Delay in the release of school feeding funds to caterers II. Low turnout during the National Sanitation Exercise III. Delay in the implementation of the street naming and property addressing system	Low internally generated funds	Bad roads
<b>Akontombra</b>		Same as above	I. Delay in the release of school feeding funds to caterers II. Low turnout during the National Sanitation Exercise III. Delay in the implementation of the street naming and property addressing system	Low internally generated funds	Bad roads & inadequate educational /health facilities
<b>Juaboso</b>	Illegal mining	Same as above	I. Delay in the release of school feeding funds to caterers II. Low turnout during the National Sanitation Exercise III. Delay in the implementation of the street naming and property addressing system	Low internally generated funds	Bad roads

<b>Bodi</b>	Illegal mining	Same as above	I. Delay in the release of school feeding funds to caterers II. Low turnout during the National Sanitation Exercise III. Delay in the implementation of the street naming and property addressing system	Low internally generated funds	Bad roads
<b>Bia East</b>	smuggling of cocoa beans/petroleum products	Same as above	I. Delay in the release of school feeding funds to caterers II. Low turnout during the National Sanitation Exercise III. Delay in the implementation of the street naming and property addressing system	Low internally generated funds	Bad roads
<b>Bia West</b>	smuggling of cocoa beans/petroleum products	Same as above	I. Delay in the release of school feeding funds to caterers II. Low turnout during the National Sanitation Exercise III. Delay in the implementation of the street naming and property addressing system	Low internally generated funds	Bad roads
<b>Sefwi Wiawso Municipal</b>	Chieftaincy Dispute	Same as above	I. Delay in the release of school feeding funds to caterers II. Low turnout during the National Sanitation Exercise III. Delay in the implementation of the street naming and property addressing system	Low internally generated funds	Bad roads
<b>Bibiani-Anhwiaso-Bekwai</b>		Same as above	I. Delay in the release of school feeding funds to caterers II. Low turnout during the National Sanitation Exercise III. Delay in the implementation of the street naming and property addressing system	Low internally generated funds	Bad roads

<b>Ahanta West</b>	Acquisition of large tracts of agricultural /farm lands by investors	Same as above	<p>I. Delay in the release of school feeding funds to caterers</p> <p>II. Low turnout during the National Sanitation Exercise</p> <p>III. Delay in the implementation of the street naming and property addressing system</p>	Low internally generated funds	Bad roads
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### Appendix 3Jii: Core Regional Indicators

Indicators	Indicator type	Baseline (2013)	Level of Achievement			Remarks
			2013 Target	2014 Indicator level	2015 Indicator level	
4 Quarterly M&E Visits	Output	2	4	1	3	
4 RPCU Meetings	Output	2	4	3	4	
2 RCC Meetings	Output	1	1	1	1	
24 Management Meetings	Output	12	12	16	20	
1 Public Forum	Output	1	1	1	0	