LOCAL GOVERNMENT SERVICE

REPUBLIC OF GHANA

ANNUAL Progress Report 2014

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Local Government Service

Annual Progress Report

2014

Foreword

The Local Government Service is mandated by law to secure the effective administration and management of local government in the country (Act 656). The continuous reforms in the local government sector aimed to fulfill the Services' mandate thrive on the availability of reliable and credible information. This requires that, the Service looks within to take cognizance of prevailing trends and match them against international best practices in order to move Ghana's decentralization agenda forward.

The 2014 Annual Progress Report therefore seeks to fulfill both a statutory mandate and support efforts aimed at providing government, stakeholders and other partner institutions with up-to-date report on the progress of the Service in the achievement of its strategic goals and objectives. It provides a blue print on status of programs across the Local Government Service as it details the achievements and challenges encountered by the Service during the financial year. The report may serve as a tool to enable the objective scrutiny and evaluation of the performance of the Service during the 2014 fiscal year. The contents of the 2014 Annual Progress Report features harmonized reports of the Local Government Service Secretariat, the ten (10) Regional Co-ordinating Councils and the 216 District Assemblies. The report provides a comprehensive update on deepening administrative decentralization, training and development, as well as capacity building activities of the Service. It also includes issues of organizational development as well as achievements of the Service through the technical and financial support from Development Partners.

As Head of Service, I wish to express the profound gratitude of the Service to its numerous partners and stakeholders especially, government and development partners whose continuous support has enabled our forward match. I also wish to thank the entire membership of the Service; Secretariat, Regional Co-ordinating Councils, MMDAs and especially the team responsible for putting the report together. Finally, it is our aim to forge closer collaboration with all our stakeholders and Development Partners to ensure the delivery of efficient and effective services through the development of staff that are highly motivated, disciplined, loyal and equipped with the relevant skills and knowledge required to deliver these services and thereby strengthening decentralized governance in the country.

CALLISTUS MAHAMA, PhD
HEAD OF SERVICE

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Acronyms

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 Border
FMD	-	Financial Management Directorate
FOAT	-	Functional and Organizational Assessment Tool
GiZ	-	Deutsche Gesellschaftfür 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 Widergebäu
KTC	-	Koforidua Training Centre
LED	-	Local Economic Development
LGCSP	-	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

The 2014 Annual Progress Report of the Local Government Service was issued partly in fulfillment of a statutory mandate as well as to provide the Service's numerous stakeholders with up to date information on the progress of the Service. Highlights of the progress, achievement and the overall status of Local Government Service for the year of 2014 have been provided in this summary. The achievements of the Service under the year of review can be summarized as follows:

- **Preparation of the MTDP (2014 – 2017) and M&E**
  The LGSS undertook the development of the medium term development plan as well as the M&E plan for the Service based on the guidelines provided by NDPC. The objective of this Medium Term Development Plan (MTDP) is to enhance efficiency and effectiveness in the total management of Local Government Service Secretariat (LGSS) for the mutual benefit of all its stakeholders. 500 copies of the MTDP have been printed and circulated. The M&E Plan will also help to generate data and other relevant information to inform evidence-based decision making.

- **Preparation of the 2015 MTEF Budget**
  The Secretariat prepared the 2015 annual budget based on the guidelines issued by the Ministry of Finance (MoF). A budget of two million five hundred thousand cedis (GH¢2,500,000.00), comprising GH¢2,000,000.00 for goods and services and GH¢500,000.00 for assets was approved by Parliament for the Secretariat.

- **Preparation of the 2013 Annual Progress Report**
  During the year under review, reports on the various activities and projects were collated and consolidated to generate a comprehensive report for the 2013 financial year. Both the directorates at the Local Government Service Secretariat and the ten (10) Regional Co-ordinating Councils (RCCs) were consulted in the compilation of the report. Five hundred (500) copies of the 2013 APR have been printed and distributed to stakeholders.

- **Performance Review Retreat**
  The LGSS Performance Review Retreat came on from Friday, 19th – Sunday, 21st December, 2014 at the Volta Hotel, Akosombo. The retreat was to review progress of implementation of planned activities for the year 2014 and identifying priority activities for 2015 as contained in the Medium Term Development Plan (2014 – 2015).

- **Establishment of Departments & Appointment of Heads of Department**
  With support from two key Danish International Development Agency (DANIDA) sponsored programmes; Transport Sector Programme Support (TSPS) and the Local Service Delivery and Governance Programme (LSDGP), the Service facilitated the establishment of the District Works Department (DWD) which involves the merger of Departments of Feeder Roads, Public Works, Rural Housing, Water and Sanitation,

and the Works Units of the MMDAs. Currently, a total of 106 MMDAs out of the 216 have fully functional DWDs. Transport department has been established in six Metropolitan and Municipal Assemblies (MMAs).

On schedule II departments, the Secretariat initiated collaborative discussions with MDAs responsible for these departments and Focal persons have been selected for further collaboration towards eventual establishment of the departments at the MMDA level

- **Staff Development (Capacity Building/Training)**
  A total of 216 heads have been selected for the Department of Social Welfare and Community Development and posted to the various MMDAs. Internal advertisements for the selection of Heads for the Departments of Agriculture, Central Administration, Urban Roads and Waste Management have been made. As part of efforts to deepen Administrative Decentralization, the Secretariat facilitated two major workshops for Regional Coordinating Directors (RCDs) and Regional Directors of decentralized departments. Another workshop was organized for newly appointed Heads of Community Development and Social Welfare on 27th -29th April, 2014 and sought to give the officers an orientation on the performance of their new roles as Heads of Departments.

- **Recruitment, Upgrading, Promotions, Postings, Transfers of Staff**
  During the period under review, the LGSS facilitated the promotion of a total of seventy two (72) officers within the Service by the Public Services Commission (PSC). This number included thirty four (34) Principal Planning Officers, thirteen (13) Deputy Directors and twenty five (25) Principal Budget Analysts who were processed and interviewed. A total of five hundred and seventeen (517) officers in both professional and non-professional classes were posted to various RCCs and MMDAs.

- **Inter-Service Collaboration**
  The Secretariat developed an Inter-Service/Inter Sectoral collaboration framework for Ministries, Departments and Agencies (MDAs) for the implementation of LI 1961 towards Administrative Decentralization. A detailed consultancy report was submitted to the LGSS in April 2014. A workshop was organized for representatives of the various Services and other stakeholders to discuss and validate the consultancy report which has been approved by the Local Government Service Council (LGSC).

  Additionally, the Service held a meeting with the Social Protection Directorate at the Ministry of Gender, Children and Social Protection (MoGCSP) on the inclusion of social protection structures as part of the Service at the district level.

- **Development of Service Delivery Standards**
  The Service has identified, described and provided measurement for six (6) service delivery standards (including Accountability, Transparency, Effectiveness/Efficiency,

Client Focused, Participation and Professionalism) to be used as benchmarks for service delivery in the LGS. A comprehensive report on these standards have been documented, printed and circulated. In all, 6000 copies of the final reports were printed and circulated.

- **Establishment of HRMIS**
  HRMIS software is a data management system that aids the collation of up-to-date information on the staff of the Service. In the year 2014, the Human Resource Management Information System (HRMIS) database which was established in 2013 was deployed in a number of regions including the Greater Accra, Central, Northern, Upper West, Upper East, Brong Ahafo, Western and Eastern Regions. Additionally, staff of the Human Resource (HR) and Information Technology (IT) units were trained on the application and management of the HRMIS software.

- **Review of Scheme of Service**
  The Service collaborated with other stakeholders to review the management tool (Scheme of Service) for the LGS to ensure the inclusion of the schemes of service for other occupational groups including Internal Audit, Environmental Health and Sanitation, Statistics, Agric, Social Welfare and Community Development and the Legal classes which were not included in the first edition. The final drafts were presented to Management and subsequently to the Local Government Service Council. The revised Schemes of Service have been approved for implementation.

- **Development of Code of Conduct for the Service**
  The Service initiated the process for the development of a code of conduct document for the Service in the year 2013. However, the exercise was completed in 2014 with over 40,000 copies printed and circulated.

Additionally, Development Partners had supported the Service to achieve a number of successes. Details of these have been included in the write-up. The achievements of the RCCs have also been included.

Chapter 1

General Introduction

The Local Government Service's madate is to secure effective administrative decentralization in the country. As PNDCL 327 makes it obligatory for public services to report on the activities of Services, by the first quarter of the successive year, the 2014 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: 24th December, 2003 and notified in the Gazette on 31st 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: 24th December 2003) "to secure effective administration and management of local government in the country" Act 656 (3). The Service therefore is to ensure the proper functioning of the District Assemblies.

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 of quality 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 and 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 Service and Local Government, 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 Local Government Service has a governing body known as the Local Government Service Council. 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

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 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 has not been 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 the activities and programs to achieve growth and development of LGS in relation to set targets.
- **Budget Unit:** - The unit is responsible for preparing budget and the provision of technical guidance to Management on budgetary matters. The department 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 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 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 the 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 is 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 Finance and Administration Regulations.
- **Donor Support Unit:** - Manages all financial procedures of LGS from Donor Support in accordance with the Financial 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 are available. It ensures the provision of an effective and efficient system of internal checks to enhance service delivery at the LGS. 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

The activities implemented by the LGS during the 2014 fiscal year were in line with the seven thematic areas of the GSGDA II. Key development issues identified were planned, prioritized and linked to the corresponding thematic areas as well as to the key issues under the thematic areas of the GSGDA II. This enabled the Service identify the relevant thematic areas that the planned programmes and sub-programmes would be aligned within the period of implementation.

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 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 Secretariat adopted the appropriate goal, policy objectives and their corresponding strategies to implement the 2014 planned activities.

Thematic Area	Issues	Adopted Objectives	Adopted Strategy
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	Conflicting legal and policy framework and inherent challenges in Act 462	Ensure effective implementation of the decentralisation policy and	Implement the National Decentralization Action Plan

Thematic Area	Issues	Adopted Objectives	Adopted Strategy
Accountable Governance		programmes	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
	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	Provide investment and capacity building grants to MMDAs under District Development Facility (DDF) and Urban Development Grant (UDG) Improve the capacity of finance and administrative staff of MMDAs Ensure effective monitoring of revenue collection and utilisation of investment grants Develop reliable business and property database system including the street naming and property addressing

Thematic Area	Issues	Adopted Objectives	Adopted Strategy
	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
	Weak orientation of MMDAs towards job creation Poor relationship between MMDAs and the Private Sector	Mainstream Local Economic Development (LED) for growth and local employment creation	Facilitate the implementation Local Economic Development Programmes at the district levels Promote local business enterprises based on resource endowments for job creation
	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 2014

This section of the report covers activities undertaken by the LGSS for the period of January to December 2014. 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, 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 (Projects).

3.1 Preparation of MTDP and M&E Plan – (2014 – 2017).

Section 1, 10 and 11 of the National Development Planning (System) Act, 1994 (Act 480) enjoins Ministries and Sector Agencies to undertake development planning functions in consultation with the National Development Planning Commission (NDPC) in accordance with the Civil Service Law, 1993 (PNDC). Section 10 (3) of the same Act indicates that the development planning undertaken by a Ministry and the Sector Agency shall be based on national development goals issued by the NDPC and in 10 (5), the Ministry or sector agency shall ensure that the plans are compatible with national development goals.

The objective of this Medium Term Development Plan (MTDP) is to enhance efficiency and effectiveness in the total management of Local Government Service Secretariat (LGSS) for the mutual benefit of all its stakeholders. LGSS was thus required to conduct a thorough performance review of the implementation of it's MTDP 2010-2013 prepared within the Ghana Shared Growth and Development Agenda 2010-2013 (GSGDA I; 2010-2013), examine its vision, mission, objectives and other relevant variables that impacted on the operations of the Service to serve as the basis for preparing a new Medium Term Development Plan for a planning period of 4-years (2014 – 2017). Five hundred (500) copies of the LGSS Medium Term Development Plan have been printed and circulated.

Similarly, the formulation of a Monitoring and Evaluation Plan covering the same period was initiated based on the Monitoring and Evaluation guidelines developed by the National Developemnt Planning Commission. This M&E Plan (2014-2017) is to facilitate the tracking of progress of planned activities, projects and programmes of the LGSS, Regional Co-ordinating Councils (RCCs) and Metropolitan/Municipal/District Assemblies (MMDAs) as outlined in the LGSS Medium Term Development Plan (MTDP). The M&E Plan will also help to generate data and other relevant information to inform evidence based decision making.

3.2 Preparation of the 2015 Programme Based Budget (PBB)

The preparation of the LGSS 2015 Annual budget started with the issuance of guidelines and the organization of the 2015 Policy Hearing by the Ministry of Finance (MoF). The process culminated in the Budget hearing by the Parliamentary Sub-Committee on Local Government at the MJ Grand Hotel at East Legon in October, 2014. The Budget was eventually approved by Parliament in the sum of Two Million Five Hundred Thousand cedis (GH¢2,500,000.00), comprising GH¢2,000,000.00 for Goods and Services and GH¢500,000.00 for Assets.

3.3 Preparation of the 2013 Annual Progress Report

As a public institution, it is a statutory requirement for the Service to produce annual reports that would detail its achievements and the challenges encountered. During the year under review, reports on the various activities and projects were collated and consolidated to generate a comprehensive report for the 2013 financial year. Both the directorates at the Local Government Service Secretariat and the ten (10) Regional Co-ordinating Councils (RCCs) were consulted in the compilation of the report. The 2013 Annual Progress Report provides stakeholders with up-to-date report on the progress of the Service during the year 2013. With the completion of the report, five hundred (500) copies were printed and distributed to the various stakeholders of the Service.

3.4 Performance Review Retreat

The LGSS Performance Review Retreat came on at the Volta Hotel, Akosombo from 18th – 20th December, 2014. The purpose of the retreat was to review progress of implementation of planned activities for the year 2014 and identify priority activities for 2015 as contained in the Medium Term Development Plan (2014 – 2017). Presentations on the status of implementation of activities were made by all the Heads of the various Directorates except the Finance Directorate. The presentations were followed by passionate discussions which led to the identification of issues to be addressed in the Annual Action Plan for 2015 with the view to improving the efficiency in the Service and Secretariat.

3.5 Establishment of Departments & Appointment of Heads of Department

Implementation of LI 1961 which triggers the commencement of the operationalization of the decentralized departments at the MMDA level as departments of the District Assemblies, will require the establishment of new departments as well as mergers and realignment of some existing departments to suit this new arrangement. With support from two key Danish International Development Agency (DANIDA) sponsored programmes; Transport Sector Programme Support (TSPS) and the Local Service Delivery and Governance Programme (LSDGP), the Secretariat facilitated the establishment of the District Works Department (DWD) which involves the merger of Departments of Feeder Roads, Public Works, Rural Housing, Water and Sanitation, and the Works Units of the MMDAs. Currently, a total of 106 MMDAs out of the 216 have fully functional DWDs. Each of these 216 DWDs was headed by officers in an acting capacity pending the completion of the appointment procedures for the substantive Heads of Departments.

Secondly, the Service collaborated with the Ghana Passenger Transport Terminal project (GAPTE), a collaborative project between the World Bank and the French Development Cooperation (AfD), to establish the Department of Transportation in six Metropolitan and Municipal Assemblies (MMAs). Seventeen officers recruited under the project have been absorbed by the LGS as core staff of the newly established Department. An operational manual has been prepared for the Transportation Department and an orientation workshop organised for these core staff.

The establishment of schedule II departments as provided in LI 1961 (namely; departments of Trade and Industry; Education, Youth and Sports; Natural Resources Conservation Dept., Forestry, Game and Wildlife Division; and Health) can only be completed with the amendment of their parent legislations. As a first step, the Secretariat initiated collaborative discussions with MDAs responsible for these departments and focal persons have been selected for further collaboration towards eventual establishment of the departments at the MMDA level.

3.6 Staff Development (Capacity Building/Training)

In the year 2014, the LGSS engaged the West African Examinations Council (WAEC) to conduct basic aptitude tests for 239 LGS Engineers and 176 Environmental Health Officers who had completed various engineering and environmental health courses and had applied to be upgraded. The outcome of the exercise was used as part of the criteria to upgrade successful applicants.

Additionally, another outcome of the collaboration was the selection of heads for the integrated/merged departments at the MMDA level through the Public Services Commission (PSC). The process was initiated for the appointment of a total of 216 heads for the Department of Social Welfare and Community Development to be posted to the various MMDAs. Internal advertisements for the selection of Heads for the Departments of Agriculture, Central Administration, Urban Roads and Waste Management were made. Selection of DWD-Heads was also initiated. In the year 2014, induction training was organised for 435 engineers who were recruited in 2012. Additionally, core personnel of the Department of Transportation of district assemblies were also provided with orientation training.

As part of efforts to deepen Administrative Decentralization, the Secretariat facilitated two major workshops for Regional Co-ordinating Directors (RCDs) and Regional Directors of Decentralized Departments. The first workshop came on at Sunyani from 23rd – 24th April, 2014. The workshops were to brief participants on the Service Protocols, Performance Management, Staffing levels in all the regions among other things. The second workshop for newly appointed Heads of Community Development and Social Welfare was on 27th - 29th April, 2014 and sought to give the officers an orientation on the performance of their new roles as Heads of Departments.

3.7 Recruitment, Upgrading, Promotions, Postings, Transfers of Staff

In the Local Government Service, employees are promoted subject to satisfying the conditions for advancement as specified in the relevant Scheme of Services for the various classes. In accordance with the guidelines of the Service, the LGSS is responsible for promotions up to the level of Deputy Director (including analogous grades), for grades including Director, Coordinating Director and Chief Director are conducted the Public services Commission (PSC). Promotions of lower grade officers are conducted by the LGSS and the various Regional Co-ordinating Councils (RCCs). During the period under review, the LGSS facilitated the promotion of seventy two (72) officers to the grade of Director and its analogous grades by the Public Services Commission (PSC). This number included thirty four (34) Principal Planning Officers, thirteen (13) Deputy Directors and twenty five (25) Principal Budget Analysts who were processed and interviewed.

In accordance with the promotion policy of the Service, employees are posted to where their services are considered to be most appropriate to ensure rationalization and even distribution of skills mix within the Service. Pursuant to this policy, a total of five hundred and seventeen (517) officers in both professional and non-professional classes were posted.

In line with the Scheme of Service, the LGSS also engaged the Institute of Local Government Studies (ILGS) to develop tailor-made courses in accordance with the professional development of staff in the Service. Furthermore, the Service coordinated the upgrading of staff of the Environmental Health & Sanitation and Technician Engineers/ Technical Officers within the Service at the regional level. The outcome of the exercise has been presented to management for consideration and approval.

3.8 Inter-Service Collaboration

As stipulated by the various pieces of legislations on decentralization, inter-service collaboration framework for Ministries, Departments and Agencies (MDAs) is critical for the successful implementation of LI 1961 towards Administrative Decentralization. This is to ensure harmonization of the programmes of LGS with other Public Services to avoid duplication, the attendant waste of resources and institutional conflicts. The Secretariat facilitated the engagement of a consultant to develop an Inter-Service/Inter Sectoral collaboration framework for Ministries, Departments and Agencies (MDAs) for the implementation of LI 1961 towards Administrative Decentralization. A detailed consultancy report was submitted to the LGSS in April 2014. A workshop was organised for representatives of the various Services and other stakeholders to discuss and validate the consultancy report which has been approved by the Local Government Service Council (LGSC).

The Secretariat in consultation with the Social Protection Directorate at the Ministry of Gender, Children and Social Protection (MoGCSP) agreed on the inclusion of social protection in the operations of the Service. The objective of the collaborative meeting was to ensure that social protection structures are established at the district level. There was also collaboration between the National Head Office of the Social Welfare and Community Development and the Local Government Service Secretarat for the development of a manual to train the Social Welfare and Community Development Officers at the regional and district levels. The manual was successfully developed and a nationwide training conducted for professionals within the Social Welfare and Community Development class.

3.9 Development of Service Delivery Standards

The introduction of Service Delivery Dtandards was to establish the minimum levels of service delivery and to use these standards to manage expectations of the citizenry. It was also to serve as a means to improving clients' satisfaction. In order to minimize potential conflict between the citizenry and public officials mandated to deliver services, these service delivery standards must be comprehensively documented and communicated to people to make them aware of what level of service they can expect from providers of these services.

Linking Service Delivery Standards and Performance Management is a world-class benchmark methodology to improve the effectiveness of organizations. It provides the benchmark for measuring and managing the performance of institutions. The service delivery standards contained in this report therefore provide the limits within which the performance of MMDAs in Ghana would be measured.

The Service identified, described and provided measurement for six (6) service delivery standards (including Accountability, Transparency, Effectiveness/Efficiency, Client Oriented, Participation and Professionalism) to be used as benchmarks for service delivery in the LGS. A comprehensive report on these standards has been documented, printed and circulated. In all, 6000 copies of the final document were printed and circulated.

3.10 Establishment of HRMIS

In the year 2014, the Human Resource Management Information System (HRMIS) database which was established in 2013 was deployed in a number of regions including the Greater Accra, Central, Northern, Upper West, Upper East, Brong Ahafo, Western and Eastern Regions. Additionally, staff of the Human Resource (HR) and Information Technology (IT) units were trained on the application and management of the HRMIS software.

3.11 Review of Scheme of Service

During the 2014 financial year, the Secretariat collaborated with other stakeholders to review the scheme of Service as a management tool for the LGS. The review also ensured the inclusion of the schemes of service for other occupational groups including internal audit, environmental health and sanitation and statistical classes which were not included in the first edition. The final drafts were presented to Management and subsequently to the Local Government Service Council. The revised Schemes of Service have been approved for implementation.

3.12 Development of Code of Conduct for the Service

The Secretariat initiated the process for the development of a code of conduct document for the Service in the year 2013. However, the exercise was completed in 2014 with over 40,000 copies printed and circulated.

3.13 Financial Report

REVENUE AND EXPENDITURE PROFILE FOR THE VARIOUS ACCOUNTS							
Revenue:		Bal Brought FWD 2013-2014	Income Jan - Dec 2014	Total Rev Jan - Dec LGCSP (USD)	Total Rev Jan - Dec (GH¢)	Balances as at 30th Dec 2014 LGCSP (USD)	Balances as at 30th Dec 2014 (GH¢)
	World Bank (USD)	**254,042.07**	**1,538,919.00**	**1,792,961.07**	-	**281,364.86**	
	DANIDA	873,340.83	-		873.340.83	-	-
	RSGGP	1,090,401.00	-	-	1,090,401.00		176,604.86
	GOG	74,861.39	826,654.50		901,515.89		502,386.46
	DDF	243,213.87	1,607,280.00		1,850,493.87		888,593.30
	LGS-GH DECENT (P2)	550,718.04	-		550,718.04		314,732.38
	GIFTS	569.43	2,089,910.37		2,090,479.80		68,573.80
	DACF	19,499.44	94,398.00 (Refund)	-	-		-94,050.90
Total Releases Year 2014:				**1,792,961.07**	**7,356,949.43**	**281,364.86**	**1,856,839.90**
	World Bank (USD)			1,525,518.23			
	DANIDA				873,340.83		
	RSGGP				913,796.14		
	GOG				399,129.43		
	DDF				961,900.57		
	LGS-GH DECENT (P2)				235,985.66		
	GIFTS				2,021,906.00		
	DACF				94,050.90		
Total Expenditure Jan - Dec 2014				**1,525,518.230**	**5,500,109.53**	-	
				267,442.84			
A DD Exch Rate Diff				**13,922.02**			
Balance as at Month Ended Dec 2014				281,364.86	**1,856,839.90**	**281,364.86**	**1,856,839.90**

3.14 Right to Services and Good Governance Programme (RSGGP)

The Right to Services and Good Governance Programme is the exit-strategy for more than 20 years of targeted Danida support to service delivery, human rights and good governance in Ghana. The programme is designed around people's right to participate in their own development, enhanced local governance, access to justice, and improved local service delivery. It applies a Human Rights Based Approach (HRBA) by addressing the four principles of participation, non-discrimination, transparency and accountability with an emphasis on ensuring sustainability of essential governance functions for efficient service delivery systems. It addresses the supply and demand side of governance by supporting duty-bearers in delivering according to their mandates and rights-holders in voicing their demands for rights while at the same time providing funds for concrete services based on local priorities and demands. The programme is being implemented over a five year period from January 2014 to December 2018. The development objective of the programme is to reduce poverty and promote and protect human rights through enhanced and more equal access to services and justice. The Programme has three main components. These include Support to Human Rights, Good Governance and Access to Justice, Support to Service Delivery and Local Governance and Support to Civil Society.

However, for the LGSS, the main focus and area of implementation is sub- component 2.2. The sub-component particularly strengthens the institutional capacity of Local Government Service Secretariat (LGSS), which plays a key role in Ghana's decentralization process in terms of human resource management (HRM) and capacity development of the decentralized administrative structures. The immediate objective is 'to enable Local Governments to deliver value for money services through the mobilization, harmonization and utilization of qualified human capacity and material resources to promote local and national development.' The sub-component provides core funding to elements of LGSS's strategic plan for 2013-2018 in three strategic areas:

1. Ensure effective implementation of Local Government Acts towards administrative decentralization and;
2. Improve the administrative and human resource capacity of the Local Government Service, i.e. of LGSS, Regional Co-ordinating Councils (RCCs) and Metropolitan, Municipal and District Assemblies (MMDAs)
3. Integrate and institutionalize district level planning and budgeting through participatory processes at all levels.

The LGSS manages the sub-component and further functions as secretariat for the National Coordinating Forum of the Right to Services and Good Governance Programme (RSGGP). During the reporting period, activities executed by the LGSS were as per its work plan for 2014. The following is a summary of activities and cumulative achievements made during the reporting period:

- RSGGP start-up meeting and three coordinating meetings were held in January, March, September and December respectively;
- Annual Work plan and budget for 2014 were prepared by the respective components of the RSGGP; the budget request were submitted to Royal Danish Embassy (RDE);

- Request for funds for the components in two phases (I & II Quarters and III & IV Quarters) were made to Royal Danish Embassy;
- Fifty seven (57) staff (including 18 females) participated in 13 different courses organized by DFC/Danida; See details in Annex 2.
- Inter-Service collaboration framework for Ministries, Departments and Agencies (MDAs) for the implementation of LI 1961 towards Administrative Decentralization was developed;
- Three operational manuals for the establishment of three departments (Statistics, Transportation and Legal) were prepared;
- Collaboration meetings with MDAs (GSS, GAPTE /MLGRD, DUR, DFR, NRSC and KTC) for the establishment of the departments of MMDAs (Statistics, Works, Transport, Urban Roads & Legal) were held;
- LGS Scheme of Service (SoS) was revised and new SoS for Statistical, Legal and Environmental Health Classes were prepared;
- LGS Staffing Norms have been revised, 3,000 copies were printed;
- Public-Private Partnership approach for the construction of a new LGSS office complex was initiated and is in progress;
- Code of Conduct for LGS were developed, 5,000 copies printed and distributed;
- Service Delivery Standards for LGS were developed, 6,000 copies printed and circulated;
- A Performance Management System was developed; Performance Agreement Contract for 2015 between Regional Coordinating Directors (RCDs) and Honorable Regional Ministers will be signed in January 2015;
- Heads of the Department of Social Welfare and Community Development were selected, given orientation training and posted to their respective districts;
- Selection of heads of the Works Departments is in progress;
- Upgrading process for 239 Engineers and 176 Environmental Health Officers from sub-professional class to professional class is on-going;
- Transportation Departments have been established in six Metropolitan and Municipal Assemblies and induction training for newly recruited staff has been carried out;
- Induction training for 435 recruited Engineers in 2012 was carried out in December 2014;
- Video Documentary on the achievements, results and impacts of the LSDGP has been prepared and distributed to all stakeholders;
- 2nd Conference for 10 Regional and 216 MMDA Coordinating Directors was held in November 2014; LGS protocols (Staffing Norms, Service Delivery Standards, Code of Conduct, Performance Management System, Scheme of Service and Staff compensation) were discussed;
- The total annual budget (2014) for sub-component 2 (including NCFS) is GHC 2,835,000. The budget for the first and second quarters of 2014 for the sub-component, amounting to GHC 1,090,000 was received in August 2014. The expenditure up to 31st December 2014 is GHC 1,079,302.39 and the balance is GHC 10,697.61.
- The fund request for the third and fourth quarters of 2014, in the sum of GHC 1,745,000 was made.

- An amount of GHC 871,408.61 which represents additional funds to adjust for exchange range variation with respect to the 1st and 2nd quarter's disbursements for LGSS-Comp.2.2 has been transferred by RDE.

3.15 District Development Facility (DDF)

The DDF is the grant component of a Performance Based Grant System introduced by the Government of Ghana in 2009 to ensure the allocation of financial resources to Metropolitan, Municipal and District Assemblies (MMDAs) for the provision of basic social infrastructure. The Capacity Building Grant of the DDF aims to support the delivery of tailor-made training programmes to key staff of MMDAs to overcome capacity gaps in order to effectively and efficiently deliver services in accordance with their mandates. Under the DDF, capacity gaps are of two types; demand driven capacity gaps which are specific to each MMDA and generic capacity gaps which cuts across all MMDAs. These capacity gaps are identified using the Functional Organisational Assessment Tool (FOAT).

The Local Government Service Secretariat (LGSS) is responsible for the management of the Generic Capacity Building Grant of the DDF. During the period under review, the LGSS undertook a nationwide capacity building programme as part of the generic capacity building activities in the following thematic areas as identified from the 2011 and 2012 FOAT results:

1. Human Resource Management
2. Reports and Minutes Writing
3. Social and Community Development
4. Planning
5. Budgeting
6. Auditing
7. Engineering

During the period under review, the LGSS received an amount of GH¢1.6m from the DDF Secretariat of the Ministry of Local Government and Rural Development for the implementation of training activities. As at 31st December 2014, an amount of GH¢1.4m was expended leaving a balance of GH¢200,000 which was committed to support the District Ebola Response Plans. The LGSS also monitored and evaluated the training programmes as well as participated in DDF Steering Committee meetings and Technical Working Group Sessions amongst others.

Significant challenges identified with regards to the implementation of these activities were increases in the cost of logistics- Hotel accommodation, fuel, stationery, development and printing of training manuals and consultancy services. It is recommended that the percentage allocated for capacity building particularly generic training programmes be reviewed upwards due mainly to the rising cost of all the components of training programmes.

3.16 Local Government Capacity Support Project (LGCSP)

Under the LGCSP, the LGSS is implementing component 2b which is targeted capacity support to the participating MMAs including the fielding of Regional Technical Advisory Teams (RTATs) in all the four (4) zones and the delivery of generic capacity training in the five Public Financial Management (PFM) areas. The RTATs are also offering hands on coaching support to the Assemblies and were contracted for an initial three (3) year period renewable yearly after an assessment of their work in the field by the LGSS. The Directorate undertook a field assessment of the RTATs in January-February, 2014 to enable the Service to take a decision on the renewal or otherwise of their contracts. The contracts of two (2) RTATs (M/s Kwame Asante and P&H Consult) were renewed based on their satisfactory performance in the field. In view of the fact that some of the core personnel of M/s. IPE Global Limited resigned from the company, their contract was delayed until the replacement consultants' CVs received the No Objection from the World Bank in September, 2014.

In 2014, the LGSS with support from the Local Government Capacity Support Project (LGCSP) and in collaboration with the Social Accountability Unit of the Ministry of Local Government and Rural Development (MLGRD) facilitated training of key staff of MMDAs on the Public Financial Management (PFM) Templates. The Templates are to be used to communicate financial information on the performance of the participating Metropolitan and Municipal Assemblies (MMAs) under the LGCSP. These financial management templates were developed as part of efforts to deepen the demand side of accountability at the local government level.

The Service, in the period under review, supported the 10 Regional Co-ordinating Councils (RCCs) under the LGCSP with funding to enable the RCCs deliver on their legal mandate. The funds were released to the RCCs to enable them exercise their monitoring, coordinating and supervisory roles over the MMDAs to enhance the performance of the MMDAs. The submission of reports to the LGSS has improved considerably in terms of the frequency and content due to this little support they are receiving from the Service.

The directorate also collaborated with the Street Naming and Public Addressing Team set up by the Ministry of Local Government and Rural Development (MLGRD) to train officials of the Metropolitan and Municipal Assemblies who applied to use their Capacity Support Fund (CSF) to fund the Street Naming and Property Addressing activities in response to the Presidential Directive on Street Naming and Property Addressing (SNPA).

The Service again collaborated with the District Development Facility Secretariat (DDFS) at the Ministry of Local Government and Rural Development (MLGRD) to ensure the building of synergies in the delivery of capacity building activities. This was necessary because both the DDF implemented by MLGRD and the Component 2B of the LGCSP implemented by the Secretariat have capacity building components and therefore there was the need for collaboration to avoid duplication.

3.17 EU Support to Decentralization

The EU – HR programme is European Union Commission support to Ghana Decentralization Programme. The focus of the first phase was on delivering capacity building interventions and sustainable development for local Human Resources Management (HRM) and the establishment and development of a social accountability framework. The overall objective of this project was to contribute to increased performance and quality of service delivery, with a particular focus on the effective provision of basic services like education, health, as well as water and sanitation at the local level. The highlights of the programme are as follows:

- To support the Local Government Service in developing, establishing and operationalising an effective and sustainable organisational and human resource performance management system for Local Government in Ghana.
- To support the Local Government Service in developing, establishing and operationalising an effective and sustainable human resource management system for Local Government in Ghana.
- Enhance effectiveness of human resource management and performance management in the Local Government Service in general.

  The results that the Technical Advisor (TA) and Consultants needed to achieve were as follows:
- Result 1: Improved knowledge-basis of the baseline of human resource strengths, profiles and capacities available at the Regional and District levels to further orient actions related to human resource (HR) management (particularly recruitment and capacity building).

  Regularly updated database on human resource strength, capacity and profiles at the district level
  - Guidelines for collection and updating of data
  - Proposal for integration into a larger Public Sector – database

- Result 2: Comprehensive organisational performance management system in place and operational in the LGSS, RCCs and MMDAs. Improved Administrative Practices and Service Delivery of Districts through continuous, systematic and consistent organizational performance assessments, feed-back and incentives.
- Result 3: Performance-based HR Management in place and operational in LGSS, RCCs and MMDAs. Improved administrative practices and service delivery of Districts and RCCs through continuous, systematic and consistent human resource management and performance assessments, feed-back and incentives as well as through linking organizational and human resource performance assessment.

  Over a period of three (3) years two Programme Estimates ware successfully implemented. The implementation, although not without specific challenges was implemented and results monitored in a systematic and methodical manner. The following can be seen as specific highlights of the Programme:
- Development of an Integrated Human Resource Management Information System (HRMIS), this system was developed from a zero base and pivotal to achieve the outcomes of Result 1. The implementation of the HRMIS Database also provided the opportunity for all HR Officers and IT Officers in the LGS, RCCs and LGSS to be skilled in the management of the HRMIS.
- The development of an HRMIS Database in such a manner that it can be easily integrated with a wider Public Sector database.
- Development, validation and implementation of Service Delivery Standards for the LGS. These standards would enable the LGS to measure and monitor the success of service delivery at a local level.

- Development of a Change Management manual and the training of sixty (60) LGS staff to roll-out a Change Management programme in the future.
- Development and implementation of a standard Performance Contract for LGS.

3.19 Construction of Office Complex for the LGSS

The LGSS initiated the process to facilitate construction of an office complex through Public-Private Partnership (PPP) arrangement. Approval has been secured from the Ministry of Finance (MoF) with regards to the adoption of PPP approach. Additionally, the World Bank has pledged support to assist the LGSS procure the services of a Transaction Advisor (TA) to guide the PPP process. Terms of Reference (ToR) have been prepared as a first step in the TA procurement process.

Chapter 4
Regional Progress Reports

This section of the 2014 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.

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 are the highest decision-making bodies at the regional level representing the political and administrative machinery of the central government. The Regional Ministers are the political heads of the region, and the chairmen of the Regional Co-ordinating Councils which are made up of the Regional Ministers 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 each of the regions.

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 De9velopment.
- 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)

Regional Profile

Ashanti Region is centrally located in the middle belt of Ghana. It lies between longitudes 0.15W and 2.25W, and latitudes 5.50N and 7.46N. The region shares boundaries with four of the ten political regions of Ghana that is Brong-Ahafo in the North, Eastern and Central Regions in the South and Western Region in the West. It occupies an area of approximately 24,38957km. Agriculture is the dominant economic activity in the region employing about 34.4% of the labour force. (2010 population and housing census).

The population of the region (according to 2010 population and housing census) is 4,780,380 with growth rate of 2.7%. Thus with an estimated population of the region as at 2014 being 5,317949, Ashanti region is the most populous in the country, has largest numbers of administrative districts and the largest number of political constituencies. There are thirty (30) administrative districts in the Ashanti region comprising of one Metropolitan, 8 Municipal and 21 District Assemblies.

The Ashanti Region abounds in human, natural and material resources. The central location of the region makes it a hub for business and commerce. Investors therefore have a vast array of investment opportunities to grow their businesses and profits as well as provide employment for the good people of the region. Districts in the region are endowed with abundant arable lands which support the cultivation of cash crops like cocoa, coffee, oil palm cashew, citrus and food crop like cassava, plantain, rice, yam, cocoyam and vegetables. It is the home of the poultry industry in the country. Examples are Darko Farms, Mfum Farms, Asamoah and Yamoah Farms, Akate Farms and many more. It is also the home for large poultry feed mills including Agricare Ltd. Some of the sectorial potentials of the region are:

Agriculture and Forestry

About 60% of the region’s surface area is considered arable and about 81% are cultivated. Crops grown in the region include oil palm, cocoa, Bast fiber, cotton, citrus, cashew, coffee and lemon accounts for the industrial crops in the region. About 3180 Sq. Km representing 22.5% of Ghana’s high forest was in Ashanti. Of the region’s high forest reserves, about 2,340 Sq. Km (65%) are being exploited whilst the remaining 1,240 Sq. km (32%) are protected. The high forest areas are rich in trees of high commercial value and these include species such as Odum, Mahogany, Wawa, Ciba and many other forest products like Bamboos and Canes.

Mineral Resources

The Ashanti Region is endowed with mineral deposits of economic value. Gold, Bauxite, Manganese, Lime Stone, Silica Sand, Iron, clay deposits abound in almost every part of the region with large scale goldmines at Obuasi and Konongo and Manso Nkwanta.

Tourism

There are several tourist attractions in the region. The new Rattray Park serves as an amusement park with state-of-the-art fountain, one of its' kind in the sub region. There is also the Cultural Centre in Kumasi, Royal Mausoleum at Bremang, Okomfo Anokye sword at Okomfo Anokye Teaching Hospital, Lake Bosomtwe, Mframabuom Caves, Bobiri forest among others. To boost nascent tourism, there are several hotels and an International airport to make travelling and lodging convenient to tourists. Other significant sectors of the regional economy are service (25.4%) and manufacturing (10.5%).

Administrative Issues

Political Leadership of RCC and MMDAs

The region consists of one (1) Metropolitan Assembly, eight (8) Municipal Assemblies and twenty one (21) District Assemblies. During the period under review, the council was led by two different Regional Ministers. Namely; Hon. Eric Opoku and Hon. Samuel Sarpong and Mr. Kofi Dwomor-Asubonteng was the Chief Director and Secretary to the Regional Co-ordinating Council for the period.

Report on Departments at the Regional Level

The Ashanti Regional Co-ordinating Council (ARCC) is a statutory body established by the Local Government Act 1993, Act 462. It is the highest policy making body of the region representing the entire political and administrative machinery of the Central Government at the regional level. This report covers the political, administrative, economic activities and the security situation of the ARCC and all the thirty (30) Metropolitan, Municipal and District Assemblies as well as sector Departments and Agencies in the region, for the period 1st January to31st December, 2014.

The Civil Service Law (PNDC 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:

- Regional Education, Science and Sports Department
- Regional Social Welfare and Community Development Department
- Regional Health Department
- Regional Agriculture Department
- Regional Public Works Department
- Regional Physical Planning Department
- Department of Rural Housing and Cottage Industries

On the whole, the ARCC including 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.

The programmes delivered by the Ministries/ Departments and Service Organizations in the Region during the review period included the following:

- Co-ordination of the activities of Metropolitan, Municipal, District Assemblies (MMDAs) and Ministries, Departments and Agencies (MDAs)
- Monitoring the use of funds allocated to MMDAs by an agency of the government
- Review and co-ordination of public services generally in the region.
- Development of the Human Resources Base of the MMDAs
- The conduct of surveys and special duties, documented and disseminated
- Strengthening the data base for policy formulation and decision-making
- Improving and sustaining public policy relations through regular press briefing sessions.

The fiscal inflow to the Regional Co-ordinating Council and the Metropolitan, Municipal, District Assemblies during the period under review consisted mainly of transfers from the Central Government, Development Partners, Non-Governmental Organization (NGOs), Internal Generated Fund (IGF), District Assemblies Common Fund (DACF) and the District Development Fund (DDF).

Official Visits

Table 14 Visits of Dignitaries to the Region

S/N	Date	Name of Visitor	Purpose of Visit
1	29-02-2014	Hon. Julius Debrah/ Minister for MLGRD	Official (Mmoaniko Festival)
2.	29-02-2014	Hon. Barbara Asamoah/Deputy Minister for Land and Natural Resources	Official (Mmoaniko Festival)
3.	30-10-2014	Hon. Dr. Samuel Sarpong/ Ashanti Regional Minister	Familiarisation Tour
4.	22-12--2014	Hon. Emmanuel Kojo Agyekum/Dep. Minister MLGRD	Working Visit
5.	04-05-2014	H.E. John Dramani Mahama	Familiarisation Tour
6.		Officials from DDF Secretariat, Accra	Inspection of Projects
7.	26-03-2014	David Barnes Agudetse /Health Directorate	Implementation of MMDAs
8.	25-06-2014	Assessment Team of UNFPA	UNFPA Implementing Partners Assessment
9.	26-06-2014	UNFPA /monitoring Team	2nd Quarter Monitoring of UNFPA 6TH Country Programme
10.	2&3-09-2014	FOAT Assessment Team	FOAT Assessment
11	9-09-2014	Monitoring Team/ Monitoring for preparation of District MDTP	Ministry of Water, Works and Housing
12.	12- 09-2014	Hon. Collins Dauda/ Minister of Water, Works and Housing	Working Visit
13	24-12-2014	Hon. Julius Debrah/ Minister for MLGRD	Inspection of Project
14	17-11-2014	Hon. Okudzeto Ablakwa/ Deputy Minister for Education	Commissioning of District Education Office

Security Issues

Excessive Legal and Illegal Surface Mining Activities (Galamsey)
The year saw increased illegal mining activities in the Amansie West, Ejisu Juaben, Ahafo Ano North District and Obuasi Municipality. In most 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 upon hearing such incidents 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 Tepa, Esaase, Obuasi and other trouble spots were prosecuted.

Robbery
Highway robberies mostly by foreign Fulani herdsmen especially, during the dry season around the Afram Plains Basin passing through 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
There were incidents of Chieftaincy disputes escalating into clashes between factions at Kumawu, Pakyi No.1 and Pakyi No.2 but with the help of the security forces and the Manhyia Palace the situations were brought under control.

Financial Reports

Table: RCC's Financial Report.

Item	**2014 Approved Budget (GH₵)**	**Released (GH₵)**	**Expenditure (GH₵)**	**Expenditure (%)**
Compensation	1,281,868.00	1,182,701.24		
Goods & Services	749,800.00	149,912.03		
Investment				
Donor				
Others (DACF)		880,483.86	960,622.05	
Total				

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

Challenges
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 leading to ineffective project monitoring.
- Inadequate academic and competency training for staff
- Inadequate funding of programmes in the region leading to delays in implementation of projects.

- A number of projects especially GETFUND projects had been abandoned.
- Inadequate human resources capacity
- Delay in release of funds for programmed activities

Observations

The need to constantly co-ordinate and monitor the activities of the Human Resource Departments in the Region by visiting the various MMDAs. Some office equipment is also needed to perform these duties in the HR department.

Recommendation

The following are recommended

- The unit is in need of a vehicle, computers, scanner, and photocopier for efficient running of the unit especially, to support the HRMIS effectively process returns from the MMDAs.
- Liaising with authorities to ensure timely release of funds by MOFEP

Conclusions

On the whole, the ARCC including the MMDAs excelled during the year under review, considering the number of objectives set and achieved. The successes chalked, however, were not without challenges. It is anticipated that the task ahead of the year 2015 would be an improvement over last year's performance.

4.7 Brong Ahafo Regional Co-ordinating Council (BARCC)

4.7.1 Introduction

This report gives a comprehensive profile of the Brong Ahafo Regional Co-ordinating Council (BARCC) and outlines the various programmes, projects, services, and activities that were undertaken by the Council for the period, January to December, 2014. The highlights of the report include some significant aspects of the Council's undertakings, including, Human Resource Development and Management, Financial Management, Programmes and Projects undertaken in respect of Assemblies, Departments and Agencies.

4.7.2 Regional Profile

The Brong Ahafo Region, with a territorial size of 39,557 square kilometres, 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 twenty seven (27) Assemblies comprising eight (8) Municipal Assemblies and nineteen (19) District Assemblies. The region has twenty nine (29) constituencies. Additionally, 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 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. The Region is characterized by a relatively high percentage of immigrants who work mainly as independent farmers or farm labourers.

According to the 2010 Population and Housing Census, the estimated population was 2,310,983 representing 9.4 percent of the country's population. The projected population of the region in 2014 is 2,483, 613 at a growth rate of 2.5%. Approximately, 44.5 percent of the population lives in urban centres whiles 55.5 percent live in rural communities.

The Brong Ahafo Region is an agricultural hub. Amongst its features, the region is blessed 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 and boasts of large reserves of forests.

Also, the region 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 headship of the BARCC changed after a regional ministerial reshuffle in April, 2014. Under the new arrangement, Hon. Eric Opoku is the current Regional Minister and assisted by Hon Samuel Justice Adjei. The number of staff of the BARCC as of 31st December, 2014 was 130. Out of this number, 73 are males and the remaining 57 are females. There are a total of 47 senior officers and 87 junior staff. Appendixes 4a and 4b provide details on the political leadership and report on decentralised departments at the MMDA level respectively.

Recruitment, Upgrading, Promotions, Postings, Transfers of Staff, etc
Two officers from the Secretarial and Internal Audit Classes were promoted during the year under review. During this same period, one staff was appointed to the Transport Class.

A number of inter and intra-regional postings were effected in 2014. These included eleven (11) officers in the Administrative, three (3) in the Environmental Health, one (1) in the Community Development, three (3) in the Engineering, one (1) in the Revenue, two (2) in the Budget, one (1) in the Internal Audit and one (1) in the Planning Classes.

Table 3: Staff Development (Capacity Building/Training)

No	Workshop	Purpose	Date
1	2-day advanced training workshop on spatial planning and GIS for district and regional planners.	To enable planners incorporate GIS and spatial issues into development planning	27th - 28th Nov. 2014.
2	2-day backstopping review workshop on draft DMTDPs.	To offer technical backstopping on the draft DMTDP.	6th -7th Nov. 2014
3	Training workshop on basic M&E for District Assemblies	To upscale the skills of DPCUs for monitoring and evaluating their activities and programmes under the DMTDPs 2014-2017.	6th - 7th Oct, 2014.
4	Workshop on monitoring of UDG and DDF projects.	To build the capacity of stakeholders in the monitoring and evaluation of UDG and DDF projects.	8th -10th July, 2014.
5	2-day Technical working session for the transfer of DDF database to the RPCU.	To have a harmonised database for DDF projects	17th – 18th March, 2014
6	ECOWAS sensitisation workshop for Public Sector Workers in the Brong Ahafo Region.	To enhance Public Sector Participation in Regional Integration	15th May, 2014
7	Regional Investment Workshop	To enhance private investment in the Region	8th May, 2014
8	Orientation workshop on the NDPC Guidelines	To orient planning officers in the use of the NDPC guidelines in plan preparation	18th June, 2014
9	Regional sensitisation	To keep staff abreast with	6th June, 2014

No	Workshop	Purpose	Date
	workshop for core staff of MMDAs on FOAT VII	FOAT tools and processes	
10	Workshop on utilisation of the Planning Guidelines for preparation of the DMTDPs	To promote compliance with the NDPC guidelines in DMTDP preparation.	19th-20th May, 2014
11	Grant assessment training for nine (9) selected districts for the transfer of grants for the implementation of DFID sponsored adolescent reproductive health projects in the Brong Ahafo Region	To equip staff with the necessary skills to assess grants in order to enable them transfer grants for the implementation of DFID ARH projects in the Brong Ahafo Region.	9th-10th May, 2014
13	Capacity building workshop for 25 GDOs, planning officers and DOVVSU on gender mainstreaming	To strengthen regional capacity for addressing gender based violence and provision of quality services	28th Sept – 1st Oct, 2014
14	Training for Police Officers on the Domestic Violence Act and handling of gender related cases.	To strengthen regional capacity for addressing gender based violence and provision of quality services	
16	Midwives forum	Strengthened regional capacity to implement comprehensive midwifery programmes	11th Nov 2014
17	Training for midwives in IUD insertion and removal for UNFPA focused districts	To strengthen regional capacity for community based interventions for family planning	8th – 13th June, 2014
18	Family Planning	To strengthen regional capacity for community based interventions for family planning	15th Dec. 2014
19	3-day integrated monitoring visit to districts by 8 RTT members	Enhanced district capacity for the production, utilisation and dissemination of quality statistical data for population dynamics, youth, gender equality and SRH, including humanitarian settings	2nd – 4th July, 2014
20	Capacity building training for 30 births and deaths volunteers	Enhanced district capacity for the production, utilisation and dissemination of quality statistical data for population dynamics, youth, gender equality and SRH, including humanitarian settings	5th – 8th Nov 2014
21	Two day capacity building workshop for newly recruited Engineers, Quantity	To equip workshop participants with the necessary skills and knowledge required to perform	3rd to 4th Dec. 2014.

No	Workshop	Purpose	Date
	Surveyors and Technician Engineers	their duties effectively and efficiently	
22	One day workshop for managing and Monitoring the human resources management information system	To monitor the human resources management information System	18th November, 2014
23	Two-day capacity building workshop for recently recruited social/ community development officers	To build the Capacity of Newly recruited Social/Community Development Officers	10th to 12th September, 2014
24	Three (3)-day Workshop for Assistant Human Resource Managers and Information Technology staff on HR Database Management System in the Brong Ahafo Region	To provide Training on HR Database Management System	26th to 28th August, 2014 for AHRM and 29th August, 2014 for IT Officers.
25	One-day training on Human Resources Database Management Application	To train Assistant Human Resource Managers on Human Resources Database Management Application	18TH February, 2014.

Composite Budget Issues

Regional Aggregate – Revenue Budget Performance

Item	Budget (GH₵)	Actual (GH₵)	Variance (GH₵)	%
IGF (All Districts)	13,569,817.00	11,607,644.00	1,962,173.00	85
Grants	125,236,391.00	69,457,009.00	55,779,382.00	55
Grand total	**138,806,208.00**	**81,064,653.00**	**57,741,555.00**	**58**

Regional Aggregate: Composite Expenditure Performance

Item Description	Budget (GH₵)	Actual (GH₵)	Variance (GH₵)	%
Compensation	43,851,365	26,629,852	17,221,513	61
Goods & Services	44,454,897	33,473,947	10,980.950	75
Assets	99,883,717	48,784,170	51,099,547	49
Grand Total	**188,189,979**	**108,887,969**	**79,302,010**	**58**

The Budget Committee of the Regional Co-ordinating Council held three (3) meetings in 2014 to discuss the implementation of budgets and map out strategies for the quarters ahead. Also, Budget Hearings were held in 2014, for the harmonisation of the 2015 Composite Budgets of the twenty-seven (27) Municipal/ District Assemblies.

Official Visits

Table 4: Visits from the Presidency

No	Name	Purpose	Place of visit	Date
1.	H. E Paa Kwasi Bekoe Amissah Arthur, Vice President of the republic of Ghana	Working visit	Chiraa	30th August, 2014
2.	H.E John Dramani Mahama , President of the Republic of Ghana	Launch of 200 Community Day SHS	Kintampo	4th November, 2014
3.	H.E John Dramani Mahama, President of the Republic of Ghana	Visit	Kwafie Festival of the people of Dormaa Traditional Area	20th December, 2014
4.	H. E. Paa Kwasi Amissah Arthur, Vice President of the Republic of Ghana	Funeral	Seikwa	6th September, 2014
5.	H. E. John Dramani Mahama, President of the Republic of Ghana	Funeral	Kintampo	25th April, 2014
6.	H. E. President John Dramani Mahama, President of the Republic of Ghana	Working Visit	United Conglomerate Farms, NSS Farms, Branam	16th October, 2014
7.	H.E. John Dramani Mahama, President of the Republic of Ghana	NAFAC 2014	Grand National Durbar of Chiefs	6th December, 2014
	H. E. John Dramani Mahama, President of the Republic of Ghana	Final Funeral Rites of late Omanhene of Seikwa	Seikwa	16th August, 2014

Table 5: Other Visits

No	Name of officer	Organisation	Date
1	Hon. Mark Woyongo (MP)	Minister for Defence	20/3/14
2	Kwesi Nyantakyi	President, GFA	22/4/14
3	John Agyei Duodu	Geological Survey Dept.	23/4/14
4	Hon. Nayon Bilijo	Minister for Fisheries/ Aquaculture Dev’t	14/5/14
5	Cynthia Lumor	MTN, Accra	14/5/14
6	C. Mensah	Hope for Children	30/5/14
7	Charles J.A Ashong	WB	30/5/14
8	Baka Yoko Saguidi	Sous Prefect Niable Cote d’Ivoire	03/5/14
9	Amen Amidu	Minister for Roads Highway – Accra	3/6/14
10	Java k. Soar	Indian High Commissioner to Ghana	05/6/14

No	Name of officer	Organisation	Date
11	Joseph God	Minister for Agric, Zimbabwe	09/06/14
12	Rev J.K.D Komadzei	Synod Moderator E.P Church, Ghana	20/6/14
13	Maj. Gen. R.K Opoku- Adusei	Chief of Army staff	1/08/14
14	Dr. Kwaku Agyemang Mensah	Ministry of Health Accra	23/09/14
15	Kazumi Nakameua	United Nations High Commission for Refuges	26/09/14
16	Hon. A.S.K. Bagbin	Majority Leader of Parliament, Accra	30/9/14
17	Hon. Ebo Banton Oduro	1st Deputy Speaker of Parliament, Accra	30/9/14
18	Colonel Joseph Lukau	The Salvation Army	10/10/14
19	Lt Col. Samuel Kwao Okrah	The Salvation Aarmy	10/10/14
20	Hon.Dr. Ben kunbuor (MP)	Maj. Leader and Minister for Parliamentary Affairs	14/10/14
21	Hon. Comfort Doyoe Cudjoe Ghansah	Minister of State at the Office of the President	14/10/14
22	James A. Muntyr Brown	Director- Futures Group, Europe	14/10/14
23	Sunbaohong	Ambassador of China to Ghana	22/10/14
24	Ahaji Osman Salifu	NSC, Accra	22/10/14
25	Elaine Dorward- King	Newmont U.S.A	26/11/14
26	John Femona	Newmont U.S.A	26/11/14
27	Kofi Sekyere	Delico Properties	3/12/14
28	Isaac Kyei-Mensah	Delico Properties	3/12/14

Security Issues

The Brong Ahafo is reputed to be one of the most peaceful regions in the country. The Regional Security Council (REGSEC) collaborated with the various Municipal and District Security Councils (MUSEC AND DISEC) and the various security agencies to bring the few security threats that emerged in the region, under control. Table 6 below shows details of 2014 security issues.

Table 6: The table below shows comparative analysis of crime in 2013 and 2014.

S/No	Offences	2013	2014	Remarks
1	Murder	41	37	Decrease of 10%
2	Robbery	86	23	Decrease of 73%
3	Rape	11	23	Increase of 109%
4	Narcotic Drugs	63	56	Decrease of 11%
5	Defilement	74	111	Increase if 50%
6	Stealing	3023	2523	Decrease of 17%
7	Fraud	801	560	Decrease of 30%

Others

A. Working Visits of Hon. Regional Minister

During the period under review the Hon. Regional Minister, embarked on working visits to some selected security agencies, including the Police Service, the Military and the Fire Service to meet and interact with the Officers and Men of these agencies. These visits were to provide the Hon. Regional Minister the opportunity to familiarize himself with and also learn at first hand the various challenges faced by these agencies in the performance of their duties in the Region.

B. 2014 Convention of the Council of Brong Ahafo Associations of North America (COBAANA)

The Hon. Regional Minister led a six (6) member delegation which included the President of the Brong Ahafo Regional House of Chiefs and other dignitaries to participate in the 2014 Convention of the Council of Brong Ahafo Associations of North America (COBAANA) which took place from 30th to 31st August under the theme; "Fostering Solidarity in Cultural Values, Mutual Assistance and prosperity in the Brong Ahafo Community" in New York, United States of America.

The COBAANA Annual Convention is a platform where Brong Ahafo citizens resident in the United States of America come together, to interact with each other, celebrate traditional and cultural festivities, and also, to unite, share experiences, mobilize both financial and human resources for the development of the region. The occasion was also used to market the investment potentials of Ghana in areas of Agriculture, Tourism and the Hospitality Industry, Forestry, Energy generation and Mining among others to promote economic development.

C. National Festival of Arts and Culture (NAFAC)

The 2014 edition of National Festival of Arts and Culture (NAFAC) was held in Sunyani in the Brong Ahafo Region. The Brong Ahafo Regional Co-ordinating Council collaborated with the Ministries of Culture, Tourism and Creative Arts, Chieftaincy and Traditional Affairs as well as the National Commission on Culture. The festival took place from Saturday, 6th December to Thursday 11th December, 2014 and in attendance was the President of the Republic of Ghana, H.E. John Dramani Mahama and other dignitaries. The festival was highly successful.

D. 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. The twenty-seven (27) Municipal and District Assemblies implemented a total of 890 projects in the year 2014. As at 31st December, 2014, 447 representing 50.20% of the total number of projects were completed while the rest were at various stages of completion. A total of 351 projects representing 41.6% of all the executed projects by the Assemblies were in the Education Sector.

Table 7: Summary of Development Projects

S/N	Sector	No. of Projects	Completed	On-Going	Remarks
1	Roads				
	Feeder Roads	77	24	53	Work on projects are at various stages of completion
	Highways	17	2	15	All projects are progressing steadily
	Urban Roads	15	0	15	All projects are progressing steadily
2	Water				
	Small Town Water System	7	7	0	Completed and handed over
	Boreholes	210	210	0	Completed and fitted with pumps
3	Education (GETFUND)	313	148	165	Work on projects are at various stages of completion
4	GSOP	33	0	33	
5	EHSD (CLTS TRIGGERING)	220	163	57	Implemented in 4 MDAs
6	LEAP				7,823 beneficiary households in 192 communities in MDAs were covered as at December, 2014
7	RCC	-	-	-	
8.	Others (Specify)	-	-	-	

Programme Delivery

In addition to performing its core functions, the RCC also organised the under listed meetings to foster and engender cordial working relationships amongst key stakeholders and promote the decentralisation process in the region;

- Two (2) Regional Co-ordinating Council Meetings
- One (1) Municipal/District Chief Executive meeting
- Two (2) Co-ordinating Directors' Meetings and
- One (1) Co-ordinating Directors and Administrative Officers meeting

Financial Performance

Table 8: Financial performance of the RCC as at 31st December, 2014.

Item	2014 Approved Budget (GH₵)	Released (GH₵)	Expenditure (GH₵)	Expenditure (%)
Compensation	1,059,571.00	1,059,571.00	1,059,571.00	100.00
Goods & Services	745,861.00	186,465.00	186,458.06	100.00
Investment	-	-	-	-
Donor	372,088.16	372,088.16	372,088.16	100.00
Total	**2,177,520.16**	**1,618,124.16**	**1,618,117.22**	**99.99**

Comments on Financial Performance of RCC

The main source of revenue to the RCC is transfers from Central Government to finance programmes and activities. The major challenge which hampered the smooth delivery of services by the Regional Co-ordinating Council was delay in release of funds from Central Government. Government of Ghana releases ended in the first quarter of 2014 and it posed a challenge to the effective execution of the RCC's mandate.

Audit Reports

The financial activities of the Regional Co-ordinating Council comprising receipts and expenditure as at 31st December 2014 were audited by the Ghana Audit Service. It is instructive to note that there were no adverse findings. The Audit Report Implementation Committee (ARIC) appropriately responded to all the audit queries raised.

Other Funding Sources

1. European Union Grant

The RPCU of 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 to undertake monitoring and evaluation of the activities of Municipal/District Assemblies for the year 2014.

2. 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; and enhanced district capacity for the production, utilisation and dissemination of quality statistical data for population dynamics, youth, gender equality and SRH, including humanitarian settings.

3. Local Government Service Support

The Local Government Service 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 as well as Assistant Human Resource Managers to enable them perform their duties effectively and efficiently.

Report on Developmental Activities of Sector Institutions

1. Education

- An amount of GH₵1,939,176.00 was received as Capitation Grant and disbursed to schools
- A total of 228 GETFUND projects comprising dormitories, classroom blocks, teachers' quarters, ICT and Science laboratories, among others were undertaken.
- Work has commenced on the construction of the first 7 Community Senior High Schools located in Derma, Kasapin, Danyame, Krobo, Abaase, Anyima and Nkrankwanta

2. Emergency Interventions Programme

- Under phase 2 of the Emergency Intervention Programmes project, 59 school facilities have been provided for 29 schools in 18 Municipal/District Assemblies.

3. Ghana School Feeding Programme

- A total of 532 schools with 193,684 pupils benefited from the programme. This represents an increase of 190 pupils benefitting from the Programme over the 2013 enrolment figure.

HEALTH

1. Outpatient Service OPD attendance increased from 4,163,807 in the year 2013 to 4,302,347, an increase of about 1.4%. Therefore the OPD attendance per capita increased from 1.68 in the previous year to 1.7.

- Out of the total OPD attendance of 4,302,347, 94.3% were covered by NHIS
- Malaria was the number one cause of OPD attendance, contributing 1,153,479 (18.8%) among the top ten OPD cases in 2014. The others were: Upper Respiratory Tract Infections (URTI), skin diseases, rheumatism and other joint pains, intestinal worms, anaemia, acute eye infection, hypertension and acute urinary tract infection.

2. Health Infrastructure

- Five (5) Polyclinics at Techimantia, Wamfie, Bomaa, Kwatire and Nkrankwanta, were completed at a total cost of GH₵14,265,000.00.
- The Polyclinics have been equipped with state-of-the-art medical equipment, including ultrasound machines, laboratory equipment and beds among others and are fully operational.
- Community Health Planning and Services (CHPS) Compounds at Yawusukrom, Damang Nkwanta, Amponsahkrom, Pommakrom in the Asutifi, Pru, Wenchi and Asunafo North Districts respectively were constructed
- An OPD, Administration and Office Complex at the Methodist hospital, Wenchi, were completed and facilities are in use.
- Administration and OPD blocks at Bechem Hospital were constructed
- 2 No. Doctors Bungalow at the Medical Village in Sunyani were constructed
- A 1-storey Senior Staff Quarters in Sunyani was constructed
- A 1-storey 18-unit flats in Sunyani was constructed
- Staff bungalows at Wamfie were constructed

3. Ghana Adolescent Reproductive Health (GHARH) Programme

- The Ghana Adolescent Reproductive Health (GHARH) Project was successfully launched on Wednesday, 15th October 2014. All 27 assemblies in the region are benefiting from the GHARH project with funding from UK Government.

4. United Nations Fund for Population Activities (UNFPA)

- Six (6) Municipal/District Assemblies are being supported by UNFPA to facilitate the successful implementation of maternal health, gender and adolescent sexual and reproductive health programmes.
- These Assemblies include Techiman Municipal, Kintampo Municipal, Pru District, Sene (East & West), Sunyani West District and Asunafo South District.

5. Campaign for the Accelerated Reduction in Maternal Mortality in Africa (CARMMA)

- Under the CARMMA project, twenty-four (24) Community Health Planning Services (CHPS) Compounds were built by Municipal/District Assemblies across the region
- Complementary road projects were undertaken by Ghana Highway Authority, the Department of Feeder Roads and Urban Roads to improve access to the health facilities.

Department of Urban Roads

- Routine road maintenance activities were undertaken at a total cost of GH₵1,879,026.00 by the various Road Units and their Regional Office. The core routine maintenance activities include, grass cutting, de-silting and cleaning of open drains and grading works.
- Gravelling, road rehabilitation and drainage works totalling an amount of GH₵680,030.70 and GH₵2,112,285.66 were funded under the Ghana Road Fund and the Consolidated Fund respectively.
- Planning works for the upgrading of roads in Kitampo, Berekum, and the development of the ring roads in Sunyani as well as the emergency rehabilitation of Mpatapo/Nsoatre roads have been carried out.

Ghana Highway Authority

Routine maintenance works undertaken during the period under review included Pothole Patching, Grass Cutting, Ditch Cleaning, Desilting of drains and culverts, Grading of gravel surfaces and high-shoulder grading.

- All the twenty-five (25) contracts for the routine maintenance in the form of grading works awarded in 2014 have been completed.
- The procurement process for the award of twenty-five (25) contracts for gravel works has begun and an additional 2 No. Lots for the construction of speed tables are in progress.
- A total of 105.20km Periodic Maintenance Works were undertaken in 2014. These include:
    - Upgrading of 91.16km length of roads at a total cost of Gh₵ 131,024,057.75
    - Partial Reconstruction of 14.04km of roads at a total cost of GH₵7,443,832.45.

Other road works include:

- 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)

Department of Feeder Roads

The Department of Feeder Roads is currently implementing the under-listed projects in the region:

- The Dutch Bridges Programme supporting the construction of a 4No. bridges, but 3No. steel bridges were launched in 2014 with minor activities left to be completed.
- Under the ACROW Bridges Programme, 6No. bridges were planned out of which 2No. steel bridges have been completed at a cost of GH₵1,769,809.71. 2No. steel bridges were launched and the others are at various stages of completion.
- Under the Cocoa Roads Improvement Project (CRIP) and the COCOBOD Funded Roads Improvement Projects (CFRIP) for the surfacing of feeder roads, a total of 69.47km of feeder roads were planned at a cost of GH₵28,329,102.37. As at 31st December, 2014, 19.8km had been completed at a cost of GH₵8,467,149.52 while the other contracts are at various stages of completion.
- Under the CFRIP programme for spot improvement, a total of 283.57km of roads were planned at a cost of GH₵8,215,056.68. A total of 121.85 representing 42.96% of the planned work was completed at a cost of GH₵3,978,742.40 while the other contracts are at various stages of completion.
- A total of 43.0km roads were planned to be spot improved at a cost of GH₵513,008.32 were at various stages of completion.
- A total of 38.48km of roads were earmarked for surfacing at a cost of GH₵9,942,088.95 and by the end of the reporting period 60% of works was physically completed.
- Under the Northern Rural Growth Programme (NRGP) of MoFA, spot improvement/rehabilitation works of 66.95km out of 71.15km representing 94.09% of planned works was completed at a cost of GH₵3,455,318.50.
- Routine/Recurrent Maintenance which included grass cutting and reshaping were carried out on a total of 863km of feeder roads at a cost of GH₵ 2,599,100.20
- Procurement process is on-going for 60.5km of upgrading works on the Kwame Danso- Kojokumikrom - Nsuano under the Eastern Corridor Multi Modal Transport Project.

Water and Sanitation

The region through the Community Water and Sanitation Agency is currently implementing three (3) water and sanitation projects. These projects are:

1. Peri-Urban, Small Town and Rural Water and Sanitation Project funded by the Agence Francaise de Development (AFD)

2. Sustainable Rural Water and Sanitation Project (SRWSP) funded by the International Development Association of the World Bank (IDA/World Bank)
3. Government of Ghana (GoG) Borehole Construction Projects During the year under review, 216 boreholes were drilled, 107 concrete well pads were fitted, 101 hand pumps installed, 4 No. Small Town Systems under construction, 1 No. Small Town Systems completed and 48 solar pumps fitted in eighteen (18) Districts in the region.

Agriculture

1. Food (Grain) Buffer Stock

As part of measures to ensure food security and emergency preparedness in the country, the food (grain) buffer stock system was put in place. During the year under review:

- 7,195 mini-bags of maize were released to support some of the interventions like the Ghana school feeding programme in the country.
- 56,199 mini-bags of maize were also released to poultry farmers to stabilize the price of maize.

2. Food Balance Sheet

Food balance analysis for the period under review showed that total production available for human consumption exceeded estimated regional demand. The region thus recorded surpluses for all the major staples (especially roots and tubers) except rice.

Comparative price variation of 100kg (1 bag) of maize in the three zones of the region for 2013 and 2014

AUGUST		SEPTEMBER		OCTOBER		NOVEMBER	
2013	2014	2013	2014	2013	2014	2013	2014
GHC	GHC	GHC	GHC	GHC	GHC	GHC	GHC
64	90	60	97	51	90	74	-
48	104	51	95	55	85	61	0
64	80	61	73	55	75	70	80

3. Northern Rural Growth Programme (NRGP)

The Northern Rural Growth Programme is being implemented in the SADA zones of the region which include Kintampo Municipal, Kintampo South, Tain, Banda, Pru, Sene East and Sene West Districts. As at the end of 2014:

- 157 Farmer-Based Organizations were formed in five Districts (Kintampo North and South, Pru, Sene and Tain). The groups were made up of 1,888 males and 514 females and cultivated 1,883 ha of maize.
- On Agriculture Mechanization Services Centres (AMSEC), Eight (8) AMSEC centres operate in the region with not less than five tractors with marching implements like plough, harrow etc.

The activities in the region during the year are enumerated below:

Name	**Location**	**Activities Carried Out**	**No. of Farmers Served**	**Acreage Ploughed**	**Initial Payment (Gh¢)**	**Other Payment Made (Gh¢¢)**	**Challenges**
Faby Agro Ltd	Atebubu	Ploughing Harrowing Boom spraying	181	392	11,600	45,400	Engine break down of one farmtrac 70 Hydraulic and clutch problems Frequent breakdown of harrows Lack of planters and seed drill for rice No combine harvester
Gumbiani Farms Ltd	Atebubu Amantin	Ploughing	221	510	11,600	Nil	Most farmers are unable to pay for services rendered due to poor rainfall Lack of spare parts Frequent breakdown of tractors
Tuobodom Unity Coop.	Tuobodom	Ploughing cutting	202	437	11,600	8,000	Engine breakdown (J.D) Lack of spare parts Breakdown of J.D ploughs
Amobaff Ent.	Kintampo	Ploughing	150	490	11,600	16,000	Lack of faithful operators Have to travel long distance for repairs and spare parts Most individual farmers unable to pay for services Competition with non-AMSEC operators for block farm job
Kodom farms	Nkoranza south	N/A	N/A	N/A	11,600	15,000	Frequent breakages of hydraulic pipes Lack of spare parts Most farmers are unable to redeem payment
Out of Bounds Inc.	Techiman Bono-manso	Ploughing	216	320	11,600	N/A	Lack of trained tractor mechanics Lack of spare parts High cost of spare parts (esp. J. D) Lack of trained operators
Methodist University	Wenchi	N/A	N/A	N/A	N/A	N/A	N/A
Kobbiman Farm Ltd	Nkoranza	Ploughing Cutting	105	600	11,600	N/A	Lack of spare parts Unavailability of job sometimes Delay in payment after work done
Buwa Ltd	Kintampo	N/A	N/A	N/A	N/A	N/A	N/A

Department of Gender

During the year under review the following key activities were performed:

- The International Women's Day was observed under the theme "Equality for women is progress for all through total inclusion".
- The Department collaborated with Ark Foundation to build capacity of media personnel in Berekum, Nkoranza and Sunyani on intimate partner violence case reporting.
- The department successfully organized a woman's day during the National Festival of Arts and Culture (NAFAC) in Sunyani.

Ghana Tourism Authority

The following activities were under taken by the Ghana Tourism Authority during the period under review;

1. Tourism levy payments were made by some star rated facilities
2. Awareness creation was conducted on the tourism potential and employment opportunities in the industry.
3. Formal inspections were conducted on 131 accommodation units, 8 restaurants and 3 travel and tour establishments from which an amount of GH₵25,550.00 was realised.
4. Fifteen (15) new units were registered to operate as accommodation establishments providing a revenue of GH₵29,312.50
5. Thirty-one (31) previously unlicensed units were licensed and revenue from this amounted to GH₵6,550.00
6. The National Chocolate Day and World Tourism Day were successfully commemorated.

Forest Services Division

The division engaged in the following activities:

1. A total of 1,624.56km^2 stretch of land was covered under the forestry reserve boundary maintenance and inspection programme.
2. Forests were managed according to the approved management plan
3. The division collaborated with the police and military to combat illegal timber activities through arrests, prosecution and impoundment of wood products.

Department of Co-operatives

The Department was able to generate revenue that amounted to GH₵7,586.49 and paid into the Consolidated Fund. Most of the core duties performed during the year under review was Auditing and Registration of Co-operative Societies. The Department also facilitated the preparation of Business Plans and held series of training workshops for both employees and members of Co-operative Institutions.

The year under review, saw three Credit Unions operating in the region ranked among the best ten Credit Unions in Ghana. These were:

1. Nkoranza Area Teachers Co-operative Credit Union which was the best credit union
2. Abosomakotere Co-operative Credit Union was the third best while
3. Dormaa Teachers Co-operative Credit Union came fourth.

Department of Community Development

During the year under review,

- 147 mass meetings were organised for 18,877 people and the participants were taken through carefully selected interactive themes on government policies and programmes.
- 19 Community-Based Income Generating Projects were established.
- Under the Water and Sanitation (Extension Services) Programme funded by AFD intervention projects, 156 boreholes were drilled and 21 KVIPs constructed.
- The five (5) Vocational Institutions managed Department had a total enrolment 615 as at the end of the year under review. This represents a 34% increase over the 2013 enrolment figures.
- The Department has been successfully merged with the Department of Social Welfare at the District level and Heads appointed.

Department of Parks and Gardens

The Department undertook activities including planting of shrubs and trees, developing horticulture potentials, land acquisition, propagation and increasing access to recreational facilities throughout the region.

Challenges

- **Non Release of GOG Funds**

  There has been no release of Government of Ghana Funds to the RCC and Departments for some time now. An attempt to release the First Quarter of 2015 was suddenly truncated leaving all Departments including the RCC without funds to operate.

- **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.

- **Chieftaincy and Land Disputes**

  Chieftaincy and land disputes continue to serve as 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.

- **Poor IGF Mobilization by Assemblies**

  A review of the IGF performance of the Assemblies as at 31st December, 2014, showed that some Assemblies performed very well but most Assemblies were collecting far below their estimates.

- **Poor Rainfall**

  There has been poor rainfall in the region and this has adversely affected harvest for this year’s crop season.

- **Lack of Office and Residential Accommodation**
  The issue of inadequate office and residential accommodation in the districts and the region is a big challenge to the RCC.

- **Lack of Information Technology and Human Resource Officers**
  The number of Information Technology and Human Resource Officers is inadequate; there is therefore the urgent need for more to be recruited to fill the vacancies that exist.

- **Training for Information Technology and Human Resource Officers**
  Inadequate capacity building for the current crop of Information Technology and Human Resource Officers to enable them meet the challenges of their schedules.

- **Deficit Inadequate number of Assistant Director IIAs, Assistant Director Is and Deputy Directors**
  There is a huge deficit in the grades of Assistant Director IIAs, Assistant Director Is and Deputy Directors in the region.

- **Undue Pressure to Grant Approval for Studies, Upgrading and Conversion**
  There is undue pressure on the RCC to grant approval for officers in the various classes to pursue further studies through weekend programmes and study leave with pay. Also, there are huge requests for approval for conversions and upgrading.

- **Non release of officers by some Municipal/District Chief Executives (M/DCEs)**
  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 assemblies with no clear schedules leading to assumptions that there is an excess of Engineers. During the staff rationalisation exercise carried out by the RCC, it was realised that there were too many staff in the Secretarial and Executive Classes.

- **Lack of Vehicles for Co-ordinating Directors**
  There is a general lack of vehicles for Co-ordinating Directors in the region and this is negatively impacting on their performance.

- **Non synchronization of Postings 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 to synchronize with the academic calendar to allow officers to settle their wards.

- **The Urban Roads Department** had to grapple with the following challenges in executing their mandate in 2014. They include:
  - Logistical constraints, including lack of laboratory, survey and office equipment
  - Lack of adequate staff with requisite skills to carry out supervision and monitoring duties.
  - Lack of funds for supervision purposes

- Some of the challenges encountered by the **Ghana Highway Authority (GHA)** 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.

- The **Department of Feeder Roads** has the following challenges which impeded the successful implementation of projects under its supervision. The challenges are:
  - Inadequate qualified staff for the administration and supervision of contracts
  - Lack of adequate road worthy vehicles
  - Lack of office equipment especially information communication technology equipment.

- Operational challenges of the **Agricultural Sector** include
  - Inadequate field equipment and protective clothing
  - Inadequate office accommodation especially for newly created districts
  - Inadequate, delayed and irregular payment of T&T and untimely release of working funds
  - Low numbers of veterinary staff in the region
  - Lack of funds for servicing and maintaining vehicles
  - Over aged vehicles and high cost of maintenance
  - Poor input cost recovery (block farm)

- The **Department of Gender** had the following challenges:
  - inadequate human resource,
  - lack of logistics such as office space and equipment,
  - the use of an aged vehicle,
  - lack of funds and
  - non-establishment of district offices,

- The **Forest Services Division** faced the following challenges:
  - Threats to lives of staff
  - Annual bush fires, illegal chain-saw operations, encroachment on protected areas and logging under the cover of darkness
  - Use of over-aged vehicles which inhibits carrying out extensive patrols and monitoring activities.

- Among the major challenges of the **Department of Co-operatives** are:
  - The non-release of funds from Central Government. For over seven years, the Department has not received any funds from Central Government to carry out its mandate.
  - Inadequate staff hampered the smooth implementation of the Department’s activities in the region.

- **Parks & Gardens**
  - The key challenges are inadequate funds and logistics to execute horticultural activities at all areas and encroachment on land allocated for horticultural nursery in certain parts of the region including Wenchi, Goaso and Dormaa Ahenkro.

Way Forward

- 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 devoid of any security problem.
- 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.
- The Regional Co-ordinating Council through the Regional Security Council (REGSEC) will collaborate with all the Municipal and District Security Councils to monitor all the security situations.
- 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 2015 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.

Appendix 4c summarises issues affecting the operations of MMDAs in the region while Appendix 4d highlights activities implemented by the BARCC in direct response to presidential objective.

4.8 Central Regional Co-ordinating Council (CRCC)

4.8.1 Introduction

The 2015 Annual Performance Report of the Central Region covers the period from January to December, 2015. The report covers the implementation of planned projects and programmes 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.

4.5.2 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 castle of Cape Coast that the Historic Bond of 1844 was signed between the British and the Fante Confederation.

The Central Region of Ghana is located within longitudes 2º 15' west and 45' latitudes 6º 5' north and 15'. It occupies an area of 9,826 square kilometers or 4.19 per cent of Ghana's land area, making it the third smallest in area after Greater Accra and Upper East Regions. It shares common boundaries with Western Region on the west, Ashanti and Eastern Regions on the north, and Greater Accra Region on the east. On the south is the 168-kilometre length Atlantic Ocean (Gulf of Guinea) coastline.

The region's population 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 square kilometer. This makes the region the second densely populated after Greater Accra Region. (Source: 2010 Population and Housing Census). Cape Coast the Regional Capital has a total population of 169,894 according to 2010 Population and Housing Census.

The whole Region is amply supplied with rainfall during the major rainy season, which covers the period from April to July. In the minor rainy season, from September to November, rainfall is greatest in the interior. The mean average annual rainfall in the Region varies between 1000mm – 1500mm in the North and 800mm – 1000mm in the Southern coastal belt. The pattern and distribution of rainfall give rise to two raining seasons and two dry seasons; the main dry season occurs from December to March and the minor dry season in August.

Temperatures in the Region are generally high. The highest temperature is usually experienced between February and March with the lowest occurring in August. Mean annual minimum and maximum temperature ranges between 21ºC and 29ºC, 21C and 32ºC for the Southern and Northern sector respectively. Monthly relative humidity is high all over the Region with little variation due to the presence of large water bodies.

The Central Region consists of four broad vegetation zones namely the tropical rain forest, moist semi–deciduous forest, coastal shrub and grasslands, and strand and mangrove swamps.

The tropical evergreen (equatorial) and the semi–deciduous forest, occurring mostly in the Twifo/Heman/Lower/Denkyira District, with isolated pockets in the Upper Denkyira and Assin Districts.

Basically, the topography of the region consists of undulating lowlands with few isolated hills which fall under the broad category of forest–dissected plateau and the coastal plains. Generally, the land slopes gently from the north to the south with isolated hill locks separated by wide valleys. The region is drained by rivers such as the Offin, Ayensu, Ochi, Kakum and Pra. There are other water bodies such as the Fosu and Benya lagoons and other streams.

The Region is geologically characterized by Birimian rock with intrusion of large masses of granitoids known as Cape Coast complex. The complex, which is also middle Precambrian rocks, occurs in more than two-third of the Central Region. They are identified by the presence of mangrove enclaves of schists and gneiss. The chemical composition of a typical granitic rock shows the presence of high aluminum Oxide and, therefore, is relatively high alkaline content. In the coastal areas, for instance near Saltpond, over eighty pegmatite bodies occur and their mineral composition includes quartz, muscovite, beryl, columbitelaterite, kaolin, etc. The soils of the Region fall under the following broad categories: Forest Ochrosols, which cover nearly the whole of the semi-deciduous forest area in the Region and are generally alkaline and rich in nutrients. They support a wide variety of crops including tree crops like coffee, cocoa, oil palm, citrus and practically all food crops. Forest Ochrosols and Oxysols intergrades are found in the forest areas of the Region. These are solid, mildly alkaline to acid and not well supplied with nutrients supports tree crops like cocoa and food crops.

Sodium Vlesisols are found in close association with salty coastal lagoons and creaks near Winneba. The soils are dark in colour and alkaline and usually suitable for the cultivating of vegetables, sugarcane, coconut and grains.

Another group is the Forest Lithosols, traces of which are found mainly between Winneba and Nyanyano. These soils are usually immature, shallow and poor in nutrient content and are stoney or rocky. Vegetables as well as sugarcane mostly thrive on them.

Tropical black earth, which is dark grey-black in colour and characterized by concentration of lime calcium and magnesium, also occur in the Region between Winneba and Mumford along the coast. Sugarcane, rice, cotton are some of the crops that do well on these soils when irrigated.

Social Characteristics

Literacy

Adult literacy rate in the Region is slightly more than 50 percent, with the highest being 75.3 per cent in Cape Coast and the lowest 45.2 percent in Abura/Asebu/Kwamankese. There is a larger proportion of literate males (69.8%) than females (46.3%). Nearly 40 percent of the Region's inhabitants have never been to school. About 50 percent of people in the Region have attained primary or middle/J.S.S Education. Very few people have gone beyond the basic level to the secondary or tertiary levels. Apart from Cape Coast, which has a number of S.S.S. and a University, barely 2 percent of the residents in the Districts have attained tertiary education. At the post-secondary (pre-tertiary) level, there are more males than females in all the Districts with the exception of Cape Coast, where there are more females (5.5%) than males (2.7%). Primary school enrolment rate in the Region is 76.7 percent and that for middle/JSS, on the one hand, and secondary, on the other. Among the Districts while the former ranges between 70 percent and 83 percent, the latter ranges between 12 percent and 30 percent. There are more males than females enrolled in both primary and secondary schools in all the Districts.

Ethnicity

The Region is predominantly Akan, which constitutes more than 90 percent of the population in six Districts and accounts for at least 60.0 percent in the remaining five Districts. Majority of the Akans are Fantes, the indigenes of most Districts in the Region.

Economy

The 2010 Population and Housing Census estimated the economically active population of the Region to be 704,698, representing 44.2% of the Region's population and 7.8% of the country's economically active population. The distribution by location and employment status is shown below:

Occupational Distribution of Employed Persons in 2015

Sector	**% Employed**
Agriculture, Fishing/ Forestry	42.2%
Trade, Catering/Hotel Business	6.3%
Manufacturing	11.6%
Construction	3.3%
Transport & Communication	3.5%
Finance, Insurance and Real Estate	0.4%
Mining and Quarrying	0.9%
Personal Services	4.0%
Others (Electricity, Communication)	0.1%

Source: GSS 2010 PHC report

Analysis of the Region's occupational distribution in 2014 shows that about 42.2% of the employed- persons are engaged in agriculture, fishing and farming activities. Trade, catering and hotel business covers 6.3%. The occupational distribution reflected the urban character of the population. Furthermore 11.6% of the Region's employed labour is in manufacturing sector while the personal services accounted for 4.0 % with transport and communication amounting to 3.5%.

Agriculture

The Region is naturally endowed with agricultural resources consisting of 786,400 hectares of arable land suitable for the cultivation of industrial and food crops, fishing mainly along the coastal areas, forestry and mineral resources.

Generally, land use in the Region has been influenced largely by the commercialization of subsistence agriculture. Over 80% of the Region's landmass is suitable for farming and of the total arable land of 786,400 hectares in the Region, 393,200 hectares; representing 50% are currently under cultivation. The crops grown in the Region are classified into industrial and food crops.

Agricultural Land Base

o Total Land Area	9,830 km² (983000 ha)
o Agricultural Land Area	7,864 km² (786400 ha)
o Population	2,201,863
o Farming Population	371,703
o Per Capital Land Area (1/3)	0.6
o Per Capital Agric. Land Area (2/3)	0.5
o Agric. Land Area Per Farm Worker (2/4)	0.47
o Agric. Land Availability Coefficient (2/1)	0.8
o Area Under Cultivation	393,200 ha
o Farming Intensity Coefficient (9/2)	0.5

Source: MOFA, Cape Coast (Provisional)

Land Title

Land is owned by chiefs and distributed among families. Tenancy agreement is mainly by Share Cropping' ("Abunu or Abusa") leaseholds and outright purchase. Industrial crops are produced on large scale for export and/or as raw materials to feed the local manufacturing industries. A variety of food crops are also cultivated in the Region.

Regional Potential

Table 4.8a: Mineral Resources of the Central Region

Mineral Type	Location	Description	Status
Kaolin	Mfantseman and Cape Coast	The deposits are closely associated with the pragmatic bodies. They are of commercial grade.	Potential for Investment Exist.
Gold	Dunkwa-On-Offin and small deposits in other part of the Region	Alluvial gold and the banks of Offin River	Operated by Dunkwa Goldfields
Mica	Ampiah Ajumako, Adansi Kwama and Sarafa Kofodu	Produced entirely from seawater near lagoons.	Not exploited. If at all, very limited
Salt	Elmina, Munford, Apam, Komenda	Produced entirely from seawater near lagoons	Operational. Can be developed further
Beryl	Saltpond and area	Found in association	Not exploited

Mineral Type	Location	Description	Status
	between Winneba and Mankessim	pegmatic reserves about 5000 tonnes	
Oil and Gas	Saltpond	In continental shelf offshore of Saltpond. Gas available in large quantities.	Crude oil production stopped. Gas unexplored.
Feldspar	Biriwa, Moree and Winneba	Widely distributed Silicate – 60% in igneous rocks. 30% in metamorphic rocks. 10% in ground stones etc. Widespread in pegmatic of Ghana.	Potential for Investment Exist.
Spodurnene lithium	Ejusimanku Hill between Winneba and Mankoadze, Saltpond.	Occurs in pegmatite deposits and in association which minerals such as beryl, columbite, feldspar, mica, quartz and tantalite.	Not exploited

Administrative Issues

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. Appendix 1 shows the various MMDAs and their capitals in the Central Region.

Political Leadership

Leadership and number of Assembly Members of MMDAs in the Central Region

Table 4.8b: Shows Political Leadership of MMDAs and Assembly Members

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. Kweku 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 Ankomah	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

S/N	Name of MMDA	Name of MMDCE	Assembly Members		
			Male	**Female**	**Total**
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
	Total	**20**	**737**	**91**	**828**

Report on Departments at the Regional Level

The Department of Social Welfare under the Ministry of Gender, Children and Social protection undertook several activities in the region during the year under review. Among such activities were that 35 kids re-united with their families, reconciled 46 families, handled 33 general cases while 23 custody cases were handled successfully. The Department also assisted 99 persons with disabilities while seven paupers were admitted for treatment. In addition, seven (7) paternity cases were successfully handled. There existed vacancies such as Principal Social Development Officer, 2, Senor Social Development Officer, 3, Social Development Officer, 2, Social Development Assistants, 4, Labourers, 3, and Watchmen, 2.

The Regional Fire Service Command reported that there were 15 fire stations in 12 out of the 20 Districts with staff strength of 642 fire personnel. In January 2014 alone the region recorded 45 fire outbreaks which included St Francis de Sales Cathedral in Cape Coast. In the case of accidents, 66 accidents were recorded with three (3) deaths. Within that period the University of Cape Coast (UCC) established a fire station annex comprising of watch room, crew room, stores and washroom facilities to enhance the operational and administrative machinery of the UCC Fire Station. According to the Regional Fire Service, their main challenge was inadequate fuel to power the fire tenders at all stations and that some of the stations were indebted to some fuel stations.

The Ministry of Food and Agriculture in the region took keen interest in the 2013-2016 action plan to improve agriculture which placed emphasis on a number of strategies such as:

- continuation of the block farming project by cultivating 1,560 hectares of crops (seed, maize, grain maize, rice, cowpea and vegetables,
- rehabilitation of maize storage facility at Winneba and establishment of a new one at Komenda and
- development of more in-land rice valleys production and small scale private irrigation schemes.

The challenges confronting Regional Food and Agriculture Department were underdeveloped irrigation system, inadequate logistics (bungalows, offices and equipment), old vehicles and non-certification of potaghurt producers as well as difficulty in accessing Micro Enterprise Fund under RTIMP.

The Regional Information Department has staff number of 70 officers. This number fell short of required corporate policy number of 120 for the 20 MMDAs in the region. The Regional Director of Department of Gender reported on the lack of staff in the department. The department has only one officer with no driver, and other supporting staff although there is a heavy workload.

The Forestry Commission intensified its operations in the forest reserved areas in the region as they chased illegal chainsaw operators whose activities were degrading the forest vegetations in the region. In its report, nursery operations were carried out in all the districts' central nurseries with 19,015 seedlings nursed during the last quarter of the year. It was reported that rail transport between Accra and Takoradi through Assin Fosu and between Aworoso to Dunkwa-On-Offin remained dormant for years now. All the departments in the region submitted quarterly and annual reports to the Regional Coordinating Council.

Update on Set - Up of Decentralized Departments at MMDAs

The Central Region demonstrated compliance with directives given by LI 1961 for the establishment of departments in Metropolitan, Municipal and District Assemblies (MMDAs).The Cape Coast Metropolitan Assembly has established all the 16 departments of the Assembly. The seven (7) Municipal Assemblies have also established all the thirteen (13) decentralized departments required of them except Awutu Senya East which was created in 2012. Although it has established some of the departments, it has not reached the required 13 departments. Ten (10) out of twelve (12) District Assemblies have established all the 11 decentralized departments. Ekumfi and Twifo Hemang Lower Denkyira District Assemblies, which were created in 2012, are yet to complete the establishment of all 11 departments.

Recruitment/Upgrading/Promotions/Postings/Transfers of Staff/Etc

Staff Promotion and Postings in the Central Region

The Central Regional Co-ordinating Council under the auspices of the Local Government Service Secretariat in 2014 promoted One Hundred and Seventy Three (173) employees to their next respective grades having satisfied all the promotion guidelines on a fair and equitable basis, through the under mentioned methods;

1. Assessment Interviews
2. Prescribed Examination

Postings

Subject to conditions of the Local Government Service, the Central Regional Co-ordinating Council posted ninety two (92) Officers including Heads of Departments and new entrants in the Region in 2014.

Local Government Service in ensuring that Regional Co-ordinating Councils (RCCs) and Metropolitan, Municipal and District Assemblies (MMDAs) have the requisite skills mix to meet Service Delivery Standards posted officers **in** and **out** of the Region in 2015. Thirty six (36) officers were posted from other regions to the Central Region in the year under review while Twenty six (26) officers were posted out of the Central Region to the other Regions.

Table 7: Staff Recruitment (Numbers/Category)

No.	Category	No. of Recruitment
1	Security Officers	6
2	Revenue Collectors	12
3	Administration Officers (field officer)	3
4	Sanitary Labourer	21
5	Works Department	1
6	Bus. Development Officer	1
7	Senior Executive Officer	1
8	Driver	4
9	Asst. Engineer	1
10	Building Permit Task Force	1
11	Technical Officer	1
12	Teaching Staff	1
13	Stenographer Secretary	2
14	Not stated	1
15	Assistant Radio Operator	1
16	Personnel Officer	1
17	Caretaker	1
18	Cleaner	3
19	Draft Officer	1

Composite Budget Issues

The implementation of the Composite Budget in 2014 improved as it increased transparency in resource allocation to the various departments especially those under the Schedule (1). There was also increased involvement of the heads of departments in the preparation of the MMDAs Composite Budget.

Similarly the staffing situation of the Budget Class improved significantly mainly due to recruitment of new Budget Analysts. Each of the twenty (20) Metropolitan, Municipal and District Assemblies has at least two (2) Budget Analysts/Officers to handle the activate software used in the preparation and implementation of the composite budget and other budgetary duties. The total number of the Budget Officers in the region during the year under review stood at 53 and out of this figure, there were 37 Assistant Budget Analysts, Principal Budget Analysts 4, Senior Budget Analysts, 2, Budget Analysts 7, Budget Officer 1 (one) and two (2) Chief Budget Analysts.

The issuance of warrants has helped the MMDAs in the Central Region sanitize payment related issues. Composite Budget has again encouraged prioritization of projects and programmes in line with the available resources.

Delay and non-release of funds by the Central Government to the decentralized departments makes the implementation of the composite budget problematic. This means that priority projects are always rolled over with the decentralized departments loosing interest in submitting their budgets to the Assemblies. Additionally, there was inadequate monitoring of the composite budget by the Regional Budget Officer due to logistics constraints.

Official Visits

The Vice President of Liberia, H. E. Joseph Boakai Snr and his entourage paid a courtesy call 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 dungeons and called on humanity not to repeat such obnoxious act again.

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 managed to maintain peace in communities with chieftaincy disputes, as they set up surveillance teams to monitor situations in those communities. Armed robbery and murder cases were recorded in certain communities in the region including Kasoa, Awutu, Dunkwa-On-Offin, Agona Nsaba, Juwka 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 Regional Disaster Management Task Force which inspected filling stations to ensure they were operating under the laid down safety regulations. It was realized that most of the filling stations were not operating under the laid down rules by the National Petroleum Authority (NPA) and these were directed to conform to the guidelines. The Task Force temporarily closed down a filling station at Bakano in the Cape Coast Metropolis.

Report On Development Activities of Sector Institutions

A number of development activities took place during the year under review which included the construction of an ultra-modern sports stadium in Cape Coast, Kotokuraba Market Complex also in Cape Coast, revival of the Komenda Sugar Factory and Community Senior High School at Ekumfi Otuam. Others are Turn Key Fishing Processing Plant at Elmina, Essakyir Water Project, the Kasoa Interchange and Professor John Evans Atta Mills Memorial Library as well as the Atta Mills Fisheries College at Anomabo.

Programes, Project and Activities by Sectors

1. Education

- 545No. KG Tables and Chairs were supplied to schools at a cost of 100,000.00
- 7,882No. Mono Desks were supplied to schools at a cost of 1,361,367.50
- 400No. Teachers Tables and Chairs were supplied to schools at a cost of 103,000.00
- 1, 545 laptops were distributed among teachers in basic schools in the region.

Others

Central Region Development Commission (CEDECOM)

The Commission over the past decade continued to collaborate with Metropolitan Municipal District Assemblies (MMDAs), Ministries Departments and Agencies (MDAs) as well as Development Partners and the private sector in pursuance of its mission to enhance the living standards of the people of the region by the creation of an enabling environment to ensure sustainable development. Some achievements are as follows:

- CEDECOM has practically 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. A similar facility would be replicated at Komenda, a fishing community in the Komenda-Edina-Eguafo-Abrem (KEEA) Municipality. 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 of the Central Region. The project, funded by the Government of Ghana and Japan Inernational Cooperation Agency (JICA) is targeted at sustaining 220 farmers in pineapple cultivation within the same area. Beneficiary communities include Otuam, Essuehyia, Nanaben, Atwaa, Ekotsi and Mankessim Asokwa. However, 102 farmers from Ekumfi Abor, Techiman, Abontsin and Fawomanye communities are yet to be supported to cultivate their lands.

- **Construction of a Rest Stop -** The Construction of a rest stop at Eyisam (Ekumfi District) was practically completed for the 2nd phase. A draft expression of interest has been prepared for advertisement in the print media. Plans are underway for extension of electricity to the facility.

- **Establishment of 1No. Piggery Business Project -** Construction of 20 pigsties is about 90% complete at Assin Andoe (Assin South District). Work on the building, now roofed, is progressing steadily. Construction of a mechanized borehole which will supply water to the pigs has been completed. A Farm caretaker is receiving 6-week training in pig production at the University of Ghana (UG) Farms at Nungua (Accra). A 3-member implementation committee has received orientation on the UG pig farm on pig production.

- **Establishment of an Ecological Park and Royal Mausoleum -** In an attempt to promote tourism related activities in the region the Commission has initiated the establishment of an ecological park and royal mausoleum at Agona Swedru (Agona West Municipality). Works on the second phase comprising paving of walkways, rehabilitation of U-drain, summer huts, horticulture works among others has began.

- **Establishment of an ICT Park in Cape Coast -** The Commission has facilitated the release of a 30-acre plot of land by the University of Cape Coast (UCC) for the above project. Preparation/validation of site plan is underway. A Memorandum of Understanding (MOU) between the Ministry Of Trade and Industry (MOTI) and UCC is being studied by the University of Cape Coast.

- **Marina City Established in Cape Coast to Foster Socio-Economic Development –** 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 plot of land has been provided at Mpeasem for the relocation of Artisans by the Cape Coast Metropolitan Assembly (CCMA).

- **Establishment of Komenda Sugar Factory** - The Commission has contacted the Traditional Council regarding the release of land for the cultivation of sugarcane. CEDECOM has proposed an out grower support system for the factory.

- **Establishment of Garment and Shoe Factory in Cape Coast -** In a bid to promote trade and industry in the region, CEDECOM is facilitating the release of an 8-acre land area in Cape Coast (2nd Ridge) by the Lands Commission for the establishment of a Garment and Shoe Factory.

- **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. These facilities are ready for commissioning and usage. This will enhance access to health care delivery in the region. Three of these facilities at Bewenum, Adawukwao and Zongo in the Awutu Senya and Efutu Municipality are 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.

On-Going Social Econmic Projects

No.	Sector	No. of Projects	No. Completed	No. 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 some of these projects. 27 projects at a standstill
4	LEAP	407 projects in 16 Districts and Communities			

Financial Report (RCC)

Item	2015 Approved Budget (GH₵)	Released (GH₵)	Expenditure (GH₵)	Expenditure (%)
Compensation	700,750.00	700,750.00	700,750.00	100%
Goods & Services	727,320.00	443,975.00	443,975.48	100%
Investment	-	-	-	-
(DACF)	2,078,850.98	1,306,399.46	1,300,325.20	99.5%
Donor (Europaid)				
Total	**3,506,920.98**	**2,451,124.46**	**2,445,050.68**	299.5%

Challenges

MMDAs in the region encountered a number of challenges in the year under review. These include the following:

1. Difficulty in getting data on daily revenue inflows for input into the activate software.
2. Delay and non-release of funds by Central Government, especially to the decentralized departments made the implementation of the composite budget problematic. Always priority projects are rolled over leading to loss of interest of decentralized departments in submitting their budgets to the Assemblies.
3. Uncooperative attitude of the key officers of the decentralized departments of the Assemblies, mainly due to non-release of allocated ceilings under the composite budget arrangements.
4. Undue delay by contractors on most of the projects as a result of delay in releasing funds.

5. Lack of cooperation between contractors and communities due to conflicting priority of projects
6. Financial constraints for monitoring of MMDAs projects by the Regional Co-ordinating Council (RCC)

Recommendations

1. To ensure compliance and control of all payments at the District level, MMDAs should be made to attach a copy of the specific warrant as an adjunct to the cheque to bank as it is done for the disbursement form of the DACF.
2. FDU should provide MMDAs with a standardized format for quarterly reports on composite budget to be authenticated by Co-ordinating Director, District Chief Executive and the Budget Analyst in the District.
3. Budget Analysts should be provided with transfer advice or its equivalent to facilitate the execution of their work.
4. Timely release of funds for the execution of projects by Government of Ghana and other sponsors.
5. MMDAs should ensure enforcement of contract agreements for timely completion of projects.
6. MMDAs should adequately consult stakeholders in the design and implementation of projects.
7. RCC should regularly monitor projects of MMDAs to reduce delays and abandoning of projects by contractors.

Conclusion

The Region generally experienced peaceful and calm security which promoted 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 2015, certain key institutional development projects progressed steadily which when completed would help alleviate poverty in the region. The delay and non-release of funds for the Composite Budget made some decentralized departments loose interest and unwilling to present their budgets.

It also emerged that female participation in District Assembly election was absolutely low and that mechanisms should be put in place to encourage more females to be elected or appointed to the Assemblies so as to enhance balanced decision-making in the local governance system.

4.9 Eastern Regional Co-ordinating Council (ERCC)

4.9.1 Regional Profile

Created on 1st November 1953, Eastern Region has a total land area of 19.3 million sq km and a 2014 projected total population of 2,906,509 using a growth rate of 2.5% as per the 2010 National Census. The population is 49% male and 51% female and 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 features. These are the Kwahu scarp with an elevation of 2,586 feet above sea level; the Atiwa-Atwaredu Ranges near Kibi, reaching an elevation of 2,400 feet; the Akuapem highland with an elevation of 1,530 feet is the southern extension of the Togo-Atakora mountain 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 the major rivers such as the Pra, Birim and the Densu take their sources. The Volta Lake also covers part of the Region.

The main economic activities in the Region are agriculture which engages about 53% of the population, 10.7% in industry and about 22% in the service sub-sector. The Region has a road network of 1,535km made up of 1,179.4 km of paved roads and 358.6km km of unpaved roads.

The Region has eleven (11) traditional councils. The Councils all of which have the status of paramountcies are Anum, Boso, Manya Krobo, Yilo Krobo, Akuapem, Akyem Abuakwa, Akyem Kotoku, Akyem Bosome, Kwahu, Akwamu and New Juaben. The Region has a total of twenty-six (26) MMDAs; 16 District Assemblies and ten Municipal Assemblies. The ERCC has a total of 52 Departments and Agencies. Koforidua, the Regional Capital is also the capital of the New Juaben Municipal Assembly.

The Eastern Region is endowed with the under-listed potentials:

- The Akosombo and Kpong dams located in the Region present a high potentials for irrigation, farming, inland fishing, water transport and sports and tourism as well as sources for drinking water for settlements.
- Long range forest highlands such as the Atiwa-Atwaredu, Akwapim and the Krobo and Shai Hills whose plains and heights have 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.
- 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. The Range is the habitat of many rare and exotic flora and fauna and is a veritable tourism potential. However, these issues of environmental concerns are being discussed.

- Koforidua, the regional capital is gradually becoming a conference destination and educational hub. A number of people also 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.

4.9.2 Administrative Issues

Political Leadership of MMDAs

There were three (3) Ministerial changes at the RCC and four (4) changes in political headship of MMDAs in the region in 2014. Refer to Table I & II below for details.

Table 1: RCC Ministerial Changes

No	Name of Honourable Regional Minister	Period in Office
1	Hon. Hellen Adjoa Ntoso	March 2013 – March, 2014
2	Hon. Julius Debrah	March 2014 – July, 2014
3	Hon. Antwi-Boasiako Sekyere	July 2014 – Present

Table 2: Changes in Position of District Chief Executives

No	Name of MMDA	Former DCE	Current DCE
1	Lower Manya Krobo	Hon. Joseph Tetteh Agbo	Hon. Frederick Kwame Acolotse
2	Kwaebibirem	Hon. Emmanuel Aboagye Osae	Hon. Faustina Korantengmaa Addo
3	Kwahu East	Hon. Samuel Asamoah	Hon. Nana Antwi Siaw
4	Birim Central	Hon. Ophelia Koomson	Hon. Asare Kwabena Nkansah
5	Asuogyaman	Hon. Johnson Ehiakpor	Hon. Thomas Ampem Nyako
6	Birim South	Hon. Nana Takyi Baffour	Hon. Emmanuel Kwakye

Report on Decentralized Departments

Recruitment, Upgrading, Promotion, Postings, Transfers of Staff, etc

Eighty-seven (87) officers of various grades and classes were promoted in 2014 including the elevation of the Coordinating Director of New Juaben Municipal Assembly to the position of Acting Regional Coordinating Director of ERCC. The breakdown is presented below.

- Administration/Budget/Development Planning (mixed) - 34
- Technical - 13
- Technician Engineers - 6
- Department of Agriculture - 9
- Environmental Health - 25

There were a total of 151 inter and intra -regional postings in various categories of staff from the Regional Coordinating Director to the Clerical officer. The changes included 28 postings in the Administrative Class. While there were 13 inter-District postings in the Development Planning class in the Region, 2 Principal Development Planning Officers were posted out of the Region to the Greater Accra Region by the Local Government Service Secretariat and were replaced by three newly recruited Officers. Six (6) staff of the RCC and MMDAs passed on in 2014 while thirty-three (33) others retired from active service.

Staff Development (Capacity Building/Training)
As part of efforts by the European Union to strengthen the capacity of RCC and RPCU staff to effectively support planning, monitoring and coordination of District Assemblies activities in the region, a number of training workshops were held. These included:

- Participatory planning and Budgeting,
- Orientation on the guidelines for the preparation of the 2014 – 2017 District Medium Term Development Plans (DMTDPs) and
- Advance GIS and Spatial Planning

A major outcome of the training activities was the completion of the DMTDPs by all 26 MMDAs before the close of the year.

Composite Budget Issues
In the preparation of the Composite Budget in Eastern Region, all 26 MMDAs were assisted to use the Ministry of Finance 2015 Budget Guidelines for their respective 2015 Composite Budgets. The highlight of the Composite Budget preparation in the Region was the successful organization of the Regional Budget Hearing which was attended by major stakeholders from the Districts and the RCC.

The implementation of the Composite Budget encountered challenges that included the non-release of Item Two (2) Budget for the activities of Departments of the District Assemblies which resulted in the realisation of only 52% of budgeted revenue of ₵97,723.649.50. The challenges notwithstanding, MMDAs achieved 82% of an estimated internal revenue budget of ₵16,942,249.59. There was also a huge variance of 48% between the budgeted and the actual annual expenditures. The aggregated MMDA budget and expenditure performance in 2014 is presented in Tables 5 (a) and 5(b) below.

Table 5 (a): MMDA Regional Aggregate– Revenue Budget Performance

Item	Budget (GH₵)	Actual (GH₵)	Variance (GH₵)	%
IGF (All Districts)	16,942,294.59	14,006,243.72	2,936,050.87	82.7
Grants	80,781,354.91	36,829,379.28	43,951,975.63	45.6
Grand Total	97,723,649.50	50,835,623.00	46,888,026.50	**52.0**

Table 5(b): MMDA Regional Composite Expenditure Performance

Item Description	Budget (GH₵)	Actual (GH₵)	Variance (GH₵)	%
Compensation	44,013,635.28	38,185,353.97	5,828,281.31	86.8
Goods & Services	40,545,920.88	22,664,993.72	17,880,927.16	55.9
Assets	60,761,095.01	26,437,688.81	34,323,406.20	43.5
Grand Total	145,320,651.20	87,288,036.50	58,032,614.70	**60.1**

The performance of the RCC's Central Administration revenue and expenditure performance in 2014 is presented in Table 5c and 5d below.

Table 5 (c): RCC Aggregate– Revenue Budget Performance

Item	Budget (GH₵)	Actual (GH₵)	Variance (GH₵)	%
Total Grants	**3,741,963.84**	**2,491,004.35**	**(1,250,959.49)**	**67%**

Table 5(d): Regional Composite Expenditure Performance

Item Description	Budget (GH₵)	Actual (GH₵)	Variance (GH₵)	%
Compensation	599,708.00	910,648.19	(310,940.00)	152%
Goods & Services	2,772,115.93	1,360,718.98	1,411,396.95	49%
Assets	150,000.00	105,529.35	44,470.00	70%
Grand Total	**3,521,823.93**	**2,376,896.52**	**1,144,927.41**	**67%**

It is worthy to observe from Tables 5c and 5d above that even though the RCC received 67% of the projected 2014 revenue, compensation expenditure was 52% above the annual budget. This did not affect the implementation of the annual budget because compensation was paid by the Ministry of Finance through the Controller and Account Generals Department.

Official Visits

The region in the year under review benefitted from a number of visits from public officials. The names of the officials, purpose and date of their visit are present in the Table below.

Table 6: Official Visits

S/N	Name/Organisation	Purpose of Visit	Date
1.	Mrs Matilda Amissah-Arthur (Second Lady)	To cut sod for 'Matthew 25' Project at the Regional Hospital	16th Jan. 2014
2.	Director General, Ghana Health Service.	Meeting with MMDCE's.	21st Jan. 2014
3.	Managing Director, Newmont Gold, Ghana	Courtesy call on the RM	30TH Jan. 2014
4.	H.E. John Dramani Mahama (President of Ghana)	End of Year reception for Diplomatic Corps (Peduase Lodge)	5th Feb. 2014
5.	H.E. John Dramani Mahama (President of Ghana)	Inspection of projects in selected Districts	24th - 25th March, 2014
6	H.E. Kwesi Amissah-Arthur (Vice President of Ghana)	Working visit to Pinora Company	30th April, 2014
7	Country Director, USAID	Working visit to the region	6th June, 2014
8	Dr. Amb. Chukwudi J. Ihenetu	Courtesy call on RM	12TH Aug. 2014
9	Board of Mental Health	Working visit to the region	22nd Aug. 2014

Security Issues
Eight (8) Regional Security Council meetings were held in 2014. These dealt with issues that included chieftaincy disputes, illegal mining (galamsey) and the menace of Fulani Herdsmen. REGSEC was able to manage some of the issues particularly chieftaincy disputes and thus averted potential violent chieftaincy clashes.

The REGSEC also carried out community sensitization at Tumfa, a community in the Atiwa District as a result of the community's refusal to allow a licenced mining firm to undertake its activities.

Report on Development Activities of Sector Institutions
A summary report on activities of selected Regional Departments under the RCC is presented below.

1. **Ghana Education Service**

In the year under review, the Regional Directorate of Education satisfactorily discharged its statutory mandate which positively impacted education delivery and academic performance at the basic school level where the Basic Education Certificate Examination (BECE) registered candidates pass rate improved from 54.59% in the 2012/2013 academic year to 70.70% in 2014/2015.

In furtherance of the objective to deliver quality education in the Region, the Regional Coordinating Council (ERCC) and the GETFUND initiated the under-listed projects which benefitted a total of 30,043 basic and JHS pupils and 24,104 SHS students at the cost of GH₵49,608,604.99.

- 19No. – 2 Unit KG Classroom Blocks and 15,492 Table and Chairs.
- 68No. – 6 Unit Classroom Blocks and 5,200 dual desks
- 36No. – 3 Unit Classroom Blocks and 4,500 Desks
- 16No. – 12 Unit Classroom Blocks, 5No. – 8 Unit Classroom Blocks, 7No. – 4 Unit Classroom Blocks, 2No. – 6 Unit Classroom Blocks, 6No. Science Laboratories, 18No. 6 Units -2 Bedroom Teachers Quarters, 1No Assembly Hall, 4No Administration Blocks, 3,694 Mono Desks, 7,000 Students Beds and 2,000 Mattresses for Senior High Schools in the Region.

The investment made to improve education infrastructure by MMDAs and central government resulted in the improvement in the classroom/pupil ratios and availability of trained teachers at the KG, Primary, JHS and SHS levels shown in the Table xx below.

Table 7: Outcomes of Education –Sector Interventions in 2014

Indicator	Academic Year	KG	Primary	JHS	SHS
Classroom-Pupil/ Student Ratio	2012/2013	50	33	30	58
	2014/2015	45	31	30	50
% Trained Teachers	2012/2013	66.1	83.1	86.9	n/a
	2014/2015	74.1	87.3	90.2	n/a

Source: RPCU - May 2015

4.2. Roads

The urban road infrastructure improvement activities undertaken in 2014 are presented in Table 12 below.

Table 8: Department of Urban Road Activities

Activity	Total Length (km)	Completed Length (km)	On-going (km)	Cost ₵	Payment ₵ (31/12/14)
Rehabilitation (km)	3.05	1.65	1.40	507,624.80	267,812.42
Pot Hole Patching (m2)	19.40	19.40	0	253,812.42	141,862.35
Upgrading (km)	224.46	174.58	49.88	945,001.89	598,245.89
Maintenance of Traffic Lights/Road Signs (No)	21	21	0	59,647.22	22,037.72
Green Area Maintenance (m2)	31,340	31,340	0	37,609.00	37,609.00
Total Gh₵				**1,766,085.04**	**1,105,185.88**

In addition to the urban roads, contracts for spot improvement, Reshaping, Grading and Ditch cleaning of 1,718.11km of feeder roads and eleven (11) bridges and culverts were completed at the cost of ₵96,886.899.79. The Regional Office of the Ghana Highways Authority also initiated and completed various activities to improve the condition of 780km of highways in 2014. The roads sector activities (Highways, Feeder Roads and Urban Roads) are presented in Tables 8 to 10 below.

Table 8: Activities Implemented by the Department of Feeder Roads Sub-Sector

Activity	Status						
	Completed	On-going	Abandoned	Terminated	Total	Cost (₵)	Payment to Date (₵)
Spot Improvement	27	31	2	0	59	280,936,545.83	109,785,901.02
Reshaping	78	93	0	0	171	365,442,761.13	198,001,142.10
Grading & Ditch Cleaning	21	18	1	0	40	1,359,798.00	10,558,714.61
Grass Cutting	12	14	0	0	26	294,882.15	200,020.85
Bridge/Culvert	11	21	0	0	32	110,186,331.03	72,341,121.21
Total	149	177	3	0	328	758,220,318.14	390,886,899.79

Table 9: Activities Implemented by the Department of Urban Roads Sub-Sector

Activity	Status						
	Completed	On-going	Abandoned	Terminated	Total	Cost (₵)	Payment to Date (₵)
Rehab	4	4	0	0	8	507,624.80	267,812.42
Pothole Patching	2	0	0	0	2	253,812.42	141,862.35
Upgrading	0	7	2	0	9	945,001.10	98,254.89
Traffic Light/ Green Area/Replacement of Signs	11	0	0	0	11	59,647.22	59,647.22
Total	**17**	**11**	**2**	**0**	**30**	**1,766,085.54**	**567,576.88**

Table 10: Activities Implemented by the Ghana Highways Authority

Activity	Status						
	Complete	**On-going**	**Abandoned**	**Terminated**	**Total**	**Cost (Ghc)**	**Payment to Date (Ghc)**
Upgrading	22	23	2	3	50	597,936,545.83	211,785,901.02
Pothole Patching	63	52	0	0	115	865,442,761.13	498,001,142.10
Rehabilitation	23	21	1	0	45	22,359,798.00	10,558,714.61
Surfacing	9	13	0	0	21	894,882.15	214,020.85
Bridge/Culvert	35	22	0	0	57	161,186,321.14	98,311,111.18
Total	152	131	3	3	288	1,647,820,308.25	818,870,889.76

Department of Social Welfare and Community Development

The Department at the end of the year had total staff strength of 258. The Department worked in 3 core programme areas namely Justice Administration, Child Right Promotion and Protection and Community Care. The activities undertaken during the year and achievements are presented in Table 11 below:

Table 11: Interventions Implemented by the Department of Social Welfare and Community Development in 2014

Area of Intervention	No. MMDAS Reported	No. of Beneficiaries	Remarks
Assistance to Persons with Disability (PWDs)	8	846 PWDs benefitted.	PWDs benefitted from ICT training. Use of Disability Grant was monitored. Mobility orientation for visually impaired. PWDs were registered and given financial support.
Disability Fund Management	3	32 PWDs benefitted	A total of Ghc 29,916.00 was disbursed. Education (3No), Health (5No), Business (22No) and Others (2)
HIV/AIDs	9	176,884 people were sensitized	3 support groups gave care and support to PLWHIV.
Scholarships/ Bursaries	2	103 brilliant but needy Students.	
Out-of-school Youth receiving skills training at Social Welfare Voc. Training Centre		45 Able Bodied Young People	Electricals (19), Auto Mechanic (5), Fashion & Designing (4), Hairdressing (1), Cane Work & Cosmetics (2), Catering (3) and ICT (2).
Skills training at Social Welfare Voc. Training Centre		13 PWDs	7 female PWDs and 6 male PWDs
Early Child Development Centres Inspected		24 EDCs with 4,967 children	Irregularities included non-registration of Day Care Centers, inadequate playing equipment, poor ventilation and inadequate first aid
LEAP	12	13,142 households benefitted	
Family Welfare Support	19	295 Families	Family and Child Welfare cases resolved include child maintenance, paternity, custody, family welfare and other related issues.

Area of Intervention	No. MMDAS Reported	No. of Beneficiaries	Remarks
Orphanages Inspected and Supervised.		6 Orphanages	Regional Monitoring Team consisted of Department of Children, GHS, DOVVSU and DSW embarked on the exercise. The operations of all 6 were found to be satisfactory.
Children in Orphanages reunited with their families.		5 Children	This was as a result of the close down of the Blessed Bright Future Organization Orphanage on 15th May 2015.
Persons with Disability (PWDs) identified and Registered.		10 PWDs	
PWDs Benefitted from psychosocial and socio-emotional aftercare services.		67 PWDs	37 PWDs and family benefitted from rehab counselling, 15 were followed up into their communities to accept them and their disabilities and 15 were kept in constant review and assisted to solve their psychosocial and socio-economic problems.
Personal Welfare Services	19	220 Clients	The cases included enquiries about appropriate agencies to handle their problems, direction and guidance.
Clients/Patients assisted to solve their medico-social problems.	14	332 Patients	Ghc 6,557.65 being outstanding medical bills from 4 hospitals was recovered.
Social /Public Education		522,000 People	

Water & Sanitation

Delivery of safe water in the Region is delivered in urban settlements by Ghana Water Company Limited and rural water and sanitation through Community Water and Sanitation Agency (CWSA) and the MMDAs.

A. Safe Water

The Eastern Region benefitted from six (6) major centrally delivered water programmes in 2014. The projects were:

- Government of Ghana and Government of China Borehole Programme which delivered 90 Boreholes and 50 Hand-dug Wells
- 5 Towns Water Supply Project; which provided water to Kyebi, Apedwa, Osenase, Anyinam and Kwabeng
- Kumawu/Kwahu Ridge/Konongo (3Ks) Water Supply Project; serviced 18 towns on the Kwahu ridge
- Akyem Oda/Akwatia/Winneba Water Supply Project: it is catering for Akyem Oda and 10 towns around Oda, Akwatia and 11 towns around it.
- ATMA Rural Water Supply Project: attended to Akrade, Akwamufie and 13 nearby towns, Somanya, Odumasi Krobo and 15 nearby towns and 17 towns on the Akwapim Ridge including Aburi and Peduase.

Summary Regional Departments' Development Projects and Programmes

The Table below summarises by sector the number of development interventions initiated by Regional Departments and the 26 Municipal and District Assemblies in the Region during the year under review.

Table 12: Summary of RCC Development Projects

S/N	Sector	No. Of Projects	Completed	On-Going	Remarks
	Roads				
	Feeder Roads	108	49	59	
1	Highways	96	51	45	
	Urban Roads	18	11	7	
	Water				
	Small Town Water System	21	17	4	A total of 2047 projects were undertaken by CWSA and MMDAs.
	Borehole	1426	1314	112	
2	Limited Mechanized System	8	2	6	
	Rain Harvest System	17	15	2	
	Hand Dug Well	575	569	6	
3	**Education**				
	GETFund	184	66	118	

S/N	Sector	No. Of Projects	Completed	On-Going	Remarks
4	**Health**				
	Construction of District Hospital	1	0	1	Commenced at Kwahu East District with funding from GoG.
8	**Waste Management**	2	2	0	Supply of janitorial tools.
9	**Social Protection**				
	LEAP	13,142 (households from 12 MMDAs)	n/a	13,142 (households from 12 MMDAs)	Beneficiary households are from 12 MMDAs which reported on LEAP.
	PWDs	2749 PWDs from 26 MMDAs benefitted.	n/a	2749 PWDs from 26 MMDAs benefitted.	PWDs benefitted from skills training, Mobility orientation for visually impaired, Registration and financial support.

Source: Regional Departments 2014 Annual Progress Reports

Summary of MMDA Development Projects and Programmes

The Table below summarises by sector the number of development interventions financed directly from the 2014 Budget of the 26 Municipal and District Assemblies in the Region.

Table 13: Summary of Development Projects (MMDAs)

S/N	Sector	No. Of Projects	Completed	On-Going	Remarks
1	**Roads**				
	MMDAs	63	42	21	Included culverts, footbridges, drains etc.
2	**Water**				
	Borehole	12	10	2	
	Limited Mechanized System	2	2	0	
	Hand Dug Well	13	9	4	
	MMDAs	25	17	8	
3	**Education**				
	Various	189	101	88	DACF, MPCF, GoG, DDF, UDG, Donors (DFID, USAID).
4	**Health**				
	Various	51	17	34	Projects include construction of CHPS Centres, Nurses Quarters, Community Clinics, etc.
5	**Governance**	109	39	70	Construction of Administration Blocks, staff quarters, office equipment/logistics etc.
6	**Economic**	88	51	37	Construction of market stalls, sheds, slaughter house, lorry parks, etc
7	**Justice & Security**	19	13	6	Construction of police station, fire office, street light, traffic light, etc.
8	**Waste Management**	70	50	20	Construction of public toilet facilities, supply of janitorial tools, dredging works, etc
9	**Social Protection**				

S/N	Sector	No. Of Projects	Completed	On-Going	Remarks
	LEAP	13,142 (households from 12 MMDAs)	n/a	13,142 (households from 12 MMDAs)	Beneficiary households are from 12 MMDAs which reported on LEAP.
	PWDs	2749 PWDs from 26 MMDAs benefitted.	n/a	2749 PWDs from 26 MMDAs benefitted.	PWDs benefitted from skills training, Mobility orientation for visually impaired, Registration and financial support.
10	MMDAs	496	169	292	The year recorded 20 standstill projects and 15 abandoned projects.

Source: MMDAs 2014 Annual Progress Report

Others

National Health Insurance Scheme
The Regional population covered by the Scheme declined from 2,984,849 to 2,703,116 (9.4%) however premiums collected increased from GH₵3,759,224.00 to GH₵3,893,550.58. While at the same time Submitted Paid Claims rose by 3.4%, from GH₵66,430,943.24 to GH₵68,718,846.45. All inmates of the Nsawam and Koforidua Prisons were registered under the Scheme in 2014.

Financial Reports (RCC)

Table 14a: RCC 2014 Receipts and Expenditure

Item	2014 Approved Budget (GH₵)	Released (GH₵)	Expenditure (GH₵)	Expenditure (%)
Compensation	599,708.00			
Goods & Services	2,772,115.93		1,490,207.33	
Investment	150,000.00			
Donor	480,000.00	394,098.91		
Others		1,287,444.69		
Total	4,001,823.93			

Challenges
The RCC's efforts to improve the lives and living conditions of the people were faced with the following challenges:

- **Marauding menace of Fulani herdsmen, other cattle keepers and illegal mining**
  The wanton destruction of the environment and farms by illegal miners and Fulani Herdsmen poses great threat to economic development. The activities of Fulani herdsmen is not only limited to grazing of cattle on farm lands and forest reserves but they also engage in all sorts of crimes including armed robbery, rape, stealing, burning of farms and worst of all the killing of innocent farmers.

- **Chieftaincy and Land Disputes**
  In the area of chieftaincy, there are currently over 25 towns in the region with chieftaincy disputes.

Other 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 MDAs staff in the Region

Way Forward

Chieftaincy Disputes:
The Regional Co-ordinating Council through the REGSEC commenced the collation of information on all chieftaincy disputes in the region for the attention of the National House of Chiefs and the Ministry of Chieftaincy. Additionally, the various Municipal and District Security Committees (MU/DISECs) in the Region have been directed to advise their various Traditional areas to compile royal succession plans so as to reduce succession disputes.

Illegal Mining
This canker has become a national problem threatening the environment and the very survival of water bodies in the region. Though a number of successes were chalked in the fight against the menace, the inability to sustain these operations has enabled some of the miners to return to site. The Eastern REGSEC is currently collating data on all registered Small Scale Miners in the region to partner the RCC to curb 'galamsey'.

Fulani Herdsmen Menace
The activities of Fulani herdsmen are prominent in Kwahu Afram Plains North and South, Kwahu East, Fanteakwa and Upper Manya Krobo. The under-listed are some of the measures initiated to arrest the menace.

- Joint Military and Police patrols in affected areas.
- Identification and registration of cattle owners in affected Districts
- Development of fodder banks in the Afram Plains North and South Districts to confine the cattle.
- A special security task force established to deal with the menace has undertaken recconaissance trips to the affected districts and has identified entry points of the nomadic Fulani and their cattle into the region.

Illegal Lumbering and Damage to Forests
Illegal lumbering, mining and farming in forests have inundated both agricultural lands and forest reserves in the region, especially the Atiwa Forest. The activities have led to reduced arable land, soil fertility and loss of vegetation cover. Although a Forestry Task Force has been established, their regular patrols have not achieved much in curbing the illegal lumbering menace. A multi-pronged approach including the imposition of stiffer sentences to deter people, creation of alternative income programmes in communities along forest reserves and the review of the control strategies by the Forestry Task Force is recommended.

Conclusion
The Regional Coordinating Council through the performance of its statutory roles continues to contribute significantly to deepen decentralization and improve the living standards of the people in the region and will strive to achieve more in 2015.

4.10 Greater Accra Regionasl Co-ordinating Council (GARCC)

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 stretches along the over 225km-coastline from Langma in the West to Ada-Foah in the East and shares common boundaries with the Central Region to the west, Eastern Region to the north and the Volta Region to the east. The southern boundary is engulfed by 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 still a youthful one, characterized by a 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 investment purposes. There is also a wide range of minerals including salt deposits, 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, utility services (water and electricity). There are also warehouse facilities and basic industrial plants that are accessible for facilitating 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 harbor, provision of cold stores/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 (stablishment 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.

During the period under review, there was a ministerial reshuffle that brought Hon. Nii Laryea Afotey Agbo to take over from Hon. Julius Debrah who was re-assigned to the Eastern Region. Later in the year, the Director for Finance and Administration at the RCC was posted to Ga Central Municipal Assembly as the substantive Co-ordinating Director.

There are seven (7) Paramountcies in the Region representing the Ga, Kpone, Ningo, Prampram, Osudoku, Shai and Ada. Under the Traditional Councils are Divisions and Sub-Divisions forming an effective network of local governance system entrusted with purely traditional functions. At the apex of the Traditional Authority system is a Regional House of Chiefs based at Dodowa.

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. Decentralized departments of Assemblies have been properly integrated in terms of the incorporation of their annual action plans and budgets into the main Assembly's action plan and budget. 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 aimed at strengthening the human resource capacity of all the Assemblies. In all, 238 transfers were effected in the region whilst 85 staffs were promoted to various grades.

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. Below is a list of some of the training activities:

No.	Type of Training	Duration
1.	Orientation Workshop for Newly Recruited Executive Officers	2 Days
2.	Workshop on Environmental Health and Waste Management	2 Days
3.	Capacity Building Workshop on Sustainable Procurement for Procurement Officers	3 Days
4.	Capacity Building Workshop on Staff Performance Appraisal, Report Writing and Records Management	1-3 Days
5.	Training Workshops for Human Resource Managers on Human Resource Management and Information Systems (HRMIS)	2 Days
6.	Workshop on Local Economic Development (LED)	3 Days
7.	Certificate and Diploma in Public Administration	8 Weeks
8.	Governance in Local Gov't/DDF/FOAT Training	2-3 Days

However, the number of employees who benefited from training in the three categories stated above was relatively few. MMDAs, Departments and Agencies are 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.

Composite Budget Issues

All sixteen District Assemblies in the Greater Accra Region are involved in the implementation of the public financial management reforms currently underway in the country including the Composite Budget system for which they have achieved some degree of success.

Revenue and Expenditure Performance

The total Budget or Approved vote for the Region was GH₵62,236,770.47, whilst the total achieved or Actual collection amounted to GH₵71,093,586.41 which represented 114.23%.

Table 1: Revenue Performance of MMDAs in GAR as at 31 December 2014

Assemblies	Budget	Actual	% Collected
AMA	23,937,500.00	32,145,749.19	134.29
TMA	14,456,174.00	13,954,563.31	96.53*
AdMA	3,349,204.48	3,236,141.69	96.62*
SODA	3,297,922.00	0	0.00*
GEMA	3,258,148.00	2,843,549.77	87.28*
LeKMA	3,095,600.00	3,091,081.06	99.85*
LaDMA	3,062,291.00	4,045,748.87	132.12
AshMA	2,566,090.00	2,514,008.36	97.97*

KKDA	2,349,024.23	3,043,055.70	129.55
LaNMMA	2,218,100.00	2,416,862.83	108.96
GWMA	2,189,149.00	2,706,293.93	123.62
GSMA	2,159,380.00	1,768,881.62	81.92*
NiPDA	2,095,131.39	0	0.00*
GCMA	1,806,199.76	1,377,662.94	76.27*
AEDA	481,013.50	0	0.00*
AWDA	356,000.00	463,995.50	130.34
Total	**62,236,770.47**	**71,093,586.41**	**104.15**

10 out of 16 Assemblies (see asterisks above) did not achieve their revenue targets, and even those which achieved their targets still had a number of their revenue items recording either zero or abysmally low figures. Two (2) Assemblies indicated the use of IGF totalling GH¢1,149,100.57 for capital projects.

The total Expenditure Budget or Approved vote for the Region was GH₵71,670,379.52, whilst the Actual Expenditure or total expended amounted to GH₵85,407,083.36 representing 119.17%. See below:

Table 2: Expenditure Performance of MMDAs in GAR as at 31 December 2014

Assemblies	Approved Expenditure	Actuals	Variance	% Expended
AMA	17,529,150.84	34,120,569.61	(21,839,587.78)	224.59*
TMA	17,590,800.00	15,371,275.40	2,219,524.59	87.38
GEMA	2,120,238.00	2,789,008.18	(668,770.18)	131.54*
GWMA	2,189,149.00	2,709,476.29	(520,327.29)	123.77*
GSMA	2,363,116.00	1,454,920.30	908,195.66	61.57
GCMA	1,936,873.26	1,692,747.62	244,125.64	87.40
AshMA	6,483,508.92	4,397,342.47	1,822,544.33	67.76
AdMA	3,389,900.50	3,233,741.32	156,159.18	95.39
LaDMA	4,174,838.00	4,372,987.96	(198,149.96)	104.75*
LaNMMA	2,820,400.00	2,379,520.88	440,879.12	84.37
LeKMA	8,198,611.00	4,948,834.86	3,249,776.14	60.36
AEDA	577,880.98	-	-	-
AWDA	1,382,082.00	466,091.04	915,990.96	33.72
NiPDA	1,754,310.27	-	-	-
KKDA	2,322,735.00	2,789,799.25	(467,064.25)	120.11*
SODA	3,297,922.00	-	-	-
Total	**74,504,770.77**	**78,192,673.83**	**(13,736,703.84)**	**119.17**

Five (5) out of sixteen (16) Assemblies failed to exercise controls over their expenditure and recorded budget over-runs contrary to the provisions of the Financial Memoranda for MMDAs.

The Public Financial Management Reforms have brought innovation to financial management at the District level. The Districts have embraced the changes in budget preparation, implementation and reporting. Being a new system it has encountered a number of teething problems. Some of these challenges have been enumerated above. It is hoped that these would be examined and addressed in the near future. It is further hoped that steps would be taken to further integrate District Budgets into the national one so as to make the national budgetary figures comprehensive and truly national in character.

Official Visits

The Greater Accra Region witnessed the visit of some international personalities and delegations at both the regional and district levels. Among the visitors include a team from Tanzania who paid a courtesy call on the Hon. Regional Minister as part of their program to study Ghana's local government system. A delegation from the Earth Institute, USA also paid a courtesy call on the Hon Regional Minister to discuss further the possibility of expanding the Millennium City projects to other MMDAs in the region. Her Excellency, Sun Boahong, the Chinese Ambassador to Ghana and the Moroccan Ambassador also paid a courtesy call on the Hon. Regional Minister.

The year also witnessed some overseas travels by the Hon Minister. The Minister visited Germany and Spain at the instance of the Ga Dangbe community to hold interactions with them and to attract investments. He also travelled to China where he made a presentation on Ghana at the Friendship Cities Forum during the China Investment Fair for Investment and Trade (CIFIT). This was in line with the Sister City relations agenda that the Region is pursuing.

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.

In 2014, the celebration of the annual Homowo Festival by various traditional groups was devoid of clashes compared to past years. Additionally, activities of land guards continue to be a daunting challenge in the Region. Estates developers use the services of land guards to seize lands from their right owners without paying compensation.

Programmes, Projects and Activities by Sectors

Education

- 10 Millennium City Schools (MCS) Completed, 5 are still on-going.
- 15No. 6-Unit Classroom Blocks Completed and furnished
- 113 Desktop and 150 Laptop computers supplied to schools.
- 1No.6 Unit Classroom Block (7 ongoing, 4 completed)
- 1No. 3 Unit Classroom Block (8 ongoing, 3 Completed)
- 2 Storey 6 Unit Classroom Block (7 ongoing, 1 completed)
- 2 Storey, 10 Unit Classroom Block (1 ongoing)
- 2 Storey 5 Unit Classroom Block (1 ongoing)
- 3 Storey 18 Unit Classroom Block (18 Ongoing)
- 2 Storey 12 Unit Class room Block (12 ongoing, 1 completed)
- 3 Storey 9 Unit Classroom Block (6 Ongoing)
- 3 Storey 12 Unit Classroom Block (2 Ongoing)
- 12 Unit Classroom Block (1 ongoing)
- Rehabilitation of 6 and 3 Unit Classroom Blocks (3 Completed)
- Construction of 1 No. Teachers Bungalow Completed
- 1 No. 3 unit Staff Bungalow ongoing
- 2 Storey Girls Dormitory project (1 ongoing)
- Supplied Assorted Furniture Sets (Library Desks, Computer Desk, Dispensary BEDS, etc.) to 7 completed MCI School Projects.
- Supplied 26,000 Desks in AMA Basic Schools.

Health

- 1 No. CHPS Compound (7 ongoing, 4 completed)
- Construction 1 No. Accident/ Emergency Centre ongoing at McCarty Hill in the Ga South Municipality
- Completed the construction of a Health Centre at Aplaku in the Ga South Municipality
- Construction of 2 Polyclinics Ongoing at Ogbojo and Zenu.

Water & Sanitation

- Construction of 8 Seater WC (2 ongoing, 3 completed)
- Drilling of Boreholes (1 ongoing, 6 completed)
- Construction of 20 Seater WC (1 completed)
- Construction of 12 Seater WC (1 ongoing, 3 completed)
- Construction of 10 Seater WC (2 ongoing, 1 Completed)
- 2 Small Town Water Supply Project Completed
- 15 Drainage Projects at various stages of completion
- 21 School Toilets Completed and 15 ongoing
- Accra Sanitary Sewer and Storm Water Drainage Alleviation Project ongoing.

Roads

- Asphaltic concrete works at Sakumono intersection.
- Asphaltic concrete work on Sakumono village to Nungua Barrier (beach road).
- Rehabilitation of Tor -Kpone main road.
- Rehabilitation of Tema steel works road using Consolid technology
- Surfacing works along 15 roads ongoing
- Gravelling works on 13 streets/ roads completed

Summary of Development Projects Implemented by Sector (GARCC)

No.	Sector	Number of Projects
1	Education	178
2	Water and Sanitation	40
3	Economic	31
4	Roads	29
5	Security/ Judiciary	21
6	Health	28
7	Governance &Administration	21
8	Tourism	-
9	Energy	10
10	ICT	1
	TOTAL	**359**

7.1 Summary of Development Projects Implemented by Source of Funding (GARCC)

Table 1

PROJECT	**Source of Funding**										**Total**
	UDG	GET FUND	DACF	PPP	IGF	MPCF	DDF	WORLD BANK	ROAD FUND	GSOP	
On-going	33	10	43	1	13	2	38	3	4	1	**148**
Completed	7	12	48		9	9	36		7		**128**
Delayed		10	3	4		2	7				**26**
Abandoned		79	1								**80**
Total	**40**	**111**	**95**	**5**	**22**	**13**	**81**	**3**	**11**	**1**	**382**

Table 2

PROJECT	**Source of Funding**												**Total**
	GoG	DACF/IGF	NHIS	DANIDA	IGF/ SIF	USAID	MOC	DDF/ DACF	GIFEC	MP/ SIF	GNWP	GWS	
On-going	1	1	1		3	2		1		2			**11**
Completed		3		1			1	8	1		2	1	**17**
Delayed							2						**2**
Abandoned													
Total	**1**	**4**	**1**	**1**	**3**	**2**	**3**	**9**	**1**	**2**	**2**	**1**	**30**

Financial Performance (GARCC)

The Financial performance was based on the Financial Statements submitted to the Regional Coordinating Council for the period under review.

Financial Report (GARCC)

Item	2014 Approved Budget (GH₵)	Released (GH₵)	Expenditure (GH₵)	Expenditure (%)
Compensation	529,940.00	1,005,358.00	1,005,358.00	100
Goods & Services	530,351.00	134,625.00	134,625.00	100
Investment	300,000.00	-	-	-
Donor	-	-	-	-
Total	1,360,291.00	1,139,983.00	1,139,983.00	100

Challenges

A: Late Releases of Budget Ceilings leads to delays in the preparation of the composite budget

B: Low Commitments by Departmental Heads
Departmental Heads get frustrated and do not show much commitment to the preparation of the Composite Budgets due to some operational issues such as the non-release of funds from Central Government over the past years of its introduction.

C: Inappropriate Constitution of the Budget Committees at the MMDA Level.
At the MMDA level, key players like the Planning and Budget Officers are considered as Unit Heads and therefore not members of the Budget Committee, however, these officers are the drivers of the budget preparation process. This results in loss of marks during FOAT assessment regarding the criteria of membership participation in the budget progress.

D: Absence of Some Revenue Codes in GIFMIS
The GIFMIS chart of accounts is not comprehensive and does not synchronize with the activate codes. For example, there is no code for cattle rate and lorry park tolls.

E: The deduction at source made from DACF allocations to MMDAs creates imbalances in the budget. There is also a variation between the budget and financial report as a result of non-reporting on salaries by the Finance Department.

F: The non-clarity of roles of the MIS, Budget and Finance in relation to the function of billing at the Municipal and District Assemblies creates overlaps.

G: Late submission of the monthly Financial Statements
The late submission of the Monthly Financial Statements by some Assemblies makes the analyses of the Statements very difficult. In the 2014 fiscal year, 10 Assemblies submitted a total of 29 Financial Statements after the required date.

H: Collection of Revenue and Incurring Expenditure on Unapproved Items

Most Assemblies collected revenue and incurred expenditure on unapproved items. Additionally, some Assemblies recorded expenditures in excess of their approved votes contrary to the provisions in the Financial Regulation Act and the Financial Memoranda for MMDAs.

I: Low Revenue Generation and Mobilisation Capacity

- Inadequate resources,
- Low capacity and motivation of revenue staff,
- Rudimentary approach to revenue mobilisation and accountability processes.
- Inability to Achieve Approved Targets

Way Forward

1. MMDAs should facilitate generation of warrants through networking of computers to cope with work load in order to address payment challenges.
2. Fiscal Decentralization Unit should conduct end of year assessment on the use of the activate to inform improvement and further training of MMDAs.
3. Efforts should be made to clarify the roles of budget, finance and MIS officers at the MMDA level.
4. GIFMIS secretariat should ensure comprehensiveness of the revenue and expenditure codes.
5. There is the need to redefine the composition and functions of the Budget Committee at the District level to include the key players (Budget and Planning Officers).
6. MMDAs should ensure realignment of their budget with their financial reports.
7. MMDAs should regularly train the revenue staff and institute systems to ensure achievement of approved revenue targets.
8. MMDAs should ensure timely submission of Monthly Financial Statements in accordance with regulations.
9. MMDAs should desist from collection of unapproved rates to avoid legal confrontation and spend within their approved budgets.

Conclusion

The Greater Accra Regional Co-coordinating Council as an arm of the Executive has a mandate to provide effective and efficient administration and technical services through harmonizing, co-coordinating, monitoring and evaluating of plans and programmes of Ministries, Departments and Agencies (MDAs), MMDAs and Non-Governmental Organizations (NGOs) in order to achieve the overall development goals of the Region.

In this respect, the Regional Co-ordinating Council (RCC) will continue to deliver on its mandate to ensure compliance and improved service delivery to make the MMDAs responsive, transparent and accountable to the people. The RCC would make stringent efforts at deepening decentralization by ensuring that the Assemblies comply with the Composite Budget System. Security remains a key priority of the RCC and for that matter; the RCC will through REGSEC, MUSECs and DISECs ensure peace and security of the region. The Council will also continue to support staff capacity development in order to enhance productivity and efficiency.

4.11 Northern Regional Co-ordinating Council (NRCC)

4.11.1 Introduction

In the performance of its functions in 2014, the Regional Coordinating Council 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 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 Regional Coordinating Council as well as those of MMDAS in the region in 2014 as follows;

a. Brief Profile of the Region
b. The political and administrative status of the region,
c. Establishment of Departments of the Assembly,
d. The financial performance of the region with particular reference to the Internal Generated Funds of MMDAs and
e. Programmes/Projects carried out in the region.

The most remarkable events in 2014 were as follows;

1. the commissioning of the first phase of the completion of the Tamale Teaching Hospital Rehabilitation by His Excellency, President John Dramani Mahama
2. the sod cutting ceremony for the commencement of work on upgrading of the Tamale Airport to International Status by His Excellency, the President John Dramani Mahama
3. the sod cutting ceremony for the commencement of works on the New Aboabo Market by His Excellency the President
4. the commencement of works on the construction of Market Complex at the Old Tamale Market.

In the area of funding for organizational and development activities, the RCC, MMDAs and MDAs generally faced challenges as most of them did not receive their votes from GOG sources. However, most MMDAs in the region performed satisfactorily in the mobilization of Internally Generated Fund and this in addition to donor funding helped them to meet some of their organizational and development objectives.

Development projects undertaken in the region continue to be in the area of water and sanitation, education, roads, health and food security and the provision of these amenities have gone a long way to improve upon the quality of life of the people in the region.

Notwithstanding the progress made in revenue mobilization and in the provision of social infrastructure, the development of the region continues to be impeded by land, chieftaincy and ethnic disputes, poor social and economic infrastructure and high illiteracy.

4.11.2 Regional Profile

The Northern Region, with Tamale as its capital, covers an area of 70,384 square km making it the largest region in terms of landmass, in Ghana. Geographically the Region is located between latitudes 8^{o} 30’N and 10^{o} 30’N and stretches from longitude 0º31’E and 0º30’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.

Development 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, of which 735,000 hectares (15%) is under crop production. Part of the available land mass is also used for rearing livestock with approximately 2.5 million hectares potentially available for agricultural purposes. The available land for agriculture can be used for the cultivation of maize, rice, soya, yams, legumes and other commercial crops such as butter nut, mangoes and cashew.

Water Bodies

The region is drained by River Oti, River Nasia, Daka, the Black and White Volta and other tributaries. All these have potential for large scale irrigation schemes. For irrigation purposes, the Bontanga, Libiga and Golinga irrigation sites can also be developed further to produce food crops and vegetables in the dry seasons. Currently, the Sisilli and Kulpawn rivers are being developed into irrigation schemes.

Fisheries

There are a number of possibilities for fisheries development within the region. The basic key natural elements, such as climate, environment and potential dam and pond sites, required for fisheries and aquacultureare 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 and used are located in Nasia, Libga, Golinga, Yendi, Nabogo and Buipe.

Training and Research Centres

There are a significant 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 facilities at Pong Tamale and at various out-stations, and the University for Development Studies.

Mineral Deposits

The region has several mineral deposits for exploitation. Examples include;

Gold

- The Birimian's Belt covering Bole, Bui Belt and Maluwe Basin are endowed with minerals. The on-going Ghana Mapping Project (MSSP) is to provide insight into mineral potential north & south of Bole.

Manganese:

- The Kapili Hill deposit reserve has about 3 million tonnes of high-grade and 1 million tonnes of low grade ore. The Kalimbi Hill deposits is estimated to be about 6.2 – 6.5 million tones. Three Hill deposits: reserves of ore mass, is 2.4 to 2.6 million tonnes with average manganese content of 30.45%. Seripe deposit: manganese content is 13.44% & total amount of mineralization 850,000 - 900,000 tonnes. (Kesse, 1985).
- Iron Ore: Shieni Hills (Tatale District): total estimated reserves of iron ore is 1,270 million metric tonnes.
- Deposits of Barite and Brine can be found in Daboya and environs. This has been partially investigated and found suitable.
- Deposits of Limestone in the Buipe are currently being exploited by Savacem Company Ltd in the production of cement.

Tourist Sites

The region is endowed with existing tourism and eco-tourism sites. Major sites in the region include;

- Mole National Park, Damongo in the West Gonja District. This is a 4,840 square kilometre reserve for animals such as elephants, antelopes buffaloes warthogs, apes, birds and about 400 other flora and fauna species,
- Larabanga Mosque – a 13th century mosque believed to be built by Moorish traders, Larabanga Mystery Stone – a mysterious boulder that has been the subject of a splendid local legend,
- Slave Market and Wells at Salaga, where the Trans-Saharan slave caravans paused to trade and for the slaves to take their bath,
- Nalerigu Defence Wall said to have been built in the 16th century to protect Nalerigu from raiders,
- A cemetery in Yendi, 96km East of Tamale, where many of the Germans who died in battle with the Dagombas in the 19th century were buried. The grave of the slave raider Babatu is also in Yendi,

Administrative Issues

The office of the NRCC has a total staff strength of 127, made up of 71 males and 56 females. They include professional, sub-professional and non-professional personnel. The number of MMDAs in the region remained 26 with 1 Metropolitan, 2 Municipalities and 23 Districts. There were changes in the Political hierarchy at the Regional Coordinating Council and MMDA level as follows;

1. Hon. Bede A. Ziedeng handed over the administration of the region to Hon. Alhaji Mohammed-Muniru Limuna previously the Upper East Regional Minister on 19th March, 2014.
2. Five MMDCEs were nominated out of which three were confirmed as follows;
   a. Hon. Issah Zakaria - MCE, Yendi
   b. Hon. Mumuni Isaac Dramani - DCE, Sawla-Tuna-Kalba
   c. Hon. Imoro Yakubu - DCE, Karaga
3. Hon. Alhaji Iddi Manzah Mahama, DCE, Kumbungu passed on at the Korle-Bu Teaching Hospital on 15th October, 2014.

Reports on the Regional Decentralized Departments

1. Department of Cooperatives (DOC)

- One hundred and thirty-five (135) new cooperatives societies were registered in the region.
- Challenges of the department included inadequate staff, limited budgetary and logistical support

2. **National Board for Small Scale Industries (NBSSI)**

- Eighteen (18) Business Advisory Centres (BACs) established in the region and located in Tamale, Tolon, Yendi, Salaga, Buipe, Damongo, Zabzugu, Walewale, Gambaga, Saboba, Bole, Karaga, Gushiegu, Sawla, Bunkpurugu, Kumbungu, Sang and Savelugu
- Two officers including an Assistant Project Officer and an Assistant Business Advisor were appointment

3. National Disaster Management Organisation (NADMO)

- NADMO was assisted with mango and cashew seedlings for a plantation by EPA as part of Government Initiative of combating desertification.
- 275 Disaster Volunteer Groups (DVGs) in 15 districts were registered.
- One active Regional Disaster Risk Reduction (DRR) Platform in place

4. Department of Rural Housing (DRH)

Department of Rural Housing (DRH) creates employment opportunities through the provision of on-the-job training for unemployed youth to acquire employable skills in construction and its related industries. The Department also offers technologies in improved local building materials such as compressed earth brick, micro concrete roof tiles and pozolanna for MMDAs, MDAs, and other Public Institutions, Non-Governmental Organizations (NGOs), private organization individuals etc.

5. **Department of Social Welfare (DSW)**

- 32 Early Childhood Development Centres were monitored in the region (11-registered and 21- not registered). A total of 3,036 pupils made up of 1,533 girls and 1,503 boys are catered for by these centres. Out of the 113 staff responsible for these centres, 11 are trained and 102 are untrained.
- 20 orphanages were monitored of which 18 have been closed down due to non-performance and seven hundred and eighty-eight (788) children re-unified with their various families and relations. The 2 existing homes are Nazareth Home for God's Children in Sang in the Mion District and Hands of Mercy Children's Home in Sagnarigu District.
- Two Orphan and Vulnerable Children committee meetings were organized
- Under case work, a total number of 366 cases spanning rape, paternity, child trafficking, etc were handled. Refer to appendix for details.
- 6 adoption orders made up of 1 relative and 5 non-relative adoptions were obtained
- 169 Persons with Disability comprising 95 males and 74 females were registered.
- MMDAs assisted PWDs with their share of the 2% of the DACF in areas such as school fee payments, income generating activities, payment of medical bills and blind union celebration among others.
- Under hospital welfare, a total of 171 cases were recorded of which 90 are males and 81 females. Out of this number, 150 were successfully handled with 21 pending.

Livelihood Empowerment against Poverty (LEAP) Programme

- A total of 11,967 households in 24 out of the 26 districts in the region benefited from the LEAP programme
- Out of the 11,967 households covered, 1,612 households are yet to receive their first LEAP payments.
- A 2 – Day Residential training Workshop for District Social Welfare Officers and Community Care Programme Heads on the expansion of the LEAP Programme held
- A 1 – Day Sensitization Workshop on LEAP 1000 for District LEAP Implementation Committee (DLIC) in seven (7) Districts held.
- A 2 – Day Training Workshop for District LEAP Implementation Committee (DLIC) held

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

During the year under review three (3) staff including a Driver Grade II, a Steward and an Electrician were appointed to the RCC.

Staff Development (Capacity Building/Training)

A total of eleven officers benefited from various programmes. Three (3) officers undertook a Diploma in Public Administration course, two in Certificate in Public Administration course and six (6) in In-Service training programmes related to their areas of work. In addition to the above, the Local Government Service organised a number of training programmes for the various classes in the service, these included:

No.	Type of Training	Date/Duration
1.	Capacity Building Training for recently recruited Community Development Class	09/09/14 – 10/09/14
2.	Capacity Building Training for recently recruited Social Welfare Class	09/09/14 – 10/09/14
3.	Sensitization workshop on Human Resource Management Information System (HRMIS) for Assistant Human Resource Managers	April, 2014
4.	Training workshop and launch of Human Resource Management Information System (HRMIS) for Assistant Human Resource Managers	28/05/14 – 29/05/14

Composite Budget Issues

Description	Budgeted	Actual	Variance	Percentage
Compensation	18,167,438.99	12,682,750.73	5,484,688.26	69.81
GoG Goods & Services (Depts)	1,377,425.24	485,950.41	891,474.83	35.28
IGF	5,704,579.68	6,094,650.29	-390,070.61	106.00
DACF	56,891,186.82	20,536,710.12	36,354,476.70	36.10
DDF	19,729,571.24	19,517,312.06	212,259.18	98.92
HIPC	105,000.00	25,000.00	80,000.00	23.81
UDG	5,266,073.00	2,774,057.95	2,492,015.05	52.68
Donors	**73,032,432.05**	**36,844,977.63**	**36,187,454.42**	50.45

Comment/Remarks on 2014 MMDAs Composite Budget Estimates Performance

Generally averagely from the District Assemblies, District Assemblies Common Fund under year of review (2014) releases to the Assemblies were not up to 50% and this would make them not be able to implement those interventions that are critical.

Internally Generated Funds (IGF)

Internally Generated Fund (IGF) performance for 2014 in the region was encouraging. The Regional Co-ordinating Council makes follow up on the revenue strategies they outlined in their Revenue Improvement Plans which were presented during the Regional Budget Hearing. Six (6) Districts which abysmally performed below 50% of the Revenue Targets are being supported to improve upon their revenue mobilization drive and had had training from Northern Regional Co-ordinating Council (NRCC) under the support of Resilience Projects being funded by USAID.

Government of Ghana Transfers:

The releases from Ghana Government to the departments in the Assemblies were not forth coming, only few of them had releases. It is hoped that releases would be improved.

District Development Facility (DDF)

In 2014, most of the Assemblies had about 50% of their budget figures released while others were below 50% and it is hoped that releases will improve to enhance service delivery of the Assemblies.

Urban Development Grants (UDG)

In 2014, the release of funds skewed towards Yendi Municipal Assembly as all their budgeted figures were released and Tamale Metropolitan Assembly had less than 50% of their amount being released.

Other Funds

It is observed that relating to other funds; the releases were erratic to some Assemblies and others had no releases at all.

Conclusion:

Generally, the funds flow in 2014 was not all that encouraging as the Assemblies submissions depicts. So it is expected that releases will improved to facilitate performance.

Revenue Performance

The Region recorded total revenue of GH¢ 5,708,835.09 as against a total estimated revenue of GH¢ 5,513,894.97. Percentage of revenue collection as at the end of December was 103.54%. During the period under consideration, only nine (9) Assemblies namely Tamale Metro, Savelugu-Nanton and Yendi Municipal, Bole, Mion, West Mamprusi, Karaga, North Gonja, and Nanumba South District exceeded their targets.

Actual revenue collected for the 4th quarter 2014;

For the period October to December 2014;

1. Yendi Municipal Assembly collected an amount of GH¢ 547,967.86 during the 4th quarter.
2. Tamale Metropolitan, Bole and Central Gonja District Assembly collected between GH¢ 125,000.00 and GH¢ 320,000.00.
3. The rest collected less than GH¢ 61,000.00 during the same period.

Challenges;

1. Late receipt of monthly Trial Balance Statements from the Assemblies
2. Inadequate data used in preparing revenue estimates

Recommendation;

1. Timely submission of monthly trial balance statements would enable the inspectorate to assess the financial performance of the Assemblies.
2. MMDAs should make it a priority to collect revenue data which could form the basis of preparing more reliable revenue estimates in future.

Financial Report (RCC)

Item	2014 Approved Budget (GH¢)	Released (GH¢)	Expenditure (gh¢)	Expenditure (%)
Compensation	935,232.00	1,143,704.35	1,143,704.35	122
Goods & Services	974,004.00	186,726.00	186,000.00	19
Investment	876,000.00	999,337.45	999,337.45	114
Donor	511,203.80	431,601.45	401,311.20	79
Others (DACF)	818,933.48	762,504.99	762,504.99	93
Total	**4,115,373.28**	**3,523,874.24**	**3,492,857.99**	**85**

Challenges

- Lack of resources to review and update the Regional and District Disaster Management Plans.
- The Department of Community Development at the District level feel neglected by the Central Administration since it is not involved in decision making and community mobilization stages of projects in the Districts
- Delays and irregular releases of funds from GOG sources for organizational and development activities
- Human Resource gaps
- Inadequate vehicles and other logistics for the purposes of monitoring and supervision of MMDAs and departments

Development Challenges

Education

1. **Inadequate School Infrastructure**
   In spite of the massive expansion in infrastructure in the region to get rid of schools under trees, there are still as many as 1,316 basic schools in dilapidated buildings or under trees. This makes teaching and learning difficult.

2. **Inadequate Trained Teachers**
   The total number of basic schoolteachers in the region for the 2012/2013 academic year was 22,453 of which 12,755 representing 56.8% were trained. The remaining 9,698 representing 43.2% were untrained.

3. **High School Drop Out Rates**
   The region has a high rate of school drop-out especially among female pupils in Primary and Junior High Schools.

Health

1. **Inadequate Health Facilities**
   The Northern Region has one of the lowest access to health services in the country. This is attributable to the long distances between settlements and the few health facilities in the region. The region has a total number of 136 health facilities which includes a teaching hospital that serves a population of not less than 2,700,000 people.

2. **High Incidence of Malaria**
   Malaria continues to top all Out Patients Department (OPD) reported cases followed by diarrhoea and skin diseases.

Water and Sanitation

1. **Inadequate Access to Potable Water**
   Many communities in the Northern Region have inadequate access to potable water. As of 2007, 59.78% of the population in the region had no access to potable drinking water. About 38% of the population still does not have access to potable water.
2. **Inadequate Sanitary Facilities**
   75.9% of households in the region do not have toilet facilities. The use of the water closets (WCs) and the KVIP is very limited. The pit and other types of latrine are relatively uncommon in all the districts.

3. **Poor Sanitary and Hygiene Practices**
   Many communities in the region have poor sanitation and are engaged in unhygienic practices such as; dumping rubbish in unauthorized places, not keeping their surroundings clean and bushy. All these practices expose the people to diseases and invite reptiles and harmful insects.

4. **Inadequate Cemeteries**
   Many communities in the region have no cemeteries, so they bury their dead within the communities. Places like compounds and yards of their houses are used as burial grounds.

Out Migration

The region experiences a high out-migration especially among the youth and women. They migrate to urban centers leaving the aged who are incapable of working to take care of themselves. These youth and women who migrate in search of non-existent jobs end up as “kayayei” in urban centres.

High Influx of Fulani Herdsmen

The influx of Fulani herdsmen into the region is alarming and they can be found in almost every district with their cattle. Their presence and activities poses a threat to security, life and property in the region. They engage in vices such as armed robbery, rape and other environmental hazards such as bush fires.

Incidence of Conflicts (Chieftaincy, Land, Religious, Ethnic)

The Northern region is known as a flash point for conflicts of all kinds, ranging from chieftaincy, land, religious and ethnic. These conflicts create insecurity in the affected areas thereby bringing development to a halt. Those adversely affected are women, children and the aged.

Poor Road Infrastructure

Road infrastructure in the Northern Region is very poor. Apart from the trunk road linking the regional capital, Tamale to Brong-Ahafo and Upper East region, it is only Tamale to Yendi, Fufulso Junction to Sawla and part of Tamale to Salaga that are tarred. The rest of the roads are in deplorable state and this retards the transportation of farm produce from production districts to the regional capital and other market centres of the country.

Recommendations

- Need to improve conditions of Service for all categories of staff in the region.
- Plan and implement capacity building and training programmes for staff to include in-service training
- MMDAs to collaborate with development partners to mainstream their programs into the development plans of the assemblies

Conclusion

In spite of the various challenges that the region encountered in the year, a number of successes were chalked paramount among them being the relative peace, improved sanitation and provision of basic services. The region has immense natural resources and development potentials. To this end, the rehabilitation of the major markets in Tamale as well as the upgrading of the Tamale Airport to an international status is expected to propel economic development within the Metropolis, the region and the country as a whole for enhanced employment opportunities.

It is expected that these potentials would be harnessed through the development and implementation of appropriate plans, programmes and projects that would attract investors.

4.12 Upper East Regional Co-ordinating Council (UERCC)

4.12.1 Regional Profile

The Upper East Region which was created on the 1st, July, 1960 out of the then Northern Region, was further split in 1983 to create the now Upper West Region and Upper East Region. The Upper East Region has a population of 1,046,545 according to the 2010 National Population and Housing Census (PHC). Population density is 118.4 persons per square kilometre, which is higher than the national figure of 103. 21.0% of the population lives in urban areas in the region.

The Upper East Region is located in the north-eastern corner of the country, between longitude 00 and 10 West and latitudes 100 30"N and 110N. It is bordered to the north by Burkina Faso, the east by the Republic of Togo, the west by Sissala East 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 Region has huge potentials which when tapped, could accelerate its development 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 together with the irrigation facilities at Tono and Vea are good for rice cultivation in the region. The White Volta Basin can also support large scale production of tomato and onions. The Northern Star Tomato Factory which processes tomato and was re-engineered would serve as a market for tomatoes famers to avoid post-harvest losses.

Livestock has 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 and also raise guinea fowls for increased output.

Establishment of Commercial Quarries

The region abounds in granite rocks in commercial quantities at Bongo, Chiana and Pwalugu to serve as quarries which could create jobs and bring incomes and raise revenue for the local people and their Assemblies.

Commercial production of crafts

There are local inputs for the making of smocks, leather and straw products using simple technologies and skills of the people of the region.

Tourism

Many tourist sites such as the Paga Crocodile pond, Pikworo Slave Camp, Tengzug shrines and the Tongo Hills could be developed to attract national and international tourists to the region. This would make available resources not only for developing local economies of tourist areas, but the region in general.

Regional Administration and Agencies

The Regional Coordinating Council (RCC) is headed by a Regional Minister and his Deputy. There is a Chief Director who is the Administrative Head of the RCC advising the Regional Minister on issues of public administration. The Chief Director supervises all departments and agencies of government in the region on behalf of the Regional Minister. The established departments as contained in section 17 (1) of the Local Government Service Act, 656, 2003 are all in place.

Administrative Issues

Political Leadership of MMDAs

At the sub-regional level there are three (3) Municipal and ten (10) District Assemblies. The Municipal and District Assemblies (MDAs) are headed by Chief Executives with District Coordinating Directors (DCDs) as their advisors. The names of the Municipal and District Chief Executives (MDCEs) are given below:

Table 9.1: Leadership and number of Assembly Members of District Assemblies in the Upper East 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. Stanislaus 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	Kassena-Nankana West	Hon. George Nonterah	62	4	66
9	Builsa South	Hon. Elizabeth Jane Afiuc	27	2	29
10	Builsa North	Hon. Adangabe Bonaventure	42	3	45
11	Bongo	Hon. Ayamdor Alexis A.	47	9	56
12	Nabdam	Hon. Vivian Anafo	17	2	19
13	Talensi	Hon. Awunnore Edward	31	3	34
	Total		**384**	**53**	**437**

Report on Departments at the Regional Level

The departments of the RCC carried out key programmes and projects within the broad National Medium Term Development Plan (MTDP) as found in the attachments (Appendix 2).

Recruitment, Upgrading, Promotions, Postings, Transfers etc for 2014

No.	Class	Recruitment	Upgrading/ Promotions	Regional Postings		
				In	Out	Intra
1.	Administrative	1	4	2	1	9
2.	Human Resource					2
3.	Environmental Health		7	2		
4.	Records		3			
5.	Planning	3	3	1		12
6.	Agriculture		61			1
7.	Radio		3			
8.	Catering		7			
9.	Technician Engineers		6		1	
10.	Technical		1			
11.	Works		7			
12.	Engineer				1	4
13.	Social Welfare/ Community		8	1		2
14.	Budget		1	1		2
15.	Revenue			1		
16.	Secretarial		4		1	1
17.	Internal Audit	1		1		
18.	Procurement	1				
Total		**6**	**115**	**9**	**4**	**33**

Retirements – 2014

No.	Class	Number
1.	Works	2
2.	Auxiliary	8
3.	Catering	1
4.	Audit	1
5.	Procurement/stores	2
6.	Drivers	1
Total		15

Composite Budget Issues

The Composite Budget system introduced in 2012 was intended to open up the plans and programmes of the MMDAs to public or community scrutiny. It allows for participation of all stakeholders including various departments and agencies, civil society, traditional authorities and the general public in the budgeting process. The system gives MMDAs total control of their budgets and plan preparation and implementation.

However, delays or non-release of funds from Central Government hamper effective implementation of plans and programmes. It is even more serious with decentralized departments where funds meant for service activities are not usually released. This leads to loss of confidence in the decentralization programme by the citizenry.

In addition, the quality of debates on the budgets of MMDAs leaves much to be desired. Some Technical staff and Assembly Members lack the needed capacity to interrogate the issues contained in the budgeting process.

Security Issues

Bawku Conflict

Both the Regional Security Council (REGSEC) and the Bawku Municipal Security Council (MUSEC) collaborated effectively to contain renewed conflicts in the area in the year under review after three years of stability. Meetings by the two councils recommended increase in security personnel and logistics including accommodation in Bawku and its environs. They also proposed intensified intelligence gathering and the use of CCTV and street lights to control crime in the area. Meanwhile, efforts were also made to get the Nayiri to prevail upon the Mamprusis in Bawku to return to the Inter-Ethnic Peace Committee.

Siting of Fuel Stations

Discussions were held with the National Petroleum Authority to stop the granting of permits for the siting of fuel stations along the Navrongo-Paga road which had become congested. The MMDAs were also advised not to grant permits for fuel stations along border areas.

Ebola Scare

A total of 5 suspected cases from three areas of Navrongo, Zebilla and Bawku turned out to be negative. Intensive education along the borders of the region and on radio was carried out to increase knowledge and preparedness of people against possible outbreak of the disease.

Bolgatanga Murder Cases

Following the murder of two people in the Bolga Municipality in August during the year under review, the police visibility unit was alerted and their presence was increased. Snap Checks and patrols especially in the night within the area were also intensified.

Development Activities of Sector Institutions

SOCIAL

1. **Education**

   Under the Community Day Senior High Schools Project:
   - Land has been acquired in all 6 beneficiary districts (Talensi, Bawku West, Builsa South, Pusiga,Binduri, Garu- Tempane)

   Under the Secondary Education Improvement Project
   - 6-unit classrooms, urinals and computer laboratories built in 9 SHSs in the region and capacity of Mathematics, Science and ICT teachers built.

   Under the Ghana Partnership for Education Grant (GPEG) all public basic schools except Bolga Municipal have benefitted in terms of:
   - Maintenance of school infrastructure – 1
   - Provision of essential supplies – Dual Desks(6,329), cupboards (200)
   - Provision of sanitary facilities – toilets (18), urinals (50)
   - Provision of Teaching and Learning Materials (TLMs) – cartons of chalk (1,000), other varied sets of TLMs (304)

   Under the Ghana School Feeding Programme
   - 210,958 pupils in 343 Basic Schools got one hot meal in school each day.

2. **Health**
   - Phase 3 (Adjunct Block) of Rehabilitation and expansion of Regional Hospital has commenced.
   - Land has been acquired for construction of a district hospital in Garu
   - 48 CHPS Compounds have been completed and 28 are still ongoing.

3. **Environmental Health**

   Under Rural Sanitation, WASH, CLTS
   - 60 latrine artisans trained in Bulsa North and Garu-Tempane Districts
   - 65 trained facilitators for CLTS
   - Regional Celebration of World Toilet Day at Talensi District
   - 3 meetings with traditional authorities held on sanitation issues
   - Key staff trained on sanitation markets concept

4. **Social Welfare**

   Projects undertaken by the department are as follows:
   - 100 family cases resolved by courts
   - 9 juvenile cases discharged and 4 committed to correctional institutions
   - 181 child rights cases handled successfully, 46 referred to family tribunal and 21 withdrawn
   - 319 Day Care Centres visited with enrolment of 12,932 and 706 attendants
   - 8 orphanages with 218 children and 52 staff monitored

- Child Protection Teams formed in three districts
- 4,279 PWDs registered
- 1,925 PWDs benefitted from total disability fund of GH¢ 298,864.24
- Total LEAP payments of GH¢ 2,620,304.00 made to14,947 beneficiaries

5. **Non-Formal Education Division (NFED)**
   - Existing Classes are English Batch 4 and Local Basic Literacy Batch 19
   - 173 Facilitators engaged for batch 4 classes with 2,329 Learners
   - 94 Facilitators for batch 19 with 1,356 Learners

ECONOMIC

1. **Roads**
   - First surfacing work has been completed on the Bolgatanga-Winkongo-Tongo road
   - First Coating of the surface of the Bolga-Bongo road has been completed.

2. **Agriculture**

   Under the West Africa Agriculture Productivity Programme (WAAPP), the following were achieved;
   - Each district got I incubator (10 incubators to 10 districts)
   - Vine multiplication achieved 1.5 acres
   - Crop technology demonstrations carried out in 4 districts

   Under the Northern Rural Growth Programme (NRGP), the following was achieved:
   - 25 demonstrations carried out in one municipal and five districts
   - Completion of rehabilitation/spot improvement of 11 km feeder roads

   Under the Rice Sector Support Programme (RSSP), the following was achieved:
   - 142 FBOs benefitted from the programme
   - 1487.7 ha of valleys for rice cultivation were developed

   Under the Sustainable Land and Water Management Project (SLMP) 585 proposals have been approved and implemented

   Under the Establishment of Agricultural Mechanization Centres (AMSECs), 7 AMSECs have been established with 5 tractors each in 5 districts

3. **Trade and Industry**

   Under Promotion of establishment of district industrialization projects:
   - 14 cooperative societies were registered
   - Accounts of 6 cooperative credit unions audited
   - Total Service Charges of GH¢956.00 lodged in consolidated fund
   - Bolga Craft Village has been completed
   - Industrial areas identified in some districts

- Monthly market surveys conducted in Bolga, Navrongo Bawku markets
- Facilitated MSEs access to business support services
- REP monitoring of 10 enrolled districts

4. **Forestry Commission (Wildlife)**
   - No elephant poaching reported
   - Security of two wildlife corridors from illegal activities
   - Apiaries and Mango Orchard at Siisi in Garu/Tempane District established as alternative livelihood schemes
   - Boundary demarcation carried out
   - Resettlement of Gbele community

Summary of Development Projects (RCC)

S/N	Sector	No. of Projects	Completed	On-Going	Remarks
1	Roads				
	Feeder Roads	12	10	2	
	Highways	4	4	0	
	Urban Roads	27	22	5	
2	Water				
	Small Town Water System	13	13		Yet to be commissioned
	Boreholes	Sustainable Rural Water and Sanitation Project:250 Unicef: 84 SADA:14 UN Habitat:7	348		Submersible pumps yet to be installed on 7 boreholes
3	Education (GETFUND)	260	121	139	
4	GSOP	39	39	0	All projects completed
5	EHSD (CLTS TRIGGERING)	40 communities selected	20 communities triggered	20 communities under triggering	3 ODF communities
6	LEAP	14,947 beneficiaries			183 Communities
7	RCC	1	1		Renovation of Hon Deputy Minister’s bungalow

Financial Report (RCC)

Item	2014 Approved Budget (GH₵)	Released (GH₵)	Expenditure (GH₵)	Expenditure (%)
Compensation	834,142.00	1,029,433.23	1,029,433.23	123
Goods & Services	726,481.00	181,620.00	181,620.00	24
Investment	146,830.00	138,935.00	138,935.00	94
Donor	640,000.00	446,311.55	359,642.19	56
Others	1,026,000.00	498,548.37	527,664.69	51
Total	**3,373,453.00**	**2,294,848.15**	**2,237,295.11**	**66**

Challenges

Although the region has potentials for development, there are a number of challenges militating against progress and some are itemized below:

- Cultural barriers such as early marriages and teenage pregnancy affect enrolment especially of the girl-child.
- Congestion in schools due to increasing enrolment not matched with infrastructure
- Refusal of Health Personnel to accept postings to the region especially doctors
- Inadequate health infrastructure
- Poor road network linking communities to health facilities make access a challenge
- Inadequate irrigation schemes for all-year farming
- High post-harvest losses
- Frequent deterioration of engineered roads
- High cost of electrical materials poses a challenge for connection to national grid
- Open defecation is still very rampant
- Internecine conflicts especially in Bawku and Bolga chieftaincy matters
- Non-functioning Sub-District Structures of MMDAs

Recommendations

To reduce the above challenges, the following recommendations are hereby proposed:

- Private sector participation and investment in education and health to help bridge infrastructure gaps
- Deepen the NHIS and CHPS concepts to help increase access to quality healthcare
- Promote private sector investment in agricultural potentials of the region
- Promotion of water harvesting and conservation schemes should be pursued during rainy and flooding seasons
- Construction of multi-purpose dam on White Volta at Pwalugu for irrigation and hydroelectricity
- Investment in renewable sources (eg solar, wind) as alternatives to hydroelectricity
- Routine maintenance works on roads should be given to private partners for effectiveness and efficiency
- Invitation of Civil Society Organizations (CSOs) to the region to help in social protection interventions

Conclusions

The region was able to secure its fair share of resources and development from government in the year under review. This helped to realize some of its potentials while a lot more remain untapped. The medium to long-term prospects of the region remain very high. What is needed is the continuous commitment from government and collaboration with development partners to increase interventions in the priority sectors of the region especially in the area of support for local industry which is rich but dormant.

4.13 Upper West Regional Co-ordinating Council (UWRCC)

4.13.1 Regional Profile

Created in April 1983, the Upper West Region is the youngest of the ten (10) regions located in the North Western part of Ghana. The region has a projected population of 772,081. The ethnic groups include the Dagaaba, Wala, Birifor, Lobi, Chakali and Sissali.

The main administrative structure is the Regional Coordination Council (RCC), headed by the Regional Minister. The region has 10 administrative districts and one municipality with 32 paramouncies. 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 at the RCC to provide goods and services to better the lives of residents in the region. However, other very important Departments/Agencies such as Registrar General's Department, Water Resources Commission, and 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.

The potentials of the Upper West Region include:

- Availability of vast arable lands with gently sloping topography for commercial cultivation of food crops like rice, maize, soybean and fodder for livestock production.
- Dams, dugouts, valleys and the black Volta Lake present a huge potential for all year round farming
- Large deposits of clay that can promote housing development, also deposits of iron ore and gold that can promote small-scale mining and industries.
- Availability of transport infrastructure such as good road network and an airstrip to facilitate quick movement of goods and services to other parts of the country and for exports.
- The availability of a large pool of labour for economic activities.
- Scenic areas and places of aesthetic, mythical and historical significance, which can be developed, as well as the inherent hospitality and rich cultural heritage of the people to promote tourism.
- The strategic geographical location of region has great opportunities for cross border trade and cultural exchanges.

Administrative Issues

In the area of decentralization and local governance, the region is divided into eleven (11) Administrative Municipal/District Assemblies. There is one (1) Municipality which is Wa the regional capital. Two of the Districts were created in 2012. These were the Nandom and Dafiamma-Bussie-Issa (DBI) Districts which were carved from the Lawra and Nadwoli Districts respectively. The two new districts are still grappling with issues of office and residential accommodation. Two (2) Districts namely Jirapa and Sissala West had their District Chief Executives removed in December, 2014 and efforts are being made to get them replaced. The names of political leadership and the male/female membership of the various District Assemblies in the Region are contained in Appendix 3H.

Decentralized Departments at the MMDA Level

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
- Urban Roads
- Trade And Industry
- Disaster Prevention and Management

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.

Recruitment, Upgrading, Promotions, Postings, Transfers of Staff

Some departments and units in the region lack adequate Human Resource. The worse affected include the Human Resource Management and Procurement classes. The current situation indicates that there are only six (6) Assistant Human Resource Managers in the region (2 females and 4 males). Five (5) Districts are without Human Resource Managers. The procurement unit also has only two officers at post in the region, one at the Regional Co-ordinating Council and the other at the Nadowli/Kaleo District. The shortage of Human Resource Managers has affected the output of the ongoing Human Resource Management Information System (HRMIS) in the region. A summary of newly recruited officers at Post in the Upper West Region is shown in the table below.

Table 9.1: Newly Recruited Officers at Post in the Upper West Region

No.	Category	Number
1	Administrative Officers	2
2	Assistant Budget Analysts	3
3	Internal Auditors	5
4	Executive Class	1
5	Assist Development Planning Officers	5
6	Engineering Group	1
7	Records	2
8	Computer/MIS	1
	Total	**20**

Staff Development (Training/capacity Building)

The training activities and programmes undertaken include:

No.	Type of Training	Date/Duration
1.	Training on Accounting Procedures and Composite Budgeting	28th -31st Jan. 2014
2.	Contract and asset management	17th- 19th April, 2014
3.	Four (4) day training of newly recruited administrative officers	5th–7th August, 2014
4.	Four day (4) Training of newly recruited Internal Auditors	14th – 17th Oct. 2014
5.	Training of Assistant Human Resource Managers/ Personnel Officers and I.C.T Officers on Human Resource Database Management	13th - 16th May, 2014
6.	Four (4) day training of newly recruited Human Resource and Personnel Officers	18th -21st Sept. 2014
7.	Two (2) day capacity building training for newly recruited Social Welfare & Community Dev't Officers	18th -19th Sept. 2014
8.	Four (4) day training on Sustainable Public Procurement Authority	20th-24th Oct. 2014
9.	One (1) officer attended eight (8) weeks course for a certificate in Public Administration (CPA) at GIMPA.	6th Oct. -28th November, 2014
10.	Eight (8) officers are currently pursuing various Masters and first degree programmes on study leave with pay. Two (2) are in the Agricultural Class, five (5) in the Environmental Health Class and One (1) in the Administration Class	On-going

Composite Budget Issues

The report on composite budget is in three parts. The first part presents the Districts Assemblies' composite budget expenditure performance. The second part presents summarized revenue budget performance and the third part presents the challenges to Composite Budgets preparation and implementation in the region.

Part A– Composite Budget Expenditure Performance 2014

This is an aggregate analysis of the budget and actual of the District Assemblies' composite budgets based on budget end of year reports submitted to the RCC by the Districts covering schedule 1 departments.

Regional Aggregate: Composite Expenditure Performance

Item Description	Budget (GH₵)	Actual (GH₵)	Variance (GH₵)	%
Compensation	10,064,643.00	5,123,210.00	4,941,432.00	49
Goods & Services	15,628,774.00	5,080,426.00	10,548,348.00	67
Assets	33,798,713.00	18,750,430.00	15,048,283.00	45
Grand Total	**59,492,130.00**	**28,954,066.00**	**30,538,063.00**	**51**

Regional wise from the table above there was a budget shortfall of 49%, 67% and 45% for compensation, Goods and Services and investment expenditure budget respectively. In respect of the expenditure budget of the districts put together, there was a budget shortfall of 51%.

Compensation of Employees (COE)

It must be noted that the picture for the actual expenditure for Compensation of Employees (51% of the budget) is not the real situation on the ground. The actual expenditure should be higher than presented. This is attributed to:

1. Majority of the departments of the Assemblies staff are still on the payroll of the regional departments which makes it difficult to gather the actual data for compilation.
2. The pay vouchers were also in arrears

Goods & Services

The Goods and services budgets in general performed badly. Except Lawra and Sissala East District Assemblies, that had a shortfall of 50% and 48% respectively for Goods & Services budgets, the rest of the districts had a shortfall above 50%.

Assets/ Capital budget

The investment/capital budgets performed comparatively better, with 6 districts having an investment budget variance of 50% and below. See table below

Table 9.4: Budget Performance (goods & Services and Assets).

Description	Districts
Districts with Goods & Services variance 50% and below budget	Wa, Lambusie-Karni, Sissala West, Daffiama-Bussie-Issa, Wa East and West
Districts with Assets variance 50% and below budget	Sissala East and Lawra

The shortfall in performance is attributed to poor transfer/release of GoG funds for goods & services and grants to the Districts. The situation is further compounded by the low revenue mobilization due to the limited revenue base of the district and poor collection strategies.

To realize the objectives of Composite Budget system, the challenge of adequate and timely transfer of funds to assemblies should be looked at seriously by Central Government. MMDAs in the region should initiate and intensify measures in mobilizing local revenue.

Part B – Revenue Budget Performance

Item	Budget (GH₵)	Actual (GH₵)	Variance (GH₵)	%
IGF (All Districts)	2,005,471.00	2,439,288.00	433,817.00	22
Grants	60,251,167.00	37,417,567.00	22,833,600.00	62
Grand total	**62,256,638.00**	**39,856,855.00**	**22,399,783.00**	**64**

The overall performance of IGF budget is commendable for the period under review in view of the general limited revenue base of the districts, uneconomic rate levels, poverty and low economic activities. Eight districts had 80% and above of their revenue target met, with six exceeding their revenue budget for the 2014 fiscal year (i.e Lawra, Lamb-karni, Wa East, Wa Municipal, Sissala West and DBI). This achievement was due to revenue action plans drawn and consciously pursued by the districts under the constant monitoring by the RCC.

A. IGF and Grant Performance

Description	Districts	
	IGF	Grant
Districts with actual IGF 80% and above budget	Lawra, Lamb-karni, Wa East, Wa Municipal, Sissala West and DBI	Wa East and West
Districts with actual IGF between 50% and 80% of budget	Jirapa, Wa West and Sissala East	Wa Municipal, Nadowli, Nandom, Daffiama-Bussie-Issa, Lawra and Jirapa
Districts with actual IGF below 50% of budget	Nil	Sissala East and lambussie-karni

Part B – Procedures and Processes: 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 District Budget Officers.
- 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.
- Mid-year review of Composite budget also remains a challenge
- Memos approved without reference to the budget.
- PVs raised before warrants.

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.

Recommendations

- 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

Security Issues

The Region faced some security challenges which affected performance. 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 Wa Municipal
- Activities of armed robbers
- Snatching of motorbikes especially from UDS and polytechnic students
- Cattle rustling
- Activities of illegal miners - "Galamsey" Operators
- Destructive activities by Nomadic Fulani herdsmen (farm destruction, rape, robbery)
- Incidence of cross border crimes.

Report on Development Activities (Programmes, Projects and Activities) on Sector Institutions

1. **Health:**

- Construction of a 500 bed-capacity regional hospital is in progress at Wa.
- The NHIS has helped reduce financial burden of patients and increased hospital attendance.
- As part of the Millennium Accelerated Fund (MAF), activities were carried out to train service providers on family planning and counseling, Malarial Control programmes, HIV/AIDS Counseling and Testing etc.
- With assistance from JICA, 47No CHPS compounds were constructed to complement those being constructed by MMDAs.

2. **Education:**

- Construction works are on-going on 3 Community Day Senior High Schools at Dorimon, Lambussie and Zini to improve educational infrastructure.
- Overall BECE performance in 2014 was 28.83% for the region. For boys, the performance was 34.80% and 21.70% for girls based on sex disaggregated data
- The Ghana National School Feeding Programme is being implemented in 497 Schools in all districts of the region and a total of 168,641 pupils are benefiting from the programme.

3. **Agriculture:**
   In 2014, Northern Rural Growth Programme supported the implementation of the following programmes and projects:

- Promotion of Dry Season farming in six districts (Nandom, Lawra, Jirapa, Nadowli-Kaleo, Wa West and Sissala West) and also
- Construction of 3No warehouses and park houses at Sombo, Yagha, Gwollu and Eremon.
- The Rice Sector Support Project had a total of 119 hectares ploughed and 106.4 hectares put under cultivation of *Gbewaa* and *Digan* rice varieties.
- Under Grow, a total of 10,034 women-farmers were enrolled under the program to enhance access to nutritious food.
- All these are aimed at ensuring the people are food secured and incomes of farmers increased.

4. **Water & Sanitation:**
   Through Government of Ghana and UNICEF support, a total of 300 boreholes were drilled with several mechanized and others fitted with hand pumps. Small Town Water Systems are being constructed at 8No locations. Additionally, institutional KVIP latrines were constructed and CLTS campaign intensified to improve sanitation and hygiene.

5. **Environmental Issues:**
   The CIDA supported GEMP project was implemented in 30 communities in all the Districts of the Region. Under the project, educational campaigns were carried out on adverse effects of bush burning, illegal logging, galamsey and other unfriendly environmental practices

6. **Economic:**
   201No Medium and Small Scale Enterprises (MSEs) owners were identified and trained under EDAIF and NBSSI and some supported with equipment. Preparatory works have been completed for the establishment of a groundnut processing factory at Jirapa. Shea processing factories have also been proposed to be established in Wa East and Nadowli Kaleo Districts.

7. **Social:**
   LEAP has been expanded from 196 to 332 communities in 2014.

8. **SADA:**
   Although SADA is active in the region, it is yet to open an office and post a regional officer to coordinate its activities. Under the agricultural input support programme, all the assemblies in the region benefited from tractor services.

Summary of Development Projects (RCC)

S/N	Sector	No. Of Projects	Completed	On-Going	Remarks
1	Roads				
	Feeder Roads	133	66	67	
	Highways	93	62	31	
	Urban Roads	104	54	50	
2	Water				
	Small Town Water System	10	9	1	
	Boreholes	300	22	278	
3	Education (GETFUND)	133	66	67	
4	GSOP	35	4	31	
5	EHSD (CLTS TRIGGERING)	180 (Communities)	139 (communities)	41 (Communities)	
6	LEAP	332 (Communities)	0	332 Communities	Still working in these communities
7	RCC	1	1	0	

Financial Reports

Financial Report Template (for RCC)

Item	2014 Approved Budget (GH₵)	Released (GH₵)	Expenditure (GH₵)	Expenditure (%)
Compensation	845,325.00	1,636,682.51	1,636,682.51	(193.62)
Goods & Services	774,598.00	54,959.99	54,959.99	7.10
Investment	-	-	-	-
Donor	481,107.48	485,849.85	485,717.60	100.96
Total	2,101,030.48	2,177,492.35	2,177,360.10	103.63

Challenges

1. Delays in honoring payment claims resulting in abandonment of projects and cost escalation (variation)
2. Challenges in monitoring and supervision of development projects.
3. Inadequate logistics (vehicles and office equipment)

Way Forward

1. Funds should be available before projects are awarded to ensure their timely completion.
2. Stop new awards and concentrate on the completion of uncompleted projects.
3. Ensure that the needed resources are provided to strengthen the monitoring and supervision roles of stakeholders.
4. The LGSS should ensure that additional officers are posted to the region to meet the required establishment for the Human Resource and Procurement Classes

4.14 Volta Regional Co-ordinating Council (VRCC)

4.14.1 Regional Profile:

This report is for the period January to December, 2014 and covers the activities of the Volta Regional Co-ordinating Council (VRCC), Departments and Agencies in the Region and Municipal/District Assemblies. The Volta Region as at 31^{st} December, 2014 had five (5) Municipal and twenty (20) District Assemblies in operation.

The Volta Region has a population of 2,118,252 according to the 2010 census and an annual average intercensal growth rate of 2.5%. The Region is located between $5^0$45'N and $8^0$45'N and shares borders in 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 km^2 (5^{th} largest Region), 8.6% of the total share of population (8^{th} largest Region), population density: 103 per km^2, rural population.66.3% and an average household size of 4.2.

The Region is unique in the sense that it is the longest of all the Regions in the country, contains all types of landscapes, climatic zones and vegetation that can be found in other parts of Ghana and a large part of the Volta Lake. The Region as Ghana's gateway to the East and to the North has the following important roads; the Trans-West-African Highway which connects the West-African capitals on the coast, and the Eastern Corridor Road, which provides the shortest link to the North of Ghana.

In terms of tertiary education, institutions like the Ho Polytechnic, E. P. University, Ho Campus of the Ghana Telecom University and the University of Health and Allied Sciences exist in the Region.

The Volta Basin has various important minerals and other natural resources, including gold, diamonds, copper, lead, iron ore, oil and gas. Other potentials of the region include opportunities for:

- Travel and Tourism
    1. Natural Environmental Heritage:
    2. Historical Heritage:
    3. Cultural Heritage:
- Generating Energy from Wind
- Agriculture and Agro-Processing
- Aquaculture
- Salt Mining
- Quarrying
- Timber Processing
- Garment Production
- Mining, Oil and Gas
- Ceramics and Clay Production

Administrative Issues

During the period under review, Hon. Helen Adjoa Ntoso was the Regional Minister and assisted by Hon. Francis Komla Ganyaglo. During that same period, a new Chief Accountant and Regional Budget Analyst reported at the Volta Regional Co-ordinating Council on 17th February, 2014 and 14th May, 2014 respectively.

Report on Decentralized Departments

The Social Welfare and Community Development Departments have been established in all the Municipal and District Assemblies in the Volta Region as at 31st December, 2014.

Recruitment, Upgrading, Promotion, Postings and Transfers of Staff, etc

For the period under review, Sixty-nine (69) people were promoted to various grades throughout the Region, representing 2.88 percent (2.88%) of the working population in the Region. One hundred and fifty-nine (159) existing Staffs were also posted in the Region whilst twenty-one newly recruited Staffs were posted into the Region. Out of the fifty-six (56) people who left the service in 2014, thirty-four (34) retired, fourteen (14) resigned, four (4) died and four (4) vacated post.

Staff Development (Capacity Building/Training)

With respect to training and development, some Staffs of the Council and Municipal and District Assemblies across the Region attended nineteen (19) Capacity Building workshops in the Region and in other Regions of the country.

Trainings conducted for staff of the service in the VR for year 2014

No.	Name of Workshop	Date/Duration
1	Managing & Monitoring the HRMS	Tuesday 6th Nov. Friday 7th Nov. 2014
2	Snr. Management training Aspiring to CD	Monday 24th – Wednesday 26th Nov. 2014
3	Documentation Training	Monday 3rd to Tuesday 4th 2014
4	Training for Presiding Members & CSOs in 10 pilot Districts across the country	18th Oct, 2014
5	Capacity Building Workshop for newly recruited Social Welfare and Community Development Officers	18th Sept. to 19th Sept., 2014
6	Sensitization Training for Chief Directors and HR Directors of LGS	31st July to 7th August, 2014
7.	Training of Trainers Workshop on Change Management	6th Wednesday – Friday 8th August, 2014
8.	Volta Regional Stakeholder Consultation	Thursday 26th to Friday 27th June, 2014
9.	Training on Geographic Info system	Batch (1) 23rd June – 4th July, 2014
10.	Human Resource Database Mgt.	Tuesday 17th June, 2014
11.	Developing a Performance Mgt. system	16th & 17th June, 2014
12.	Sensitization of Metropolitan, M/D on the state of the economy	13th June, 2014

No.	Name of Workshop	Date/Duration
13.	Deepening Administrative Decent. In LGS	24th – 25th April, 2014
14.	Workshop on SSATP Stakeholders	10th April, 2014
15.	Sensitization workshop for textile Dealers in V/R	11th April, 2014
16.	Sector Info system for the wash sector	April 1st – 4th, 2014
17.	Consultative state of cities Report	27th march, 2014
18	Stakeholders consultation for Dev. A comprehensive tragedy for MMDAs	20th – 21st March, 2014
19	Administrative Decentralization and Implications of the Implementation of L.I 1961	30th January, 2014

Official Visits

The Region played host to very important personalities including His Excellency the President of the Republic of Ghana, the Vice President of the Republic of Ghana, Traditional Authorities, and other high profile international and local guests. The Table below provides details of official visits to the region.

Details of official visits to the region

S/N	Date	Name of Visitor	Purpose of Visit
1	13/03/2014	Chinese Business Delegation	Investors
2	5/04/2014	His Excellency Kwesi Amissah-Arthur	Vice President, Republic of Ghana on official visit
3	16/04/2014	Nana Mprah Besemuna Iii	Krachiwura
4	15/6/2014	His Excellency John Dramani Mahama	President, Republic of Ghana on official visit
5	8/7/2014	Mrs. Cynthia Lumor	Corporate Services Executive, MTN
6	18/8/2014	Her Excellency Lordina Mahama	First Lady, Republic of Ghana, on official visit
7	05/9/2014	Delegation From Ghana Armed Forces	Security Delegation
8	20/9/2014	His Excellency Kwesi Amissah-Arthur	Vice President, Republic of Ghana, on official visit

Security Issues

The Volta Region though relatively calm during the period had its peace threatened by a few chieftaincy and land disputes. Prominent among them was the Alavanyo-Nkonya land dispute.

The Alavanyo-Nkonya land dispute which was reputed to be over eighty (80) years old engaged the attention of the Volta Regional Co-ordinating Council throughout the year. The nature of the conflict compelled the Minister for the Interior to impose a curfew (8:00 pm to 5:00am) on the two traditional areas of Alavanyo and Nkonya. The state of the conflict degenerated in the latter part of the year, a situation which compelled the Minister for the Interior to further extend the curfews hours from 4:00pm to 6:00 pm in December, 2014.

Programmes, Projects and Activities by Sector Institutions

National/Service-wide Reforms, all aimed at revitalizing and improving service delivery took place during the year. In the area of National Reform Programme, the Volta Region benefited from the following programmes:-

Agriculture Sector:

A. Root and Tuber Improvement and Marketing Programme

- Nine (9) Municipal/ District Assemblies (Ho Municipal, Kpando, Hohoe, Kadjebi, Nkwanta South, Krachi East, Krachi West and Akatsi South) participated in the multiplication of improved cassava planting material at the secondary level.
- An area of 150ha was targeted and 149.38ha was achieved, giving 99.59%.
- The number of secondary multipliers were expected to be 60 but 35 farmers were identified.

B. West Africa Agricultural Productivity Programme

- 50 out of 55 demonstration plots representing 90.9% of improved cassava varieties were established but 50 plots were achieved. The difference was because Nkwanta North and South Tongu were expected to establish five (5) each but they did four (4) and two (2) respectively.
- In all 28.4ha demonstration plots were established. 733 (M=413, F=272) beneficiaries were recorded.

C. Rice Sector Support Project

- The project is located in 3 MMDAs (Hohoe, Jasikan and Kadjebi).
- Training of Trainers workshop for 13 Technical Staff in power tiller operation and management was organized.
- FBO data reconciliation and validation workshop organized for the three project districts.
- 40 FBOs (Male-597, Female-544 Total-1141) from project districts trained in land and water management, credit management and group dynamics.
- Seventeen (17) demonstrations in rice seed multiplication, bunding and the use of nets established and maintained.
- FBOs trained in improved governance and management.

D. Export Development and Agricultural Investment Fund

- Five Municipal/ District Assemblies (Krachi West, Nkwanta South, Ho Municipal, Krachi East and Nkwanta North) benefited from the EDAIF Rice Package for cultivation of 746.9ha

E. Animal Production

- 3,000 birds were supplied to the Kpeve Research Station, these were raised and distributed to beneficiary districts (Nkwanta South, South Tongu, Hohoe, Afadzato South and South Dayi).
- 96% of the birds survived (2,429 cockerels and 475 pullets) with an amount of GH¢14, 995.00 recovered.

F. Women in Agricultural Development

- Six (6) days training on "Young Child Feeding" organized for 7 WIAD officers (1 regional and 6 district officers) by GHS in collaboration with UNICEF leading to the incorporation of crops rich in Vitamin A and iron through home gardens.
- Training organized for 5 DDAs & 5 DAOs-WIAD in 5 MOAP Districts to promote crops rich in Vitamin A & iron in backyard gardens by RAO-WIAD. 500 farmers established backyard gardens (10 communities/ District with 10 members/ group/ community) in 5 Districts.
- One (1) day Investors Forum on root and tuber crops was organized in collaboration with Food Research Institute under WAAPP. As a result a platform was created for stakeholders to move from production of high quality cassava flour to ethanol and commercial starch production.

G. Crop Production

- Crop production in the Volta Region increased as a result of favourable rainfall amounts and distribution among other things. Average yields obtained and the production for major food security crops in 2014 as compared to 2013
    1. maize - 19.02%
    2. rice - 12.04%
    3. cassava - 4.75%
    4. yam - 9.35%
    5. plantain - 4.42%

SOCIAL SECTOR

A: Education

1. Ghana School Feeding Programme

- Enrolment/ Attendance and Retention
  The total enrolment of pupils benefiting from the programme currently is 127,879 pupils being an increase of 31.8% over the previous year with 406 schools as beneficiaries.

- The programme employs 358 caterers with over 1,252 cooks.

B. Livelihood Empowerment Against Poverty (LEAP) Programme

- The LEAP programmes is being implemented in ten (10) Municipalities/Districts (Ho, Keta, Ketu South, Krachi East, Krachi West, Nkwanta South, Nkwanta North, Jasikan, South Tongu and Central Tongu).
- Payments under the LEAP programme were made in the entire beneficiary districts from the 17th to 21st November, 2014.
- Plans are underway to expand the programme to nine other districts.

C. Health Sector

The Regional Health Management Team (RHMT) oversees the planning and implementation of health services in the region. Health services such as Clinical Care, Reproductive and Child Health, Nutrition, Immunization and other Disease Control services were delivered by twenty five Municipal and District Health Management Teams (M/DHMTs) and the 120 sub-district Health Management Teams (SDHMTs) and 151 health Centres in about 3,667 communities. Primary health care services such as immunisations; Child Welfare services; ANC and PNC services were delivered through 202 CHPS compounds (home visits) and 1,870 outreach points. The service providers were supported by 1,927 Community-Based Health Volunteers and other community-based agents. The region has four hundred and forty six (446) health facilities providing various types of services at all the levels.

In the area of routine immunization our coverage in all the antigens increased with Penta-3 increasing from 78.9 % to 82.6 %. For the first time in many years our national immunization day (NID) figures in oral Polio also hit the hundred percentage mark in both rounds.

Malaria still remains the number one cause of morbidity at our out-patient departments forming about 27.9% and in-patient 26.8% of all cases seen in our health facilities.

Malaria cases seen at the Out-Patient Department (OPD) across the region reduced drastically by 185,138 (21%) cases. From 880,467 in 2013 to 695,329 in 2014.OPD cases of malaria in children dropped from 243,595 in 2013 to 180,780 in 2014 that is 25.8% drop. Total cases of malaria in pregnant women dropped from 34,452 in 2013to 25,790 in 2014 constituting 25.1% drop. This is testament of the effectiveness of the existing preventive strategies: use of insecticide treated bed-nets, intermittent preventive treatment (IPT), rapid testing for malaria and treatment with artemisinin-based medications.

The National Health Insurance has become the major source of financing for health facilities in the Region. Efforts were therefore, made to strengthen the structures at the health facility level to enhance efficiency. Capacity of NHIS Claims Processing and Vetting Teams were strengthened to reduce the rejection rate to the barest minimum. Some facilities now have less than 3% rejection rate of their NHIS claims. Facilitative and supportive supervisory visits from the Regional Health Directorate continued throughout the year to support the existing structures at the District and Hospital levels.

The Regional Director of Health Services as part of strengthening leadership and governance at the District levels undertook administrative visits to Keta Municipality, Ketu South Municipality, Ketu North District, Akatsi South District, South Tongu, North Tongu, Central Tongu District, Nkwanta North and South Districts, Krachi North and South District Heath Directorates and Krachi Nchumuru District Heath Directorate respectively.

Post natal registrants increased from 50,239 in 2013 (55.1%) to 58,908 (63.0%).Family planning coverage increased from 24% in 2013 to 28% in 2014. Couple year of protection (CYP) increased from 130,561.9 in 2013 to 161,228.5 in 2014.

Apart from Depoprovera which saw a slight dip in the family planning usage figures all the commodities saw increases. Notably amongst them was Norigynon which saw a 51.8% increase from 9,822 to 14,906; female condom saw a 53.4% increment from 639 to 980 and Implanonwhich saw a dramatic increase in excess of nine hundred percent from 338 to 3,390.

This is because more service providers were trained to meet the ever increasing demand after a re-launch of family planning in the region in September of 2013.

The Region successfully conducted two rounds of NIDS and had in the 1st round 100.5% and 2nd round 101.7%.There was reduction in malaria deaths among pregnant and children under five years in the Region. This could be attributed to the distribution and use of LLINs to all households and pregnant women during antenatal services. The HIV prevalence rate in the Region was 2.5%.

Clinical care activities in the Region had been stepped-up in all areas to ensure quality of health care delivery to the people living in the Region. Specialist outreach services were undertaken by Specialists from the Volta Regional Hospital to District Hospitals in the Region to render and coach clinicians. The District hospitals also undertook outreach services to the sub-districts. Peer Review activities were continued, training of Quality Improvement Teams by the Project Fives Alives Team also featured prominently

The National Health Insurance Scheme Programme (NHIS).

The table below summarizes the performance of NHIS in the Volta Region in 2014

Description	New Registration	Renewals	Active Membership
Informal	62,058	240,385	302,443
SSNIT Contributors	2,239	32,769	35,008
SSNIT Pensioners	368	4,146	4,514
Indigents	73,111	149,430	222,541
Under 18yrs	118,334	308,466	426,800
70yrs & Above	5,909	50,816	56,725
Pregnant Women	21,295	25,302	46,597
Total	283,314	811,314	1,094,628

Water & Sanitation

The Volta Region Community Water and Sanitation Agency in 2014 continued with its facilitating role in the delivery of water and sanitation facilities and associated services to the rural communities. Major achievements within the year are as follows:

- Borehole drilling and Construction under the KOICA WASH Programme for Krachi West and East Districts is completed.
  1. 9No. boreholes were drilled successfully in Krachi East District under KOICA
  2. 7No. boreholes were drilled successfully in Krachi West District under KOICA
  3. 6No. pumps were fitted in Krachi West District under KOICA.
  4. 37No. pumps were fitted in Krachi East District under KOICA.
  5. Installation of meters and 2 electric pumps have been completed on 2 LMS in Krachi East.
  6. Installation and connection of 50Kva Transformer has been completed on 1 LMS in Krachi West/Nchumuru under KOICA.
  7. 52No. KVIPs have been completed in Krachi East under KOICA.
  8. 16No. KVIPs have been completed in Krachi West/Nchumuru under KOICA.

9. 11No pipe extension completed in KrachiWest and Nchumuru Districts under KOICA.
10. 2No and 1No Limited Mechanised System (LMS) completed in Krachi East and Nchumuru Districts under KOICA.
11. Follow-up monitoring on Post-construction education on health hygiene and gender equity completed in beneficiary Districts under KOICA.

- Training of 30 district level facilitators in Hand Washing With Soap (HWWS) and Household Water Treatment and Safe storage (HWTS) completed und UNICEF/GoG WASH in 5 Districts.
- 10No. and 5No. boreholes have been drilled in the Ho and Kpando Municipal Assemblies under UNICEF/GoG Project respectively.
- 15No. Well pads have been constructed under GoG/UNICEF WASH Project
- One pipeline Extension and one stand pipe have been extended to Woe E.P basic school in the Keta District.
- 14No Pumps have been installed in 3 districts under GoG 20,000 boreholes.
- Construction works under the 4 Constituencies (5 Districts) Water Supply Project is on-going.
- 15No. Hand Pumps have been installed under GoG/UNICEF WASH Project in Kpando and Hohoe Districts.
- Construction work under the four constituencies Water Supply Project is on-going.

Savannah Accelerated Development Authority:

1. Establishment of Mango Farms in Northern Volta

SADA supported mango farms are located in 4 districts – Krachi East, Krachi West Krachi Nchumuru and Nkwanta South. The 28 participating communities cultivated a total area covereing 624.5ha with 344 farmers as beneficiaries.

Summary of Development Projects (VRCC)

S/N	Sector	No. Of Projects	Completed	On-Going	Remarks
1	Roads				
	Feeder Roads	Reshaping: 2,382km Cocoa Roads: 4No.(37.2 km)	1,512km 1No.	210km 3No.	660km yet to be reshaped
	Highways	5	-	5	-
	Urban Roads	18	5	13	-
2	Water				
	Small Town Water System	6	3	3	On-going
	Boreholes	79	79	-	-
3	Education (GETFUND)	589	302	287	-
4	GSOP	20	4	16	-
5	EHSD (CLTS	943	788	155	-

S/N	Sector	No. Of Projects	Completed	On-Going	Remarks
	TRIGGERING)	(Communities)	(Communities)	(Communities)	
6	LEAP	7,282 (Beneficiaries)	7,282 (Beneficiaries)	-	-
7	RCC	0	0	0	-
8.	NHIS	1,094,628 (Membership)	1,094,628 (Membership)	-	-

Financial Reports

(Volta Regional Co-ordinating Council)

Item	2014 Approved Budget (GH₵)	Released (GH₵)	Expenditure (GH₵)	Expenditure (%)
Compensation	1,122,660.00	769,608.00	769,608.00	
Goods & Services	853,900.00	323,000.00	323,000.00	
Investment	-	-	-	
DACF	2,099,733.34	2,099,733.34	2,099,733.34	
Donor	1,098,433.00	1,098,433.00	1,098,433.00	
Total	5,174,726.34	4,290,774.34	4,290,774.34	

Challenges

The Region identified some of its constraints or challenges as:-

- Dwindling human resource base.
- Late release of funds to Government bodies.
- Land disputes.
- Youth unemployment

Recommendations

- Replacement of retired/ resigned staff.
- Funds should be released to Government institutions on time
- Early resolution of land disputes
- Creation of jobs for the youth

Conclusion

It is expected that in the year 2015, the Volta Regional Co-ordinating Council (VRCC) would focus on its core business of monitoring and evaluating the implementation of government policies, programmes and plans, activities of MMDAs, Agencies and Departments. The VRCC would also promote peace which is a prerequisite for development.

The RCC looks forward to concentrating on those areas of its endeavour that would help maximize work delivery and impact positively on the National Development Agenda. The office expects to intensify its collaboration with other state institutions to ensure that an enabling environment is created for the effective development of the private sector in the Volta Region.

For efficient and effective service delivery, Council would vigorously pursue the training and developments of its staff as well as the provision of resources to enable them perform their duties well.

4.15. Western Regional Co-ordinating Council (WRCC)

4.15.1 Introduction

The Western Region is one of the ten (10) Administrative Regions of Ghana. It was carved out of the Western province in the early 1960s. Section 140 of the Local Government Act, 1993, Act 462 also established the Regional Co-ordinating Council with the main functions of co-ordinating, monitoring and evaluating the activities of MMDAs and sector departments within its jurisdiction with the view of improving the lives of the people through the provision of better social and economic infrastructure and services.

Regional Profile

The Western Region is situated in the South-Western part of Ghana between latitudes 5^0N and 30^0N and longitudes 3^0W and 32^0W. It covers a total land area of 23,921sq km forming about 10 percent of the total size of the country's land mass. It is bordered on the North by Ashanti and Brong-Ahafo Regions, East by Central Region and West by La Cote d' Ivoire. The Southern part is bordered by the Gulf of Guinea stretching to 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.

It could aptly be described as the region that holds the key to Ghana's development in view of its substantial natural endowments. The region has vast mineral resources and is the leading producer of Ghana's cocoa, gold, bauxite, manganese, rubber, coconut and oil palm – the resources that generate most of Ghana's foreign exchange. Other natural resources found in the region include kaolin, timber, forests, wildlife and fisheries, natural gas and oil and clays of various types. 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^2 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.

Regional Administration and Agencies

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.

Administrative Issues

During the year under review Hon. Paul Evans Aidoo was the political head of the Western Regional Co-ordinating Council and assisted by Hon. Alfred Ekow Gyan. Additionally, political leadership of the 22 MMDAs in the region is presented in the table below.

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. Cpt. (Rtd) Anthony R. Cudjoe			
2	Tarkwa Nsuaem	Hon. Christina Kobina	39	4	43
3	Nzema East	Hon. James Attah Kakra Baidoo			
4	Jomoro	Hon. Sylvester Nuomah-Daddieh	48	3	51
5	Sefwi-Wiawso	Hon. Lawrence Ackon Santana			
6	Bia West	Hon. Kwabena Tweneboah-Konduah	37	4	41
7	Bia East	Hon. Kwame Twumesi Ankrah			
8	Bibiani	Hon. Jacob Wara			
9	Ahanta West	Hon.Joseph Dofoyenah			
10	Shama	Hon. Enock Kojo Appiah	24	1	25
11	Aowin	Hon. Oscar Ofori Larbi			
12	Suaman	Hon. Joseph Betino			
13	Wassa Amenfi West	Hon. Victor Samuel K. Meisu			
14	Wassa Amenfi East	Stephen Baidoo Acheampong			
15	Wassa Amenfi Central	Hon. Peter Yaw Kwakye-Ackah			
16	Prestea-Huni-Valley	Hon. Robert Wisdom Cudjoe			
17	Ellembelle	Hon. Daniel K. Eshun	51	3	54
18	Sefwi-Akontombra	Hon. Peter Nkuah			
19	Mpohor	Hon. Anthony Bassaw			
20	Wassa East	Hon. Emmanuel Aggrey			
21	Juaboso	Hon. Kingsley Asoah Ampimah			
22	Bodi	Hon. Solomon Fuachie			
	Total	30			

Staff Development (Capacity Building/Training)

The Regional Environmental Health Officers in the year under review benefited from workshops in the following areas:

- Ghana Integrated Financial Management Information System (GIFMIS)
- Result Based Monitoring and Evaluation.

Official Visits

S/N	Date	Name of Visitor	Purpose of Visit
1	2nd December, 2014	National Farmers' Day Award Winners	Courtesy call on RM
2	23rd December, 2014	French Embassy Officials	Briefing on French support to Ghana
3	10th November, 2014	American Council for young political leaders	Official
4	7th August, 2014	Chief of Party of USAID Funded Ghana Supply Chain Development	Official
5	7th August, 2014	Executives of Ghana Medical Association	official
6	2nd September, 2014	His Excellency, President John Dramani Mahama	official
7	13th October, 2015	Delegation of European Union	Discuss Closer Governance Project
8	6th August, 2014	His Excellency, Vice President P.K.B Amissah Arthur	Official
9	23rd March, 2014	US Ambassador to Ghana	Official
10	19th June, 2014	Anglican Bishop call on RM	Official
11	21st July, 2014	Commanding officer of Brtish Naval ship HMS Iron Duke	Courtesy call
12	15th June, 2014	Council of Muslim Chiefs and Imam	Call on RM

Security Issues

a. The destructive activities of illegal miners (galamsey) are polluting river bodies and degrading farm lands. The pollution of the rivers with toxic chemicals such as mercury and lead by the illegal miners, has led to high cost of treating the water for domestic consumption, which invariably culminates in higher water bills.

b. Acquisition of large tracts of farm lands by oil and gas companies and the resultant deprivation of farmers of their sources of income etc. According to a research conducted by Tractor a local NGO, an estimated 1,190 acres of arable lands have been cleared to make way for oil and gas companies, real estate and related companies. Another 2,334 acres of primarily agricultural lands in the six coastal districts have been earmarked as free zones enclaves pending development. Such acts though well intended have led to farmers losing their livelihoods. It also poses food security issues in affected communities.

c. Again the acquisition of large tracts of land for rubber and palm oil plantations by Ghana Rubber Estate Limited (GREL) and Benso Oil Palm Plantation (BOPP) has deprived communities of arable lands and livelihoods. This situation has led to agitations by affected communities for release of some part of the land by the companies involved.

d. Unemployment rates are still very high especially as foreigners and expatriates are hired for jobs in the oil and gas sector and local indigenous populations are left out.
e. The influx of people (both from Ghana and Outside) into the Region with the hope of securing non-existent jobs in the oil and gas sector, has brought in its wake high rent charges, social vices such as prostitution, burglary, fraudulent activities etc.
    f. Ironically, the brighter lights on the oil rigs and other supporting Vessels on the high seas attract the fishes, however due to the exclusion zones around the rigs and other production facilities the fishermen are prevented from fishing there. This awkward situation denies the fishermen of bumper catches**.**

Report on Developmental Activities on Sector Institutions

- Programmes, Projects and Activities by sectors:
    1. Social (education/ Health/Water & Sanitation),
    2. Economic (/Roads/Energy/etc.) and
    3. Environment.

Forest Services Division

- In the year 2014, a total distance of 2,786.66 km out of 3,053.06 km representing 78.39% of forest boundary was cleaned.
- Two hundred and fifty four (254) contractors have been registered to implement timber utilization contract (TUC/ salvage permits) in the region with only approximately 41 being active.
- Zoil Services Limited was awarded the contract to implement the National Forest Plantation Development Program (NFPDP) while African Foresters Brigade has also been awarded the contract to supply seedlings
- Degraded areas (696 ha in Juaboso and 326 ha in Bibiani) were replanted with Modified Taungyia System.
- Ecological restoration involving enrichment planting on 97 ha out of a 100 ha convalescence in Bia North Forest reserve was undertaken by the FSD.

Department of Parks and Gardens

The Department undertook the following activities during the year under review.

- In STMA, the department realized GH¢6,646.00 from the propagation and sale of horticultural products to the public
- Undertook routine maintenance works on Regional Nursery, Grassed 1 acre and planted 350 shrubs and trees to sustain the beauty of the landscape of Adiembra Senior High School in STMA
- In Nzema East, the department undertook routine maintenance works to protect the sloppy landscape and open spaces around the DCD’s bungalow and prestigious areas.
- In Tarkwa Nsuaem, the department planted 500 trees in two schools and carried out routine maintenance works to sustain the built and natural environment around public places.
- In Amenfi East and Biabiani Anhwiaso, routine maintenance works to sustain the built and natural environment around public places

Department of Rural Housing

The Department promoted improved technology transfer through the production and utilization of local building materials for housing development. The department also provided technical assistance in construction of housing, erosion control measures and sanitation to rural communities in District Assemblies through the Works Departments and NGOs.

1. Under the Cocoa Farmers Housing Project, local building materials were used for the construction of 8No. 3-Unit bedroom housing units in the following districts;
   - Aowin District 3No. (Enchi – 2No. and Papueso – 1No.)
   - Sefwi Wiawso District 3No. (Tanoso -1No, New Adiembra –1No. & Sefwi Dwenase 1No.)
   - Bodi District - 1No. at Bodi
   - Wassa Amenfi West District 1No. at Samreboi

2. Tourist Receptive Facility Project at Axim
   - Collaborated with the Ministry of Tourism to supervise the construction of Tourist Receptive Facility project at Axim using Local building materials.

3. Rural Housing Constructional Skill Training Program
   - The Department collaborated with the Works Department of Shama District Assembly to re-settle fifty (50) people of Krobo community affected by the sea.
   - Collaborated with the Assembly to set up a constructional skills training centre equipped by the Assembly to train young men to give a face lift to the Krobo community as well as provide them with income generating skills.

4. Sensitization Programs
   - Collaborated with Silver FM (92.3) to sensitize the general public on the need to use local building materials.
   - Sensitized officers of Ghana National Fire Service, Ghana Naval Base in both Sekondi and Takoradi, members of NAGRAT and land owners on the use of local building materials.

Department of Co-operatives

- Sensitization of communities in the benefits of Group work (five communities per district per quarter)
- Registered thirty-one new Co-operative Societies:
- Conducted audit in at least 70% of active societies in the districts at least once in a year:
- Visited 82 active co-operative societies in the Region;
- Held education and training sessions once every quarter per district; and
- Renewal of certificates for active societies.

National Board for Small Scale Industries

- Trained Heads of Business Advisory Councils (BACs) in the Region.
- Monitored Business Advisory Council's offices.
- Organised training programs in the area of management, marketing, networking and advocacy for 8849 participants in the Region to support Medium Scale enterprises etc.
- Provided advisory and extension Services for 1,145 entrepreneurs in aspects of small enterprise development
- Promotion of Associations and Groups in 16 districts in the form of capacity building, information seminar, facilitating access to credit, light industries, estates, conflict resolution etc.

Architectural and Engineering Services Limited (AESL)

The Architectural and Engineering Services Limited (AESL) provided Consultancy Services for the following projects for the year 2014:

- Construction of 6-Unit Classroom Block – 82 No.
- Schools Under Trees Project – 9 No.
- Construction of Dormitory Blocks – 7 No.
- Normal GETFund Projects – 43 No.
- Special GETFund Projects – 22 No.
- P.I.P – 9 No.
- Supply of Furniture(Student Desks/Chairs) – 50 Schools
- Supply of students Bunk Bed – 29 Schools
- Kindergarten Tables with Chairs – 4 Districts
- Mono Desk – 5 Districts
- Dual Desk – 8 Districts
- Teachers Tables/Chairs – 3 Districts

Department of Social Welfare

The Department in the execution of its mandate to protect the rights of children, the physical-challenged and the marginalized among others undertook the following activities;

- Identified and Registered 2,773 People with Disabilities (PWD) and 1,733 out of the number were assisted to access funds from the District Assemblies Common Fund:
- Trained 84 PWD in ICT
- Supervised of 131 Day Care Centers
- Eight Social Educational Programs were held in Sekondi-Takoradi Metro, Tarkwa-Nsuaem Municipal, Shama and Ahanta West Districts.
- Registered 9 NGOs in Sekondi Takoradi, Tarkwa Nsuaem, Sefwi Wiawso and Bibiani-Anhwiaso-Bekwai
- The Department negotiated with hospital authorities to pay the bills of 17 patients in installments.

Department of Factories Inspectorate

The Department ensured a safe and healthy working environment both in the formal and informal sectors of the economy as a basis for preserving our human and material resources necessary for production and enhancing national economic and social development. Activities undertaken in 2014 were as follows:

- Inspected 86 Registered places (factories)
- Inspected 23 Unregistered place (Factories)
- Approved 2 Building designs
- Reported 2 fatal, 2 non-fatal, 3 Dock (non-fatal) accidents

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 2,320 women on Reproductive Health rights and Breast Care
- Organized Business management training for women throughout the region.

Department of Environmental Health and Sanitation

- Restructured and adopted a uniform strategy for Food Vendor Screening in the Region.
- Ensured the review of District Environmental Sanitation Strategy and Action Plan (DESSAP) by the 17 existing MMDAs and preparation of new ones by the 5 newly created districts
- Ensured total use of the Expanded Sanitary Inspection Compliance and Enforcement (ESICOME) Programme.
- Reviewed the Environmental Health reporting system
- Monitored the activities of staff in all the MMDA's
- Ensured the pilot of Community-Led Total Sanitation (CLTS) in 5 Coastal Communities
- The Regional Environmental Health Officer was at the launch of the year's Toilet Day in Tamale.

Ghana Education Service (GES)

1. **Study Leave With Pay**

   106 teachers were granted study leave with pay out of the 172 regional quota allocated.

2. **Posting of Newly-Trained Diploma in Basic Education Teachers**

   492 newly trained Diploma in Basic Education teachers were allocated to the Region.

3. **National, Science, Technology And Innovation Camp**

   The region participated in the 2014 National Science, Technology and Innovation Camp at Presbyterian Boys' Senior High School, Accra. The Region placed 4th in the Science Project Exhibition, 5th in Camp Quiz competition and 2nd in ITSO Selection test.

4. **My First Day at School**

   My first day at school programme was successfully organized in all the Metropolitan/ Municipal/District Assemblies.

Centre for National Culture – Western Region
In the fulfillment of its mandate, the department implemented the following;

1. Acquired one new official vehicle to facilitate monitoring of activities of the Districts.
2. Procured office equipment such as computers, printers and photocopier
3. Took over newly constructed Regional Theatre Complex.
4. Established a craft village for Craft Producers scattered all over the Metropolis to create a one-stop craft market

Others

Takoradi Harbour Expansion Project
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 sea ports in the sub-region within the next eight years. This project is in response to increased container traffic which has over the past three years brought about loss-making delays at the Takoradi Port. Container traffic at the port increased from 47,828 in 2009 to 53,041 in 2010 and 56,595 in 2011. In the case of vessels, traffic at the port increased from 956 in 2009 to 1,798 in 2011. 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 which was recently commissioned by His Excellency President John Dramani Mahama has commenced full scale operations. 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).

The initial transmission pipelines and the gas processing plant were constructed by Sinopec International Petroleum Service Corporation while Technip, handled the engineering design of the gas processing plant. Intecsea/Worley Parson of Houston, USA, was on the other hand responsible for the engineering design of the offshore pipeline from the Jubilee Field's FPSO to the gas processing plant at Atuabo. Sinopec was again as part of the contract worked on the engineering design of the onshore pipeline to Aboadze and Prestea to Tarkwa and Abosso.

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.

Western Corridor Development Authority

The idea of establishing a development corridor involving the Western and Central Regions was mooted by His Excellency Ex- President – Prof. J.E.A. Mills. He resolved that due to 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 on-going towards the establishment of the Authority, in September of this year 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.

Report on the 2014 National Festival of Arts and Culture (NAFAC 2014)

The Western Region organized its Regional Festival on 12th September, 2014 at the Forecourt of the Regional Theatre. Western region also participated in the National Festival which was held in Sunyani from 6th to 11th December, 2014.

Financial Report

Table 2.1 Source of Revenue

Item	Compensation (GH₵)	Goods & Services (GH₵)	Investment (GH₵)
GOG	1,194,680.00	816,400.00	-
DACF		1,482,081.54	-
Dev. Partners		**312,000.00**	**-**
Total	**1,194,680.00**	**2,610,481.54**	**-**

Table 2.1 above represents revenue sources to the RCC in the sum of GH₵1,194, 680.00 representing 31.39% of the total inflow was released and receipt for Compensation of employees, GH₵2,610,481.54 representing 68.60% is releases for Goods and Services.

Financial Performance of the RCC as at 31st December, 2014

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**	**450,789.59**	365,610.41	**55.22**
Assets	720,478.92	**-**	720,478.92	**-**
Grand Total	2,622,598.92	1,645,469.59	**-**	**62.74**

A total budget of GHS 2,622,598.92 was approved for the WRCC for the three (3) expenditure items. The compensation budget exceeded its estimate by 10.04% this was as result of the Cost of living Allowance and promotion of some officers. Out of the total amount of GH₵816,400.00 approved GH₵450,478.92 was released and received representing 55.22% of the Goods and Service. The approved amount for Assets was not released. From the total amount approved GH₵1,645,469.59 was released and received representing 62.74%

Composite Budget Issues

Source of Revenue

Item	Compensation (GH₵)	Goods & Services (GH₵)	Investment (GH₵)	Total
IGF	2,747,910.97	16,848,548.24	2,160,625.66	21,757,084.87
GOG	18,650,812.99	2,166,131.44	816,223.00	21,633,167.43
DACF	-	10,124,135.00	25,337,632.48	35,461,767.48
Dev. Partners	**-**	892,923.34	7,505,514.95	8,398,438.29
Total	21,398,723.96	30,031,738.02	35,819,996.09	87,250,458.07

An amount GH₵87,250,458.07 was the total of releases expected by the 22 MMDAs in the Region from the following revenue sources IGF, GOG transfers, DACF and The Development Partners funding.

Regional Aggregate: Composite Expenditure Performance (all Funding Source)

Item Description	Budget (GH₵)	Actual (GH₵)	Variance (GH₵)	%
Compensation	21,398,723.96	4,626,646.25	16,772,077.71	21.62
Goods & Services	30,031,738.02	4,149,640.57	25,882,097.45	13.82
Assets	35,819,996.09	2,088,700.30	33,731,295.79	5.83
Grand Total	87,250,458.07	10,864,987.12	76,385,470.95	12.45

Revenue Budget Performance

Item	Budget (GH₵)	Actual (GH₵)	Variance (GH₵)	%
IGF (All Districts)	21,757,084.87	3,481,976.96	18,275,107.91	16
Grants	57,094,934.91	4,767,090.85	52,327,844.06	8.35
Grand total	**78,852,019.78**	**8,249,067.81**		**10.46**

Chapter 5

Service-Wide Challenges/ Recommendations/ Conclusion

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

A major challenge that the Local Government Service has had to contend with and is still grappling with is the fact that, there is a lack-luster attitude on the part of some key officials of some MDAs, RCCs and institutions whose oversight or managerial roles would be eroded with the full implementation of administrative decentralization.

Consequently, these officials drag their feet with the implementation of activities which are very critical to trigger or roll-out the process. Others think that if they fully support the implementation of administrative decentralization they would lose the "turf" under their control. The LGSS has planned to intensify the sensitization of key staff at all levels on the administrative decentralization, including sessions on all the protocols (LI 1961, SoS, CoS, etc) over the period.

5.2 Inadequate knowledge of some staff on administrative decentralization

Over the years significant resistance to the decentralization reform process has come from some key officials of both National institutions and MMDAs, this stems from their limited knowledge and understanding of the legal provisions as contained in the various legislations available on Administrative Decentralistion.

Furthermore, some officials of decentralized departments both at the national and regional levels do not fully appreciate the process of ministerial re-alignment and restructuring to ensure that they are fully integrated into the national structure for policy formulation and provision of technical support.

5.3 Inadequate Data and information at LGSS

Inadequate data / Management Information System constrain the Secretariat in ensuring efficient and effective management of the human resources in the Service. This has come about due to lack of prompt update of information on each staff coupled with scanty information received from RCCs and MMDAs on personnel management activities.

To address the above situation, in the year 2014, the Human Resource Management Information System (HRMIS) database which was established in 2013 was deployed in a number of regions including the Greater Accra, Central, Northern, Upper West, Upper East, Brong Ahafo, Western and Eastern Regions. Additionally, staff of the Human Resource (HR) and Information Technology (IT) units were trained in the application and management of the HRMIS software.

5.4 Inadequate funds, logistics and equipment

More often than not funds received from GoG are inadequate to support the implementation of activities for the achievement of the mandate of the Secretariat as contained in the Medium Term Development Plan as well as the Annual Action Plans. The inadequate funds have resulted in insufficient logistics and equipment as well as office and residential accommodation for the growing number of staff required to attend to the business of the Service, RCCs and MMDAs. The inadequacy of office and residential accommodation in the districts and regions poses a big challenge to the RCCs, especially for the newly created ones and this is further compounded by the recent recruitments into the service as well as establishment of additional departments of the Assembly.

5.5 Inadequate service delivery support to MMDAs

Although the Directive Principle of State Policy in the 1992 Constitution addresses the issue of service delivery to the citizenry at large and the Local Government Act (Act 462) specifies services to the local communities, little or no information exists with regards to the manner in which the services are delivered and the minimum standards against which service delivery may be measured.

To address this, the LGS developed the Service Delivery Standards (SDS) to provide a measure of the minimum and measurable level of performance that the citizenry can expect from the Service.

5.6 Inadequate coordination and cooperation among relevant institutions

The various legislations on decentralization and local governance provide that relevant institutions affected by the reform collaborate to ensure successful implementation. However, these legislations did not detail the process and manner in which the collaborations are to be done. The Service had therefore initiated the process for the development of a Framework for collaboration with other stakeholder institutions but some of these institutions have not shown much enthusiasm with the process.

5.7 Unsustainable use of the Environment

The development of the country is based on the prudent and sustainable use of its natural resources for the benefit of its people. However, due to the poverty levels in some locations, certain activities are detrimental and contribute to environmental degradation. Some of these are, the illegal mining activities which in most of the MMDAs lead to degradation of the vegetation, water resources and the environment generally. The wanton destruction of the environment and farms by illegal miners and Fulani Herdsmen posed great threat to economic development. The activities of Fulani herdsmen went beyond the grazing of cattle on farm lands and forest reserves as they 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 are prominent in Kwahu Afram Plains North and South, Kwahu East, Fanteakwa and Upper Manya Krobo all in the Eastern Region. Illegal lumbering, mining and farming in Forests have inundated both agricultural lands and Forest Reserves in the Region, especially the Atiwa Forest in the Eastern region. The activities have led to reduced availability of arable land, soil fertility and loss of vegetation cover.

5.7 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 are currently one of the serious challenges confronting MMDAs in the Greater Accra region. The Ministry of Local Government and Rural Development has set up a committee to resolve boundary disputes among MMDAs:

5.8 Integration of Departments and Related Budgetary Effects

The late release of budget ceilings to guide the departments of the Assemblies in the preparation of the Composite Budgets has caused delays in their submission. The result is that the previous ceilings are used only for them to be revised when the new ceilings are released. This delays the preparation of the budgets. Departmental Heads do not show much commitment to the preparation of the Composite Budgets. It appears that this has arisen as a result of the non-release of funds from Central Government experienced over the past years.

The composition of the Budget Committee in the Municipal and District Assemblies has not been properly spelt out. Some key players like the Planning Officers and the Budget Officers (the secretary) are considered as Unit Heads and for that matter not members of the Budget Committee. This results in frustration on the part of such officers and ultimately impacts the timely preparation of the Budgets.

Some revenue codes are not in GIFMIS. An example is Lorry Park tolls. There is the need to make the codes comprehensive in order to capture all items. The absence of these items impedes progress in the preparation of the Budget.

Chapter 6

Outlook for 2015

In ensuring the effective and efficient delivery of social services and the deepening of Local Governance and Decentralization in Ghana (core mandates of the Service), the Local Government Service seeks to implement the following activities:

a. Implementation of Legislative Review

The Local Government Service would continue to facilitate the implementation of the roadmap contained in the expert report on the proposed reforms leading to the review, consolidation and amendment of legislations affecting local government. This would ensure consistency in the implementation of Acts 462, Act 656 and L.I. 1961.

b. Integration of Departments

The Secretariat would continue to facilitate the effective integration of departments in the Second Schedule of L.I. 1961 into the MMDAs. Moreover, the laws provide for the inclusion of additional departments as necessary to be part of the MMDAs which were not mentioned in any of the legal documents. The Generic Guidelines would be used to ensure effective integration and operationalization of the departments of the assembly.

c. Establishment of Departments

The Secretariat would continue the effective management of the HR units in the MMDAs through the Regional HR Departments by giving them the requisite and demand driven capacity building trainings and equipment to work with. Additionally, HR Units would be established in 66 District Assemblies. The Secretariat would also facilitate the continuous establishment of District Works Departments in all MMDAs. The objective remains that the MMDAs would be fully equipped with the necessary structures to operate effectively and to further the implementation of the road map on administrative decentralization.

d. Monitoring and Evaluation

Periodic monitoring and evaluation missions will be conducted in MMDAs and RCCs using the Results Based Management System. This is to establish baseline indicators to enhance tracking of performance and evaluation of programme and project implementation as well as emerging trends in the Service. This it is believed will contribute to an increase in productivity for national development.

e. Support to Planning and Budgeting

The Secretariat will continue to provide support to MMDAs in the preparation of the District Composite Budgets and the annual Regional Budget Hearings. The preparation of the Composite Budgets by the MMDAs will be guided by the Framework for Participatory Planning and Budgeting to ensure uniformity in the use of proper procedures and adherence to standards to increase citizens' participation in Local Governance.

f. Staff Appointments

The Secretariat will continue to appoint substantive Coordinating Directors and Heads of Departments for merged and established departments under the first schedule of the L.I. 1961. Additionally, the LGSS will continue to dialogue with Government and MoFEP for clearance to engage qualified staff to augment the manpower needs of MMDAs to deliver services effectively and efficiently.

g. Communication Strategy

LGSS shall continue with the implementation of the Service's Communication Strategy to ensure that stakeholders and the general public are conversant with issues of local governance and decentralization in Ghana.

The affore mentioned activities notwithstanding, the Service also seeks to:

- Undertake stakeholders consultations and discussions to accelerate the decentralization process;
- Constitute Inter-Service Working Committee(s) to facilitate and strengthen the exchange of information between Services;
- Undertake policy dialogues for the purposes of advocacy;
- Institute LGSC/Donor Interface for the purposes of resource mobilization and utilization

Additionally, the Secretariat has strategically positioned itself to manage the under listed Donor projects effectively and efficiently;

1. Human Resource Support Programme (HRSP) – EU - (2012 – 2016)
2. Local Government Capacity Support Programme (LGCSP) – Comp. 2B: Capacity Building - World Bank Support (2011 – 2016)
3. Right to Services Good Governance Programme (RSGGP) – Assess to Human Rights and Effective Service Delivery (2014- 2018)

Table 6.1 Summary of 2014 and 2015 Budgets

Item Description	**2014**		**2015**
	Budgeted	**Actual**	**Approved Budget (GH¢)**
Compensation of Employees	1,007,897.28	1,107,860.41	1,115,856.00
Goods & Services	1,395,000.00	3,000,000.00	2,000,000.00
Investment	697,500.00	800,000.00	500,000.00
Development Partners & Projects	5,904714.67	5,118,715.50	5,786,914.00
Total	**9,005,111.95**	**10,026,575.91**	**9,402,770.00**

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

No.	Region	Name of District Assembly	Capital	Designation
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
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

No.	Region	Name of District Assembly	Capital	Designation
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
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

No.	Region	Name of District Assembly	Capital	Designation
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-Tempane	Garu	DA
152	Upper East	Kassena/Nankena West	Paga	DA
153	Upper East	Builsa South	Fumbisi	DA
154	Upper East	Nabdam	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

No.	Region	Name of District Assembly	Capital	Designation
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
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

No.	Region	Name of District Assembly	Capital	Designation
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)

Regional Departments		
	Ministry of Food and Agriculture	
	Department of Town and Country Planning	
	Department of Social Welfare	
	Public Works Department	
	Births and Deaths Registry	
	Department of Rural Housing	
	Department of Rural Housing	
	Department of Women	
	Department of Co-operatives	
	Department of Children	
	Department of Parks & Gardens	
	Labor Department	
	Department of Feeder Roads	
	Controller & Accountant General's Department	
	Fisheries Department	
	Rent Control Department	
	Sports Council	
	Non Formal Education Division (NFED)	
	Mines Department	
	Information Services Department	
	Survey Department	
	Ministry of Trade and Industry	
Subvented Agencies		
	Land Valuation Board	
	National Commission on Civic Education (NCCE)	
	National Disaster Management Organization (NADMO)	
	Ghana Library Board	
	Lands Commission	
	Forestry Commission	
	Statistical Service	
	Stool Lands Secretariat	
	Registrar General's Department	
	National Service Secretariat	
Services		
	Ghana Education Service	
	Ghana Health Service	
	Ghana National Fire Service	
	Ghana Prisons Service	
	Ghana Police Service	

Appendix 3A:Ashanti Region
Political leadership of MMDAs (including no. of Assembly Members Male/Female

No.	MMDA	Political Leadership	Assembly Members		
			Male	**Female**	**Total**
1	Kumasi Metropolitan	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. Effiduase	Hon. Solomon Adjei Mensah	34	6	40
4	Mampong Municipal	Hon. Mohammed Kojo Aboasu	44	4	48
5	Ahafo Ano North, Tepa	Hon. David Addai-Amankwah	50	8	58
6	Ahafo Ano South, Mankranso	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
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 D/A	Hon. Daniel Osei	29	3	32
30.	Sekyere Afram Plains D/A	Hon. Fuseini Donkor	12	2	14
	Total		**963**	**117**	**1175**

Appendix 3B – Brong Ahafo Region

Table 1: Leadership and number of Assembly Members (male/female) of District Assemblies

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
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 Amoatemaa	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

S/N	Name of MDA	Name of MDCE	Assembly Members		
			Male	Female	Total
26	Banda District	Hon. Jacob Boateng	8	1	9
27	Dormaa West District	Hon. Paul Donkor	14	2	16
	Total		**895**	**111**	**1,006**

Table 2: 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	11	-	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

S/N	Name of MDA	Status of Decentralised Departments		
		No. of Dep'ts. Established	Yet to be Established	Total
25	Asutifi South District	4	7	11
26	Banda District	1	10	11
27	Dormaa West District	9	2	11

Appendix 1: Summary Report on MMDAs in the Brong Ahafo Region

Name of MMDA	Issues				
	security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
Asunafo North Municipal		Inadequate and delay in the release funds for project implementation	Non completion of the Street Naming and Property Addressing System exercise due to financial constraints		Inadequate residential and office accommodation
Asunafo South District		Inadequate and delay in the release funds for project implementation	Non completion of the Street Naming and Property Addressing System exercise due to financial constraints	Inability to meet revenue mobilization target	Inadequate office/residential accommodation Inadequate staff training and development Inadequate logistics.
Asutifi North District		Inadequate and delay in the release funds for project implementation	Non completion of the Street Naming and Property Addressing System exercise due to financial constraints	Inability to meet revenue mobilization target	
Atebubu-Amantin District		Inadequate and delay in the release funds for project implementation	Non completion of the Street Naming and Property Addressing System exercise due to financial constraints.	Inadequate revenue staff	Poor road network Inadequate residential accommodation
Berekum Municipal	Chieftaincy disputes at Berekum and Kato	Inadequate and delay in the release funds for project implementation	Inability to complete the SNPA project due to inadequate financial and human resources.	Inadequate Funds particularly from internally Generated Funds	Lack of official vehicles Chieftaincy disputes Lack of residential accommodation for Heads of Departments

Name of MMDA	Issues				
	security	**Development Projects**	**Initiatives/Directives**	**Financial Performance**	**Challenges**
Dormaa East District		Inadequate and delay in the release funds for project implementation	inadequate logistics, including vehicles to support project monitoring and supervision		Inadequate residential & office accommodation.
Dormaa Central Municipal	Smuggling of petroleum products across the border to la Cote D'Ivoire	Inadequate and delay in the release funds for project implementation	Pressure of district facilities due to the establishment of a satellite campus of the University of Energy and Natural Resources (UNER) at Dormaa.		Inadequate residential and office accommodation for staff.
Jaman North District	The District remained relatively peaceful during the reporting period	Inadequate resources to undertake projects and programmes	inadequate logistics, including vehicles to support project monitoring and supervision		Inadequate office and residential accommodation for staff of the Assembly
Jaman South District		Inadequate and delay in the release funds for project implementation	Inability to meet the SNPA deadline due to a restraining letter received from the Japekrom Traditional Council.	Inadequate IGF sources leading to low IGF mobilization	Inadequate data on revenue items Poor road network
Kintampo Municipal	Chieftaincy struggle among the Mo, Gonja and the Nkoranza Traditional Councils	Inadequate and delay in the release funds for project implementation	inadequate logistics, including vehicles to support project monitoring and supervision	Inability to meet IGF targets	Inadequate office and residential accommodation, Inadequate logistics
Kintampo South District		Inadequate and delay in the release funds for project	inadequate logistics, including vehicles to support	Inability to meet IGF targets	Inadequate office and residential

Name of MMDA	Issues				
	security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
		implementation	project monitoring and supervision		accommodation, Inadequate logistics
Nkoranza North District	The menace of Fulani Herdsmen at Dromankese area.	Inadequate and delay in the release funds for project implementation	The Street Naming and Inability to complete SNPA project due to financial constraints	Approved estimated IGF: Inability to meet IGF target	There were no reported
Nkoranza South Municipal		Inadequate and delay in the release funds for project implementation	Inability to complete SNPA project due to financial constraints	Inadequate logistics especially vehicles for revenue mobilization activities	Lack of full complement of decentralised Departments and accompanying staff
Pru District	Clashes between some Gonja and Nchumuru youth	Inadequate and delay in the release funds for project implementation	Non availability of funds to complete the SNPA project	Inability to meet revue mobilization target	The intermittent ethnic clashes; Poor infrastructure at Yeji Market Inadequate office and residential accommodation.
Sene West District		Inadequate and delay in the release funds for project implementation	Only the District Capital was covered under the SNPA due to the lack of funds	Inability to meet revue mobilization target	Inadequate office and residential accommodation Poor road network
Sunyani Municipal		Inadequate and delay in the release funds for project implementation	Resource constraint for SNPA project (both human and financial)	Inadequate logistics for revenue mobilization Inability to meet	Revenue mobilisation constraint Inadequate means of transport for revenue

Name of MMDA	Issues				
	security	**Development Projects**	**Initiatives/Directives**	**Financial Performance**	**Challenges**
				revue mobilization target	mobilisation activities.
Sunyani West District	Protracted chieftaincy disputes in some communities.	Inadequate and delay in the release funds for project implementation	inadequate logistics, including vehicles to support project monitoring and supervision	Boundary disputes with the Sunyani Municipal Assembly	Long standing chieftaincy dispute in the Nsoatre Traditional Area Inadequate office and lack of residential accommodation
Tain District		Inadequate and delay in the release funds for project implementation	Inadequate resources hence SNPA was carried out only in the district capital		Inadequate office and lack of residential accommodation
Tano North District	Illegal mining in the Adongo Valley Area Chieftaincy disputes in Duayaw Nkwanta, Terchire, Adrobaa and Susuanso	Inadequate and delay in the release funds for project implementation	Inadequate resources hence SNPA was carried out only in the district capital	Low internally generated funds	inadequate vehicles for mobility, Lack of full complement of decentralised Departments and accompanying staff
Tano South District		Inadequate and delay in the release funds for project implementation	Inadequate logistics, including vehicles to support project monitoring and supervision	Low internally generated funds	

Name of MMDA	Issues				
	security	**Development Projects**	**Initiatives/Directives**	**Financial Performance**	**Challenges**
Techiman Municipal	Chieftaincy and land disputes in the Tano Subin areas	Inadequate and delay in the release funds for project implementation	Inadequate resources hence SNPA was carried out only in the district capital, Techiman	Low internally generated funds	
Wenchi Municipal	Chieftaincy dispute	Untimely releases of funds to carry out the implementation of its projects and programmes.	The Street Naming and Property Addressing System was carried out in the Municipal Capital		Untimely releases of funds to carry out the implementation of its projects and programmes.
Sene East District	Armed robbery cases along the Kojokrom-Kwame Danso trunk road	Inadequate and delay in the release funds for project implementation	Inadequate resources to completed the Street Naming and Property Addressing project.		Poor road network The lack of residential & office accommodation.
Techiman North District	Chieftaincy dispute at Offuman Sporadic gun threats at the Tuobodom, the District capital.	Inadequate and delay in the release funds for project implementation	Inadequate funds for SNPA project	Delay in the release of the District Assemblies Common Fund (DACF)	The lack of residential accommodation and office space for especially the decentralized departments
Asutifi South District		Inadequate and delay in the release funds for project implementation	Inadequate funds to complete the SNPA project		The late release of funds from Central Government Inability to meet programme implementation deadlines.

Name of MMDA	**Issues**				
	security	**Development Projects**	**Initiatives/Directives**	**Financial Performance**	**Challenges**
Banda District	Frequent demonstrations against the District Chief Executive disrupts functioning of the assembly	Inadequate and delay in the release funds for project implementation	Inadequate funds for SNPA project, only the district capital was considered	Delay in the release of the District Assemblies Common Fund (DACF) Inability to meet revue mobilization target	The lack of residential accommodation and office space for especially the decentralized departments.
Dormaa West District	Chieftaincy dispute in Krakom Electoral Area Persistent smuggling of fuel from Nkrankwanta across the borders to Cote d'Ivoire.	Delay in the release of funds for project implementation.	Inadequate funds for SNPA project		

Table 9: Programme Delivery by the Brong Ahafo Regional Co-ordinating Council

Key/Top Commitments	Results/Achievements in 2014	Relations to GSGDA II	Relations to President's Policy Measures
Promote political tolerance, stability, security and peace in the Region	Regular and Quarterly DCE's meetings were held in 2014 Regular and Emergency REGSEC meetings Continuous monitoring of MUSECs and DISECs Close collaboration with Traditional Rulers	Transparent and Accountable Governance	Good governance and accountability

Key/Top Commitments	Results/Achievements in 2014	Relations to GSGDA II	Relations to President's Policy Measures
To increase access and improve quality of education at all level	59 school facilities have been provided for 29 schools in 18 Municipal/District Assemblies Commencement of construction on 7 Community Day Senior High Schools Provision of infrastructure to the UENR and Sunyani Polytechnic	Human Development, Productivity and Employment	Investing in the youth
To increase access to health care delivery	Five (5) Polyclinics at Techimantia, Wamfie, Bomaa, Kwatire and Nkrankwanta, were completed at a total cost of fourteen million two hundred and sixty five thousand Ghana Cedis (GH¢14,265,000.00) The construction of Community Health Planning and Services Compounds at Yawusukrom, Damang Nkwanta, Amponsahkrom, Pomaakrom in the Asutifi, Pru, Wenchi and Asunafo North District Asemblies respectively, which are at various stages of completion.	Human Development, Productivity and Employment;	Improved Health Care delivery
Ensuring food security	Continuous functioning of Agric. Mechanisation Centres Support to Agro-Processing Companies	Accelerated Agric. Modernisation	Public-Private Partnership
Increase access to portable water	216 boreholes drilled, 107 concrete well pads fitted, 101 hand pumps installed, 4No. Small Towns Systems under construction, 1No. Small Town Systems completed and 48 solar pumps fitted in various communities.	Infrastructure, Energy and Human Settlements	National Environmental and Sanitation Policy
To monitor, co-ordinate and evaluate government policies and programmes	Monitoring visits to all Municipal/District Assemblies were embarked on	Transparent and accountable governance	Good governance and accountability
To promote Local Economic Development (LED)	A forum was organised for key stakeholders to orient them to adopt LED as a development strategy Routine Monitoring & Evaluation was conduct MMDAs were supported to draw and develop Municipal/ District profiles and identify investment potentials	Enhancing Competitiveness of Ghana's Private Sector;	Local Economic Development Public Private Policy Framework

Key/Top Commitments	Results/Achievements in 2014	Relations to GSGDA II	Relations to President's Policy Measures
To properly name streets and number properties in the region	workshop for MMDAs for awareness creation on the street and property naming exercise and draw up guidelines and Action Plans was successfully organized and all the 27 Assemblies in the Region have either completed the exercise or are at advanced stages Monitor and Evaluate the implementation of the street and property naming guidelines	Infrastructure and Human Settlements;	Street Naming and Property Addressing Policy
To deepen the decentralisation process	Routine quarterly meetings of RCC were held. The RCC also worked towards the establishment of decentralized Departments in the MDAs	Transparent and Accountable Governance	Decentralisation Policy Frame Work

Appendix 3D – Eastern Region

Table 3: M/DCES & Assembly Members of MMDAs in Eastern Region

S/N	Name of MDA	Name of MDCE	Hon. Assembly Members		
			Male	**Female**	**Total**
1	New Juaben	Hon. Dr. Kwaku O. Acheampong	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 Dompreh	41	3	44
5	East Akim	Hon. Siemon Peter Asirifi			
6	West Akim	Hon. George Mensah Akpalu	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 Opare Addo	64	13	77
10	Suhum	Hon. Sam Fleischer Kwabi	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 P. North	Hon. Emil Windhalm Afram	42	5	47
19	Kwahu Afram P. 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. Bekoe	35	3	38
24	Ayensuano	Hon.	34	5	39
25	Akuapem South	Hon. Winston K. Afari Djan	29	2	31
26	Akyemansa	Hon. Tom Budu	29	4	33
	Total		**1045**	**134**	**1179**

Appendix: Summary Report on MMDAs in the Eastern Region

Name of MMDA	**Issues**				
	Security	**Development Projects**	**Initiatives/Directives**	**Financial Performance**	**Challenges**
Lower Manya Krobo	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 %)	Poor contracts and projects management. Erratic release of inter-governmental grants.
Kwaebibirem	Chieftaincy Dispute. (Two contesting Chiefs in Kade)	Forward contracting Late release of funds Low IGF generation.	Insufficient project management and M & E capacity.	Low IGF mobilization (11 %)	Poor management of projects. Low IGF mobilization. Increasing proportion of uncompleted projects.
Kwahu East	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 competiveness.	Inadequate resources for M & E. Destruction of farms by Fulani cattle.
Birim Central	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.

Name of MMDA	Issues				
	Security	**Development Projects**	**Initiatives/Directives**	**Financial Performance**	**Challenges**
Asuogyaman	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.
Birim South	Chieftaincy Dispute.	Delays in project completion.	Inadequate logistical capacity of M & E.	Low Local Revenue mobilization (19 percent).	Chieftaincy dispute. Low own-revenue generation.
New Juaben	Chieftaincy Dispute.	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.
West Akim		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 IGF mobilization	Low Local Revenue Mobilization.
Yilo Krobo	Chieftaincy Dispute	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.
Akuapem North	Land dispute between some towns.	Delays in project completion particularly District Assembly Block.	Lack of competency skills in contracts and projects management.	Very remarkable Local Revenue Generation (49 percent).	Delays in release of inter-governmental transfers. Boundary dispute.
Suhum	Serial Killings.	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.

Name of MMDA	Issues				
	Security	**Development Projects**	**Initiatives/Directives**	**Financial Performance**	**Challenges**
Kwahu West	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.
Nsawam-Adoagyiri	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.
Kwahu Afram Plains North	Fulani herdsmen menace	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.
Kwahu Afram Plains South	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.

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
Akuapem South		Satisfactory project execution and completion.	Lack of competence in contracts and projects management.	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.
Birim North	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.
Denkyembour	Illegal mining	Poor project planning and execution. Poor quality of works.		Abysmal own-revenue mobilization	Destruction of the environment by illegal miners.
Ayensuano		Delays in project completion due to erratic release of central government funds.	Lack of logistics particularly vehicle for M & E.	Low IGF mobilization	Erratic release of central government grant. Low IGF mobilization.
Kwahu South					Destruction of farms by Fulani cattle.
Upper West Akim	Tribal dispute over siting of a cemetery.	Delays in project completion. Poor quality of works.	Lack of logistics for M & E.	Abysmal own-revenue generation (9 percent). Late/erratic release of central government	Low project management skills. Low IGF mobilization.

Name of MMDA	**Issues**				
	Security	**Development Projects**	**Initiatives/Directives**	**Financial Performance**	**Challenges**
				transfers.	Late release of inter-governmental grants. Tribal dispute.
Upper Manya Krobo	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.
Fanteakwa	Fulani herdsmen menace	Delays in project completion.	Lack of logistics for M & E (particularly vehicle).	Low IGF mobilization Late/erratic release of central government transfers.	Low IGF mobilization. Late release of inter-governmental grants. Destruction of farms by Fulani cattle.
East Akim	Illegal Mining (Galamsey) and lumbering	Delays in project completion.	Low logistical capacity for M & E.	Poor IGF generation Late/erratic release of central government transfers.	Low IGF generation. Erratic release of inter-governmental grants. Destruction of the environment by illegal miners.
Atiwa	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 Late/erratic release of central government transfers.	Low IGF generation. Erratic release of inter-governmental grants. Destruction of the environment by illegal miners.

Name of MMDA	Issues				
	Security	**Development Projects**	**Initiatives/Directives**	**Financial Performance**	**Challenges**
Akyemansa		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 3E – Greater Accra Region

Table 1: Leadership and number of Assembly Members of MMDAs in the Greater Accra Region.

S/N	Name of MMDA	Name of MDCE	Assembly Members		
			Male	Female	Total
1	Accra Metropolitan	Hon. Alfred Okoe Vanderpuije	103	25	128
2	Tema Metropolitan	Hon. Isaac A. Odamtten	38	8	46
3	Ashaiman Municipal	Hon. Ibrahim Baidoo	22	3	25
4	Ledzorkuku Krowor Municipal	Hon. Seth Badu Tawiah	28	7	35
5	Adentan Municipal	Hon. Benjamin Baroson Angenu	12	6	18
6	Ga West Municipal	Hon. Samuel Atukwei-Quaye	28	9	37
7	Ga East Municipal	Hon. Kwao Sackey	12	2	14
8	Ga South Municipal	Hon. Jerry Akwei Thompson	35	4	39
9	Ga Central Municipal	Hon. Aristo Aryee	10	4	14
10	La Nkwantanang –Madina Municipal	Hon. Franklin Pathias Anku	13	1	14
11	La Dadekotopon Municipal	Hon. Rita Adoley-Sowah	13	4	17
12	Shai Osudoku District	Hon. Emmanuel A.O. Lartey	26	6	32
13	Ningo-Prampram District	Hon. Alhaji S.A. Rhack Nartey	26	6	32
14	Kpone-Katamanso District	Hon. Alhaji E.A Tetteh	24	3	27
15	Ada East District	Hon. John Nurudeen Arhortu	33	4	37
16	Ada West District	Hon. Anthony Yaw Klorkpa	19	2	21
	Total		**442**	**94**	**536**

Summary of Issues on MMDAs in the Greater Accra Region (Table 2)

Name of MMDA	Issues				
	Security	**Development Projects**	**Initiatives/Directives**	**Financial Performance**	**Challenges**
Accra Metropolitan Assembly	Armed Robbery Chieftaincy disputes Fire Outbreaks	Untimely release of funds		Difficulties associated with collection from state owned institutions Inadequate monitoring of revenue activities	Poor Sanitation in the Metropolis Poor development Controls Inadequate offices accommodation & other logistics (vehicles, computers, printers, photocopiers, etc) Inadequate public education on the roles of the Assembly
Tema Metropolitan Assembly	Boundary Dispute Armed Robbery Fire Outbreaks	Non release of funds Non availability of land Inadequate resources		Late distribution of Property Rate Bills due to delay in re-evaluation exercise Boundary disputes with sister Assemblies i.e. LEKMA, and KKDA. Inadequate logistics Inadequate & irregular update of revenue database Inadequate monitoring and supervision of revenue collectors Apathy on the part of rate payers Revenue leakages	Increase in Assembly's IGF wage bill. Dispute between TMA and TDC in grant of permit & development control. Lack of well designated parking space for haulage trucks. Weak sewer infrastructure systems etc.
Ashaiman Municipal Assembly	Frequent cases of arm robbery	Late release of the District Assembly Common Fund	Resources limitations (GoG Budget)	Leakage in revenue collection	High illiteracy rate and unskilled labour Inadequate satellite markets and poor

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
					drainage system High population growth rate Inadequate staff for departments Congestion in public schools due to inadequate basic education infrastructure
Ledzorkuku Krowor Municipal Assembly	Chieftaincy Disputes Armed Robbery Drug peddling and usage by miscreants	Inadequate and delay in the release of Common Fund.	Limited funds for monitoring and evaluation.	Poor data on existing revenue sources and new revenue items	Inadequate financial resources Lack of water supply within the Municipality Inadequate office and residential accommodation Poor attitudes towards sanitation Inadequate number of refuse containers
Adentan Municipal Assembly	Chieftaincy Disputes Armed Robbery Cases	Delay in the release of statutory funds	Non availability of land for development projects	Lack of motivation for revenue staff	Lack of adequate office space for staff/ departments. Lack of land for development projects
Ga West Municipal Assembly	Land disputes. The menace of land guards Chieftaincy disputes	Delays in the release of funds for projects implementation	Delays in release of funds for monitoring and evaluation Inadequate logistics eg vehicles	Inadequate logistics eg vehicle, boots, raincoats, bags etc Leakage in revenue collection Boundary dispute problems	Boundary disputes Non reclamation of land in sand winning areas Perennial floods Poor access roads Non-performance of contractors In adequate financial support

Name of MMDA	Issues				
	Security	**Development Projects**	**Initiatives/Directives**	**Financial Performance**	**Challenges**
					for farmers Lack of vocational institutes and inadequate SHS Inadequate Health facilities
Ga East Municipal Assembly	Armed Robbery	Irregularity of DACF Lack of transparency in the allocation of funds	Inadequate logistics for M&E	Inadequate monitoring and evaluation of revenue activities.	Departmental budgets are prepared but funds are not released. Inadequate office & staff accommodation Inadequate capacity building programs Inadequate water supply to some schools Delays in the payment of School Feeding Contractors
Ga South Municipal Assembly	The menace of land guards Armed Robbery	Delay in release of Donor and GoG funding	Inadequate logistics to support initiatives	Boundary disputes with Central Region and neighboring Districts	Poor Road Conditions High cost of road works Insufficient office accommodation. Low integration of decentralized departments High encroachment on government lands. High IGF wage bill.
Ga Central Municipal Assembly	Chieftaincy disputes The land guards menace	Untimely release of DACF	Limited funds for monitoring and evaluation	The boundary dispute with the AMA.	Lack of land for office & staff accommodation Lack of land for development project Flood Prone

Name of MMDA	**Issues**				
	Security	**Development Projects**	**Initiatives/Directives**	**Financial Performance**	**Challenges**
La Nkwantanang –Madina Municipal Ass.	Land guards menace Chieftaincy and land disputes	Inadequate budgetary allocation Delays in the release of DACF and other GoG funds	Lack of cooperation in the enforcement of sanitation and building byelaws Inadequate logistics such as photocopier, printers and vehicle.	Boundary disputes with adjoining districts. High cost of revaluation of properties	Inadequate office & residential accommodation Late submission of reports by some departmental heads. Inadequate logistical support Health and Education still pay allegiance to their parent agencies
La Dadekotopon Municipal Assembly	Inter-clan disputes	Delay in the release of Development Grants: DDF, DACF	Logistical constraints in support of initiatives	The struggle for Tse-Addo Planning Scheme for the purposes of Property Rate Collection. Boundary Disputes	Inadequate Office Space Poor environmental sanitation & frequent cholera outbreak. Uncompleted GETFUND Projects Perennial Water shortages Frequent drowning at the La Pleasure Beach Resort.
Shai Osudoku District Assembly	Chieftaincy matters Land guards menace Increased rate of Armed Robbery	Irregular release of funds for the implementation of programmes and projects	Inadequate logistic for monitoring and evaluation.	Inadequate data on businesses.	Reluctance on the part of communities to release lands for development projects. Erratic power outages
Ningo-Prampram District Assembly	Armed robbery cases	Inadequate funding Delay in the release of DACF	Non availability of vehicles for monitoring and evaluation activities	Inadequate public education on the payment of rates Inadequate logistics for revenue mobilization. Boundary disputes with adjourning Districts.	Lack of office & residential accommodation The various Decentralized Departments have not been fully represented.

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
Kpone-Katamanso District Assembly	Land guards menace Illegal Sand/Gravel winning activities Armed robbery cases	Inadequate and late release of funds – DACF	Inadequate logistics and budget support for M&E	Difficulty in accessing some areas. Boundary dispute with adjourning districts. Inadequate logistics for Revenue Mobilization	Inadequate office accommodation & residential accommodation Boundary Issues with Sister Assemblies (TMA, ASHMA, NIPDA)
Ada East District Assembly	Armed robbery cases	Delays in the release of DACF, DDF and other source of funding	Inadequate logistics (vehicles) to monitor projects.	Inadequate data on ratable items	Adverse effects of Sea breeze on office building & equipment Low revenue generation Inadequate logistics (vehicle) to match the responsibilities of the Assembly Poor environmental sanitation/hygiene
Ada West District Assembly	Chieftaincy disputes Theft of Motor Cycles	Inadequate and irregular GoG and donor funds	Inadequate vehicles for monitoring of projects and revenue collection.	Unwillingness on the part of the citizenry to pay levies and rates. Inadequate revenue collectors. Inadequate logistics for Revenue Mobilization.	Inadequate office accommodation School Feeding Programme is over stretched (Schools such as Caesakope, Dogobom, Sorkope feed more pupils than the approved) Lack of kitchen facilities and delays in payment of caterers under the GSFP

Appendix 3E.1

Revenue: Budget & Actual Performance of MMDAs in the GAR

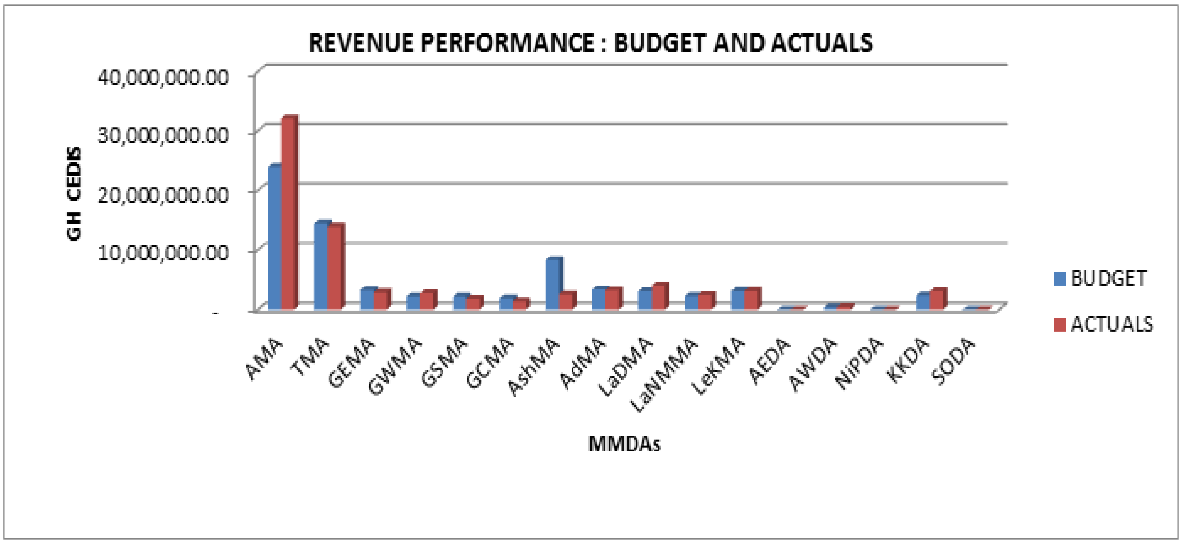

Fig 1

EXPENDITURE PATTERN OF MMDAs-IN G/AR: APPROVED VOTES AND ACTUALS - 2014

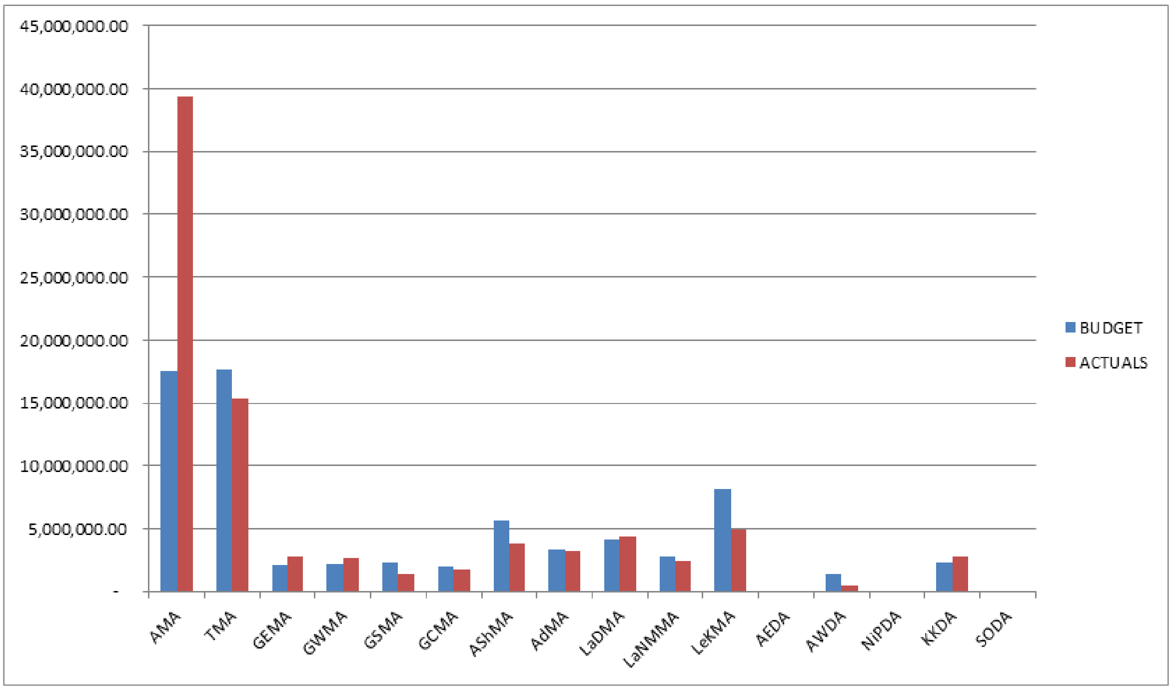

FIG 2

Appendix 3F – Northern Region

Political Leadership of MMDAs in the Northern Region

No.	MMDAs	MMDCEs	Assembly Members		
			Male	Female	Total
1	Tamale	Hon. Abdul-Rahaman Hanan Gundadow	58	4	62
2	Yendi	Hon. Issah Zakariah	42	3	45
3	Zabzugu	Hon. Issifu Alidu Laa-Bandow	23	1	24
4	Gushiegu	Hon. Alhaji Fuseini Alhassan	27	1	28
5	Savelugu-Nanton	Hon. Abdula iAlhassan (RED)	64	4	68
6	West Mamprusi	No DCE	43	4	47
7	Bole	Hon. James Jaaga	38	3	41
8	Tolon	Hon. Seidu Abubakar	33	3	36
9	North Gonja	Hon. Sorku Kassim Yahuza	22	2	24
10	East Gonja	Hon. Mohammed Aminu Lukumanu	49	4	53
11	West Gonja	Hon. Kassim Bakari Ali	17	2	19
12	Central Gonja	Hon. Mumuni Shiraz Ibn Yacin	38	5	43
13	Saboba	Hon. Adolf Ali John	36	3	39
14	East Mamprusi	Hon. Adam Imoro	35	5	40
15	Nanumba North	Hon. Mohammed Ibn Abass	58	4	62
16	Bunkpurugu-Yunyoo	No DCE	2	49	51
17	Sawla-Tuna-Kalba	Hon. Mumuni Issac Dramani	44	5	49
18	Karaga	Hon. Imoro Yakubu	42	8	50
19	Nanumba South	Hon. Alhaji Seidu Amidu	35	4	39
20	Chereponi	Hon. Hajia Mary Nakubo	30	3	33
21	Kpandai	Hon. Jasper Jatoh Moayi	39	2	41
22	Sagnerigu	Hon Alhassan Mohammed Sorogodoo	32	4	36
23	Kumbungu	No DCE	36	2	38
24	Mamprugu-Moaduri	Hon. Maxwell Awuntor Mahama	18	1	19
25	Tatale-Sanguli	Hon. Nicholas N. Waaki	27	3	30
26	Mion	Hon. Dan Mankandan	29	2	31

Appendix: 8b

Official Visits

No.	Date	Name	Designation
1.	10–01-14	Dr. Barfour Osei	Export Development and Agricultural Investment Fund (EDAIF), Accra.
2.	16–01–14	Christopher Jhomley	High Commissioner for Canada
3.		Sedina Tamakloe Attionu	Micro Finance and Small Loans Centre
4.		Kpodo Alexander	Rotary Club of Tamale
5.	28–01–14	Pedro Alves	QueirotGalvac Construction
6.	28–01–14	Michael Omane Mensah	Regional Manager, Ghana Airports Co. Ltd., Tamale.
7.	29–01–14	Rev. Mrs. Rose Abormegah	CCG/NSO, Tamale.
8.	30–01–14	Laila Lipede	British High Commission.
9.		Fohn Dolomerigi	Liberiot
10.		Zotawon D. Titus	Ministry of Posts & Telecom./Dep. Minister for Telecom, Liberia.
11.		Nicholas N. Johnson	Ministry of Posts & Telecommunication/Special Assistant to the Minister, Liberia.
12.	11–02–14	Lynne Featakr Stone	Under Secretary of State, DFID U/T SOV.

No.	Date	Name	Designation
13.	11–02–14	Peter Jones	British High Commissioner
14.		Sally Taylor	DFID, Ghana.
15.		Tara Soomro	DFID, UK.
16.	21–02–14	Thomas Sentu	GNAPS – NR.
17.	21–02–14	Clara Sowley	GNAPS – NR.
18.	24–02–14	Lisa Washington-Sow	Catholic Relief Services
19.	24–02–14	Mohammed Ali	Catholic Relief Services
20.	12–03–14	Kofi Nagetey	Ghana Standards Authority
21.	12–03–14	Hon. Dr. M. Mohammed-Alfa	Deputy Minister, MESTI.
22.	12–03–14	Dr. Yahuza M. Gomda	Director, STI, MESTI.
23.	26–03–14	Hon. Mark Woyongo	Minister for Defence
24.	03–04-14	Elvis Mahama	Regional Chairman, TUC – NR.
25.	03–04-14	Tshepo Thlaka	JCI Vice President, International.
26.	08–04-14	Albert Kojo Korsah	Local President, Tamale Premier JCI.
27.	08–04-14	Rafael Tselikas	Training Director, JCI – London.
28.	09–04-14	Daniel Bugri Nabu	Chairman, NPP – NR.
29.	09–04–14	Dr. B. Adjei-Barwuah	Former Ambassador to Japan.
30.	10–04–14	Jim Bever	Mission Director, USAID/Ghana – Accra HQ.
31.	23–04-14	Osei Kyei-Mensah-Bonsu	Minority Leader in Parliament.
32.	24–04–14	Hon. Ahmed Ibrahim	Leading leadership delegation.
33.		Kwaku Agyeman-Manu	PAC Chairman.
34.	24–04–14	Hon. Alhaji Ibrahim Dey Abubakari	Ranking Member, PAC.
35.	29–04-14	Eugene Yirbuor	USAID.
36.	02–05–14	Jeeva K. Sagar	High Commissioner of India to Ghana.
37.	05–05–14	Jacques Marrier d'Unienville	C. E. O., Omnicane (Mauritius).
38.	05–05–14	Cyril Maya	Managing Director, Terra – Mauritius.
39.	05–05–14	Hon. Iddrisu Haruna	Minister of Trade.
40.	21–05–14	Andy Karas	USAID.
41.	23–05–14	Dennis Chirawurah	Director, RAN West Africa, UDS.
42.	23–05–14	Niagia Santuah	Rilab Coordinator, West Africa.
43.	23–05–14	Michelle Dassah	Administrator, Rilab, West Africa.
44.	23–05–14	Xavier-Luc Duval	Vice Prime Minister – Mauritius
45.	24–05–14	Dr. Emmanuel K. Derbile	Innovations Officer, RAN Project/Vice Dean.
46.	27–05–14	Sedina Tamakloe Attionu	C. E. O., MASLOC, Accra.
47.	27–05–14	Abebe Hankore	UNWFP, Tamale.
48.	27–05–14	Dennis Apreku	Ministry of Finance.
49.	27–05–14	Salifu Abdul-Hanan	Ghana Education Service Headquarters.
50.	02–06–14	Evnst Roesslein	NTI Ltd., Ghana.
51.	02–06–14	Peter Fenolt	Efs-greentec GMBH Waste Management
52.	02–06–14	Emmanuel Nkrumah	World Bank, Accra.
53.	03–06–14	Gay heart Mensah	Vodafone Ghana.
54.	03–06–14	Abdul-Majeed Inusah	Vodafone Ghana.
55.	03–06–14	KwekuPaintsil	Vodafone Ghana.
56.	04–06–14	Amadou O. Jallow	MOBSE – Gambia.
57.	04–06–14	Mbuba Daso	FASDEP.
58.	04–06–14	Ousman Jammeh	Regional Director of Agric. – Gambia.
59.	04–06–14	Malang Fathy	Capacity Dev't Officer, WFP, Gambia.
60.	04–06–14	Noi Badi Martey Kwao	Beasley Foundation
61.	05–06–14	Awupore Elizabeth Pedasoah	NDESCO Headmistress.
62.	05–06–14	Rockson Dinura Wari	NDESCO P. T. A. Chairman.

No.	Date	Name	Designation
63.	05–06–14	Charles Y. Buah	NDESCO Board Chairman.
64.	05–06–14	Dr. Rexford Ahene	World Bank.
65.	05–06–14	Majeed Mohammed	DFAID, Canada.
66.	05–06–14	Badi Martey Kwao	Beasley Foundation.
67.	06–06–14	Richard Freeman	Sojournier V. P. Int'l Affairs.
68.	10–06–14	Dzifa Attivor	Transport Minister.
69.	11–06–14	Pippa Bradford	Representative, WFP – Ghana.
70.	18–06–14	Gene A. Cretz	U. S. Ambassador.
71.	19–06–14	Magda Robalo	W. H. O. Representative.
72.	03–07–14	Charles Gyamfi Danquah J.	Judicial Service, Tamale.
73.	03–07–14	Senyo Amedahe	Judicial Service, Tamale.
74.	03–07–14	Anthony Asaah	Judicial Service, Tamale.
75.	03–07–14	Justice Gilbert Ayisi Addo	Judicial Service, Tamale.
76.	03–07–14	Umar Abdul-Hamid	Judicial Service, Tamale.
77.	03–07–14	Hans Jansen	World Bank, Ghana Country Office, Accra.
78.	15–07–14	Xie Liu	
79.	15–07–14	Edo Lin	ATT/IFDC
80.	23–07–14	Mrs. Angela Carmen Appiah	Nursing and Midwifery Council of Ghana, Ho.
81.	23–07–14	Walter Nunez-Rodriguez	Chief of Party, USAID.
82.	30–07–14	Igmalio Burrull	European Union, Head of cooperation in Ghana.
83.	31–07–14	Andy Karas	Acting Mission Director, USAID – Ghana.
84.	05–08–14	Charles Abugre	Ag. CEO, SADA.
85.	07–08–14	Gifty A. Baka	Country Director, Christian Children's Fund of Canada.
86.	12–08–14	Benjamin Salamon	Tzedek UK (London).
87.	12–08–14	Peter Bulsing	Dutch Water Partners, Seeuwarden NL.
88.	12–08–14	Anthony Hasford	Denys Engineers & Contractors – Ghana.
89.	12–08–14	Michel Verlaan	Dutch Water Partners, Amsterdam Holland.
90.	12–08–14	Natogmah Issahaku	Dutch Water Partners
91.	12–08–14	Sumaila Abdul-Rahman	Action Aid Ghana – CD.
92.	13–08–14	Hon. Alhaji Inusah A. B. Fuseini	Minister, Roads & Highways, Accra.
93.	14–08–14	Hong Xing (Deng Dui Natalie)	Hanergy, Beijing.
94.	14–08–14	Most Rev. Philip Naameel	Arch Bishops' Secretariat, On behalf of Regional Peace Council
95.	19–08–14	Margaret Kassadjian	K. I. Ghana Ltd, Box 31, Tamale.
96.	19–08–14	Michael Gyasi	K. I. Ghana Ltd, Box 31, Tamale.
97.	21–08–14	Michael V. Phelan	US Senate Foreign Relations Committee.
98.	21–08–14	Morgan ZorraineVina	US Senate Foreign Relations Committee.
99.	02–09-14	Dr. K. Agyeman-Mensah	Ministry of Health.
100	23–09-14	B. A. Ahons	UNFPA
101.	23–09-14	Dinnia Gayle	UNFPA, Deputy Rep.
102.	25–09-14	Eleanor Adzaho Sarpong	MTN Head Office, Accra.
103.	29–09-14	Yaw Akrasi-Sarpong	Executive Secretary, NACOB.
104.	30–09-14	Solomon K. Atadze	E. P. Church Ghana.
105.	30–09-14	PokaAnafo	Ghana's Most Beautiful, 2013.
106.	08–10-14	Hon. Robert Sarfo-Mensah	Ag. Chairman, Public Accounts Committee.
107.	08–10-14	Hon. Alhaji Ibrahim Dey Abubakari	Ranking Member, PAC.
108.	08–10-14	Ibrahim Tanko Amidu	Star-Ghana, Programme Manager
109.	08–10-14	DCOP Awuni	MTTD.
110.	22–10-14	Beatrice Issaka	Ag. Coordinator, TVET Part.

No.	Date	Name	Designation
111.	22–10-14	Jim Bever	USAID/Ghana Mission Director
112.	30–10-14	Seidu Ibrahimah	Board Chairman, GHANASCO.
113.	30–10–14	Mary Asobayire Dan-Braimah	Headmistress, GHANASCO.
114.	30–10-14	M. H. Wemah	P. T. A. Treasurer.
115.	31–10-14	Brigadier General R. Y. Odoi	General Officer Commanding, Northern Command.
116.	31–10-14	Maulvi Mohammed Bin Salih	Ahmadjiyya Muslim Mission.
117.	31–10-14	A. N. Moomen	Regional President, Ahmadiyya, Tamale.
118.	03–11-14	Emmanuel KwasiBedzrah	Chairman, Gov't Assurance Committee of Parliament.
119.	03–11-14	Yaw Afful	Gov't Assurance Committee of Parliament.
120.	03–11-14	Robert Kwesi Amoah	Gov't Assurance Committee of Parliament.
121.	03–11-14	Yaw Frimpong Addo	Gov't Assurance Committee of Parliament.
122.	03–11-14	Kweku Tanikyi Kessie	Gov't Assurance Committee of Parliament.
123.	03–11-14	Moses Anim	Gov't Assurance Committee of Parliament.
124.	03–11-14	Kwadwo Baah Agyemang	Gov't Assurance Committee of Parliament.
125.	03–11-14	Hon. Baani Abudu Nelson	Gov't Assurance Committee of Parliament.
126.	03–11-14	Hon. Wg. Cdr. F. K. Anamen (Rtd).	Gov't Assurance Committee of Parliament.
127.	03–11-14	Hon. Francis K. Ganyaglo (DRM, Volta)	V. R. C. C., Ho.
128.	17–11-14	Air Vice Marshal Kadri	Ghana Armed Forces Command & Staff College.
129.	17–11-14	Joe Kpenge	National Sports Authority Director-General.
130.	19–11-14	Sarah Banashek	USAID/Ghana Deputy Education Officer.
131.	19–11-14	Catherine Hayford	USAID/West Africa – Finance Officer.
132.	24–11-14	Jon Benjamin	British High Commissioner.
133.	27–11-14	Prem Shuula	Plan Ghana.
134.	28–11-14	Sheik Ishaak Ibrahim Nuamah	BPI, Box SEI 804, Suame – Kumasi.
135.	02–12-14	Wang Fang	Kong Associates (Shanghai) Co. Ltd.
136.	09–12-14	Susan Namondo Ngongi	UNICEF/RC a.i.
137.	10–12-14	Tina Guthrie	Canadian High Commission
138.	11–12-14	Issahaku Takorah	St. John Ambulance – Ghana.
139.	11–12-14	Henri Y. M. Wientjes	African Ticer/Wienco/IWAD.
140.	15–12-14	Gene A. Cretz	U. S. Ambassador

Appendix 3F.1: Summary of issues on MMDAs in the Northern Region (2014)

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 release of funds 2. Land litigation 3. Inadequate release of funds	1. Institutional Capacity 2. Inadequate office spaces 3. Delayed release of funds for GSFP/NHIA	1. Inadequate revenue mobilization 2. Delayed release of GOG funds 3. Inadequate revenue database	1. Demarcation of Metropolis 2. Enforcement of Planning and building regulations
Yendi	1. Protracted Chieftaincy disputes 2. Land disputes 3. Religious disputes	1. Delayed release of funds 2. Inadequate release of funds	1. Institutional Capacity 2. Lack of personnel 3. Inadequate office space and Staff accommodations 4. Delayed release of funds for GSFP and NHIA grants	1. Inadequate revenue mobilization 2. Inadequate revenue database 3. Delay in release of GOG funds	1. Effective functioning of sub-structures of Municipal Assembly
Savelugu-Nanton	1. Land disputes 2. Chieftaincy disputes	1. Delayed and inadequate release of funds	1. Institutional Capacity 2. Lack of skilled personnel 3. Inadequate office spaces 4. Delayed release of GSFP/NHIA capitation	1. Low revenue mobilization 2. Delayed release of GOG funds	1. Non-development of irrigation facilities
Nanumba South	1. Chieftaincy disputes 2. Land disputes 3. Activities of Fulani Herdsmen	1. Delayed release of funds	1. Institutional Capacity 2. Lack of skilled personnel 3. Inadequate office spaces 4. 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 within the district 2. Lack of portable water for some communities
Kpandai	1. Land disputes 2. Chieftaincy disputes 3. Political divisor	1. Delayed release of funds	1. Institutional Capacity 2. Lack of skilled personnel 3. Inadequate office spaces 4. Delayed release of GSFP/NHIA capitation	1. Low revenue mobilization 2. Inadequate revenue database 3. Delays in release of	1. Poor road network within and to regional capital 2. Indiscriminate tree felling 3. Lack of human settlement plan

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
				GOG funds	4. Inadequate telecommunication and ICT facilities
Tolon	1. Land disputes 2. Chieftaincy disputes	1. Inadequate and delayed release of funds	1. Institutional Capacity 2. Lack of skilled personnel 3. Inadequate office space and residential accommodation 4. Delayed releases of GSFP/NHIA funds	1. Low revenue generation 2. Delayed releases of GOG funds	1. Inadequate means of transport for effective monitoring 2. Inadequate capacity building opportunities for staff
Nanumba North	1. Protracted Chieftaincy disputes 2. Land disputes 3. Religious disputes	1. Inadequate and delayed release of funds	1. Institutional Capacity 2. Lack of personnel 3. Delayed and inadequate release of funds for GSFP/NHIA	1. Low revenue mobilization 2. Delay in release of funds	1. Absence of department of physical planning is hindering development
East Gonja	1. Chieftaincy disputes 2. Land disputes 3. Activities of Fulani herdsmen	1. Delayed releases of funds	1. Institutional Capacity 2. Lack of skilled personnel 3. Inadequate office spaces	1. Low revenue generation 2. Delay in releases of funds	1. Poor road network within the district
East Mamprusi	1. Chieftaincy disputes 2. Land disputes	1. Delayed releases of funds	1. Institutional Capacity 2. Lack of skilled personnel 3. Inadequate office spaces 4. Delayed and inadequate release of funds	1. Poor revenue mobilization 2. Delayed releases of GOG funds	1. Refusal of people to part take in communal labour
West Gonja	1. Land disputes 2. Chieftaincy disputes	1. Delayed releases of funds	1. Institutional Capacity 2. Lack of skilled personnel 3. Inadequate office spaces 4. Delayed release of funds for NHIA and GSFP	1. Delay in release of GOG funds 2. Low revenue mobilization 3. Inadequate revenue	1. Poor road network within the district

Name of MMDA	Issues				
	Security	**Development Projects**	**Initiatives/Directives**	**Financial Performance**	**Challenges**
				database	
Bunkpurugu-Yunyoo	1. Protracted Chieftaincy disputes 2. Land disputes 3. Activities of Fulani herdsmen	1. Delayed and inadequate release of funds	1. Institutional Capacity 2. Lack of skilled personnel 3. Inadequate office spaces 4. Delay in payment of GSFP and NHIA	1. Low revenue mobilization 2. Inadequate revenue database 3. Delay in release of funds	1. Bad road network within the district and to regional capital
Central Gonja	1. Land disputes 2. Chieftaincy disputes 3. Activities of Fulani herdsmen	1. Delay in releases of funds 2. Inadequate releases of funds	1. Institutional Capacity 2. Lack of personnel 3. Inadequate office spaces 4. Delayed payment of caterers on the GSFP	1. Delay in release of GOG funds 2. Low revenue mobilization	1. Bad road network within the district
Bole	1. Chieftaincy disputes 2. Land disputes	1. Inadequate release of funds as well as delay in the release	1. Institutional Capacity 2. Lack of skilled personnel 3. Inadequate office spaces 4. Delay in the payment of NHIA and GSFP grants	1. Low revenue generation 2. Delay in release of GOG funds	1. Bad road network within the district
Zabzugu	1. Chieftaincy disputes 2. Activities of Fulani herdsmen	1. Inadequate and delay in releases of funds	1. Institutional Capacity 2. Lack of skilled personnel 3. Inadequate office space and office equipment	1. Poor revenue generation 2. Inadequate revenue database 3. Delay in release of funds 4. Poor mobility of revenue supervisors	1. Poor road network within and to regional capital 2. Non-functioning of zonal councils
Saboba	1. Land disputes 2. Chieftaincy disputes	1. Delay in releases of funds	1. Institutional Capacity 2. Lack of skilled personnel 3. Inadequate office space and residential accommodation 4. Delayed release of funds for GSFP and NHIA	1. Poor revenue generation 2. Delays in release of funds 3. Inadequate revenue database	1. Poor road network within the district and to regional capital 2. Poor performance of Town/Area councils

Name of MMDA	Issues				
	Security	**Development Projects**	**Initiatives/Directives**	**Financial Performance**	**Challenges**
Gushiegu	1. Land disputes 2. Chieftaincy disputes	1. Inadequate releases of funds as well as delayed	1. Institutional Capacity 2. Lack of skilled personnel 3. Inadequate office space and residential accommodation 4. 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
Mion	1. Land disputes 2. Chieftaincy disputes	1. Delay in releases of funds	1. Institutional Capacity 2. Lack of personnel 3. Inadequate office spaces 4. 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 adequate staff among decentralized departments 2. Lack of logistics for effective delivery
Sawla-Tuna-Kalba	1. Land disputes	1. Delay in the releases of funds	1. Institutional Capacity 2. Lack of skilled personnel 3. Inadequate office spaces	1. Low revenue generation 2. Inadequate revenue database 3. Late releases of funds	1. Difficulty in monitoring projects especially during the rainy season 2. Unstable human resource base as a result of postings
North Gonja	1. Chieftaincy disputes 2. Land disputes	1. Inadequate and delay in releases of funds	1. Institutional Capacity 2. Lack of skilled personnel 3. Inadequate office space and residential accommodation	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
Mamprugu-Moaduri	1. Land disputes	1. Inadequate an delayed in releases of funds	1. Institutional Capacity 2. Lack of skilled personnel 3. Inadequate office space and residential accommodation 4. Inadequate and delay in	1. Low revenue generation 2. Inadequate revenue database 3. Inadequate number of personnel to collect	1. Poor road network within the district and to regional capital 2. Perennial flooding in some communities along the

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
			releases of NHIA/GSFP grants	revenue 4. Delay releases of GOG funds	White Volta basin
Tatale-Sanguli	1. Chieftaincy disputes	1. Inadequate an delayed in releases of funds	1. Institutional Capacity 2. Lack of skilled personnel 3. Inadequate office spaces	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
Chereponi	1. Land disputes	1. Delay in releases of funds	1. Institutional Capacity 2. Lack of skilled personnel 3. Inadequate office spaces 4. Delay in releases of grants for NHIA and GSFP	1. Inadequate revenue database 2. Low generation of revenue 3. Delays in release of funds	1. Poor road network within the district and to regional capital 2. High fluoride levels in boreholes dug
Karaga	1. Land disputes 2. Activities of Fulani herdsmen	1. Delay in releases of funds	1. Institutional Capacity 2. Lack of personnel 3. Inadequate office space and residential accommodation	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
West Mamprusi	1. Land disputes 2. School disturbances	1. Inadequate an delay in releases of funds	1. Institutional Capacity 2. Lack of personnel 3. Inadequate office space and residential accommodation 4. 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 in some communities along the White Volta basin
Kumbungu	1. Land disputes	1. Delay in releases of funds	1. Institutional Capacity 2. Lack of skilled personnel 3. Inadequate office spaces	1. Low revenue generation 2. Delay in release of GOG funds	1. Lack of supervision for revenue staff 2. Low women participation

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
			4. Inadequate and delayed release of funds for GSFP and NHIA	3. Inadequate revenue database	in decision making 3. Poor marketing system 4. Poor quality of health services
Sagnerigu	1. Land disputes 2. Chieftaincy disputes	1. Delay in releases of funds	1. Institutional Capacity 2. Lack of skilled personnel 3. Inadequate office space and residential accommodation 4. Delayed in payment of NHIA and GSFP grants	1. Delays in release of GOG funds 2. Low revenue generation	1. Inadequate means of transport for monitoring purposes

Appendix 3F.2: Casework with Families

Type of cases	Cases B/F	New Cases	Referred Cases	Cases Pending	Cases Abandoned	Cases Disposed off	Total No. of Cases
Child maintenance	24	82	2	2		102	106
Child custody	15	21	3	1		32	36
Paternity	23	85	2	1	1	104	108
Family reconciliation	7	17		2		22	24
General advice	5	62				67	67
Rape/sexual abuse	2	0				2	2
Child neglect	2	0				2	2
Child trafficking	15					15	15
Child delinquency	6					6	6

Appendix 3G – Upper East Region
Table 1 - Official Visits to the RCC

S/N	Date of Visit	Name of Visitor (s)	Address	Purpose of Visit
1	24/01/14	Emmanuel Nkrumah	World Bank	Courtesy Call
2	7/02/14	Sedina Tamakloe Ationu	MASLOC	Official
3	10/02/14	Lynne Seatherstone	DFID	Official
4	20/02/14	Nathaniel Otoo	NHIA	Courtesy Call
5	20/02/14	James Arkoudis		Courtesy Call
6	20/02/14	Carol Hardie		Courtesy Call
7	24/04/14	Hon. Osei Kyei-Mensah Bonsu, Hon Ahmed Ibrahim	Parliament House	Educational Tour
8	3/07/14	Prof E.V.O. Dankwa	CRIC	Briefing on bill for referendum
9	30/07/14	Appiah Arkella Carmen	Nurses and Midwives Council	Training
10	4/08/14	Hubert Charles	World Vision	
11	7/10/14	Richard Greene	USAID	Visit USAID Programs
12	16/10/14	Chrys Anaab	SADA	Courtesy Call
13	31/10/14	James Lee	SHAANXI	Official
14	11/11/14	Magdalene Mosh	WFP	Official
15	14/11/14	Roger Laar Jnr	Northern Economic Summit	Official
16	18/11/14	Naba Sigri Bewong	Regional Peace Council	Introduce Peace Council Members
17	24/11/14	Soude Benjamin	ECOWAS	Official
18	27/11/14	Regional Technical Advisory Team (RTAT)		Courtesy Call
19	17/12/14	BONABOTO	Bolga Branch	Welcome new Regional Minister

Programmes, Projects and Activities by Sectors

Social Sector

Education

No	Programme/Projec/ Activity	Beneficiaries	Results/Remarks
1	Community Day Senior High Schools	Talensi, Bawku West, Builsa South, Pusiga,Binduri, Garu-Tempane	Acquisition of land completed in all 6 beneficiary districts
2	Secondary Education Improvement Project	9 SHSs in the region	6-unit classrooms, urinals and computer laboratories built in each school and capacity of Mathematics, Science and ICT teachers built
3	Ghana Partnership for Education Grant (GPEG)	All Public Basic Schools except Bolga Municipal	Maintenance of school infrastructure – 1 Provision of essential supplies – Dual Desks(6,329), cupboards (200) Provision of sanitary facilities – toilets (18), urinals (50) , provision of Teaching and Learning Materials (TLMs) – cartons of chalk (1,000), other varied sets of TLMs (304)
4	Ghana School Feeding Programme	District-wide, 343 Basic Schools	One hot meal per child in each school day. 210,958 pupils on programme.

Health

No	Programme/Project/Activity	Beneficiaries	Remarks
1	Rehabilitation and expansion of Regional Hospital	Region-wide	Commencement of Phase 3(Adjunct Block)
2	Construction of District Hospital	Garu	Land acquired
3	Construction of CHPS Compounds	Region-wide	48 completed, 28 ongoing

Economic

Roads

The following activities were carried out under the roads sector in the region:

No	Programme/Project/Activity	Beneficiaries	Remarks
1	First surfacing work on Bolgatanga-Winkongo-Tongo road	People of Bolgatanga, Winkogo and Tongo	Completed
2	Surfacing of Bolga-Bongo road	Bolgatanga, Bongo	First Coating Completed

Appendix 3H – Upper West Region

Leadership and number of Assembly Members (male/female) of District Assemblies in the Upper West Region.

S/N	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
	Total		**384**	**53**	**437**

Table 9.2: Official Visits

SR/NO	Date	Name of Visitor	Purpose of Visit
1	14/03/14	Hon. Bede A. Ziedeng	To take over as Upper West Regional Minister
2.	26/4/14	Apostolic Nuncio	Official
3.	21/5/14	Dr. Kingsford Asamoah	official
4.	08/08/14	Engiene Yirbour	Official
5.	16/05/14	Dieraert Patrick	Discussion on cotton production in UWR
6	16/5/14	Luuc Smits	Discussion on cotton production in UWR
7	16/5/14	Naa Ingah II	Discussion on cotton production in UWR
8.	20/5/14	Kim Do hun, Yoo Chrl ho, Kim Shin Jeon, Sun Taek, Song Goam U	Greetings
9	20/5/14	ACP Victor Douchere, Regional Commander, Wa Central Prison	Official
10	21/5/14	Peter Serinye, Joy News (Multi-TV)	Official
11	27/5/14	Ibrahim Tanko A., Star Ghana	Official
12	30/5/14	Dr. Harlmud Krebs	Official
13		Prof. V.K Nartey, EPA	Official for desertification day celebration
14.	27/06/14	Hon. Dominic Azumah, Parliamentary Select C'ttee on Local Gov't , Hon. Kwasi Ameyaw Cheremeh, Hon. Benjamin Kpodo Hon. Inusah Mohammed Hon. Dr. Abraham I. Zuckon Hon. Kwame Twumasi Ampofo	Official visit to new MMDAs
15.	27/06/14	Gershon Gbediame, Parliament House	Official
16.	30/06/14	Abraham Neefafa, Bukom Banku's Manager and some staff	Courtesy call on RM
17	16/5/14	Callistus Mahama, LGSS J.M. Dasanah	Official

SR/NO	Date	Name of Visitor	Purpose of Visit
		J. Oppong-Mensah Petrina Etu-Mantey Sabrah Yahaya	
18	21/07/14	Hon. Amin Amidu Suleman	Taking over as Upper West Regional Minister
19	24/7/14	Anna O'Hara, Scotland, UK Cavo-inwes, Scotland, UK Matthew Song-Aabo, Ghana	visit
20	24/7/14	Richard Hato-Kuevor, OXFAM Mohammed-Anwar, Adom, OXFAM	Visit
21	29/7/14	Ben Eshun, JDP Consulting Firm, Accra Samuel AFFUM Richard Quaigam	Official
22		Perlak R., Dg4315 Stranbing Germany	Official
23	27/08/14	Hon. Dzifa Attivor, Ministry of Transport Tony Lithur, Ghana Airport Company Ltd. T. A Selby, Min. of Transport Charles K. Asare Ghana Airport Company A. Alhassan, GCAA B. Alhaji. B.S Nyari	Official visit to access the condition of the airstrip to enable Air serves to be operational as a manifesto pledge of H.E. President John Dramani Mahama
24	2/9/14	Hon. Fritz Bafour, Parliament of Ghana	Parliamentary Defence/Interior Committee (Chairman)
27	4/9/14	Dr. K. Agyemang-Mensah, Min. of Health, Accra	Official
28	8/09/14	Dr. Abdulai A. Forgor, RHD, GHS, Wa	Official
29.	8/9/14	John Paul K.S Frimpong, Korle Bu Hosp.	Official
30	29/9/14	Kwaku Asante, Leader of Ghana Registered Nurses Assoc. Accra	official
31	3/10/14	Dela Bright, Innovations Concern Worldwide	Office
32	10/10/14	Ato Sarpong Min. of Communication	Official
33	15/11/14	BACI, winner of the 2014 Ghana Most Beautiful	Home coming
34	17/11/14	Commander K. Osu. Sarfo, Ghana Armed Forces Command Staff College (GAFCSC)	official
35	20/12/14	Adwoa Arthur, MTN Head office	Courtesy call

Appendix: Summary Report on MMDAs in the Upper West Region

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	Late release of funds Inability of contractors	Low IGF mobilization and sources	Delay in release of funds Poor IGF sources

Name of MMDA	Issues				
	security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
		complete projects on time	to complete projects on time		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 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.

Name of MMDA	Issues				
	security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
					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 3I – Volta Region

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	Hon. Peter Kenyenso	39	4	43
16	Krachi East	Hon. Awuranyi Peter Yao	27	3	30
17	Krachi West	Hon. Moses Kwame Ponye	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: Summary Report on MMDAs in the Volta Region

Name of MMDA	Issues				
	Security	**Development Challenges**	**Initiatives/ Directives**	**Financial Performance**	**Challenges**
Ho	Armed robbery cases	Late release of funds			
Hohoe	Violent disputes over land	Non-functioning of sub-district structures			
Keta		Late release of funds			
Agortime-Ziope	Land dispute	Inadequate Logistics and office accommodation			
Akatsi South	Communal violence	Inadequate Logistics			
Ketu North		Youth unemployment			
Ketu South	Smuggling and armed robbery	Non-functioning of sub-district structures			
North Tongu	Land dispute	Deplorable road network			
South Tongu	Land disputes	Late release of funds, inadequate logistics & accommodation			
South Dayi		Youth unemployment, poor performance of sub-district Structures			
Kpando	Chieftaincy & land disputes, Transport Union disputes, Fulani herdsmen menace, murder cases	Late release of DACF			
Jasikan		Late release of DACF			
Kadjebi	Communal agitation	Inadequate staff strength and logistics			
Nkwanta North	Communal agitation	Inadequate staff strength and logistics			
Nkwanta South	Murder cases Communal violence	Late releases of DACF			-

Name of MMDA	Issues				
	Security	**Development Challenges**	**Initiatives/ Directives**	**Financial Performance**	**Challenges**
Krachi East	Fulani herdsmen menace	Inadequate accommodation and personnel			
Krachi West	Communal violence	Poor condition of road, menace of Fulani herdsmen, massive youth employment, poor Volta lake transport services			-
Biakoye	Land dispute, murder cases	Late release of funds			
North Dayi	Armed robbery, Land dispute	Inadequate Office accommodation			
Adaklu District	Menace of Fulani herdsmen	Inadequate office accommodation & personnel			
Central Tongu	Chieftaincy Dispute Menace of Fulani herdsmen	Late release of funds			
Akatsi North	Chieftaincy Dispute & Menace of Fulani herdsmen	Inadequate office accommodation & personnel and Late release of funds			
Krachi Nchumuru	Chieftaincy disputes Armed Robbery	Inadequate logistics, accommodation & personnel			
Afadzato-South	Indian Hemp cultivation and sales	Inadequate office accommodation			
Ho West	Chieftaincy Disputes	Inadequate office accommodation			

Appendix 3J – Western Region

Appendix 1: Summary Report on MMDAs

Name of MMDA	**ISSUES**				
	Security	**Development Projects**	**Initiatives/Directives**	**Financial Performance**	**Challenges**
Sekondi-Takoradi Metro.	High incidence of street children	Laborious processes for utilizing UDG funds has stalled execution of some educational projections	Regular Sub metro (community) engagements to account to the people. **Capacity Building for Persons with Disabilities (PWDs)** - Thirty Eighty (38) Persons with Disabilities received skills training in batik tie-die and soap, and Mobile phones repairs. **Training of people in soap making** - A total of 20 caregivers made up of 16 females and 4 males received the training. The training was aimed at empowering these caregivers economically	Low internally generated funds	Difficulty with waste evacuation. Irregular supply of portable water
Prestea - Huni Valley	Illegal Mining (Galamsey)	Irregular releases of the Common fund affect project execution3e	Street Naming and Property addressing exercise is on-going	Low internally generated funds and over-reliance on the mineral development fund	Bad Roads,
Ellembelle	Illegal mining & acquisition of farm lands(Coconut plantations) by oil/gas companies	Same as above	i. Construction of Aya Community Centre for the Elderly at Ampain. ii. Street Naming and Property addressing exercise is on-going	Low internally generated funds	Unemployment due to the destruction of the coconut trees by the Cape St. Paul

Name of MMDA	**ISSUES**				
	Security	**Development Projects**	**Initiatives/Directives**	**Financial Performance**	**Challenges**
					Wilts Disease
Jomoro	Smuggling of petroleum products to Cote D'Ivoire	Same as above	Street Naming and Property addressing exercise is on-going	Low internally generated funds	
Nzema East Municipal	Unemployment	Same as above	Street Naming and Property addressing exercise is on-going	Low internally generated funds	Bad roads
Shama	Pollution of River Pra the main source of portable water by Illegal mining activities	Same as above	The Assembly in collaboration with Friends of the Nation (an NGO) organized a people's forum in the district capital, where 110 people participated. The programme was transmitted live courtesy Radio Shama	Low internally generated funds	Bad roads
Wassa East	Illegal mining	Same as above	Street Naming and Property addressing exercise is on-going	Low internally generated funds	Bad Roads
Mpohor	Illegal mining	Same as above	Street Naming and Property addressing exercise is on-going	Low internally generated funds	Bad roads
Tarkwa-Nsuaem Municipal	Illegal mining	Same as above	Street Naming and Property addressing exercise is on-going	Low internally generated funds	Bad roads
Amenfi West	Illegal mining & land degradation	Same as above	Street Naming and Property addressing exercise is on-going	Low internally generated funds	Bad roads
Amenfi East	Illegal mining	Same as above	Street Naming and Property addressing exercise is on-going	Low internally generated funds	Bad roads
Amenfi Central	Illegal mining	Same as above	Street Naming and Property addressing exercise is on-going	Low internally generated funds	Bad roads
Aowin	Smuggling of cocoa beans/petroleum products	Same as above	Street Naming and Property addressing exercise is on-going	Low internally generated funds	Bad roads

Name of MMDA	ISSUES				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
Suaman	Smuggling of cocoa beans/petroleum products. Highway Robbery	Same as above	Street Naming and Property addressing exercise is on-going	Low internally generated funds	Bad roads
Akontombra		Same as above	Street Naming and Property addressing exercise is on-going	Low internally generated funds	Bad roads & inadequate educational /health facilities
Juaboso	Illegal mining	Same as above	Street Naming and Property addressing exercise is on-going	Low internally generated funds	Bad roads
Bodi	Illegal mining	Same as above	Street Naming and Property addressing exercise is on-going	Low internally generated funds	Bad roads
Bia East	smuggling of cocoa beans/petroleum products	Same as above	Street Naming and Property addressing exercise is on-going	Low internally generated funds	Bad roads
Bia West	smuggling of cocoa beans/petroleum products	Same as above	Street Naming and Property addressing exercise is on-going	Low internally generated funds	Bad roads
Sefwi Wiawso Municipal	Chieftaincy Dispute	Same as above	Street Naming and Property addressing exercise is on-going	Low internally generated funds	Bad roads
Bibiani-Anhwiaso-Bekwai		Same as above	Street Naming and Property addressing exercise is on-going	Low internally generated funds	Bad roads
Ahanta West	Acquisition of large tracts of agricultural /farm lands by investors	Same as above	Street Naming and Property addressing exercise is on-going	Low internally generated funds	Bad roads

Appendix 4: Core Regional Indicators

Indicators	Indicator type	Baseline (2013)	Level of Achievement			Remarks
			2013 Target	2014 Indicator level	2014 Indicator level	
4 Quarterly M&E Visits	Output					
4 RPCU Meetings	Output					
2 RCC Meetings	Output					
24 Management Meetings	Output					
1 Public Forum	Output					