

2017 ANNUAL PROGRESS REPORT

Foreword

Decentralized local governance has become fashionable especially in developing countries where it has been argued to improve transparency and accountability mechanisms which are critical for good governance. In Ghana, decentralized local governance was however adopted as an alternate development strategy; and to mitigate the adverse effects of centralized governance systems as previously practiced. Ensuring the effective administrative management of the decentralized local governance system can sometimes be a daunting task and this is the mandate of the Local Government Service.

The Service comprised the Office of the Head of the Local Government Service, the ten Regional Coordinating Councils (RCCs) and the Two Hundred and Sixteen Metropolitan, Municipal and District Assemblies (MMDAs) that were in existence during the reporting period. Specifically, the Service has the mandate of securing effective administration and management of the decentralized local government system in the country. In line with statutory reporting requirement, the LGS publishes the Annual Progress Report to provide an update on the performance and achievements of the Service.

This APR provides up-to-date information on the performance of the Service during the 2017 financial year. The report covers programmes and projects implemented by the OHLGS and RCCs in addition to salient issues from the 216 MMDAs. It provides a comprehensive update on implementation status of the LGS in its 2017 Programme Based Budget and can therefore be used to for objective assessment of the performance of the Service.

The Service expresses its sincerest appreciation to the various partners and stakeholders who continue to provide support towards the steady progress of decentralisation in Ghana. Our profound gratitude also goes to the team responsible for the generation of the report.

We look forward to the growth of the Service and a stronger collaboration with all stakeholders and partners for the delivery of the Service's mandate in the years ahead.

ING. DR. NANA ATO ARTHUR

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 Borders
FMD	-	Financial Management Directorate
FOAT	-	Functional and Organizational Assessment Tool
GiZ	-	Deutsche Gesellschaft für Technisches Zusammenarbeit
GSGDA	-	Ghana Shared Growth and Development Agenda
HIV	-	Human Immunodeficiency Virus
HRDD	-	Human Resource Development Directorate
HRMD	-	Human Resource Management Directorate
IMCC	-	Inter Ministerial Co-ordinating Committee
IPPD	-	Integrated Personnel Payroll Database
KfW	-	Kreditbank für Wiedergebäu
KTC	-	Koforidua Training Centre
LED	-	Local Economic Development
LGCSF	-	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 Local Government Service in 2017 implemented a number of activities and programmes in line with government's policies and strategies towards the improvement of the living standards of the citizenry. Notable among these activities include:

1. Familiarization and Fact Finding Visits

A series of fact finding and familiarization visits to RCCs and MMDAs to iron-out bottlenecks and address grey issues critical for the ensure smooth operationalization of the Service. In all, the 10 regions and a total of 40 Metropolitan, Municipal and District Assemblies (MMDAs) across the country have been reached.

2. Recruitment of Additional Staff

A total of One Thousand and Forty Nine (1049) staff in the areas of engineering, procurement, human resource management among others were engaged to augment the staff strength of the Service. The successful candidates were issued with appointment letters and commenced work in February 2018.

3. Performance Contracts

In 2017, performance management contracts were not signed due to a delay in the transition process in the appointment of District Chief Executives. Assessment indicators were however reviewed to reflect the current government's agenda to facilitate 2018 contract signing.

4. Capacity Development

During the period under review, the capacities of a total of Six Hundred and Twenty Nine (629) staff of various job classes were developed by the OHLGS. The category of officers trained were Human Resource Managers, Client Service Officers and Environmental Health Officers.

5. Coordinating Directors Conference & Introduction of Innovations

A national conference was organised to sensitise Coordinating Directors on government flagship programmes and their critical role in the implementation of these programmes at the sub national levels. The conference also offered opportunity for the adoption of innovation in the areas of Technology to enhance innovation, Innovation in IGF mobilization, Innovation in Workplace Environment management, and Innovation in Sanitation Management. These innovations were geared towards improved service delivery.

6. Financial Performance of the Local Government Service

For the year under review, the performance of all revenue items including compensation of employees for the Local Government Service revealed a situation of underfunding: while the OHLGS received GH¢5,002,139.79 constituting 46% of budgetted revenue, the RCCs together had GH¢25,235,556.78 being 37% of budgetted revenue. The MMDAs on the otherhand had GH¢1,445,609,296.98 constituting 4.29% of total national revenue.

7. Harmonised Regional Reports

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

CHAPTER ONE

GENERAL INTRODUCTION

Administrative Decentralization is the mandate of the Local Government Service. As available legislation makes it obligatory for public services to report on their activities, by the first quarter of the successive year, the 2016 Annual Performance Report has been produced to highlight the activities of the Service for the fiscal year.

The report covers an overview of the Office of the Head of Local Government Service (formerly Local Government Service Secretariat), harmonized reports from the 10 Regional Co-ordinating Councils and summaries of issues 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”. It is in this regard that the Local Government Service was established with the promulgation of the Local Government Service Act (Act 656) in 2003 now repealed and replaced by the Local Governance Act (Act 936) to ensure the proper functioning of the District Assemblies.

The Service has an operational instrument, Legislative Instrument (LI) 1961, which provided the framework for administrative decentralisation and allocates functions as well as human resources from central agencies to the sub-national level. LI 1961 ensured the separation of the Local Government Service from the Civil Service through the symbolic transfer of about 33,000 staff working at the local government level from the Civil Service to the Local Government Service at the fore-court of the State House in Accra.

The LGS provides strategic direction for local government administration and management and collaborates with other national institutions to facilitate the ongoing local government reforms to ensure that local government administration in the country measures up to international best practices. The Service is also responsible for the training and career development of its staff to ensure

the delivery of value for money services in addition to assisting District Assemblies to open up the local economy for development.

1.2 Mandate of the Local Government Service

In line with the provisions of Article 240 (2) (d) of the 1992 Constitution and the Local Governance Act 2016, Act 936, the LGS was established “*to secure effective administration and management of local government in the country*”.

1.3 Vision of the Service

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

1.4 Mission Statement of the Service

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

1.5 Goal of the Service

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

1.6 Motto of the Service

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

1.7 Core Values of the Service

The core values of the Service as enshrined in the Code of Conduct of the Service are: *Accountability, Client-oriented, Creativity, Diligence, Discipline, Equity, Integrity, Innovativeness, Loyalty, Commitment, Anonymity, Impartiality, Permanence, Timeliness and Transparency*. The Code of Conduct also articulates 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:

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

1.9 Functions of the Service

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

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

1.10 The Local Government Service Council

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

- Be responsible for matters of policy related to the management of the Service

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

1.11 Office of the Head of Local Government Service

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

1. The Head of Service
2. The Chief Director
3. Directorates and Units

The Head of Service

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

The Chief Director

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

Directorates

Policy, Planning, Budgeting Monitoring and Evaluation Directorate

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

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

Management and Technical Services Directorate

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

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

Human Resource Development Directorate

This Directorate ensures that knowledge, skills and abilities of staff are developed to deliver necessary services for the achievement of the mandate of LGS. 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.

Human Resource Management Directorate

This Directorate ensures that the appropriate processes are engaged to enable staff with requisite background for various types of work in the OHLGS, RCCs and MMDAs are 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 OHLGS, RCCs and MMDAs on employment, personnel records, and wages and salaries administration are translated into good management practices and effectively carried out. The directorate is supported by three Units namely:

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

Financial Management

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 OHLGS. The Directorate is made up of the following Units

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

Research, Statistics and Information Management

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

- **Research and Statistics Unit:** -It conducts research into the activities of the LGS. It also ensures that requisite data is available for decision-making.
- **Library and Documentation Unit:**-The Unit is responsible for the Library and collating required data to create a database for the LGS.

- **Information Management Unit:**-Initiates and maintains information technology network and infrastructure for the OHLGS. It also provides technical support in relation to ICT requirements.
- **Integrated Personnel Pay-Roll Database:**-Processes inputs for salary payment and ensures that the pay-roll system is properly maintained.

Administration and General Services

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

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

Units

Internal Audit

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

Internal Audit Activities

During the year under review, the Internal Audit Unit conducted audit on the following: Cash Management, Transport, Fuel, Procurement, stores; and on the Operations of the Administrations & General services; and Finance Directorates.

Additionally, the Unit reviewed the quarterly internal audit reports from MMDAs and submitted recommendations to OHLGS Management. Also, the Unit prepared and submitted four (4) quarterly internal audit reports and the 2018 annual Audit plan to Management for discussion and action.

Public Affairs

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.

Legal

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

CHAPTER TWO

POLICY FRAMEWORK

The activities implemented by the LGS during the 2017 fiscal year were in line with the seven thematic areas of the GSGDA II. The key development issues correspond to relevant thematic areas and issues of the GSGDA II.

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

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

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

Thematic Area	Issues	Adopted Objectives	Adopted Strategy
Human Development, Productivity and Employment	Lack of a comprehensive National Human Resource Development policy	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
	Lack of reliable employment/labour data/statistics for policy decision-making, monitoring and evaluation		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

Thematic Area	Issues	Adopted Objectives	Adopted Strategy
	Growing income disparities among socio-economic groups and between geographical areas	Reduce income disparities among socio-economic groups and between geographical areas	Implement local economic development activities to generate employment and ensure social protection
	Lack of adequate poverty data for planning and decision making	Ensure the provision of reliable poverty data at all levels	Develop capacity for analysis and effective use of data on poverty Ensure regular collection, compilation, analysis and dissemination of reliable poverty data for planning and policy making
Transparent and Accountable Governance	Conflicting legal and policy framework and inherent challenges in Act 462	Ensure effective implementation of the decentralisation policy and programmes	Implement the National Decentralization Action Plan Review and consolidate legislation on local governance
	Non-functioning sub-district structures	Ensure effective implementation of the decentralisation policy and programmes	Enforce compliance of LI. 1967
	Inadequate infrastructure at the MMDA level especially the newly created districts	Ensure effective implementation of the decentralisation policy and programmes	Promote Public Private Partnerships (PPPs) arrangements for infrastructural development for the newly created districts and ILGS
	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

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

CHAPTER THREE

ACHIEVEMENTS OF THE OHLGS FOR 2017

The Local Government Service in 2017 implemented a number of activities and programmes in line with government's policies and strategies towards the improvement of the living standards of the citizenry. Notable among these activities include:

1. Familiarization and Fact Finding Visits

The Office of the Head of the Local Government Service (OHLGS) in 2017 organised a series of fact finding and familiarization visits to RCCs and MMDAs to garner the needed support for the improved management of staff and smooth operationalization of the Service. The visits helped to iron-out bottlenecks and grey areas impeding the operations of the Service.

The visits offered opportunity for interaction with Regional Ministers, District Chief Executives and staff of the LGS on issues they consider critical and requiring urgent attention. In all, the 10 regions and a total of 40 Metropolitan, Municipal and District Assemblies (MMDAs) across the country have been reached.

2. Recruitment of Additional Staff

In the year 2017, the Government of Ghana through the Ministry of Finance provided financial clearance for the recruitment of One Thousand and Forty Nine (1049) staff to augment the staff strength of the Local Government Service. The clearance was for the recruitment of critical staff in the areas of engineering, procurement, human resource management among others. Currently, the OHLGS has shortlisted qualified candidates out of the over 23,000 applicants. Further screening and selection process will be undertaken and the successful candidates will be issued with appointment letters to commence work by the end of February 2018.

3. Performance Contracts

The Local Government Service has been implementing a performance management system since 2015 for improved productivity of staff of the Service. The 2017 performance management contracts were not signed due to a delay in the transition process in the appointment of District Chief Executives. This however offered the opportunity for the assessment indicators to be reviewed for 2018 to facilitate the integration process of departments at the Assembly level as well as reflect the current government's agenda.

4. Capacity Development

During the period under review, the capacities of a total of Six Hundred and Twenty Nine (629) staff of various job classes were developed by the OHLGS. The breakdown is as follows:

a. Human Resource Managers	-	328
b. Client Service Officers	-	210
c. Environmental Health Officers	-	91

5. Coordinating Directors Conference & Introduction of Innovations

Coordinating Directors play a critical role especially with regards to the implementation of government policies at the sub national levels. It is against this background that the OHLGS organised a national Coordinating Directors conference in November, 2017 to sensitise them on government flagship programmes. Speakers from the secretariats of the flagship programmes spoke on their various areas and roles expected of the sub national level actors.

The Head of Service proposed adoption of innovation in the following areas to improve service delivery and the achievement of the overall government objective. The areas include:

1. Deployment of Technology to enhance innovation
2. Innovation in IGF mobilisation
3. Innovation in Workplace Environment management
4. Innovation in Sanitation Management

Challenges facing LGS

1. Inadequate budgetary allocation

Inadequate budgetary allocation to the LGS has impeded the growth of the Service in several areas including:

- a. The provision of logistics and equipment to institutions affecting the performance of staff and service delivery;
- b. The conduct of capacity building and training programmes for staff in the 29 job classes which is a core function of the Service;
- c. Implementation of planned activities of the OHLGS, RCCs and MMDAs.

2. Staffing

There is a general inadequacy of staff in all the job classes of the Service. A manpower audit conducted in 2011 by the LGS to ascertain staffing levels revealed human resource gaps across the Service. Since then, some efforts have been made to address the challenge, although more needs to be done.

The staffing situation is further aggravated with the creation of 38 additional Assemblies. Although the Service is rationalizing the current staff to enable the new Assemblies take off, it is imperative to recruit extra staff to augment the current levels.

CHAPTER FOUR

REGIONAL REPORTS

This section of the 2017 Annual Progress Report (APR) provides an overview as well as highlights of activities carried-out by the Regional Co-ordinating Councils (RCCs). It also summarizes the performances of Metropolitan, Municipal and District Assemblies within the jurisdictions of each of the 10 Regional Co-ordinating Councils. The regional reports are an abridged version of the detailed reports submitted to the OHLGS by the RCCs.

4.1 Composition of the Regional Co-ordinating Council

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

The Heads of all Regional Departments (HoDs) are ex-officio members of the Regional Co-ordinating Council, with the Regional Co-ordinating Directors as secretaries to the councils. The Regional Co-ordinating Councils are supported administratively and technically by a Central Administration headed by the Regional Co-ordinating Director (RCD). 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 (MMDAs). 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 Governance Act, 2016 (Act 936) and the Security and Intelligence Act (Act 526) prescribe the functions of the Regional Co-ordinating Councils.

The statutory functions performed by the Councils can broadly be categorized into two (2). The first is administrative functions which are spelt out in the Local Government Act of 1993 (Act 462) and hinge 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.

4.2.1 Administrative Functions

The main administrative functions of the Council as spelt out in the Local Government Act 1993, Act 462 and the Local Governance Act 2016, Act 936 are as follows:

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

4.2.2 Development Planning Function

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

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

- Provides MMDAs with information and data as and when necessary to assist them in the preparation of their Development Plans.
- Co-ordinates the plans and programmes of the MMDAs and harmonizes them with National Development policies and priorities.

4.3 Decentralized Departments of the RCC

The Civil Service Law (PNDCL 327) of 1993 and the Local Governance Act 2016, Act 936 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. Department of Social Protection
2. Department of Community Development
3. Department of Town and Country Planning
4. Public Works Department
5. Department of Parks and Gardens
6. Department of Housing
7. National Board for Small-Scale Industries
8. Registry of Births and Deaths
9. Controller and Accountant-General's Department
10. Department of Feeder Roads
11. Department of Urban Roads
12. Veterinary Services Department
13. Department of Agriculture
14. Department of Agricultural Engineering
15. National Sports Authority
16. National Youth Authority
17. Education Service
18. Ghana Library Authority
19. Health Service
20. Statistical Service
21. Department of Children
22. Department of Women

Ashanti Region

Introduction

The Ashanti Regional Co-ordinating Council (ARCC) is a statutory body established by the Local Governance Act, Act 936 of 2016 as the highest political authority with oversight responsibility over all political and administrative machinery of the Central Government at the regional level.

In the performance of its supervisory role in 2017, the Ashanti Regional Coordinating Council coordinated and monitored the implementation of Plans and Programme of MMDAs in the region in conformity with stated legal instruments. The Regional Coordinating Council also provided the needed guidance and technical support including budget hearing and approval as well as human resource management to the Metropolitan, Municipal and District Assemblies. The regional decentralized and non-decentralized departments and other Agencies in the region were also assisted to harmonize their Plans and Programme.

This report covers the political, administrative, economic activities and the security situation of the Ashanti Region and all the thirty (30) Metropolitan, Municipal and District Assemblies in particular. It also provides insight into the activities of sector Departments and Agencies in the region for the period 1st January to 31st December, 2017. The report has been presented under the following highlights:

1. Brief Profile of the Region
2. The political and administrative status of the region,
3. Departments of the Assembly,
4. The financial performance of the region with particular analysis on the Internally Generated Funds of MMDAs and
5. Flagship Programs /Projects carried out in the region during the year under review.

Major activities in the region during the year under review:

- Combating surface mining in the region which was gradually exhausting all arable lands in the region threatening food security in the future.
- Improvement upon the security situation in the region especially combating highway robberies with the construction and maintenance of more tent cities along major highways.
- Improvement in health care delivery with emphasis on the construction of the Mother and Baby Unit (MBU) at Komfo Anokye Teaching Hospital.
- The construction of the modern markets and flagship project of the redevelopment of Kejetia Transport Terminal and the Kumasi Central Market progressed steadily.
- The inauguration of Agricultural Warehouse at Ejura Sekyedumasi under the IPEP program.

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).

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. It is anticipated that the task ahead of the year 2018 would be an improvement over last year's performance.

Regional Potential

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

Agriculture and Forestry: Agriculture is the dominant economic activity in the region employing about 34.4% of the labour force (2010 population and housing census). About 60% of the region's surface area is considered arable and about 81% are cultivated. Crops grown in the region include oil palm, cocoa, 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 is 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 such as odum, mahogany, wawa ciba and many others bamboos and canes. However, the operations of surfacing mining both licensed and unlicensed "galamsey" are depleting the forest cover at an alarming rate.

Natural Resources: The Ashanti Region is endowed with mineral deposits of economic value. Gold, Bauxite, Manganese, Lime Stone, Silica Sand iron, clay deposits abounds in almost every part of the region with large scale goldmines at Obuasi, 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 and pools, one of its' kind in the sub region. There is also the Royal Mausoleum at Manhyia Palace, the mythical Okomfo Anokye sword at Okomfo Anokye Teaching Hospital, Lake Bosomtwe, Mframabuom Caves, Bobiri butterfly forest, Kente weaving at Bonwire among others. To lift this burgeoning tourism industry, there are several hotels an Airport and an air strip at Obuasi to make travelling and lodging convenient to tourist. The availability of modern transport architecture such as engineered road networks and an airport, facilitates quick movement of goods and services to other parts of the country and for exports. Other

significant sectors of the economy are service (25.4%) and manufacturing (10.5%). There is also the availability of a large pool of active labour force to support a sustainable and growing economic development in the region.

Report on Regional Department

Department of Community Development

The Department of Community Development is a decentralized department charged with the responsibility of facilitating the enhancement of living standards of communities in Ghana. It has a total staff strength of 403 comprising 225 males and 178 females.

Accomplishments of activities undertaken during the period

The department was able to work with four hundred and twenty-three (423) groups in four hundred and nineteen (419) communities under the Adult Education Study.

The department was also able to train and provide women with home and economic viable projects to improve their living standards. These included educating women on home management, nutrition, childcare, family planning and preparation of soap under the Home Science Extension Programme.

Challenges

- Obsolete office equipment at the Regional Office
- Insufficient Budgetary allocation for the Regional Office
- Lack of training opportunities for staff
- Poor working environment at the Regional Office
- Lack of suitable means of transport.

Department of Social Welfare

The Department of Social Welfare is one of the Departments under the Ministry of Gender, Children and Social Protection with a staff strength of 147. The Vision of the department is to take a lead role in integrating the disadvantaged, vulnerable and excluded in society. Its activities have been divided into three core programmes, namely; Justice Administration, Child Rights Promotion and Protection, Community Care and Livelihood Empowerment against Poverty (LEAP).

The department operates in five institutions namely; Kumasi Children's Home, Edwenase Rehabilitation Centre, Central Destitute Infirmary at Bekwai, Amofo Vocational Institution at Bekwai and Asawase Remand Home (which was closed down in 2013 for lack of maintenance).

Public Works Department

The Public Works Department is responsible for the effective management and maintenance of the public estates of the government of Ghana and the provision of Sound Technical and Engineering advice on building and related construction and maintenance of buildings to Government

Department, Agencies and Ministries in the Region. The labour strength of the Department in Kumasi stood at 64 with 27 seniors and 37 junior Staff. 56 of the staff were male while 8 were females.

Achievements

The Department in spite of non-allocation of funds, supplemented the rehabilitation and routine maintenance of some government buildings and bungalows from the Department's commercial activities. The repair and servicing of official vehicles, purchase of spare parts, fuel and stationery were all supplemented from the internally generated funds.

Land Use and Spatial Planning Authority

The Town and Country Planning Department is now known as Land Use and Spatial Planning Authority (following the enactment of the Land Use and Spatial Planning Act, Act 925, 2016). The staff strength of the department is one hundred and thirty-eight (138).

Activities undertaken by the Department were;

- Ashanti Regional Spatial Framework (ARSDF)
- Capacity Building on LUPMIS
- Street Naming and Property Addressing Project (SNPA)
- Sensitization and Awareness Creation
- District Director's Meetings
- Site Meetings

Ghana Library Authority

The Authority has a staff strength of forty-six (46) including 26 males and 20 females and a regional library located within the premises of the Centre for National Culture at Bantama. Other service points in the region which includes;

1. Chirapatre Community Library
2. Oduman Community Library (Ashanti New Town)
3. Obuasi Branch Library
4. Konongo-Odumasi Branch Library
5. Effiduase Branch Library

During the year, Mrs. Genevive Ebba-Polley, the Executive Director of the Ghana Book Trust paid official visit to the Library to discuss the possibility of collaborating with the Ashanti Library to continue with the mobile library service in the Amansie West District. The Authority also introduced Library at your door steps to help students who wished to come to the Library but were unable to do so. The Authority visited some schools to provide library services to them in their schools.

Department of Rural Housing

The department is to formulate policies and implement programmes for the provision of the adequate and decent housing for the benefit and improvement of the welfare of all living in the urban poor

and rural areas. The staff strength of the department was seven (7) made up of four (4) and three (3) females.

Programmes Delivered

The department embarked on two Cocoa Housing Projects at Adansi South District Assembly which had completed and handed over to beneficiaries at Adansi North District Assembly.

Administrative Issues

During the year under review, the Council was led by Hon. Simon Osei-Mensah as Regional Minister and his Deputy, Hon. Elizabeth Agyeman. Hon. Osei Mensah assumed duty on 17th February 2017 while Hon. Agyeman also assumed duty on 28th March 2017. The region had 30 MMDCEs (5 female and 25 male) and 1,518 Assembly Members. Refer to Appendix 1 for details of the political leadership including no. of Assembly Members of the MMDAs in the region.

Report on Decentralized Departments of MMDAS

Performance on integration of schedule one Decentralized Departments at the MMDAs

The Local Governance Act 936 and the Legislative Instrument (LI) 1961 provides for the establishment of 16, 13 and 11 departments under Metropolitan, Municipal and Districts Assemblies respectively. The departments that were constituted and operational under the Metropolitan/Municipal/District Assemblies in the region as at end of 2016 are listed below:

MMDA	Dept. available	Depts absent	Remarks
Kumasi Metropolitan Assembly	11	5	Education, Health, Trade & Industry, Natural Resources and Games and Wildlife are yet to be established
Municipal			
Asante Akim Central	11	2	Inadequate office accommodation
Bekwai	13	-	
Ejisu – Juaben	12	1	
Mampong	13		Inadequate office accommodation for Works, Social Welfare and Community Development Department.
Obuasi	13	-	

MMDA	Dept. available	Depts absent	Remarks
Offinso	12	1	
Asokore Mampong	12	1	Forestry Department is yet to be established
Ejurasekyere-Dumase	11	2	
Adansi North	-	-	
Adansi South	6	5	Rural Housing, Game & Wildlife, Trade & Industry, Youth & Sports are absent
Afigya Kwabre	10	1	Natural Resources Dept., Games and Wildlife Division are absent
Ahafo Ano North	9	2	Trade & Industry and Natural Resources are absent. Not all departments are fully integrated
Ahafo Ano South	11	-	
Amansie Central			
Amansie West	11	0	
Asante Akim South	11	-	
Atwima Kwanwoma	11	-	
Atwima Mponua	11		All departments are operating. The Major Challenge has been office accommodation
Atwima Nwabiagya	11		
Bosome Freho	10	1	Natural Resources conservation is yet to be established.
Bosomtwe	10	1	Natural Resource Conservation is absent.

MMDA	Dept. available	Depts absent	Remarks
Asante Akim North	5	6	
Kwabre East	10	1	
Offinso North	-	-	
Sekyere-Kumawu	11		
Sekyere Central	7	4	The Four departments are not fully established
Sekyere East	10	1	The District do not have Natural Resource Conservation Department
Sekyere South	-	-	

Most of the Assemblies lacked office space to accommodate new departments

Report On Human Resources Management

The activities of the department were mainly centered on managing the Human Resources activities of the MMDAs in the Ashanti Region. These include monitoring and coordinating the activities in the Human Resource Departments in the MMDAs. In the year under review, the HR Unit was constantly in touch with the MMDAs in the Region to supervise their activities.

Training/Workshops Organized

Six (6) orientation workshops were organized by the department in the year 2017 as follows:

Table 1a

No.	Training/Workshop	Date	No. of Days	Venue
1.	Performance Management and Staff Appraisal	10 th Feb, 2017	1	Sekyere Central Dist. Assembly Hall
2.	Performance Management and Staff Appraisal	11 th Feb, 2017	1	Atwima Kwanwoma Dist. Assembly Hall
3.	Performance Planning and Appraisal	18 th Feb, 2017	1	Sekyere South Dist. Assembly Hall
4.	Two-day workshop on Performance Management and Appraisal System for HR officers and Heads of Department of MMDAs	22 nd – 25 th Feb, 2017 and 29 th February- 1 st March, 2017	6	ARCC Conference Hall

5.	Local Government Service Protocols in fulfillment of Key Performance Areas: Customer Service Initiatives	9 th March, 2017	1	Ahafo Ano South Dist. Assembly Hall
6.	Performance Appraisal and Protocols of the service	10 th March - 11 th March, 2017	2	Asokore Mampong Municipal Assembly Hall

The various workshops undertaken by the department were successful (See Table 1a). They were also effective as employees showed remarkable improvement in the knowledge and understanding of the performance appraisal tool during their promotional interviews.

Promotion

One Hundred and Twenty-Seven (127) employees in the professional and sub-professional classes were promoted during the period under review. Out of this number, Fifty-Four (54) were to the professional class seventy-Three (73) employees in the sub-professional and auxiliary class were also promoted within the year 2017. Additionally, there are three hundred and sixty-four (364) requests pending approval from the OHLGS. Refer to Table 2a for details.

See Table 2b

No.	Class	Effectuated	Yet to
1.	Administrative class	26	5
2.	Audit class	4	4
3.	Engineering class	6	4
4.	Procurement/supply class	1	2
5.	Social/community Devt Class	2	9
6.	Development Planning	5	
7	Agricultural class		13
8	Budget	9	
9	Audit class	1	2
10	Radio operation class	1	10
11	Engineering class	12	5
12	Procurement/supply class	2	3

13	Catering Class	2	7
14	Technical Class	2	19
15	Works class	10	9
16	Env't'l health & sanitation class	28	141
17	Executive Class	3	
18	Revenue Class	9	
19	Human Resource/Personnel Class	2	
20	Library Class	1	
21	Local Government Inspectorate Class	1	
22	Metro guards class		34
23	Records Class		3
24	Social/community Devt Class		3
25	Agricultural class		4
26	Drivers class	29	24
27	Messenger class	4	2
28	Watchmen Class	10	10
29	Labourer Class	43	48
30	Postal Agent Class		1
31	Security Class		2
TOTAL			

Replacement

The department did not put in any request for replacement of staff in the year 2017.

Postings

A total of Two Hundred and Fifty-Three intra-regional postings were affected by the ARCC in addition to Thirty-nine (39) new employees posted to the region by Office of the Head of the Local Government Service. Details are contained Table 3a below.

No.	Grade	Intra	Inter
1.	Admin. Class	16	2
2.	Engineering Class	3	4
3.	Audit Class	14	4
4.	Development Planning Class	9	4
5.	Human Resource/Personnel Class	4	2
6.	Agricultural Class	13	2
7.	Soc./Comm. Development Class	24	1
8.	Environmental Class	150	3
9.	Procurement/Supply Class	2	2
10.	Secretarial Class	7	4
11.	Executive Class	6	5
12.	Driver Class	4	
13.	Computer/MIS Class	1	
14.	Auxiliary Class		1
15.	Technical Class		1
16.	Budget Analyst Class		4
TOTAL		253	

Upgrading/Conversion

Eighty-one (81) applications for Upgrading and Conversion to the under listed classes were submitted to LGSS within the year on review as follows: (Table 4a shows upgrading from Sub-Professional Class to Professional Class and Table 4b shows Conversion from one class to the other)

Table 4a

No.	Class	Upgrading To	No. of Applicants
1.	Executive	Administrative Class	2
2.	Technician	Engineering Class	8
3.	Internal Audit	Audit Class	2
4.	Storekeeper	Procurement/Supply Class	7
5.	Personnel	Human Resource Class	4
6.	Technical	Agricultural Class	2
7.	Soc./Comm. Dev' t. (Sub-prof.)	Soc./Comm. Development Class	4
8.	Procurement/Supply (Sub-prof.)	Procurement/Supply	4
9.	Env. Health & Sanitation	Env. Health & Sanitation	4
TOTAL			37

Table 4b

No.	Class	Conversion To	No.	Conversion To	No.
1.	Executive	Human Resource Class	13	Devt Planning Class	1
2.	Mass Education	Human Resource Class	1	Administrative Class	1
3.	Mass Education	Procurement /Supply Class	2		
4.	Soc./Comm. Devt	Human Resource Class	4	Devt Planning Class	1
5.	Soc./Comm. Devt	Procurement/Supply Class	2	Administrative Class	1
6.	Secretarial	Human Resource Class	7	Budget Class	1
7.	Technical	Engineering Class	1	Administrative Class	1
8.	Radio Operation	Audit Class	1		

No.	Class	Conversion To	No.	Conversion To	No.
9.	Works	Human Resource Class	1		
10.	Administrative	Audit Class	1		
11.	Engineering	Agricultural Class	1		
12.	Revenue Collectors	Technical Class	1		
13.	Agricultural	Procurement/Supply Class	1		
14.	Labourer	Drivers Class	1		
20.	Executive	Budget Class	1		
TOTAL			44		

Approval was however given for upgrading/conversion to Human Resource Management Class and Procurement/Supply Class on November, 2017.

Staff Establishment

- (a) The table below shows the staff establishment for the Ashanti Regional Coordinating Council. The total number of employees currently at the Ashanti Regional Coordinating Council is one hundred and four (104). (Table 6a shows the number of male and female employees as well as their age groupings in the Ashanti Regional Coordinating Council)

TABLE 5a

AGE	SEX		Total
	MALE	FEMALE	
20 -30	3	8	11
31- 40	16	17	33
41- 50	20	16	36
51- 60	19	5	24
TOTAL	58	46	104

The overall percentage of male and female employees stand at,

- Male Employees: 55.77%
- Female Employees: 44.23%

Human Resources Management Information System (HRMIS)

The department in collaboration with the Local Government Service Secretariat is implementing a program which captures data on all employees in the Region. The data for the Ashanti regional Coordinating Council including the MMDAs are processed and forwarded to the Local Government Service Secretariat (LGSS) at the end of every month.

Observations

There is 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 were are needed to perform these duties in the HR department.

Recommendation

- The unit is in need of a vehicle, computers, scanning and photocopier machines for efficient running of the Unit especially, to support the HRMIS effectively process returns from the MMDAs.

Official Visit

The President of the Republic of Ghana visited the region a number of times on official visits. H E Vice President and the First and Second Ladies also paid official visits to the region. Several Ministers of State and Sector Ministers also paid working visits.

The table below indicates the official visits

No.	DATE	PURPOSE
PRESIDENT VISITS		
1	1-3-4-2017	1 st Official Visit to Ashanti Region after the swearing in
2	25-2-2017	President mourns with Hon. Alan Kyeremanteng
3	10-5-2017	Commissioning of Kumasi City Mall
4	18-10-2017	Sod-cutting for One-District-One-Ware-House project by H.E the President.
5	4-11-2017	President mourns with Chief of Staff
6	6-11-2017	President in Kumasi to Address National House of Chiefs

No.	DATE	PURPOSE
7	25-11-2017	Attends 68 th Anniversary of Prempeh College
8	4-12-2017	President Mourns with Otumfour at Manhyia Place (Otumfour Mother's Funeral)
9	7-12-2017	One-year anniversary of the Asantehemaa by the President, Vice President and the Togolese President.
10	11-12-2017	Attends 60 th Speech & Prize-Giving Day of Kumasi Academy Senior High School
VICE PRESIDENT		
2.	1-4-2017	1 st Official Visits to Ashanti Region
3.	4-6-2017	Visits Central Mosque
4.	14-10-2017	Mourns with the Family of Late Ash. Regional Minister Hon. Kofi Poku Manu
5.	4-11-2017	Mourns with Chief of Staff
6.	4-12-2017	Mourns with Otumfour
7.	8-12-2017	Visits Kumasi Academy Senior High School
8.	15-12-2017	At Regional Ministers Conference
FIRST LADY'S VISIT		
1.	20-5-2017	1 st Lady Raises Funds to Support MBU
2.	4-11-2017	1 st Lady Mourns with Chief of Staff

National Programmes held during the year under review

1. Regional Minister Conference
2. National Chocolate Day
3. National Farmers Day
4. May Day

5. Independence Day Celebration
6. Republic Day Luncheon for Senior Citizens

Security Issues

Operation Vanguard: The taskforce was to stop illegal and small scale mining activities in the region. The initial stage of their operation resulted in a confrontation with some illegal miners at Obuasi which led to the death of an illegal miner. Though some progress was made with respect to the clamp down on illegal minning, the taskforce had to vary their strategy as illegal miners resorted to night mining and in-house mining in the Asante Akim Central where people dug the pit in their bedrooms.

Operation of Nomadic Herdsmen at Asante Akim North: Operations of nomadic herdsmen got to its crescendo during the year under review. A taskforce formed by the Asante Akim North District Assembly was ambushed by the hedsmen leading to the death of two military officers and one police officer. The prompt intervention of REGSEC through the dispatch of a combined Military-Police Taskforce and helicopters to drive away the cattle and herdsmen from the Agogo area restored peace and order in the area and farmers went about their normal activities peacefully.

Delta Force Issue: The Regional Security Liaison Officer appointed by the President was attacked by a group called Delta Force believed to be affiliate of the New Patriotic Party (NPP). The perpetrators were later arrested and arranged before court. Some members of the group again invaded the court and freed the arrested members. The freed members were rearrested, remanded and fined for their crime and made to sign a bond of good behaviour. Members who invaded the court were also later arrested and charged.

Report On Developmental Activities Sector Institutions

Summary of development projects (RCC)

No.	Sector	No. of Projects	No. of On-Ongoing	No. Completed
1	Agriculture	1	1	
2	Economic	37	37	
3	Education	358	356	2
4	Energy, Oil and Gas	38	38	
5	Governance	119	117	2
6	Health	64	64	

7	Roads	60	60	
8	Sanitation	48	48	
9	Water	18	14	4
10	Youth and Sports	4	4	
	TOTAL	747	739	8

Summary of Development Activities - Urban Roads Department

Urban Roads Periodic Maintainace

Due to heavy rains recorded in the year 2017, the condition of some of the roads (major arterials, collectors and distributors) were in a very deplorable state. Untimely remediation of the defects resulted in the rapid deterioration of the roads. The road condition worsened day by day. This resulted in longer travel times to and from the central business district and other critical areas of the region. Commuters kept reporting to the Unit about the difficulty they encountered in plying these roads.

In view of the above, remedial proposals were submitted to the Head Office pending approval for the immediate reinstatement of these roads; to ease the flow of congested traffic, as well as improve safety and driving comfort. Refer to Table 2 below for details of on-going road works.

Staff Requirements for Urban Roads

The Department required the following personnel for effective management of the Unit.

- Assistant Engineers (for materials engineer and supervision)
- Assistant Quantity Surveyors
- Technician Engineers
- Technician Geodetic Engineer

	Project Title	Contract or (M/S)	Contract Sum (GHC)	Award Dare	Completion Date	Payment to Date (GHC)	Progress (%)	Status
1	Minor Rehabilitation of Cluster of Schools and Sabonline, Ejura Ph. 1 (1.29km)	Hype Const. Co. Ltd	1,461,581.73	16-Mar-16	May-17	1,406,849	85	Substantially Completed and within the Defects Liability Period
2	Rehabilitation of Buokrom Estate Junction-Antoa Main Road (Access to Akate Farms) in Kumasi (9.0km) Lot 1	Attachy Construction Ltd.	27,025,047.47	2 Jul-15	8-Feb-17	19,738,597.22	62	Drainage works, primer seal and first seal completed second seal outstanding
3	Construction of Sunyani Road in Kumasi (Komfo-Anokye Hospital to Abuakwa)	China Geo Engineering Corporation	104,487,801.20	8 June-07	8-Jul-09		99	
4	Minor Rehabilitation of Old Tafo & Adabraka Zongo Area Roads in Kumasi ph 2 (3.00 km)	Reggio Co. Limited	5,292,558.00	11-Aug-16	25-Sep-17	4,566,873.90	57	Drainage and surfacing work completed. Laying of Kerbs outstanding
5	Minor Rehabilitation of Hill Top Area Roads, Kwadaso (5.40 km)	Juttap Limited	12,883,578.09	3-Oct-16	19-Dec-17	10,087,707.78	43	Drainage Works and Surfacing works completed
6	Minor Rehabilitation of Dompouse Main Road-Kuwait Link Road (2.00km)	Nasona Co. Ltd	4,370,329.65	21-Nov-16	30-Jan-18		12	Primer seal is 50% completed, drainage works are on-going
7	Minor Rehabilitation of Kwamo and Fumesua Town Roads, Kumasi (2.00km)	Knapo Construction Limited	4,370,329.65	23-Nov-16	5-Nov-18	2,792,868.87	37.17	Phase 1 Drainage and paving works are completed

8	Surfacing of Aboabo, Akotoso And Atonso S-line – Bokro Last Stop Roads in Asokore Mampong Municipality and Kumasi Metropolis (6.00km)	Aba-Baram Company Limited	7,457,702.60	18-Nov-16	28-Dec-18		19.43	
9.	Minor Rehabilitation of Abompeh by-Pass in Obuasi, Ph 1(2.75km)	Dalcon Limited	5,435,686.41	30-Nov-16	3-Dec-18		9.57	Drainage, works are about 95% completed
10.	Minor Rehabilitation of Ejisu-Apraman Road (2.00 km) And Besease Town Roads (1.00 km)	Pretty-Ups Company Limited	6,080,461.23	30-Nov-16	3-Dec-18		10	Yet to start
11	Construction of Speed Bumps across selected critical roads within Kumasi Metropolis and Asokore Mampong Municipality	Nuray Ghana Limited	1,580,432.16	3-Oct-16	8-July-2017		48	About 70 No. humps have been constructed to date
12.	Rehabilitation of Selection Roads in New Edubiase (5.00km)	Hype Const. Co. Ltd.	6,066,329.98	Feb-15	May-16	5,983,058.10	97.6	Substantially completed and within the Defects Liability Period
13	Rehabilitation of Bekwai Town Roads (5.00km)	Mmanab Co. Limited	7,354,353.66	Feb-15	May 16	8,176,444.04	114.60	Substantially completed and within the Defects Liability Period
14	Minor rehabilitation of Tapa Town Roads (6.29km), Ashanti Region	Aba-Baram Co. Limited	11,003,440.38	Apr-16	May-16	11,196,136.93	101.78	Drainage and Primer seal is 100% complete and contractor is starting seal works
15	Minor Rehabilitation of Selected Town Roads in Offinso (7.5 km)	Reggio Co. Limited	13,735,375.28	May-16	Jul-17	12,660,609.62	100	The Project is at the substantial completion state. The road line has

								been marked as well.
1 6	Partial Reconstruction of selected roads in Juaben and Agogo Town Roads in Ashanti Region (10.00km)	Mmanab Co Limited	17,891,891.93	Jul-16	Mar-18	6,998,993.70	39.12	Drainage works are 90% complete. Paving works are on-going
1 7	Partial Reconstruction of selected roads in within Krapah Town (9.00km) in Ashanti Region (10.00km)	Reggio Co. Limited	14,337,028.72	Nov-2016	Dec-17	5,589,074.33	32.78	Drainage works are 95% complete. Works are on-going
1 8.	Partial Reconstruction of selected roads in Juaso Town (5.00km)	ACHWEK LIMITE D	9,975,922.40	Aug-16	Sep-17	3,942,000.00	39.56	Construction of drainage works is 80% completed. Road works yet to start.

Brong Ahafo Region

Introduction

This report outlines the various programmes, projects, services and activities that were undertaken by the Brong Ahafo Regional Co-ordinating Council (BARCC) for the period, January to December, 2017. During this period Hon. Kwaku Asomah-Cheremeh and Hon. Evans Opoku Bobie, Member of Parliament for Asunafo North Constituency assumed Office as the Regional Minister and the Deputy Regional Minister respectively during the period under review.

The RCC successfully supervised the process of approving the twenty-seven (27) District Chief Executives who were duly nominated by His Excellency the President by their respective Assemblies and were appointed to head the Municipal and District Assemblies in the Region. During the period under review, the Region hosted a number of high profile dignitaries at various times, including the President and First Lady of the Republic of Ghana, Minister of State, High Commissioners and the Head of the Local Government Service, among others.

The RCC also for the first time organised a two-day Capacity Building Workshop for Drivers of the RCC and all the Assemblies. Significant achievements were recorded in key sectors of the Region during the period under review and these include:

- **Education:**
 - An increase of enrolment in first year SHS for the 2017/2018 Academic Year by 22.279%
 - over 4,000 Teachers (KG 2, P1) teachers and curriculum leaders in Early Grade were trained in 14 districts.
 - over 80,000 Early Grade reading materials were distributed to 920 schools in Brong-Ahafo Region.
- **Health:** 91.5% of OPD attendance were covered by NHIS
- **Sanitation:** 16 Communities were declared Open Defecation Free (ODF)
- **Roads:** Rehabilitation of major roads in the Region continued during the period. In all about 140 contracts were completed in 2017.
- **Water:** 135 boreholes were constructed and fitted with hand pumps under the Chinese Assisted Borehole Construction Project.

Regional Potential

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

Other potential areas for partnership with the private sector in the Brong Ahafo Region include:

1. Development of the maize value chain in the areas of post-harvest drying and storage, processing into maize grits, maize flour fortification and packaging as well as maize oil extraction.
2. Development of the cassava value chain in the area of large scale production, primary processing, processing into High Quality Cassava Flour (HQCF), industrial starch, ethanol and livestock feed
3. Production of cashew and processing of raw cashew nut (RCN) for the local and international market.
4. Production and processing of mango into fruit juice and dry mango strips
5. Production and processing of chilli pepper, ginger, garden eggs
6. Production and processing of yam
7. High quality planting material nurseries for mango, cocoa and cashew
8. Production and processing of oil palm
9. Tomato production and processing
10. Production and processing of soybean into soya oil, soy cake and soymilk

S/N	Name of MDA	Status of Decentralised Departments		
		No. of Dep'ts. Established	Yet to be Established	Total
1	Asunafo North Municipal	13	-	13
2	Asunafo South District	4	7	11
3	Asutifi North District	6	5	11
4	Atebubu-Amantin District	11	-	11
5	Berekum Municipal	12	1	13
6	Dormaa East District	9	2	11
7	Dormaa Central Municipal	7	6	13
8	Jaman North District	11	-	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	4	7	11
13	Nkoranza South District	9	4	13
14	Pru District	6	5	11
15	Sene West District	11	-	11
16	Sunyani Municipal	8	5	13
17	Sunyani West District	10	1	11
18	Tain District	9	2	11
19	Tano North District	10	1	11
20	Tano South District	11	-	11
21	Techiman Municipal	11	2	13
22	Wenchi Municipal	5	8	13
23	Sene East District	6	5	11
24	Techiman North District	8	3	11
25	Asutifi South District	4	7	11
26	Banda District	3	8	11
27	Dormaa West District	5	5	11

Development of the poultry value chain in the area of hatcheries, feed production, slaughter and processing of poultry meat

Administrative Issues

Political Leadership of MMDAs: Confirmation of District Chief Executives

The RCC supervised the successful confirmation of all 27 nominees of His Excellency the President, for the position of Municipal/District Chief Executives in the Region without any serious incidents. Except for a few security concerns, the Assemblies are performing creditably.

The political leadership of the MMDAs including the number and gender disaggregation of Assembly members during the period under review is presented in Appendix 1.

Report on Decentralized Departments at the MMDA Level

From the table below, only 4 Assemblies have fully established decentralised departments in the Region. The rest have varying numbers of established Departments.

Human Resource Management

The Office of the Brong Ahafo Regional Coordinating Council’s Central Administration had a total staff strength of One Hundred and Thirteen (113) as at the end of the year 2017. This consisted of forty (40) senior staff and seventy (70) junior officers. In terms of gender, there are Sixty One (61) Males and Fifty Two (52) Female employees at the Central Administration. Staff of the Regional Decentralised Departments was Two Hundred and Fifty-One (251), consisting of One Hundred and Thirty-Two (132) Males and One Hundred and Nineteen (119) Females as at the end of 2017.

Table 1: Gender Distribution of Staff of BARCC - Central Administration & Decentralized Departments

No.	Mun/Dist Assemblies	Male	Female	Staff Total
1	RCC Central Administration	61	52	113
2	Dept. of Social Welfare	35	24	59
3	Dept. of Parks & Gardens	15	18	33
4	Department of Community Development	10	7	17
5	Public Works Dept.	9	45	54
6	Department Of Rural Housing	1	5	6
7	Dept. of Gender	2	3	5
8	Dept. of Children	2	2	4
9	Trade & Industry	6	2	8
10	Dept. of Agriculture	27	8	35
11	Statistical Service	21	1	22
12	Environmental Health Unit-BARCC	4	4	8
	TOTAL	193	171	364

At the MMDA level, the total number of staff was Four Thousand Four Hundred and Seventy-Three (4473), consisting Two Thousand Five Hundred and Forty-Four (2544) Males and One Thousand Nine Hundred And Twenty-Nine (1929) Females as at the end of 2017.

Table 2: Gender Distribution of Staff – MMDA Level

No.	Mun/Dist Assemblies	Male	Female	Staff Total
1	Asunafo North Municipal	108	92	200
2	Asunafo South District	74	37	111
3	Asutifi North District	84	38	122
4	Asutifi South District	54	31	85
5	Atebubu-Amantin District	96	41	137
6	Banda District	52	11	63
7	Berekum Municipal	114	120	234
8	Dormaa East District	85	36	121
9	Dormaa Central Municipal	95	69	164
10	Dormaa West District	64	15	79
11	Jaman North District	32	83	115
12	Jaman South District	101	78	179
13	Kintampo North Municipal	117	78	195
14	Kintampo South District	78	34	112
15	Nkoranza North District	88	33	121
16	Nkoranza South Mun	117	84	201
17	Pru District	83	27	110
18	Sene East District	61	12	73
19	Sene West District	91	48	139
20	Sunyani Municipal	150	196	346

No.	Mun/Dist Assemblies	Male	Female	Staff Total
21	Sunyani West District	88	119	207
22	Tain District	88	59	147
23	Tano North District	116	91	207
24	Tano South District	130	89	219
25	Techiman Municipal	168	184	352
26	Techiman North District	90	72	162
27	Wenchi Municipal	120	152	272
	TOTAL	2544	1929	4473

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

1. Promotions Undertaken

At the beginning of the year, 2017, the Brong Ahafo Regional Co-ordinating Council received a total of One Thousand Five Hundred and Forty-Two (1,542) applications from staffs that were due for promotion to the various grades in the various classes. Out of the total number, approval was received for Three Hundred and Seven Two (372) officers to be promoted to the various grades. As at the end of December, 2017, interviews were conducted for all the officers and were duly promoted to their next grades having passed the interviews.

The breakdown is as follows;

No.	Class	Total Number
1	Administrative Class	48
2	Transport Class	8
3	Secretarial Class	9
4	Quantity Surveyor Class	1
5	Human Resource Management Class	22
6	Revenue Class	93

7	Executive Class	10
8	Radio Operators Class	6
9	Procurement & Supply Class	8
10	Catering Class	4
11	Budget Class	16
12	Internal Audit Class	13
13	Community & Social Dev. Class	16
14	Engineering Class	23
15	Dev. Planning Officers Class	15
16	Environmental Health Class	32
17	Records Class	2
18	Agricultural Class	12
19	Works Class	32
20	Local Gov't Inspectorate Class	2
	Grand Total	372

2. Postings Undertaken

The Brong Ahafo Regional Co-ordinating Council posted One hundred and Forty-Two (142) officers from one Assembly to the other where their services were required. These consisted of Eighty Six (86) males and Fifty-six (56) females.

Official Visits

High Profile Visits during the period under review included visits by His Excellency the President, Nana Addo Dankwa Akufo-Addo to the Region on official duty. The first was to launch the “Planting for Food and Jobs” programme on April 19, 2017. This was followed by the September 2, 2017 visit to attend the burial and final funeral rites of the late J. H. Owusu Acheampong in Berekum. The President again visited the Region on October 10, 2017 to launch the Restoration

of Nurses/Midwives Trainee Allowances and to open the Annual Bar Conference the Ghana Bar Association on September 11, 2017.

Her Excellency the First Lady, Mrs. Rebecca Akufo-Addo also visited the Region on October 11, 2017 to launch the Girls Iron and Folic Acid Tablet Supplementation initiative. In addition to the visit by the first family, there was also a total of 11 visits by ministers and deputy ministers of state over the period.

1. **Visit by Ambassadors and High Commissioners Designate to the Region:** The Region also hosted 40 Ambassadors and High Commissioners Designate and discussed the development and investment potentials of the Region to enable them to market the Region in their respective Missions abroad. Present at the meeting were the Regional Minister, Deputy Regional Minister, Municipal District Chief Executives and Regional Heads of Departments as well as key officials of the Ministry of Foreign Affairs and Regional Integration.
2. **Familiarization Visit by the Head of Local Government Service:** The Head of the Local Government Service, Ing. Dr. Stephen Nana Ato Arthur led a team of Officers from the Office of the Head of the Local Government Service, to pay a familiarization visit to the Region to interact with a cross-section of staff from the RCC and District Assemblies. He also used the occasion to share his vision and strategies for the service with the staff.
3. **Visit by Nigerian High Commissioner to the Region:** On Friday, 13th October, 2017, the Region also hosted the Nigerian High Commissioner to Ghana and discussed bilateral relations as well as the development and investment potentials of the Region.

Security Issues

The Region is generally calm and peaceful. However, a few security challenges were encountered and are worth your attention.

1. Chieftaincy and Land Disputes

Some key Chieftaincy and land disputes continue to serve as a draw back to the steady development of the Region. There are currently **50** Chieftaincy disputes made up of **47** Petitions and **3** Appeals pending before the Judicial Committee of the Brong Ahafo Regional House of Chiefs.

Of particular concern to the BARCC and the BARHCs is the chieftaincy dispute at Portor, near Kintampo where two lives were recently lost due to a dispute between two rival factions with one faction paying allegiance to the Nkoranza Stool and the other paying allegiance to the Gonja Skin.

2. Illegal Mining (Galamsey) Activities

Illegal mining remains one of the major challenges in the Region as some parts of the Region have witnessed activities of illegal miners.

The areas bedevilled with the illegal mining menace include, The Adongo Valley in the Tano South District, Kenyasi, Ntotoroso, Bui Forest Reserve, Atuna, Dormaa Akwamu and Babato Kuma.

3. Illegal Lumbering

Illegal lumbering is also widespread in the Region causing a major challenge to Sustainable Forest Management. As a result of these activities, the Region's forest reserves are under serious threat. Specifically, illegal lumbering is prevalent in Goaso, Bomaa, Yamfo, Techiman and Dormaa Ahenkro with reported cases of foreigners infiltrating these areas with the aid of indigenes to perpetrate the illegality.

REGSEC has put in place a 13-Member Police Task Force that is working continuously to arrest the situation. Over 50 Trucks have been impounded by the Task Force and handed over to the Forestry Commission. The illegal lumber has been auctioned according to the operational guidelines of the Commission.

4. Communal clashes between Konkombas and Fulanis

In 2017, there were clashes between Konkombas and Fulanis who are resident at Portor, Kawampe, Gulumpe, Mahama Akuraa and Ata Akuraa, all located within the Kintampo Municipal Assembly. It resulted in the death of seventeen (17) persons as well as the destruction of other properties.

5. Nomination of a new Paramount Chief for the Nkoranza Traditional Area

The Queen Mother of the Nkoranza Traditional Area, Nana Yaa Adutwumwaa Dudaa Kani II, as custom demands, nominated Nana Yaw Kodom as the new Paramount Chief for the Nkoranza Traditional Area. However, the members of the Traditional Council opposed the nominee and named a rival nominee, Nana Yaw Soro. This situation is brewing seeming tension amongst the rival groups.

- a. **Transition:** Mr. Kwaku Asomah-Cheremeh officially assumed office on Friday, 27th February, 2017 after being sworn in by H.E. the President as the substantive Brong Ahafo Regional Minister. The Hon. Regional Minister started a duty tour of the communities and Traditional Councils in the Region to introduce himself to them and interact with them on the programmes of government as well as afford him the unique opportunity to learn at first hand some of the challenges the areas may be facing.
- b. **Three (3)-Day Working Visit by Government Transition Team:** The Government's Transition Team responsible for related activities in the Ashanti and Brong Ahafo Regions, led

by Hon. Dr. Stephen Nana Ato Arthur was in the Region on Monday, 6th February, 2017, at the Residency Conference Room, Sunyani. The meeting was attended by the former Regional Minister, Hon. Eric Opoku (MP), the former Deputy Regional Minister, Hon. Justice Samuel Adjei, the Chief Director/Regional Co-ordinating Director and some Key Heads of Departments of the BARCC. Former Hon. Municipal/ District Chief Executives led their teams of key officials of the 27 Assemblies to appear before the Transition Team.

Government Special Initiatives / Interventions / Programmes / Policies and Projects

a. Planting for Food and Jobs

In the Brong Ahafo Region, the following have so far been achieved under the programme.

1. **4,092 farmers** comprising **3,554** males and **538** females are benefitting from the programme out of a total registered farmers of 6,754.
2. **4,570.70 Hectares** of farm land have been cultivated.

Also, the following inputs have so far been supplied to the Region.

SEED			FERTILIZER		
<i>No.</i>	<i>Input Description</i>	<i>Quantity</i>	<i>No.</i>	<i>Input Description</i>	<i>Quantity</i>
1	Maize seed	11,327 bags	1	NPK	211,528 bags
2	Rice seed	7,850 bags	2	Urea	42,410 bags
3	Soyabean seed	27 bags	3	SoA	84,481 bags
VEGETABLE SEED					
<i>No.</i>	<i>Input Description</i>	<i>Quantity</i>			
1	Tomato	3,957 sachets			
2	Onion	2,046 sachets			
3	Pepper	2,893 sachets			

A total of 27,041 farmers have benefitted from the inputs supplied and the total amount recovered so far is **GH¢1,485,209.56** made up of **GH¢1,242,872.50** for fertilizer and **GH¢242,337.06** for seeds supplied.

b. One District One Factory Programme

19 Companies in the Region have been identified to kick start Government's "**One District, One Factory**" during the year 2017. Also, the District Implementation Committees for the programme were duly inaugurated in 2017.

c. Creation of New Regions

Two groups from the Region have petitioned and appeared before the Commission of Enquiry to examine the petitions for the creation of new Regions. The groups are the Coalition of Chiefs for the Creation of Bono East Region and the Council of Ahafo Chiefs.

d. Creation of New Districts

As part of the process of creating thirty eight (38) new districts across the country, Pru District Assembly is to be divided into Pru East and Pru West while Berekum Municipal Assembly will be divided into Berekum Municipal and Berekum West. The new Districts in the Region would be

- 1. Pru East
- 2. Pru West and
- 3. Berekum West

e. Free Senior High School Policy

The free senior school high school policy was implemented in September, 2017 in all the (76) seventy-six public senior high schools/TVET in the Region. The following number of students benefited in Table 2x below. This represents a **22.279%** increase over the 2016/2017 Academic year.

Boys	Girls	Total
16,264	15,954	32,281

Supply of educational materials and food items to various schools is also on-going and this is handled by the accredited suppliers mandated to do so.

A. Local Government Plant Pool of the Regional Co-ordinating Council

The attention of the Office of the Brong Ahafo Regional Co-ordinating Council was drawn by the Criminal Investigations Department of the Ghana Police Service during the period under review regarding the existence of **15** heavy duty construction equipment allocated by the Ministry of Local Government and Rural Development for use by the public and private entities in the Region and to be managed by the RCC. However, the RCC had no record of the said equipment nor had there been any official correspondence received on them.

The Criminal Investigations Department of the Ghana Police Service, after the completion of their investigations, has handed over the **15** heavy duty construction equipment to the RCC. They are made up of **7** Graders, **1** Bulldozer, **3** Pay Loaders and **4** Trucks.

A seven (7)-Member Committee was thus constituted to supervise and manage the operations of the Plant Pool.

B. Capacity Building

The RCC organised a two (2)-Day Training Workshop for all Drivers in the Office of the RCC and the twenty-seven (27) Municipal/District Assemblies to expose them to new developments in driving during the period under review.

C. Agriculture

The activities carried out by the various departments of agriculture in the Brong Ahafo Region for the period January to October 2017 include the following:

i. Fall Armyworm (FAW): FAW infestation was registered in all the 27 districts of the Region. Major areas of infestation were the major maize production belts of the Region. Control measures adopted could be classified as cultural, biological and chemical.

Chemical and biological pesticides supplied to the Region are as follows:

- a. 27,946 litres of different chemical pesticides (Confidor, Supertop, Eradicoat, Adepa, KD 125 plus) were supplied.
- b. 1,282 kg of biological pesticides (Bypel BT and Ago) and
- c. 2,000 litres of Neemazal were supplied.

Training and awareness sessions were carried out for staff, farmers and spraying gangs across the Region.

ii. Dissemination of Technologies and Agricultural Promoting Messages

A total of 152,708 farmers made up of 64,782 males, 61,869 females, 20,678 Youth, 4,290 Aged and 1,089 PLWDs were reached with various Agricultural promoting messages and technologies in the areas of production, post-harvest and processing.

Health

i. Health Facilities: The Region has a total of 792 health facilities, including hospitals, clinics, maternity homes, health centres and CHPS.

ii. OPD Attendance by NHIS Coverage: 91.5% of OPD attendances in 2017 at the various health facilities were covered by NHIS.

iii. National Health Insurance Scheme: The total active membership of the Scheme in 2017 was 731,682 representing an increase of 1.8 per cent over the 2016 figure. The number of health service providers in 2017 stood at 481 up from a total of 430 service providers 2016 representing an increase of 10.6 per cent. This demonstrates the restoration of confidence of people in the operations of the Scheme in the Region.

Education

The Region has a total of 4,596 public schools made up of 1670 Kindergarten, 1,669 Primary, 1165 JHS, 74 SHS, 12 Technical/Vocational Institutions and 6 Special Schools, 2 Public Universities and 4 Private Universities.

Kindergarten has a total enrolment of 163,648, Primary has 346,828, JHS has 126,936, SHS has 24,388, TVET has 2,847 and Special Education 506. There is a total teacher population of 30,987 made up of 22,234 Trained and 8,753 untrained Teachers. A total of 28,680 students comprising 14,916 males and 13,764 females participated in the West African Senior School Certificate Examinations while a total of 43,744 pupils comprising 23,311 males and 20,433 females sat for the BECE.

D. NGO USAID Partnership for Education: (Learning)

The Learning programme is building the capacity of the National Core Trainers (NCT), District Teacher Support (DTSTS), Circuit Supervisors (CSs) Classroom Teachers and School Management Committees (SMC) Executives in 14 Districts in the Brong Ahafo region with the aim of improving literacy in the early grades. In 2017,

- over 4,000 Teachers (KG 2, P1) teachers and curriculum leaders in Early Grade were trained in 14 districts.
- over 80,000 Early Grade reading materials were distributed to 920 schools in Brong-Ahafo Region.
- Established a Regional and 14 District learning teams who support the project implementation and meet once in a month and quarter respectively to review and share knowledge on the project activities.
- Distributed 212 Samsung tablet to NCTs, DTSTs, and CSs in the region

WATER

- i. **Ghana Water Company Ltd:** The Region has four (4) water supply districts: Sunyani, Techiman, Berekum and Dormaa. Sunyani and its environs experienced acute water shortage which lasted for 3 months, from January to March, 2017.

Ghana Water Company Limited in the Region has developed a master plan to construct a new treatment plant with a capacity of 10.3million gallons of water per day (mgd) on the up-stream of the Tano River around Johnsonkrom. The project is estimated to cost about 244 million US Dollars. The GWCL is in the process of engaging some Chinese organisations who have expressed interest to partner the company to execute the project.

- ii. **Community Water and Sanitation Agency:** The Regional Water Coverage as at the end of the year 2017 was estimated as **66.25%**. Under the Sustainable Rural Water and Sanitation Project (SRWSP), the construction of New Limited Mechanised Water Systems in the Kintampo Municipal Assembly was successfully completed. The remaining 24 boreholes were fitted with hand pumps.

Under the Chinese Assisted Borehole Construction Project, a total of **135** boreholes fitted with hand pumps were constructed and the remaining 28 were under construction as at the end of 2017. The Nkrankwanta Piped Water System was completed in December 2017.

iii. Sanitation

In 2017, **16** communities were declared Open Defecation Free (ODF) under the Sustainable Rural Water and Sanitation Project (SRWSP)

E. Roads

The Department of Feeder Roads was undertaking a total of **247** contracts and as at the end of 2017 was work completed on a total of **105** contracts. Work was also ongoing on **142** contracts. A total **1,692km** of roads were completed during the period under review. The Department of Urban Roads was undertaking a total of **77** projects were completed during the period.

The following major roads in the Region also saw some level of rehabilitation work done on them. The roads are as follows:-

- Berekum-Sampa Road
- Atebubu-Kwame Danso-Kajaji Trunk Road (Kwame Danso - Kajaji is almost completed).
- Banda-Seikwa Road
- Berekum-Nsawkaw Road
- Tapa-Goaso Road
- Dormaa-Nkrankwanta Road and
- Prang-Abease-Kintampo Road (partly tarred)

F. Ghana School Feeding Programme

The Ghana School Feeding Programme is on-going in the Region. The total number of schools benefitting from the Programme in 2017 was stood at **587** with a total of **530** new Caterers (Matrons) and a beneficiary population of **166,963** school children in all the 27 Municipal/District Assemblies in the Region.

Challenges

Pre-paid Metres: There is a huge challenge in sustaining the supply of power to the RCC. The Office is currently using pre-paid meter which cost not less than **GHC8,000.00 per month**.

Chieftaincy and Land Disputes: Some key Chieftaincy and land disputes continue to serve as a draw back to the steady development of the region. There are currently **50** Chieftaincy disputes made up of **47** Petitions and **3** Appeals pending before the Judicial Committee of the Brong Ahafo Regional House of Chiefs.

Lack of Office and Residential Accommodation: The issue of lack of adequate office and residential accommodation in the districts and the region poses a big challenge to the RCC.

Undue pressure to grant approval for Study Leave, 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.

Poor performance of Assemblies in generating funds internally: The RCC is also very much concerned with the low IGF generation of Assemblies. A review of the IGF performance of the Assemblies as at the end 2017, suggests that even though some Assemblies are performing very well, most Assemblies are collecting far below their estimates.

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.

Recommendations

- ***Vehicles:*** Generally, there are inadequate vehicles at the RCC and it is therefore suggested that at least one pick-up vehicle be supplied to be used as a pool vehicle for general administrative duties.
- ***Investment Fund:*** It is also suggested that the Office of the Head of the LGS should pursue the restoration of the Investment Fund to enable the RCC undertake capital investments.

Conclusion

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

The Regional Co-ordinating Council through the Regional Security Council (REGSEC) collaborates effectively and efficiently with all the Municipal and District Security Councils to monitor all security situations which have the potential of creating security challenges in the region in order to curtail such situations, so that, the developmental agenda of the Region is not slowed down.

The Regional Co-ordinating Council looks forward to the year 2018 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 1

Summary of development Projects (RCC)

No.	Sector	No. of projects	No. On-going	No. Completed	Remarks
1	Educational infrastructure projects	557	201	356	These are various educational infrastructural projects such as dormitories, dining hall, classroom, teacher quarters etc under the GETFund. Most of the projects have been abandoned as a result of delay in payment of contractors
2	Urban Roads	77	41	35	A total 85.26km of roads in the urban sector has been accomplished
3	Ghana Highway Authority	NA	NA	NA	2.141.9 km of trunk roads were constructed using asphaltic concrete , surface treated and gravel
4	Feeder Roads	247	142	105	1,692.12km completed and 1236.63 ongoing due to lack of funds for contract to complete the projects

Central Regional Coordinating Council

Introduction

The 2017 Annual Progress Report of the Central Region covers the period from January to December, 2017. This report covers the implementation of planned projects, programmes and activities of the Central Regional Co-ordinating Council (CRCC), Metropolitan, Municipal and District Assemblies as well as Departments and Agencies during the year under review as follows;

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

Some of the key achievements in 2017 were as follows:

- Sod cutting for the Ekumfi Pineapple Processing under the One District One Factory Flagship Programme
- Regional Ministers tour of the Region
- No cholera outbreak in the year 2017.
- IGF collection in MMDAs improved against the previous year

Regional Departments and Agencies

Ghana Tourism Authority

The new Tourism Act 817, 2011 establishes the Ghana Tourism Authority to regulate the tourism industry and to provide for related matters. For the year under review, the Authority inspected and licensed 324 formal tourism establishments in Cape Coast, Mankessim, Elmina and their environs. It also conducted inspection for the informal sector units comprising drinking bars and traditional catering services (chop bars) amongst others. To improve and maintain quality standards in the industry, the Regional Office conducted checks on establishments the results of which 44 units which had not picked up their 2017 operational licenses were affected.

National Health Insurance Authority

In 2017, 690,829 registrations and renewals were carried out representing 82% of an annual target of 842,626. All thirteen NHIS Districts have been hooked unto a uniform accounting software called SAGE. There is an on-going piloting of E-receipting at the Oguamann and Awutu Senya District Offices awaiting a full roll-out in the Region. In absolute terms of premium mobilization,

Oguaaman collected GH¢824,476.00 and Awutu Senya also collected GH¢668,842.00 to place 5th and 17th positions Nation wide.

Department of Gender

High rate of adolescent pregnancy is still persistent at 21.3% placing the Region second after the Volta Region. The Department therefore undertook a number of activities including capacity building and mentorship programmes for girls, education officers and teachers to help address some of the challenges being faced by the women.

Regional Potential

- The Region has a number of high performing second cycle schools, a Sports College and three (3) public and private universities each. There are also 3 colleges of education and 5 Nursing Training Colleges in addition to two seminaries, St Peter's Seminary and St Nicolas Seminary all in Cape Coast.
- Timber and Mineral resources including oil and gas deposits, gold and abound in the region.
- The Region has the longest coastline with a number of tourism sites, hotel facilities and numerous cultural festivals including Panafest and Emancipation Day are two international cultural festivals celebrated in the region.
- Apostle Kwadwo Safo Automobile Plant at Gomoa Mpota

Administrative Issues

Political Leadership of RCC

The Regional Minister - Hon Kwamena Duncan has been in office from 20th February, 2017 to date while the Deputy Minister – Hon. Thomas Yaw Agyei Baffoe commenced work on 29th March, 2017.

During the year under review, the District Chief Executive for Upper Denkyira West District was replaced in February 2018. Female representation at various Assemblies stands at 81 (9.8%) out of a total of 816 Assembly Members. There is therefore the need to encourage women to be actively engaged in governance at the district level to promote gender inclusiveness.

Human Resource Issues - Recruitment/Upgrading/Promotions/Postings/transfers of staff

Promotion

The Central Regional Co-ordinating Council under the auspices of the Office of the Head of Local Government Service (OHLGS) in 2017 promoted Five Hundred and Seventy-Seven (577) employees to their next respective grades having satisfied all the promotion guidelines on a fair and equitable basis. There shows an increase of 249 staff (75.91%) over the 2016 promotions.

Postings

Intra Regional Posting: In relation to the Conditions of Service of the Local Government Service, the Central Regional Co-ordinating Council embarked on posting exercise and posted fifty-five (55) staff.

Inter-Regional Posting: 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, the OHLGS posted Fifty-five (55) officers **into** and Sixty-two (62) officers **out** of the Region in 2017.

Staff Development (Capacity Building/Training)

A number of training activities and programmes took place during the year under review to build the capacities of staff at the CRCC and the MMDAs among which were the following.

Table 7: Training Activities In 2017

No.	Type of Training	Date/Duration
1	Training on Salary Validation through the electronic salary payment voucher (E-SPV) system and human resource management information system	18&19-10-2017
2	Government's Infrastructure for poverty eradication program	4-6,-12-2017
3	Anti – Corruption & transparency week and National Anti – Corruption Conference	8&9-11-2017
4	Stakeholders engagement on beneficial ownership disclosure process in Ghana	28-30,-11-2017
5	Stakeholder sensitization workshop on the National Social Protection Policy and Implementation plan	21-23,-11-2017
6	Good Governance and leadership seminar for parliamentarians and MMDCEs	8-10,-12-2017
7	Coordinating Directors Conference	22-25,-11-2017
8	Consultative workshop for the National Transport Policy (2008)	21-11-2017
9	Assets management	23-11-2017

A number of workshops and training programmes were attended by the staff of the Regional Coordinating Council (CRCC) as well as personnel from Departments and Agencies. The

MMDCEs in the Region attended a leadership seminar at Koforidua on enhancing leadership for good governance, participatory democracy and leadership.

A review of the 2008 National Transport Policy by the Ministry of Transport for Regional transport sector stakeholders led to the development of a Transport Policy for the Region with suggestions which included construction of railway lines, expansion of road networks and the establishment of an airport and seaport to open up the region to investors.

Official Visits

Summary of official visits to the Region is provided in the matrix below:

Table: 8 Official Visits

Name	Position	Country	Purpose
HE. President Nana Addo Dankwa Akufo-Addo	President	Ghana	Official visit
Dr. Mahamudu Bawumia	Vice President	Ghana	Courtesy Call
Hon. Otiko Djaba	Min. Gender Children & Social Protection	Ghana	Courtesy Call
Hon. Atta Akyea	Min. Works & Housing	Ghana	Courtesy Call
Hon. Ato Arthur	Head of Service	Ghana	Working Visit
Hon. George Boa Oduro	Dep. Min. MOFA	Ghana	Working Visit

The Central Region received a number of dignitaries including President Nana Addo Dankwa Akufo - Addo who visited the region seven (7) times to perform different functions. The Vice President, Dr. Mahamudu Bawumia visited the region eight (8). The Head of Local Government Service, Dr. Nana Ato Arthur also visited the region and interacted with some selected staff of the Assemblies in Cape Coast. Issues of promotions, non-payment of arrears, lateness and validation of certificates were discussed at the meeting.

Security Issues

The Region experienced a few cases of murder, rape and robbery around the Dunkwa-on-Offin - Obuasi enclave. Road accidents on the Cape Coast-Accra Highway recorded fatal accidents in addition to pedestrian knock downs. 242 cases of fraud was recorded in the Region during the period under reference much of which is committed by illegal immigrants especially from the West African sub-region.

Report on Developmental Activities on Sector Institutions

The Region undertook developmental projects which included schools, hospitals, roads, markets, factories and water facilities. The Hon. Central Regional Minister, Kwamena Duncan during his regional tour inspected and handed over some completed projects including ICT Centre at Abakrampa and Twifo Praso as well as CHPS compound at Nfuom in the Hemang Lower Denkyira District for use. Meanwhile one of the thirteen (13) Cocoa Roads under construction was completed with the rest suspended for rationalization and valuation by the government.

Programmes/Project and Activities by Sectors

Education

The performance of many public basic schools in the region has declined in recent years and this has affected their enrollment into Senior High Schools in the region. The Central Regional Basic Education Improvement Committee was therefore set up to monitor the BECE performance of all Public Basic Schools in the region. A number of educational infrastructure has been initiated and scheduled for completion in 2018. Table 3 shows the distribution of school construction projects and furniture supplied to some schools in various Districts in the Region in 2017. The furniture supplied to the SHS were bunk beds with mattresses.

Table 3: Supply of Furniture to Basic and Second Cycle Institutions

District	Classrooms	Sanitary Facilities	Furniture	Others	Furniture
	BASIC				SHS
Agona East	2 № 2-unit KG				400
Agona West	1 № 3-unit Pry		400 sets of Trs Tables and Chairs		
Cape Coast	2-storey 6-unit basic, 2-storey 12-unit basic			Kitchen/Dinning Hall	400
Ajumako Enyan Essiam	1 № 6-unit Pry				200

Komenda Edina Eguafo Abrem	1 № 2-unit KG 3 № 6-unit Pry	7 № 6-unit toilet/wash room			
Abura Asebu Kwamankes e	2-storey 4-unit trs2. 3 storey girls dormitory, Rehab Trs Bungalow			2-storey 4-unit trs2. 3 storey girls dormitory, Rehab Trs Bungalow	400
Mfantseman			100 mono and 100 dual desks	2-storey girls dormitory	
Awutu Senya					100
Asikuma Odoben Brakwa					200
Gomoa West			100 mono and 100 dual desks		400
Assin North					300
Gomoa East					300
Effutu					200
Twifo Atti Morkwa					100

The introduction of the Free Senior High School policy in the 2017/2018 academic year for first year students shot up enrolment at various schools and this called for additional furniture. The furniture supply request was in addition to other facilities such classrooms, dining halls, dormitories and teachers bungalows were also provided to facilitate teaching and learning.

BECE & WASSCE

BECE

In the national ranking, Central Region took the 5th position with 75.1% of candidates obtaining aggregate 6-36 an improvement over the 2016 result which was 71.9%.

BECE Results Analysis 2017 Candidates			Proficiency level (%) Grade 1-6				№ that obtained aggregate 6-36			
M	F	T	Englis h	Math	Soc Studie s	Scienc e	M	F	T	%
25,76 4	23,88 9	49,65 3	73.05	74.4 3	73.54	71.79	19,45 5	17,83 2	37,28 7	75. 1

WASSCE

As shown in Table below, the results of the WASSCE have been put in three (3) categories: A1-C6 – quality pass, D7-E8 – week pass and F9, fail. In the Central Region, less than 50% of the candidates had grades A1-C6 in both Mathematics and Integrated Science. Males did better in all the core subjects. Besides, fewer males had F9 than females.

CANDIDATES PRESENTED				A1 – C6						D7 –E8						F9	
SUBJ ECT	M	F	TO TA L	M	%	F	%	TO TA L	%	M	%	F	%	TO TA L	%	TO TA L	%
Engli sh	13, 343	12, 933	26,2 76	8,3 64	6 3	7,8 23	6 0	16,1 87	6 2	3,1 74	2 4	3,2 32	2 5	6,40 6	2 4	1,76 2	1 3
Math	13, 343	12, 934	26,2 77	6,6 00	4 9	4,9 47	3 8	11,5 47	4 4	4,9 42	3 7	5,5 48	4 3	10,4 90	4 0	1,73 8	1 3
Int. Scien ce	13, 344	12, 933	26,2 77	6,5 34	4 9	5,2 53	4 1	11,7 87	4 5	3,8 53	2 9	4,0 10	3 1	7,86 2	3 0	2,91 0	2 2

Social Intervention

1. School uniforms distributed to needy students in public basic schools.
2. Health Education and sensitization workshop on cholera prevention for some basic schools.
3. 3,000 school sandals were distributed to deprived districts.

Challenges

Service Delivery

1. Inadequate classrooms for some schools and residential accommodation for teachers in the rural communities.
2. Children with special educational needs are unable to access and lack assistive devices to facilitate their learning
3. Inadequate text books for pupils and shortage of teachers affect some schools in the Region.
4. Shift system in some districts adversely affects effective teaching and learning.

Roads: About 328.95km of feeder roads was reshaped. An additional 89.5km was surfaced with funding by COCOBOD. There was a low achievement in routine maintenance because contracts were lately awarded in the last quarter of 2017. Periodic maintenance programmes was also low mainly due to delay in payment for works executed by the contractors. Key among such roads were Ekumfi – Akoti – Gyinakrom, Brofoyedur- Odoo – Powuakwa, Bisease – Anyinasu. With urban roads, there were some Emergency Asphaltic Overlay of Selected Arterial and Collector Roads Rehabilitation and Upgrade Works, resealing and resurfacing works, drainage works, traffic management & safety pothole patching, minor drainage works, green area and horticultural works, desilting and dredging of drainage channels. The roads sector is still being confronted by poor planning, encroachment of roads and the erratic flow of funds.

Water & Sanitation: Rural water coverage recorded an increase from 64.09% in 2016 to 64.46% in 2017 which showed an expansion of water supply in the rural areas. However, the gap of 35.54% must be covered to ensure the Region attains the SDG target by 2030. Sanitation is a major challenge confronting the Region. The issue of inadequate waste disposal sites for liquid and solid wastes, inadequate logistics, and insanitary.

Health: Performance in health sector for year 2017 indicated a positive progression in some key indicators. There were some challenges that confronted health service delivery in the region is also indicated.

- Family Planning coverage also increased to 30.6% as compared to 29.3% in 2016. There was an increase in infant mortality rate in children from 3.3% to 6%.

- In 2017 total recorded malaria cases was 618,820 constituting 23.0% OPD attendance as against 25.9% in 2016.
- Teenage pregnancy in the Region declined from 13.3 % to 13.1% in 2017 with Agona West District topping the list with 762 cases. Many of the teenagers were from Junior and Senior Health Schools and they were aged between ten (10) and fifteen (15) years.
- Maternal Mortality cases reduced from 78.9% in 2016 to 76.9% in 2017.
- Eight (8) districts including Gomoa East, Upper Denkyira East, Awutu Senya, Awutu Senya East Municipal, Ekumfi, Twifo Hemang, Agona East and Assin South lacked District Hospital. Moreover, though Asikuma Odoben Brakwa, Assin North and Gomoa West do not have government hospitals, they are served by Catholic Hospitals.
- Other challenges in the provision of health services were delayed NHIA reimbursement, inadequate human resource especially doctors, midwives and physician assistants, encroachment of hospital facility lands continue to pose serious threat security and expansion of health facilities. Deteriorating infrastructure of many health facilities and need for the establishment of a new Regional Hospital.

Planting for Food and Jobs

The Region registered 3,485 farmers and supplied them with inputs under the Planting for Food and Job programme during the year under review while 8,924 hectares was put under rice, maize and vegetables cultivation.

Central Region (Farmer Registration, Inputs and Beneficiaries)

Region	Male	Female	Total	Maize (HA)	Vegetables (HA)	Rice (HA)	Total Hectarege
Central	2,935	550	3,485	6,159.00	1,674.80	1,090.20	8,924.00

No. of beneficiaries	NPK		UREA	
	Qty. of fertilizers received	Qty. Distributed	Qty received	Qty. distributed
5,197	32,955	19,734	20,213	11,019

The table above indicate the quantity of fertilizers received by the Regional Food and Agriculture Directorate and distributed to beneficiary farmers. In all 5,197 farmers benefitted from the programme. Out of the 32,955 bags of fertilizers received, 11, 019 bags were distributed among the beneficiary farmers.

Recovery

Total Cost (GHC)	Recovered (GHC)	Balance (GHC)	% Recovered
2,194,601.90	1,334,686.00	809,482.00	60.82

The above table shows that the region was allocated GH¢2,194,601.9 and was disbursed to beneficiaries out of which GH¢1,334,686.00 representing 60.82% was recovered.

Some of the challenges of the PFJ programme were: late arrival of inputs; incidence of the Fall Army Worm; difficulty Recovery of input cost; and inadequate logistics

The table below shows a summary of development projects and programmes implemented in the Region during the year under review.

Table 12: Summary of Development Projects

No.	Description	No. Of Projects	No. Completed	On-Going	Remarks
1	Road				
	Feeder Roads (km)			418.00	Delay in payment for work done by contractors. Delay in release of supervisory funds.
	Highways	a.35 pothole Projects, b. Grading 15 projects, c. Cocoa Roads 13 projects d. Periodic maintenance 14 projects			Four of the pothole patching exercise did not in 2017. Fifteen grading projects ended in December 2017. Only one Cocoa Roads was completed out of 13 projects in 2017 with most of them coming to a halt due to suspension and rationalization and valuation exercise embarked upon by the government. One project was terminated. Periodic maintenance also came to a halt as result of non-payment leading to contractor abandoning sites.

No.	Description	No. Of Projects	No. Completed	On-Going	Remarks
	Urban Roads		2	7	Two projects were completed during the year under review while seven (7) asphaltting projects were ongoing. Financial budgetary challenges affected their work.
2	Education (GETFUND)				Regional Coordinating Council embarked on an exercise to re-package all abandoned GETfund projects in the region for the necessary action to be taken.
3	LEAP	11,344 Households in 20 Districts			Leap expanded to all 20 Metropolitan, Municipal and District Assemblies in the Region. Challenges of data collection, transition from Manual to Electronic Payment challenge still persisted some beneficiaries' details got missing and effort to get them on board had not yielded any results. Also beneficiaries who mishandled their E-zwhich cards are unable to cash their money during payment and irregular bank officials visits to community to pay beneficiaries.

Challenges

- The irregular and inadequate release of funds by the Central Government to the Assemblies greatly affected implementation of planned programmes and projects. The delays and poor releases for the implementation of the Composite Budget led to loss of interest by some decentralized departments in committing themselves to the composite budget process.
- Poor sanitation management is still a major issue as MMDAs lack properly engineered final disposal sites
- Poor performance of Basic Schools in the BECE

- Teenage pregnancy , defilement, murder and defrauding are on the rise
- Bad road network linking some major towns to villages
- Delay in the completion of ongoing projects

Recommendations

- MMDAs should be made to attach a copy of the specific warrant as an adjunct to cheques issued to banks to ensure compliance and control of all payments at the District level as done for the disbursement form of the DACF.
- Ensure timely release of funds by GoG and DPs for the execution of projects
- MMDAs should ensure enforcement of contract agreements for timely completion of projects.
- MMDAs should adequately consult stakeholders in the design and implementation of projects.
- RCC should regularly monitor projects of MMDAs to reduce delays and abandoned projects by contractors.

Conclusion

The challenges of the region notwithstanding, some modest gains were made in terms of maintaining peace and order. The Region is also implementing the planting for food and jobs programme. It is hoped that with the setting up of committees to handle basic education and sanitation improvement, the Region will address some of the challenges being faced in these sectors.

Eastern Regional Co-ordinating Council (ERCC)

Introduction

The Eastern Regional Coordinating Council (ERCC) in pursuit of its governance and development objectives and targets facilitated the preparation and implementation of 2017 Action Plans and Budgets containing programmes, projects and activities of the 26 Municipal and District Assemblies (MMDAs) as well as the Departments of the RCC. The ERCC also provided technical and back-stopping through capacity building support to the MMDAs and Regional Departments which enabled them deliver improved services to citizens of the Region.

This 2017 Annual Progress Report outlines key activities undertaken by the RCC and its Departments, the MMDAs as well as other agencies and institutions. Among the prominent achievements in the year were:

- Successful hosting of the 32nd National Teachers Awards ceremony which saw hundreds of teachers from across the country and government officials converged at the Jackson's Park in Koforidua.
- Organization of the first ever Eastern Regional Trade Fair dubbed '**Brand Eastern for Export**'. The fair which was officially opened by the Minister for Trade and Industry, Hon. Alan Kyeremanteng had various businesses both within and outside the region exhibiting their wares and products for a one week period.
- Reduction in illegal mining (galamsey) activities in the Region. The water turbidity of the Birem River for instance has reduced from 4,000 to 1,200 leading to the reopening of the Kibi water treatment plant which was shut down in late 2016.
- Attained over 15% percent increase in the enrolment of first year Senior High School students as a result of the free Senior High School policy.
- Enrolled thirty (30) new communities in each of the 26 MMDAs unto the LEAP programme for 2017.

The year 2017 also witnessed significant improvement in Internally Generated Fund (IGF) collection by MMDAs which were used to support education, local government, health, water and sanitation activities in the various MMDAs.

It is important to mention that the region also had to deal with some challenges during the year and these include but not limited to;

- Fulani herdsmen/farmers clashes in Dwerebease, Hweehwee, Asumesu and Onyimso all in the Kwahu East District.
- Illegal sand winning activities in Ayensuano District leading to clashes between sand winners and farmers.
- The invasion of fall army worms which destroyed food and cash crops such as maize and cocoa
- Deteriorating office and residential accommodation facilities.

Regional Potential

Water and Tourism: The Akosombo and Kpong dams located in the Region presents high potentials for irrigation, farming, inland fishing, water transport, sports and tourism as well as sources of water for industrial and domestic use. The Ranges in the Region are the habitat of many rare and exotic flora and fauna and is a veritable tourism potential. Koforidua, the regional capital is gradually becoming both a conference destination, educational hub and 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.

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

Mineral Deposits: 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.

Political and Administrative Issues

The Regional Coordinating Council was headed by the Regional Minister, Hon Eric Kwakye Dafour who is also the Member of Parliament for Nkawkaw Constituency. The Minister was assisted by Hon. Joseph Tetteh as the Deputy Minister. Hon Joseph Tetteh is also the Member of Parliament for Aseewa.

The ERCC has a total of 52 Departments and Agencies. All the departments of the RCC are in place and contributed to achievement of the successes chalked in 2017.

Human Resource Issues

The Human Resource Unit (HRU) of the RCC undertook a number of capacity building activities for staff across the various classes and Departments of the RCC and MMDAs during the year under review. These include the following;

1. Scheme of Service Related Training Programmes were organized for over four Hundred (400) personnel in the region during the year 2017.

2. Competency Based Training in 2017 (institution specific) was three hundred and fifty (350). This figure covers the capacity building trainings for Assistant Human Resource Managers/Personnel Officers, Asst. Director IIBs, Assistant Planning Officers, Asst. Budget Analysts, Senior Procurement Assistants and Assistant Internal Auditors. There were also various capacity building trainings for Coordinating Directors, and Directors of Agriculture in the region.
3. A total of ten (10) Asst. Director IIBs and two (2) Assistant Human Resource managers were sponsored to pursue Certificate in Public Administration (CPA) programme.

A total of five hundred and fifty two (552) staff were promoted to higher grades in various classes whilst one hundred and eighty (180) were posted to and from the region. One hundred and seven (107) staff retired from the service in 2017. The Service in the region also lost four of its staff through death and this include a senior officer in the Internal Audit class. Table 2 below provides the details of the Human Resource activities for the year under review.

Table 2: HR Activities in 2017

Dept./Unit	Promotion	Posting	Retirement	Upgrading	Resignation	Deceased
Admi.	95	16				
H/R	26	12		2		
Planning	16					
Budget	27	1			1	
Works	72	26	11	12		
Procurement	30	16				
Env. Health	81	4	15	1		
Soc. Dev't.	137	12	5		1	
Agriculture	54	4	6	1		
Internal Audit	25	2				1
M.I.S.	1					
Auxiliary	88		34	1		3

Source: HR Unit, ERCC, January, 2018

Security Issues

The Eastern Region in 2017 dealt with a number of security issues Chieftaincy disputes, Illegal mining and Fulani herdsmen menace were the major ones.

1. *Chieftaincy Disputes;*

- Yilo Krobo – The dispute over the paramountcy at Yilo Krobo was again heightened in 2017 as both factions planned to celebrate the Annual Kloyosikplemi Festival. REGSEC swiftly intervene allowing the disputed factions to settle the issue of the right to celebrate the festival at the high court.
- Akuapem – Since the demise of the late Akuapemhene, Oseadeyo Addo Dankwa III in 2015, the process to select a new paramount chief has been fraught in dispute. In 2017 however, the dispute reached a crescendo when two different candidates were selected and placed in confinement by the factions for installation. REGSEC This halted the process through a court injunction to prevent possible clashes in Akropong.

2. *Illegal Mining* – Illegal mining in the Region has gone down with the coming into force of the Operation Vanguard in August 2017. There is evidence of improved turbidity of some rivers in the Region leading to the reopening of the Kibi water treatment plant which was shut down in 2016.

3. *Fulani Herdsmen menace* – The menace of Fulani herdsmen however continue to threaten the peace and security of the Region. In 2017 over fifteen (15) people both farmers and herdsmen lost their lives through clashes between the locals and the herdsmen in the Kwahu area. REGSEC through the National Security Council have beefed up security in Kwahu East, however, government needs to find a lasting solution to the problem.

Report on Development Activities of Sector Institutions

Education

Implementation of the Free SHS Policy in the Region: The roll out of the free Senior High School Policy took off smoothly in the region even though there were some challenges. The following observations regarding the implementation of the policy were however made by the Education Directorate;

- Some schools did not put in place measures to manage the large student numbers. Again, others received more than requested while others got less than expected. Schools like Mangoase SHS, Donkorkrom SHS, Asoum SHS and Coaltar SHS had vacancies to absorb more students. Mamfe Methodist Girls SHS for instance received eight hundred students as against the four hundred requested.

- There were also some breaches of the policy guidelines on the part of some headmasters and headmistresses for which they were sanctioned. An example was the case of the Headmaster of the Pentecost SHS in Koforidua.
- The absence of caterers, kitchen facilities and the non-supply of food stuff from the buffer stock have prevented some Community Day Schools in the region from providing the one hot meal a day aspect of the programme.
- Available figures suggest that first year intake is about twice the usual figures in some schools, with enrolment at the SHS level increasing by over sixteen percent (16%).

Access to Education

1. Enrolment at the KG level increased from 124,986 in 2015/16 to 125,536 in 2016/17 academic year. The Gross Enrolment Rate (GER) registered an increase of 8.4% between the same periods.
2. At the Primary level, enrolment in schools increased from 319,562 to 322,292 between 2015/16 and 2016/17 academic years. The GER also increased by 4.7%.
3. Enrolment at the JHS registered a total number of 137,340 for the 2016/17 academic year as against 125,036 in the previous academic year.
4. The SHS level also recorded an increase in enrolment between 2014/15 and 2015/16 academic years. The total figure increased from 127,095 to 132,436. The enrolment of girls at the SHS level inched up to 66,478.

Teacher Availability: A total of 563 newly recruited teachers for basic schools and 258 for SHSs were posted to the various schools to augment staffing in the areas of Science, Mathematics and English Language. The year also saw the posting of 2045 newly trained teachers to various basic schools in all the twenty-six Municipal/District Assemblies in the Region. Staffing at the basic and second cycle levels stands at 25,282 and 6,196 respectively, and this partially mitigates the staffing deficit in the Region.

Health

Eighteen (18) out of the 26 MMDAs in the Region have at least one hospital, however smaller health facilities abound in all districts in the region. The region has 26 District Health Directorates, one Regional Hospital, 18 District Hospitals (14 Government and 4 Mission), 114 Clinics, 87 Health Centres, 3 Polyclinics and 651 functional CHPS compounds. The Ghana Health Service undertook the following activities as a measure to improve upon health delivery in the region.

Improving Public Health Care

- The department conducted training in disease outbreak investigation and reporting for all 26 Districts teams in the Region.

- Developed District Epidemic Preparedness Plans as a measure to adequately respond to disease outbreaks in the Region.
- Carried out monthly monitoring and supervision of Districts' Integrated Disease Surveillance and Response (IDSR) performance in all the 26 Municipal/Districts.

Strengthening of CHPS at all levels

- Strengthened health delivery at the local level by making most CHPS zones functional
- Capacities of Community Health Officers were built to enable them effectively manage the CHPS zones. In addition monitoring and supportive visits were made to CHPS zones in the region.

Improving Maternal and Child Health

- All facilities in the region have been directed to focus on Antenatal care services by mobilizing would-be mothers and provide them with health education.
- The Region has been zoned into 5 with an Obstetrics and Gynaecology specialist assigned to each zone to provide mentoring, coaching and supportive supervision to further strengthen maternal care,.
- The capacities of midwives and Community Health Nurses were built in emergency obstetrics and neonatal care. Additionally, the region set up the PICCAM (Passion Innovation, Commitment, Compassion and Accountability) strategy to address preventable deaths among mothers and children.
- Trained health workers in newborn care as part of the Making Every Baby Count Initiative (MEBCI) to strengthen capacity and skills to improve quality of care around the time of birth for mothers and their babies.

Improving Clinical Care

- Undertook visits to offer clinical care specialist support to lower level facilities and underserved areas within the region.
- Conducted client satisfaction survey in some areas to ascertain health care delivery.
- Conducted integrated monitoring visits to all Districts.

Water and Sanitation

Community Water and Sanitation (Rural Water): The regional coverage of rural water in 2017 was 56.88%. CWSA within the Region sensitized selected Municipal and District Assembly staff on the new reforms which provides for joint management of community water systems by the agency and the District Assemblies. Nine water systems have been earmarked for piloting this reform. Additionally, CWSA carried out the following activities during the year under review;

- Nine Boreholes were successfully drilled and one hand dug well constructed with hand pump installed for the Akuapem North Municipality.

- A total of 165 GOG-Chinese assisted boreholes were successfully drilled and iron removal plants were also installed to deal with issues of iron contamination in some areas.
- A total of fourteen boreholes were drilled for education and health facilities in three districts under the Social Investment Fund (SIF) project.
- Under the Ghana WASH Project funded by the Red Cross, the rehabilitation of the Akooko Small Town Water System had been completed. In addition 18 more boreholes have been earmarked for drilling under the project.
- 11 KVIP Latrines out of the 21 institutional latrines in 10 selected basic schools in Ayensuano and Kwaebibirem Districts have been completed under the RI/USAID H₂O collaboration in the provision of WASH facilities while the procurement for the drilling of nine boreholes is underway.
- The CWSA also supported the intensification of the construction of household latrines at Adasawase in Atiwa under the EPF funding thereby increasing the number beneficiaries.

Ghana Water Company (Urban Water): Work on three (3) water projects that the Eastern Region benefitted from in 2014 progressed steadily during the year under review. The projects include:

1. Kumawu, Kwahu Ridge, Konongo (3K's) Water Supply Project which is funded by GoG to provide water to Kotoso, Communities on the Kwahu Ridge, Kumawu and Konongo. The project is on-going.
2. AkimOda-Akwatia-Winneba Water Supply Project, a 165 million dollar project funded by GoG and Turk Exim Bank. The project will provide water to Oda, AkimManso, Atiankama, Nkawata, Aboabo and Batabi,Boadua, Topreman, GCD Camp, Asubone Camp 4, Anhwiaso and Mmoframfadwen. The project is on-going.

Challenges in Water Supply: There is high cost of treatment of water to the Ghana Water Company in the Region due to pollution of rivers (Birim, Densu, Ayensu and Kua) by galamsey operators, dumping of refuse and excreta. This led to water shortages in most communities and as a result districts resorted to the provision of boreholes some of which yield are not enough especially during the dry season. With the constitution of Operation Vanguard, some improvements had been observed in the turbidity of the rivers which led to the reopening of the Kibi Water treatment plant, however illegal mining activities still persist on the blind side of the taskforce.

Social Welfare and Community Development

The three (3) Core Programmes of Justice Administration, Child Rights and Protection, and Community Care which the department employs to reach out to its target groups achieved various results in the year 2017 as indicated below:

1. Twenty District officers sat on the panel of the Family Tribunal and the Juvenile Courts to dispose off fifty-one (51) family cases and thirty (30) juvenile delinquent cases respectively.
2. Fifty-eight (58) Social Enquiry Reports were written and submitted to the courts and recommendations accepted.
3. Fourteen (14) probationers were supervised.
4. Fifty-seven (57) out-of-school youth continued to receive vocational training skills at the Social Welfare Vocational Training Centre in Effiduase, Koforidua. Forty students also sat for the NVTI and NAPBTEX exams in 2017 and they all passed.
5. An amount of 137,856.00 being maintenance fee were collected on behalf of clients and given to them.
6. Twenty-three (23) children were reunited with their families.
7. Seven hundred and fifteen (715) persons with disability were identified, registered and their needs assessed. They were also given rehabilitation counseling.
8. Forty-six (46) prisoners benefited from followed up/aftercare services and assisted to solve psychosocial and socio-emotional problems.
9. Five hundred and forty-six (546) Early Childhood Development Centres and five children's homes/residential facilities were supervised.

Roads

A number of town roads in various districts within the region have been awarded for construction during the period. These include the following;

- Construction of Abiriw town roads in the Akuapem North Municipality (2km)
- Construction of selected roads in Kwabeng in Atiwa District (10km)
- Rehabilitation of selected roads in Akim Oda in Birim Central (10km)
- Rehabilitation of selected roads in Kade in Kwaebibirem (10km)
- Rehabilitation of Akim Abomосу town roads (1.5km)
- Rehabilitation of Amamprobi by pass in Akuapem North (3km)
- Rehabilitation of selected roads in Nkawkaw in Kwahu West (10km)
- Construction of Akim Akroso town roads in Birim Central (2.5km)
- Partial reconstruction of Apirade-Adukrom main road in Akuapem North (3.5km)
- Rehabilitation of Akyem Akropong town roads in Atiwa (7.5km)
- Rehabilitation of selected roads in Suhum (10km)
- Rehabilitation of selected roads in Koforidua in New Juaben (10km)

Agriculture

General weather situation in the region

Rainfall was good in the first quarter and its distribution gave farmers good yield in the minor season of the previous year. The second quarter had a mixed weather condition, sunshine interspaced with cloudy and dull conditions, high day and night temperatures. The rains for the minor season however started late. In the Afram Plains where planting is normally done in August, the rains only came in September and therefore sowing of maize was a little late. The rest of the Region started to receive rains in the third week of September.

Planting for food and Jobs Programme launch

The Regional launch of the Planting for Food and Jobs Programme was held at Koforidua on 16th March, 2017 at the Regional Coordinating Council. The launch also coincided with the inauguration of a Regional Committee to ensure the smooth implementation of the programme in all the MMDAs of the Region. The inauguration was done by Mr. Kwesi Korboe, Special Advisor to the Minister for Agriculture and Mr. Ohemeng, Director of Budget at MoFA.

Supply of Improved Seeds and Fertilizer

In line with the achievement of the goal of the Planting for Food and Job programme, the supply of improved seed and fertilizer to District Departments of Agriculture in the Eastern Region began in later part of April for distribution to farmers. Table 3 and 4 below show the performance in terms of inputs distribution for both the major and minor seasons.

Table 3: Agro Input Distribution under PFJ Major Season.

Kind of Inputs	Quantity		Category of Beneficiaries					Total benef.
	Received	Distributed	Male	Female	Youth	Aged	PLWDs	
Fertilizer (NPK/Urea)	66,677	29,859	4,922	847	739	1,008	10	5,769
Seed Maize	2,242	1,376	2,100	320	315	423	6	2,420
Seed Rice	742	331	460	202	69	122	0	662
Vegetable seeds	1,950	172	91	34	15	39	0	125
Total	71,611	31,740	7,573	1,403	1,138	1,592	16	8,976

Extension Delivery (Technology Dissemination)

Various technologies were disseminated to farmers and other actors along the agricultural value chain for improved productivity during the year 2017. These technologies were disseminated during demonstrations, farmer training sessions, AEAs home and farm visits, farmer field schools etc. A total of 10,451 beneficiaries made up of 6,688 males and 2,910 females were reached with these technologies.

Incidence of floods, Bushfire, Pest and Disease Outbreaks

Pockets of flooding were reported especially in low lying areas. Maize and vegetable farms on in these areas and along river banks were lost mostly in Kwahu West and East Akim Municipalities. Though some cases of bushfires were recorded during the harmattan period especially in the savanna area of the region, their frequency and magnitude were on the lower side compared to the previous year.

Crop damage by pest and disease posed one of the most serious challenges of agriculture production in 2017 and phenomeminal was the Fall Army Worm infestation. The first major incidence of the fall army worm in the Eastern Region was reported in the Yilo Krobo District in April. Subsequently, Kwahu West, Kwaebibirem, Lower Manya Krobo, Nsawam-Adoagyiri, East Akim, Atiwa, Kwahu South, Kwahu Afram Plains South, Asuogyaman and Akyemansa also reported in April. In early May, Birim Central, Ayensuano, West Akim, Birim South and Kwahu West experienced severe infestations of the fall army worms.

Crops affected by the worm infestation were maize and cocoa. The Department of Agriculture led the way in combating the fall army worm by encouraging farmers to examine their farms and spray with insecticide on time.

Environment

Environmental Health: The year 2017 saw the environmental health unit receiving a total of 109 newly posted staff from the Office of Head of the Local Government Service in Accra. This increased the staff strength from 317 to 426 in 2017.

The Unit undertook supervision exercises in 24 out of the 26 Municipal and Districts in the Region. The exercise enabled the unit to interact with District Authorities and environmental health staff on common issues confronting them. Additionally, the Unit is also implementing the Community Led Total Sanitation (CLTS) initiative especially in the four pilot municipalities of East Akim, Suhum, Birim Central and Nsawam-Adoagyiri. The target is to attain total open defecation free in one hundred and sixty (160) communities. The implementation is however very slow. All the initiatives in the region are supported by non-governmental organizations such as Plan Ghana, World Vision International and the Ghana Red Cross among others.

Environment Protection

Programme of activities carried out by the Environmental Protection Agency in 2017 included the following;

1. Inspection of projects for environmental assessment

The EPA inspected a total of 712 projects cutting across the sectors of energy, health, agrochemicals, hospitality, mining, manufacturing, telecommunication, aquaculture, infrastructure and plantations.

2. Education and awareness creation on topical environmental issues

During the year, the agency undertook a total of 17 education and awareness programmes to intensify environmental education and awareness creation in schools as well as communities.

3. Investigation of environmental complaints

During the period, 40 environmental complaints were received and investigated. These included noise making (18), mining (3) faecal disposal issues (4), and others (15)

4. Enforcement and compliance monitoring

The EPA undertook a total of thirty-six (36) enforcement and compliance exercises on infrastructure, mining, agrochemicals, aquaculture, telecommunication, health, hospitality and the energy sector.

Greater Accra Regional Co-ordinating Council (GARCC)

Introduction

In line with the mandate of Regional Co-ordinating Councils (RCCs), the Greater Accra Regional Coordinating Council for the period of reporting carried out its mandate to provide effective and efficient administration and technical services through harmonizing, coordinating, monitoring and evaluating plans and programmes of the Metropolitan, Municipal and District Assemblies (MMDAs), Departments, Agencies and Non-Governmental Organizations (NGOs) in order to achieve the overall development goal of the Region.

The year under review ushered in new political heads of the various MMDAs in the Region as a result of change of government. This also altered the composition of the Assembly as some new members were appointed to the Assemblies and in places where the Presiding members were not elected members, fresh elections were held to elect new Presiding Members.

In furtherance to the fulfillment of Article 243(1) of the 1992 Constitution of Ghana, and Section 20(1) of the Local Governance Act 2016 (Act 936), 16 persons were nominated by His Excellency the President for the position of MMDCEs in the Region. All the Sixteen (16) nominees have been duly confirmed and are at post working.

During the year under review, Two (2) quarterly monitoring exercises aside other monitoring activities (ie.UDG and GAMA) were undertaken to ensure that the MMDAs deliver on their mandate in a sustainable manner.

The RCC also undertook some capacity building training programmes for the MMDCEs, and staff of the MMDAs, RCC and the Departments to equip them with the requisite skills and technical knowhow for improving service delivery in the Region.

Even though the Region achieved many of its set objectives, there were some challenges which had to be managed to mitigate their impact on the development efforts in the Region. The challenges included but not limited to the following:

1. Waste collection, management and disposal
2. Inadequate land for government projects
3. Chieftaincy disputes
4. Bad/deplorable road network in some part of the Region
5. Disputes as a result of multiple sales of land and widespread use of Land guards
6. District/regional boundary disputes
7. Flooding
8. Delay in the release of GoG/GETFUND/DACF
9. Street hawking
10. Armed robbery

11. Fraud and Car snatching
12. Inadequate office and residential accommodation for staff

Administrative Issues

The Region had sixteen administrative Districts prior to the coming into force of Legislative Instruments (LIs) for the creation of Districts, Municipalities and Metropolises; (MMDAs). Through this arrangements, Ten (10) new Assemblies will be created bringing the total number of Assemblies in the region to Twenty Six (26). The Twenty Six will be made up of (4) districts, two (2) Metropolitan Assemblies and Twenty (20) Municipal Assemblies. In this regard, the RCC helped to identify premises and facilities to serve as office accommodation for all the would be Assemblies.

Agencies of the Regional Co-Ordinating Council

The following are agencies in the Region:

- Land Valuation Board
- Ghana Library Board
- Lands Department
- Commission for Human Rights and Administrative Justice (CHRAJ)
- National Youth Council
- National Electoral Commission
- National Council on Women and Development
- National Population Council
- National Commission on Children
- Non-Formal Education Division

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 entrusted with purely traditional functions. At the apex of the Traditional Authority system is a Regional House of Chiefs based at Dodowa.

Departments of the Regional Co-Ordinating Council

1. Department of Social Protection
2. Department of Community Development
3. Department of Children
4. Department of Women
5. Department of Housing
6. National Board for Small-Scale Industries

7. National Disaster Management Organization
8. Department of Town and Country Planning
9. Sports Council
10. Department of Parks and Gardens
11. Department of Agriculture
12. Department of Agricultural Engineering
13. Department of Feeder Roads
14. Department of Urban Roads
15. National Youth Authority
16. Education Service
17. Ghana Library Authority
18. Health Service
19. Controller and Accountant-General's Department
20. Environmental Health Department
21. Public Works Department
22. Veterinary services Department

Decentralized Departments at the MMDAs

In accordance with the Departments of District Assemblies Commencement Instrument (L.I 1961), some of the departments of the Assemblies have been established in the 16 MMDAs. It must be stated that in most of the Assemblies, the Units and Sections under the various Departments of the MMDAs have not been properly established.

The Department of Trade and Industry is yet to be established in the various MMDAs. Meanwhile, in MMDAs where National Board for Small-Scale Industries have been established, they are mandated to perform the functions of the Department of trade and Industry in their stead. 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.

However, due to the meager resources of Assemblies, they are unable to adequately provide for the logistical and financial needs of all the departments. Also, worthy of mention is the issue of lack of office space and residential accommodation for the staff.

Recruitment, Upgrading, Promotions, Postings, Transfers of Staff

During the period under review, the RCC undertook various staff postings, promotions and upgrading aimed at strengthening the human resource capacity of all the Assemblies. Below are the details of Promotion, Upgrading and Human Resource Analysis which was conducted within the year.

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 of the MMDAs and the Departments in the region to help in their career and professional development. Table 3 and 4 below gives a list of some of the training activities:

Table 1: Capacity Programs for 2017-Seminars and Academic

No.	Name of Programme	No. of Participants
1	Biotechnology Application in Food Industry for Developing Countries	5
2	Vegetable Cultivation and Processing Technology for Developing Countries	5
3	Basic Software Application Technology for African English Speaking Countries	3
4	2017 Seminar on Energy Saving for Developing Countries	5
5	2017 Ministerial Workshop on China-Africa Industrial Cooperation for African Countries	2
6	Agricultural Biotechnology Application for Developing Countries in 2017	3
7	Training Course on Grain and Oil Crops and Irrigation System Comprehensive Utilization Technology for Developing Countries	5
8	Seminar on Circular Economy and Eco-Civilization Construction for Developing Countries	5
9	Climate Change and Energy Conservation and Emission Reduction for Developing Countries	5
10	Seminar on Public Administration for Civil Servants of Middle, Eastern Europe and African Countries	1
11	Ministerial Workshop on Cooperation in Construction of Industrial Parks for Developing Countries.	1
12	Master of Public Policy	2
	Total Number of Participants	37

Table 2: List of Staff trained in 2017- MMDAs Level

No	Training Area (Academic/Competency Based)	Scheme of Service Related Programme
TEMA METROPOLITAN ASSEMBLY		
1.	Minutes and Report Writing for Unit Heads	
2	Mainstreaming Gender in Planning, Budgeting and Reporting	
3	Workshop on LGS Protocol for general Staff.	
ADA EAST DISTRICT ASSEMBLY		
1.	Climate Change Course	Certificate in Human Resource Management
2.	Information Technology/Report Writing	
ADA WEST DISTRICT ASSEMBLY		
1.	Human Resource Planning and Management	-
2.	Build the Capacity of all Secretaries in Office Management and Practice	-
ADENTAN MUNICIPAL ASSEMBLY		
1.	Presentation and writing skills	-
2.	Capacity building for drivers, transport managers and senior officers. Areas covered: Roads and safety issues, road traffic movement, driver and boss relationship, road signs, etc.	-
LA DADA-KOTOPON		
1.	MIS Staff	-
2.	MIS Staff	-
SHAI-OSUDOKU		
1.	Value Chain and Customer Relations – Improvement of values in customer relations. Agric officers (Male 7 and Female5	-

No	Training Area (Academic/Competency Based)	Scheme of Service Related Programme
2.	Disaster Risk Reduction and safety Management. NADMO officers, to reduce risk and increase safety in the district.	-
KPONE KATAMANSO DISTRICT		
1.	Masters in Local Government Administration/Training in computer-based Auditing for Auditors	Training and Qualifying Examination for Typist
2.	Masters in Local Economic Development/Training Workshop for Area Council Staff	Promotional Examination Course for SEOs and HRI
3.	Training in Basic ICT	
4.	Training on the District Assembly Concept & Revenue Mobilization	
5.	Training on good Agriculture practices in crop and livestock production	
6.	Training in bookkeeping and revenue collection for revenue collectors	
7.	Training in Occupational Fraud Detecting and Preventing for Internal Auditors	
8.	Training in report writing/presentation skills and effective communication skills for secretaries and other officers	
9.	Training on Effective Customer Service Skills for selected officers	
10.	Training in Conflict Resolution and peace Building for SDOs and CDOs	
NINGO-PRAMPAM		
1.	Capacity building of Newly Elected Unit Committee members on the concepts and functions of unit committee members	Built Capacity of Engineers on Building control and project management
2.	Capacity building of Registry staff on Records Management at Osu Ebenezer Church	One Assistant Budget officer attended a course on Budgeting and Financial Management at GIMPA

No	Training Area (Academic/Competency Based)	Scheme of Service Related Programme
3.	Capacity building of two Assistant R Managers on Managing personnel files and other HR files at Osu Ebenezer Church	District Director of Health Attended Course on Health Administration and Management course at GIMPS
4.	Performance Management and Appraisal Systems for HOD's at Ghanaman School of Excellence	
ACCRA METRO. ASSEMBLY		
1	A Four Day Orientation Workshop for Newly Inaugurated Assembly Members	Certificate courses were sponsored for all officers of various classes due for promotion.
2	A Two Day Training Program on New Local Gov't Service Performance Management System and Appraisal Tool.	
3	One Day Training Workshop on Professional and Defensive Driving Skills.	
4	A Two Day Workshop Public Administration for Administrators and Secretaries.	
5	Workshop on Budget Preparation Guidelines	
6	Training of Assembly members on functions of ARIC.	
7	Training on Integrated Financial Management Information Systems (GIFMIS) for all Budget and Accounts Officers.	
	Workshop on Monitoring and Evaluation.	
GA SOUTH MUNICIPAL ASSEMBLY		
1	Training in the Children's Act and Social Protection Regulations- For Community Development and Social Welfare Officers.(ILGS)	Certificate/Diploma in Local Government Administration. ILGS
2	Technical Report and Minutes writing for technical officers and Engineers.	Executive Promotion Program
3	Training on Building Control and Project Management.	
4	Training on Performance Management and Appraisal System	

No	Training Area (Academic/Competency Based)	Scheme of Service Related Programme
	Training in Effective Communication for Heads of Decentralized Depts.	
LEDZOKUKU-KROWOR MUNICIPAL ASSEMBLY		
1	Training on Performance Management and Appraisal System	Post Graduate Certificate in Public Administration (CPA)- GIMPA
2	Training on Log Book filing and Road Signs for Drivers.	Certificate in human Resource Management- GIMPA
3	Network Installation and Administration.(Windows 2012 server Enterprise Edition) for MIS Officers.	
4	Training on the Functions and Roles of the Sub-Structures on Local Level Development Planning, Budgeting, Procurement and Reporting.	
6	Training on Project Auditing for Internal Auditors, Budget, Planning, Accounts and Works Depts.	
7	Training on Administrative Management for Heads of Decentralized Depts.	

Table 3: Greater Accra Regional Staff strength

S/N	Agency	Admin.	Agric.	I. Audit	Auxi.	B&D	Budget	Cate.	Co-op.	Devt. P	Engine.	Env. H	Exec.	HR	Total
1	AMA	17	18	8	103	3	12		6	11	14	159	18	9	378
2	TMA	14	11	6	42	4	6	18	6	6	3	56	5	3	180
3	GCMA	7	11	3		1	5		2	4	3	31	5	3	75
4	GSMA	8	20	4			6			5	4	54	11	3	115
5	GWMA	9	26	4			3			5	2	41	5	4	99
6	AdMA	15	19	6		1	5		3	3	1	28	8	3	92
7	AshMA	11	19	7			4		3	3	2	37	5	3	94
8	LEKMA	8	16	4	4		5			4	9	57	8	3	118
9	LNMMMA	8	17	4	7	1			2	3	1	40	4	4	91
10	LaDMA	7	6	7			5		2	5		33	5	3	73
11	GEMA	13	22	5	15	1	4			4	4	30	5	4	107
12	SODA	5	33	4	5	1	5		2	3	1	17	2	2	80
13	AEDA	3	16	6	20		2			2	1	17	5	1	73
14	AWDA	2	16	3			3			2		10	1		37
15	KKDA	9	12	3	4		3			3		31	4	3	72
16	NiPDA	3	15	2	4		3			2	1	21	3	2	56

S/N	Agency	Admin.	Agric.	I. Audit	Auxi.	B&D	Budget	Cate.	Co-op.	Devt. P	Engine.	Env. H	Exec.	HR	Total
17	GARCC	6		2	14		3			5			5	2	37
18	TOTAL	145	277	78	218	12	74	18	26	70	46	662	99	52	

S/N	Agency	Phy. P	Radio	Revenue	Secre.	Security	Swcd	Trans.	Works	Urban R	Inspect.	Quanty S.	Procu.	Total
1	AMA	21	3	40	18	60	72	41	200		6	3	9	473
2	TMA	6	2	31	24	32	43	11	24	9	1	2	5	190
3	GCMA	5		6	8	2	20	1	9	3		2	3	59
4	GSMA	8	1	8	7	6	28	3	15	3		1	5	85
5	GWMA	12	1	8	14	3	22	5	23	5		2	5	100
6	AdMA	8	2	3	11	3	20	2	16	4		2	4	75
7	AshMA	2	1	12	5	5	29	6	7	8	1	1	3	80
8	LEKMA	6	1	11	12	4	25	4	9				2	74
9	LNMMMA	5		6	6	2	27	2	11	3		1	4	67
10	LaDMA	5		6	4	5	21	1	16			1	4	63
11	GEMA	5		2	10	3	25	8	7	2		4	2	68
12	SODA	10		2	7	2	27	2	7				2	59

S/N	Agency	Phy. P	Radio	Revenue	Secre.	Security	Swcd	Trans.	Works	Urban R	Inspect.	Quanty S.	Procu.	Total
13	AEDA	4		13	1		13	5	14			1	2	53
14	AWDA	4		4	2	2	10	1	4			1	1	29
15	KKDA	7			3	2	16	2	15				1	46
16	NiPDA			4	4	1	17	4	20		1	1	1	53
17	GARCC		3		8	12		8	3		2		2	38
18	TOTAL	108	14	156	144	144	415	106	400	37	11	22	55	

Official Visits

During the year under review, the Hon. Regional Minister and some MMDCEs travelled to China to deepen and explore further the RCC's Sister Region/Province agreement in line with government's flagship Programmes; One District One Factory (1D1F), Public Private Partnership (PPP) in areas of Sanitation, Waste Management and infrastructural development. Furthermore, the Hon. Regional Minister also received official delegation from the Chinese Embassy led by the Chinese Ambassador to Ghana. Also the South African High Commissioner led a deligation made up of the Premiere of Gauteng Province in South Africa and the Premiere of Cape Town Province to discuss among others things businesses interest in the Region especially on Trade, Investment and Cooperation in areas of Capacity Building, Infrastructure, Waste Management, Industrialization and Agriculture.

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. Additionally, activities of land guards continue to be a daunting challenge in the Region. The effective collaboration of Regional Security Council (REGSEC) and the various District Security Councils (DISECs) as well as other security Agencies helped to monitor the security situation closely to ensure that the citizenry continues to enjoy the peace and security needed to go through their legitimate businesses without fear or panic.

In 2017, the celebration of the annual Homowo festival by various traditional groups was generally peaceful. The labour front was relatively calm as government was able to resolve most of the issues that were outstanding. Key among these were the release of the Tier Two Funds to the various Occupational Schemes of the Labour Unions forming the FORUM, the payment of Market Premium to staff of Local Government and Civil Services. Flooding and fire outbreaks continued to affect some communities in the Region.

Programmes, Projects and Activities by Sectors

In line with the Government's policies and flagship programs, the Greater Accra Region in the year under consideration undertook several initiatives to facilitate sustainable development of the region and promote the welfare of the citizenry. Service delivery generally improved in the region. Priority sectors such as Agriculture, Education, School Feeding and industrial development received much attention and it is expected to provide the needed foundation for a complete take off in the subsequent years. Detailed sector performance of projects and programmes implementation at the end of December, 2017 are as follows:

Education

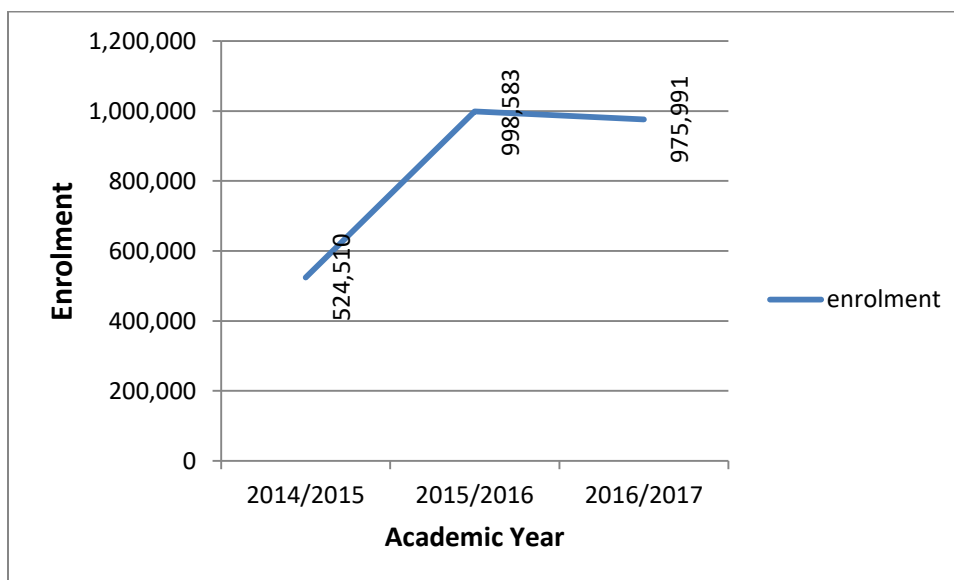
In the period under review, enrolment for the 2016/2017 academic year was 975,991. This showed a slight reduction as compared to the previous academic year which is indicated in table 5 and figure 1 respectively. Public schools have a larger chunk of this enrolment which is about 58%.

Table 3: Enrolment in Schools (Pre-tertiary Level)

NO.	Academic Year	Enrolment
1	2014/2015	524,510
2	2015/2016	998,583
3	2016/2017	975,991

Source: Regional Education Directorate, 2017

Figure 1: Greater Accra regional enrollment trend from



The large enrolment coupled with inadequate classroom blocks has however led to overcrowding in some schools and assigning two teachers to a class which is against Ghana Education Service norms. Currently, the shift system is being practiced in schools of in eleven (11) Assemblies in the Region. It is important to mention that the Accra Metropolitan Assembly has been able to eliminate the shift system while the system is predominant in the Ga South Municipal Assembly.

Even though there are more private schools (about 63%) than the public schools at the pre-tertiary level, public schools are still attractive due to the various social intervention programmes including free school feeding, text books and laptops in the basic schools. Encroachment on school lands has become a major challenge to the delivery of quality education in the Region. Affected Senior High schools include Christian Methodist, Achimota, O’relly, Ghanatta and Ningo Senior High Schools.

Provision of education infrastructure is a major priority of the GARCC to improve the quality of teaching and learning in the Region. Through the GETFUND and Government of Ghana (GoG), various interventions are being implemented in various schools by way of provision of school blocks, supply of furniture and laboratory equipment for selected schools and fencing of school lands among others. As at the end of the year 2017, there were one hundred and twenty nine (129) Ghana Education Trust Fund (GETFUND) projects as compared to four hundred and twenty four (424) projects in 2016. The two year trend is given in table 6.

Table 4 GETFUND Projects form 2015-2017

Year	Total No. of Projects	No. Completed	No. Ongoing	Number yet to Start	Stalled/ Abandoned	Number Terminated
2016	424	119	225	66	13	1
2017	129	9	87	-	33	-

With the supply of furniture and metal beds to selected schools, some have been completed while others are ongoing.

One District One Factory

The Region is vigorously pursuing Government’s flagship programme of One District One Factory (1D 1F) in earnest in all the Sixteen MMDAs. As part of efforts to roll out the programme, the RCC has directed the Trade and Industry office to monitor closely all activities relating to 1D1F to ensure smooth implementation of the policy in the Region.

The Region for the year under review was able to set up District Implementation Support Teams (DIST) in all the 16 Districts. Currently, Shai Osudoku, Ningo-Prampram District Assembly, Ga Central Municipal Assembly, Ashaiman Municipal Assembly, La Dade Kotopon Municipal Assembly, Tema Metropolitan Assembly, Adentan Municipal Assembly and Accra Metropolitan Assembly have successfully inaugurated their DIST and are ready to move as soon as the rollout modalities are finalized by the Ministry of Trade and Industry and the Secretariat for 1D1F. The

Regional Coordinating Council has communicated to all 16 MMDAs to identify and earmark plots of land for the implementation of the 1D1F policy in all districts in the region.

In all 36 promoters and investors were selected in the 1st phase for the Greater Accra Region. The names of these promoters and investors have also been submitted to the accredited Banks for the financial engineering and the rate at which the banks would offer the businesses credit facilities for their operations under the 1D1F programme. Meanwhile, information with regards to business plans of thirty-four (34) companies under phase 1 roll out have been sent to the banks. The agreement on modalities for accessing facilities at the accredited banks listed below are still been discussed with the Attorney General’s Department and all the stakeholders.

1. ADB
2. Commercial Bank
3. UBA
4. Cal Bank
5. Zenith Bank
6. Bank of Africa
7. Standard Chartered Bank
8. Exim Bank
9. Societe Generale Ghana
10. UMB

Ghana School Feeding Programme

Ghana School Feeding Program is a government initiative that takes into consideration the objectives of the Comprehensive Agricultural Development Programme (CAADP), pillar three of the New Partnership for Africa’s Development (NEPAD) which seeks to enhance food security and reduce hunger in line with the MDGs indicator on hunger, poverty and malnutrition among children of school-going-age. Statistics of the School Feeding Programme in the Region is presented in Table xx below.

Table 5: Performance of SFP in Greater Accra

No.	MMDA	No. of Sch.	Total Enroll.	No. of Cat.
1	Accra Metropolitan Assembly	194	55,569	159
2	Tema Metropolitan Assembly	63	21,411	71
3	Ga South Municipal Assembly	75	24,900	70
4	Ga East Municipal Assembly	27	8,881	26
5	Ga West Municipal Assembly	38	16,182	39
6	Ga Central Municipal Assembly	5	2,924	5

No.	MMDA	No. of Sch.	Total Enroll.	No. of Cat.
7	Ledzokuku Kowor Municipal Assembly	54	11,994	85
8	La Dade Kotopon Municipal Assembly	20	4,943	15
9	La Nkwantanang Madina Municipal Assembly	38	11,831	36
10	Adentan Municipal Assembly	13	9,644	19
11	Ashaiman Municipal Assembly	13	6,427	13
12	Shai Osudoku District Assembly	22	5,06	14
13	Ningo Prampram District Assembly	7	1,972	6
14	Kpone Tamanso Municipal Assembly	32	13,279	31
15	Ada East District Assembly	33	9,637	32
16	Ada West District Assembly	14	3,804	14
	TOTAL	648	209,204	601

Figure 2: No. of Schools on SFP in Greater Accra Region

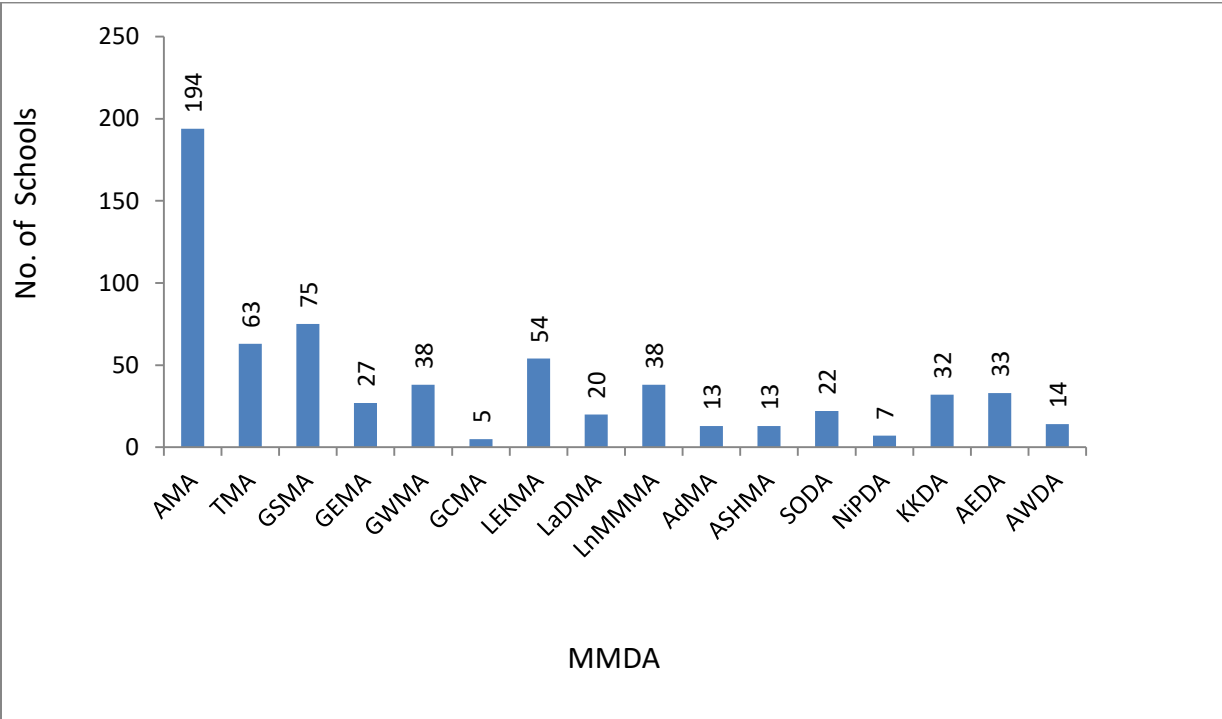


Figure 3: No. of pupils benefiting from SFP

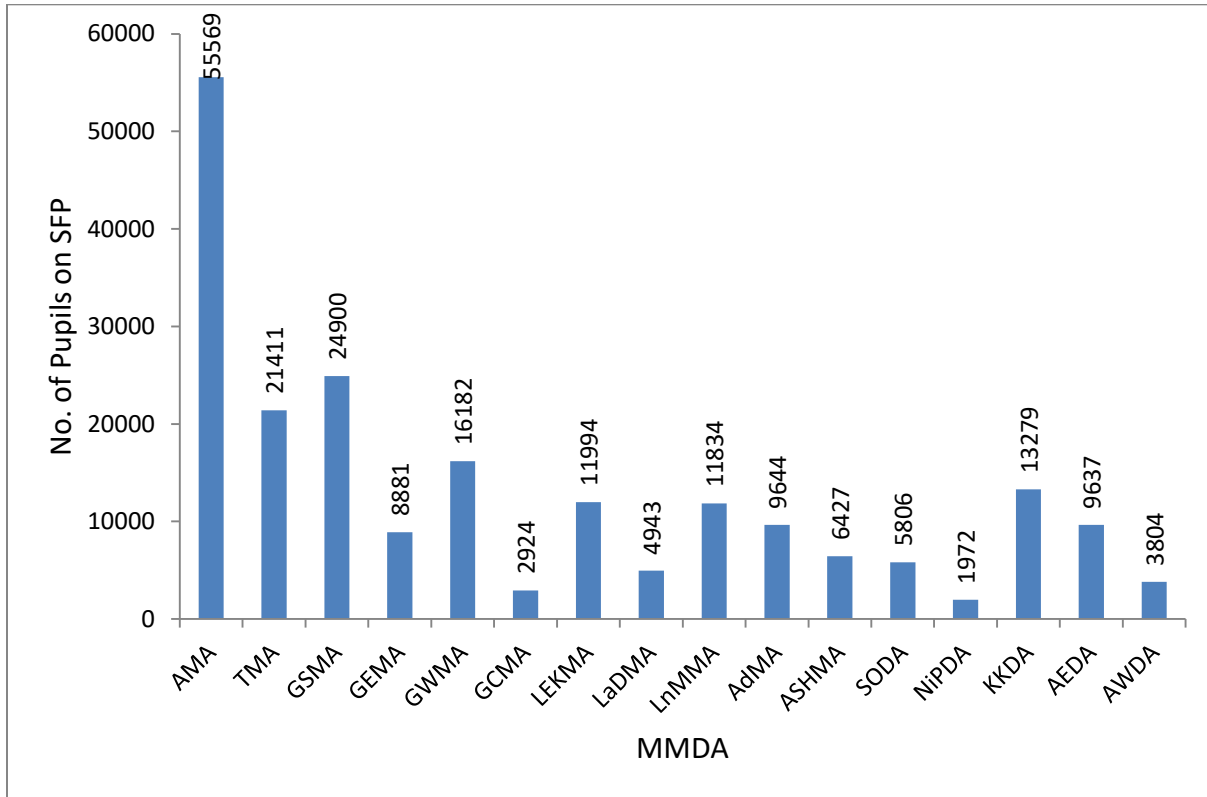
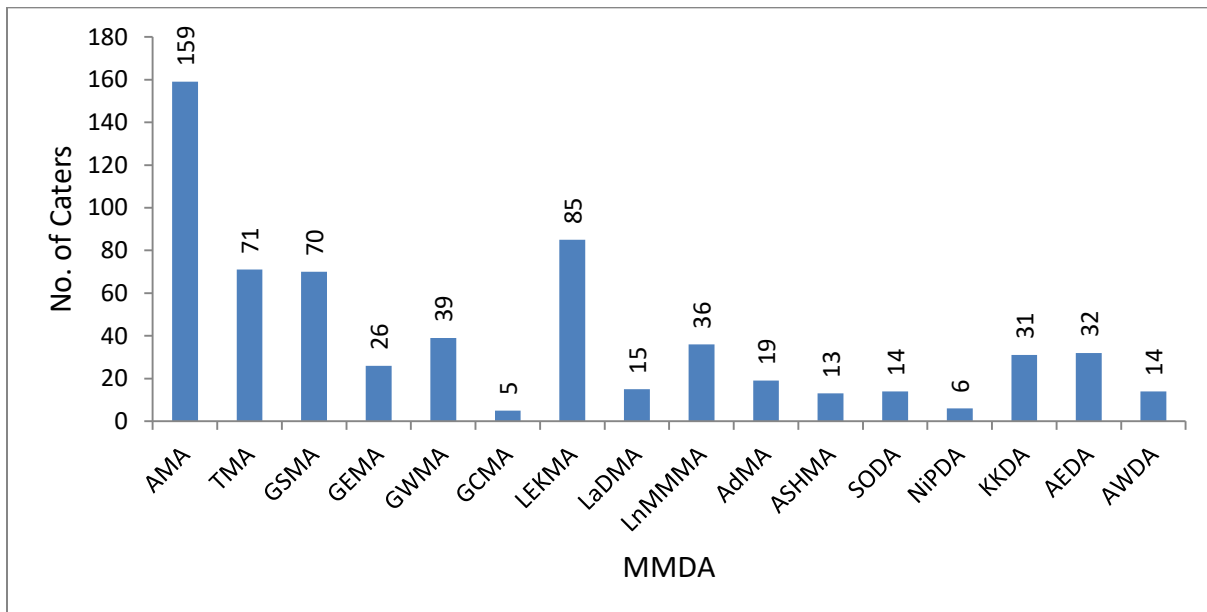


Figure 4: No. of caterers employed under SFP



Health

The Regional Health Directorate undertook various interventions to improve health service delivery and bridge the equity gaps in geographical access to health services for the overall wellbeing of people in the Region. There are 1046 health facilities in the region made up of 594 government and 452 private/quasi facilities. The major concerns for the health sector at the beginning of the year 2017 included high maternal deaths and still births, data inconsistencies and low immunization coverage.

Trends in total maternal deaths indicated a slight reduction from 208 in 2015 to 197 in 2016 and 196 in 2017. The maternal mortality rate per 100,000 live births (MMR/100,000LB) was 189.2.M. The figure 2 provides a three year trend analysis.

Fresh Still births recorded some reduction in the year under review. There was slight reduction from 738 in 2016 to 618 in 2017. Macerated still births also decreased from 1,148 in 2016 to 993 in 2017. A three year trend analysis is given in figure 3.

The low coverage of Expanded Programme on Immunization (EPI) at the beginning of the year improved in general for BCG, OPV 3, Penta 3, MR 1, Measles 2 and Yellow Fever among others. Coverage for BCG recorded 145.6% in 2017 as against 85.9% in 2016 while OPV 3 increased to 130.5% from the 83.8% recorded in 2016.

On capital projects, the situation as reported in 2016 has not changed much. The Regional Health Directorate had twelve (12) projects out of which nine (9) have stalled as reported in 2015 for over 6 years on the average. One (1) project was however completed and commissioned while two (2) are ongoing. The situation is attributed to funding challenges among other issues.

Water and Sanitation

The Regional Office of the Community Water and Sanitation Agency continues to facilitate the provision of potable water and sanitation facilities in rural and peri-urban communities in the Region. The rural water coverage of the Region as at December 2017 was 62.28%.

Activities carried out by the Greater Accra Regional Office of the Community Water and Sanitation Agency (CWSA) in the period under review included the following:

- Implementation of Government of Ghana (GoG) Rural Water project
- Technical assistance to Assemblies and Water and Sanitation Management Teams (WSMTs)
- Baseline data collection in seven (7) Districts in the Region
- Construction of Mwacafe Iron treatment plants and training of Caretakers

Construction of the thirteen (13) Mwacafe Iron treatment plant for thirteen selected communities in the Ga West and South Municipal Assemblies have been completed, twelve of which have been connected to the pumps and water quality test and training of caretakers have also been completed.

Under the GoG Rural water project, the region had eighty-nine (89) successful boreholes out of a target of one hundred and ten (110) in six Districts namely Ga West, Ga East, Shai-Osudoku District, Adentan and Ashaiman Municipal Assembly. Of these, sixty-one have been fitted with hand pumps as at December, 2017.

Baseline data collection was also undertaken in seven (7) Districts of the region with funding from the Conrad Hilton Foundation. District factsheets have been prepared and disseminated to all the seven Districts in the third quarter of 2017.

Department of Urban Roads

The Department of Urban Roads (DUR) undertook a number of interventions which included gravelling, construction of roads and road side drains, upgrading of gravel roads and partial reconstruction. In the year under review, the DUR was initially allocated an amount of GhC24.83 million which was subsequently revised to Gh39.880 million for routine and periodic maintenance activities from the Ghana Road Fund. In total, 83.82% of the budgetary allocation for the year was spent.

Status of projects as at December indicated that thirty-two (32) out of the two hundred and fifty-seven (257) projects were completed while two hundred and twenty-five (225) were ongoing. It is important to note that some of the ongoing projects are behind schedule. The road projects included rehabilitation of boundary roads, partial reconstruction, asphaltic overlay, sectional repairs, paving works, resealing of selected roads and installation of road markings.

Ghana Highways Authority

Activities undertaken by the Ghana Highway Authority (GHA) in the period under review were Routine and Periodic Maintenance activities. The routine maintenance works included Desilting, Grass cutting, Grading and pothole patching while the periodic Maintenance Projects executed were upgrading works, Rehabilitation works and Partial Reconstruction projects. Also, the Authority constructed twenty-seven critical culverts in various communities in the Region including Adentan, Afiencya, Dodowa, George Walker Bush Highway and the Tema-Ho road. Out of the twenty-seven culverts, thirteen (13) were completed and thirteen (13) are ongoing. One (1) project is however yet to commence.

On routine and periodic maintenance works, the GHA had twenty-six (26) interventions out of which twenty-two (22) are ongoing and four projects (4) were yet to commence as at the end of

the year 2016. In total, the Authority had fifty-three (53) projects in the year under consideration and these were funded by the Government of Ghana (GoG) and the Road Fund.

Challenges

Warrant Issues

- Lack of collaboration between Budget Officers and Finance Officer resulting in overlap and disparities in warrant issued against actual paid.
- Non-compliance with provisions made in the budget.

GIFMIS

Ghana Integrated Financial Management Information System (GIFMIS) was rolled out in all the MMDAs in the Region after a consensus was built for a full scale deployment of the system in all MMDAs. Monitoring reports of the RCC on financial management revealed that; there has been tremendous improvement in transparency and record keeping of public financial transactions and massive improvement in budgetary control on public expenditure. Internet connectivity and lack of capacity building remains a challenge.

General Challenges

1. Attack on mobile money vendors is a serious security concern
2. Realignment and rationalization staff in the wake of newly created Assemblies.
3. Delays in payment of officers promoted
4. Delays and non release of funds from GoG sources especially the Common Fund
5. Non adherence to planned programmes and activities.
6. Inadequate mobilization of Internally Generated Revenue by the Assemblies
7. Unauthorized and unplanned physical Development in the Region
8. Inadequate capacity for the management of waste in the Region
9. Inadequate office equipment and logistics such as Computers, photocopiers, scanners internet facilities in some MMDAs
10. Inadequate office and residential accommodation
11. Boundary disputes between the MMDAs is affecting revenue generation activities

Government Policy Initiatives in Greater Accra

Planting for Food and Jobs programme

- The programme which started with farmers and youth registration of in January, 2017 registered a total of 2361 farmers and 796 youth;
- Steering Committees were established at the Regional level and in the 16 MMDAs
- The Region selected 3 crops; namely maize, rice and vegetables (pepper, tomatoes & onion) to focus on
- A total of 1,797 participating farmers benefited from subsidized inputs including certified seeds and fertilizers

Table 6: Registered Youth and Farmers under PFJ

Category	Registered Youth/Farmers		Youth/Farmers Registered	% of Registered females	Remarks
	Male	Female			
Youth in Agric. component	640	156	796	20	Registered completed
Farmers	1957	404	2,361	17	Programme on-going
Total	2597	560	3157	-	-

Waste Management

The first step to ridding the city of filth and pollution is to prevent or cut back on waste generation at source and reduce waste through the use of recyclable materials at the production points. Among initiatives undertaken are:

1. Assemblies under the GAMA project and other funding sources are promoting the construction of household toilets to curb open defecation;
2. clamp down of waste dumping sites without permits by respective MMDAs
3. facilitation of the establishment of sanitation courts to prosecute sanitation offenders;
4. Enforcement of Bye-Laws
 - Existing bye-laws are being enforced while other were being revised to reflect modern trends.
 - As part of this review, consequences for breaching the laws were strengthened. There were ongoing education to make the public aware of the requirements of the law.

Free Senior High School

The Region has experienced a successful take-off of the Free-Senior-High-School initiative. A total number of 83,934 students in 50 Public Senior High Schools in the Greater Accra Region are benefitting from the programme. The initial challenges of inadequate classrooms, furniture and other equipment/logistics are gradually being addressed. The Ghana Buffer Stock Company is assisting to address the challenges of food supply to schools.

With the systematic payments to GETfund contractors, civil works on abandoned projects have resumed and expected to be completed to provide additional classrooms by the next academic year.

MMDAs have also been directed to make budgetary allocation for the construction of additional classroom blocks and residential accommodation for SHS in the Region. The RCC has also taken appropriate measures to secure school lands to reduce encroachments by authorized developers.

Reduction in incidence of flooding

- The Regional Department of Urban Roads has embarked upon massive desilting of drains in the entire Metropolis. In addition, the MMDAs have also been directed to support communities in cleaning choked drains in their environs;
- In addition, the Regional Coordinating Council has engaged corporate institutions, e.g. MTN to support efforts of city authorities to provide drains in some flood prone areas.

Recommendations

1. Timely releases of funds will also aid budget implementation.
2. Enforcement of Bye-Laws and building regulations by the responsible Agencies
3. Education of the Public on proper ways of waste disposal
4. Increase the provision of more sanitary equipment and facilities.
5. Ensure proper acquisition and demarcation of all public lands
6. The RCC should make frantic efforts to resolve the boundary disputes pending the final determination by the Boundary Committee set up by the Ministry of Local Government and Rural Development.
7. Security for Markets and Strategic installations e.g. Medical Installations should be ensured in addition to fire prevention awareness and education in all the MMDAs.

Conclusion

The Greater Accra Regional Co-Ordinating Council with its Departments and agencies will continue to implement and monitor various government policies and programs which will ultimately translate into the total development for the benefits of the citizenry.

Northern Reginal Coordinating Council (NRCC)

Introduction

The Northern Regional Co-ordinating Council over the period performed its role of coordinating, monitoring and evaluating the activities, performance and functioning of all Metropolitan, Municipal and District Assemblies (MMDAs) within the region and also other Governmental and Non-Governmental Agencies in line with the mandate of Regional Co-ordinating Councils as enshrined in the Local Governance Act, 2016 (Act 936). The NRCC provided periodic guidance and technical backstopping to MMDAs and MDAs to assist in the harmonization and implementation of their plans and programmes. This report therefore captures key activities undertaken in the Region by governmental and non governmental organization for the year 2017.

The most remarkable events in the period under review were as follows;

1. His Excellency, President Nana Addo Dankwa Akufo-Addo embarked on a three-day working visit to the region to interact with the traditional authorities and various Paramountcies as his first official visit since taking over the reigns of Government.
2. Launch of the Free Senior High School policy in the Region by His Excellency, the Vice President Alhaji Dr. Mahamadu Bawumia at the Tamale Senior High School, Ghana Senior High School and Tamale Girls Senior High School.
3. The Tamale Sports Stadium was renamed Aliu Mahama Stadium by His Excellency, the Vice President Alhaji Dr. Mahamadu Bawumia.

The RCC, MMDAs and MDAs were generally faced with either delay or non-receipt of their budgetary allocations from GOG sources. However, most MMDAs in the Region performed satisfactorily in the mobilization of Internally Generated Funds (IGF). This, in addition to donor funding made it possible for them to meet some of their organizational and developmental objectives.

Development projects undertaken in the Region were in the areas of Water and Sanitation, Education, Agric, Roads and Health. The region also supported the implementation of government's flagship programmes of Free Senior High School, Planting for Food and Jobs, One District and One Factory and One Village One Dam among others.

In spite of the progress made in revenue mobilization and in the provision of social infrastructure, development of the Region continues to be largely impeded by high illiteracy levels, chieftaincy, land and ethnic disputes. Subsequently, three (3) curfews are currently in force in Bimbilla, Kpatinga and Bunkpurugu townships.

The Region is also battling with the issue of open defecation which is highly noticeable in the Tamale Metropolis. The Region is 9th on the Sanitation League Table for the country, however, Open Defecation Free (ODF) communities increased from 12% coverage in 2016 to 26% coverage

in 2017. The RCC launched the Social Norms campaign and organized the District League Table in collaboration with Development Partners to create a healthy competition and help broaden the horizon of the populace to further improve the ODF status of the Region.

Regional Potentials

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

Water Bodies: The region is drained by River Oti, River Nasia, Daka, the Black and White Volta (10% of which falls in the region) and other tributaries. All these have potential for large scale irrigation schemes. For irrigation purposes, the Bontanga, Libiga Golinga irrigation sites can also be developed further to produce food crops and vegetables in the dry seasons. Integrated Water and Agricultural Development (IWAD) is currently developing the Sisily and Kulpawn rivers in the overseas areas.

Fisheries: There are a number of possibilities for fisheries development within the region. The basic key natural elements, such as climate and environment, which are the necessary conditions for fisheries and aquaculture exists. Others are the many potential dams and pond sites. 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 residue as 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.

Existing Training and Research Centers: 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 deposits for exploitation purposes. Examples include;

1. The Birimian Bole Belt, Bui Belt and Maluwe Basin are such areas endowed with gold potentials. Diamonds, manganese and bauxite have also been found in this geological environment, and more than half of the northern region is underlain by Voltaian sedimentary rocks which host industrial minerals such as limestone, sodium chloride (salt) and barite.

2. Copper, lead and nickel have been reported in the Birimian and Voltaian rocks.
3. There have been isolated diamond finds by the Geological Survey of Ghana in Gambaga and the Sicily Valley.
4. Manganese deposits of economic interest occur in four locations in the Bole district: Kalimbi Hill (total reserves of 6.2 – 8.5 million tonnes grading 14.33% manganese); Kapila (110,000 tonnes); Three Hills, near Ntrereso (2.5 million tonnes at 30% manganese); and Sere.
5. Major iron ore finds have been identified in the Sheini deposits. Reserves are estimated at 1,270 million tonnes grading 4.7% iron.
6. Three areas in the north are noted for substantial deposits of limestone: Buipe (estimated at 6 million tonnes, plus 144 million tonnes of dolomite resource); Bongo-Da, on the Nalerigu-Yendi Road (estimated at 15 million tonnes of limestone and 20-30 million tonnes of dolomite); and Daboya (estimated at 162,000 tonnes, and alsodolomite resource). Also, minor occurrences of limestone have been found in the Salaga-Yeji and Du-Walewale areas. These have been found to be suitable for quick lime and cement manufacturing.
7. Deposits of barite along the banks of the White Volta River, near Daboya.
8. A salt deposit at Daboya is in the form of a barine-bearing horizon (43 – 100 metres) with average salt content estimated at 7 grams per litre during the dry season; the yield is about 22,000 litres per hour, amounting to 4.5 tonnes of salt per day. Another deposit exists at Tibogona, 16km from Daboya.

Tourist Sites: The region is endowed with existing potentials and eco-tourism sites. Some major tourist attraction sites in the region include;

9. Mole National Park, in Damongo, West Gonja District, which is a 4,840 square kilometers reserved for animals such as elephants, antelopes buffaloes warthogs, apes, birds and about 400 other species;
10. Larabanga Mosque – a 13th century mosque believed to be built by Moorish traders.
11. Larabanga Mystery Stone – a mysterious boulder that has the subject of a splendid local legend;
12. Salaga Slave Route at Salaga where the Tran-Saharan Caravans paused at Salaga market, slave wells, where slaves took their baths;
13. Nalerigu Defense Well said to be built in the 16th century to protect Nalerigu from raiders;

14. Yendi 96km East of Tamale, where many of the Germans who died in battle with Dagomba people in 19th century buried in the cemetery. The grave of the slave raider Babatu is also in Yendi.

Reports from the Regional Departments and Agencies

Department of Parks and Garden: The department had a total staff strength of fifteen (15), comprising 11 males and 4 females. One staff benefitted from a training programme in the year under review. The department lost one of its staff through death during the year.

Department of Rural Housing: The department had a total staff strength of eight (8) comprising 5 males and 3 females. There were no staff recruitment, promotion, postings, transfers and upgrading during the year under review.

Department of Public Works: The department had a total staff strength of sixty (60) comprising 54 males and 6 females. There were no staff recruitment, postings, transfers or upgrade during the year under review. Twenty-three (23) staff were promoted to their respective grades out of a total of thirty-five (35). Four staff also went on compulsory retirement during the period. Two staff gave notice through the department of pursuing weekend programme.

The department has not been able to carry out any major renovation on government buildings for close to 25years especially the residential accommodation. Occupants are compelled to use their own funds to maintain the facilities.

Department of Agriculture: The department had a total staff strength of 87 made up of 70 males and 17 females. Nine staff were promoted, and some staff benefitted from training programmes during the year under review.

The Planting for Food and Jobs programme was implemented satisfactorily in the Region in addition to a number of programmes and projects geared towards supporting various farming activities. These activities were mainly implemented to enhance agricultural production and to improve the livelihood of farmers. One of the main challenges of farmers during the year under review was the Army worm infestation experienced in the region.

Department of Cooperatives: The department had a total staff strength of sixteen (16) comprising 13 males and 3 females. Five staff benefitted from different training programmes whilst five staff were also promoted to their respective new grades. The department in collaboration with KOICA and ACDEP organised capacity development programmes for Farmer-Based Organizations (FBOs) and Farmer-Based Cooperatives (FBCs) for eight selected districts in the Region. The department did not receive its GoG budgetary allocation however, One Thousand Nine Hundred

Ghana Cedis (GH¢ 1,900.00) was paid into government coffers as IGF for the year under review. This constitutes a drastic drop in the IGF generation by 75% compared to the previous year of which the department recorded Seven Thousand, Six Hundred Ghana Cedis (GH¢ 7,600.00).

Department of Social Welfare: There are ninety-seven (97) staff within the Region of which thirteen (13) are at the regional level and this comprise 6 males and 7 females. A staff retired from active service while the rest benefitted from capacity building programmes during the year. The department ran three core programmes namely Child Rights Promotion and Protection, Justice Administration, and Community Care Services.

During the year under review, five different training workshops were organized for District Officers, Regional Director, Programme Heads and Stakeholders on the Livelihood Empowerment Against Poverty (LEAP) programme which is implemented in all the MMDAs within the Region. The LEAP programme are of two (2) types namely; Regular LEAP and LEAP thousand. Achievement recorded under the LEAP were the re-uniting of 100 out of 200 assessed children with their families and foster parents and their development is being monitored. Payments have been made to over 20,000 beneficiaries of the LEAP programme. In compliance with government procedures and standards of operation, the department has at least 60 NGOs they work with in the region

Department of Community Development: There were a total number of two hundred and thirty-one (231) staff within the region of which nineteen (19) are at the regional level made up of 15 males and 4 females. During the year under review, one staff went on compulsory retirement, while the rest had the opportunity to benefit from training workshops organized by development partners and government to build their capacity in service delivery. Also, the department provided capacity building programs to Female Natural Leaders, Hygiene and Sanitation Promoters, Women Latrine Artisans and Village Savings and Loan Association groups.

The department formed the Village Savings and Loans Association (VSLA), promoted the Undertaking of Dry Season Gardening, the Re-bagging and Sale of Iodized Salt (RSIS), Community-Based Milling and Fortification (CBMF), Shea Butter and Groundnut Processing, Soap Making among others.

Department of Environmental Health and Sanitation: The department had a total staff strength of eleven (11) comprising 8 males and 3 females. During the year under review, a Chief Environmental Health Technician retired from the service, while the technical staff of the department benefitted from training programmes on Hand Washing with Soap, Household Hold Water Treatment and Safe Storage, and Latrine Technology Options. Funds for these activities were sent directly to MMDA accounts or through District Partner Coordinators for activity implementation.

UNICEF occasionally sends funds through the Regional Office to the Districts for the implementation of activities. The main development partners of the department were UNICEF, SNV and SPRING. The Resilience in Northern Ghana (RING) project also provided funds to the Regional Environmental Health and Sanitation Directorate during the year. Other partners include Global Communities, CRS, World Vision, Afram Plains Development Organization (APDO) among others.

Key programmes carried out by the department during the year include:

- Environmental Health and Sanitation promotion; this involves home visits, markets and hospitality inspections, visit industries, all dwellings and commercial properties, as well as cemeteries to carry-out inspections and enforce compliance using the ESICOME programme (Environmental Sanitation Inspection, Compliance and Enforcement).
- Basic Sanitation Information System (BaSIS) as a management information system used to take sanitation data from the field had then been rolled-out to all the MMDAs in the region except Mamprugu-Moagduri District Assembly.
- Undertook sanitation-behaviour-change interventions on Safe Water, Sanitation and Hygiene (WASH) promotion in two main areas.
 1. Community-Led Total Sanitation (CLTS) implemented in all the twenty six (26) Metropolitan, Municipal and District Assemblies.
 2. Rural Sanitation Model (RSM) strategy implemented on pilot basis in urban, small towns and rural communities, as stated in the national policy.
- Adopted advocacy strategies to facilitate improvement of basic sanitation in the region through the use of the ODF League Table, Radio discussions and announcements, as well as commemoration of UN-days (World Toilet Day, Global Hand washing and Menstrual Hygiene Days).
- Key successes within the period include the increase in the total number of Open Defecation Free communities from 512 to 1150 at the end of December, 2017. This represents a 26% ODF out of a total number of 4423 communities in the entire region. The Sanitation Social Norms campaign was jointly launched by the Hon. Ministers for Northern Region and Minister for Sanitation and Water Resources highlighting the need to embrace local and cultural norms that enhance sanitation improvement.

National Board for Small Scale Industries: The department had a total staff strength of thirty-three (33) comprising 22 males and 11 females. While Trainings and capacity building programmes were held for staff, the department received a total amount of One Hundred and Four Thousand, One Hundred and Sixty-six Ghana Cedis and Twenty pesewas (GH¢ 104,166.20) as its budgetary allocation for the region and operated the following credit schemes, PAMSCAD, NBSSI/DED, NBSSI/Revolving Fund, MASLOC and NBSSI/EDAIF Schemes.

An amount of Sixty-one Thousand Seven Hundred and sixty-one Ghana Cedis (GH¢61,761.00) was recovered as loan repayment under the NBSSI/EDAIF Credit Scheme while an amount of Fifteen Thousand, Two Hundred Ghana Cedis (GH¢15,200.00) was the income generated through the Board’s activities during the year under review. However, One Hundred and Thirty Thousand Three Hundred and thirty-two Ghana Cedis and sixty-seven pesewas (GH¢130,332.67) remained as default for the five credit schemes.

Administrative Issues

Political Leadership: For the year under review Honourable Salifu Sa-eed assumed duty in February, 2017 and headed the Northern Regional Coordinating Council with Honourable Solomon N. Boar, who is also the Member of Parliament for Bunkpurugu Constituency as his Deputy. The region had 22 male and 4 female MMDCes, 1,022 Assembly Members, made up of 955 males and 67 females, of which 704 were elected and 318 were appointed by government.

Report on Departments of MMDAs: In the Northern Region, though some MMDA departments have been established and are functioning, they are yet to have full complements of staff and the various units as well as funding and logistical support to deliver on their respective mandates. The Town and Country Planning Department, for that matter the Physical Planning Department are not in most of the MMDAs in the region.

Human Resource Issues: The office of the NRCC had a total staff strength of 112 which comprised of 60 males and 52 females representing 53.57% and 46.43% respectively.

Postings: A total of forty-six (46) staff were posted (intra-regional) by the RCC to MMDAs within the region while eighty-five (85) staff were posted into the Region and the various MMDAs by the OHLGS during the year under review. Detailed analysis on class basis is presented in Table 6a below.

Table 6a: Summary of Postings and Promotions

No.	Class	Intra-regional Postings	Inter-regional Postings	Promotions completed	Pending Promotions
1.	Administrative	6	34	27	15
2.	Human Resource	2	3	21	3
3.	Budget	1	1	8	20
4.	Development Planning	3	5	33	24
5.	Social Development	7	1	5	18
6.	Environmental Health	23	17	136	79

7	Engineering	2	10	14	26
8.	Secretarial Class	1	3		
9	Revenue	1	1		
10	Internal Audit		5	4	16
11	Executive class		2		5
12	Technical		2		3
13	Procurement		1	5	5
14	Agricultural			9	16
15	Computer/MIS			2	
16	Drivers				9
TOTAL		46		264	239

Promotion: Approval was granted for promotion to be effected for two hundred and sixty-eight (268) staff to their respective next grades. A staff each from development planning and internal audit classes was absent and promotion declined for two staff each in Administration and Budget Class, making the number promoted 264. Refer to Table xx for details.

Two hundred and thirty nine (239) promotion requests have been collated and submitted to the Office of Head of Local Government Service for approval for interviews to be conducted. Details of the pending request is also presented in Table 6a above.

Retirements: A total of four staff in the following grades, attained their compulsory retirement age during the period under review. They were a Principal Protocol Officer, Principal Store Officer, Chief Records Supervisor and Head Labourer.

Human Resource Management Information System (HRMIS): The MMDA HRMIS data was consolidated and submitted on monthly basis to the Local Government Service to ensure an up-to-date data at all times to facilitate effective and efficient management decisions.

Staff Development (Capacity Building/Training): During the year under review, two Human Resource Managers were trained salary related issues by the Institute of Management and Entrepreneurship, while various staff categories benefitted from workshops and capacity building training programmes organized by the Office of Head of Local Government Service for improved service delivery. Additionally, MMDAs organized capacity building programmes for their staff at different times of the year.

Official Visits

The year under review saw the RCC receive and host His Excellency the President of the Republic, Nana Addo Dankwa Akuffo-Addo who was on a three day tour of the region. His Excellency the Vice President, Alhaji Dr. Mahamadu Bawumia also visited the region on a number of occasions to perform various official assignments including launching of the Free Senior High School and other celebrations.

The region also receive personalities ranging from Ministers of State, Ambassadors, High Commissioners', Chief Executive Officers, Country Directors of UN organizations, Mission Directors, Heads of Institutions, among others to discuss issues related to the development of the region or paid a courtesy call on the Regional Minister whilst on a working visit.

Security Issues

- Security remains a serious issue of concern in administering the region. There have been violent disputes which had sometimes resulted in loss of lives and property and also threatening the peace of the region.
- The few threats to the general security situation in the region arose from chieftaincy disputes, land litigations, ethnic tensions and politics. The intermittent eruptions of conflicts have resulted in the deployment of troops in various parts of the region to maintain the peace.
- The most affected areas within the region were Damongo, Bole, Jantong, Bimbilla, Bunkpurugu, Mandari, Kpatinga, Kafaba, Sayeegu and Kalampor Townships that recorded violent conflicts which resulted in the loss of lives and property.
- In spite of that, the Regional Security Council (REGSEC) collaborated with the respective District Security Councils (DISECs) and with the support of Security Agencies had the situations under control through the deployment of security personnel to the affected areas and other strategic measure put in place.

Report On Developmental Activities of Sector Institutions

Health

Access to health services in the Region is one of the lowest in the country. This is attributed to location and travel distance to health facilities. The plight of the people is worsened by the poor and bad road network especially during the rainy season.

In total, the Region has 1 Teaching Hospital, 1 Regional Hospital, 15 District Hospitals, 4 Polyclinics, 96 Health Centres, 56 Clinics, and 386 CHPS Compounds (Functional and Demarcated). The Tamale Teaching Hospital offers referral services to about 2,700,000 people in the Northern, Upper East, West and some parts of the Brong-Ahafo Regions.

Water and Sanitation

Water: The sources of drinking water in the Region are from rain, springs, rivers, streams and dug-outs, pipe borne water, wells and dams. On account of interventions embarked on by the Community Water and Sanitation Agency and other development partners, safe water coverage in rural areas of the Region steadily improved from 63.01% in 2015 to 68% in 2016. However, the dropped to 62.10% in the year under review. Non-functional and broken down systems as well as dried up boreholes among others accounted for the drop in the rural water coverage within the region.

Sanitation: The WHO defines improved sanitation as better private access and safer disposal of excreta through septic tank, pour flush, simple pit latrine, small bore sewer, or ventilated improved pit latrine. 5% of the regional population have access to basic sanitation while 23% use shared facilities including poorly cleaned public toilets. Open defecation and littering are key environmental challenges in the Region with significant health implications on the well-being of people living in many of such communities and impacts negatively on their productivity. Great strides have been made with regard to sanitation through the triggering of 30 communities, training of their leaders and the construction of 434 household latrines under the Urban CLTS. Additionally, 10 institutional latrines with hand washing facilities were constructed for 10 schools.

Education

The region is endowed with a total of 6132 schools made up 5114 public schools and 1018 private schools. This comprises of Kindergarten, Primary, Junior High, Senior High and TVET schools for both the public and private institutions.

The Gender Parity Index (GPI) or the ratio of girls to boys is 0.91 for kindergarten with a rise to 0.95 in the primary category. However, it dropped to 0.90 for Junior High and a further drop to 0.78 in Senior High section. The Pupil – Teacher ratio in the region for kindergarten, primary, Junior High and Senior High schools were 51:1, 36:1, 18:1 and 33:1 respectively. However, it must be noted that these were not the same in all schools across the districts within the region.

Others

Savannah Accelerated Development Authority (SADA): During the year under review, a new law on Development Authorities was promulgated, as such the Savannah Accelerated Development Authority (SADA) is now known as the Northern Development Authority (NDA). The change in name notwithstanding, the mandate and terms of reference have not changed much and the NDA would continue to champion the development of the three regions of the North as stipulated in the strategic plan of the Authority and other plans already prepared for the area.

Resiliency in Northern Ghana (RING): The Resiliency in Northern Ghana project (RING) is a five-year USAID project and currently in its 3rd year of implementation. It is to complement the efforts of the Government of Ghana to sustainably reduce poverty and improve livelihood and nutritional status of women and children in 17 selected districts in Northern Region. The project is specifically directed towards supporting the needs of 325,000 beneficiaries, including women of reproductive age and children under five. The project is anchored on three (3) components namely;

- Increased consumption of diverse quality food;
- Improvement of behaviors related to nutrition and hygiene;
- Strengthening of local support networks to address the needs of vulnerable households.

Currently, implementation is through local government structures to deepen decentralization and foster collaboration for the achievement of the project objectives. To this end, the Northern Regional Coordinating Council together with other implementing regional departments coordinate, collaborate and play active roles in the project implementation. The departments include Agriculture, Gender, Environmental Health and Sanitation Unit, Nutrition Unit of the Ghana Health Service, Social Welfare and Community Development.

The participating MMDAs are; Nanumba North, Kpandai, Chereponi, Saboba, East Mamprusi, Gushiegu, Nanumba South, Karaga, Tamale Metro, Sagnarigu, Central Gonja, West Gonja, Kumbungu, Tolon, North Gonja, Savelugu-Nanton and East Gonja.

Achievements of RING to Date

Under the ***Governance component*** of the RING project, the following results were attained:

- 2,042 members of 83 Area Councils have been trained on their roles & responsibilities for sub-structure management;
 - Over 1,200 CAPs has so far been developed since the inception of the project to support grass root needs-prioritization for incorporation into district development plans;
 - Nearly 300 Assembly staff have been trained so far on social protection and community support mechanisms as part of the project's attempt to strengthen sub-structures;
 - 10 GoG partners have achieved 100% coverage in area of Public Financial Management (PFM) risks, while the remaining 8 entities achieved 75% or higher, all in an effort to strengthen internal controls;
 - Implementing Assemblies since the project inception have received logistical support to enhance the day-to-day work. So far 476 motors, 343 computers, and 208 tablets have been procured and distributed to several departments.
- Under the ***Agriculture and Livelihood component***, the following results were achievement:
 - 2,538 VSLA groups have been formed with nearly 73,000 members and GH¢9.2m in savings with GH¢3.6m in loans;

- More than 16,500 women have been engaged in soybean and groundnut cultivation, with more than 14,300 households benefitting from 6,650MT of Alaafie Wuljo (OFSP)
- 274 small-scale drip irrigation systems have been installed to support 3,725 households cultivate traditional leafy green vegetables during the dry season.
- With respect to the *Nutrition and WASH component*, RING has since its inception to date also achieved the following:
 - Over 560 communities have been triggered under Community Led Total Sanitation (CLTS) with 275 certified Open Defecation Free (ODF);
 - More than 8,800 household latrines have been constructed and nearly 7,400 household level hand washing stations fabricated and installed.
 - More than 1,700 community members trained as Natural Leaders to support and sustain the efforts of CLTS and encourage community participation.
 - More than 525 boreholes repaired, providing potable water access to nearly 158,000 people.

United Nations Fund for Population (UNFPA) / GoG Country Programme 6 (CP6): This is a 5 year programme which commenced in 2013 and ends in 2017. It is funded by the UNFPA and seeks to tackle issues of sexual and reproductive health among young women and girls. It also addresses issues of Gender and sexual based violence among the aforementioned target group.

The UNFPA has adopted the Regional Decentralized approach in the implementation of the programme. This means that resources intended for the programme are delivered through the Regional Coordinating Council (RCC) and implementing departments draw from the RCC. The departments currently implementing the programme are the Department of Gender, National Youth Authority, Domestic Violence and Victim Support Unit (DOVVSU) and the Ghana Health Service whiles the RCC plays a coordinating role.

Some notable achievements under this programme during the period under review includes:

- Capacity building trainings of Family Planning Service providers for improve service delivery
- Traditional Authorities, Religious Leaders and Opinion Leaders as well as community members sensitized on the negative effects of child marriage, gender-based violence and the need to report such cases to the police
- Capacity of police personnel built in the handling and management of gender-based violence issues
- Women, young girls and community members sensitized on obstetric fistula, breast and cervical cancer
- Strengthened cooperation and coordination among RCC, Departments, CSOs, NGOs and other relevant stakeholders through coordination meetings.

Summary of Development Projects (RCC)

No.	Sector	No. Of Projects	No. On-going	No. Completed	Remarks
1	Administration	55	44	11	Funded from DACF, DDF and GSOP. A few are funded with Internal Generated Funds (IGF)
2	Agriculture	26	22	4	Funded from RING and GSOP
3	Economic	54	38	16	Projects are for revenue generation. ie Markets, Lorry stations among others. Funded from DCAF, DDF, RING, GSOP and IGF
4	Education	210	164	46	Funded under the DACF, DDF and GETFund.
5	Energy	6	4	2	Funded by DACF and DDF
6	Governance	12	12	0	They are DACF, DDF and RING funded projects
7	Health	115	112	3	Funded from DACF, DDF, RING and GoG. With a few funded by the MP funds
8	Roads	159	156	3	GSOP funded feeder roads spot improvements. Some funded by DACF and DDF
9	Security	14	13	1	Projects are funded by DDF
10	Social	7	7	0	Projects funded by DDF, DACF, RING and GoG
11	Water & Sanitation	51	16	35	Funded under CWSA, UNICEF, DACF, DDF, GSOP and Water Aid
	Total	709	588	121	

Most of the projects are ongoing due to the irregular releases of funds.

Challenges

- Irregular release of funds from GoG sources for organizational and developmental activities
- Open defecation is still prevalent in the region

- Recurring conflicts in some hotspots of the region retarding development
- Bad and poor nature of roads in the region
- Inadequate vehicles and logistics to undertake regular monitoring and supervision of MMDAs
- Human resources gaps
- Inaccessibility of some communities during the rainy season.
- The distant nature of districts from the regional capital makes it difficult for smooth monitoring.

Recommendations

- Improve upon the logistical support
- Undertake peace building initiatives in the affected areas
- Improve access and road conditions to communities
- Promote capacity building and training of staff through in-service training
- Collaborate with development partners to harmonize their activities into district development plans

Conclusion

In spite of the challenges encountered during the year under review, the Northern Regional Coordinating Council showed commitment to its mandate. A number of successes were chalked and these include the relative peace enjoyed in the region, the decongestion of the Central Business District which eased the human and vehicular traffic being experience.

Upper East Regional Coordinating Council (UERCC)

Introduction

The Upper East Regional Co-ordinating Council (UERCC) performed its functions in the year 2017 in line with sections 188-191, 193 and 197-198 of the Local Governance Act of 2016 (Act 936). The new law added additional functions to the Regional Coordinating Councils (RCCs) and this widened the scope of work of the UERCC in the year under review.

It was a transitional year that witnessed a change in government and the consequent changes in heads of public institutions and policy directions. Based on government's vision of Agenda for Jobs: Creating prosperity and equal opportunity for all, the following significant programmes took place in 2017:

- Launch of Technical Committees for implementation of Planting for Food and Jobs Campaign
- Needs assessment in MMDAs for roll-out of Infrastructure for Poverty Eradication Programme (IPEP)
- State visits by the President and Vice President to interact with people of the region and also get acquainted with key projects such as Bolga-Bawku road, Tamne and Vea Dams

The Regional Minister, Hon Rockson Bukari took office on February 22, 2017, and was later joined by the Deputy Regional Minister, Hon Frank Adongo Fuseini. Following amendments made to Act 936, by the Parliament of Ghana in 2017, government appointees to the General Assembly of MMDAs in the Region were inaugurated in the first quarter of the year. Orientation and sensitization programmes were later organized for the Assembly Members.

In accordance with section 191(1) of Act 936, the UERCC organized two meetings in June and December 2017 at which reviews of major activities of the office were done and key decisions taken and implemented. The office also undertook four (4) Monitoring and Evaluation (M&E) sessions in all the 13 Municipal and District Assemblies (MMDAs) and held dissemination meetings on the reports of the exercises.

The Regional Security Council (REGSEC) chaired by the Regional Minister, stayed on top of security in the Region and all matters brought before it were handled with dispatch. A regional taskforce was constituted to clamp down on illegal fuel and agricultural input smuggling; illegal mining; and siting of gas and fuel stations. A four (4) -member investigative committee was also constituted to specifically delve into mining challenges in the Talensi District. The committee had since submitted its report.

Regional Potentials

The Region has huge potentials which when tapped, could support development and drastically reduce poverty. The main potentials of the region are stated below:

Agriculture: Agriculture continues to constitute the largest economic potential of the region with vast stretches of arable lands and vegetation for both animal and crop production. The Fumbisi-Gbedembilisi oncho-free zone area is particularly known for rice farming on a large scale. A number of irrigation facilities exist in the region including Vea and Tono and at least 220 dams and dug-outs spread across. These could be used for dry season and fish farming and source of drinking water for livestock. There are also over 60 existing valleys suitable for damming in the region. The eastern part of the region has potentials in onion, pepper, tomato and water melon production which are in high demand in the cities and towns. The availability of irrigation facilities could offer employment to the youth in these ventures during off-season to gain income.

Industry: Mining and quarrying are gaining momentum in the region with the discovery of large granite and marble deposits at Chiana and Tongo, manganese around Nangodi and Duusi and parts of north west Pwalugu. Small scale mining is prevalent at Nangodi, Tongo, Sheaga, Duusi and Pelungu. There are large deposits of various types of clay at Gambibgo, Zanlerigu, Yikene and Kalbeo. The existence of a Cotton ginnery at Pusu-Namongo, tomato factory at Pwalugu and the defunct Bolgatanga Rice Mills and Meat Processing Factory, require massive revamping to contribute to the growth of the economy of the region and country at large.

The crafts sub-sector is also another major potential of the region which when given the needed investment, could meet the growing demand both within and outside the country and region. The Bolgatanga Crafts Village has made some gains but more is required to expand production in basket, smock weaving, leather and straw works.

Tourism: Many tourist sites such as the Paga Crocodile Pond, Pkworo Slave Camp, Tengzug shrines and the Tongo Hills could be developed to attract national and international tourists to the region. Other tourist sites of the region include the Kulungungu bomb site, Bolga Museum, Minor Basilica at Navrongo, Naa Gbewaa Shrine at Pusiga, Woriyanga Mosque and the Drumming Rocks at Pwalugu and Chiana. When these sites are well developed, they will rake in adequate resources to support the development of their local areas and the region as a whole.

The stable nature of the region coupled with its vast lands, are good opportunities for investment. A good number of standard hotels also exist in the region including Akayet, Ex-tee and Tap which can accommodate potential tourists. There is the need to improve accompanying services such as banking, ICT, restaurants and good transportation systems to fully tap the benefits from the tourism sector in the region.

Administrative Issues

Inter-service and sectoral cooperation,

1. The Development Partners (DPs) forum instituted two years ago with more than one hundred (100) Civil Society Organizations (CSOs), Non-Governmental Organizations (NGOs), Public Agencies and international development organizations achieved the following:

- a. Agreed with all partners on reporting formats and role casting.
 - b. Received reports from the seven (7) thematic sectors: education, health, food security and agriculture, livelihood and empowerment, water and sanitation, governance and social protection.
2. Established a Regional Agricultural Sector Working Group through the support of the Northern Ghana Governance Activity (NGGA). The group has membership from agricultural stakeholders and bodies at the regional and district levels.
3. The Centre for Democratic Governance (CDD) and UNICEF Ghana also held stakeholder engagement in the last quarter of the year prior to the launch of the District League Table (DLT). The DLT is an advocacy tool for accountability and improved service delivery by the MMDAs in Ghana and Garu-Tempane District Assembly was placed among the first 20 MMDAs in the 2017 DLT.
4. The UERCC signed agreement on behalf of Assemblies in the Region with the German Technical Cooperation (GIZ) for the roll-out of the support for Decentralization Reforms (sfDRs) in four MMDAs (Kassena-Nankana Municipal, Bawku West and Bolgatanga Municipal Assemblies). The sfDRs will provide financial and technical support to these MMDAs in the areas of revenue mobilization capacity strengthening, planning and budgeting, stakeholder/institutional coordination and sustainable development.
5. The Regional Department of Births and Deaths took possession of a new office block built by World Vision Ghana and furnished by UNICEF. Until then, the department was hosted within the Regional Directorate of the Ghana Health Service.

Political leadership of RCC and MMDAs

The Regional Minister and his Deputy assumed office in 2017 together with the 13 Chief Executives appointment to the MMDAs in the Region. The first nominee for the Bawku Municipal Assembly was withdrawn and a new person nominated and subsequently approved by members of the Assembly. All 13 MMDCEs were at post as at the end of the year 2017.

Human Resource Issues

Availability of critical human resources in the Region continued to serve as a set back to the delivery of public services. In the course of the year, the RCC had to make a special case for the posting of senior officers of the grade of Deputy Director to augment its staff. The request was partly met as one officer was posted from the Bongo District Assembly.

The Land Use and Spatial Planning Authority (LUSPA) posted some technical officers to the Region for onward postings to the various MMDAs. The number was however inadequate and Assemblies still continued to share officers of the Authority.

Generally officers (including RCDs, MMDCDs and all other staff) in the Region were affected by the mass posting carried out by the Office of Head of Local Government Service (OHLGS) in the year under review. The office also received Heads of Department for Social Welfare, Transport, Urban Roads and others recruited and post of these heads was however yet to be done as at end of review year.

Table 2: Recruitment, Upgrading, Promotions, Postings, Transfers for 2016

No.	Class	Recruit- ment	Upgrading/ Promotions	Regional Postings		Intra- Regional Postings	Retire- ment
				Post. in	Post. out		
1.	Administrative	0	22	7	5	17	
2.	Human Resource	0	6	0	0	0	
3.	Environmental Health / Sanitation	0	77	9	8	16	9
4.	Records	0	7	0	0	0	
5.	Planning	0	22	1	1	6	7
6.	Agriculture	0	34	1	2	3	7
7.	Radio	0	8	3			
8.	Catering	0	9	0	0	1	
9.	Technician Engineers	0	10	0	0	1	

10.	Technical	0	6	0	0	2	
11.	Works	0	19	0	0	1	1
12.	Engineer	0	8	0	1	3	
13.	SWCD	0	40	2	3	7	
14.	Budget	0	13	0	3	10	
15.	Local Govt Inspectors	0	1	0	0	0	
16.	Transport	0	17	2	1	1	
17.	Internal Audit	0	11	3	1	1	1
18.	Procurement	0	7	0	0	1	
19	Executive Officer	0	1	3	0	0	1
20	I.T.	0	0	0	0	0	
21	Auxiliary (Protocol, messenger, security)	0	0	3	1	1	5
22	Secretarial	0	3	0	0	11	
Total		0	321	34	26	82	

Security Issues

The Regional Security Council (REGSEC) met every month to review the security situation of the Region and took remedial actions to quell threatening ones. Dominant among challenges discussed during the meetings of the council were chieftaincy disputes and illegal mining.

Court Ruling on Tindosobligo and Kalbeo land dispute: A ruling on the above dispute was made during the year but it became a subject of misinterpretations by one side which necessitated the institution of a three-member technical team to hold public fora on the ruling so as to clear the air and this has restored peace in the two communities.

Navrongo Chieftaincy: REGSEC received a report of potential security threats in Navrongo from the Kassena-Nankana Municipal Security Council (MUSEC) following notification from a faction of the Addah Family that, another faction had initiated actions to perform the first stage of the

funeral rites for the late Navro-Pio on March 15, 2017. The family also notified the Assembly of a pending case at the Bolga High Court to prevent the acting Navro-Pio to stop holding himself as such. This case was due to be heard on March 17, 2017.

REGSEC convened a meeting with the acting Chief and the Addah Family during which it was agreed that the acting chief should ensure the performance of the funeral rites of the late chief by end of June 2017. Though all rites leading to the performance of the funeral were reported to have been performed, the final funeral rites is still outstanding.

Bolgatanga Chieftaincy: There were occasional skirmishes between interested parties in the chieftaincy dispute and these usually occurred at gatherings such as funerals under seeming provocations. In this regard, the Police Command requested the factions to seek permit prior to the organization of any public gathering. This position of the police was hardly adhered to, meanwhile, the judicial review processes after the last ruling on the matter was pending in Kumasi.

Vehicular indiscipline in Bolga Township: The use of tricycles by minors coupled with the wanton disregard for traffic regulations in Bolgatanga has become an issue of concern. The DVLA also reported that some tricycles were using duplicated number plates. The shoulders of the town roads were also parked with articulators and other heavy vehicles. These posed danger to life in the town and hence the institution of measures by REGSEC to deal with the situation.

The Police Command was requested to meet the owners of the tricycles on the issues while the Bolga Municipal Assembly was tasked to rid the town roads of improper packing of vehicles. A one-month ban on the use of tricycles in the town was imposed by REGSEC to curb the indiscipline which resulted in street protests and blocking of main routes. After a couple of engagements, vehicle owners got involved to help deal with the situation.

Armed Robberies Robberies were frequent in Bolga, Zebilla, Binaba, Sandema, Fumbisi and Navrongo. Some lives were lost during the robberies at Zebilla and Bolgatanga. In the case of Bolga, some arrests were made, however, no arrests were made for the other cases due to distance and late arrival of re-enforcements from neighbouring districts. The Police increased patrols in these areas and expanded visibility especially on the main Bolga –Nabdham-Zebilla routes and in Bolgatanga. This brought down the spate of motor bike and phone snatching

Resource Conflicts

The greater part of the year was spent in tackling illegal mining and lumbering challenges. It was observed that companies with licenses to salvage felled rosewood in the Region went beyond their mandate to engage in fresh lumbering. This situation was occurs more in the Builsa South District

and Bolgatanga Municipality. Truck loads of rosewood by unlicensed companies were impounded during the year and directives issued to all security agencies to do same during their patrols.

The Regional Minister visited mining sites in Gbani in the Talensi District due to security concerns. A committee was constituted to investigate and make recommendations for resolution of the challenges. The committee duly completed its work at the end of the year.

Formation of Regional Security Task force

Following reports of increasing spates of illegal mining and other nefarious activities such as fuel and fertilizer smuggling, cross-border crimes, REGSEC setup a Regional Security Taskforce made of representatives of all security agencies in the Region to ascertain the scope and propose remedial actions.

Another committee formed by REGSEC to assess both fuel and LPG stations which posed danger to lives in the Region with appropriate recommendations to the National Security Council prosecuted its mandate nonetheless constrained by the inability of the NSC to approve a budget of GHC53,000.00 for the conduct of work.

Report on Developmental Activities of Sector Institutions

Agriculture

Project/Activity	Beneficiaries	Results/Remarks
Planting for Food and Jobs	Region-wide	<p>A total of 26,520 farmers (19,847 males and 6,673 females) have so far been served with inputs under the programme.</p> <p>Inputs (seeds & fertilizer) received and distributed are as follows: maize (2,753 bags), rice (2275 bags) sorghum (1333 bags), soya bean (1220 bags), tomato (3489 sachets), pepper (1171) and onion (6205), Fertilizers -NPK (168,167 bags) Sulphate of Ammonia (48,839 bags), Urea (14,091 bags) &Yara legume (9,994 bags)</p> <p>During the major season, a total of 28,435ha was put under maize, rice, sorghum and soya cultivation (maize-22,101ha), (rice-5,006ha), (sorghum 486ha), (soya bean 838.8ha), (tomato 338ha), (onion 141ha), (pepper 687ha). A total of 697ha was also put under vegetable production though its cultivation is still ongoing.</p> <p>A total of 41 Agric. College Graduates with Youth Employment as AEA assistants were engaged to support</p>

Project/Activity	Beneficiaries	Results/Remarks
		extending agric. information and services to farmers under the PFJ programme.
National Fertilizer Subsidy Programme		<p>A quantity of 1,167 bags of NPK and 5,063 bags of Urea were sold to 1,478 farmers (1,273males and 205 females) in May. The supplies reached their peak between June and July when the demand for basal application (1st fertilizer application) was high. Field monitoring revealed low patronage as a result of low awareness of the availability of subsidized organic fertilizer.</p> <p>A total of 469,945 bags of NPK, 276,805 bags of Urea and 5000 bags of Organic fertilizers were sold to 254,098males and 45,738 females in 2017</p>
Fall Army Worm	Region-wide	All districts reported on the incidence of Fall Armyworm on crops especially maize. A total of 11,711.38ha was reported to have been affected by the pest in the region. However, timely supply of pesticides by government to control the pest, brought the situation under control and a total of 9,300.81ha out of the 11,711.38ha affected was salvaged. In all, a total of 9,000 litres and 508kg of various pesticides were supplied and distributed to farmers.
Agricultural Mechanization Services	Bawku, Bolgatanga municipalities, Bongo, Builsa North and South Districts	8 private centres were opened and 7,705 farmers benefited
Post-Production Management	Region-wide	Construction of 28 functional warehouses with total capacity of 11,000 metric tonnes
Sustainable Land & Water Management Project	Builsa South, Talensi, Bawku West & Kassena-Nankana Municipal	<p>-31 tractor operators trained and prepared bunds of 584.4ha of land for 1,400 farmers</p> <p>-21,403 assorted trees planted and maintained on 12,334ha of marginal lands</p> <p>-86ha of rangeland established and grassland seeds supplied for planting to feed fenced animals</p>

Health and Environment

Project/Activity	Beneficiaries	Results/Remarks
Hand Washing with Soap (HWWS) and Household Water Treatment and Safe Storage (HWTS)	150 communities	-Improved community and personal hygiene -Reduction in hygiene-related illnesses
WASH in flood-prone areas	Bawku Municipal, Bawku West, Binduri, Pusiga, Builsa North, Kassena-Nankana West	Boreholes sunk for 61 communities and benefitted 66,545 people
Open Defecation (ODF) Certification	1,990 communities	383 communities certified

The Ghana Health Service (GHS) operates 91 sub-districts in the region and 396 health facilities. The breakdown of ownership of these facilities is as follows:

Type	Government	Quasi	Mission	Private
No.	357	1	12	26

In terms of access, only 60% of the population of the Region are within 8km radius of a health facility. There were 6,640 health staff in the region with a doctor to population ratio of 1:93,590 and community health nurse to population ratio of 1:1,102. Functional Community-based Health Planning Services (CHPS) zones increased from 290 in 2016 to 301 in 2017 serving a total population of 658,614.

Education

Student riots in second cycle institutions became a topical issue in the Region during the year under review. In the case of two schools, Bolgatanga Senior High and Fumbisi Senior High and Agriculture Schools, committees were set up to investigate the issues and reports were submitted. The Regional Minister and members of REGSEC visited the respective schools and interacted with management, teachers and students to help restore peace and order.

The year also witnessed the posting of 1,556 newly trained teachers to the various municipalities and districts in the region. Another set of 141 non-teaching staff and 151 teaching staff in the areas of Maths, Science and English Language for Senior High Schools were processed for recruitment.

Table 3: Enrolment in Basic Schools

Municipal/ District	2016/17 Academic Year								
	KG			Primary			JHS		
	Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total
Bawku Municipal	2670	2712	5382	7943	7771	15714	2624	2771	5395
Bawku West Dist	4670	4620	9290	12963	13090	26053	3529	3561	7090
BolgatangaMun	4776	4756	9532	11282	11345	22627	4302	5011	9313
Bongo	3813	3666	7479	10983	10594	21577	3355	3887	7242
Builsa North	2219	2080	4299	5145	4565	9710	1802	1769	3571
Garu Tempene	5097	5166	10263	15552	14867	30419	4433	4251	8684
Kassena-NankanaMun	2569	2509	5078	8126	7622	15748	2961	2948	5909
TalensiDist	3071	3054	6125	7295	6798	14093	2758	2698	5456
Kassena-Nankana West Dist	3133	3176	6309	8846	8359	17205	2994	2857	5851
BinduriDist	2103	2059	4162	6494	6195	12689	1461	1513	2974
Builsa South	1555	1573	3128	3684	3330	7014	1067	966	2033
Nabdam	1788	1841	3629	3885	3640	7525	1253	1355	2608
Pusiga	2547	2524	5071	7371	7072	14443	2161	2120	4281
Region	40011	39736	79747	109569	105248	214817	34700	35707	70407

Generally, enrolment in all three stages of basic education – kindergarten, primary and junior high school has reduced in the 2016/17 academic year as compared to that of the 2015/2016. In fact, both KG and Primary enrolment reduced by 1% while that of JHS tumbled by 3%.

On the Basic Education Certificate Examination (BECE), the average score did not improve in 2017 (20.3%) from that of 2016 (20.4%). The best performance in the last three years was 26.7% in 2015.

Project/Activity	Beneficiaries	Results/Remarks
Regional Peace Council		
Women and Youth Training on gender-sensitive peace building in conflict-prone communities	13 males and 15 females	Participants developed district specific action plans for mobilizing communities and identified key collaborators for peace building and conflict resolution
Peace Education Campaigns in Senior High Schools	3 SHSs	Formation of Peace Club at Sirigu SHS
Training of Media Practitioners on Conflict-sensitive reporting	20 journalists	Practitioners adopted a checklist for conflict-sensitive reporting
Social Protection and Community Development		
Community Care	Successful registration of 4,919 Persons with Disability (PWDs)- 2,344 males and 2,575 females	2,962 PWDs benefitted from Disability Fund totalling GHC271,419.00
LEAP	16,155 households in 435 communities in the region	-Total amount disbursed: GHC2,997,459.00
Hospital Welfare Services	661 patients	Various forms of assistance counselling, food and clothing support etc were given to patients
Child Rights Protection and Promotion	318 cases	252 cases on child maintenance, custody, abuse, delinquency, etc handled successfully
Day Care Centres and Residential Homes	72 centres 8 homes	Visits paid to ensure centres are operated within set standards. 4,716 children and 334 staff in all. Homes had 135 children and 54 staff
Economic		

Cooperatives Development	48 groups registered	GHC2,650.00 received as non-tax revenue from registration of cooperatives
Department of Rural Housing	Region-wide	-Increased use of improved local building materials for housing -Improved knowledge in use of hydra form block moulding and building technology
Trade and Industry/NBSSI		
Financial services for business development	Region-wide	A total of 6,950 micro and small enterprises (1,829 males and 5,131 females) benefitted
Non-financial services	Region-wide	Facilitated women groups access to markets and provided technical backstopping to 13 BACs
Enhancement of infrastructure for retail trade	Bolgatanga	Proposal and drawings of Bolgatanga Craft Village developed awaiting funding.
Establishment of Industrial Parks	Navrongo, Paga, Nabdam, Binduri	Lands Commission doing feasibility for 3,000 acre litigation-free lands for the purpose
Revamping of North Star Tomato Company	Region-wide	Meetings held with Italian Embassy and South African delegation at Pwalugu site in a bid to secure private investment
Roll-out of One District, One Factory Initiative	Region-wide	District Implementation Teams (DITs) constituted in 8 out of 13 MMDAs – Talensi, Pusiga, Paga, Navrongo, Sandema, Fumbisi, Garu-Tempene and Zebilla
Monitoring and Industrial Visits	Namoo (Bongo) and Missiga (Bawku) border posts	Total annual Exports from Missiga border was GHC10, 096,423.70 while imports was GHC25,604,430.78. Data indicated that Niger was the region's main trading partner
Roads		
Asphaltic overlay along selected roads in Bolgatanga Municipality Ph 2(15km)	Bolgatanga,	80% works done. However, contractor is not on site and project duration has elapsed.
Asphaltic overlay along selected arterial and collector roads in Navrongo (5km)	Navrongo	100% substantial competition

Surfacing of Palace road/BNI Yard (1.5km)	Bawku	58% works. Contractor abandoned site for one year and had been given final warning letter
Bitumen Surfacing of Zebilla-Teshie Market road	Zebilla	52% complete. Concrete works and sub-base partially completed
Bitumen Surfacing of KandigaJn-Sirigu road PH 2	Kandiga, Sirigu	37%. Work stalled for three years and project earmarked for termination
Bitumen Surfacing of Nangodi-Pelungu road	Nangodi, Pelungu	30% works done.
Construction of 30m Doninga-Santijan bridge	Doninga	90%
Rehabilitation of 17.4km Gbedema-Kanjarga-Fumbis road	Gbedema, Kanjarga	60%
Rehabilitation of 28.4km Kanjarga-Musidema-Kalansa road	Kanjarga, Musidema, Kalaasa	40%. Contractor re-mobilizing to site
Spot improvement of 9.3km Wiaga-Napolisa and other roads	Wiaga	73%
Upgrading of Sandema-Wiaga-Wiesi Road (km0+000 – km10+000)	Sandema, Wiaga-Wiesi	25%
Rehabilitation of selected roads in UER-Navrongo-Tono Junction, Bolga-Bongo & Winkongo-Tongo (162km) & V.O. No. 1 (8km)	UER – Navrongo-Tono Junction, Bolga-Bongo & Winkongo-Tongo	97%
Partial reconstruction of Bolgatanga-Bawku road (km12+000 – km24+500)	Bolgatanga-Bawku	42
Regravelling of Missiga-Garu road (km5+000-km 10+000) – (Lot 2)	Missiga-Garu	5%

Following extensive floods in 2015 and 2016, the Department of Feeder Roads was able to identify 48-number roads affected with a total length of 547.7km for rehabilitation works, bitumen surfacing and spot improvements in various MMDAs of the Region. Surveys were also undertaken on the condition of some selected roads which lead to tourist sites in the Region. The areas include Paga, Sirigu, Bongo, Tongo and Kulungungu.

Others

33rdNational Farmers Day Celebration: The Upper East Region received three (Best National Crops Farmer, Best National Youth Farmer and Best National Shea picker) out of the seventeen (17) National Awards. The Regional awards were: Best Regional Farmer, 1st Runner Up, 2nd Runner Up, Best Regional Agricultural Extension Agent and Best Regional Fish Worker.

Ghana Social Opportunities Project (GSOP): Out of the four components of the Project, the Bolgatanga Regional Coordinating Office (BRCO) in the Upper East Region directly implemented two (2) namely: Labour Intensive Public Works (LIPW) Implementation and Capacity Building and Project Management and Co-ordination. The LIPW was implemented in 12 MMDAs in Upper East Region.

1. Labour Intensive Public Works Implementation

The 114 subprojects which comprised of 31(118.35Km) feeder roads, 26dams/dugouts and 57(294.5ha) climate change activities were expected to be completed at a total estimated cost of GH¢11,138,528.98. An amount of GH¢1,294,819.27 was also earmarked for payment of retentions of completed sub-projects. This brought the total amount to be spent in the year 2017 to GH¢12,433,348.25. A total sum of GH¢9,280,138.86 was paid on subprojects within the year under review representing 75% of the expected amount to have been expended.

Person days of unskilled labour employment generated within the year was 545,920 for 12,397 persons disaggregated into 4,611 males and 7,786 females. Unskilled labour payment for the year 2017 amounted to GH¢ 5,258,854.00 as against GH¢6,057,855.00 representing 87% payment due beneficiaries. The portion of total expenditure which went to unskilled LIPW Participants was 57%. On the average, a beneficiary participating in LIPW within the year earned GH¢424.00.

2. Piloting of Electronic Work Attendance System (E-DASH)

Piloting of the software developed to manage daily attendance of LIPW beneficiaries at work, termed E-DASH, started within the last quarter of the year. The software was used to maintain a record of all beneficiaries work attendance and generate appropriate records for automatic entry into the Project database, the GMIS Pro, and subsequently generate payrolls. The pilot

took place at two new dam sites namely Avareme and Gbankoni in Nabdam and Bunkpurugu/Yunyoo Districts respectively.

3. *Ghana Japan Social Development Fund (JSDF) Support for Rural Income Generation of the Poorest Pilot Project*

To ensure that the current list of beneficiaries exits poverty on a permanent and sustainable basis, the Project is piloting a complementary livelihood support intervention in the Upper East Region dubbed JSDF Pilot Project. Under this pilot, beneficiaries are drawn from both the LIPW participants and LEAP recipients and are given skills/vocational training as well as grant funds to begin or expand their income generating activities.

By the end of year 2017, six thousand and ninety six (6,096) beneficiaries had received training and grant funds of an average cedi equivalent of USD202.00 disbursed to 5,571 of the trained beneficiaries. Seven hundred and ninety two (792) more beneficiaries were selected to receive training and grant funds in the 1st quarter of 2018.

A total of USD1,617,154.69 out of USD2,752,500.00 representing 58.75% of project funds had been spent. The grant support to beneficiaries is USD1,124,103.40 representing 70% of total spending.

United Nations Fund for Population Activities (UNFPA): The UNFPA Sixth Country Programme (CP6) was carried out by Sub-Implementers (Sub-IPs) including Ghana Health Service (Regional Directorate), Department of Gender, National Youth Authority and Domestic Violence and Victims Support Unit (DOVVSU) of the Ghana Police Service, Regional Headquarters.

The Regional Health Directorate conducted case search of clients with Obstetric Fistula (OF) in 11 Municipal and District Assemblies in the Region that were not benefiting from UNFPA CP6. The clients were assessed by a Gynaecologist for the condition and were later registered under the National Health Insurance Scheme. In the third quarter of the year, 2 specialists from Accra supported 2 Gynaecologists in the region to repair 10 clients (5 at the Bolga Regional Hospital and 5 at the Bawku Presbyterian Hospital).

The National Youth Authority (NYA) was supported to organize comprehensive adolescent and reproductive health education in six schools (4 SHS and 2 JHS). Sanitary pads were provided to 900 female students as part of the package.

Savanna Accelerated Development Authority (SADA)

1. *Land Valuation and acquisitions:* The Regional Coordinator commenced work on the valuation of the Bolgatanga Catering Rest House and the Meat Factory. The valuation of the Catering Rest House is completed with the final report submitted to the Head Office of Land

Valuation in Accra for perusal and comments. Work on the Meat Factory is still pending because the Lands Commission did not have the site plans of the factory property. SADA has also initiated processes to mop up available lands (including a parcel of land in Sumbrungu on the Navrongo-Bolgatanga trunk road) in the Region to enable Management take procurement decisions regarding those of interest.

2. *Workshop for 7 Upper East Region MMDAs on the Localisation of the SDGs:* During the period under review, the Regional office also successfully supported the M&E Directorate to organize a workshop for seven (7) Assemblies in the Upper East Region to prioritize and localize the SDGs into their Medium-Term Development Plans (MTDPs).

Given its mandate to catalyze regional development and to galvanize support for cross-district initiatives and game-changer investments in the NSEZ, SADA with the support of the UNDP organized a technical workshop for 7 out of the 13 MMDAs in the Upper East Region, as well relevant stakeholders (Education, Health and Agriculture) to enable them prioritize and localize the SDGs in their MTDPs, within the context of the SADA Master Plan. The workshop took place on the 11th and 12th of April 2017.

National Health Insurance Scheme (NHIS)

The National Health Insurance Authority (NHIA) has nine (9) functional district and satellite offices in the Region. They are Bawku Municipal, Bawku West, Bolgatanga Municipal, Bongo, Builsa, Garu-Tempane, Kassena-Nankana, Talensi-Nabdam and Pusiga.

The NHIS achieved 47% (569,829) coverage against a target of 48% (578,833) from a regional population of 1,203,066. Out of a target indigent (poor and vulnerable) population of 131,613, the scheme registered 57% of the number (75,172). It exceeded its target in the registration of school children onto the scheme by 1% i.e. of the 276,273 school children, the NHIS enrolled a total of 278,238 children. On Premium mobilization, the region garnered 76% of the target amount of GH¢2,792,238.00.

Ghana School Feeding Programme (GSFP)

A total of three hundred and sixty-six (366) schools with a corresponding population of one hundred and fifty-five thousand, two hundred and eighteen (155,218) beneficiary pupils were on the programme as at end of year 2017. Caterers who provided meals under the programme in the year were five hundred and sixty-nine (569) as indicated on the table below:

Table 4: Information on GSFP Schools

No.	Name of District	Number of beneficiary schools	Number of Pupils	Number of Caterers
1	Bolgatanga Municipal	33	12,711	37
2	Bongo	23	9,948	23
3	Bawku Municipal	32	13,576	38
4	Bawku West	21	11,673	21
5	Binduri	22	14,151	51
6	Builsa North	14	3,850	14
7	Builsa South	10	2,776	10
8	KassenaNankana Municipal	36	13,092	46
9	Kassena –Nankana West	29	11,367	45
10	GaruTempane	91	36,521	206
11	Nabdram	6	3,353	13
12	Pusiga	33	15,673	46
13	Talensi	16	6,527	19
Total		366	155,218	569

Table 5: Summary of development Projects (RCC)

No.	Sector	No. of projects	No. On-going	No. Completed	Remarks
1.	Education	82	56	26	
2.	Roads		74	99	
3	Security	4	4	-	
4	Water & Sanitation	209	64	145	

Challenges and Recommendations

Drought: For the 2017 farming season, the Region experienced prolonged drought in mid-August and September which caused wilting and low yields of some crops such as maize and rice. The poor rainfall distribution also affected the availability of water for domestic and other uses.

Planting for Food and Jobs Limitations: Though a laudable programme, there was late delivery of inputs to farmers. Inadequate Extension Agents and Veterinary officers (only 41 agents) also had a telling effect on the programme and agriculture generally in the Region. Other challenges were inadequate access to tractor services and storage facilities.

Poor Supervision of Schools: Weak supervision by head teachers, circuit supervisors and district scheduled officers as well as inadequate schemes of work caused some teachers not to prepare lesson notes and Teaching and Learning Materials (TLMs). Absenteeism by teachers as also rampant.

Growing Indiscipline in Senior High Schools (SHSs): Available records indicate that 70% of the 46 SHSs in the region experienced one form of riot or the other based on differences between the students and school management. The practice is gaining notoriety and requires urgent attention.

Poor attitudes towards Sanitation: The Community-Led Total Sanitation (CLTS) programme is being hampered by the poor attitudes of people towards sanitation in the Region. Many people still hold on to negative beliefs and customs associated with open defecation which is not helping the fight against it. The absence of proper home and community sanitation facilities has resulted in the prevalence of diseases such as diarrhea and cholera which gets worsened with the extreme weather conditions of floods and drought.

Acquisition of lands for Public Infrastructure: With increasing population and its attendant demands for lands, there is an increased demand for compensation to be paid for existing public buildings while prohibitive costs are being demanded from same for new ones. Thus, government's affordable housing scheme and the building of regional offices for Prisons, Immigration and other public services are being held back by the high costs or even outright refusals to lease lands.

Inadequate Capacity and non-performance of Contractors: Contractors need the requisite capacity to bid for and undertake quality works within stipulated time. However, this is a challenge and partly explains the many abandoned projects dotted across the region.

Chieftaincy Disputes and Illegal Mining: Both chieftaincy disputes and illegal mining remain daunting challenges in the Region. Lines of succession are not well-defined and the Regional House of Chiefs lacks functional systems for replacement for vacant skins. Aside the standing Bolga and Navrongo disputes, there are potential ones at Kologo and Sirigu where vacancies exist. On mining, majority of the 186 mining companies and groups in the Talensi District are illegal. Other areas such as Zuarungu, Kologo-Naaga, Zongoyire in Bawku West and Kadema in the Builsa North also have their share of illegal mining with its attendant pollution, destruction of farmlands and the environment.

The following measures are being proposed to deal with the challenges enumerated:

- The Region should prioritize irrigation agriculture and water harvesting to avoid threats of drought.
- The Ministry of Agriculture should ensure the timely supply of farming inputs to enable farmers plan for the next on-season.
- There is the urgent need for the Ghana Education Service (GES) and the Board of Directors of all SHSs to encourage more engagements between schools management and students to curtail dissensions which usually degenerate into riots
- MMDAs should be impressed upon to complete the preparation of their by-laws which should include provisions to ensure that sanitation offenses are dealt with. The Judicial Service should also act with dispatch on the establishment of Sanitation Courts in MMDAs to prosecute offenders
- The Regional House of Chiefs and the various traditional authorities in the region should engage landowners on their sacred contribution to local development through the release of litigation-free lands

Conclusion

The Regional Coordinating Council lived up to its core mandate during the year, all be it, with some constraints. It supervised transitions at the regional and MMDA levels smoothly and facilitated programme and policy coordination and monitoring during the year.

Appendix 3: Official Visits

No.	Visit Date	Name of Visitors(S)	Address	Purpose of Visit
9.	30.03.2017	Wambui Gichuri	World Bank	SRWSSO SPN
11.	11.04.2017	Daniel Domelevo – Auditor-General	Audit Service – Ghana	Visit to R.C.C. Very impressed with the Lordship
14.	20.04.2017	Vijay Rajan	Krishna EVGG	Official
15.	03.05.2018	Hon. Otiko Afisah Djaba	Minister of Gender/Children and Secretary	
18.		Michael Alandu Care/NGGA	NGO	Official Visit
21.		AMB Dr. MokowaBlayAdu – Gyamfi	GAC	D.G. of GAC Program
22.	09.05.2017	Yong Holee - Project Manager Jane Hee IM - Project Officer	KOICA	Project Explanation KOICA Project
23.	11.05.2017	Andy Karas	USAID	USAIN Ghana
25.	19.05.2017	Mohammed A-Nashiru	Country Director, WaterAid – Ghana	Signing of Partnerships
26.	19.05.2017	Cecelia Abena Dapaah	Minister of Aviation	
27.		Xongwei	CEO of Shanxi Mining	
29.	30.05.2017	Pujolas Fi Kervennal Piare	Fr. Embeny	Official
30.	31.05.2017	Elkanah Odembo	Ambassador	
31.	01.06.2017	J.D. Attafuah	GACL	Official
32.	08.06.2017	Erika Goldson	UNFPA	Official
33.	15.06.2017	Rufai Yahaya Iddi	Amb. Kuwait	Official
34.	15.06.2017	H.E. Ayikoi Otoo	High commissioner – Canada	Official
35.	15.06.2017	Alone Led Kabadi	H.E. Benin	Official
36.	15.06.2017	Abu Osuman	Ministry of Foreign Affairs	Official

37.	15.06.2017	Sheikh T.B. Damba	Saudi Arabia	Official
38.	15.06.2017	Joseph Akudiballah	H.E. Vaticac	Official
42.	07.07.2017	Marie-Claude Bobean	Canadian of International Dev't.	
43.		H.E. Heather Camero	High Commissioner of Canada	
44.		H.E. Akwasi Agyeman	Ghana Tourism Authority (CEO)	
51.	11.08.2017	Victor Inguterah	Investor	Official
52.	31.08.2017	Banbam Gsolofah Quaye	Pyxera Global	Official
56.	22.09.2017	Kemi Afun-Ogidan AFDB	Tasi with SADA	
57.	22.09.2017	Martin Fregene	African Development Bank	Transformation of Ghana
58.	22.09.2017	Emmanuel Abeliwine Marion Chapon Genevieve Partington	SADA – UER French Embassy French Embassy	Official
59.	24.10.2017	Forgor Elizabeth Salamutu	High Comm. Nambi Consultant ABP Const. Ltd.	Official
64.	14.11.2017	Justice S. Akuffo	Chief Justice of Ghana	Embassy Call
65.	14.11.2017	Justice A.B. Poku - Acheampong	Judicial Secretary	Courtesy Call

Upper West Regional Coordinating Council (UWRCC)

Introduction

This Annual Progress Report of the Upper West Region covers activities, programmes and projects implemented in the Region for the period 1st January to 31st December, 2017 in fulfillment of its mandate under the Local Governance Act 2016, Act 936.

Within the year under review, the UWRCC made some key achievements as follows:

1. Completed two out of 8No. Community Day Senior High Schools under construction with the others at various stages of completion.
2. Achieved 80% completion level for a 160 Bed-capacity Regional Hospital at Wa
3. Completed and put in-use expansion works on the Wa Water Supply System.
4. Completed the construction of a 3No. Warehouse and a Pack House for the storage grains and vegetable.
5. Carried out 3 quarterly monitoring visits to all MMDAs in the region to assess their performance levels.

These achievements notwithstanding, the RCC faced some challenges in the implementation of its programmes and projects. These include the following:

1. Delays in honoring payment of claims resulting in abandonment of projects.
2. Inadequate funds and logistics (vehicles and office equipment) hampering monitoring and supervision of development projects.

Regional Profile

Location: The Upper West region lies between longitude 1° 25'' West and 2° 45'' East and latitudes 9° 30'' N and 11° N in the north- western part of Ghana. It is bordered to the South by the Northern region, to the North and West by Burkina Faso, and to the east by the Upper East Region. The region covers a geographical area of 18,476 sq. km, constituting 12.7% of the total land area of Ghana.

Population: The Region has a projected population of 780,000 spread across eleven (11) administrative districts. The region has 32 Paramountcies and 186 Divisional Chiefdoms which jointly administer traditional rule. There are six ethnic groups namely the Dagaaba, Wala, Birifor, Lobi, Chakali and Sissala. The major languages of the region are Dagaare, Issale, Wale, Birifor and Lobi.

The Region currently has about 76% Water coverage as compared to the MDGs target of 85% in 2015. The economy of the region is predominantly agrarian, with over 80% of the population engaged in agriculture as peasant farmers who produce crops and livestock. Of recent, small to medium scale businesses are increasingly taking a large proportion of the local economy. The

people are engaged in spinning, weaving and smock designing, small scale mining etc. They produce musical instruments such as the xylophone and are involved in pottery, blacksmithing and carving. Large scale businesses are almost non-existent. Employment opportunities are therefore very limited propelling a wave of rural-urban movement.

Infrastructure to date has not been developed enough to befit the status of a region. Even though human, financial and material resources have been sent to the Districts for development by Central Government, NGOs, Donor Communities and private individuals, only marginal improvements have occurred in the provision of infrastructure and poverty reduction. The people are not only isolated from economic opportunities, they also tend to have less access to social services such as health, education and housing.

Regional Potential

- Vast arable lands, particularly those to the Eastern part of the region are very fertile for the cultivation of rice, maize, soya bean amongst others. The region ranks high in Millet, Sorghum, Groundnuts, Cowpea and Soya Beans production
- Dams, dugouts, valleys and the black Volta river and its tributaries with vast irrigable land present a huge potential for all year round farming
- Availability of abundant Clay, Iron ore and Gold deposits can promote housing development and small-scale industrial activities.
- Vast grasslands and tropical climate to support small ruminant and livestock production.
- The region has a competitive advantage in cotton, cashew and sheanut production
- Effective traditional leadership system which can be harnessed with the vibrant social groups for rural development.
- Good road network and airstrip to facilitate quick and easy carting of goods and services to southern sector of Ghana.
- The youthful nature of the population combined with the economically active group can provide sufficient labour for the present and the future.
- Good sunlight in the region with a huge potential for harvesting solar energy for electricity
- The Geographical location of region makes it suitable for cross border trade
- Abundant scenic areas and other places of aesthetic, beautiful, mythical or historical significance, which can be developed as tourist centers as well as the inherent hospitality and rich cultural heritage of the people can promote tourism.
- Tourism potential including festivals, historic/ scientific sites and eco-tourism sites. However, these sites are not developed and needs improvement to attract tourist.
 1. Historic/ Scientific sites eg. Gwollu slave defence wall, Wa Naa's palace, Bulenga hanging rocks etc;
 2. Eco-tourism site eg. Hippo sanctuary, crocodile ponds, etc.

3. Festivals eg. Kobine, Dumba, Kakube, Kalibi, Paragbelle, kurkurbagr etc.

Administrative Issues

Political leadership of the RCC

The Region was headed by Hon Sulemana Alhassan (Alhaji) as Regional Minister and Hon. Amidu Issahaku Chinnia as the Deputy Regional Minister with Alhaji Abdulai Abubakar as the Regional Coordinating Director and administrative head of the RCC to provide technical and administrative support to the RCC, departments, Agencies and Institutions.

The Region has ten (10) Districts and one (1) Municipality. During the year under review, Chief Executives for the 11 Assemblies in the Region were nominated and confirmed by their respective Assemblies between from 8th - 19th May, 2017.

Decentralized Departments at both the Regional and MMDA Levels

Although some decentralized departments have been integrated into the departments of the Districts Assemblies, Assemblies do not have the full complement of departments and units especially those of physical planning, human resource and procurement among others

- 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 Departments.
- Inadequate staffing and resources of departments and units affect their output especially Human Resource, Procurement, Physical Planning, Births & Deaths, and Housing.
- Departments/Agencies such as Registrar General, Ghana Standards Authority etc. are yet to be established in the Region.

Human Resource Issues

Recruitment, Upgrading, Promotions, Postings, Transfers of Staff

A number of human resource management related activities including recruitment, promotions, conversions/upgrading and postings were undertaken during the year under review. Details of activities undertaken are summarized in the table below.

Table 1: summary of HR **Recruitment of staff**

No	Class	Recruitment	Promotion	Conversion/Upgrading	Posting
1	HR Management	4			
2	Development Planning	1			
3	Executive Class	1			2
4	Administration		15		4
5	Internal Audit		9	1	
6	Budget		12		2
7	Procurement/Supply		6		1
8	Records Management		3		6
9	Transport/Drivers		9		1
10	Auxiliary		46		1
11	Env Health & Sanitation		24		5
12	Agricultural		26		19
13	Social Development		26		6
14	Works		7		3
15	Local Govt Inspectorate		1		
16	Secretarial		4	3	
	TOTAL	8	226	4	51

Staff Development (Capacity Development/Training)

No.	Class	Programme/Course of Study	Mode of Training	Number
1	Procurement/Supply	*MSc. Procurement and Supply Chain Management	KNUST Distance Learning (Classes are on weekends)	2
		*BSc. Procurement and Supply Chain Management	KNUST Distance Learning (Classes are on weekends)	1
2	Budget	Master of Arts in Local Government Administration and Organisation	Institute of Local Government Studies, Accra (Week ends)	1
3	Administration	Master of Arts (Economic Policy Management)	University of Ghana, Legon (Study leave with pay)	1
3	Internal Audit	*Master of Business Administration (Accounting) * Master of Business Administration	University of Cape Coast (Sandwich) (UNICAF) University-London (Online studies)	2

4	Agricultural	*MSc in Agribusiness * MSc in Agribusiness *MSc. Environmental Science, Policy and Management *MSc. Sustainable Agriculture * Master Science in Agribusiness *HND Secretaryship and Management Studies	*University of Queensland, Australia (study leave with pay) * University of Queensland, Australia (study leave with pay) *Sunyani Technical University (Study leave with pay) *Charles Sturt University (Study leave with pay) * University of Queensland, Australia (study leave with pay) * Wa Polytechnic (Study leave with pay)	6
5	Environmental Health and Sanitation	* BSc. Environmental Health and Sanitation (4 years)	University of Education, Winneba, Ghana.	1
6	Social Development	*Diploma in Integrated Development Studies * Bachelor of Arts (Social Behavior and Conflict Management)	*University for Development University of Cape Coast. * University of Cape Coast (Sandwich)	2
	Total			19

Training Activities and Programmes Undertaken by Upper West RCC: The under listed training Activities were carried out:

Table 6: RCC's Training Activities and Programmes Undertaken

N O	TRAINING / WORKSHOP TITLE	TRAINING PROVIDER	PARTICIPANTS	PERIOD	VENUE
1	Training on Computer Networking, Security and Risk Management and Hardware.	Office of the Head of Local Government Service	IT Officers	29-31.01.2017	Drams Hotel at Tamale
2	Capacity building training on data collection, Analysis and reporting.	Office of the Head of Local Government Service	Co-ordinating Directors,	26.03.2017	International Conference center of the University for Development Studies, Tamale
3	Stakeholder consultation Workshop to validate and finalize the draft policy	Ministry of Gender, Children and Social	REPO & RBO	16-18.01.2017	Modern City Hotel, Tamale

	outline for the National Social Protection Policy	Protection (MoGCSP) and OHLGS			
4	Capacity Building Workshop Inter-Ministerial Coordinating Committee on Decentralization Secretariat	Ministry of Local Government and Rural Development	Co-ordinating Directors, Planning Officer, Internal Auditor, Agric. Director, Budget	10 th to 11 th March, 2017	Modern City Hotel, Tamale
5	New Public Financial Management ACT,2016(ACT921)	Office of the Head of Local Government Service	Co-ordinating Directors, Planning Officer, Internal Auditor, Agric. Director, Budget officer	6 th to 9 th March, 2017	Radach Hotel, Tamale.
6	RCC PFM Technical Team Training Workshop	Office of the Head of Local Government Service	Internal Auditor, Director of Agriculture, Director of Social Development	27 th to 28 th March 2017.	Anita Hotel Ejisu: Kumasi
7	Technical Workshop on Data Dissemination	Office of the Head of Local Government Service	Regional and District Coordinating and planning officers	23 rd – 26 th April 2015	Capital View Hotel, Koforidua.
8	Infrastructure Procurement and Delivery Management	Office of the Head of Local Government Service	Human Resource Directors	17-18.08.2017	
9	Deterioration of Buildings Causes ,Prevention and control	Council for Scientific and Industrial Research	District Engineers, Architects, Building contractors and Estate Development	25 th to 26 th August, 2017	Tamale UDS, Tamale Campus.
10	Pre- Training Workshop for Human Resource Managers	Office of the Head of Local Government Service	All Human Resource Managers (Municipal/ District Assemblies	19-20.09.17	Yegoala Hotel, Kumasi
11	Sensitization Workshop on National framework for popular participation	Ministry of Chieftaincy and Religious Affairs	The Takpo Naa Takpo Traditional Area, The Guli Naa, Guli Traditional Aera	4 th to 6 th October ,2017	Modern City Hotel, Tamale
12	Training workshop	Office of the Head of Local Government Service	Assistant Human Resource Managers and Human Resource Managers	30 th to 31 st October ,2017	Global Dreams Hotel

1 3	New Public Financial Management ACT,2016(ACT921) and Mechanised Payroll Workshop	Institute of Management and Entrepreneurship	MMDCE's, MMDFO's, MMDCD's Internal Auditors, Planning Officers, HR/Procurement/Budget Officers and Accountants	22-23.11.17	In-service Training Centre, Wa
1 3	Sensitization Programme on Local Government ACT,2016 ACT936 for Head of Decentralized Departments	Officer of the Head of Regional Coordinating Councils	Ghana Health Service, Department of Agricultural, Ghana Education Service, Social Development Department	13.11.2017	Regional Coordinating Council Conference Hall
1 4	Stakeholder Sensitization on National Social Protection Policy And Implementation Plan	Ministry of Gender, Children and Social Protection	Regional and District Coordinating and planning officers	19.11.2017 to 21.11.2017	Modern City Hotel, Tamale.

From the table above, it can be seen that most of the training programmes/workshops were organized outside Upper West Regional Co-ordinating Council by external bodies.

Official Visits

Table 7: Official Visits

No.	Date	Visitor's Name	Address	Purpose	Department
1.	24.04.2017	Hon. Hawa Koomsom	Min. Special Initiative	Courtesy Call	Office of the President
2.	04/05/2017	Youngho Lee	KOICA	Project Presentation	KOICA
4.	08/05/2017	Amb. Dr. Mokowa Blay Adu- Gyamfi	GAC	Courtesy Call	Ghana Aids Com. Office of the President
5.	10/05/2017	Andy Karas	USAID	Official Visit	US Embassey, Ghana
6.	23/05/2017	Maj. Gen. Ayambo	GAF	Official Vist	GAF, HQ
7.	22/05/2017	Francis Weaseh	World Vision, Accra-Ghana	Official Visit	World Vision, Accra-Ghana
8.	24/05/2017	Mrs. Abibata Zakawah	Masloc, Accra	Regional Tour	Masloc, Accra
11.	16/06/2017	Jens Kambeck	Berlin. Kosurbesy	Meet With Hon. RM	Berlin. Kosurbesy
12.	12/07/2017	Emmanuel Akanko	ADB, Accra	Official	A.D.B, Accra Hq
13.	1/08/2017	Bridget Ofosua Ananah	UNFPA	Meeting With RCC&GHS	UNFPA- Accra
16.	26/09/2017	Thomas Lyons	2nd Grantar Rd Cantoments, Accra	Courtesy Call	US Emb, Accra
17.	26/09/2017	Paul Amesimeku	U. S Embassy	Courtesy Call	Political Section US Embassy
18.	10/10/2017	Jildag Evin	AFD	Courtesy Call	AFD, Accra
19.	18/10/2017	Sumaila A. Rahaman	Actionaid Gh	Official Visit	Actionaid Box An 19083, Accra
20.	24/10/2017	George Y. Segnitome	NTC, Wa	Pricipal's Visit	NTC- Wa
22.	22/11/2017	Naa Yolkanyer Tang IV	Eremon- Naa	Courtesy Call	Eremon
23.	22/11/2017	Sam Asiedu	AGAMAL	Courtesy Call	AGAMAL, Accra
24.	12/12/2017	Georgina Fiagbenu	MTN	Courtesy Call	MTN, GH Corporate Services
25	13/12/2017	Prof. Sylvester Galaa	Box 520, Wa Campus UDS	To discuss challenges of the Campus	UDS

Security Issues

The Region faced some security challenges notably;

- Land Disputes emanating from ownership and community boundaries
- Chieftaincy Disputes (pending before the Regional House of Chiefs)
- Activities of armed robbers

- Cattle rustling
- Activities of illegal miners – (“Galamsey” Operators)
- Destructive activities of Nomadic Fulani herdsmen (farm destruction, rape, robbery)
- Incidence of cross border crimes.
- Bush fires and massive deforestation for purposes of charcoal burning.

Some strategies to resolve the above mentioned security challenges were;

- The RCC constituted joint security patrol teams to combat armed robberies,
- Initiated the formation Community Watch Committees and the establishment of a Security Fund to support activities of the security agencies and watch committees.
- Invited the National Security Task Force in the region to flush out illegal miners.
- Imposition and enforcement of a ban on rosewood movement from the region.
- Advised the Regional House of Chiefs to expedite action on chieftaincy disputes pending before its Judicial Committee.
- Mandated Security Agencies at the boarder posts to apprehend smugglers of petroleum products, fertilizers etc. outside the Region.
- Commenced sensitization adverse effect of environmental degradation especially charcoal production and bush burning.

Programmes /Projects and Activities by Sector

Education: During the period under review, no new subprojects were implemented. All the 175No. projects being implemented were 2016 ongoing projects rolled over. Only 44No. (25%) subprojects were completed and the rest (75%) at advance stages of completion. Three (3) out of the 8No. Community Day Senior High Schools started in 2016 were completed. Most of the contractors vacated site due to delay in payment of their certificates by GETFund.

The scope of works and contract sums for 3No. Subprojects (Construction of 2-Storey Boys Dormitory Block at Jirapa SHS, 2-Storey Dormitory Block at Wa Islamic Girls SHS and Renovation of Headmistress Bungalow at Queen of Peace SHS) were revised to include additional works that are critical to make the facilities user friendly.

Health: Construction of the Upper West Regional Hospital is at 80% stage of completion. The number of medical officers in the Region improved from 34 to 48 with a doctor patient ratio of 1:16376. The Maternal mortality rate is 87/100,000 per live birth while the infant mortality rate stands at 8/1000 live birth for the year under review.

Water & Sanitation: The Wa Urban Water Supply System is completed; further extension of distribution lines into homes within the catchment area is ongoing. Some other 148No sub-

projects in the Water & Sanitation sector started last year are still ongoing to improve the water coverage in the Region.

Roads: Under the Department of Feeder Roads, a total of 78No. routine maintenance works, surfacing and spot improvement projects were implemented of which 15No (19.23%) were completed and 63No.(80.77%) are ongoing. The Ghana Highway Authority started 75No routine, periodic and road upgrading projects with only 3No. (4%) completed as at December, 2017. The Department of Urban Roads initiated the procurement processes for five (5) routine maintenance projects and one was awarded. The rest are yet to be approved by the head office in Accra. Most of the Roads subprojects in the Region were started in the last quarter of 2017and are still ongoing.

Electricity Coverage: No new communities were connected to electricity in the Region for 2017 as such electricity coverage rate still remains 56.23% (i.e. about 641 out of 1140 communities are linked to the National Electricity Grid). The Region has potentials in the development of solar energy to supplement the hydro energy. Investors are welcome to explore a possible development under the PPP arrangement.

Other Projects

Ghana Social Opportunities Project (GSOP): Under GSOP, no new subprojects were implemented in 2017. Only the 46No uncompleted subprojects were rolled over and completed in 2017. The GSOP ended in 2016 so therefore there were no funds made available for new subproject implementation in 2017. Reports for final project closure were being done within the period of reporting.

SADA: During the period under review, the organization facilitated a number of development initiatives including: the Assessment of MMDA Capacity in Monitoring and Evaluation. Out of the 27 districts Sampled for the survey, 4 were from the region and these are Sissala East, Jirapa, Nandom and Daffiama-Bussie-Issa.

Summary of Development Projects (RCC)

Table 7: **Development Projects**

No.	Sector	No. of Project	No. of Completed Projects	No. On-going Projects
1.	Education (GETFUND)	175	44	131
2.	Gov't. Machinery (RCC)	0	0	0
3.	Ghana Highways	75	3	72
4.	Dept. of Feeder Roads	78	15	63

No.	Sector	No. of Project	No. of Completed Projects	No. On-going Projects
5.	Dept. of Urban Roads	5	0	5
6.	Ghana Social Opportunity projects	46		0
	TOTAL	379	46	271

Challenges

1. Delays in honoring payment of certificates resulting in abandonment of project sites and consequently escalation (variation) of cost
2. Inadequate logistics (vehicles and office equipment) for monitoring and supervision of development projects.
3. About 499 Communities in the region are not connected to the National grid
4. Low IGF mobilization by MMDAs
5. Poor road condition

Conclusion

The region made some modest improvement in infrastructure and service delivery through effective collaboration with the Regional Heads of Departments, Municipal/District Assemblies, and the support of development partners such as UNICEF, GIZ, Plan Ghana, SNV and especially the EU which enabled the RPCU to carry out their monitoring function.

The Performance Contracts signed between the Chief Director and the Hon. Regional Minister and between the Municipal/District Chief Executives and their Coordinating Directors provided direction and encouragement for hardwork. It is hoped that the OHLGS will continue to engage MoF for increased budget allocations and improved releases of funds to the RCC.

Volta Regional Co-ordinating Council (VRCC)

Introduction

The Regional Coordinating Council and District Assemblies annually commit significant resources to the implementation and monitoring of activities aimed to improve the living conditions of citizens. This is a composite report for the period January to December, 2017 and it covers the activities of the Volta Regional Co-ordinating Council (VRCC), Regional Departments and Municipal/District Assemblies on the assessment of progress made in the implementation of programmes and projects outlined in their Annual Action Plans. The Volta Region as at 31st December, 2017 had eight (8) Municipal and seventeen (17) District Assemblies in operation.

Achievements

The Volta Regional Coordinating Council in the performance of its mandate contributed towards the achievement of the following projects and programmes of Government in 2017:

1. rehabilitated Betenase Junction – Betenase road Ph 1 (5km); Kotokujane Junction – Cement road Ph. 1 (7km); Yevi – Kpohe road (7km); and Nkyenkyene – Chantai road Ph. 1 (4km)
2. Completed the construction of Nyambong Dam in the Nkwanta South Municipality
3. Completed phase one construction of Ho Airport
4. Increased enrolment for the first year students under the Free Senior High School policy by 35.06%.
5. Sensitized 521 Adolescent Girls on Adolescent Sexual Reproductive Health (ASRH), Teenage Pregnancy and Child Marriage.
6. Asphalted 56.86km of roads in some Municipalities at a cost of GH¢ 73,461,253.91.
7. Registered 39,996 farmers comprising of 27,602 males and 12,394 females under the Planting for Food and Jobs programme
8. Registered 726,595 persons under the National Health Insurance Scheme
9. Installed 13No transformers in 11No communities with LV network expansions and system improvements; and commissioned 2No 40MVA 33/11KVAs constructed
10. completed and commissioned 7No projects under SHEP
11. Introduced Regional District Table League to track performance of Assemblies in sanitation.

Regional Potentials

The Volta Region covers all vegetation and climatic zones which can be found in Ghana. This diversity is due to the stretch of the Region from the coast to the north. This varied climatic and vegetation zone gives it a clear advantage not only for cropping but also for tourism development.

Water Bodies: The Region is drained by the Lake Volta and its tributaries. The world's largest man-made lake is not only a source of power but it also provides water for various uses to the Region and the rest of the country. It provides water transport between the south and the north. The beauty of the lake and its surroundings could be used for tourism development and recreational activities.

Minerals and Natural Resources: The Volta Basin has various important minerals and other natural resources, including gold, diamond, copper, lead, iron ore, and oil & gas.

Availability of skilled manpower and Training Institutions: A variety of good schools like the Ho Technical University, E. P. University, Ho Campus of the Ghana Telecom University and the University of Health and Allied Sciences are located in the Region. There is abundance of skilled human resource in the Region and creating new jobs should help utilize this potential.

Tourism: Tourism attractions of the Region include the following:

A. Natural Environmental Heritage:

1. Views from mountain Gemi popularly known as Amedzofe, Afadjato and Adaklu.
2. Waterfalls at Wli, Tagbo, Amedzofe, Tsatsadu and Klefe.
3. Bird watching at Xavi
4. Game Reserves/Parks at Kalakpa and Kyabobo
5. Caves at Likpe
6. Beautiful sandy beaches at Keta (Dzelukope) and Tegbi
7. Tafi Atome Monkey Sanctuary
8. Limestone formations at Logba Tota

B. Historical Heritage:

1. Slave cave at Peki Dzake
2. Fort Prinzenstein at Keta

C. Cultural Heritage:

1. Festivals such as Agbamevorza, Hogbetsotso, Sasadu, Gbidukorza, Asogli Yam Festival, Akwantutenten among others.
2. Traditional Kente villages at Agotime Kpetoe, Agbozume
3. Traditional music and dances such as Borbor, Agbadza, Zigi etc.
4. Traditional fetish shrines at Nogokpo, Klikor
5. Regional Museum, Ho

Agriculture and Agro-Processing: The Region has fertile agricultural lands. Investments in improving value chain for crops and livestock are promising. Establishment of agro-processing facilities (preservation, storage and canning) for the varied agricultural produce in the Region is

another promising investment opportunity. Such processing facilities will reduce post-harvest losses significantly during bumper seasons.

Aquaculture: The Region has an enormous potential for large-scale fish farming. Aquaculture is possible at irrigation sites (dams and dugouts), the Volta Lake, lagoons and other suitable sites dispersed throughout the Region.

Salt Mining: In the Volta Region salt winning is concentrated along the coast line (Ketu South and Keta Municipalities) where climatic conditions are most favorable. Investments for commercial salt production has a great potential in the Region.

Quarry: Currently there are thirteen (13) quarries in the Volta Region situated in Okagyakrom, Adaklu, Abutia, Ziavi, Klefe, Matse, Metsrikasa, Sokpokofe, Ashiagbovi, Tsawla, Papase and Kpasa. The development of the above quarries has helped to lessen the rate at which the Region depended on other Regions for supplies of quarry products with its associated high Transport costs. There are also large deposits of other industrial minerals such as Kaolin, shells, marbles and limestone suitable for production of building materials such as paints, fillers and cement.

Timber Processing: There are fifteen forest reserves in the Region occupying 732.32 sq km constituting 4.05% of the total land area. The Region is home to unique timber species like *Milicia exelsa*, *Triplodition*, *scleroxylon*, *Afzelia*, *Toxicaria*, *Celbs Pentrandemiastrum africanum*, *Tuntumia elastia* etc. This presents opportunities for the growth of timber processing in the Region. Meanwhile, pockets of small and medium scale timber processing industries exist in Kadjebi, Biakoye and Jasikan Districts.

Garment Production: Activities of this sector are mostly constituted by artisans and indigenous small scale production units. Small and medium scale Kente, Batik and Tie & Die production abound in the Region. Perhaps, the Volta Star Textile Factory could be positioned to serve as a booster to the development of this sector.

Hospitals and Health Centres: The Region has some good hospitals however the sector still requires investments. These could especially be initiated through private and public partnership modules. The encouragement of private participation in specific areas of the health sector such as catering, maintenance, pharmacy and laboratories is currently being examined by experts.

Bilingual Educational Facilities: There is the need to promote private sector investment in modern bilingual educational facilities drawing on candidates from various French speaking ECOWAS countries especially Togo and Benin. This is a niche for which the Volta Region is well suited. This initiative will also promote the French language in this Region which shares common local languages with ethnic groups in French speaking Togo and Benin.

Sport Facilities: The Volta Region had in the past produced excellent sports men and women in Ghana. It is important to involve private sector participation in sporting activities where the Region has talents such as football, boxing, athletics, tennis (especially high altitude training facilities at Avatime, Akpafu and Logba Tota areas).

Administrative Issues

Political Leadership

During the period under review, Hon. Dr. Archibald Yao Letsa was the Regional Minister and assisted by Hon. Maxwell Quophy Blagodzi.

Establishment of Schedule I Departments in MMDAs of the Volta Region

MMDA	No. of Departments Available in Assembly	No. of Departments Absent in Assembly	Remarks
Ho Municipal	13	0	-
Hohoe Mun.	10	3	-
Keta Mun.	11	2	-
Kpando Mun.	13	0	-
Ketu South	11	2	-
Ketu North Mun.	9	2	Upgraded to Mun.
Agotime-Ziope	9	2	-
Akatsi North	9	2	-
Akatsi South	11	0	-
North Tongu	10	1	-
Central Tongu	9	2	-
South Tongu	10	1	-
Jasikan	11	0	-

Biakoye	9	2	-
Kadjebi	10	1	-
Nkwanta North	8	3	-
Nkwanta South Mun.	9	4	Upgraded to Mun.
Krachi West	11	0	-
Krachi East Mun.	10	3	Upgraded to Mun.
Krachi Nchumuru	10	1	-
North Dayi	10	1	-
South Dayi	8	3	-
Adaklu	11	0	-
Afadzato South	9	2	-
Ho West	11	0	-

Most of the Municipal and District Assemblies in the Volta Region have been able to integrate most of the following Schedule One Departments into the departments of the Assembly: Central Administration; Finance; Education, Youth and Sport; Works; Agriculture; Social Welfare and Community Development; Physical Planning (partially); Trade and Industry and Natural Resources Conservation, Forestry and Game and Wild Life Department.

Human Resource Management Issues

Human resource management issues in the Region are as follows:

Recruitment	Postings	Promotion	Attrition
0	144	248	58

- No new staff was posted by the OHLGS to the Volta Region in 2017.
- A total of 58 staff left the Service in the Volta Region in 2017. Out of this number, 44 retired from active service, 6 were deceased, 2 vacated their post, 5 resigned and 1 was dismissed.
- A total of 144 staff were posted to the Region in the year 2017.
- Two Hundred and forty-eight (248) staff were promoted to various grades in the in the Region.

Staff Development (Capacity Building/Training)

In 2017, Eight hundred and twenty (820) officers benefitted from twenty-seven (27) capacity building workshops in and outside the Region in the following areas:

1. Natural drinking water quality management framework.
2. Deterioration of building; causes, prevention and control.
3. Effective budgeting and operational cost control.
4. Value for money analysis on Government Projects Training for Planning Officers.
5. Professional project management and effective use of Microsoft projects.
6. Child and family welfare policy practice programme.
7. Public Financial Management Act 2016 (Act 921)
8. HQCF Inclusion Policy Report Validation Workshop
9. Sensitization for selected Heads of Decentralized Departments on Local Governance Act.

Official Visits

His Excellency President Nana Addo Dankwa Akufo-Addo and twenty-one (21) other dignitaries visited the Region during the year to conduct among others the following official businesses:

1. Attend anniversary celebrations of educational institutions
2. Ministers of State visiting Agencies under their Ministry
3. Service Commanders at the national level visiting Regional Service Commands
4. Commissioning of various development projects
5. Corporate Executives paying courtesy call on the Regional Coordinating Council, and
6. Attend festivals of Traditional Areas, among others.

Security Issues

The Volta Region was relatively peaceful and calm during the year under review. However, there were a few security issues which threatened the peace but were successfully managed and these included the following:

1. **Alavanyo-Nkonya Land Dispute:** The land conflict between the people of Alavanyo and Nkonya Traditional areas degenerated into conflict in the early part of 2017 and this resulted in the killing of six (6) people. With strong collaboration and support among the various state security agencies at the Regional and national levels as well as support from the National Peace Council, the conflict area is now relatively calm.
2. **Seven Seas Salt Company Ltd and Indigenes of Adina Dispute:** There was an eruption of hostilities between the Seven Seas Salt Company and the indigenes of Adina and surrounding areas in the Ketu South Municipality over the usage of water and land in the production process of the company which led to the death of one person. With swift intervention from the Regional Coordinating Council, the Regional Peace Council, and other interested parties, calm has returned to the area. The two parties have entered into a memorandum of understanding and the company has resumed operation.

Report on Developmental Activities of Sectors: Below are reports on some of the developmental activities of sector Institutions in the Volta Region in 2017:

Education

There have been very positive trends in enrolment growth at all levels of Pre-tertiary education in recent times. The implementation of other Social Intervention Programmes (SIPs) such as Free Senior High School, Free School Uniforms, Exercise Books and Laptops in addition to the sustainability of Capitation Grant has further increased school enrolment. In order to ensure that the quality of education is not adversely affected by the increase in access to and participation in education, conscious efforts are now being concentrated on equitable delivery of quality teaching and learning.

Free Senior High School: The Free Senior High School policy has been rolled out in 87 Senior High Schools and 10 Technical Vocational Schools. As of December 2017, 38,378 students have reported to school in the 97 public schools in the Volta Region. Enrolment of first year student increased by 35.06%.

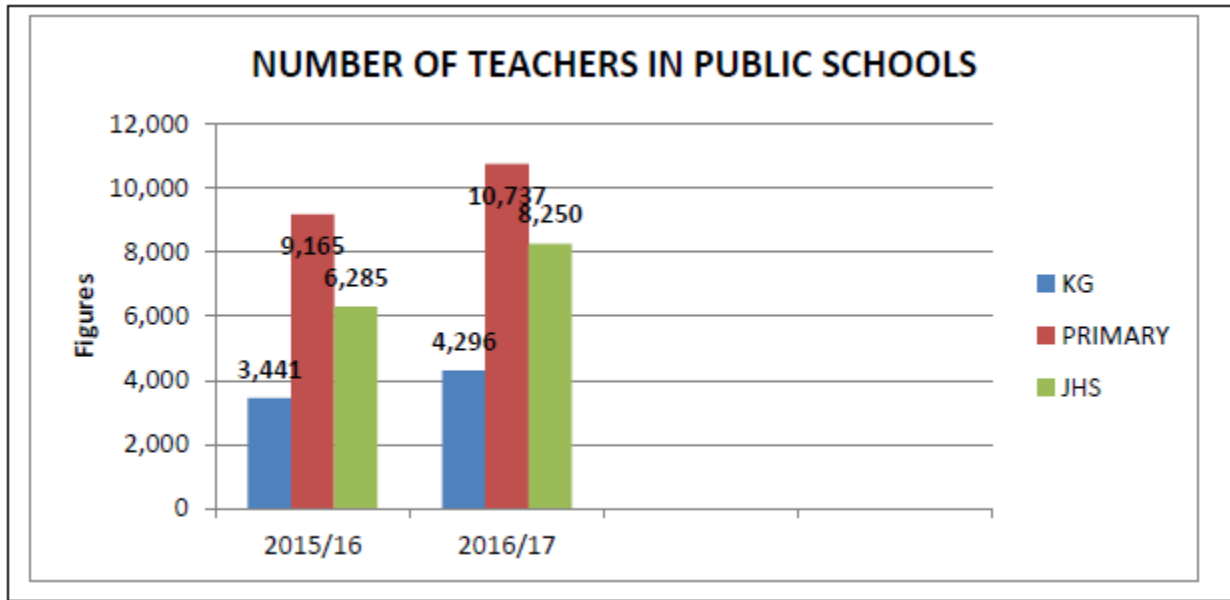
This sharp increase of first year enrolment represents more than half of the overall total enrolment of all SHSs in the Region for the previous year. These points to the fact that the free SHS, if sustained will offer access to SHS education for a lot more children in the Region.

Quality of Education: Key Performance Indicators: The number of teachers in the public Kg, Primary and JHS level increased over the period, however the number of trained teachers at the

same levels has decreased between 2015/16 and 2016/17 academic years. The cause of the decline in the number of trained teachers at the pre-tertiary level might be due to;

- The high number of releases and transfers out of the Region
- Posting of National Service personnel to schools
- Posting of NYEP / GYEEDA teachers to schools
- Massive rationalization to weed off “ghost names”, e.g. UTDBE graduates who were not properly recruited into the Service.

QUALITY EDUCATION: KEY PERFORMANCE INDICATORS									
TABLE 16: REGIONAL QUALITY KEY PERFORMANCE INDICATORS 2015/16-2016/17									
Indicator	KG			PRIMARY			JUNIOR HIGH SCHOOLS		
	2015/16 Achievement	2016/17 Achievement (Current)	% Change	2015/16 Achievement	2016/17 Achievements (Current)	% Change	2015/16 Achievement	2016/17 Achievements (Current)	% Change
Total Number of Teachers	-	5,253	18.94	11491	13,422	14.38	8,479	9,921	14.53
Public	4,258	4,296	19.9	9165	10,737	14.64	6,285	8,250	23.82
% of Trained Teachers (Public)	66.60 %	64.8	-1.8	80.3%	80.1	-0.3	89.3%	87.8	-1.5
Pupil Teacher Ratio (Public)	36	29	-24.13	33	28	-17.86	15	13	-15.38



Senior High School (SHS); The SHS level registered 4.88% increase in the number of teachers between 2015/16 and 2016/17 academic years. However, the percentage of trained teachers in the public schools decreased by 1.3% as shown in the Table below:

Regional SHS Quality Key Performance Indicators 2015/2016-2016/2017

Key Quality Indicators	2015/16 Achievements	2016/2017 Achievements Current	% Change Over The Period
Total number of Teachers	4,540	4,773	4.88
Public	4,277	4,529	5.56%
% of Trained Teachers in Public Schools	88.7	87.4	-1.3%

The cause of the percentage decrease in trained Teachers in public schools could be attributed to the following factors:

- More trained Teachers converting from teaching staff to non-teaching duties
- Transfer and release of trained Teachers from the Volta Region to other Regions
- Recruitment of untrained Teachers in the 2015/1026 academic year.

Technical/Vocational Education and Training (TVET)

The number of teachers in TVET has also increased by 5.45% between 2015/16 and 2016/17 academic years and the number of trained teachers in the public TVET also increased by 11.9% as shown in the Table below:

Regional Tvet Quality Key Performance Indicators 2014/15- 2015/16:

Key Quality Indicators	2015/16 Achievement	2016/17 Achievement (Current)	% Change Over The Period
Total number of Teachers	520	550	5.45
% of Trained Teachers (Public)	53.1	65	11.9
Pupil Teacher Ratio (Public)	9	12	25

United Nations Population Fund (UNFPA) Sixth Country Programme (CP6 2017): The Volta Regional Coordinating Council as an Implementing Partner to GOG/UNFPA Sixth Country Programme (CP6) supervised the implementation of activities by Sub Implementing Partners including the Regional Health Directorate, Department of Gender, National Youth Authority and DOVVSU of the Ghana Police Service. Planned activities in 2017 were successfully implemented. Activities implemented took the form of formal meetings, sensitization, monitoring and training session geared towards promoting sexual reproductive health and increasing the campaign against child marriage. Some of the specific activities undertaken included:

- Forty (40) Family Service Providers from 20 health facilities who rendered Family Planning Services in five (5) least performing Districts (Krachi East, North Tongu, Central Tongu, Akatsi South, Krachi West) in FP acceptor rate were taken through comprehensive Family Planning Counselling Sessions. The capacity building helped Family Planning Service Providers to reach out to potential Family Planning Service acceptors in their catchment areas leading to increase in Family Planning Service Acceptor rate. Women in Fertility Age (WIFA) in these areas would be able to avoid unwanted pregnancies.
- The Region has high unmet needs of 38% in family planning and low Family Planning Service coverage. The forty (40) trained Service Providers conducted the free FP implant insertion for

women in Fertility Age (WIFA) in five (5) Districts. In all 391 women in WIFA across 18 communities within Five (5) Districts benefited from the insertion of implano. The details are; Krachi East – 125, North Tongu – 90, Akatsi South – 72, Krachi West – 58. It is recommended that if further supports are given to Krachi East and North Tongu where a lot more vulnerable women could be reached.

- There was joint monitoring in September 2017, to assess the knowledge and skills of trained Service Providers in three selected Districts (Central Tongu, North Tongu and Akatsi South) with the objective to reinforce the skills of trainees in Family Planning Counselling. Most of the trained providers were able to use the counselling steps: Report Building, Exploration, Decision Making and Implementation (REDI) to address issues. There was tremendous increase in Family Planning coverage from 27% to 33% and it should have increase further except for the shortages of long term family planning methods.
- 521 Adolescent Girls were sensitized on the subject of Adolescent Sexual Reproductive Health (ASRH), Teenage Pregnancy and Child Marriage. The breakdown is as follows:
 - Adolescent Health Club Members in 2 SHS, South Tongu District – 200
 - Regional Girls Camp – in Hohoe Municipality – 121
 - Capacity Building of Adolescent Girls (SGBV) in Nkwanta North and South – 200.
- Media Session on the 2017 International Women’s Day theme “*Economic Empowerment of Rural Women. A tool for sustainable development in a changing world of work*”. The public was educated on how to get market for locally made products by women, famers and entrepreneurs.
- In all 102 stakeholders were sensitized within the year (1st Q 42 and 3Q 60) on the Campaign against Child Marriage where the Moslem Communities made a Solemn declaration to end the practice of child marriage.
- Data collection on sexual and gender based violence improved with the introduction of electronic systems as well as the training of 27 participants from all DOVVSU offices in the Region were trained on data management system.

Feeder Roads:

The total length of Feeder Roads Network in the Volta Region was 3,396km as at the end of 2017. Based on engineering classification, the roads are categorized into engineered, partially engineered and unengineered roads which are 68.8%, 13.7% and 17.5% respectively; and by surface types are Bitumen- 15%; Gravel- 46%; Earth- 39%. The road condition mix in the year under review was 33% good, 28.3% fair and 38.7% poor.

On-going bitumen surfacing projects that spilled over from 2016 to 2017 under various funding is of length 592.37km. Six (6) bridges are also on-going. A total engineered road length of 1,668.3km was awarded under the routine maintenance programme while contractors are being procured for four (4) bituminous surfacing projects.

Urban Roads

The Department of Urban Roads in the Volta Region undertook the activities of partial reconstruction, upgrading works, maintenance works and traffic management in the year under review. The table below indicates budget allocation to the Region for Routine Maintenance works for the 2017 year against expenditure. The approval for routine maintenance activity budget allocation delayed and eventually affected performance as shown below:

No.	Roads Unit	Routine Budget	Expenditure GH¢	Exp. (%)	Remarks
1.	Regional Office	460,000.00	235,169.26	51	Outstanding IPCs yet to be forwarded to DUR Ho.
2.	Ho	260,000.00	125,027.01	48	Outstanding IPCs yet to be forwarded to VRDUR
3.	Hohoe	114,000.00	7,260.00	6	
4.	Kpando	106,000.00	-		No IPC submitted yet
5.	Keta	106,000.00	-		No IPC submitted yet
6.	Total	1,046,000.00	367,456.27	35	

Most of the road maintenance and construction projects in the Region are dormant or substantially completed. A total of 56.86km of Roads have been asphalted in some municipalities of the Region within the reporting period at a cost of GH¢ 73,461,253.91.

Highways

Status of the Eastern Corridor Road in 2017

The Asikuma Jn. – Oti Damanko Road is about 294km and constitutes part of the Eastern Corridor road network. About 238km of the section has been awarded on contract for rehabilitation under various Eastern Corridor Road Rehabilitation programmes. For the sections under contract, about 46km (Dodi Pepeso - Nkwanta) has been completed. The Asikuma Junction – Have, and Nkwanta

– Oti Damanko sections (about 107.5km) are on contract (in three (3) Lots) to three (3No) Contractors with funding from GOG. Works is progressing at a slow pace and at various stages of completion. The Have-Hohoe-Jasikan section (about 81.3km) is also on contract (in three (3Lots) to two (2No) Contractors with Funding from the Cocoa Roads Rehabilitation programme. Work is progressing steadily; though at a slow rate, until the suspension of the Cocoa Roads Project in June 2017.

The 56km section, between Jasikan and Dodi Pepeso is yet to be awarded on contract for major rehabilitation but has been on contract for routine maintenance (Pothole Patching & Grass cutting) in 2016/2017.

Status of the Road Sections

No.	Description	Comment:
	Asikuma – Have (km 0 –km 45): Funding: GoG	
	Contractor – Messrs GreenHouse Int. Develop (GH) Limited. 1. Km 0 – km 28: Construction of Binder Course completed and motorable 2. Km 28– km 40: Construction of sub base completed. Very deplorable riding surface. 3. Km 40– km 45: Only Clearing completed. Road surface very deplorable.	Contractor is at site but activity is concentrated on repair works on the binder course; and provision of wearing course.
	Have – Hohoe (km 45 – km 65): Funding: Cocoa Roads Rehabilitation Programme	
	Contractor – Messrs GreenHouse Int. Develop (GH) Limited. 1. Total of 15km primer-sealed (intermittent) 2. 4.0km of the primer sealed surface has received first seal. 3. 5.0km of the section at Sub-base level. Surface very deplorable.	Contractor suspended works following COCOBOD directives
	Have – Hohoe Road (km 65 – km 96.3): Funding: Cocoa Roads Rehabilitation Programme	
	Contractor – Messrs GreenHouse Int. Develop (GH) Limited. 1. Total of 15km primer-sealed and motorable. 2. 10km at sub-base level but very deplorable.	Contractor suspended work following COCOBOD directives

	3. 6km yet to be worked on and in a very, very deplorable state	
	Hohoe – Jasikan Road (28km): Funding: Cocoa Roads Rehabilitation Programme	
	<p>Contractor – Messrs Rolider.</p> <ol style="list-style-type: none"> 5km of the road section from Jasikan towards Hohoe primer sealed. Construction of about 5No Cross Culverts not completed. the remaining 23km of the section are in a very deplorable state, especially the location about 9.0km from Hohoe (around Santrokofi Gboga); where vehicles get stuck every week (See attached pictures) 	Contractor suspend work following COCOBOD directives
	Jasikan – Kajebi – Dodo Pepeso Road (56km)	
	<p>This is a surface dressed section and has been on contract for pothole patching under the 2016/2017 routine maintenance programme. The section is fair but has localized very poor stretches which have developed into soft spots after the torrential rains of 2017. The immediate repair of these localized soft spots is important to the successful diversion of traffic to the eastern corridor following the closure of the Buipe and Yapei bridges. See attached pictures</p> <p>Proposed Action: Under the 2018/2019 Pothole Patching program, the road section is programme for pothole patching and sectional repairs. Bids have been received, evaluated and awaiting Entity tender Committee’s review and approval. The proposal is therefore to engage the Contractors recommended for award of contract on the said section to move to site under a certificate of emergency to fix these very critical sections.</p>	
	Dodo Pepesu – Nkwanta (46km):	
	Surface dressed section. Good with few localized potholes which are scheduled to be patched under the 2018/2019 Pothole Patching programme.	
	Nkwanta – Oti Damanko (62.5km)	
	The road section is on Contract in two (2nr) lots, to two (2nr) contractors under GOG funding. Contractors are at site, work is in progress but at a slow pace. Road Section is fair and passable.	

Air Transport

Construction of Ho Airport –Phase 1: The project is at the finishing stages and below is the detailed report.

Client	Consultant/ Contractor	Location	Stage Of Work	Remarks
Ghana Airports Company Limited	Amalgamated Design / Amandi Holding Limited	Runway	Clearing and Leveling of the graded strip	Completed
		Terminal Building	Installation of Air-condition Ducts	Completed
		Fencing	Erection of 6500m (6.5km) fence wall around the Airport perimeter	Completed
		Water Supply Facilities	Pump House and installation of Ladder, hatch, pipes and valves	Completed
		Service Area	Installation of external signage for vehicles and pedestrians	Completed



Agriculture:

There are two cropping seasons in the southern and one season in the northern sectors. Agricultural activities carried out covered livestock and crop production, veterinary activities, general extension, plant protection, SRID, food processing and preservation (WIAD). Other projects and

programmes implemented in the Region included Planting for Food and Jobs and Market Oriented Agricultural Programme (MOAP).

Planting for Food and Jobs: Under the Planting for Food and Job (PFJ) programme, crops selected and cultivated within the Region were maize, rice and vegetables (pepper and tomato). The following were achieved:

- Promotion of the programme through radio to create awareness among the populace.
- Organized a one (1) day orientation workshop for Extension Agents for the programme recruited through the Youth and Employment Agency.
- Registered a total of 39,996 farmers comprising of 27,602 males and 12,394 females and supplied inputs worth GH¢10,903,852.35 to the various Districts for distribution (sale) to registered farmers.

Table: Farmers Registered under Planting for Food & Jobs (PFJ)

No.	Region	Target		Registered farmers		Total Farmers Registered	% of registered females farmers
		Male	Female	Male	Female		
	Volta	87500	37500	27,602	12,394	39,996	30.99

Analysis

A total of 39,996 farmers comprising of 27,602 males and 12,394 females were registered under the Planting for Food and Jobs programme.

Fertilizer Distribution

Type of Fertilizer	Quantity (Bags)				No of beneficiaries		
	Target	Received	Distributed	Balance	Total	Male	Female
NPK		113077	34093	78984	13784	11197	2587
Urea		77666	34093	43573	13784	11197	2587

A total of 113,077 bags of NPK and 77,666 bags of UREA were received out of which 34093 bags (30.17%) of NPK and 34093 bags (43.90%) of UREA were distributed to farmers under the Planting for Food and Jobs programme.

Seed Distribution

Type of Seed	Quantity of seeds (Bags)				No of beneficiaries		
	Target	Received	Distributed	Balance	Male	Female	Total
Maize		35,282	1,619.32	1,908.88	13,784	11,197	24,981
Rice		2,464	1,483.20	980.8			

A total of 1,619.32 bags of maize seed and 1,483.20 bags of rice seed were distributed to farmers. This represents 45.90% and 60.19% distribution respectively.

Regional Recovery of Planting for Food and Jobs

Region	Total value of input (Ghc)	Amount Recovered (Ghc)	Balance (Ghc)	Remarks
Volta	10,903,852.35	3,324,333.83	7,579,518.52	Recovery ongoing

The recovery which is ongoing currently stands at 30.49%

Veterinary services: Livestock and the veterinary sub-sector recorded increased outputs. There were some minor outbreaks which were brought under control. Curative and preventive treatments were also carried out.

Scheduled Disease Outbreak: Outbreaks of scheduled diseases were recorded and monitored during field visits, at meat inspections and during laboratory activities. A total of seven (7) different schedule diseases causing fourteen(14) separate outbreaks were reported from the following districts:- Krachi-East, Ho West, Ketu North and Adaklu. The Scheduled diseases resulted in one hundred and forty eight (148) deaths. At the close of the year in December, the disease situation in the Region was under control.

Vaccinations: The table below shows vaccination figures achieved in the year under review

S/N	Description	PPR	CBPP	Anthrax	Rabbis	Gumboro	Newcastle	Fowl Pox
1	Sheep	11,186		191				
2	Goats	24,038		1100				
3	Cattle		10,863	500				
4	Pig			109				

5	Dogs				3266			
6	Cats				79			
7	Monkeys				13			
8	Birds					238,745	497,986	106,908
	Total	35,224	10,863	1900	3358	238,745	497,986	106,908

Treatment: Treatment of animals was carried out in the veterinary clinics as well as on the field. Four hundred and eighty eight (488) cattle were treated against Trypanosomiasis in the year 2017.

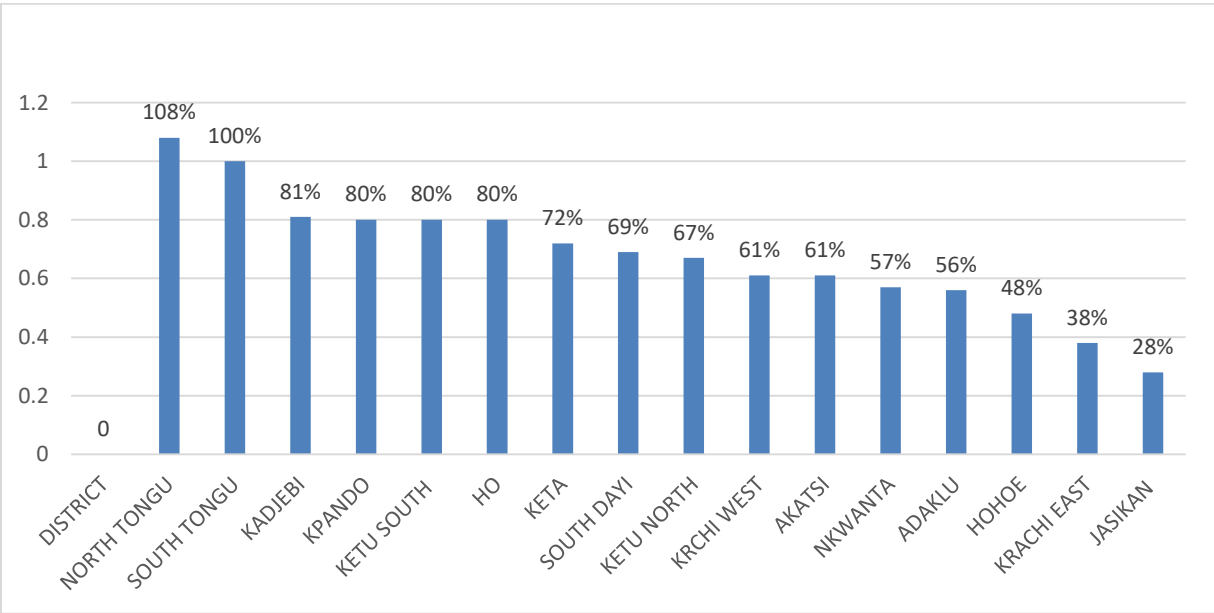
National Health Insurance Scheme

Premium Collection: The Volta Region achieved 68% of its annual target with North Tongu crossing the target line followed by South Tongu with Jasikan been the poorest mobilizing district as presented in the table and chart below:

Performance of NHIS in the Region

No.	District	Budgeted Amount	Actual Pre. Mobilization	% Achieved
1	North Tongu	244,800.00	265,349.74	108%
2	South Tongu	214,540.00	215,240.64	100%
3	Kadjebi	186,490.00	151,657.00	81%
4	Kpando	285,600.00	229,887.48	80%
5	Ketu South	449,990.00	358,930.50	80%
6	Ho	789,140.00	628,881.00	80%
7	Keta	308,295.00	220,852.00	72%
8	South Dayi	212,976.00	147,079.00	69%
9	Ketu North	180,132.00	119,819.00	67%

10	Krchi West	151,164.00	92,648.00	61%
11	Akatsi	380,460.00	231,310.00	61%
12	Nkwanta	323,000.00	185,606.00	57%
13	Adaklu	161,500.00	90,061.00	56%
14	Hohoe	649,927.00	310,005.00	48%
15	Krachi East	202,878.00	76,772.00	38%
16	Jasikanan	285,821.00	79,769.00	28%
	Total	5,026,713.00	3,403,867.36	68%



Membership Performance: The Region achieved 90 percentage out of the annual target of 811,707 with a variance of 85,112 to be realized.

Active Membership

District Name	Annual Target	Active Membership	Variance	Indigents
Adaklu	25,139	29,577	4,438	11475
Akatsi	50,143	50,068	(75)	282
Ho	101,923	104,960	3,037	3662
Hohoe	96,210	64,288	(31,922)	3178
Jasikan	48,824	35,470	(13,354)	3122
Kadjebi	24,661	29,045	4,384	2191
Keta	57,050	46,844	(10,206)	3861
Ketu South	49,432	63,453	14,021	1837
Ketu North	43,490	34,450	(9,040)	2148
Kpando	46,548	51,025	4,477	4536
Krachi East	40,628	23,612	(17,016)	1521
Krachi West	41,304	33,286	(8,018)	1327
Nkwanta	63,454	40,895	(22,559)	2003
North Tongu	57,657	51,016	(6,641)	741
South Dayi	29,109	32,705	3,596	302
South Tongu	36,135	35,901	(234)	661
Total	811,707	726,595	(85,112)	42847

Electricity Power

Power Supply: The Volta Regional Office of the Electricity Company of Ghana is served electric power from 7No. Bulk Supply Points at Asiekpe, Ho, Sogakope, Aflao, Kpeve, Kpando and Kadjebi. The Region carries-out electricity distribution from 7No. Primary/Switching Substations situated at Aflao, Keta, Kpeve, Tsito, Kpando, Hohoe and Jasikan. The total number of distribution substations for domestic, commercial use stands at **2,155** for the year ending 2017 with a customer population of **246,091**.

Major Projects Undertaken: The Region embarked on the following projects which were part of the approved projects for implementation in the region

1. 13No. transformers installed in 11No. communities within the Region with LV network expansions and system improvements meant to relieve overloaded transformers in some communities while facilitating network expansion and improvement works. The communities that benefited are Sokode Gbogame, Adaklu Abuadi, Segbe Junction, Abutia Kloe, Takla Atiyinu, Ho Technical University area, Esikado area of Nkwanta, Sogakope Police Station and Dagbamate.
2. LV network /system expansion/improvement works was also carried out in 49 locations/communities within the region.

Special Project Initiative: 10 communities benefited under ECG's Special Project Initiative. Transformers and Low Voltage networks have been commissioned in these communities awaiting meter installations. The communities are Kedzi, Havedzi No 1 and 2, Ledzorbui, Havene, Letsorfedo, Gayidzi, Kpokope, Sadzikorpe, Hoviefe and Tsiame.

Sub-Transmission Projects: The following projects were completed by the Urban Projects Division of ECG and commissioned as at December 2017. These include the construction of 2No 40MVA 33/11kV Primary Stations at Hohoe; 33kV Switching Station at Anloga; and conversion of a 55km 11kV Keta feeder from Anloga to Keta to a 33kV network and linking it to the Dzodze feeder at Havedzi.

Distribution Projects (Regional System Improvement Projects-RSIP): 17No communities benefited from RSIP which was implemented by the Urban Projects Division of ECG. The communities included Kpando Konda, Akatsi Training College and Anfoega Wademaxe, Abor, Logba, Sukladzi, Hawutoe, Afegame, Tetekope, Kpedzakope, Adawukope, Horti, Dzuepe, Woe, Xavi and Woadze, The projects involved the installation of transformers as well as system or network expansions and improvements.

Ministry of Energy and Petroleum (MoEP)'s SHEP

1. 7No projects were completed and commissioned under SHEP during the period under. The communities that benefited include Agordeke, Agorme, HEPPS, Dzolo, Takla Nyekornakpoe, Hodzo Ayiborbore and Awoma.
2. 688 meters were released by the MoEP and installed in some selected communities in the Krachi East District
3. 37 new communities in the Adaklu District benefited from the MoEP's China Water Electric (CWE) Project. The networks and the transformers have been completed pending servicing of the customers

Community Led Total Sanitation (CLTS) Activities:

The Region started implementation of Community Led Total Sanitation (CLTS) activities in September 2012. This was after the initial start-up workshop was organized by the National Technical Working Group and representatives from UNICEF Ghana and also followed by the training of selected Regional and District level staff in CLTS.

Targets and Achievements in CLTS as at December 2017

SN	District	# of com. in District	# of com. Triggered	cumulative # of com. ODF
1	Kadjebi	147	108	56
2	Jasikan	94	60	24
3	Nkwanta North	84	32	21
4	Kpando Mun.	83	220	19
5	Agortime Ziope	90	28	12
6	Adaklu	87	20	11
7	Afadjato South	81	20	10
8	Hohoe	114	48	13
9	Nkwanta South	315	60	24
10	South Dayi	71	24	6
11	Ho West	124	81	10
12	North Dayi	122	63	7
13	Ho Municipal	112	69	6
14	Akatsi North	128	40	7
15	Biakoye	317	104	17
16	Keta Municipal	249	171	13

17	Krachi East	207	20	8
18	Ketu North	347	28	13
19	Akatsi South	193	35	6
20	Ketu South Mun.	405	27	3
21	Krachi West	170	0	0
22	Krachi Nchumuru	177	0	0
23	North Tongu	146	0	0
24	South Tongu	214	0	0
25	Central Tongu	316	0	0
	TOTAL	4,393	1,100	286

Summary of Development Projects

S/N	Sector	No. of Projects	Completed	On-Going	Remarks
1	Roads				
	Feeder Roads:				
	Routine Maintenance:	2	1	1	-
	Bitumen Surfacing:	5	2	3	-
	Spot Improvement:	1	1	-	-
	Bridges	1	-	1	-
	Highways:				
	Routine Maintenance	50	19	31	31No. reshaping and ditch cleaning of gravel roads projects are on-going
	Periodic Maintenance/		4	52	

S/N	Sector	No. of Projects	Completed	On-Going	Remarks
	Reconstruction Projects	57			9No. Cocoa Roads projects have been suspended
	Urban Roads	6	-	3	3No. abandoned projects recommended for termination
2	Water Supply:				
	Social Investment Fund Projects	Construction of 13No. BHs in two Districts (Nkwanta North and Ho West)	13No. BHs drilled	-	Drilling report yet to be submitted by contractor
	Plan International, Ghana	Development of high yielding BHs into LMS in four communities (Liatu Teikrom, Liatu Agboyira, Liatu Soba & Liatu Dafornu) in Afadzato South District	4No. LMS	-	Facilities completed and handed over to beneficiary communities
	Rotary International/ USAID collaboration WASH Project	Construction of 5No. BHs fitted with pumps in two (2) districts (Nkwanta South and Kadjebi)	Evaluation reports completed and submitted for further action	-	-
	UNICEF/GoG Limited Mechanization in three communities	Construction of 3No. LMS BHs at Anfoeta Gborgame/ Wadamaxe, Dapaa Junction and Wawaso communities in two(2) districts (Ho West and Kadjebi)	3No. LM	-	
	TRAGSA Water Supply Improvement Project (WSIP) under the Ghana-Spain Debt Swap Development Programme (DSDP)	Provision and improvement of water supply in 36 localities of 4 districts (Ho Municipal, Ho West, Adaklu and Agortime Ziope) through the Construction of 12 fully reticulated small town	Evaluation of bids completed and "No Objection" given for the award of contracts	Procurement of contractors for construction works	Completed and handed over to the beneficiary communities

S/N	Sector	No. of Projects	Completed	On-Going	Remarks
		6 LMS			
3	Education (GETFUND)	523	5	469	5 of the projects have been abandoned and 11 are at a standstill
4	GSOP	22	21	1	Assessment carried out in 5 No. communities in the Krachi East District on the One-Village One Dam Programme
5	EHSD (CLTS Triggering)	1,100	286	814	The process is donor driven
6.	NHIS	811,707 Targeted members for 2017	726,595 Active members	-	-
7	Electric Power	825	825	-	-

Challenges:

Projects and Programmes were hampered by the following:

1. Land and chieftaincy disputes in some areas
2. Inadequate staff at the Regional and Assembly levels.
3. The late release of funds to the RCC and the MMDAs
4. Inadequate revenue mobilization due to limited data by the respective MMDAs.
5. Inadequate office and residential accommodation affected integration of decentralized departments at the Regional and District levels.
6. Open defecation in some areas of the Region contributed to the spread of sanitation related diseases like cholera.
7. Delays in compilation and submission of Departmental Progress Reports

8. Delayed honoring of payment certificates resulted in abandonment of project sites and cost escalations
9. Inadequate vehicles for monitoring projects

Recommendations:

1. Land ownership system should be well structured and lands demarcated to avoid conflicts.
2. MMDAs should be proactive in the management of security threats to avoid escalations.
3. Timely release of funds to avoid project cost over-runs.
4. MMDAs should adopt proactive measures for revenue mobilization.
5. MMDAs should on annual basis construct residential and office facilities to help address the office and residential accommodation gap.

Western Regional Coordinating Council (WRCC)

Introduction

This report covers key activities carried-out by the Western Regional Co-ordinating Council, its 22 MMDAs and sector institutions and departments within its jurisdiction over the reporting period of January-December, 2017. The report provides a summary of the Regional Profile, Administrative Issues, Developmental Activities of sector institutions, District Assemblies and Development Partners. It covers development projects, financial performance and shortcomings with suggested recommendations to address the difficulties that encumbered the RCC in 2017 for improved performance in the ensuing year.

Some major achievements during the period under review include the following:

- Official commissioning of the first oil from the Offshore Cape Three Points in the Western Region by His Excellency President Nana Addo Dankwa Akuffo Addo at the Takoradi Airforce Base on Thursday, 6th July, 2017.
- The official commissioning of four Chinese Defender Class Boats into Service with the Ghana Navy at Sekondi by the Hon. Minister for Defence, Dominic Ntiwul on Tuesday, October 31, 2017.
- Launch of Regional Spatial Business Report and District Business Register by the Ghana Statistical Service on Friday, 3rd February, 2017.
- Commencement of Third Phase of Dualization of Kansawurodo By-Pass Road (8.50Km) on 17th February, 2017.
- Commissioning of Marine Gas Oil Storage Facility by Ghana Oil Company Limited (GOIL) took place at the Takoradi Harbour on Wednesday 3rd April, 2017.

Regional Profile

The Western Region is situated in the South-Western part of Ghana between latitudes 5⁰N and 7⁰N and longitudes 3.2⁰W and 1.4⁰W. It is bordered to the north by Ashanti and Brong-Ahafo Regions, to the east by Central Region and on the west by La Cote d' Ivoire. The Southern part is bordered by the Gulf of Guinea. It covers 23,921 square kilometres consisting about 10 percent of Ghana's total land area.

The total population of the region was 2,376,021 in 2010 according to the 2010 Census with a growth rate of 1.8%. The estimated total population for 2017 according to the Ghana Statistical Service stands at 2,954,789. 70% of the population engaged by the Agriculture sector whilst the remaining 30% are into Industry and Service.

Major industries in the region include those that process assorted food and cash crops, fishing, livestock, cocoa products, timber processing and palm oil processing. The unemployment rate

stood at 4% whilst labour force participation rate was 70%. A total of 7.6% of the population are in severe poverty.

The dominant languages used are Fante and English although others like Nzema, Ahanta, Sefwi, Wassa and Aowin are spoken.

The region has twenty-two (22) Assemblies, made up of one (1) Metro, three (3) Municipalities and eighteen (18) Districts. There are twenty-six (26) political constituencies and twenty-two (23) traditional Paramountcies.

Endowed with immense mineral resources, the region tops in the production of cocoa, gold, bauxite, manganese, rubber, coconut and oil palm in the country. Other natural resources found in the region include kaolin, timber and other forest resources, wildlife and fisheries, natural gas and oil and clays.

The Region is blessed with 192 kilometres of pristine coastline supporting a vibrant fishing business. It has an annual average rainfall of 1600 mm making it the wettest in Ghana. It has 75% of tropical high forest with forty-eight (48) forest reserves covering 7,667.43 km² of the region. This forms approximately 32% of the region's total land area and constitutes 40% of Ghana's total forest reserves. The Region is divided into seven (7) Forest Districts and these are Takoradi, Tarkwa, Asankrangwa, Enchi, Sefwi Wiawso, Juaboso-Bia and Bibiani.

Administrative Issues

Over the period under review, the Region was managed by Dr. Kwaku Afriyie (MP for Sefwi Wiawso) as the Honourable Regional Minister with Gifty Kusi as the Hon. Deputy Minister. The appointment and confirmation processes for District Chief Executives was generally smooth. Participation of females in political leadership positions continues to record a low representation as only three out of the twenty-two MMDCEs were females. Out of the 784 Assembly Members in the Region, only 74 are females representing 9.44% and 710 males representing 90.56%.

Reports on departments at the Regional level

Ghana National Fire Service (GNFS): The total staff strength of the Region as at December, 2017 was four hundred and twenty-one (421) including one (1) civilian employee.

1. During the year 2017 (January – December) a total of four hundred and fifteen (415) fires were recorded within the Region, with one hundred and ninety-six (196) injuries and three (3) deaths being recorded. The total estimated cost of damage to property was seven million five hundred and fourteen thousand, seven hundred and one Ghana Cedis, zero eight Pesewas

(GH¢7,514,701.08). The Command also attended to forty-three (43) road traffic collision (RTC) incidents reported within the Region with one hundred and twenty-five (125) injuries and twenty (20) deaths recorded.

2. A total of one hundred and eighty-five premises (185) had their application for fire certificate processed.
3. A total of thirteen (13) institutions/companies were given basic fire-fighting training.
4. The Public Education was carried out for seventy-nine (79) radio stations, thirty-six (36) fuel stations, Twenty-nine (29) transport terminals/lorry parks, Seven (7) garages/auto mechanic association, Forty-one (41) schools, Twenty-seven (27) markets, fifteen (15) churches/religious organizations, Eighteen (18) fishing communities, Thirty-four (34) farming communities, and Eleven (11) public institutions.
5. Mobilised Fire volunteer squads in communities as follows: sixteen (16) in the Juaboso; twenty-six (26) Nzema East municipality; and four (4) in the Mpohor district bring the total number of trained fire volunteers to five thousand six hundred and thirty-two (5,632).

Birth and Death Registry

During the year under review, the Department automated some aspect of its work processes, deployed mobile phone technology to register Birth Event and introduced Online Application/Registration of Certified Copies of Birth.

Monthly Birth and Deaths Registered

	BIRTHS			DEATHS		
Month	Male	Female	Total	Male	Female	Total
January	1620	1415	3035	127	86	213
February	1544	1581	3125	125	110	235
March	1695	1588	3283	113	83	196
April	1927	1762	3689	37	28	65
May	3490	3289	6779	85	62	147
June	2951	2567	5518	27	24	51
July	1943	1758	3701	52	47	99
August	3582	3479	7061	38	35	73

September	4101	3741	7842	98	73	171
October	2301	2212	4513	68	50	118
November	2391	2519	4910	30	22	52
December	2156	2127	4283	59	53	112
	29701	28038	57739	859	673	1532

Veterinary Services Department: The total staff strength of the Veterinary Service Department in the region is **sixty-Two (62), with** 52 Males and 10 Females. This is made up of 5 professionals, 8 Sub-Professionals and 44 Technicians.

Achievements

1. The Regional Veterinary officer participated in a two days' workshop on EBOLA disease at Kumasi by WHO (World Health Organisation).
2. A one-day training course was organized for two hundred people (farmers and MoFA staff) on I-2 VACCINE and the vaccination of local fowl birds against New Castle disease by WAAPP/VSD. A workshop on Meat Inspection was attended by selected staff (Slaughter House attendance) organize by the U.S.A.I.D in Kumasi.
3. A workshop on Bird Flu was also attended by some selected staff in Accra. Five (5) staff from five districts attended a two weeks' course organize by School of Public Health/ G.F.E.L T. P University of Ghana Legon.

HR Issues

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

Recruitment	Upgrading	Promotions	Postings	Transfers
125	15	220	15	-

- Thirty-Six (36) officers went on retirement in the Region, two were from the RCC.
- A total of 15 officers were upgraded from the Region's HR, Engineering, Procurement and Administrative Classes.
- 15 officers were posted out of the region to other parts of the country
- 220 officers were promoted. Majority of the officers were from the Development Planning and Budget Classes.
- In the year under review 125 newly recruited officers were posted to the region.

Staff Development (Capacity Building/Training).

In terms of capacity building, Performance management capacity building training was organized at the Regional Co-ordinating Council (RCC) for all Heads of Department. Also officers in the Secretariat class benefitted from a three (3) day workshop at Tarkwa.

EU Supported capacity building project (Closer Governance)

As part of the European Union (EU) capacity building support to the Regional Co-ordinating Councils (RCCs) under the Closer Governance, the Region's project titled "Strengthening the Participatory Planning in the Western Region of Ghana" was brought to an end. As stipulated in the grant contract, the final expenditure verification of the project's accounts was conducted by Febert Consult, an audit firm based in Takoradi.

It is interesting to note that our final report submitted to the European Union was fittingly accepted by the European Union (EU) as being in line with the conditions stated in the grant contract. It is of note that the WRCC was the first out of the ten (10) RCCs in Ghana to successfully complete the project.

Official Visits

No.	Visit Date	Personality	Purpose
1	24/2/17	Deputy Chinese Ambassador to Ghana	Courtesy call on Hon. Regional Minister (RM)
2	29/3/17	Vice Chancellor of Takoradi Technical University	Courtesy call on Hon. RM
3	6/4/17	Regional Executives of GPRTU	Courtesy call on Hon. RM
4	18/4/17	Chief Imam	Courtesy call on Hon. RM
5	15/5/17	Deputy Minister of Food and Agriculture	Working visit to the Region
6	26/5/17	Western Naval Commander	Courtesy call on Hon. RM
7	6/6/17	Minister of Aviation	Courtesy call on Hon. RM
8	7/6/17	Omanhene of Nsein Traditional Area	Courtesy call on Hon. RM
9	21/6/17	Head of Local Government Service	Courtesy call on Hon. RM
10	19/7/17	C.E.O. of Public Procurement Authority	Courtesy call on Hon. RM
11	25/7/17	Regional Executives of AGI	Courtesy call on Hon. RM

No.	Visit Date	Personality	Purpose
12	26/7/17	World Health Organization Representative of Ghana	Courtesy call on Hon. RM
13	2/8/17	Regional Advisory Committee Members of Ghana Employers Association	Courtesy call on Hon. RM
14	7/8/17	His Excellency, Nana Addo Dankwa Akufo Addo, President of Republic of Ghana	Three (3) Day official visit to the Western Region
16	14/8/17	Hon. Sports Minister	To inspect various stadia in the Metropolis
17	28/8/17	Ebiradze Stool Family of Takoradi Amanful	Courtesy call on Hon. RM
18	28/9/17	Canadian High Commissioner to Ghana pays courtesy call on RM	Courtesy call on Hon. RM
19	3/10/17	Director of Passports, Ministry of Foreign Affairs courtesy call on Hon. RM	Working visit to Regional Passport Office
20	9/10/17	Hon. Interior Minister pays courtesy call on Hon. RM	Tour of Western Region
21	31/10/17	Hon. Defence Minister Dominic Ntiwul pays courtesy call on Hon. RM	Commission Chinese Defender Class Boats at the Sekondi Naval Base
22	14/11/17	Chief Executive Officer of Ghana Export Promotion Authority pays courtesy call on Hon. RM	Courtesy call on RM
23	17/11/17	High Commissioner of Nigeria to Ghana	Courtesy call on Hon RM
24	22/11/17	Controller and Accountant General pays courtesy call on Hon. RM	Tour of the Western Region
25	08/12/17	The New Ambassador of Norway to Ghana pays courtesy call on Hon. RM	Tour of the Western Region

No.	Visit Date	Personality	Purpose
26	11/12/117	Commissioners of Commission of Inquiries on Regional Re-organisation and Development pays courtesy call on Regional Minister	Courtesy call on Hon. RM

Security Issues

1. Illegal Mining
2. Chieftaincy Disputes: Sefwi Antobea, Bonyere Traditional Area, Nsadweso (Wassa East District), Dadieso Traditional Area, Sefwi Wiawso Traditional Areas, Sefwi Bekwai Traditional Area (sukusuku), Asankragwa, Aowin Traditonal Area, Enchi, Wassa Fiase Traditional Area, Wassa Benso; Awudua Chieftaincy Problem; Princess Town and Akatakyi in the Kwesimintsim District, Fijai; Hotopo; Barmiakor (Axim Disrict); Wassa Essuoso; Apowa; Awudua; Akwaida, and Shama Traditional Area
3. Land issues: Land Disputes, Sale of of Large Tracts of Land, and Fragmentation of land Holdings

Programmes, Projects and Activities by Sectors

Social sector

Education: The Region has at December 2017 could boast of the following number of educational facilities at the various levels:

LEVEL	PUBLIC	PRIVATE
KG	1599	823
PRIMARY	1595	896
JHS	1056	608
SHS	48	16
TVET	2	0
SPECIAL SCH.	3	0
Universities	2	0

The major achievements chalked in the Education Sector in the year under review was the completion of and hand over of a Teachers Resource Centre in Sekondi to G.E.S.

National Health Insurance Authority

During the period under review, the Region with a total staff strength of 265 had an active membership of 1,028,212 and Registered 25,665 indigents and LEAP beneficiaries.

Ghana Health Service

The Ghana Health Service in the Region has Eight Hundred and Fourteen (814) Health Facilities comprising 638 Government, 25 Mission, 7 Quasi-Government and 144 Private facilities. The human resource strength of the service in the Region for 2017 is 7428 an increase of 7.5 percent over the previous year staff strength.

Year	Total No. of Staff	Difference	Percentage (%)
2014	6773	632	10.3
2015	7077	304	4.5
2016	6907	170	2.4
2017	7428	521	7.5

Staff to Population Ratios: The ratios of the Region were computed using the 2017 population figures projected from 2010 Population Census from the Center for Health Information Management (CHIM)

Category	2014	2015	2016	2017
Medical Officers	1:26,790	1:26,772	1;30,070	1:27,875
General Nurses	1:3,102	1:2,944	1:2,986	1:2,767
Midwives	1:1,286	1:1,076	1:1,011	1:916

Water and Sanitation

Community Water and Sanitation Agency: In the year under review the CWSA undertook the under-listed projects which have been completed and due for commissioning;

1. Supomu Dunkwa Water Systems in Shama District
2. Ekutuase Water Systems in Wassa East District
3. Esiamma Water System in Ellembelle District
4. Nsuaem Water System in Tarkwa –Nsuaem Municipal
5. Beppoh Water System in Prestea-Huni Valley District
6. Insu-Siding Water System in Prestea-Huni Valley District
7. Jappah Water System in Amenfi East District
8. Nananko & Abreshia Water System in Amenfi East District
9. Agyakaa Manso Water System in Amenfi Central District
10. Old & New Yakasi Water System in Aowin District
11. Nsawora Water System in Sefwi Akontombra District
12. Bopa Water System in Sefwi Sefwi Akontombra District
13. Amafie Water System in Sefwi Wiawso Municipal
14. Kwametaiwiakrom Water System in Bia West District

Ghana Water Company Limited (GWCL)

1. **Demand versus supply:** Estimated potable water demand, supply and the supply gap for operational areas is depicted in the table below:

Description	m ³ /day	Million Gallons per Day (MGD)
Water Demand	72,000	15.8
Average Water Production	32,000	7.0
Supply gap	40,000	8.8

GWCL Operations: GWCL operates/manages eight (8) water supply systems in the Region and these are:

1. Daboase Water Treatment Plant
2. Inchaban Water Treatment Plant
3. Bonsa/Tarkwa Water Treatment Plant

4. Axim Water supply system which comprises a Water Treatment plant and a mechanized Borehole System constructed under the Subsequent Year Investment Programme (SYIP)
5. Prestea mechanized Borehole System
6. Aboso SYIP mechanized Borehole System
7. Elubo SYIP mechanized Borehole System
8. Bogoso SYIP mechanized Borehole System.

Regional Environmental Health and Sanitation Department

The Department has the staff strength of 255 and conducted 2,895,000 industrial, commercial, domiciliary premises inspection. 721 Sanitary offenders arranged before court of competent jurisdiction for adjudication.

Under **Food Hygiene and Safety**, a total of 153,743 food vendors were screened with 794 found to have some disease conditions. The number screened represents 5% increase over the previous year of which 250 were found to have some disease conditions. Those who had some conditions were given medical treatment by physicians. In addition to this, 34 water treatment premises as against 23 the previous year were visited and consequently advised on personal hygiene, occupational safety, environmental cleanliness, proper handling of the final products among others were delivered.

On meat inspection: Limited exercises were carried out due to the availability only 57 approved slaughter houses and slabs as such there was a decline in number from 456 to 267 of animals slaughtered monthly. The limited and poor nature of the existing slaughtering facilities in the region largely contributed to this.

Stray Animal Arrest: The department arrested and auctioned 1,540 stray animals and the proceeds put into government coffers. There has been a reduction in stray animals arrested from 1,954 to 1,540 due to inadequate number of pounds.

Programmes and Projects

Environmental Health

Under Community Led Total Sanitation, 41 communities in the four districts namely Sefwi Wiawso Municipal and Amenfi West, Central and Sefwi Bodi districts which Global Communities was working were verified and certified by RICCS for attaining ODF. Also, the IDA CLTS Quick Wins Phase II, the CWSA in collaboration with the department achieved ODF in 7 communities in three (3) of the four (4) districts namely, Ellembelle, Aowin and Wassa Amenfi East. School Health Inspection revealed that out of the 456 schools visited, 73 were not having adequate sanitary facilities and those having their facilities in a deteriorating state.

Manpower Development: The department organized 23 Capacity Building training or workshop programmes for 50 staff on data collection, preparation of action plan, report writing, preparation of DESSAP and revision of Assembly’s Byelaws.

Public education and sensitization: Seventy-three (73) community durbars and 34 meetings were held with fifty-eight (58) media encounters as .Public Education, sensitization and compliance enforcement to ensure hygiene and behavioural change.

Economic Sector

Roads

In the year under review, GHA supervised the execution of projects including:

- Pothole Patching of Takoradi -Tarkwa Road
- Completed the construction of New Toll Booths on the Takoradi – Tarkwa highway
- Completed Reconstruction of Enchi Town Road

Department of Feeder Roads

The total length of identified feeder road network in the Western Region as at December, 2017 is 5, 481 km. This comprises of 3,129 km Engineered, 1,161km Partially Engineered and 1,191 km Non-Engineered feeder roads. The bituminous surface is 7.15 percent, graveled 74.4 percent and 18.45 percent.

1. **Enhanced Road Fund:** One (1) enhanced road fund contract was awarded in August 2016. It is 53.2 km at a cost of Gh¢ 160.80 million, as shown on table 2.2. The status of the contract is at 14% physical completion and 12% financial progress.
2. **Ghana National Gas Co. Ltd.:** A total length of 42.22 km was achieved at a cost of Gh.¢ 51.46 million, which is part the two contracts made up a total length of 53.0 km at a cost of Gh.¢ 64.60 million under the Atuabo gas plant enclave which were rolled over from 2016 to 2017.
3. **Rehabilitation and Spot Improvement Contracts:** COCOBOD supported the rehabilitation and spot improvement Contracts executed was 8.5 km at a cost of Gh¢ 4.92 million in 2017.

Urban Roads

There are a total of nineteen (19) ongoing periodic maintenance projects at varying stages of completion amounting to approximately **Two Hundred and Eighty-Seven Million Two Hundred Thousand(GH¢287,200,000.00)** within the region. Table 2 below outlines a breakdown of ongoing projects into specific periodic maintenance activities.

Table 1: Summary of Ongoing Periodic Maintenance Projects Region

	Reconstruction	Rehabilitation	Upgrading	Asphaltic Overlay	Total
Scope (km)	12.10	9.00	49.69	53.00	123.79
Cost (GH¢million)	66.15	28.34	117.83	74.88	287.20

**Scope and costs of substantially completed projects are have been included in this table.*

Ministry of Food and Agriculture (Western Region)

The Regional Agriculture Department received Gh¢28,109.48 out of the Gh¢50,000.00 approved budget in 2017. This show that 57% of the approved GOG budget was released during the 2017 calendar year. During this same fiscal year MAG gave RAD Gh¢433,870.25 to carry out it planned work. The MMDAD also were given Gh¢1,612,500.00 as an amount for all the districts, except Bia West which has not received fully the 3rd and 4th quarter fund due to dishonored cheque.

A total of 4.3 ha of rice and vegetables farms were affected in the Region. The effect of Blast disease was relatively high in Bia East, Bibiani-Anhwiaso-Bekwai, Mpohor Districts. Anthracnose, early Blight and Root Knot diseases on tomatoes affected approximately 0.3ha of cropped area. This has affected the production per tonnage of the crops. There was also white fly attack on pepper which affected 1.0 ha of land.

Agro Chemicals Supplied by MoFA: A total quantity of 4,720 of various chemicals were received and 4,524 were distributed to the various MMDAs. A total of 3,598 benefitted of which 1,158 were females. Six (6) different types of chemicals were supplied to MMDAs to help control and manage the FAW.

Agricultural Productivity: 5 (ha) of maize is under cultivation in the fourth quarter under the planting for food and jobs programme, made up of 7 farmers, 2 females and 5 males. There are 13 farmers who are cultivating rice under the planting for and jobs programme, currently 6 (ha) is being cultivated. Four male farmers are cultivating 3 (ha) of tomatoes under the planting for food and jobs programme during the reviewing period.

Agro Input Distribution under PFJ: Under the PFJ; a total of 18,573 NPK and 17,357 Urea fertilizers were received, 9,880 bags of (50kg) NPK and 6,026 bags have been distributed to farmers and 6,026 bags of (50kg) Urea were distributed to farmers to cultivate on Maize, rice and vegetable. A total of 9800 farmers benefitted from the distribution of the NPK, % were females and 6002 farmers benefiting from the Urea with % being females.

Table: Seed Distribution

Type of Fertilizer	Quantity of seeds (Bags)				No of beneficiaries		
	Target	Received	Distributed	Balance	Male	Female	Total
Maize	400	264	236	8.56	314	77	391
Rice	5,500	1,942	697.45	1,232.55	1,027	182	1,209
Tomatoes	300	2,705	2559	146	103	34	137
Pepper	2,000	1392	984	357	619	244	863
Total	8,200	6,303	4,476.45	1,744.11	2,063	537	2,600

Since the inception of the program which is still on going the region has been able to supply four commodities seed to total of two thousand six hundred (2.600) beneficiaries with a total amount of 4,476.45 with Tomato, rice, maize and pepper seed for cultivation

Agriculture Extension Exention

The number of AEAs at post during the year 2017 was 128 of which 9 were females representing 7 percent. The number of YEA personnel recruited under planting for food and jobs in the region was 57(50 males, 7 females). The recruited personnel have supported the various MMDAs to reach out to many farmers in the dissemination of technologies in the region.

The region requires 284 Agriculture Extension Agents (AEAs) to help in the effective extension service delivery to improve agriculture development. This indicates that AEAs at post as compared to the requirement in the table above is inadequate for effective service delivery. This implies that the region requires 55% of AEAs to augment the current staff. Currently, AEAs at post are 128, with 9 being females representing 7%. The percentage of female AEAs at post compared to total number of AEAs is negligible. The number of YEA personnel in the region is 57.

Challenges and Recommendations

The Western Region is immensely endowed with natural resources and makes significant contribution to the Gross Domestic Product (GDP). However, it continues to lag behind when it comes to key infrastructural facilities. Among these challenges are:

Poor Conditions of Roads: Most of the hinterland areas lack good motor-able roads and ironically they are areas that produce bulk of the resources that earn the country foreign exchange.

Bad Condition of the Railways: The collapse of the railways, has necessitated that manganese as well as other products which were previously transported by railway are now being conveyed to the ports via road thereby having a devastating effects on the life span of our roads. It is expected that with the creation of the Railway Ministry, the western railway line will be rehabilitated to prolong the lifespan of the roads and also create jobs and resuscitate economic activities of communities lying along the railway line.

Land Degradation and Pollution of Water Bodies: Notwithstanding the fact that the activities of illegal miners popularly referred to as “Galamsey” in the Region have been curtailed by the operation Vanguard, still the negative effects of the devastation to most of the arable lands still persist. The net effect is that most people in the affected communities in Wassa Amenfi East and Wassa Amenfi Central have been rendered jobless. Major rivers in the Region, namely Pra, Tano, Bia, and Ankobra have still not recovered from the pollution caused by these activities. The Ghana Water Company in the region continues to spent huge sums of money to treat the polluted water.

Inadequate Water Supply: Water supply in the Sekondi –Takoradi Metropolis and its immediate environs is intermittent due to the falling levels of the Pra River, pollution and the silting of the pumping station of Ghana Water Company. There is therefore the urgent need for government to support the activities of operation vanguard.

Conclusions

The Western Region as a major contributor to the national economy needs more attention from Government, Development Partners and other stakeholders to improve on the living conditions of its inhabitants. The commencement of work on the Manso-Tarkwa stretch of the western railway line notwithstanding, efforts should be made to rehabilitate the whole Western Railway Line to ease pressure on roads in the region to enable them last their lifespan.

CHAPTER FIVE

FINANCIAL REPORTS

Financial Performance of the OHLGS as at 31st December, 2017.

Item	2017 Approved Budget (GH¢)	Released (A) (GH¢)	Expenditure (GH¢) (B)	Utilization (%) = (B)/(A)
Compensation	1,851,825.00	1,651,756.00	1,651,756.00	100.00
Goods & Services	1,300,000.00	722,938.11	632,202.26	87.45
Investment	2,000,000.00	-	-	-
DDF	-	-	533,953.68	-
Donor-DANIDA	3,015,000.00	1,370,000.00	1,620,718.44	
SUB-TOTAL	8,166,825.00	3,744,694.11	4,438,630.38	
World Bank (USD)				
Balance B/F	448,401.50			
World Bank	164,430.00	164,430.00	596,922.54	
TOTAL	612,831.50	164,430.00	596,922.24	

From the table above Compensation expenditure (payment of emoluments) amount to GH¢1,651,756.00 which is below the annual approved budget for compensation. Actual Compensation accounted for about 89% of the budgeted level of GH¢1,851,825.00 in the year under review. This may be due to challenges beyond our control as to payroll input processing issues and unexpected transfers during the year which requires immediate action on the E-payroll validations. During the year under review, releases for Goods and Services budget were up to the third quarter, representing 56% of the Goods and Services budget whilst expenditure paid for was 48.63%. The table below shows the trend over the last three years of Goods and Services releases.

Goods and Services Budget (Main Operational Funds 2014-2017)

Period	Annual Budget Approved GHC	Releases GHC	Percentage (%)
2014	3,000,000.00	1,572,654.50	52.4
2015	2,000,000.00	640,770.98	32.0
2016	1,050,000.00	405,049.00	38.6
2017	1,300,000.00	722,938.11	55.6

Other Funding Sources (Donor Support Fund)

- 1. Danida Sponsored Programme (RSGGP):** The Right to Service and Good Governance Programme (RSGGP), a DANIDA sponsored programme brought forward at the beginning of 2017 financial year an amount of GH¢351,641.03. This was in respect of some delayed activities from 2016 and received GH¢1,370,000.00 during the year under review. Funds available for utilization were GH¢1,721,641.03.

The total expenditure incurred during period under review was GH¢1,620,718.44, this account for 94.1% of the utilization funds. This depict that most of the planned programmes were undertaken during the year of reporting.

2. World Bank Sponsored Programme

Local Government Capacity Support Project – Com. 2B (LGCSP)

The year under review in respect of LGCSP programme with a beginning funds of USD448,401.50 and received an amount of USD164,430.00 in the year under review. The expenditure incurred during the period was USD596,922.54 about 97.4% of the utilization fund. There were no outstanding bills at the end of the period under review.

3. District Development Facility (DDF)

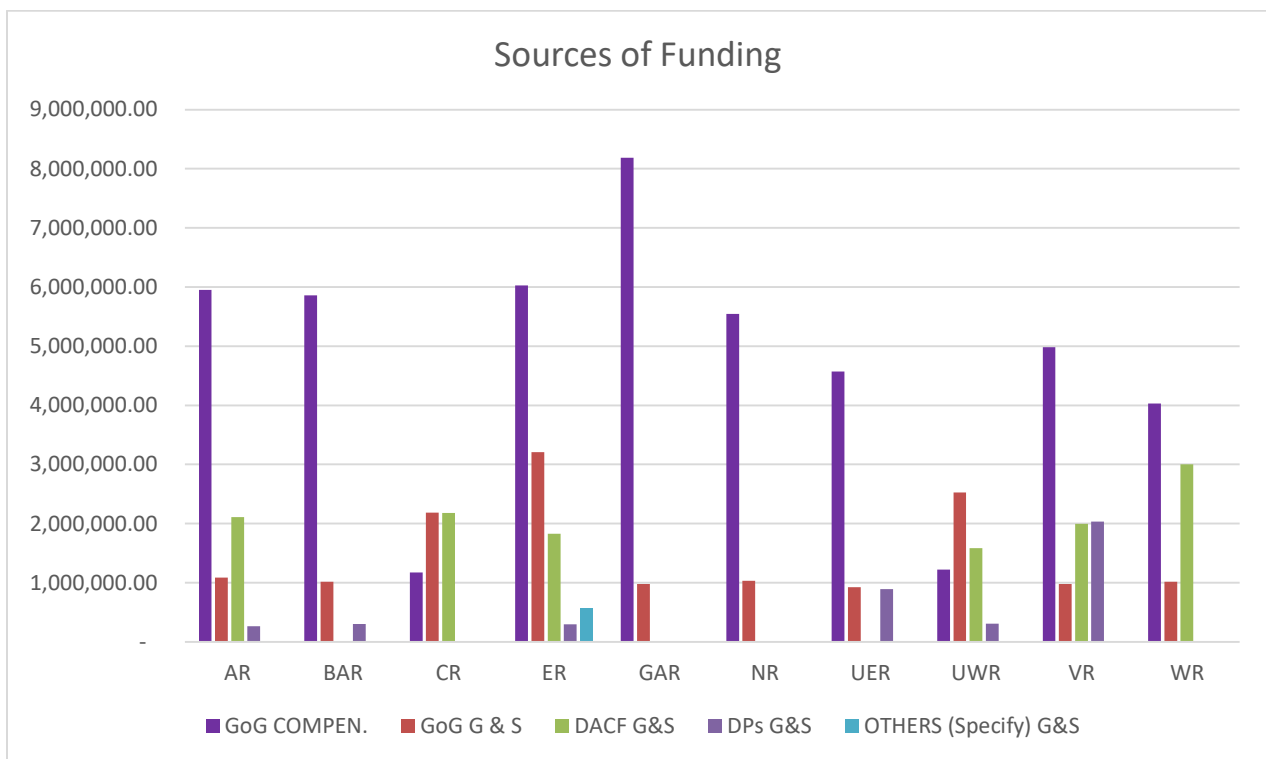
During the year 2017, the beginning fund was GH¢898,802.97 but there was no release during the period under review. The expenditure incurred was in respect of 2016 outlined activities of the DDF Generic Capacity Building components contained in the work plan submitted. From table above the expenditure captured was against the brought forward funds from 2016.

Regional Coordinating Councils and MMDAs

Sources of Revenue for RCCs

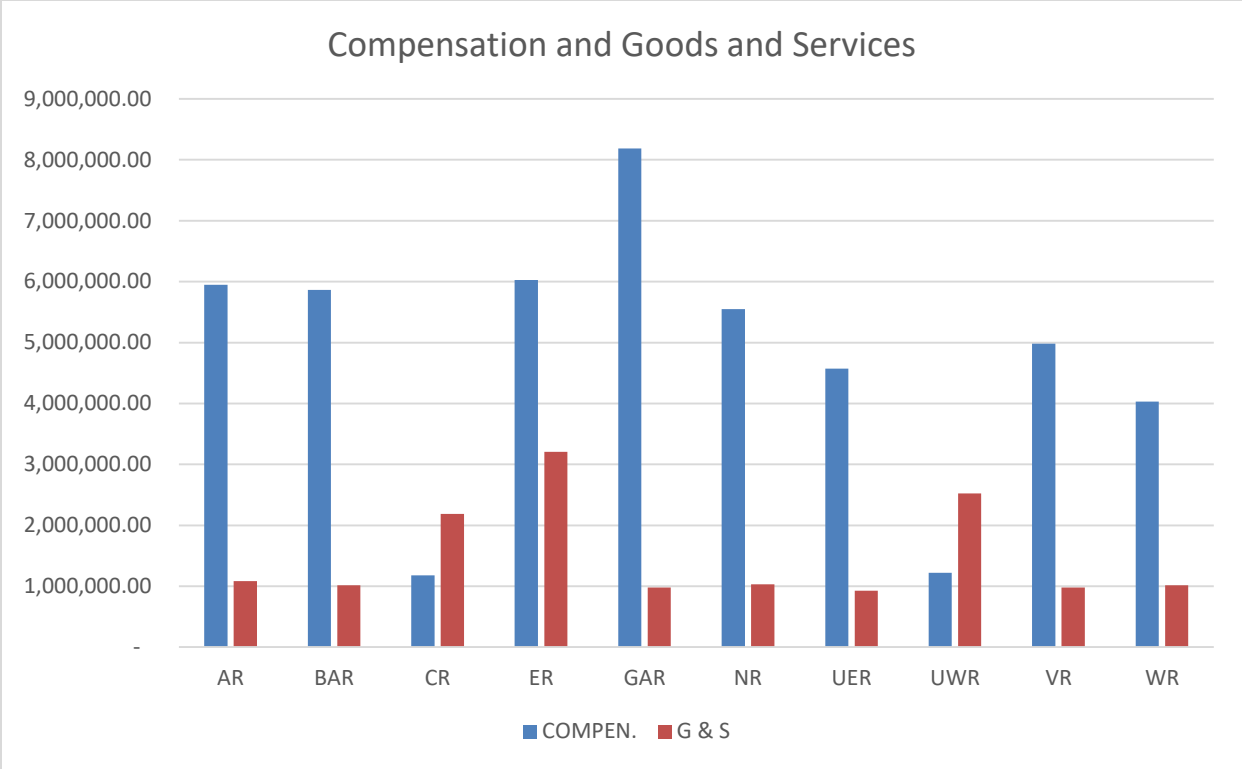
Figure 12 represents the revenue streams of all the RCCs which include DACF, Development Partners and other sources. Transfers from central government continuous to be the biggest source of revenue for the RCCs. However, over 63 percent of this source is spent on compensation of employees and the little left for Goods and Service as well as assets. This trend ought to change if the RCCs are to be empowered to deliver their mandate since service delivery is dependent on the combination the three economic classifications. Eastern is the only Regions that received funds from other sources and this was from the MDA source and contribution from MMDAs for the implementation of specified activities. Western, Central, and Ashanti Regions respectively received the highest DACF transfers. DACF transfer for Northern, Upper East and Greater Accra was not submitted as the time of compilation of data. Upper West Region received the lowest DACF transfer.

Figure 12: Sources of Funding



Compensation and Goods & Services

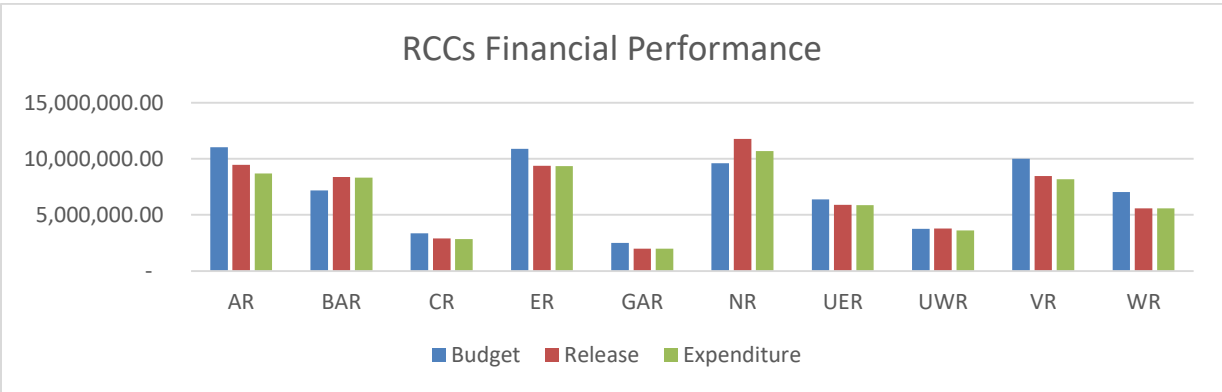
Figure 11 below shows GoG transfers to the ten (10) RCCs for Compensation of Employees and Goods & Services excluding DACF transfers. The Goods & Services allocation are used for recurrent expenditure items while that of compensation is for the payment of the emoluments of staff. Transfers for Goods & Services compares as stated but just 23 percent of when compared with Goods and Services transfer. It is therefore crucial for an increase in allocation for Goods & Services to ensure the discharge of government business at the regional level.



Financial Performance of RCCs

Figure 13 below gives an overview of the financial performance of the 10 RCCs vis-à-vis the budget, actual releases and amount spent for the year 2017. An amount of **GH¢71.7** was approved for the 10 RCCs, out of this, about **GH¢67.6 Million** was released representing 94 percent of the total budget. Of the amount released, an amount of **GH¢65,1 Million** was spent representing 96 percent of released funds. All RCCs received funds lower than their estimated budgets with the exception of Northern, Brong Ahafo and Upper West Regional Coordinating Council which received more than was budgeted.

Figure 13: Financial Performance

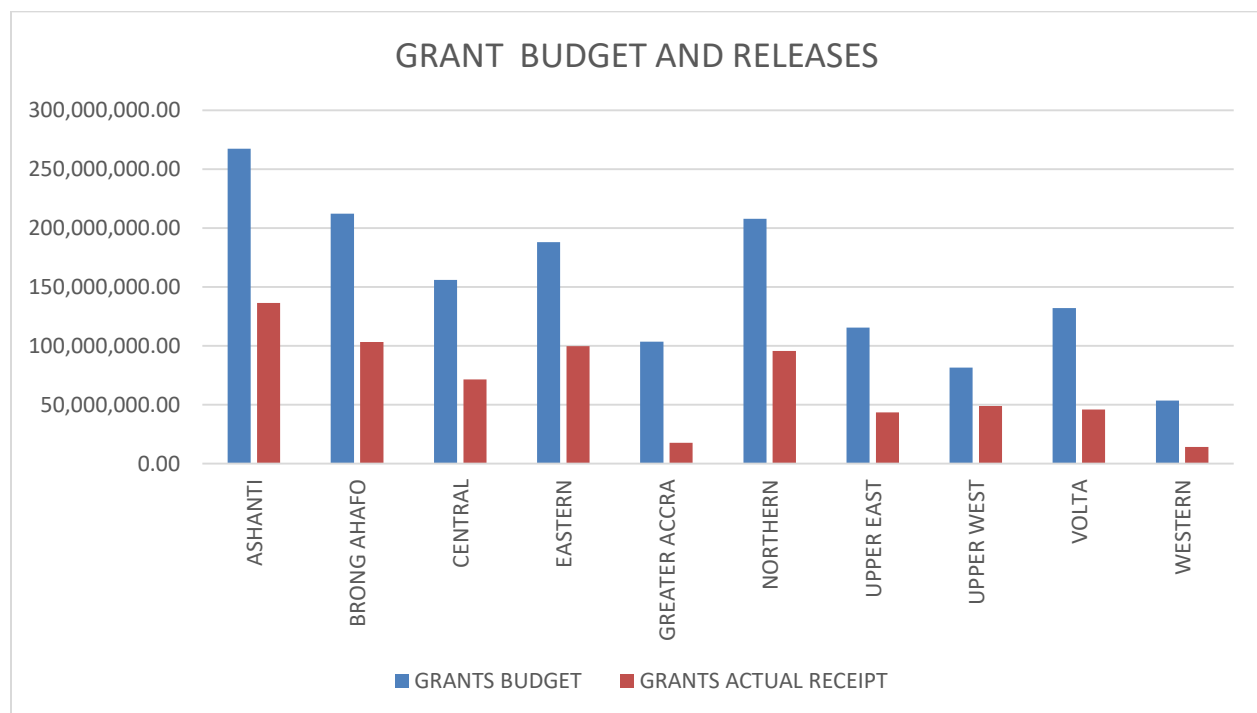


Regional Aggregates for MMDAs

Grants

Grants refers to fiscal transfers to MMDAs other than internally generated fund sources. They include GOG transfers, DACF, DPs and other project funds. As shown in Figure 14, Ashanti, Greater Accra, Northern, Eastern and Brong Ahafo Regions respectively had the highest transfers in respect of grants. They were followed by Western, Volta, Upper East, and Upper West respectively with Central Region receiving the least grant. It is important to note that the general trend of release of grants showed out of **GH¢1.5 Billion** budgeted only **GH¢677.5 million** was received, representing just 45 percent budgeted amount. This is a reduction from 2016 percentage receipt of 50 percent. This goes to confirm the need for drastic IGF strategies so as to enable local authorities execute their projects without much dependence on grants. The worst case was the situation of Greater Accra and Western Regions which received just 17 and 27 percent of their budgets respectively.

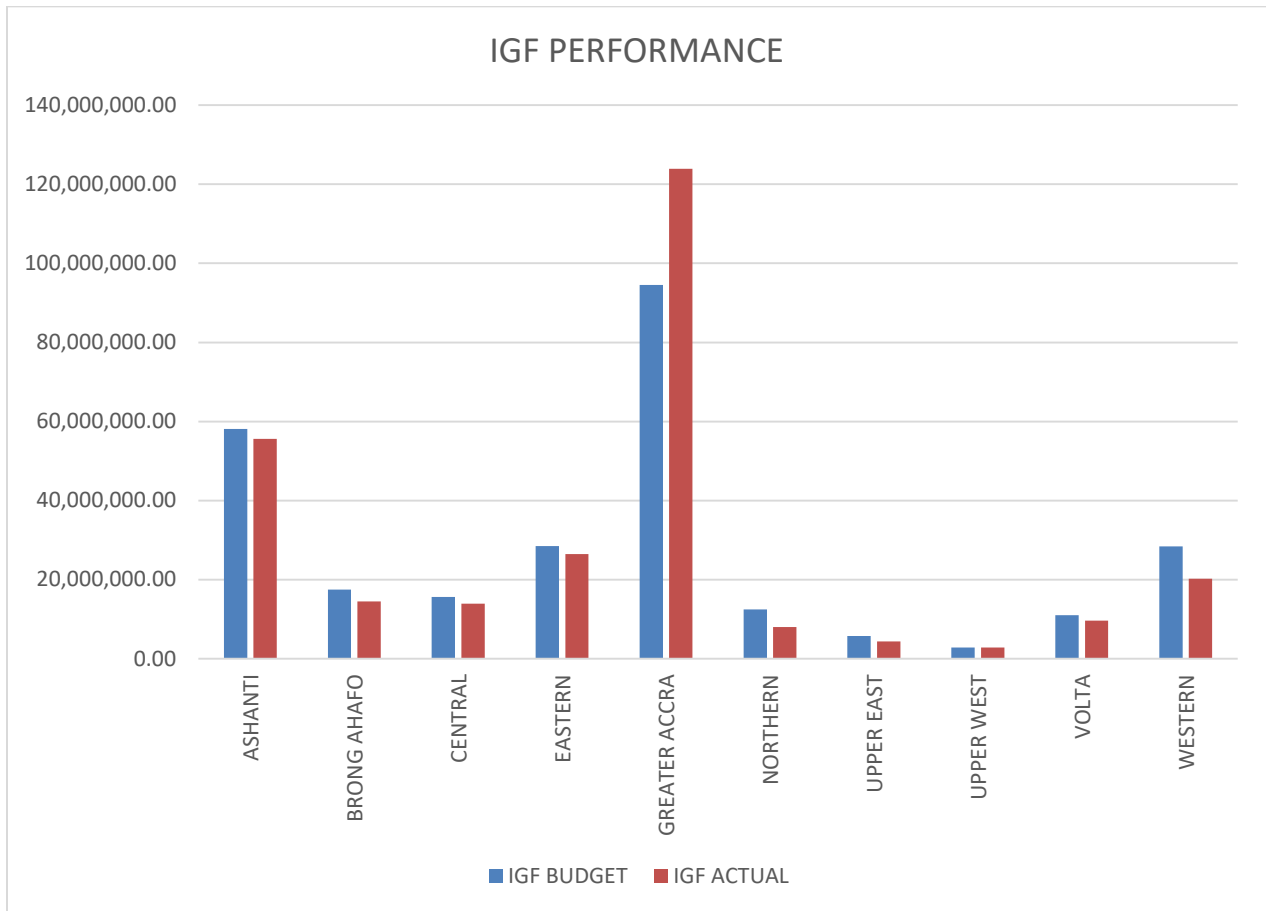
Figure 14: Grants - Regional Aggregates



Internally Generated Funds (IGF)

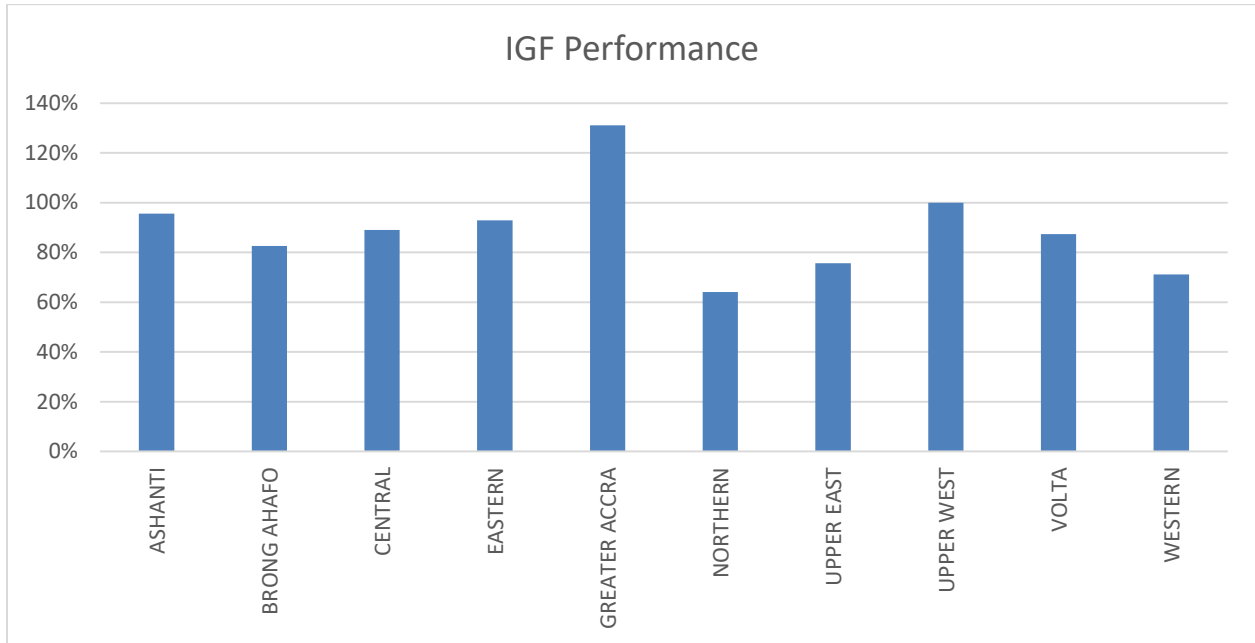
IGF constitutes a critical revenue source for MMDAs. Owing to the inadequacy and non-predictability of central government transfers and the dwindling trends of other grants over the years, MMDAs with vibrant IGF sources, explore that to their advantage. Figure 15 below shows the performance of MMDAs in all the 10 Regions.

Figure 15: Internally Generated Funds – Regional Aggregate



Even though, most MMDAs did not reach their targets, performance in Greater Accra region has shot the IGF performance over and above total budget for the 2017. In all, a total of GH¢274.7 million was budgeted and GH¢279.3 million was realized, representing 102 percent of budget for the period. Assemblies in the Upper West mobilised the least of an amount of GH¢2.8M. The best case is Greater Accra which realized 123.9 Million though 94.5 Million budgeted for in 2017, representing a 131 percent realisation. The level of mobilization across regions suggests the existence of revenue potential which MMDAs must tap into. Some challenges reported by assemblies that hindered revenue mobilization included boundary disputes, inadequate logistics, personnel and revenue data. Regional aggregate of IGF performance is shown in figure 16 below.

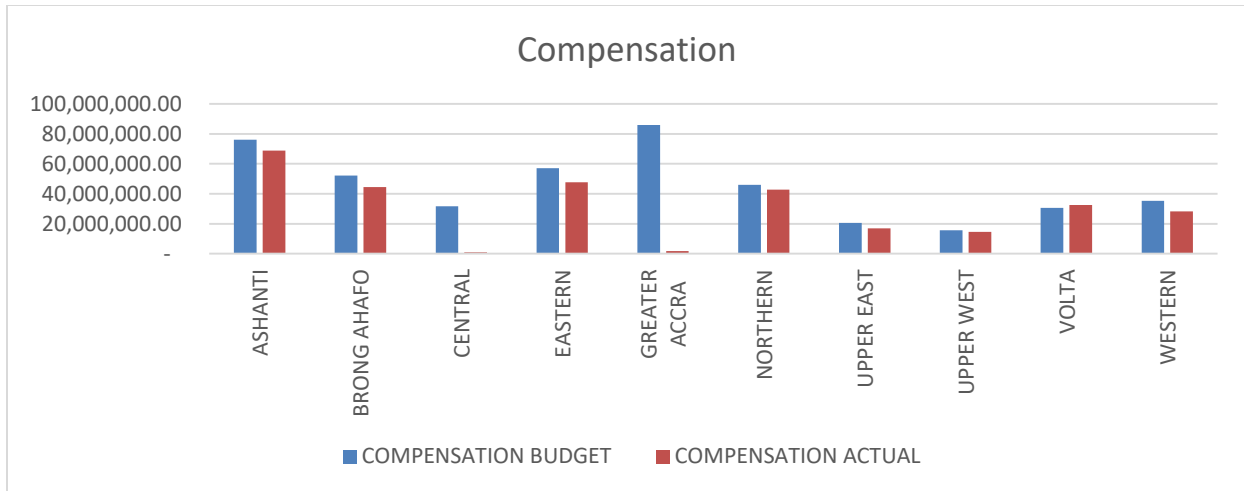
Figure 16: Regional IGF Performance



Compensation

Estimated and actual amounts for Compensation of Employees for the various MMDAs in all the Regions is presented in Figure 17 below. In respect of actuals, Ashanti, Eastern, Brong Ahafo and Northern Regions had the highest releases in that order. They were followed Volta, Western, Upper East, and Upper West Regions respectively. The aggregate compensation figure for Greater Accra and Central was not available at the time of data compilation. Regions with high Compensation of Employees shows greater concentration of staff and hence the large transfers. Upper West Region has the least number of assemblies and the least concentration of staff of the Service.

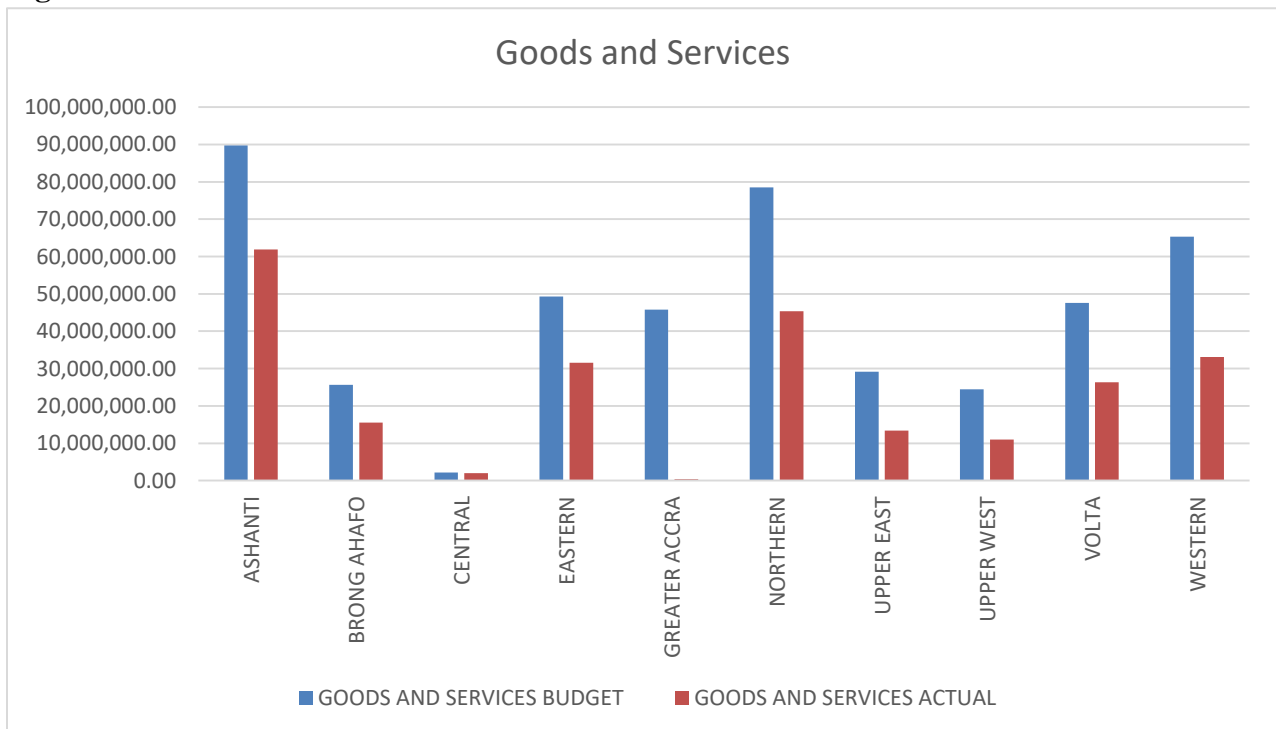
Figure 17: Compensation of Employees



Goods & Services

Estimated and actual amounts for Goods & Services for the various MMDAs in all the Regions is represented in Figure 18 below. For the year ended 2017, MMDAs received GH¢240,3 Million out of GH¢457.6 Million. With the exception of the Upper East and Upper West Regions, assemblies in all the remaining Regions received releases of over 50% of their estimated budgets for the period. Aggregate receipt for Greater Accra and Central was not available. The inadequacy of releases for Goods & Services to MMDAs adversely affected delivery on their mandates.

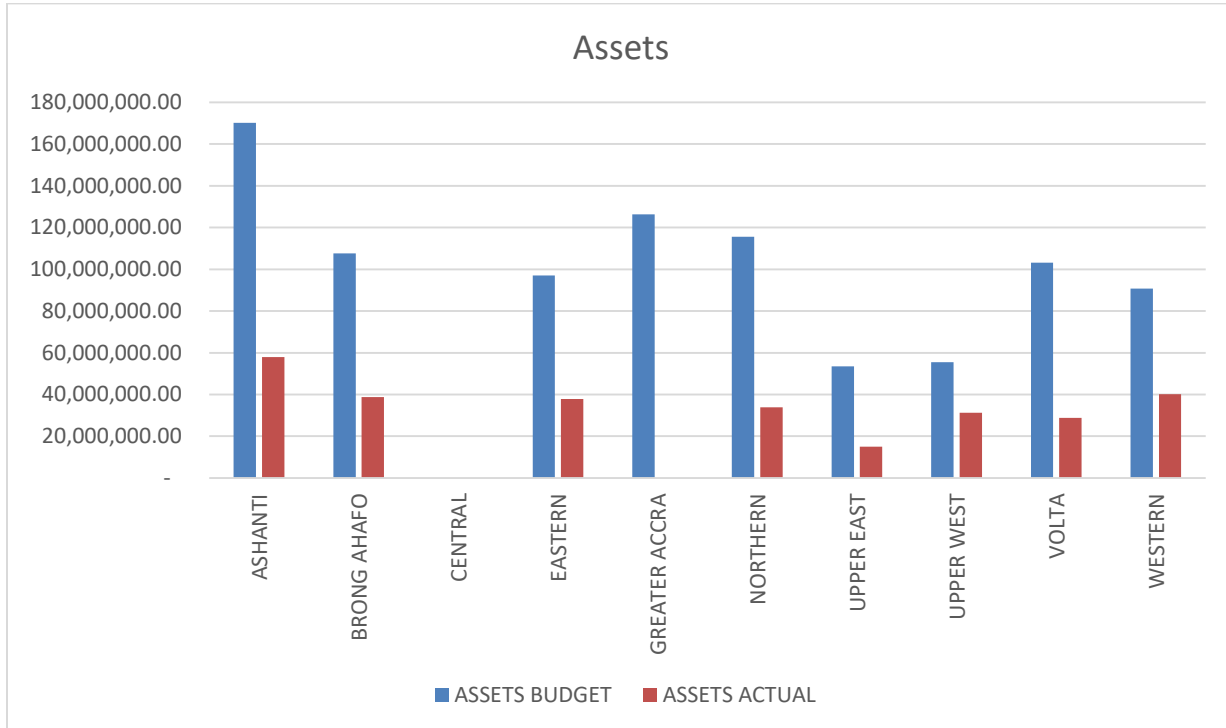
Figure 18: Goods and Services



Assets

Out of the three economic classifications, the budget for Assets is the highest. However, only 31 percent was received as compared to 53 and 66 percent for Goods and Services and Compensation respectively. For a developing country that need much investment in infrastructure at the local level, this trend is worrying and should be revised. Details of their commitments are shown in Figure 19 below.

Figure 19: Assets - Regional Aggregate



OUTLOOK FOR YEAR 2018

The following is the outlook for the three levels of the LGS (OHLGS, RCCs and the MMDAs) for the year 2018.

OHLGS

- Continue the Inter-Service and Sectoral Collaboration and Cooperation System meetings and public education on Act 936, L.I. 1961, and LGS Protocols
- Continue the implementation of performance management system LGS Communication Strategy
- Procure 11No. Pick-Ups for the RCC budget divisions.
- Undertake HR planning in the service to inform recruitment, appointment and promotion.
- Provide appropriate training as per capacity needs assessment for all levels (OHLGS, RCCs & MMDA staff)

Regional Services

- Improve the Human Resource Capacity of MMDAs for quality service delivery.
- Promote and maintain peace, law & order throughout the Regions.
- Organise Hearings and monitoring of the Composite Budget of District Assemblies in the regions
- Support, harmonise and co-ordinate district development plans

Decentralisation

- Continue the promotion of transparency and Social Accountability through regular Town Hall and SPEFA Meetings.
- Promote and maintain peace, law & order throughout the Districts.
- Monitor the implementation of 2018 Plans, Programmes and Budgets and prepare quarterly Progress Reports
- Continue with government's social protection programme for the vulnerable including LEAP and People with Disability (PWD)
- Support households with the construction of household latrines

APPENDIXES

N.	Region	MMDA	Status	Capital	Chief Executive	Assembly Members		
						Male	Female	Total
1	Ashanti	Adansi South		New Edubiase	Hon. Francis K Ankomah			
2	Ashanti	Obuasi	Municipal	Obuasi	Hon. Elijah Adansi-Bonah			
3	Ashanti	Sekyere South		Agona	Hon. Catherine Reckling			
4	Ashanti	Ahafo Ano North	Municipal	Tepa	Hon. M. Appiah-Nyantakyi			
5	Ashanti	Ahafo Ano South East	District	Mankranso	Hon. Joseph Agyeman Dapaah			
6	Ashanti	Bekwai Municipal	Municipal	Bekwai	Hon. Kwaku Kyei Baffour			
7	Ashanti	Amansie West		Manso-Nkwanta	Hon. Nii Lartey Ollenu			
8	Ashanti	Asante Akim Central Mun	Municipal	Konongo-Odumase	Hon. Susan Akomea			
9	Ashanti	Asante Akim South	Municipal	Juaso	Hon. Alexander Frimpong			
10	Ashanti	Atwima Nwabiagya	Municipal	Nkawie	Hon. Michael Awuku Amoah			
11	Ashanti	Bosomtwe		Kuntenase	Hon. Joseph Kwasi Asuming			
12	Ashanti	Ejisu	Municipal	Ejisu	Hon. Beatrice Serwaa Derkyi			
13	Ashanti	Ejura Sekyredumasi	Municipal	Ejura	Hon. Mohammed Salisu Bamba			
14	Ashanti	Kumasi Metropolitan		Kumasi	Hon. Osei Assibey Antw.			
15	Ashanti	Kwabre East	Municipal	Mamponteng	Hon. Nana Osei Assibey Bonsu			
16	Ashanti	Offinso Municipal	Municipal	Offinso	Hon. Solomon Kesse			
17	Ashanti	Sekyere East		Effiduase	Hon. Mary Boatemaa Marfo			
18	Ashanti	Mampong	Municipal	Mampong	Hon. Thomas Appiah Kubi			
19	Ashanti	Adansi North		Fomena	Hon. Eric Kwaku Kusi			
20	Ashanti	Amansie Central		Jacobi	Hon. Kwame A.-Boateng			
21	Ashanti	Atwima Mponua		Nyinahin	Hon. William Darko			
22	Ashanti	Offinso North		Akomadan	Hon. David Kwasi Asare			
23	Ashanti	Afigya Kwabre South		Kodie	Hon. Christian Adu-Poku			
24	Ashanti	Bosome Freho		Asiwa	Hon. Yaw Danso			
25	Ashanti	Atwima Kwanwoma		Foase	Hon. Nana Okyere T. Antwi			
26	Ashanti	Sekyere Kumawu		Kumawu	Hon. Samuel Addai Agyekum			
27	Ashanti	Sekyere Central		Nsuta	Hon. Kwadwo B. Bediako			
28	Ashanti	Asokore Mampong	Municipal	Asokore	Hon. Alhaji Alidu Seidu			
29	Ashanti	Asante Akim North		Agogo	Hon. Francis Oti Boateng			
30	Ashanti	Sekyere Afram Plains		Drobonso	Hon. Joseph Owusu			

N.	Region	MMDA	Status	Capital	Chief Executive	Assembly Members		
						Male	Female	Total
31	Ashanti	Oforikrom	Municipal	Oforikrom	Hon. Gloria Temmah Gambrah			
32	Ashanti	Kwadaso	Municipal	Kwadaso	Hon. Richmond A. Boateng			
33	Ashanti	Old Tafo	Municipal	Old Tafo	Hon. Fred Owusu Obeng			
34	Ashanti	Asokwa	Municipal	Asokwa	Hon. Akwanuasah Gyimah			
35	Ashanti	Suame	Municipal	Suame	Hon. Dr. J. Osei Bobie Boahin			
36	Ashanti	Juaben	Municipal	Juaben	Hon. Kwadjo Ansah-Sem			
37	Ashanti	Ahafo Ano South West	District	Adugyama/Dwinyama	Hon. Patrick Adusei			
38	Ashanti	Amansie South	District	Edubia	Hon. William Bediako Asante			
39	Ashanti	Atwima Nwabiagya North	District	Barekese	Hon. Rebecca Yeboah			
40	Ashanti	Akrofuom	District	Akrofuom	Hon. Maurice Jones Woode			
41	Ashanti	Adansi Asokwa	District	Asokwa	Hon. Andrew Adu Boahene			
42	Ashanti	Obuasi East	District	Tutuka	Hon. Faustina Amissah			
43	Ashanti	Afigya Kwabre North	District	Boaman	Hon. Kwesi K. Achamfour			
44	Brong Ahafo	Asunafo North Municipal	Municipal	Goaso	Hon. Yaw Osei Boahen	38	3	41
45	Brong Ahafo	Asutifi North		Kenyasi	Hon. Anthony Mensah	34	2	36
46	Brong Ahafo	Atebubu Amantin	Municipal	Atebubu	Hon. Edward Owusu	42	3	45
47	Brong Ahafo	Berekum East	Municipal	Berekum				
48	Brong Ahafo	Dormaa Central Municipal	Municipal	Dormaa Ahinkro	Hon. Drissah Quattara	43	3	46
49	Brong Ahafo	Jaman South	Municipal	Drobo	Hon. Alhaji Abuu	53	13	56
50	Brong Ahafo	Kintampo North Municipal	Municipal	Kintampo	Hon. Michael S. Baffoe	48	6	54
51	Brong Ahafo	Nkoranza South Municipal	Municipal	Nkoranza	Hon. Atta-Kusiwaa	40	4	44
52	Brong Ahafo	Sene West	District	Kwame Danso	Hon. John Nyarba	27	2	29
53	Brong Ahafo	Sunyani Municipal	Municipal	Sunyani	Hon. Dr. E. A. K. Richardson	44	7	51
54	Brong Ahafo	Tano South	Municipal	Bechem	Hon. Collins Offinam Takyi	50	7	57
55	Brong Ahafo	Techiman Municipal	Municipal	Techiman	Hon. John Donyina	45	3	48
56	Brong Ahafo	Wechi Municipal	Municipal	Wenchi	Hon. Dr. Prince K. Afriyie	39	2	41
57	Brong Ahafo	Pru East	District	Yeji				
58	Brong Ahafo	Tain	District	Nsawkaw	Hon. Charity A. F. Dwomoh	50	4	54
59	Brong Ahafo	Jaman North	District	Sampa	Hon. Adane Ankomah	37	2	39
60	Brong Ahafo	Kintampo South	District	Jema	Hon. Alexander Gyan	38	2	40
61	Brong Ahafo	Asunafo South	District	Kukuom	Hon. Osei Bonsu Snr.	40	-	40

N.	Region	MMDA	Status	Capital	Chief Executive	Assembly Members		
						Male	Female	Total
62	Brong Ahafo	Tano North	Municipal	Duayaw Nkwanta	Hon. Ernest Kwarteng	31	5	36
63	Brong Ahafo	Sunyani West	District	Odumasi	Hon. Martin Obeng	49	5	54
64	Brong Ahafo	Dormaa East	District	Wamfie	Hon. Emmanuel K. Agyemang	26	3	29
65	Brong Ahafo	Nkoranza North	District	Busunya	Hon. Gifty Korsah Arthur	33	4	37
66	Brong Ahafo	Asutifi South	District	Hwidiem	Hon. Dwomoh Mensah Robert	35	1	36
67	Brong Ahafo	Techiman North	District	Tuobodom	Hon. Peter Mensah	33	2	35
68	Brong Ahafo	Sene East	District	Kajaji	Hon. Abraham Mabnye	24	3	27
69	Brong Ahafo	Banda	District	Banda Ahenkro	Hon. Mary Konneh	8	1	9
70	Brong Ahafo	Dormaa West	District	Nkran Nkwanta	Hon. Mary Ameyaa	15	-	15
71	Brong Ahafo	Pru West	District	Prang				
72	Brong Ahafo	Berekum West	District	Jinijini				
73	Central	Abura/Asebu/Kwamankese	District	Abura Dunkwa	Hon. Felicia Aba Hagan			
74	Central	Agona West	Municipal	Swedru	Hon. Justina Marigold Assan			
75	Central	Ajumako/Enyan/Esiam	District	Ajumako	Hon. Ransford Nyarko			
76	Central	Asikuma-Odoben-Brakwa-Breman	District	Breman Asikuma	Hon. Isaac Odoom			
77	Central	Assin Fosu	Municipal	Assin Fosu	Hon. Nicholas Kofi Baako			
78	Central	Effutu	Municipal	Winneba	Hon. John B. Ninson			
79	Central	Cape Coast	Metro	Cape Coast	Hon. Ernest Arthur			
80	Central	Gomoa West	District	Apam	Hon. Bismark Nkum			
81	Central	Komenda-Edina-Eguafo-Abirim	Municipal	Elmina	Hon. Nana Appiah Korang			
82	Central	Mfantiman	Municipal	Saltpond	Hon. Kenneth Kelly Essuman			
83	Central	Twifu Ati Morkwa	District	Twifu Praso	Hon. Robert A. Nyantakyi			
84	Central	Upper Denkyira East	Municipal	Dunkwa-on-Offin	Hon. Isaac Awuah			
85	Central	Assin South	District	Kyekewere/Nsuaem	Hon. Derrick Owusu-Ambrose			
86	Central	Gomoa Central	District	Afransi	Hon. Solomon Darko-Quarm			
87	Central	Awutu Senya	District	Awutu Beraku	Hon. Stephen Kwame Quaye			
88	Central	Upper Denkyira West	District	Diaso	Hon. Asiedu Agyamang			
89	Central	Agona East	District	Nsaba	Hon. Derrick Armah Frimpong			
90	Central	Awutu Senya East	Municipal	Kasoa	Hon. Michael Y. E. Mensah			
91	Central	Ekumfi	District	Essarkyir	Hon. Bernard Bright Grant			

N.	Region	MMDA	Status	Capital	Chief Executive	Assembly Members		
						Male	Female	Total
92	Central	Hemang Lower Denkyira	District	Hemang	Hon. Emmanuel Kojo Nanah			
93	Central	Assin North	District	Assin Bereku	Hon. Charles Ohene-Andoh			
94	Central	Gomoa East	District	Potsin	Hon. Benjamin Kojo Otoo			
95	Eastern	Kwahu Afram Plains North	District	Donkorkrom	Hon. Emil Windhalm Afram	42	5	47
96	Eastern	Akwapim North	Municipal	Akropong Akwapim	Hon. George Opore Addo	64	13	77
97	Eastern	Nsawam Adoagyiri	Municipal	Nsawam	Hon. Ben Ohene Ayeh	41	3	44
98	Eastern	Asuogyaman	District	Atimpoku	Hon. Thomas Ampem Nyarko	46	7	53
99	Eastern	Birim North	District	New Abirem	Hon. Aboagye Dadzie	35	5	40
100	Eastern	Birim South	District	Akim Swedru	Hon. Emmanuel Kwakye	34	5	39
101	Eastern	Abuakwa South	Municipal	Kibi	Hon. Simon Peter Asirifi			
102	Eastern	Fanteakwa North	District	Begoro	Hon. Abass Sbaabe Fuseini	55	13	68
103	Eastern	Kwaebibirem	Municipal	Kade	Hon. Faustina K. Addo	47	7	54
104	Eastern	Kwahu South	District	Mpraeso	Hon. Joseph Omari	34	4	38
105	Eastern	Lower Manya Krobo	Municipal	Odumase Krobo	Hon. Frederick Acolatse	39	6	45
106	Eastern	New Juaben South	Municipal	Koforidua	Hon Kwabena Okyere Kusi	70	8	78
107	Eastern	Suhum	Municipal	Suhum	Hon Margaret Ansei	41	2	43
108	Eastern	West Akim	Municipal	Asamakese	Hon George Akpalu	41	5	46
109	Eastern	Yilo Krobo	Municipal	Somanya	Hon. Andrews Sodah	57	7	64
110	Eastern	Atiwa West	District	Kwabeng	Hon. Emmanuel Atta Twum	44	5	49
111	Eastern	Kwahu West	Municipal	Nkawkaw	Hon. Dr. Alex Obeng Somuah	33	5	38
112	Eastern	Upper Manya Krobo	District	Asesewa	Hon. J. T. Angmor (Dep RM)	42	6	48
113	Eastern	Kwahu East	District	Abetifi	Hon. Nana Antwi Siaw	36	2	38
114	Eastern	Birim Central	Municipal	Akim Oda	Hon. Asare Kwabena Nkansah	53	5	58
115	Eastern	Akyemansa	District	Ofoase	Hon. Tom Budu	29	4	33
116	Eastern	Denkyembuor	District	Akwatia	Hon. Kwaku Ofori-Abrokwa	27	3	30
117	Eastern	Kwahu Afram Plains South	District	Tease	Hon. Issaka Ibrahim	37	4	41
118	Eastern	Ayensuano	District	Coaltar	Hon. Mike Ofori Darko	34	5	39
119	Eastern	Akuapem South	District	Aburi	Hon. Winston K. Afari Djan	29	2	31
120	Eastern	Upper West Akim	District	Adeiso	Hon. Mike Osifo Bekoe	35	3	38
121	Eastern	New Juaben North	Municipal	Effiduase				
122	Eastern	Abuakwa North	Municipal	Kukurantumi				

N.	Region	MMDA	Status	Capital	Chief Executive	Assembly Members		
						Male	Female	Total
123	Eastern	Okere	District	Adukrom				
124	Eastern	Atiwa East	District	Anyinam				
125	Eastern	Fanteakwa South	District	Osino				
126	Eastern	Asene-Manso-Akroso	District	Manso				
127	Greater Accra	Accra Metro	Metro	Accra	Mohammed Adjei Ssowah			
128	Greater Accra	Ada East	District	Ada Foah	Sarah Dugbakie Pobee			
129	Greater Accra	Shai-Osudoku	District	Dodowa	Daniel Akuffo			
130	Greater Accra	Ga West	Municipal	Amasaman	Clement Wilkinson			
131	Greater Accra	Tema Metro	Metro	Tema	Felix Mensah-La			
132	Greater Accra	Ga East	Municipal	Abokobi	Janet Tulasi Mensah			
133	Greater Accra	Ga South	Municipal	Ngleshie Amanfrom	Joseph Nyarni Stephen			
134	Greater Accra	Ashiaman Mun	Municipal	Ashaiman	Albert Boakye Okyere			
135	Greater Accra	Adenta	Municipal	Adenta	Hon. D. A. Nii Noi Adumuah			
136	Greater Accra	Ledzokuku	Municipal	Teshie	Ajele Twum Gyamrah			
137	Greater Accra	Ada West	District	Sege	A.L. Akrofi			
138	Greater Accra	Ningo-Prampram	District	Prampram	Jonathan Doku			
139	Greater Accra	Ga Central	Municipal	Sowutuom	Dr Emmanuel Lamptey			
140	Greater Accra	La-Nkwantanang	Municipal	Madina	Jennifer Dede Afagbedzi			
141	Greater Accra	Kpone Katamanso	Municipal	Kpone	Solomon Apiah			
142	Greater Accra	La Dade-Kotopon	Municipal	La	Gladys Mann Dedey			
143	Greater Accra	Okaikwei North	Municipal	Abeka				
144	Greater Accra	Ablekuma North	Municipal	Ablekuma North	Bella Kofi Ofori			
145	Greater Accra	Ablekuma West	Municipal	Dansoman				
146	Greater Accra	Ayawaso East	Municipal	Nima	Hon. Salma M. Sani Adams			
147	Greater Accra	Ayawaso North	Municipal	Accra NewTown	Aminu Mohammed Zakaria			
148	Greater Accra	Ayawaso West	Municipal	Dzorwulu	Sandra Owusu Obeng			
149	Greater Accra	Ga North	Municipal	Ofankor	Getrude Ankrah			
150	Greater Accra	Weija-Gbawe	Municipal	Weija	Hon. Jerry Akwei Thompson	34	3	37
151	Greater Accra	Tema West	Municipal	Tema Community 2	Adwoa Amoako			
152	Greater Accra	Krowor	Municipal	Nungua	Hon. Seth Badu Tawiah	36	2	38
153	Northern	Bole	District	Bole	Alele Veronica Heming			

N.	Region	MMDA	Status	Capital	Chief Executive	Assembly Members		
						Male	Female	Total
154	Northern	Yendi Municipal	Municipal	Yendi	Alhaji Hamed Abubakar Yussuf			
155	Northern	East Gonja	Municipal	Salaga	Mohammed Tamimu			
156	Northern	East Mamprusi	Municipal	Gambaga	Abdul Nashir Danladi			
157	Northern	Gushiegu	Municipal	Gusheigu				
158	Northern	Nanumba North	Municipal	Bimbilla	Abdulai Yaquob			
159	Northern	Saboba	District	Saboba	George Kintingyaab Bbingrini			
160	Northern	Savelugu	Municipal	Savelugu				
161	Northern	Tolon	District	Tolon	Hajia Balchisu Yakubu			
162	Northern	Tamale Metropolis	Metro	Tamale	Hon.Musah Superior			
163	Northern	West Gonja	District	Damango	Saeed Muhazu Jibril			
164	Northern	West Mamprusi	Municipal	Walewale	Saaka Sayuti			
165	Northern	Zabzugu	District	Zabzugu	Ahmed Abukari Iddrisu			
166	Northern	Sawla Tuna Kalba	District	Sawla	Lawal Tamimu			
167	Northern	Bunkpurugu Nakpanduri	District	Bunkpurugu	Alhaji A. Majeed Azumah			
168	Northern	Central Gonja	District	Buipe	Mustapha Mahama			
169	Northern	Karaga	District	Karaga	Alhassan Yabdown			
170	Northern	Nanumba South	District	Wulensi	Nantogmah Ibrahim Mukaila			
171	Northern	Chereponi	District	Chereponi	Abdul Razak Tahidu			
172	Northern	Kpandai	District	Kpandai	Emmanuel K. Tatablata			
173	Northern	North Gonja	District	Daboya	Adam Eliasu			
174	Northern	Mion	District	Sang	Mohammed Hashim Abdullah			
175	Northern	Sagnerigu	Municipal	Sagnerigu				
176	Northern	Tatale Sanguli	District	Tatale				
177	Northern	Mamprugu Moagduri	District	Yagaba				
178	Northern	Kumbungu	District	Kumbungu				
179	Northern	Nanton	District	Nanton	Abubakari Harthiraman			
180	Northern	Yunyoo Nasuan	District	Yunyoo	Oscar Liwaal			
181	Upper East	Bawku	Municipal	Bawku	Hawa Ninchema	28	1	29
182	Upper East	Bawku West	District	Zebilla	Victoria Ayamba	47	2	49
183	Upper East	Bolgatanga	Municipal	Bolgatanga	Joseph Amiyuuri Atura	47	6	53
184	Upper East	Bongo	District	Bongo	Ayimbisa Peter Ayamba	51	3	54

N.	Region	MMDA	Status	Capital	Chief Executive	Assembly Members		
						Male	Female	Total
185	Upper East	Builsa North	District	Sandema	David Afoko	46	1	47
186	Upper East	Kassena Nankana East	Municipal	Navrongo	William Aduum	50	2	52
187	Upper East	Talensi	District	Tongo	Christopher Boatbil	30	2	32
188	Upper East	Garu	District	Garu	Asare Emmanuel Avoka	41	2	43
189	Upper East	Kassena Nankana West	District	Paga	Clement Dandori	63	4	67
190	Upper East	Binduri	District	Binduri	Ayinga Bagre Yakubu	15	2	17
191	Upper East	Pusiga	District	Pusiga	Zubeiru Abdulai	20	1	21
192	Upper East	Nabdam	District	Nangodi	Agnes Anamoo	17	2	19
193	Upper East	Builsa South	District	Fumbisi	Daniel Kwame Gariba	27	2	29
194	Upper East	Bolgatanga East	District	Zuarungu				
195	Upper East	Tempane	District	Tempane				
196	Upper West	Jirapa	Municipal	Jirapa	Hon. Vivian Nelly Konkuo	47	8	55
197	Upper West	Lawra	Municipal	Lawra	Hon. Pascal Baylon Dere	37	7	44
198	Upper West	Nadowli Kaleo	District	Nadowli	Hon. John Bosco Bomansan	44	5	49
199	Upper West	Sissala East	Municipal	Tumu	Hon. Johnson Saborh	29	3	32
200	Upper West	Wa	Municipal	Wa	Hon. Issahaku Nuhu Putiaha	41	5	46
201	Upper West	Wa West	District	Wechiaw	Hon. Basiera Saankara	35	7	42
202	Upper West	Wa East	District	Funsi	Hon. Abdul-Karim Abudu	34	4	38
203	Upper West	Sissala West	District	Gwollu	Hon. Moses Darimani Luri	37	3	30
204	Upper West	Lambusie Karni	District	Lambussie	Hon. Bom Kofi Dy-Yakah	34	4	38
205	Upper West	Nandom	District	Nandom	Hon. Cuthbert B. Kuupiel	32	6	38
206	Upper West	Dafiama Bussie Issa	District	Issa	Hon. Fidelis Zumakpe	21	2	23
207	Volta	Central Tongu	District	Adidome	Thomas Moore Zonyrah			
208	Volta	Akatsi South	District	Akatsi	Leo-Nelson Adzidogah			
209	Volta	Ho	Municipal	Ho	Nelson Akorlie			
210	Volta	Hohoe	Municipal	Hohoe	Andrews Teddy Ofori			
211	Volta	Jasikan	District	Jasikan	Lawrence Aziale			
212	Volta	Kadjebi	District	Kadjebi	Maxwell Kofi Asiedu			
213	Volta	Keta Mun	Municipal	Keta	Seth Yormewu			
214	Volta	Ketu South	Municipal	Denu	Edem Elliot Agbenorwu			
215	Volta	Kpando Mun	Municipal	Kpando	Elvis Kweku Dzampoh			

N.	Region	MMDA	Status	Capital	Chief Executive	Assembly Members		
						Male	Female	Total
216	Volta	Krachi West	District	Kete Krachi	Douglas Osei Nti			
217	Volta	Nkwanta South	Municipal	Nkwanta	John Thasun			
218	Volta	South Tongu	District	Sogakope	Emmanuel Louis Agama			
219	Volta	Agortime Ziope	District	Agortime Kpetoe	David Dickson Dzorkpe			
220	Volta	Krachi East	Municipal	Dambai	Patrick Jilimah			
221	Volta	South Dayi	District	Kpeve	Ernest Patrick Kojo Mallet			
222	Volta	Biakoye	District	Nkonya Ahenkro	Comfort Atta			
223	Volta	Nkwanta North	District	Kpasa	Jakayi Jackson			
224	Volta	Ketu North	Municipal	Dzodze	Anthony Avorgbedor			
225	Volta	Akatsi North	District	Ave Dakpa	Prince Sodoke Amuzu			
226	Volta	Afadzato South	District	Ve Golokwati	Wisdom Semenu Seneadza			
227	Volta	Adaklu	District	Adaklu Waya	Phanuel Donkor Kadey			
228	Volta	North Tongu	District	Battor Dugame	Richard Collins Arku			
229	Volta	Krachi Nchumuru	District	Chinderi	Appiah Augustine			
230	Volta	Ho West	District	Dzolokpuita	Ernest Victor Apau			
231	Volta	North Dayi	District	Anfoega	Kudzo Edmund Attah			
232	Western	Ahanta West	Municipal	Agona Nkwanta	Hon. Joseph Dofoyenah	49	3	52
233	Western	Aowin	Municipal	Enchi	Hon. Oscar Ofori Larbi	32	3	35
234	Western	Bibiani Anhwiaso Bekwai	Municipal	Bibiani	Hon. Jacob Ware	48	3	51
235	Western	Jomoro	Municipal	Half-Assini	Hon. George William Somiah	48	3	51
236	Western	Juaboso	District	Juaboso	Hon. Kingsley Asoah Ampimah	25	3	28
237	Western	Wassa East	District	Daboase	Hon. Anthony Aggrey	30	2	32
238	Western	Nzema East Municipal	Municipal	Axim	Hon. James Attah K. Baidoo	33	5	38
239	Western	Sefwi Wiawso Municipal	Municipal	Sefwi Wiawso	Hon. Lawrence Ackah Santana	40	5	45
240	Western	Sekondi Takoradi Metro	Metro	Sekondi	Hon. Charlotte Otuwa Odum	62	10	72
241	Western	Wassa Amenfi West	Municipal	Asankragua	Hon. Victor Samuel K. Meisu	23	4	27
242	Western	Tarkwa Nsuaem Municipal	Municipal	Tarkwa	Hon. Christina Kobina	39	4	43
243	Western	Bia West	District	Essam-Dabiso	Hon. Alexander Ofori	35,	4	39
244	Western	Wassa Amenfi East	Municipal	Wassa Akropong	Stephen Baidoo Acheampong	34	3	37
245	Western	Shama	District	Shama	Hon. Eric Cobbinah	24	1	25
246	Western	Prestea-Huni-Valley	Municipal	Bogoso	Hon. Robert Wisdom Cudjoe	29	3	32

N.	Region	MMDA	Status	Capital	Chief Executive	Assembly Members		
						Male	Female	Total
247	Western	Sefwi Akontombra	District	Akontombra	Hon. Pius Kwame Nkuah	21	1	22
248	Western	Ellebele	District	Nkroful	Hon. Daniel K. Eshun	51	3	54
249	Western	Bia East	District	Adabokrom	Hon. Kwame Twumasi Ankrah	10	6	16
250	Western	Amenfi Central	District	Manso Amenfi	Hon. Peter Y. Kwakye-Ackah	35	4	39
251	Western	Mpohor	District	Mpohor	Hon. Albert Abrefo Awotwi	16	2	18
252	Western	Suaman	District	Dadieso	Hon. Joseph Betino	12	1	13
253	Western	Bodi	District	Bodi	Hon. Solomon Fuachie	14	1	15
254	Western	Effia Kwesimintsim	Municipal	Kwesimintim				

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
ASHANTI REGION					
Sekyere South District					
Atwima Mponua District	Chieftaincy Murder Robbery Fatal Accident	Education – 15 Health – 2 Sanitation – 1 Energy – 4 All projects ongoing		Total IGF mobilization decreased as compared to previous years due to loss of revenue from Small Scale Miners	Inadequate IGF Inadequate office accommodation Bad road network
Ahafo Ano North District					
Ejisu-Juabeng Municipal					
Atwima Kwanwom a District	Relocation of District capital Armed robbery cases Theft Chieftaincy Land cases	Education – 7 Health – 3 Sanitation – 2 Administration - 3		The use of revenue Taskforce and court action against recalcitrant ratepayers reduced the rate of defaulters which contributed to impressive IGF performance	-Untimely release of funds -Tension at the Assembly as a result of the relocation of the Assembly
Adansi South District					
Sekyere East District					
Amansie West					
Bosomtwe District					
Asante					

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
Akim Central Municipal					
Kumasi Metropolitan		-	Tree planting exercise	The internally generated mobilization met the full target. DACF released were not done on time, thus delaying projects	<ul style="list-style-type: none"> -Inadequate training and refresher courses for newly recruited staff and old staff -Inadequate funding from the Central Government -Structures Housing Remand Home in very deplorable state. It has currently been closed down Non-availability of offices at the Sub Metro levels Office. -Non-availability of tools like computers and accessories for work in the institutions and the Metro Office
Mampong Municipal Assembly	Fulani herdsmen Disaster	Education – 16 Health – 2 Water & Sanitation - 9 Works - 7 Economic – 1 Roads - 5		Increase in the IGF of the Assembly	<ul style="list-style-type: none"> -Untimely release of DACF -Low revenue generation
Asante Akim South District Assembly	Chieftaincy Drug Use Motor accidents Fulani herdsmen/cattle issues	Economy - 1 Education - 22 Energy - 1 Health - 3 Sanitation - 2	Planting for food and job initiatives have begun with positive response Proposals for potential investment in cocoa, oil palm, cassava, wood and bamboo have been submitted under the	Target for IGF increased	<ul style="list-style-type: none"> -Inadequate funding for programmes Inadequate human resources -Bad road network -Non-functional of Assembly structures

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
			one district-one-factory initiatives		
Ahafo Ano South District Assembly	Galamsey activities Chieftaincy	Education – 22 Health – 25 Water & Sanitation - 9 Roads – 8 Security - 4		There was a decrease in the Internal Generated Fund	Irregular release of funds -Inability of the district to generate enough revenue from IGF -Overdependence on the Assembly by the decentralized department
Ahafo Ano North District Assembly	Crime cases Chieftaincy Fuel and power Rainfall Economy	Education –32 12 completed 18 on-going Health – 10 Water & Sanitation - 18 Works - 7 Economic - 2 Governance – 8 Energy - 4		Good IGF performance	-Untimely release of funds -The Fall Army worm invaded a lot of farms in the municipality -The influx of Fulani Herdsmen
Atwima Nwabiagy a District Assembly	Floods Army worms Infestation Gambling Encroachment of the Owabi and Barekese Dams Fire outbreaks	Education – 5 Health - 3 Works - 10 Sanitation- 1 some projects are still on-going with few completed		there was an increase in the collection of IGF	-The implementation of free SHS since Senior High School exceeded their quota for borders -Inadequate and untimely release of items for disaster victims
Kwabre East District Assembly	Robbery Land and Chieftaincy disputes	Health – 2 Education – 1 Road – 1 Works - 2		-Inadequate revenue collectors -Inadequate capacity for the utilization of available data	-Inadequate office/ residential accommodation -Inadequate office furniture -Deplorable roads
Adansi South District	No security issues	Education - 11 Health - 5 Work & Sanitation 1	Under planting for food & job, a total number of 483	IGF target for the year was exceeded with a variance of 11,833.51	-Untimely release of funds -Difficulty in the replacement of staff

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
Assembly		Roads - 3 Governance - 4 Energy - 1	farmers have been given input to start work.		-Poor road network
Obuasi Municipal	Illegal mining	Education-12 Health- 4 Economic- 4 Water and Sanitation- 2 Security- 1	House-to House refuse collection	IGF was marginally reduced	-Untimely release of funds - Lack of logistics
Afigya Kwabre District Assembly	Robbery Land guards issues Chieftaincy		Street Naming and property addressing exercise could not continue due to lack of funds.		Inadequate and late release of funds
Sekyere Kumawu District Assembly	Chieftaincy Sporadic armed robbery incidences	Education – 6 Health – 3 Water & Sanitation - 3 Works - 3 Economic - 2 Roads - 1	One district, one factory waste management to establish a pilot waste management treatment plant. One village, one Dam (9 communities identified as potential)	low revenue generation	-lack of residential accommodation -Inadequate funds for monitoring -lack of means of transport -lack of economic database for the district.
Bosome Freho District					
Sekyere Central District Assembly	Chieftaincy Menace of Fulani Herdsmen Drug Abuse in among the youth Land disputes Armed robbery	Education – 12 Health - 4 Water - 2 Governance - 4 Transport Security - 1	Motivation of revenue collectors to boost revenue mobilization Proposed construction of a modern maternity	Good performance by the Sub-structures Increase in ceded revenue mobilization Good IGF performance	-Inadequate logistics for monitoring and collection -Bad road networks -Irregular flow of grants Bad roads

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
			block by Royal Japan Pay as you dump campaign Intensify pay your levy and revenue campaign Tourism promotion Construct 2 KGS & 2 CHIPS compounds		
Offinso North District Assembly	Drug use by the youth (tramadol) Attack of Fall Army Worms Influx of Fulani cattle herdsmen	Sanitation – 4 Works – 6 Education – 1 Energy - 2	Planting for Food and Jobs initiative is ongoing	Low revenue generation due to lack of revenue collectors	-Inadequate office residential accommodation -Inadequate staffing in department Delays in the release of fund -Inadequate official vehicles
Offinso Municipal	No security issues	Education – 4 Health – 1 Water & Sanitation - 4 Economic – 1 Roads - 1	Planting for food and jobs initiative has commenced with about 223 farmers benefiting	Good IGF Performance	-Low revenue mobilization capacity -Inadequate health facilities -Indiscriminate waste disposal
Asokore Mampong Municipal Assembly	Crime rates Peace issues		Identify one private investor under the 1 district, 1 factory (Ababio Express) Planting for food and jobs (identified crops include maize, rice, tomatoes, onions, pepper)		-Inadequate residential and office accommodation -Inadequate vehicle and other logistics -Untimely release of funds
Ejura Sekyere-Dumasi Municipal		Education – 6 Health – 1 Water & Sanitation - 2		The IGF was reduced by 7.89% as compared to the previous years	Untimely release of funds

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
Assembly		Works - 2 Economic – 2 Roads - 4			
Asante Akim Central District Assembly	Illegal Miners In-house mining activities with the Odumase township Pockets of Galamsey activities	Projects could not be executed due to lack of funds	Lack of commitment of citizens on national sanitation day exercise Inadequate participation of the public assembly programs	Low IGF Mobilization	-Untimely release of funds -Inadequate funds to execute project and programs -Inadequate logistics for regular monitoring and evaluation of projects/programs
Sekyere Afram Plains District					
Amansie Central District Assembly					
Sekyere South District Assembly	Armed Robbery	Health – 3 Education – 5 Road – 1 Economy – 1 Sanitation – 7 Governance - 3	District implementation Support teams have been set for the one district, one factory policy Full scale implementation of the planting for food and job	Actual IGF increase with a percentage of 82.73%	Untimely release of fund old official vehicles which hampers monitoring
Sekyere East District Assembly	Conflict between GPRTU and concerned Transport Union	Economy - 1 Education - 7 Governance - 2 Health - 2 Sanitation - 7	Planting for food and job initiatives have begun	IGF performance was good and able to exceed its target	-lack of vehicles -untimely release of funds -low revenue base due

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
Bekwai Municipal Assembly	No security issues	Education –9 Health – 5 Water & Sanitation - 1 Works - 7 Economic - 3 Security - 1		The funding sources were IGF, DACF MP's Common Fund	-Funds are not released timely from Central Government -Poor payments of taxes by citizens
BRONG AHAFO REGION					
Asunafo North Municipal	Land disputes in Tipokrom and Mim Inadequate logistics for security agencies High rate of abuse of weed and tramadol by the youth Inadequate police personnel	4 Huge outstanding debts on DACF projects Delay in execution and completion of development projects lack of building and construction materials eg . chippings Government delay in completion of E-Block project at Kasapin	The Assembly has collaborated with the Ghana Investment Fund for Electronic Communication for mobile network to selected rural areas. The Assembly has facilitated the erection of barrier within Subin forest to curb armed robbery on Asumura road	Low level of IGF generation Delay in release of central government funds	Low agriculture productivity , High level of youth unemployment Low access to potable water Poor public attitude towards sanitation Dysfunctional zonal councils
Asunafo South	District Police Station not functioning	47 No. projects are ongoing. All the projects are behind scheduled of completion. Delayed in release of DACF effect the implementation of projects		Low Local Revenue generation	Inadequate office/ residential accommodation, Inadequate staff training and development. Inadequate logistics
Asutifi North	Protracted boundary disputes due to	Delay in completion of development projects.	Establishment of district committee on illegal mining	Inadequate database on revenue item Leakages in revenue collection	Market activities have invaded into office premises Poor BECE performance

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
	multiple paramountcies. Eg Wamahinso and Ntotoso; and Kenyasi and Hwidiem, Inadequate police personnel.	Weak project management system. Untimely release of funds	District wash full coverage initiative towards achievement of SDG 6 by 2030	Limited capacity and opportunities for revenue mobilization	Indiscriminate dumping of solid waste Poor spatial management.
Asutifi South	High youth employment. Low Police Citizen Ratio. High incidence of criminalities (Theft, Robbery). Illegal mining activities. High incidence of bush fire.	Delay in the release of funds especially DACF Inadequate financial resources to implement projects Delay in project completion Low maintenance culture of Assembly projects	Formation of a Committee to manage and control illegal mining under the District Committee on Illegal Mining (DCIM) Nursing of 350,000 cocoa pods under the District Centre for Agriculture, Commerce and Technology. (DCACT) Strategies to improve on Internally Generated Funds (IGF) The District in collaboration of OXFAM Confederation and Action Aide Ghana are developing a Girl's Model School at Dadiesoaba	Poor revenue database Low IGF generation	Low market for agricultural products. More concentration on projects than programmes High incidence of flooding Increase in deforestation especially in forest reserves

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
			Introduction of irrigation facility to support 100 acre rice farm		
Atebubu-Amantin	Armed robbery cases on the Atebubu-Kwame Danso Highway Nefarious activities of Fulani Herdsmen Inadequate police personnel	Inadequate funding for projects Ongoing projects are all behind scheduled Frequent demand for contract review by contractors due to delays Numerous abandoned projects	Assembly Collaboration with GIZ on street naming and property addressing targeting effective revenue database Priority is given to complete abandoned projects	Shortly falls of inflows of funds from the central government especially DACF	Poor road network, Frequent bush fires Destruction of water bodies by farming activities
Banda	The menace of Fulani Herdsmen, Chieftaincy issues within the Communities	85% of ongoing projects behind schedule Delay in release of funds	GIZ Collaboration towards effective revenue generation under SfDR programme	Poor mobilization of Local Revenue (65%) Short fall of central government inflows	Lack of residential accommodation and office space for departments of the Assembly Inadequate mean of transport Inadequate funds to support development projects
Berekum Municipal	Chieftaincy dispute in Kato Nefarious activities of Fulani Herdsmen in Kotaa Forest Rampant armed robbery attack on the Berekum –Drobo and Seikwa	Inadequate funds to complete ongoing projects Contractors have abandoned sites. Out of 34 projects plan programmes and projects , 14 were implemented	Citizen perception survey Valuation of property in Berekum Preparation of public participation strategy document to get MA as it public engagement exercise	Poor mobilisation of Local Revenue Short fall of GoG Funds	Lack of official vehicles, Lack of residential accommodation for heads of departments. Absence of computerized data for revenue planning.
Dormaa Central Municipal	Chieftaincy dispute in Badukrom	8 ongoing projects were behind schedule and this is attributed	Malaria control programmes through stakeholders	Poor inflows of funds	Inadequate residential and office accommodation, inadequate potable water supply.

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
		to the delay in payment of contractors and 2 suspended projects	collaboration		Logistical constrains
Dormaa East	Illegal mining Galamasey	Inadequate funds to speedy completion of the projects	Planting for investment targeting the growing of cash crop like mango and cashew	Low mobilization High revenue collection cost	Inadequate logistics Inadequate accommodation for staff Inadequacy of updated data on socio-economic indicator Poor Revenue mobilization. Absence of District NHIS Office
Dormaa West	Cross Boarder Crime, Illegal chainsaw operation Collapse of Kwakuaye Community Financial Services Arm robbery	38.7% of the projects ongoing due inadequate funds, Deplorable roads Non-usage of completed proejects due to the absence of basic facilities. Untimely release of funds.	Development of new strategies to improve IGF Adherence to government flagship programmes	Short fall of inflows from central government Inadequate revenue sources	Un-motorable nature of feeder roads, dilapidated school structures, inadequate office and accommodation for staff, Inadequate funds to carry out government projects and programs
Jaman North	Lack of accommodation for police personnel Chieftaincy dispute between the Twafo and Jinini in Sampa Traditional Council	Inadequate classroom infrastructures, Inadequate furniture for the schools Delay in the progress of projects due to lack of funds	Inadequate patronage of planting for food and job inputs	Lack of accurate and reliable revenue database Too much burden and commitment on the DACF. Over reliance on GOG	Poor performance of BECE High rate of youth unemployment Poor road network
Jaman South	Long standing chieftaincy dispute between the Japekrom	28 ongoing projects are behind schedule	Operationalisation of Town and Area Councils.	Dropped in revenue mobilization performance from 80.85% in 2016 to 70.30% in 2017	Poor road network. Inadequate accommodation for staff Weak enforcement of planning and

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
	and Drobo Stools				building regulation Inadequate of medical personnel's
Kintampo North Municipal	Chieftaincy disputes between: Chawachawa and Bawa families of Portor; Highway robbery Mo Traditional Council; Pagor	Shoddy works by contractors Delay in completion of projects Poor inflows of central government funds	Developing the tourist industry for job and revenue generation	Short fall of inflows from the central government	Inadequate funds for development projects Absence of police station in major towns
Kintampo South	Inadequate police personnel Inadequate vehicle for police petrol Lack of police barracks Boundary dispute between the District and Kintampo Municipal	7 out of 21 ongoing projects are behind schedule.	Strategy to improve sanitation and hygiene	Short fall of inflows of funds Poor IGF mobilization s	Inadequate residential and office accommodation Inadequate logistics Poor road network
Nkoranza North	Lack of vehicle for security agency for patrol Substance abuse by the youth	Over 70% projects are behind schedule Shoddy work by some contractors Delay in release of funds	Sustainable management plan for GSOP sub-projects handed over to the Assembly through collaboration with CBOs Quarterly performance review	IGF generation is very good Poor inflows of central government funds	Degradation of agricultural land Rampant bushfire poses threat to loss of property Inadequate funding for priority programmes Unsustainable charcoal burning

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
			of revenue performance		
Nkoranza South	Collapse of Microfinance Companies Land dispute at Akumasa Dumase	50 % of the projects under implementation are behind schedule	International organization on migration in collaboration has established vegetable trails to curb migration of youth	Lack of reliable database on property rate , general apathy towards fine and fees payments	Poor cash flow to meet contractual commitments. Low political commitment to Monitoring activities
Pru	Boat disasters Highway robberies between Yeji-Atebubu Kojo Boffour Chieftaincy dispute Rival chiefs in Kokoma Traditional Area	Over 50% of activities in the APP not implemented. Abandoned projects	Acquisition of land for cashew nursery under the planting for export and rural development. PPP arrangement for the restoration of Yeji, Prang, Parambo/sawba water project	Low IGF collection Poor revenue database	Intermittent ethnic clashes Poor infrastructure at Yeji Bush fires Frequent breakdown of pontoon
Sene East	Lack of District police station. Activities of fulani headsman. Chieftaincy dispute in the Nkomi Traditional Area Land dispute between settler farmers and African Plantation and Sustainable	52% of development projects are behind scheduled. Delay in release of funds by central government	Formation and training of facility Management Committee for GSOP subprojects under the climate change module	Short falls on the release of DACF.	Poor road network Lack of residential and office accommodation Difficulty in reaching remote/island communities

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
	Development(A FSD)				
Sene West	Arm robbery activities on major highway Illegal activities of Fulani Herdsmen Chieftaincy and land disputes	Over 61% of projects have been completed and handed over. 68.3% of the total contract sum for the thirteen projects have been paid leaving an outstanding of 31.7%.	Acquisition of Final Disposal Site. Acquisition of Site for the One District One Dam implementation in four Communities Delay in GSOP funded rehabilitation of 15.8km of feeder roads	Poor IGF collection Shortfall of central government	Inadequate Funding for the Implementation of Developmental Projects in the District Inadequate Vehicles impedes the efforts of the office to carry out official activities such as Project monitoring Inadequate potable water due to poor water system Poor road network
Sunyani Municipal	Robbery cases High incident of HIV /AIDS cases	5 out of 9 ongoing projects behind schedule Poor project management	Skills development training for youth /Artisan to promote SMEs under LED	High revenue linkages Shortfall of central government inflows of funds.	Inadequate logistics for project monitoring and revenue mobilization. Delay in the release of central government funds hinder the progress of work
Sunyani West	The constructed police station is not in use. Drug abuse among the youth	Slow progress of ongoing market projects at Kwabena Kuma and Tainso market	Sustainable livelihood and transparent local authorities project being implemented to promote environmental sustainable livelihoods and decent work for women, youth and people with disability.	Low IGF generation Delays in release of Gog funds	Long standing chieftaincy disputes in the Nsoatre Traditional Area, Unclear boundary demarcation between Sunyani West and Sunyani Municipal. Seasonal bush fires Degradation of forest by illegal loggers

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
Tain Dist.	Panic associated with mass murder of mad people in Badu Death of Seikwa Chief and its resulted effects Chieftaincy disputes	High number of uncompleted project High number abandoned GETfund projects Shoddy works by contractors Delay in release of funds.	Identification and registration of cashew buyers for taxation. Formation revenue tax force to monitor activities of revenue collectors especially on market days	High revenue collection cost (62%)	Inadequate funds to complete development projects Poor road network
Tano North	Chieftaincy dispute in Terchire Land disputes between the Stools of: Duayaw Nkwanta and Afrisipa; and Duayaw Nkwanta and Yamfo	46% of projects are behind schedule.	Intensive control of army worms that affected the maize production Partnered with Plan Ghana to implement the Green Skills for Ghana Project	High cost of revenue generation	Inadequate vehicles for monitoring. Inadequate office staff.
Tano South	Dwomo Chieftaincy dispute Brosankro, Techimantia and-Derma land disputes	A lot of abandoned/terminated projects. Contractors have vacated post due to non-payment.	Revenue monitoring team established Operationalisation of the substructures.	Poor revenue database	Poor revenue mobilization, Lack of logistics to undertake planning activities. Non-functionality of the DPCU
Techiman Municipal	Inadequate security personnel and logistics Upsurge of social vices	8 ongoing projects which are behind schedule of completion due delay in release of funds.	Citizen perception survey on the performance of the Assemblies		High cost of garbage collection. Inadequate funds to complete all projects

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
	related to urbanisation				
Techiman North	Inadequate security personnel and logistics Chieftaincy and land disputes	15 projects are ongoing but behind schedule due lack funds to pay contractors	Intensive control of insects and disease affecting food and cash crops eg. Fall army worm infestation on maize farms		Unwillingness of traditional authorities to release lands for government projects , inadequate office accommodation , inadequate logistics
Wenchi Municipal	Chieftaincy disputes in: Wenchi; Nchiraa; Wenchi Zongo; and Awisa	18 projects are behind schedule of completion. Lack of funds for projects	Low citizens' involvement in the planning and budgeting processes.	Low revenue mobilizations	Low local revenue generation to support project delivery Abandonment of sites by contractors especially those working on DACF and GETFUND project for non-payment of work done.
CENTRAL REGION					
Agona East DA	Chieftaincy issue at Agona Kwanyako	Low support from communities	N/A	N/A	Low revenue base, inadequate training of staff, inadequate accommodation for staff
Agona West MA	N/A	Difficulty in acquiring land for development projects still persists		Collected 86.2% of their targeted revenue	Untimely release of funds, Metrological station not working, two vehicles for health doctorate in bad state, Assembly still does not have 13 depts as required, education directorate vehicles in bad state and inadequate ICT and libraries for learning.
Assin South DA	Chieftaincy disputes	Absence of District Hospital, Poor Road Network, Poor settlement planning,	N/A	Low Revenue Base	Delay in release of DACF

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
		inadequate educational facilities Stalled GETFUND projects, Inadequate access to portable water, improvised classroom blocks. for pupils			
Assin North DA	N/A	Poor Waste management Bad Road Network, unreliable power supply	N/A	Low Revenue Base	Inadequate extension officers, inadequate financial resources, non-functioning of the sub-structures
Ajumako Enyan Essiam DA	Chieftaincy disputes at Besease, during Akwambo festivals, petty cases of stealing and assault	Declining Communal Spirit Poor Road Network to hinterlands, land disputes between the Assembly and individual land owners eg. Ajumako Hospital	N/A	Low Revenue Generation	Delay in release of DACF, inadequate office space inadequate office logistics , accommodation for staff, inadequate sanitation officers
Asikuma Odoben Brakwa	Chieftaincy disputes at Odoben and Brakwa	Collapse of school building at Jamra killing 6 children, Rural electrification Projects, undertook massive expansion of electricity in major communities	Documentation of tourist site for marketing	Low revenue collection	Delay in the release of funds
Cape Coast MA		Construction underway to build artisans village at		4.85% decrease in IGF with regards to 2016 actual	Poor sanitation, untimely release of funds, low communal spirit

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
		Mpeasem			
Komenda Edina Eguafo Abirem MA	Chieftaincy cases escalated during festivals and funerals of royal members ; Road accidents; armed robberies; child trafficking			Low mobilization of Internally Generated Fund.	Delay in release of funds;
Mfantseman MA				Achieved 94.86 % of it's internally revenue generation target.	Waste management, office space, accommodation for staff, delay in release of DACF
Ekumfi DA	Generally peaceful but issues of Chieftaincy disputes and some domestic violence	Acquisition of final disposal site; 99% coverage of electricity; 97% distribution of potable water ; no District Hospital	222 farmers comprising of 97 males and 125 females registered for livestock farming. 16 bags of pepper distributed out of 281 bags to farmers. SOD Cutting for one district , one factory	Improvement in internal revenue generation though it has low revenue base	Unwillingness to pay tax, Low economic activities. Poor enrolment in schools
Gomoa East DA	Land litigation and boundary problems with other districts Chieftaincy dispute at Fetteh	Absence of District Hospital Absence of District Court	Demolition of encroachers at the buffer zone of Buduburam	High revenue generation	No dedicated vehicle for development control purpose, Land litigation, inadequate residential and office accommodation, delay in release of funds
Upper Denkyira East	Illegal Mining Activities "Galamsey"	Poor road network, Waste management problem	Construction of High Court Office Complex at Dunkwa-On-Offin	Improvement in internal revenue	Left over pits , high maternal mortality and teenage pregnancy
Upper Denkyira	Illegal Mining Activities	Poor Road Network Non-involvement of	Inadequate funds available to complete	Improvement in revenue collection	Inadequate staff, Difficulty in acquiring land for development,

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
West DA	“Galamsey”, chieftaincy disputes	major stakeholders in the development process, high open defecation, food security, reduction in food production.	SNPA Only 28 major streets named with signage poles erected;		High gender disparity across the various departments, low public participation in the District Assembly’s operation.
Twifo Atti Morkwa DA	Peace	Poor Road Network	N/A	Improvement in internal revenue	Inability to elect a Presiding Member, inadequate staff, delays in release of funds.
Hemang Lower Denkyira DA	Land and chieftaincy disputes, emerging illegal motor riders.	Inadequate office accommodation for staff, equipment and increasing Sanitation and waste management problem.	N/A	Improvement in internal revenue generation	Increasing sanitation and waste management problem
Abura Asebu Kwamanke se DA	Illegal logging, chieftaincy dispute, seizure of Chinese jackpots,	Poor road network	N/A	Improvement in internally generated revenue	Nyanfeku Ekroful CHPS operating in rent apartment, Chinese jackpot.
Awutu Senya DA	Chieftaincy disputes,	Poor sanitation Inadequate public latrines Inadequate staff in various departments	N/A	Achieved positive result in mobilizing 99% of internally revenue generation target	Inadequate office and residential accommodation, late release of DACF
Effutu Municipal Ass	Chieftaincy dispute during Aboakyer Festival has been solved by Regional Security Council,	Waste management in the Municipality, haphazard infrastructure development, low communal spirit.	N/A	Reduction in revenue generation as there was shortfall in percentage wise. For example, in 2016 the Assembly recorded 60.2% while it recorded 55.6% in 2017.	Inadequate logistical support for decentralized departments, inadequate educational infrastructure

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
	boundary disputes with Gomoa East and West Assemblies, cases of rape, road accidents				
Gomoa West DA	Disturbance over the celebration of Muzama Disco Christo Church festival	High illiteracy rate, weak district sub-structures.	GSFP increased from 29 to 32;	It achieved only 60% of its target.	Inadequate residential accommodation for Assembly staff; high illiteracy rate
Awutu Senya East MA	High prevalence of armed robbery, illegal commercial motorbikes operators, land guards, Land Disputes, Boundary disputes with GA South and Gomoa East Districts still pending.	Absence of Municipal Hospital.	N/A	Improvement in revenue generation	Poor waste management, Apathy towards environmental sanitation inadequate office space for staff
EASTERN REGION					
Lower Manya Krobo	Chieftaincy dispute at Pierngua in Odumase Impasse with ECG over high tariffs.	Low contracts and project management capacity. Late release of funds affecting project completion timelines.	Lack of logistics for M&E activities	IGF mobilization (82.0 %)	Poor contracts and projects management. Erratic release of inter-governmental grants.

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
Kwaebibirem		Recorded the highest percentage of uncompleted projects in 2015 which could be attributed to forward contracting, late release of funds and low IGF generation.	Insufficient project management and M & E capacity.	Impressive IGF mobilization (114.9 %)	Poor management of projects. Increasing proportion of uncompleted projects.
Kwahu East	Fulani herdsmen menace (close to fifteen people lost their lives in Fulani herdsmen/farmers clashes)	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.	Local Revenue Generation (85.2%).	Inadequate resources for M & E. Destruction of farms by Fulani cattle.
Birim Central	.	Remarkable project identification, planning and completion capacity. Require competencies in contracts management.	Require additional competencies in contracts and project management.	Local Revenue mobilization (81.0%).	Poor records management.
Asuogyaman	Chieftaincy dispute in Akwamu and Senchi.	Delays in projects completion and poor quality of works.	Inadequate M & E and project management capacity.	Own-Revenue Generation (86.1%)	Poor project management.
Birim	Youth agitations	Delays in project	Inadequate logistical	Local Revenue mobilization of	.

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
South	and demands for the creation of Achiase District out of Birim South.	completion.	capacity of M & E.	(90.6%).	
New Juaben	Refusal of some traders to relocate from the road to markets as a result of the decongestion exercise by the Assembly.	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)	IGF generation of (92.7%).	Low contract and project management skills. Boundary dispute.
West Akim	Chieftaincy Dispute in Asamankese	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 impressive Own-Revenue mobilization (127.5%)	
Yilo Krobo	Chieftaincy Dispute over the rightful occupant of the Yilo Paramount Stool Impasse between somanya community and ECG over electricity tariffs	Delays in project completion due to delays in transfer of inter-governmental grants.	Inadequate logistics particularly vehicle for M & E.	IGF generation of 96.8%.	Delays in release of inter-governmental transfers. Chieftaincy dispute.
Akuapem North	Dispute over the selection and	Delays in project completion	Competencies in contracts and projects	Very good local Revenue Generation (103.2%).	Delays in release of inter-governmental transfers.

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
	installation of a new Akuapemhene	particularly District Assembly Block.	management needed.		Boundary dispute.
Suhum		Satisfactory project execution and completion.	Lack of logistics particularly vehicle for M & E.	IGF generation of 79.9%.	Lack of logistics for M & E.
Kwahu West	Armed robbery cases which are partially attributed to the high presence of Fulanis in the area.	Poor project identification and planning. Delays in completion of DACF funded projects.	Inadequate skills in project and contract management as well as M & E.	Local Revenue generation (82.0%)	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.	Very good IGF mobilization was 104.5%.	Inadequate resources for M & E. Late release of DACF.
Kwahu Afram Plains North	Fulani herdsmen menace (destruction of farms)	Delays in project completion.	Logistical and human resource constraints hampering M & E.	IGF mobilization was 63.8%. 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.	IGF mobilization of 75.0%. Late release of inter-governmental grants.	Inadequate resources for M & E. Low IGF mobilization. Late release of DACF. Destruction of farms by Fulani cattle.
Akuapem South		Satisfactory project execution and completion.	Further competencies in contracts and projects management needed.	Very good IGF generation of 102.1%.	Late release of inter-governmental transfers.
Birim North	Disputes over sand winning	Satisfactory project identification,	Low logistical capacity for M & E.	IGF mobilization (70.0%). D/A has enormous potentials to	Destruction of the environment by illegal miners.

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
	site at Pankese	planning and execution.		step up IGF generation.	Low IGF mobilization. Late/erratic release of central government transfers. Low logistical capacity for M & E.
Denkyembour	Complaints over the poor operation of GCD by Jospong Group of Companies. High rate of stealing as a result of stoppage of galamsey	Poor project planning and execution. Poor quality of works.		Very impressive local revenue mobilization (140.5%)	Destruction of the environment by illegal miners.
Ayensuano	Illegal Sand winning culminating in clashes between sand winners and some farmers.	Delays in project completion due to erratic release of central government funds.	Lack of logistics particularly vehicle for M & E. Construction of Community Day SHS on course.	Poor IGF mobilization (51.2%).	Erratic release of central government grant. Low IGF mobilization.
Kwahu South	Chieftaincy Dispute at Atibie			IGF mobilization of 79.5%	Destruction of farms by Fulani cattle.
Upper West Akim	Chieftaincy dispute in Asuotwene	Delays in project completion. Poor quality of works.	Lack of logistics for M & E. Construction of Community Day SHS at Kwaobaah Nyanoa progressed steadily and was commissioned on 4 th Feb 2016 by the President. The project includes	Very Impressive own-revenue generation (134.3%). Late/erratic release of central government transfers.	Low project management skills. Late release of inter-governmental grants. Tribal dispute.

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
			3-storey 24-unit classrooms, 3 laboratories, 2 libraries, 8 offices and internet facility.		
Upper Manya Krobo	Fulani herdsmen menace	Delays in project completion.	Lack of logistics for M & E (particularly vehicle).	Impressive IGF generation of 115.5%. Late/erratic release of central government transfers.	Late release of inter-governmental grants. Destruction of farms by Fulani cattle.
Fanteakwa	Fulani herdsmen menace with its associated armed robbery and killings especially in Dedeso.	Delays in project completion.	Lack of logistics for M & E (particularly vehicle).	IGF mobilization (91.9%). Late/erratic release of central government transfers.	Late release of inter-governmental grants. Destruction of farms by Fulani cattle.
East Akim	Demonstrations over the siting of new capital at Kukurantumi	Delays in project completion.	Low logistical capacity for M & E.	Very Good IGF generation of 100.8%. Late/erratic release of central government transfers.	.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.	Very good local revenue generation (102.9%). Late/erratic release of central government transfers.	Erratic release of inter-governmental grants. Destruction of the environment by illegal miners.
Akyemans a	Chieftaincy dispute at Adjobue	Delays in project completion. Poor quality of works.	Inadequate logistics for M & E (particularly vehicle).	Impressive local revenue generation (111.0%). Late/erratic release of central government transfers.	Erratic release of central government transfer.
GREATER ACCRA REGION					
Accra Metropolitan	1. Armed Robbery 2. Chieftaincy	1.Lack of funding to implement Major Infrastructural	Limited logistics for waste collection	1. Poor attitude of residents and some institutions towards the paying of Business operating	1.Poor sanitation 2. Poor Development Controls 3. Slum Proliferation resulting in

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
Assembly	disputes 3. Flooding of the Metropolis especially in areas like Graphic road and Kaneshie area.	projects 2. Delay in the release of funds.		Permit (BOP) and Property Rate. 2. Inadequate logistics for revenue mobilization. 3. Difficulty in capturing data on businesses	outbreak of environmentally related diseases such as cholera. 4. Non adherence to infrastructural development procedures by some residents. (Building in walkways, water ways, and among others as a result of lack of Building permits. 5. Encroachment on public lands by some Squatters, private individual, hawkers etc. 6. Limited land space for Agricultural purposes as a result of high population density. 7. Deplorable state of Markets. 9. Inadequate Health facilities
Tema Metropolit an Assembly	1. Boundary Dispute 2. Armed Robbery 3. Car Snatching 4. Contract Killing	1. Non release of funds 2. Non availability of land 3. Inadequate funding for projects and programs. 4. Delays in the implementation of non-physical projects. 5. delay in the valuation and revaluation of properties	1. Inadequate logistics 2. Bureaucracy	1. Boundary Disputes 2. Prolonged prosecution period	1. Inadequate funding for programmes/projects under implementation. 2. Rising cost of building materials leading to agitation from contractors for payment of price fluctuation although some of the contracts are fixed 3. Delay in release of funds by Central Government (e.g. DACF, DDF, UDG etc.) 4. Inadequate logistics and budget support for programmes / projects. eg. Strong vehicles, land among others. 5. Frequent power outages
Ashaiman Municipal Assembly	1. Influx of unskilled labour in search of	Late release of the District Assembly Common Fund	Encroachment on available public lands	Leakage in revenue collection	1. Inadequate refuse trucks to cope with high rate of refuse generation. 2. Inadequate places of

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
	<ul style="list-style-type: none"> 1. unavailable jobs 2. Armed robbery 				<ul style="list-style-type: none"> 1. convenience. 3. Congestion in Public schools due to inadequate Basic School infrastructure 4. Inadequate Satellite markets and poor drainage system 5. Lack of office and residential accommodation for staff
Ledzorkuku Krowor Municipal Assembly	<ul style="list-style-type: none"> 1. The Municipality is faced with few chieftaincy disputes which sometimes result in violent clashes between the factions. 2. Drug peddling and usage by miscreants at certain hardened criminal dens. 3. Building on water ways and unauthorized locations resulting in flooding which leads to loss of properties and life during rainy season. 4. In-adequate water hydrant for 	<ul style="list-style-type: none"> 1. Inadequate financial resources to meet the growing developmental project needs of people. 2. Scarcity and high cost of land for planned developmental projects. 3. Untimely release of funds for developmental projects. 4. Lack of adequate Logistics for monitoring. 5. Litigations over lands for development. 6. Inability of the Assembly to locate or have access to Government landed properties within its 	<ul style="list-style-type: none"> 1. Difficulty in some residents accepting, cooperating and supporting the Assembly in carrying out such initiatives/and directives GAMA project and National Sanitation day programme. 2. Lack of logistics for monitoring of projects. 3. Lack of funds for monitoring and evaluation. More especially when the directives /initiatives come after the drawing and passing of the Composite Budget. 4. Undue interference by opinion/influential people. 	<ul style="list-style-type: none"> 1. Inadequate data on some IGF sources of revenue especially signages. 2. unresolved boundary disputes depriving the Assembly from generating significant income from some areas under its jurisdiction 3. Inability to cover all ratable items in the tax net within the Municipality. 4. In-adequate revenue offices resulting in the problem of low proximity to rate payers. 5. Refusal of some indigenes in the old towns within the Municipality to pay their property rate, due to issues surrounding ownership of the properties. 6. Too much human interference in revenue collection due to lack of electronic payment system. 	<ul style="list-style-type: none"> 1. Inadequate office and residential accommodation. 2. Inadequate logistics for Officers 3. Lack of pound for holding stray animals. 4. Inadequate financial resources to meet ever rising expenditure. 5. Indiscriminate dumping of refuse by some residents. 6. Open defecation by some resident along the beaches of the Municipality. 7. Lack of positive behavioral change of some residents towards sanitation. 8. Inability of the Assembly to locate proper documentations on some properties of the Assembly, eg Nungua Market. 9. Absence of an engineered dumping site

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
	fire tenders. 5. Influx of foreigners from neighboring African countries who engage in criminal activities especially internet fraud and the likes. 6. Influx of betting companies in the Municipality resulting in minors engaging in	jurisdiction due to encroachment.			
Adentan Municipal Assembly	1. Armed robbery cases 2.Lack of vehicle for Police for effective patrols 3.land disputes and land guards menace 4. overloading of haulage Trucks 5.operation of Gao Gao Filling stations 6.encroachment	Non release of statutory funds e.g. GetFund, Common Fund affecting project implementation	Unavailability of land for provision of social amenities.		1. Lack of adequate office space for staff/ departments. 2.Lack of land for development projects

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
	of police land in Frafraha 7.springing up of settlements on Prisons farm lands at Frafraha 8.Issues of Borehole drilling and slums at Ashaley Botwe.				
Ga West Municipal Assembly	1.Chieftaincy disputes 2.Land disputes/litigation 3.Criminal activities by land guards 4. activities of Fulani herdsmen 5. Inadequate police personnel	1.inadequate land for project implementation 2.Encroachment on Government's lands. Poor road network Delays in release of funds, 2.Delays and deductions at source regarding the DACF	1. sanitation surcharge on property rates 2. collection of revenue through Zenith Bank located at the Assembly premises, 3. creation of Industrial park. 2.Inadequate logistics eg vehicles with fuel	1.Inadequate data on properties for property rate billing 2.Leakage in revenue collection 3.Boundary dispute problems 4.Inadequate supervision 5.Delay in management response to revenue issues	1. lack of sanitary Land field site for solid and liquid waste disposal. 2.Lack of motor bikes to facilitate regular inspection, monitoring and supervision. 3.Boundary disputes problems 4.inadequate or aged sanitary labourers.
Ga East Municipal	*	*	*	*	*
Ga South Municipal Assembly	1. Armed robbery 2. Land guard and land litigation issues at Hobor and its environments. 3. Attack on Tetegu Police Station.	Delay in the release of District Assembly Common Fund to undertake development Projects.	Inadequate funds/logistics for effective Monitoring and Evaluation activities.	Boundary disputes with Central Region and neighboring Districts.	1. Insufficient office accommodation for Departments. 2.High wage bill of workers being paid from Assembly's own revenue 3. Low integration of decentralized departments with the Assembly.

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
	4. Murder at Kokrobite and Ashalaja.				
Ga Central Municipal Assembly	1. Major security threat posed by the Chieftaincy disputes at Ablekuma and Awoshie- A Lang Zongo. 2. The activities of land guards continue to threaten the peace of residents.	Untimely release of DACF	Inadequate funds for Monitoring and Evaluation.	The Boundary dispute with the AMA is negatively affecting revenue collection activities of the Assembly.	1. Inadequate land for development projects. 2. Land disputes emerging from ownership and multiple sales 3. High rate of teenage pregnancy and school dropout. 4. High level of unemployment 5. Limited Educational infrastructure to accommodate the growing youth population. 6. Limited Health Facilities 7. Poor road network
La Dadekotop on Municipal Assembly	1. Chieftaincy and Land disputes 2. Illegal activities of land guards 3. Inadequate number of police posts and police stations 4. Inadequate Logical support to security agencies 5. Risk of fires in markets due to illegal electricity connections	1. Inadequate and delay in the Release of Common Fund 2. Difficulty in acquisition of lands for development projects 3. Absence of Final Disposal Site for Waste Management 4. Insufficient office accommodation for various departments	Lack of Cooperation from some key stakeholders in enforcing sanitation and building byelaws	1. Boundary disputes with adjoining Municipalities. 2. Inadequate mobilization of Internally Generated Revenue by the Assembly	1. Inadequate management capacity to cope with increase waste in the Municipality 2. Inadequate office equipment and logistics such as computers, photocopiers, scanners and internet facilities. 3. Inadequate office and residential accommodation 4. Challenge of land within the Municipal capital for the provision of social amenities. 5. Illegal/indiscriminate dumping of refuse along the shoulders of the principal streets in the Municipality 6. Encroachment of available public lands 7. Non Compliance of Building and

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
	Land disputes				Environmental Regulations 8.Unauthorized and unplanned physical Development in the Municipality 9. Insufficient office accommodation for various departments
Shai Osudoku District Assembly	1. Petty stealing during the La Beach Soccer. 2. Frequent drowning at the La Pleasure Beach Resort. 3.Inter-clan chieftaincy disputes 4.Rampant Robberies at East Dade-Kotopon;	Delay in the release of Government Funds/ DACF Uncompleted GETFUND Projects	Limited funds to undertake effective Monitoring and Evaluation Activities.	1. Failure of Government Institutions to pay Property Rate. 2.Lack of Data on property Rate	1.Boundary Disputes 2.Inadequate Office Space 3.Poor Environmental Sanitation and Cholera Outbreak 4. Emerging slums and squatters and its effects on aviation
Ningo-Prampram District Assembly	The District experienced five(3) key security issues which includes; 1.land guards activities, 2. Chieftaincy matters, 3.the impasses between the youth and the traditional	District Assembly Management resolved to complete all on-going projects before awarding new ones	1. Inadequate logistic for monitoring and evaluating. 2. Unwillingness on part of the community members to release land for Government initiatives and directives. Delay in the release of funds by central government	1. Inadequate / Lack of current database of businesses. 2.Insufficient monitoring of IGF collections	1. Inadequate funding for programmes/projects under implementation. 2. Inadequate logistics and budget support for monitoring and evaluation of programmes/ projects. e.g. Strong vehicles, cameras etc. 4. Bad nature of some roads in the District making it difficult to travel to communities to supervise, monitor and evaluate prioritized programmes and projects.

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
	council during the Ngmayem Festival		especially DACF and DDF		
Kpone-Katamanso District Assembly	<p>1. Ningo Traditional Council pulled out from the Assembly and resisting payment of revenue in the area.</p> <p>2.tension over the siting of district capital</p>	<p>1.Inadequate funding</p> <p>2.Delay in the release of DACF</p> <p>3.Low revenue mobilisation</p>	<p>1.Insufficient vehicle and motorbikes for supervision and monitoring</p> <p>2.Delay in monitoring and evaluation due to unavailability of vehicles</p> <p>3.Insufficient logistics for official work</p>	<p>1.Using untrained collectors for revenue mobilisation</p> <p>2.Closure of the Ningo Area Council</p> <p>3.Inadequate public sensitisation with regards to payment of fees and fines</p> <p>4. Inadequate logistics for revenue mobilization.</p>	<p>1. Inadequate office accommodation for office inadequate vehicles to carry out the functions of the Assembly.</p> <p>2.In sufficient residential accommodation for staff</p> <p>3.No motorbikes for monitoring and supervision</p> <p>4.Insufficient training for staff</p> <p>5.Inadequate logistics like divisional maps, block plans and vehicle for data collection</p> <p>6. Boundary disputes with Kpone – Katamanso District Assembly, Shai-Osudoku District and the Ada West District.</p>
Ada East District Assembly	<p>1.Bounder disputes leading to confrontations</p> <p>2.Land guards posing threats to inhabitants</p> <p>3.Illegal Sand/Gravel winning activities resulting in destruction of vast farmlands</p> <p>4.Armed robbery cases</p>	Inadequate and late release of funds – DACF	Inadequate means of transport for M&E activities	<p>Low IGF due to difficulties in accessing some areas.</p> <p>Boundary dispute between the Assembly and TMA is also affecting revenue generation.</p>	Inadequate office accommodation and staff residential accommodation

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
Ada West District Assembly	1. Commercialization of private vehicles 2. Armed robbery cases 3. Adverse effects of Sea breeze on office building and equipment.	1. Delays in the release of DACF, DDF and other source of funding 2. Introduction of new projects and programmes during implementation of the composite budget	1. Delay in the release of statutory funds 2. Inadequate logistics (vehicles) to monitor projects.	1. High rate of revenue defaulters 2. lack of Data on Properties 4. Delays in the completion of Income generating projects	1. Inadequate logistics (vehicles) to complement the role played by officers □ 2. Inadequate Sanitary facilities □ 3. Low revenue Mobilization 4. Climate change impacts.
NORTHERN REGION					
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. Delayed release of funds for GSFP/NHIA 2. No data collected on properties under the SNPA project	1. Irregular releases of funds, particularly DACF & DDF, GoG (goods and services) 2. Inadequate skilled revenue collectors 3. Unwillingness of citizens to honour tax obligations	1. High prevalence of open defecation 2. Enforcement of Planning and building regulations 3. Inadequate equipment for waste management 4. Indiscipline attitude in the youth in the metropolis
Yendi	1. Protracted Chieftaincy disputes 2. Land disputes 3. Menace of “sakawa”	1. Delayed & inadequate release of funds 2. Inadequate logistics for monitoring and supervision	1. Delayed release of funds for GSFP, LEAP and NHIS 2. No data collected on properties under the SNPA project	1. Inadequate revenue database 2. Low IGF generation 3. Delayed in release of GoG funds	1. Unwillingness and non-commitment of community members to support development activities 2. Bad road networks 3. Practice of open defecation
Savelugu-Nanton	1. Land disputes 2. Chieftaincy disputes 3. Inadequate logistics for the security personnel 4. Lack of police	1. Delayed and inadequate release of funds 2. Insufficient health care, sanitary and educational facilities	1. Delayed release of GSFP/NHIA funds 2. Delay in release of LEAP funds	1. Delay in release of funds from GOG 2. Poor performance in the collection of Internal Generated Funds	1. Inadequate of irrigation facilities 2. High prevalence of open defecation 3. Inadequate and poor state of health structures

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
	post in some big towns of the municipality				
Nanumba South	1. Chieftaincy disputes 2. Land disputes 3. Menace of Fulani herdsmen 4. Inadequate police post in the District	1. Delay and irregular release of funds for projects 2. Lack of logistics for monitoring	1. No data collected on properties under the SNPA project 2. Delayed release of funds for GSFP/NHIS and LEAP	1. Low revenue mobilization 2. Delay in release of GOG funds	1. Poor road network 2. Inadequate logistics for effective monitoring 3. Practice of open defecation 4. Inadequate health and educational infrastructure
Kpandai	1. Land disputes 2. Chieftaincy disputes 3. Political intolerance	1. Delayed release of funds 2. Lack of means of transport for monitoring and supervision	1. Delayed release of GSFP/NHIS funds 2. No data collected on properties under the SNPA project 3. Delay in release of LEAP funds	1. Low revenue mobilization 2. Inadequate revenue database 3. Delays in release of GOG funds	1. Poor road network within and to regional capital 2. Indiscriminate tree felling 3. Practice of Open Defecation
Tolon	1. Land disputes 2. Chieftaincy disputes	1. Inadequate and delayed release of funds	1. No data collected on properties under the SNPA project 2. Delayed releases of GSFP/NHIS funds	1. Low revenue generation 2. Delayed releases of GOG funds	1. Practice of Open Defecation 2. Inadequate logistics for monitoring and supervision 3. Poor access roads within the district
Nanumba North	1. Protracted Chieftaincy disputes 2. Land disputes 3. Ethnic tensions between Konkombas and Nanumbas	1. Funding constraints 2. Lack of logistics for monitoring and supervision 3. Lack of skilled labour	1. No data collected on properties under the SNPA project 2. Delay in release of funds for GSFP/NHIS 3. Delay in release of LEAP funds	1. Low revenue generation 2. Inadequate revenue database 3. Delay in release of GOG funds	1. Poor access road network within the district 2. Low participation of women in decision making 3. Inadequate funding for sanitation activities 4. Practice of open defecation
East Gonja	1. Chieftaincy disputes	1. Delayed releases of funds	1. No data collected on properties under	1. Low revenue generation 2. Delay in releases of GOG funds	1. Poor road network within the district

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
	2. Land disputes 3. Nefarious Activities of Fulani herdsmen	2. Lack of transport for monitoring of projects	the SNPA project	3. Inadequate revenue database	2. Practice of open defecation 3. Inadequate water to most communities in the District
East Mamprusi	1. Chieftaincy disputes 2. Land disputes 3. Lack of vehicles for security patrols	1. Delayed releases of funds 2. Inadequate logistics for monitoring and supervision	1. Delayed and inadequate release of funds for NHIS/GSFP 2. No data collected on properties under the SNPA project	1. Poor revenue mobilization 2. Delayed releases of GOG funds 3. Refusal of residents to pay rates	1. Practice of open defecation 2. Poor road network within district 3. Residents refusal to take part in communal labour
West Gonja	1. Land disputes 2. Chieftaincy disputes 3. Inadequate logistics for security activities 4. Inadequate police personnel	1. Delayed release of funds 2. Poor road network within the district	1. Delayed release of funds for NHIS and GSFP 2. Delay in release of LEAP funds	1. Delayed release of GoG funds 2. Low revenue mobilization 3. Inadequate revenue data	1. Poaching of wildlife in the game reserve 2. Inadequate potable water 3. Tourism potentials of district not promoted 4. High prevalence of open defecation
Bunkpurugu-Yunyoo	1. Protracted Chieftaincy disputes 2. Land disputes	1. Delayed and inadequate release of funds	1. No data collected on properties under the SNPA project 2. Delay in payment for GSFP	1. Low revenue mobilization 2. Lack of transport for revenue collectors 3. Delay in release of GoG funds	1. Bad road network within the district and to regional capital 2. High practice of open defecation
Central Gonja	1. Chieftaincy disputes 2. Menace of Fulani herdsmen 3. Inadequate security personnel in the district	1. Delay in release of funds 2. Interruptions from the weather	1. No data collected on properties under the SNPA project 2. Delayed payment of GSFP/NHIA	1. Inadequate and irregular flow of funds from GOG 2. Low revenue generation and mobilization capacity	1. Bad road network within the district 2. Lack of logistics for monitoring and supervision 3. Practice of open defecation

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
Bole	<ol style="list-style-type: none"> 1. Chieftaincy disputes 2. Land disputes 	<ol style="list-style-type: none"> 1. Inadequate and delay in the release of funds 2. Erratic weather conditions affecting projects 	<ol style="list-style-type: none"> 1. Delay in release of LEAP funds 2. Delay in the release of NHIS and GSFP funds 	<ol style="list-style-type: none"> 1. Delay in release of GoG funds 2. Inadequate monitoring and lack of supervision of revenue collectors 	<ol style="list-style-type: none"> 1. Bad road network within the district 2. Practice of open defecation 3. Threat of illegal mining 4. Indiscriminate felling of trees 5. Fall Army Worm infestation
Zabzugu	<ol style="list-style-type: none"> 1. Chieftaincy disputes 2. Nefarious activities of Fulani herdsmen 3. Inadequate police personnel coupled with inadequate accommodation 	<ol style="list-style-type: none"> 1. Inadequate and delay in releases of funds 2. Inadequate logistics for monitoring of projects 	<ol style="list-style-type: none"> 1. No data collected on properties under the SNPA project 2. Delay in release of funds for NHIA and GSFP 	<ol style="list-style-type: none"> 1. Poor revenue generation 2. Lack of transport for revenue collectors 3. Delay in release of GOG funds 4. Poor attitude of residents to payment 	<ol style="list-style-type: none"> 1. Poor road network within and to regional capital 2. Lack of logistics for monitoring and supervision 3. Practice of open defecation
Saboba	<ol style="list-style-type: none"> 1. Land disputes 2. Chieftaincy disputes 3. Political party disputes 	<ol style="list-style-type: none"> 1. Delay in release of funds 2. Lack of logistics for monitoring 	<ol style="list-style-type: none"> 1. No data collected on properties under the SNPA project 2. Delayed release of funds for GSFP and NHIS 	<ol style="list-style-type: none"> 1. Poor revenue generation 2. Untimely release of GOG funds 3. Inadequate revenue mobilization 	<ol style="list-style-type: none"> 1. Poor road network within the district and to regional capital 2. Practice of open defecation 3. Lack of logistics for monitoring and supervision
Gushiegu	<ol style="list-style-type: none"> 1. Land disputes 2. Protracted Chieftaincy disputes 3. Political party disputes 	<ol style="list-style-type: none"> 1. Inadequate releases of funds as well as delayed 	<ol style="list-style-type: none"> 1. No data collected on properties under the SNPA project 2. Delay in release of funds for GSFP 	<ol style="list-style-type: none"> 1. Poor revenue generation 2. Inadequate revenue database 	<ol style="list-style-type: none"> 1. Poor road network within the district 2. Practice of open defecation 3. Lack of logistics for monitoring and supervision
Mion	<ol style="list-style-type: none"> 1. Chieftaincy disputes 	<ol style="list-style-type: none"> 1. Delay in release of funds 	<ol style="list-style-type: none"> 1. No data collected on properties under the SNPA project 2. Delayed releases of NHIA and GSFP grants 	<ol style="list-style-type: none"> 1. Delay in release of GOG funds 2. Low revenue generation 3. Inadequate revenue database 	<ol style="list-style-type: none"> 1. Lack of logistics for effective monitoring 2. Poor road network 3. Inadequate office and residential accommodation 4. Fall army worm infestation

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
Sawla-Tuna-Kalba	1. Land disputes 2. Nefarious activities of Fulani herdsmen	1. Delay in the release of funds	1. No data collected on properties under the SNPA project	1. Low revenue generation 2. Inadequate revenue data 3. Late releases of GOG funds 4. Inadequate revenue staff	1. Practice of open defecation 2. Poor road network within the district 3. Lack of logistics for monitoring and supervision
North Gonja	1. Chieftaincy disputes 2. Unresolved inter ethnic land disputes	1. Inadequate and delay in releases of funds 2. Erratic weather conditions	1. No data collected on properties under the SNPA project 2. Delay in release of funds for GSFP and NHIA 3. Delay in release of funds for LEAP	1. Poor revenue generation 2. Delayed releases of GoG funds 3. Lack of data for effective revenue collection	1. Poor road network within the district and to regional capital 2. Perennial flooding in some communities along the White Volta basin 3. High prevalence of open defecation 4. Indiscriminate felling of trees 5. Inaccessibility of some parts of the districts
Mamprugu-Moagduri	1. Land disputes 2. Inadequate police personnel coupled with lack of logistics	1. Inadequate and delayed release of funds 2. Unpredictable weather conditions	1. No data collected on properties under the SNPA project 2. Inadequate and delay in release funds for NHIS/GSFP	1. Low revenue generation 2. Inadequate revenue data 3. Inadequate revenue staff 4. Delayed release of GOG funds	1. Poor road network within the district and to regional capital 2. Perennial flooding in some communities along the White Volta basin 3. High prevalence of open defecation 4. Indiscriminate felling of trees 5. Inadequate data for development activities
Tatale-Sanguli	1. Chieftaincy disputes 2. Prevalence of armed robbery cases 3. Inadequate police personnel coupled with inadequate	1. Inadequate and delayed release of funds 2. Commitments on the DACF	1. No data collected on properties under the SNPA project	1. Inadequate revenue database 2. Low commitment on part of revenue collectors 3. Delay in release of GoG funds 4. Tax evasion by payers 5. Poor revenue generation	1. Poor road network within the district and to regional capital 2. Poor participation by the people in governance 3. Practice of open defecation 4. Lack of logistics for monitoring activities

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
	accommodation				
Chereponi	1. Land disputes 2. Lack of court in the district 3. Inadequate personnel and logistics for police patrol	1. Delay in release of funds 2. Erratic weather conditions	1. No data collected on properties under the SNPA project 2. Delay in release of grants for NHIS and GSFP	1. Inadequate revenue data 2. Poor revenue generation 3. Delays in release of GOG funds	1. Poor road network within the district and to regional capital 2. Inadequate office and residential accommodation 3. Practice of open defecation
Karaga	1. Land disputes 2. Nefarious activities of Fulani herdsmen 3. Lack of logistics for security personnel	1. Delay in release of funds 2. Bad road network	1. No data collected on properties under the SNPA project 2. Delay in release of funds for NHIA	1. Erratic inflows of funds from GoG 2. Poor IGF generation 3. Inadequate revenue data	1. Poor road network within the district and to regional capital 2. Inadequate office and residential accommodation
West Mamprusi	1. Land disputes 2. Inadequate logistics for security personnel	1. Inadequate and delay in release of funds 2. Interruptions from weather conditions	1. No data collected on properties under the SNPA project 2. Delayed payment of NHIA and GSFP funds	1. Poor revenue generation 2. Erratic flow of funds 3. Low level of consciousness of citizens to pay tax	1. Perennial flooding in some communities along the White Volta basin 2. Practice of Open defecation
Kumbungu	1. Land disputes 2. Sand winning activities	1. Delay in release of funds	1. No data collected on properties under the SNPA project 2. Not all District Implementation Team (DIT) members are in the district	1. Low revenue generation 2. Delay in release of GOG funds 3. Inadequate revenue database 4. Lack of tax sensitization	1. Practice of open defecation 2. Poor quality of health services 3. Inadequate educational infrastructure. 4. Inadequate office accommodation for decentralized departments within the district
Sagnarigu	1. Land disputes 2. Chieftaincy disputes	1. Delay in release of funds 2. Lack of logistics for monitoring and	1. Delay in the payment of NHIA and GSFP grants 2. Delay in release of	1. Delays in release of GoG funds 2. Low revenue generation 3. Inadequate number of permanent revenue collectors	1. Inadequate logistics for effective monitoring 2. High prevalence of open defecation

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
		supervision	LEAP funds	4. Inadequate database on revenue items	
UPPER EAST REGION					
Pusiga	-Food in-security	-Use of unskilled local labour by contractors	-Inadequacy office and residential accommodation -Inadequate transport and office logistics	-Inadequate and irregular flow of funds	-Inadequate Office and residential accommodation -Incidence of food insecurity
Garu - Tempene					
Nabdram	-Illegal activities of Fulani herdsmen -Motor bike snatching -Armed robberies on Nangodi-Tilli road	-			
Kassena-Nankana West	-Paga-Navio chieftaincy dispute	-	-Lack of infrastructure for most sub-district structures	--Low local revenue generation capacity	-inadequate Office and residential accommodation -Inadequate staff and absence of some departments
Kassena-Nankana Municipal	-Doba –Kandiga junction land dispute -Negative activities of beneficiaries of justice for all programme -Armed robberies and		-Exit of partners/CSOs -Inadequate data on rateable items	-Delay in release of funds	-High HIV prevalence

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
	motorbike snatching				
Binduri					
Bongo					
Bawku West	-Illegal mining at Forest Reserve -Armed Robberies and cross-border crimes		-Inadequate experienced staff -	-Low internally generated funds	-Poor road network -Inadequate residential accommodation and basic infrastructure
Bolga Municipal	- Chieftaincy disputes	-Inadequate school infrastructure	-High poverty and illiteracy rates -Low revenue generating capacity	-Low revenue mobilization capacity	
Builsa South	-Illegal lumbering				
Builsa North					
Talensi	-Activities of galamsey at Gbani -Perennial flooding				
Bawku Municipal					
UPPER WEST REGION					
Wa Municipal	Frequent Armed robbery incidence Motor cycle snatching, Land and Chieftaincy	Late release of funds Inability of contractors to complete projects on time inadequate funds for projects	Street Naming and Property Addressing component yet to be completed Difficulty in targeting LEAP beneficiaries	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

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
	Disputes				
Wa West	Frequent armed robbery cases Fuel smuggling Chieftaincy and land disputes Few police personnel No court in the district Unwillingness to offer information to the police	Politicization of development projects Irregular and delay in the flow of funds Ineffective supervision and monitoring Inadequate logistics for M&E activities	Property addressing component of SNPA not done.	Inadequate logistics for revenue mobilization Lack of reliable revenue data Inadequate number of revenue collectors Inadequate capacity of revenue collectors	Inaccessibility of communities during rainy season Low IGF mobilization Poor telecommunication network Low electricity coverage Environmental degradation
Wa East	Illegal mining Inadequate logistics for patrols Destructive activities of nomadic Fulani herdsmen	Irregular and inadequate funding Poor road condition and accessibility Low electricity coverage	Lack of community commitment and support Inadequate logistics for M&E activities Inadequate skilled human resource	Inadequate logistics (no vehicle) for revenue mobilization Lack of reliable revenue data Inadequate number of revenue collectors	No district hospital Poor telecommunication coverage High illiteracy rate High incidence of poverty Unwillingness to pay revenue
Nadowli-Kaleo	Land litigation Stealing	Late release of funds Non completion of projects on time	Late release of funds Non completion of projects on time	Low IGF mobilization and sources Unwillingness to pay revenue	Delay in release of funds Poor IGF sources Poor road infrastructure Poor communication network
Daffiama-Bussie-Issa	Inadequate police personnel Poor road infrastructure Poor communication network Frequent Armed robbery cases	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 Many non performing revenue items Poor road infrastructure Poor communication network Inadequate human resource

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
Jirapa	Stealing Unwillingness to offer information to the police Inadequate police personnel	Late release of funds Non completion of projects on time	Property addressing component of SNPA not done. Inadequate M&E activities	Low IGF mobilization and limited revenue items	Degradation of the environment Inadequate funds Poor attitude towards sanitation
Lawra	Chieftaincy and land disputes Frequent Armed robbery cases	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 revenue items	Infertile lands for agriculture Low IGF Land disputes among communities
Nandom	No vehicle for the police, inadequate police personnel Fuel smuggling across the border Land and chieftaincy dispute	Late release of funds Non completion of projects on time High cost of land acquisition and high compensation demands	High expectations of community members Delay in release of funds for implementation Property addressing component not yet done	High attrition rate of revenue collectors Low IGF mobilisation	Inadequate office and residential accommodation Poor roads Inadequate revenue base Inadequate means of transport for work eg. M&E
Lambussie	Fuel smuggling across the border Land litigation Cattle rustling across the border to Burkina Faso	Environmental degradation Limited application of modern technology Inadequate supervision of projects	High unemployment rate Property addressing component of SNPA not yet done	Improved IGF mobilization Late release of funds	Poor road network No vehicles and logistics for M&E activities. Delay in release of funds especially DACF
Sissala West	No law Courts Land and chieftaincy disputes Theft/Armed robbery cases	No vehicles and other logistics for M&E activities. Delay in the release of funds especially DACF	Property addressing component of SNPA not done. Inadequate M&E	Poor IGF sources No vehicle for IGF mobilization Delay in release of funds	Inadequate Government budgetary allocations Delay in release of funds Limited IGF sources

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
Sissala East	No law Courts, Land and Chieftaincy disputes Theft/Armed robbery cases No vehicle for police activities of alien Fulani herdsmen Harvesting of rosewood 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 revenue base	Rampant bush fires Declining BECE results, Delay in release of funds Limited IGF sources
VOLTA REGION					
Ho Municipal	Frequent Theft & Burglary cases	Price fluctuations leading to variations in project costs, Late release of funds	Delay in the release of funds Unmanaged expectations of community members Unavailability of land for socio-economic investment	Inadequate logistics for revenue mobilization Lack of reliable revenue data Inadequate revenue collectors	Inadequate office and residential accommodation, Inadequate vehicles and logistics for M&E activities. Delay in the release of funds especially DACF
Hohoe Mun.	Frequent Theft & Burglary cases	Irregular and delay in the release of funds Shoddy work by some contractors due ineffective supervision and monitoring Inadequate logistics for M&E activities	Property addressing component of SNPA not yet done	Inadequate personnel and logistics for revenue mobilization Lack of reliable revenue data	Inadequate staff, Inadequate vehicles and logistics for M&E activities. Delay in release of funds especially DACF
Keta Mun.	Adverse effects of tidal waves	Late release of funds, Non completion of	Unmanaged expectations of	Inadequate personnel and logistics for revenue mobilization	Limited valuation of property Revenue database not

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
		projects Difficulty in land acquisition and high compensation demands	community members Delay in the release of funds Property addressing component of SNPA not yet done		comprehensive
Kpando Mun.	Chieftaincy and land disputes Conflict among transport unions	Politicization of development projects Irregular and delay in the release of funds Lack of supervision of projects Inadequate logistics for M&E activities	Late release of funds Non completion of projects	Inadequate personnel and logistics for revenue mobilization	Bush fires Delay and inadequate GoG budgetary allocations Limited IGF sources
Ketu South	Frequent armed robbery cases Fuel smuggling across the border Child trafficking Chieftaincy dispute	Late release of funds, Non completion of projects Difficulty in land acquisition and high compensation demands Conflict between investors and indigenes	Property addressing component of SNPA not yet done	Inadequate personnel and logistics for revenue mobilization Lack of reliable and comprehensive revenue database	Limited valuation of property High Cost of utility bills Poor logistical support Inadequate education of Tax payers
Ketu North	Fuel smuggling across the border	Inadequate office and residential accommodation, Inadequate vehicles and logistics for M&E activities. Delay in Release of funds especially DACF	Late release of funds	Inadequate personnel and logistics for revenue mobilization	Poor road network Inadequate staff Inadequate logistics Delays in releasing funds
Agotime-	Land disputes	Inadequate logistics	Property addressing	Inadequate personnel and logistics	Limited valuation of property

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
Ziope		for M&E activities elay in the release of funds especially DACF	component of SNPA not yet done	for revenue mobilization Revenue database not comprehensive	
Akatsi North	Menace of fulani herdsmen Frequent theft cases Snatching of motor bikes	Inadequate office and residential accommodation Late release of funds especially DACF Inadequate logistics	Property addressing component of SNPA not yet done	Limited revenue sources Inadequate logistics for revenue mobilization Delays in release of funds	Poor road network Inadequate staff and logistics Delay in the release of funds
Akatsi South	Chieftaincy and land disputes, Herdsmen menace, Frequent theft cases	Inadequate logistics for M&E activities Delay in release of funds especially DACF	Late release of funds	Inadequate personnel and logistics for revenue mobilization	Poor road network Inadequate staff and logistics Delays in the release of funds Low level of IGF
North Tongu	Menace of Fulani Herdsmen	Inadequate office and residential accommodation Late release of DACF Inadequate logistics	Late release of funds	Limited revenue sources	Delay in release of funds Poor road infrastructure Poor telecommunication network
Central Tongu	Menace of Fulani Herdsmen Chieftaincy & land disputes	Price fluctuations leading to variations in project costs Late release of funds Difficulty acquiring land for development	Late release of funds Non completion of projects	Inadequate personnel and logistics for revenue mobilization Lack of reliable revenue data	Poor road network Inadequate staff and logistics Delay in the release of funds
South Tongu	Burglaries Land litigation and chieftaincy disputes Oyster mining disputes	Inadequate office and residential accommodation, Late release of DACF, Inadequate logistics	Property addressing component of SNPA not yet done	Inadequate personnel and logistics for revenue mobilisation	Inadequate office and residential accommodation Inadequate vehicles and logistics for M&E activities. Frequent Delay in Release of funds especially DACF

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
Jasikan	Frequent theft cases	Price fluctuations leading to variations in project costs Late release of funds Difficulty in acquiring land for development	Late release of funds Non completion of projects	Inadequate logistics for revenue mobilization Lack of reliable revenue data	Poor road network Inadequate staff and logistics Delays in the release of funds
Biakoye	Land dispute	No vehicles and logistics for M&E activities, Delay in release of funds especially DACF	Lack of community commitment and support Inadequate logistics for M&E activities. Inadequate skilled human resource	Limited IGF sources Delays in release of funds	Inadequate office and residential accommodation, Inadequate vehicles and logistics for M&E activities. Delay in Release of funds especially DACF
Kadjebi	Chieftaincy disputes	Price fluctuations leading to variations in project costs Late release of funds Difficulty acquiring land for development	Late release of funds Non completion of projects	Inadequate personnel and logistics for revenue mobilization Lack of reliable revenue data	How to collect revenues Inadequate staff strength and logistics Inadequate fund for programmes and activities of decentralized Departments
Nkwanta North	Land and chieftaincy disputes Menace of Fulani herdsmen	Lack of inadequate vehicles and logistics for M&E activities Delay in the release of funds especially DACF	Property addressing component of SNPA not done.	Limited revenue sources	Bush fires Delay and Inadequate GoG budgetary allocations
Nkwanta South	Land and chieftaincy disputes	Low IGF mobilization High unemployment	Property addressing component of SNPA not yet done	Limited revenue sources	Poor road network Lack of vehicles and inadequate logistics for M&E activities. Delay in the release of funds especially DACF
Krachi West	Frequent theft cases	Lack of vehicles and inadequate logistics for M&E activities.	Late release of funds Non completion of	Limited revenue sources Inadequate logistics for revenue mobilisation	Poor road network Lack of vehicles and inadequate logistics for M&E activities

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
		Delay in release of funds especially DACF	projects	Delays in the release of funds	Delay in the release of funds especially DACF
Krachi East	Menace of Fulani herdsmen Chieftaincy disputes	Inadequate vehicles and other logistics for M&E activities. Delay in release of funds especially DACF	Property addressing component of SNPA not done.	Limited revenue sources Lack of vehicles for revenue mobilization	Bush fires Delay and Inadequate GoG budgetary allocations
Krachi Nchumuru	Chieftaincy disputes Frequent armed robbery cases	Inadequate logistics for M&E activities. Delay in the release of funds especially DACF	Late release of funds	Limited revenue sources	Bush fires Delay and Inadequate GoG budgetary allocations Leakage in revenue collection High rate of population growth
North Dayi	Frequent cases Armed Robbery Menace of Fulani herdsmen	Low IGF mobilization High unemployment	Property addressing component of SNPA not yet done	Limited revenue sources	Poor road network Inadequate staffing Lack of vehicles and inadequate logistics for M&E activities. Delay in the release of funds especially DACF
South Dayi	Frequent theft cases	Lack of vehicles and other logistics for M&E activities. Delay in release of funds especially DACF	Late release of funds Non completion of projects	Limited revenue sources Lack of vehicles for IGF mobilization Delays in release of funds	Bush fires Delay and Inadequate GoG budgetary allocations
Adaklu	Menace of Fulani Herdsmen	Low IGF mobilization High unemployment	Late release of funds	Limited revenue sources	Poor road network Lack of vehicles and logistics for M&E activities. Delay in the release of funds especially DACF Low staff strength
Afadzato South	Frequent Armed robbery cases	Lack of vehicles and other logistics for	Property addressing component of SNPA	Limited revenue sources	Poor road network Lack of vehicles and logistics for

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
	Herdsman menace	M&E activities. Delay in release of funds especially DACF	not done.		M&E activities. Delay in the release of funds especially DACF
Ho West	Frequent theft cases	Low IGF mobilization High unemployment	Late release of funds Non completion of projects	Limited revenue sources Lack of vehicles for IGF mobilization Delays in release of funds	Inadequate office and residential accommodation Inadequate Office furniture
WESTERN REGION					
Sekondi-Takoradi Metro.	Chieftaincy Dispute (Sekondi Traditional Council) High incidence of street children	Laborious processes for utilizing UDG funds has stalled execution of some projects under UDG programme	Delay in the release of school feeding funds to caterers Low turnout during the National Sanitation Exercise	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 execution	Delay in the release of school feeding funds to caterers Low turnout during the National Sanitation Exercise Delay in the implementation of the street naming and property addressing system	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	Delay in the release of school feeding funds to caterers Low turnout during the National Sanitation Exercise Delay in the	Low internally generated funds	Unemployment due to the widespread destruction of the coconut trees by the Cape St. Paul Wilts Disease

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
			implementation of the street naming and property addressing system		
Jomoro	High incidence of Teenage Pregnancy Unemployment	Same as above	Delay in the release of school feeding funds to caterers Low turnout during the National Sanitation Exercise Delay in the implementation of the street naming and property addressing system	Low internally generated funds	Bad Roads
Nzema East Municipal	Unemployment	Same as above	Delay in the release of school feeding funds to caterers Low turnout during the National Sanitation Exercise Delay in the implementation of the street naming and property addressing system	Low internally generated funds	Bad roads Unreliable data for revenue collection
Shama	Pollution of River Pra the main source of portable water by Illegal mining activities	Same as above	Delay in the release of school feeding funds to caterers Low turnout during the National Sanitation Exercise Delay in the implementation of	Low internally generated funds	Bad roads

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
			the street naming and property addressing system		
Wassa East	Illegal mining	Same as above	Delay in the release of school feeding funds to caterers Low turnout during the National Sanitation Exercise Delay in the implementation of the street naming and property addressing system	Low internally generated funds	Bad Roads
Mpohor	Illegal mining	Same as above	Delay in the release of school feeding funds to caterers Low turnout during the National Sanitation Exercise Delay in the implementation of the street naming and property addressing system	Low internally generated funds	Bad roads
Tarkwa-Nsuaem Municipal	Illegal mining	Same as above	Delay in the release of school feeding funds to caterers Low turnout during the National Sanitation Exercise Delay in the implementation of the street naming and	Low internally generated funds	Bad roads

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
			property addressing system		
Amenfi West	Illegal mining & land degradation	Same as above	Delay in the release of school feeding funds to caterers Low turnout-during the National Sanitation Exercise Delay in the implementation of the street naming and property addressing system	Low internally generated funds	Bad roads
Amenfi East	Illegal mining, land degradation,	Same as above	Delay in the release of school feeding funds to caterers Low turnout during the National Sanitation Exercise Delay in the implementation of the street naming and property addressing system	Low internally generated funds	Bad roads

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
Amenfi Central	Illegal mining, land degradation	Same as above	Delay in the release of school feeding funds to caterers Low turnout during the National Sanitation Exercise Delay in the implementation of the street naming and property addressing system	Low internally generated funds	Bad roads
Aowin	Land Disputes Smuggling of cocoa beans/ Illegal Gold Mining	Same as above	Delay in the release of school feeding funds to caterers Low turnout during the National Sanitation Exercise Delay in the implementation of the street naming and property addressing system	Low internally generated funds	Bad roads
Suaman	Smuggling of cocoa beans/petroleum products to Ivory Coast.	Same as above	Delay in the release of school feeding funds to caterers Low turnout during the National Sanitation Exercise Delay in the implementation of the street naming and property addressing system	Low internally generated funds	Bad roads
Akontombr	Illegal logging	Same as above	Delay in the release	Low internally generated funds	Bad roads & inadequate

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
a			of school feeding funds to caterers Low turnout during the National Sanitation Exercise Delay in the implementation of the street naming and property addressing system		educational /health facilities
Juaboso	Illegal mining, illegal logging	Same as above	Delay in the release of school feeding funds to caterers Low turnout during the National Sanitation Exercise Delay in the implementation of the street naming and property addressing system	Low internally generated funds	Bad roads
Bodi	Illegal mining	Same as above	Delay in the release of school feeding funds to caterers Low turnout during the National Sanitation Exercise Delay in the implementation of the street naming and property addressing system	Low internally generated funds	Bad roads
Bia East	smuggling of cocoa	Same as above	Delay in the release of school feeding	Low internally generated funds	Bad roads

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
	beans/petroleum products		funds to caterers Low turnout during the National Sanitation Exercise Delay in the implementation of the street naming and property addressing system		
Bia West	smuggling of cocoa beans/petroleum products	Same as above	Delay in the release of school feeding funds to caterers Low turnout during the National Sanitation Exercise Delay in the implementation of the street naming and property addressing system	Low internally generated funds	Bad roads
Sefwi Wiawso Municipal	Chieftaincy Dispute	Same as above	Delay in the release of school feeding funds to caterers Low turnout during the National Sanitation Exercise Delay in the implementation of the street naming and property addressing system	Low internally generated funds	Bad roads
Bibiani Ahwiaso Bekwai		Same as above	Delay in the release of school feeding funds to caterers	Low internally generated funds	Bad roads

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
			Low turnout during the National Sanitation Exercise Delay in the implementation of the street naming and property addressing system		
Ahanta West	Acquisition of large tracts of agricultural /farm lands by investors	Same as above	Delay in the release of school feeding funds to caterers Low turnout during the National Sanitation Exercise Delay in the implementation of the –SNPA System	Low internally generated funds	Bad roads