



LOCAL GOVERNMENT SERVICE

2016
Annual Progress
REPORT

March, 2017

Local Government Service



REPUBLIC OF GHANA

2016 Annual Progress Report

March, 2017

Foreword

The Local Government Service comprises the Office of the Head of Local Government Service (OHLGS), the ten Regional Co-ordinating Councils (RCCs) and the Two Hundred and Sixteen Metropolitan, Municipal and District Assemblies (MMDAs) with the mandate of administrative decentralisation. The LGS is required by law to account for its stewardship to stakeholders and to this end, the LGS publishes and circulates its Annual Progress Reports (APR) on the status and results of activities implemented within the year under consideration in respect of administrative decentralisation.

In fulfilling the statutory reporting requirement and providing up-to-date information to stakeholders, the 2016 APR is comprehensively presented to cover implementation of programmes and projects of the OHLGS, the ten RCCs and some important issues from the 216 MMDAs. The 2016 APR provides a comprehensive update on the progress of implementation of programmes of the LGS. This APR can therefore be used for an 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 also look forward to a stronger collaboration with all stakeholders and partners for the fulfilment of the mandate of the Service in the years ahead.

DR. NANA ATO ARTHUR
HEAD OF SERVICE

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Acronyms

AEA	Agriculture Extension Agents
AGSD	Administration and General Services Directorate
ANC	Ante Natal Care
APDO	Afram Plains Development Organisation
APR	Annual Progress Report
ARIC	Audit Review Implementation Committee
ASIP	Accra Sewerage Improvement Project
BAC	Business Advisory Centre
BaSIS	Basic Sanitation Information Systems
BOT	Build Operate and Transfer
CAGD	Controller and Accountant General's Department
CBF	Capacity Building Framework
CBN	Christian Broadcasting Network
CEDECOM	Central Region Development Commission
CHPS	Community-Based Health Planning and Services
CLTS	Community Led Total Sanitation
CNC	Centre for National Culture
COBAANA	Convention of the Council of Brong Ahafo Associations of North America
CSF	Capacity Support Fund
CSOs	Civil Society Organisations
CWSA	Community Water and Sanitation Agency
DACF	District Assemblies Common Fund
DANIDA	Danish International Development Agency
DCE	District Chief Executive
DDA	Departments of the District Assemblies
DDF	District Development Facility
DFATD	Department of Foreign Affairs Trade and Development
DFC	Danida Fellowship Centre

DFID	Department For International Development
DISEC	District Security Committee
DOVVSU	Domestic Violence and Victims Support Unit
DPs	Development Partners
DRCCs	Departments of the Regional Coordinating Councils
DUR	Department of Urban Roads
EA	Electoral Area
ECOWAS	Economic Community of West African States
EDAIF	Export Trade Development Agriculture and Investment Fund
EPI	Extended Programme on Immunisation
EU	European Union
FDU	Fiscal Decentralisation Unit
GER	Gross Enrolment Rate
GES	Ghana Education Service
GETFund	Ghana Education Trust Fund
GHSP	Grassroot Human Security Projects
GHA	Ghana Highway Authority
GIFMIS	Ghana Integrated Financial Management Information System
GNHR	Ghana National Household Registry
GSGDA II	Ghana Shared Growth and Development Agenda
GSOP	Ghana Social Opportunities Project
HRMIS	Human Resource Management Information System
HRU	Human Resource Unit
ICT	Information and Communications Technology
IGF	Internally Generated Funds
ILGS	Institute of Local Government Service
ISCCS	Inter-Service and Sectoral Collaboration and Cooperation System
ITFC	Integrated Tamale Food Company
IWAD	Integrated Water and Agriculture Development

JC	Judicial Committee
JICA	Japan International Cooperation Agency
JSDF	Japan Social Development Fund
KTC	Koforidua Training Centre
LEAP	Livelihood Empowerment Against Poverty
LED	Local Economic Development
LGCSP	Local Government Capacity Support Project
LGS	Local Government Service
LI	Legislative Instrument
LIPW	Labour Intensive Public Works
M&E	Monitoring and Evaluation
MASLOC	Microfinance and Small Loans Centre
MDGs	Millennium Development Goals
MIS	Management Information Systems
MMDA	Metropolitan Municipal and District Assemblies
MoF	Ministry of Finance
MoFA	Ministry of Food and Agriculture
MTDP	Medium Term Development Plan
MUSEC	Municipal Security Committee
NAFAC	National Festival of Arts and Culture
NAMCOP	Nationwide Mosquito Control Programme
NBSSI	National Board for Small Scale Industries
NDPC	National Development Planning Commission
NFED	Non-formal Education Division
NGO	Non-Governmental Organisation
NHIA	National Health Insurance Authority
NITA	National Information Technology Agency
NORST	Northern Region Small Town Systems
NRGP	Northern Rural Growth Programme

NSEZ	Northern Savanna Ecological Zone
ODA	Office of the District Assembly
ODF	Open Defecation Free
OFSP	Orange Fleshed Sweet Potato
OGM	Office of Government Machinery
OHLGS	Office of the Head of Local Government Service
OPD	Out Patients Department
PAMSCAD	Programme of Action to Mitigate the Social Cost of Adjustments
PBB	Programme Based Budgeting
PBGS	Performance Based Grant System
PFM	Public Financial Management
PHC	Population and Housing Census
PIAC	Public Interest and Accountability Committee
PICS	Purdue Improved Cowpea Storage
PM	Presiding Member
PMC	Performance Management Contract
PMS	Performance Management System
PPP	Public Private Partnership
PPP	Preferred Primary Providers
PROTOA	Progressive Transport Owners Association
PSC	Public Services Commission
PWD	Public Works Department
PWDs	Persons With Disability
RCC	Regional Coordinating Council
RCD	Regional Coordinating Director
REGSEC	Regional Security Committee
REP	Rural Enterprise Programme
RING	Resilience In Northern Ghana
RPCU	Regional Planning Coordinating Unit

RSGGP	Right to Service and Good Governance Programme
RSM	Rural Sanitation Model
RTAT	Regional Technical Advisory Teams
SADA	Savanna Accelerated Development Agency
SERs	Social Enquiry Reports
SGBV	Sexual and Gender-based Violence
SMEs	Small and Medium-scale Enterprises
SNPA	Street Naming and Property Addressing
SNV	Smart Development Works
SPRING	Spatial Planning for Regions in Growing Economies
SRWSP	Sustainable Rural Water and Sanitation Project
TB	Tuberculosis
TVET	Technical and Vocational Education Training
UDG	Urban Development Grant
UNFPA	United Nation Population Fund
UNICEF	United Nations Children’s Fund
USAID	U.S Agency for International Development
VSLA	Village Savings and Loans Associations
WAAPP	West Africa Agriculture Productivity Programme
WASH	Water, Sanitation and Hygiene
WB	World Bank
WIAD	Women In Agriculture Development
WSMTs	Water and Sanitation Management Teams

Executive Summary

The year 2016 for the Local Government Service (LGS) saw many achievements in deepening administrative decentralisation. These contributed to institutional strengthening and full operationalization of local governments in the country and the delivery of quality and cost effective services to the citizenry.

The 2016 LGS Annual Progress Report includes achievements of the Office of the Head of the Local Government Service (OHLGS), the 10 Regional Co-ordinating Councils (RCCs) and summarised issues from all 216 Metropolitan, Municipal and District Assemblies (MMDAs) all of which makes up the Local Government Service. The achievements reported covers administrative, human resource management, development projects and programmes at the regional and the district levels, financial performance and some core indicators for measuring performance across regions. Below are highlights of the report:

- **Administration and Procurement**

The OHLGS in consultation with the Chairman of the Local Government Service Council organised three (3) Council meetings, two (2) entity tender committee meetings, three (3) ARIC meetings, eleven (11) management meetings and one staff durbar. Items purchased by OHLGS during the year under review included a laptop, a photocopier and accessories, 2No. 4X4 Toyota Prado, 1No. Nikon digital camera and other assorted stationery.

- **Preparation of 2017 Budget**

The OHLGS participated in the Policy Hearing to discuss the contribution of its policies to the achievement of the objectives of the GSGDA II and subsequently prepared the 2017 Programme Based Budget (PBB) for the Service. A total budget of GH¢ 2,415,852.00 made up of GH¢ 1,849,810.00 for compensation and GH¢ 1,050,000.00 for Goods and Services was approved for OHLGS. A total budget of GH¢ 24,780,142.00 comprising GH¢ 17,830,142.00 for compensation, GH¢ 6,950,000 for Goods and Services was approved for the ten (10) RCCs. No budgetary allocation for assets was made for both the OHLGS and the ten (10) RCCs.

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

2,401 staff of various job classes benefited from training and capacity building programmes both local and overseas. In addition, the LGS undertook the development of manuals and guides to facilitate capacity development of staff. Training beneficiaries included Heads of Departments of the Works and Urban Roads, District and Regional Directors of Agriculture to mention but a few. Areas of training covered were social accountability, public financial management, IGF strategy, composite budgeting and the use of PFM templates among others. The OHLGS developed a Capacity Building Framework that would guide and coordinate capacity building programmes across all levels of the Service.

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

OHLGS received clearance and replaced forty-eight (48) officers. One hundred and eight (108) out of 150 eligible officers were upgraded or converted. One thousand five hundred and forty-three (1,543) officers were promoted to various grades while one thousand five hundred and thirty-eight (1,538) were issued with posting instructions as part of efforts to rationalise staff across the Service. Seventeen (17) officers were seconded to other public service organisations and one thousand and two (1,002) officers retired from the Service in the year ending December 2016.

- **Implementation of Performance Management System in LGS**

The Performance Management System (PMS) introduced in 2015 to improve organizational and staff performance was assessed in 2016. Implementation of the 2015 PMS recorded a high rate of response with average score exceeding 70%. In 2016, all ten (10) Regional Coordinating Directors, 216 District Coordinating Directors and eight (8) Directors at the OHLGS signed the Performance Management Contracts.

- **Organization of 2016 Mid-Year Conference and Awards Ceremony**

The LGS organised an awards ceremony in Koforidua to award RCCs and MMDAs that performed exceptionally well in the implementation of the 2015 Performance Management Contracts. The best ten (10) MMDAs and best three (3) RCCs were awarded. The best three (3) MMDAs were Asokore Mampong Municipal, Bosomtwe District and Sekyere Central District Assemblies. Central, Western and Brong Ahafo Regional Coordinating Councils place first to third in the regional category respectively. Two officers each from the overall best RCC and MMDA were sponsored on a study tour to South Africa.

- **Integration of LGS and PSC – HRMIS**

OHLGS provided technical support to the IT and HR staff of MMDAs and RCCs for the creation of management units and the integration of the LGS HRMIS with that of the Public Services Commission (PSC). The PSC’s HRMIS was updated with the Staffing Norms for the LGS and analysis for five (5) regions were completed.

- **Preparation of Handing Over Notes**

As required by the Presidential Transition Act, 2012 (Act 845), the Office of the Head of Local Government Service as a public sector institution prepared a handing-over notes and submitted it to the Office of the Government Administrator General.

- **Creation and Strengthening of Units and Directorates**

In the year under review, the Public Affairs Unit of the Office of the Head of Local Government Service was established. Four (4) staff were reassigned from other job classes to the unit to ensure smooth performance of its functions.

- **Development Partner Support Projects**

The OHLGS had support from three Development Partners (DPs) in the year under review. The DP supported projects were, the Local Government Capacity Support Project (World Bank), the Rights to Good Governance Programme (DANIDA) and the District Development Facility.

- **Financial Performance of the Local Government Service**

For the year under review, the performance of all revenue items including compensation for staff of Local Government Service revealed a situation of underfunding: while the OHLGS realised GHc 16,346,156.98 constituting 57.54% of budgetted revenue, the RCCs together had GHc 25,235,556.78 being 37% of budgetted revenue. The MMDAs on the otherhand had GHc 1,445,609,296.98 constituting 4.29% of total national revenue.

- **Harmonised Regional Reports**

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

Chapter 1

General Introduction

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

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 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 (OHLGS)

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 (PPBMED)

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

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

Management and Technical Service Directorate (MTSD)

This Directorate 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 Management Directorate (HRMD)

This Directorate ensures that the appropriate processes are engaged to enable staff with requisite background for various types of work in the 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.

Human Resource Development Directorate (HRDD)

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

Financial Management Directorate (FMD)

The directorate is responsible for the efficient and effective utilisation of budgets allocated by the Government of Ghana and the development partners for the discharge of the mandate and objectives of the 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 Directorate (RSIMD)

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

The directorate comprises the following Units:

- **Research and Statistics Unit:** -It conducts research into the activities of the LGS. It also ensures that requisite data is available for decision-making.
- **Library and Documentation Unit:**-The Unit is responsible for the Library and collating required data to create a database for the LGS.
- **Information Management Unit:**-Initiates and maintains information technology network and infrastructure for the 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 Directorate (AGSD)

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 Unit

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

Legal Unit

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

Public Affairs Unit

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

Chapter 2

Policy Framework

The activities implemented by the LGS during the 2016 fiscal year were in line with the seven thematic areas of the GSGDA II. The key development issues corresponded 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 OHLGS 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 carved out a goal, adopted appropriate policy objectives and their corresponding strategies to implement the 2016 planned activities.

Table 2.1: 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 Lack of reliable employment/labour data/statistics for policy decision-making, monitoring and evaluation	Improve the policy environment and institutional capacity for effective human capital development, and employment policy management	Develop database on Human Resource capacity needs at all levels Develop capacity for effective use of data for decision-making Ensure integration of employment issues in policies and programmes at all levels
	Lack of reliable productivity indicators and measurements	Enhance labour productivity across all sectors	Develop and implement productivity measurement and enhancement programmes for the formal and informal sectors of the economy Strengthen capacity of the relevant institutions for effective implementation of productivity measurement and

Thematic Area	Issues	Adopted Objectives	Adopted Strategy
			enhancement programmes
	Growing income disparities among socio-economic groups and between geographical areas	Reduce income disparities among socio-economic groups and between geographical areas	Implement local economic development activities to generate employment and ensure social protection
	Lack of adequate poverty data for planning and decision making	Ensure the provision of reliable poverty data at all levels	Develop capacity for analysis and effective use of data on poverty Ensure regular collection, compilation, analysis and dissemination of reliable poverty data for planning and policy making
Transparent and Accountable Governance	Conflicting legal and policy framework and inherent challenges in Act 462	Ensure effective implementation of the decentralisation policy and programmes	Implement the National Decentralization Action Plan Review and consolidate legislation on local governance
	Non-functioning sub-district structures	Ensure effective implementation of the decentralisation policy and programmes	Enforce compliance of LI. 1967
	Inadequate infrastructure at the MMDA level especially the newly created districts	Ensure effective implementation of the decentralisation policy and programmes	Promote Public Private Partnerships (PPPs) arrangements for infrastructural development for the newly created districts and ILGS
	Weak leadership and managerial capacity at MMDA level	Ensure effective implementation of the decentralisation policy and programmes	Implement the National Decentralization Action Plan
	Weak financial base and management capacity of the District Assemblies	Ensure effective and efficient resource mobilisation, internal revenue generation and resource management	Provide investment and capacity building grants to MMDAs under District Development Facility (DDF) and Urban Development Grant (UDG) Improve the capacity of finance and administrative staff of MMDAs Ensure effective monitoring of revenue collection and utilisation of investment grants

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

Chapter 3

Achievements of the OHLGS for 2016

This chapter of the report covers activities undertaken by the OHLGS for the period of January to December 2016. The activities outlined in this report are contained in the 2014 – 2017 MTDP of the OHLGS and were undertaken by the various directorates and units of the OHLGS leading to the achievement of the overall organizational goal of the Service. The activities were either carried out solely by the directorates or in partnership with other action units in the Service, including the RCCs and the MMDAs. Some of the activities were also carried out with partners outside of the OHLGS and others with the support of Development Partners through Projects.

Administration and Procurement

The OHLGS organised three (3) LGS Council Meetings in consultation with the Chairman of the Local Government Service Council, to assess the performance of the Service and to provide direction for the attainment of its objectives. Also, two (2) Entity Tender Committee meetings, three (3) ARIC meetings, eleven (11) Management Meetings and 1 (One) staff Durbar was held.

The OHLGS procured a number of equipment and items for the day-to-day running of the Secretariat. Among the items purchased were 1No. Laptop, a Multifunctional photocopier and accessories, 2No. 4x4 Toyota Prado, Vehicle Spare Parts, Electrical items, 1No. Nikon Digital Camera and Sony Voice Recorder; and assorted stationery items.

Preparation of 2017 Budget

As part of the processes leading to the preparation of the 2017 Programme Based Budget (PBB), the Office of the Head of the Local Government Service (OHLGS) as a cost centre prepared and participated in the Policy Hearing organised by the Ministry of Finance in collaboration with the National Development Planning Commission (NDPC). The Policy Hearing was to discuss policy issues and how they conform and contribute to the achievement of the objectives of the Ghana Shared Growth and Development Agenda II (GSGDA II). The Hearing took place on 5th April, 2016, at the Kofi Annan ICT Centre. At the hearing, the OHLGS made a presentation on its mandate and how that contributes towards achievement of the objectives of GSGDA II.

Preparation of the Composite Budget

The preparation of ensuing year's Composite Budget begins with the monitoring of the implementation of previous year's Budget of all MMDAs in the country to provide lessons to improve on the subsequent year's budget.

The OHLGS participated in the monitoring of the 2015 Composite Budget in the Upper East Region from 3rd – 8th May, 2016 as part of the nationwide exercise. The report on the exercise was prepared and copies sent to the Fiscal Decentralisation Unit (FDU) of the Ministry of Finance (MoF). The monitoring of the implementation of the 2015 Composite Budget was carried out to identify challenges and other issues impeding progress. The findings of the monitoring exercise which is normally carried out early in the year informs the preparation of the Composite Budgets for the preceding year.

Staff Development (Capacity Building/ Training)

In the year 2016, several training programmes and workshops were organised including the development of training manuals and guides to build the capacities of staff at all levels of the Service (OHLGS, RCCs and MMDAs). These trainings targeted staff in the various job classes as well as at the various levels. Table 3.1 summarises the training programmes organised and the number of officers who benefitted.

In an attempt to strengthen and consolidate existing structures to ensure sustainability of capacity building interventions in the Service, the OHLGS has developed a Capacity Building Framework (CBF) document that sets out parameters to institutionalize, guide, harmonise and coordinate systems in the delivery of capacity building programmes across national, regional and local levels. An innovative component of this framework is the fact that, it proposes the establishment of a Capacity Building Fund as a vehicle to sustain capacity building initiatives.

The OHLGS also collaborated with the Koforidua Training Center (KTC) to develop training modules on technical training for Heads of Departments of Works and Urban Roads.

Table 3.1: Training Programmes Organised by the OHLGS

No.	Type of Training	Participants		
		Male	Female	Total
1.	Trainer of Trainees workshop on the PMC and Appraisal System for officers from the 10 RCCs and OHLGS (6t)	34	16	50
2.	Technical training for Agric Officers	203	23	226
3.	5–Day Training for Heads (Engineers) of the Department of Urban Roads	58	8	61

No.	Type of Training	Participants		
		Male	Female	Total
4.	5–Day training for Regional and District Directors of PWD, Rural Housing and Feeder Roads	257	15	272
5.	Training for 216 District and 10 Regional Directors of Agriculture	214	12	226
6.	DFC training programmes (various courses)	10	15	25
7.	2-Day Seminar on Contract Administration & Mgt for Coordinating Directors, Heads of Works, Urban Roads, Agric, Internal Auditors and Procurement Officers	21	11	32
8.	Training workshop on the LGS APR format	25	5	30
9.	Leadership training for Deputy Directors and Analogous Grades	79	11	90
310.	Peer Learning	83	9	92
11.	Social Accountability, Financial Management and Revenue Management	360	35	395
12.	IGF Strategy, Public Financial Management Templates and Assets Management	231	19	250
13.	Training on Fixed Assets Management	163	27	190
14.	IGF strategy	191	28	219
15.	Programme Based Budgeting Training	173	20	193
16.	Training for RCC's Team in PFM	47	3	50
	Total	2,152	252	2,401

Rapid Capacity Assessment of RCC's PFM Teams and Support to RCCs: In accordance with the financing agreement under the Local Government Capacity Support Programme (LGCSP) to phase out the role of the Regional Technical Advisory Teams (RTATs) at the end of 2016, the RCCs identified staff for each Public Financial Management (PFM) area and constituted teams to collaborate with the RTATs responsible for MMAs within the regions and submitted their details to the OHLGS. The OHLGS commissioned a rapid assessment of the capacities of the identified officers and provided them with orientation in June, 2016 with the view to sustaining the work of the RTATs.

Additionally, the OHLGS transferred an amount of US\$66,000 in two tranches to RCCs under the LGCSP to support their monitoring functions. The allocation to each RCC was based on parameters such as; number of participating MMAs in the region, spatial location of the MMAs and their distances from the regional capital among others.

Capacity Support Fund (CSF): is a component of the Local Government Capacity Support Project and is made available to participating MMAs that pass the Urban Development Grant Assessment to undertake consultancy assignments that will ensure improved public financial management, increase IGF generation and improved service delivery. The OHLGS is

responsible for vetting applications and recommending eligible activities by MMAs to the Ministry of Local Government and Rural Development for the disbursement of funds.

During the first half of 2016, applications for 42 participating MMAs in the LGCSP who passed the UDG assessment had been processed and funds transferred for implementation of proposed projects.

Recruitment, Upgrading, Promotion, Postings and Transfers of Staff

Recruitment

The OHLGS received clearance to replace 48 officers who have retired from active service in 2016. The distribution of officers recruited by job classes and sex disaggregation is shown in Table 3.2 below.

Table 3.2: Distribution of Staff Recruited by Class and Gender in 2016

No.	Class	Male	Female	Total
1	Human Resource	-	1	1
2	Executive	1	1	2
3	Administrative	8	12	20
4	Budget	-	2	2
5	Development Planning	5	1	6
6	Internal Audit	2	3	5
7	Engineering	1	-	1
8	Social Development	-	1	1
9	Procurement	-	2	2
10	Environmental (Public Health)	-	1	1
11	Auxiliary	-	1	1
	Total	17	25	42

Upgrading/Conversion

Due to the inadequate number of staff in some job classes including Human Resource Management, Agriculture, Procurement, ICT/MIS departments and units, the LGS undertook an exercise to upgrade and convert officers with requisite qualification and experience into some of these classes as a temporary measure to address the short falls.

A total of 269 applications were received in respect of upgrading and conversion from seven job classes as shown in Table 3.3 below. 150 out of the 267 applicants were shortlisted for consideration. Interviews were conducted for 80 applicants in Accra and 70 in Kumasi respectively. 60 and 48 applicants interviewed in Accra and Kumasi respectively were recommended for upgrading. Recommendation letters were issued accordingly.

Table 3.3: Upgrading/Conversion

S/N	Class	No. of Application
1	Procurement	56
2	Human Resource	65
3	Agricultural	15
4	Engineering	56
5	MIS	36
6	Environmental Health	20
7	Community Development/ Social Welfare	21
	Total	269

Promotions

In the year under review, a total of one thousand five hundred and forty-three (1,543) officers in the Service were promoted to various grades from various classes. Table 3.4 below shows a breakdown of the number of promotions in the various regions.

Table 3.4: Promotions by Regions

No.	Region	Promotion Request				Total
		Qtr 1	Qtr 2	Qtr 3	Qtr 4	
1	Ashanti	-	13	283	25	321
2	Brong Ahafo	-	53	-	95	148
3	Central	-	95	44	-	139
4	Eastern	-	103	100	100	303
5	Greater Accra	2	-	5	-	7
6	Northern	82	29	92	-	203
7	Upper East	2	6	-	82	90
8	Upper West	-	10	-	-	10
9	Volta	62	27	117	1	207
10	Western	101	4	-	-	105
11	OHLGS	-	-	-	10	10
	Total	249	340	641	313	1543

Postings

A total number of one thousand five hundred and thirty eight (1,538) posting instructions were issued in the year 2016. The posting instructions issued were mainly in accordance with the policy frameworks to ensure staff rationalisation in the service. However few were also based on personal request on humanitarian grounds.

Table 3.5: Dissagregation of Posting Instructions by Regions

No.	Region	Requests for Promotion				Total
		Qtr 1	Qtr 2	Qtr 3	Qtr 4	
1	Ashanti	8	156	17	23	204
2	Brong Ahafo	5	150	4	9	168
3	Central	1	113	5	6	125
4	Eastern	9	128	10	8	155
5	Greater Accra	9	155	22	11	197
6	Northern	8	170	4	9	191
7	Upper East	3	114	8	3	128
8	Upper West	3	107	2		112
9	Volta	7	117	3	5	132
10	Western	2	113	3	5	123
11	OHLGS				2	2
	Total	55	1323	78	81	1537

Secondment

A total of 17 applications were received and approved for secondment of staff of the Local Government Service to other public service organisations

Retirement by Region

A total of one thousand and two (1,002) officers retired from the Service at the end of December 2016. Out of this number, seven hundred and two (702) were males and three hundred (300) were females. The breakdown of staff who retired in each of the ten (10) regions is shown in Table 3.6 below.

Table 3.6: Retirement by Region

No.	Region	No of Exited Staff	Female	Male
1	Ashanti	150	48	102
2	Brong Ahafo	144	50	94
3	Central	101	31	70
4	Eastern	124	40	84
5	Greater Accra	131	51	80
6	Northern	80	15	65
7	Upper East	55	9	46
8	Upper West	36	7	29
9	Volta	94	21	73
10	Western	87	28	59
	Total	1002	300	702

Salary Administration: In all, a total of three thousand nine hundred and seventy two (3,972) inputs requests were received from officers and processed during the year 2016. The breakdown is as follows:

- new entrants inputs 126
- promotions 1,708
- leaving/termination inputs 262
- posting inputs 957
- social security number inputs 696
- change of bank inputs 223

Selection of Heads of Departments (HoD)

- Gaps on headship of four Departments (Works, Social Welfare & Community Development, Urban Roads and Transport) were identified and advertisements published.
- Heads of Departments for Waste Management and Agriculture were interviewed, appointed, posted and provided orientation training.
- Heads of the Departments for Works, Agriculture, Urban Roads and Waste Management have been posted and provided orientation training.

Implementation of Performance Management System in LGS

In 2015, the LGS introduced a Performance Management System (PMS) to improve organizational performance by developing individual and team performance to enhance and develop productivity and competencies, increase job satisfaction and achieve the full potential of staff. This was done through the use of Performance Management Contracts (PMC) for managers and Performance Appraisal (PA) for staff at all levels of the Service. Assessment of the 2015 performance was carried out in 2016 and this has provided a sense of focus to the leadership of the Service at all levels.

In 2015, all ten (10) Regional Co-ordinating Directors and 216 District Coordinating Directors signed the performance contracts. Implementation in the first year recorded a high response rate with the average performance score exceeding 70%, it is hoped that it will be much keener in 2016 and is expected to be translated into outcomes such as increased revenue mobilisation and increased quality of service delivery.

Organization of 2016 Mid-Year Conference and Awards Ceremony

On July 15 2016, the Local Government Service organised an awards ceremony in Koforidua to recognise and reward outstanding performance in the implementation of the 2015 Performance Management Contracts. The best ten (10) Metropolitan, Municipal and District Assemblies and three (3) Regional Co-ordinating Councils were recognized and rewarded.

In the MMDA category, Asokore Mampong Municipal, Bosomtwe District, Sekyere Central District, New Juaben Municipal and La Dade-Kotopon Municipal Assemblies placed first to fifth respectively. Others were: Accra Metropolitan, Sekyere South Municipal, Ashiaman Municipal, Kumasi Metropolitan and Gomoa East District Assemblies also placed sixth to tenth in that order.

In the regional category, Central Regional Co-ordinating Council placed first, followed by the Western Regional Coordinating Council and the Brong Ahafo Regional Coordinating Council. The outstanding performance of these MMDAs and RCCs were acknowledged and rewarded for their efforts.

Each of the award winning institutions received plaques as prizes, with the best three in the regional and district categories also receiving laptop and desktop computers with accessories in addition to scanners and printers. Again, two officers each from the overall best RCC and MMDA were sponsored on a study tour to South Africa.

Publications

The news bulletin for the first half of year 2016 was published, however, that of the second half of year 2016 could not be published.

Integration of LGS and PSC – HRMIS

The OHLGS carried out the consolidation of HRMIS data for the Service and further provided technical support services to the IT and HR staff of MMDAs and RCCs. Data was collected on staff of RCCs and MMDAs and submitted to the Controller and Accountant Generals' Department (CAGD) for the creation of new management units on the IPPD system to enable integration into the PSC's HRMIS. Installation and configuration of the PSC HRMIS on end-user systems for the pilot MMDAs namely Accra Metropolitan, Ga Central Municipal, Ga West Municipal Assemblies and OHLGS were completed.

The PSC's HRMIS has been updated with the Staffing Norms for the OHLGS and analysis of all ten (10) regions completed to obtain validated data into PSC HRMIS for the Service to go live.

IT and Work Environment

The OHLGS collaborated with the National Information Technology Agency (NITA) to ensure that IT related services encompassing the provision of internet connectivity and deployment of Symantec Endpoint Protection Antivirus software on all computers for data protection and security were implemented. The collaboration also led to the implementation of the Government e-workspace project for the OHLGS with the following achievements:

- Registered and set up staff on E-workspace platform
- Created and activated email accounts of staff (Users) on the E-workspace
- Configured E-workspace platform on User computing system
- All PCs at the OHLGS has been deployed unto the NITA Active Directory (egov.gh)
- Establishment of a Correspondence Management System has commenced

The Local Area Network (LAN) and Intercom were regularly maintained to enhance both internal and external communication. The OHLGS developed Database Management System (Correspondence) for tracking records at the Records Office. The LGS website and social media pages (Facebook and Twitter handle) were regularly updated to provide information to the general public.

Construction of OHLGS New Office Complex

A Transaction Adviser was selected to facilitate processes leading to the construction of OHLGS office complex through Public – Private Partnership (PPP) and the contract has been signed.

Inter-Service and Sectoral Collaboration and Cooperation Systems

Sensitization workshops on the Inter-Service and Sectoral Collaboration and Cooperation System (ISCCS) were undertaken for six RCCs namely: Upper East Regional Coordinating Council (UERCC), Upper West Regional Coordinating Council (UWRCC), Greater Accra Regional Coordinating Council (GARCC), Central Regional Coordinating Council (CRCC), Western Regional Coordinating Council (WRCC) & Volta Regional Coordinating Council (VRCC) to facilitate engagement of non decentralised departments and agencies.

Review of the Framework for Participatory Planning & Budgeting

In 2012, the OHLGS developed a framework to guide participatory planning and budgeting at the sub-national levels and trained/sensitized key officers of RCCs on the use of the framework for further transmission to the MMDA level. The framework was reviewed to reflect the change

in the National Development Policy Framework (Ghana Shared Growth and Development Agenda II). The PPB Framework has been printed and circulated.

Preparation of Handing Over Notes

As stipulated by the Presidential Transition Act, 2012 (Act 845) public sector institutions are required to prepare handing-over notes prior to general elections to facilitate the transition process for a change in government. The OHLGS accordingly prepared its handing-over notes and submitted same to the office of the Government Administrator General.

Creation and Strengthening of Units and Directorates

With the establishment of the Public Affairs Unit in July, 2016, four (4) staff were reassigned from other job classes to the Unit to ensure smooth operationalization and discharge of its functions and roles in accordance with its mandate. The Public Affairs Unit is to among other things project the corporate image of the Service, create visibility and inform the wider public of the activities of the Service.

Monitoring

Monitoring of LGCSP Activities: The OHLGS conducted monitoring visits to all the 46 participating MMAs in March and September, 2016. The visits aimed to obtain first-hand information on the activities of the RTATs and the state of implementation of CSF related activities. Findings from the visits provided the OHLGS with critical information required to periodically assess the performance of the RTATs. Additionally, the visits also provided the office with insight into challenges being encountered by the MMAs in the implementation of the CSF activities.

Integration of Schedule I Departments: Monitoring and data collection were carried-out on the level of integration of Schedule I Departments of MMDAs. Consequently, a database on the status of establishment and operationalization of Decentralized Departments of MMDAs have been put in place by Regional teams.

Monitoring Visits to Peripheral Districts: The OHLGS carried out monitoring visits to selected peripheral District Assemblies from the 8th to 18th November, 2016. The visits were to provide the office with firsthand information on prevailing issues to inform policy and programmes. Issues considered during the monitoring included extent of integration of departments of the Assemblies into the implementation of the composite budget, staffing levels and gaps as well as assessment of the office and residential needs of these assemblies. In all,

45 Assemblies were visited and the outcome and observation from these visits have been duly intergrated in the plans and policy documents of the Service.

Development Partners (DPs) Supported Programmes

Development Partners (DPs) supported programmes currently being run by the Office of the Head of the Local Government Service contributed immensely in the achievements chalked during year 2016. Owing to dwindling levels of central government transfers to the OHLGS, the resources received from these sources were the means through which the achievements reported were carried out. Summary of the various programmes are herein provided.

1. ***The Rights to Services and Good Governmance Programme (RSGGP)*** is supported by Danida and designed to stimulate the demand side of accountability by encouraging the citizenry to participate in sub-national development initiatives and demand for improved service delivery and justice. The RSGGP has four (3) components, however, the OHLGS is responsible for the implementation of Component 2.2 of the programme.

Since the commencement of the implementation of RSGGP (January 2014): one (1) start-up and nine (9) National Coordinating Forum meetings have been held. Three (3) M&E trips have been organized. Effective coordination and management of RSGGP component institutions and activities by the OHLGS have built its programme management capacity, positively impacted on the LGS organizational development and enhanced synergy among relevant participating institutions that is germane to effective governance and service delivery.

2. ***The Local Government Capacity Support Project (LGCSP)*** is a World Bank funded programme with the aim to support Metropolitan and Municipal Assemblies deliver urban services and improve upon finances in five (5) areas of Public Financial Management (PFM). The OHLGS is responsible for component 2B of the project which involves the delivery of targeted capacity building programmes to these Assemblies.

The targeted capacity building is delivered through three (3) windows: Generic training, Technical Advisory Services and a Capacity Support Fund. The technical advisory service are delivered by Regional Technical Advisory Teams (RTATs) that provide hands-on, on-the-job technical assistance to the 46 participating Assemblies in the five PFM reform areas on a regular, flexible and on zonal basis. Achievements over the period include development of training manuals, delivery of training to key staff of MMAs, conduct of bi

annual monitoring visits to the participating MMAs, organization of peer learning workshops for stakeholders among others.

3. The ***District Development Facility (DDF)*** is a Performance Based Grant System (PBGS) and has a “common basket” into which resources from contributors (GoG and DPs) are lodged for onward disbursement to eligible Assemblies. The DDF grant is divided into two namely; investment and capacity building grants. The investment grant is further sub-divided into basic and performance grant while the capacity building grant is also divided into generic and demand-driven components. The OHLGS is responsible for the Demand Driven portion of the Capacity Building Grant.

Achievements over the period include development of training manuals, delivery of training and capacity building programmes for staff of OHLGS, RCCs and MMDAs.

4. Another programme implemented by the OHLGS was the ***Ghana Internally Generated Fund Technical Support*** funded by Department for Foreign Affairs Trade and Development (DFATD) of Canada. The programme ended in 2016 and therefore the OHLGS ensured the successful closure of the project.

Through the implementation of the above mentioned projects and programmes, the OHLGS received funding which aided execution of its mandate. Details of these achievements include those reported under the achievement of the OHLGS.

Chapter 4

Regional Progress Reports

This section of the 2016 Annual Progress Report (APR) provides an overview as well as highlights of some of the activities carried out by the Regional Co-ordinating Councils (RCCs). It also summarizes the performances of Metropolitan, Municipal and District Assemblies within the jurisdictions of each of the 10 Regional Co-ordinating Councils. The regional reports are an abridged version of the detailed reports submitted to the 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 Government Service Act, (Act 656) 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 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 makes all decentralized departments in the region part of the Regional Co-ordinating Council. The heads of these departments are ex-officio members of the RCC without voting rights and provide technical advice to it. They report to the RCC through the Regional Co-ordinating Director.

These are:

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

4.4 Ashanti Regional Co-ordinating Council (ARCC)

Introduction

The Ashanti Regional Co-ordinating Council (ARCC) is a statutory body established by the Local Government Act, Act 462 of 1993 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 2016, the Ashanti Regional Coordinating Council ensured the implementation of Plans and Programmes 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 support 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 Programmes and provided with political and security backing when necessary

This report covers the political, administrative, economic activities and the security situation of the ARCC and all the thirty (30) MMDAs as well as Sector Departments and Agencies in the region for the period 1st January to 31st December, 2016.

Major activities implemented in the region during the year under review centered on:

- REGSEC led the combating of surface mining by legal and illegal operators which was gradually degrading all arable lands and polluting water bodies thereby threatening the food and human security situation.
- Provision of educational infrastructure (eg. construction of 9 Community Day SHS out of which 3 were 100% completed) among others
- Improvement in 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 60-bed District hospital at **Tepa** and the state of the art Military Hospital at **Afari** in the Atwima Nwabiagya District as well as the construction of regional hospital at Sewua in the Bosomtwe District.
- The construction of the 5 modern markets and flagship project and redevelopment of Kejetia Transport Terminal as well as the Kumasi Central Market were progressing steadily.

The fiscal inflow to the RCC and the MMDAs during the period under review consisted mainly of transfers from the Central Government, Development partners, Non-Governmental Organizations (NGOs), Internally Generated Funds (IGF), District Assemblies Common Fund (DACF) and the District Development Facility (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 there would be an improvement in performance over the year 2016.

Regional Profile

Location

Ashanti Region is centrally located in the middle belt of Ghana. It lies between longitudes 0⁰ 15' W and 2⁰ 25' W, and latitudes 5⁰ 50' N and 7⁰ 46' N. The region shares boundaries with four of the ten political regions of Ghana these are; Brong-Ahafo in the North, Eastern and Central Regions in the South and Western Region in the South West. It occupies an area of approximately 24,389.57km².

Population

The population of the region according to 2010 population and housing census is 4,780,380 with an annual growth rate of 2.7%. Thus, the estimated population of the region as at 2016 is 5,608,995.76 making it the most populous region in Ghana. The major ethnic group of the region is Asante but all other ethnic lineages could be found in the region making it a cosmopolitan area. There are thirty (30) administrative districts in the Ashanti region **comprising** of one Metropolitan, 8 Municipal and 21 District Assemblies.

Regional Potential

The Ashanti Region abounds in human, material, and natural resources. The region has the largest 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 do business, make profits as well as generate employment for the people of the region. Districts in the region are endowed with abundant arable lands which support cash crops such as cocoa, coffee, oil palm, cashew, citrus and food crops like cassava, plantain, rice, yam, cocoyam and vegetables. It is the home of large poultry industry in the

country, for example Darko Farms, Mfum Farms, Asamoah & Yamoah Farms, Akate Farms etc. and feed mill including Agricare Ltd.

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 of which 81% are cultivated. Industrial crops grown in the region include oil palm, cocoa, cotton, citrus, cashew, coffee and lemon. About 3180sqkm representing 22.5% of Ghana's high forest is in Ashanti region's high forest reserves, about 2,340sqkm (65%) are being exploited whilst the remaining 1,240sqkm (32%) are protected. The high forest areas are rich in trees of high commercial value and these include odum, mahogany, wawa, ceiba and many others such as bamboos and canes. However, the operations of surface 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 such as Gold, Bauxite, Manganese, Limestone, Silica, Sand, Iron ore and Clay. There are large scale goldmines at Obuasi, Konongo and Manso Nkwanta.

Tourism

There are several tourist attraction sites 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 boost the tourism industry, there are several hotels, an Airport and an air strip to make travelling and lodging convenient to tourists. The availability of modern transport architecture facilitates movement of goods and services to other parts of the country and for exports. The service and manufacturing sectors constitute other significant components of economy and contributes 25.4% and 10.5% respectively. The availability of a large pool of active labour force to support and sustain the growing economy of the region is an added advantage.

Administrative Issues

Political Leadership of the RCC

The Council was led by two different Regional Ministers during the period, namely: Hon. Peter Anarfi Mensah from 18th May, 2015 to 19th January, 2016. Hon. John Alexander Ackon took over as the Regional Minister from 1st March 2016 to 7th January, 2017 and they were assisted by Hon. Andy Okrah as the Deputy Regional Minister.

Political leadership of MMDAs

The region had 2 female and 28 male MMDCEs. The total number of the Assembly members in the region was 1,547 comprising 1,377 Male and 170 female.

Human Resource Management Issues

Human Resource Management activities for the Ashanti Regional Coordinating Council for the year 2016 include:

Training/Workshops Organized

Six (6) orientation workshops were organized by the Human Resource unit in the year 2016 as follows:

Table 4.1: Workshops Organised

No.	Training/Workshop	Date	No. of Days	Venue
1.	Performance Management and Staff Appraisal	Wednesday 10 th Feb, 2016	1	Sekyere Central Dist. Assembly Hall
2.	Performance Management and Staff Appraisal	Thursday 11 th Feb, 2016	1	Atwima Kwanwoma Dist. Assembly Hall
3.	Performance Planning and Appraisal	Thursday 18 th Feb, 2016	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	Monday 22 nd – Thursday 25 th Feb, 2016 and Monday 29 th February-Tuesday 1 st March, 2016	6	ARCC Conference Hall
5.	Local Government Service Protocols in fulfillment of Key Performance Areas: Customer Service Initiatives	Wednesday 9 th March, 2016	1	Ahafo Ano South Dist. Assembly Hall
6.	Performance Appraisal and Protocols of the service	Thursday 10 th March-Friday 11 th March, 2016	2	Asokore Mampong Municipal Assembly Hall

Promotions

Promotions Completed

One Hundred and Twenty Seven (127) employees in the professional and sub-professional classes were promoted during the period under review out of which Fifty Four (54) were in the professional class as indicated in Table 3 below.

Table 4.2: Promotions

No.	Class	No. of Employees
Professional Class		
1.	Administrative Class	26
2.	Engineering Class	6
3.	Development Planning Class	5
4.	Budget Class	9
5.	Audit Class	4
6.	Social/Community Development Class	2
7.	Procurement/ Supply Class	1
8.	Local Government Inspectorate Class	1
Sub-professional class		
1.	Executive Class	3
2.	Revenue Class	9
3.	Audit Class	1
4.	Catering Class	2
5.	Engineering Class	12
6.	Procurement/Supply Class	2
7.	Technical Class	2
8.	Works Class	10
9.	Environmental Health And Sanitation Class	28
10.	Human Resource/Personnel Class	2
11.	Library Class	1
12.	Radio Operation Class	1
Auxiliary Class		
1.	Drivers Class	29
2.	Messenger Class	4
3.	Watchmen Class	10
4.	Labourer Class	43
5.	Catering Class	4
TOTAL		90

Promotions yet to be completed

At the time of writing this report, recommendations had been forwarded to the Office of the Head of the Local Government Service for the promotion of three hundred and sixty four (364) employees in the various classes who had been interviewed. The OHLGS is yet to give approval for the release of promotion letters to the officers concerned. Refer to table 4 .3 below.

Table 4.3: Professional Class

No.	Class	No. of Employees
1.	Administrative class	5
2.	Audit class	4
3.	Engineering class	4
4.	Procurement/supply class	2
5.	Social/community development class	9
6.	Agricultural class	13
Sub-professional and Auxiliary Class		
1.	Audit class	2
2.	Radio operation class	10
3.	Engineering class	5
4.	Procurement/supply class	3
5.	Records class	3
6.	Catering class	7
7.	Metro guards class	34
8.	Works class	9
9.	Environmental health and sanitation class	141
10.	Social/community development class	3
11.	Agricultural class	4
12.	Technical class	19
Auxiliary Class		
1.	Drivers class	24
2.	Labourer Class	48
3.	Messenger class	2
4.	Postal Agent Class	1
5.	Security Class	2
6.	Watchmen Class	10
TOTAL		87

Replacement

The HR Unit did not put in any request for replacement of staff in the year 2016.

Postings

In all, Two Hundred and Fifty Three employees were posted from RCC to Various Districts as follows:

Table 4.4: Various Class Postings

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

Thirty nine (39) new employees were posted by OHLGS to the ARCC and were reposted to the various districts.

Table 4.5: Postings

No.	Class	No of Employees
1.	Admin. Class	2
2.	Engineering Class	4
3.	Audit Class	4
4.	Development Planning Class	4
5.	Secretarial Class	4
6.	Budget Analyst Class	4
7.	Executive Class	5
8.	Procurement/Supply Class	2
9.	Human Resource/Personnel Class	2
10.	Soc./Comm. Development Class	1
11.	Environmental Class	3
12.	Agricultural Class	2
13.	Auxiliary Class	1
14.	Technical Class	1
TOTAL		39

Upgrading/Conversion

Eight one (81) applications for Upgrading and Conversion to the under listed classes were submitted to OHLGS within the year under review. Approval was however given to upgrading/conversion to human resource Management Class and Procurement/Supply Class in

November, 2016. Table 4.6 shows upgrading from Sub-professional Class to Professional Class and Table 4.7 shows Conversion from one class to the other

Table 4.6: Upgrading

Upgrading			
S/N	Class	Upgrading to Professional class	No.
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 4.7: Conversions

Conversion			
No.	Class	Conversion	No. of Applicants
1.	Executive	Human Resource Class	13
2.	Mass Education	Procurement /Supply Class	2
3.	Executive	Development Planning Class	1
4.	Soc./Comm. Development	Human Resource Class	4
5.	Soc./Comm. Development	Development Planning Class	1
6.	Secretarial	Human Resource Class	7
7.	Radio Operation	Audit Class	1
8.	Works	Human Resource Class	1
9.	Administrative	Audit Class	1
10.	Soc./Comm. Development	Procurement/Supply Class	2
11.	Mass Education	Human Resource Class	1
12.	Soc./Comm. Development	Administrative Class	1
13.	Engineering	Agricultural Class	1
14.	Revenue Collectors	Technical Class	1
15.	Agricultural	Procurement/Supply Class	1
16.	Secretary	Budget Class	1
17.	Labourer	Drivers Class	1
18.	Mass Education	Administrative Class	1
19.	Technical	Engineering Class	1
20.	Executive	Budget Class	1
21.	Technical	Administrative Class	1
TOTAL			44

Staff Establishment

The table below shows the staff establishment for the Ashanti Regional Coordinating Council. The total number of employees currently at the ARCC is one hundred and four (104). Table 9 shows the number of male and female employees as well as their age groupings in the Ashanti Regional Coordinating Council)

Table 4.8: Staff Establishment by sex

Age	Sex		Grand Total
	Male	Female	
20 -30	3	8	
31- 40	16	17	
41- 50	20	16	
51- 60	19	5	
TOTAL	58	46	

Overall the total percentage of male and female employees stands at:

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

Human Resources Management Information System (HRMIS)

The unit in collaboration with the OHLGS has implemented a programme for capturing data for all employees in the region. The data for the ARCC and the MMDAs are processed and forwarded to the OHLGS at the end of every month.

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

Official Visit

The President of the Republic of Ghana visited the region a number of times especially at the last quarter of the year due to the impending general elections and royal funerals and the Vice President visited 6 times. The First Lady paid 4 official visits to the region. Several ministers of state and sector ministers also paid working visits on numerous occasions which could not be accurately tracked.

Security Issues

Illegal Mining Activities (Galamsey)

The year saw increased illegal mining activities in the Amansie West, Ejisu Juaben, Ahafo Ano North District and Obuasi Municipality. In most cases, the illegal miners operated within legally acquired concessions owned by licensed companies. The situation often resulted in confrontations between such companies and the illegal miners who were armed. The 3k water project was short lived due to the activities of galamsey operations in the source river. REGSEC, upon hearing such incidents authorized swoops by the military and police to flush the illegal miners out of the legally acquired concessions. Culprits arrested in the operations conducted at Tapa, Esaase, Obuasi and other trouble spots were prosecuted.

Robbery

Highway robbery by Nomadic Fulani herdsmen especially during the dry season around the Afram Plains Basin passing through Ejura, Drobonso, Asante Akim, Agogo and Konongo were common. With the expansion in the highway police patrols, the robbers had moved their activities to arterial and feeder roads.

Chieftaincy

There were incidents of Chieftaincy disputes escalating into clashes between factions at Kumawu.

District Related Security Issues

Mampong Municipal Assembly

1. The Activities of Fulani Herdsmen caused a lot of destruction to farms at Bunso and Adidwan communities. MUSEC was able to flush out the herdsmen from the Municipality.
2. Two persons suspected to be armed robbers were mistakenly shot dead on 10th February, 2016 at Mampong Midwifery Training College during a police patrol.
3. Fire gutted a house in Mampong and wiped out the entire family on 3rd June, 2016 at Worakese.

Amansie West District Assembly

1. Armed robbery cases were recorded in some parts of the District. Additionally, illegal mining (galamsey) and chainsaw operations were recorded in the District.
2. Chieftaincy disputes occurred in Takorase, Pakyi No.1 and 2, Aboaso, Adubia and Datano Communities, DISEC is closely monitoring the situation on the ground.

- The only land dispute in the District is between the Asante Gold Mining Company and some farmers of Nkaran, Dadease, Koninase and Kwankyeabo Communities. This dispute emanated from payment of crop compensation, resettlement of affected persons, employment and blasting associated issues. DISEC and the Manso Nkwanta Traditional Council have taken steps to address the issues.

Sekyere South District Assembly

The citizens of Kona petitioned the District Assembly about activities of the quarry mines. As a result of the petition, measures were put in place to reduce the health risks. The Chief of Wiemoase attempted to release some farmlands to Nigerian investors for mining. This resulted in a series of demonstrations and breach of peace by the farmers and it was resolved by DISEC and the Agona Traditional Council.

Sekyere Afram Plains District Assembly

There was tension between Fulani herdsmen and some farmers where the farmers alleged that the Fulani cattle had destroyed their farms and properties. The Asante Akim North District Assembly brought the two factions together to control the situation. Parts of the District were also destroyed by perennial bush fires.

Asante Akim Central Municipal Assembly

There had been a consistent encroachment on Owere Mines Company's concessions.

Table 4.9: Development Activities of Sector Institutions

No.	Project Title
Education	
1	Construction of: 4 No. 2-Unit, 23 No. 3-Unit, 5 No. 4-Unit, 25 No. 6-Unit and 1 No. 12-Unit Classroom Block with ancillary facilities
2	Construction of a 2No. Girls Dormitory and a 9-Bedroom Teachers Quarters
3	Supply of 3650 Dual Desk, 3900 Mono Desk, 286 Teachers Tables and Chairs, 105 Cupboards and 3 Book Shelves to schools.
Health	
4	Construction of 8 Bedroom Nurses Quarters, 5No. CHPS Compound, 20 Bed Maternity ward, 1 No. Male and Female ward and 1 No. Health Centre
Water and Sanitation	
5	Provide 35 No. Boreholes for communities

No.	Project Title
6	Construction of 1 No. 20-Seater WC, 2 No. 12-Seater WC, 1 No. 10-Seater WC, 2 No. 20-Seater KVIP, 1 No. 20-Seater Aqua Privy, 2 No. 12-Seater Aqua Privy and 1 No. 6-Seater Vault Chamber.
Economic (Roads, Markets, Energy etc.)	
7	2 No. Bus Terminal, 1 No. Spot Improvement, 3 No. Drainage works, Rehabilitation, Reshaping, Graveling, Resealing, Spot Improvement and Surfacing of selected roads
8	Extension of. Electricity to 3No. Communities, Supply of 1 No. Transformer, 45 No. LV Electric Poles as well as 1 No. 45KVA and I No. 300KVA Generators

Despite the above achievements, the Urban Roads Department would require the following Staff to help in the strategic and effective management of the sector.

- Assistant Quantity Surveyors
- Technician Engineers
- Technician Geodetic Engineer

Challenges:

Challenges of budget implementation at the Regional level include the following:

- Late releases of funds from both GoG and DACF sources.
- Inadequate release of GoG Funds.
- Inadequate allocation to the RCC despite the many responsibilities on it due to its central location.
- Difficulties in assessing funds through the GIFMIS even after they have been released.

At the MMDAs level challenges include the following among others.

- Inability of MMDAs to generate enough revenues from IGF to meet the ever increasing demand for municipal services.
- Irregular release of GoG funds and other grants for Goods and Services and Investment activities.

General Challenges and Recommendations

Challenges faced by departments and agencies during the implementation of activities of the year under review included:

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

- Delay in release of funds for programmed activities

Strategies adopted to overcome the challenges included the following:

- Liaising with authorities to ensure timely release of funds by MoF
- Efficient utilization of human resources available (eg. Permanent staff and national service personnel).
- Built capacity of staff.
- Caused recruitment of staff into very critical areas.
- Motivated Assemblies to improve revenue generation through effective monitoring and training.
- Intensified efforts aimed at ensuring timely release of Funds by Government for development activities.

Conclusions

The ARCC and MMDAs defied all odds especially the inadequate release of central government financial commitments during the year to provide security and other services to the people of the region. The successes chalked however were not without challenges with spill over problems such as the relocation of the capital of Atwima Kwanwoma District Assembly from Foase to Twedee and the incessant arm robbery cases on Mampong – Ejura highway. It is anticipated that performance in 2017 would be better than 2016.

4.5 Brong Ahafo Regional Co-ordinating Council (BARCC)

Introduction

This report gives a comprehensive profile of the Brong Ahafo Regional Co-ordinating Council (BARCC) and outlines the various programmes, projects, services, and activities that were undertaken by the Council for the period, January to December, 2016.

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

Key achievements of the RCC included:

- The signing of Performance Agreement Contracts between the Regional Co-ordinating Director and the Hon. Regional Minister which fostered and engendered cordial working relationships amongst its key stakeholders,
- Signing of Performance Agreement Contracts between Municipal/District Chief Executives and Municipal/District Coordinating Directors
- Participation in the meetings of the Brong Ahafo Regional House of Chiefs,
- The Regional Security Council in collaboration with the various Municipal and District Security Committees were able to keep the security in the region under control especially threats in relation to chieftaincy disputes, land disputes, illegal mining operations and violent demonstrations, among others

Other significant achievements were recorded in key sectors of the region during the period under review.

- In the Education Sector, four (4) out of the fifteen (15) Community Day Senior High Schools were completed and are in use.
- In the Road sector, the Departments of Urban, Feeder Roads and the Ghana Highway Authority undertook several periodic and routine maintenance activities during the period under review.
- The Water and Sanitation sector completed 55 boreholes in communities. As at 31st December, 2016, 163 boreholes had been drilled successfully and tested, concrete pads constructed on 40 and fitted with handpumps under the China Assisted Borehole Drilling Project.

- By the end of 2016, the Municipal/District Assemblies were implementing a total of 1,022 projects out of which 465 representing 46% were completed and the 552 are at various stages of completion. Among the ongoing projects, 42% were on schedule, 48% were more than one year behind schedule. The education sector had the highest number of projects with a total of 404 projects representing 40% of executed projects.

The Regional Co-ordinating Council depends on the Central Government to fund its programmes and activities. The delay and sometimes non release of such funds impact negatively on the performance of the RCC in the execution of its core mandate. The Office of the BARCC received a total of GH¢191,856.64 as GoG funds for Goods and Services representing 29.84% of the approved budget for the year 2016. The Fourth Quarter 2016 DACF allocation for the RCC is still outstanding.

Regional Profile

Location

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

Administratively, the Region is made up of twenty seven (27) Assemblies comprising eight (8) Municipal Assemblies and nineteen (19) District Assemblies. The region has twenty nine (29) constituencies. Additionally, there are 45 Paramountcies and 4 Divisional Councils in the region. As traditional custodians of the land, the traditional authorities play a very significant role in the efficient and effective administration and management of the region.

The Region is characterized by a relatively high percentage of immigrants who work mainly as independent farmers or farm labourers.

Population

According to the 2010 Population and Housing Census, the estimated population of the Region was 2,310,983 representing 9.4 percent of the country's population. The estimated population of the Brong Ahafo Region in 2016 was 2,660,648 comprising 1,306,120 males and 1,354,528 females.

Approximately, 44.5 percent of the population live in the urban communities whiles 55.5 percent live in the rural communities. The Region is inhabited mainly by the Bonos and Ahafos

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

Regional Potential

The 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

Administrative Issues

Political Leadership

The political leadership of the MMDAs including the number and gender disaggregation of Assembly members during the period under review remained unchanged and is presented in Appendix 3. There are 43 Zonal Councils and 102 Town Councils across the region.

Human Resource Management

At the end of December, 2016, the BARCC had a staff strength of 110, made up of 60 males and 50 females. They are made up of 40 Senior Officers and 70 Junior Officers while the Regional Decentralised Departments had a total of 259 officers comprising 176 male and 83 female. The total number of staff in the twenty-seven (27) Municipal/District Assemblies in the Brong Ahafo Region is 4,576, consisting 2,651 males and 1,925 females.

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

Promotions

At the beginning of the year, 2016, the BARCC had a total of eight hundred and seventy six (876) staff who were due for promotion to various grades in their respective classes. Out of the total number, approval was received for Three Hundred and Six Seven (367) officers to be promoted. As at the end of December 2016, interviews were conducted for all the officers and they were duly promoted to their next grades having passed the interviews.

Postings

In 2016, two hundred and eighty six (286) officers were posted within the region. These consisted of one hundred and sixty (160) males and one hundred twenty six (126) females.

Majority of the postings consisted of the newly recruited officers in the Environmental Health Class who were posted to the various districts that were under staffed.

Recruitments

The Brong Ahafo Regional Co-ordinating Council received one hundred and thirty-six (136) newly recruited officers from the OHLGS. Out of this number, fifty-nine (59) were female and seventy-seven (77) were males.

Staff who left the Service

In the year, 2016, thirty six (36) officers left the Service comprising twenty three (23) who retired from active service, three (3) officers resigned, six (6) officers died and four (4) officers vacated post.

Official Visits

The region hosted very important personalities during the period under review including His Excellency John Dramani Mahama, the President of the Republic, the Vice President, His Excellency Paa Kwasi Bekoe Amissah Arthur, as well as the First and Second Ladies of the Republic, Her Excellency Lordina Mahama, and Her Excellency Mrs. Amissah – Arthur. They were in the region to perform various functions including, working visits, funerals, anniversary celebrations of schools and commissioning of various development projects.

Other Visits

Other prominent personalities who visited the region to carry out various functions included Ambassadors and High Commissioners, Chief Executive Officers from the business community, Religious Organisations, Executives of the Ghana Federation of the Physically Challenged and Security Agencies, among others.

Security Issues

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

Report on Developmental Activities on Sector Institutions

Education

Supply of logistics

- a. **Laptops:** A total number of two thousand, five hundred and forty four (2,544) Dell laptop computers were received and distributed to teachers in 2016.
- b. **School Uniform:** Twenty thousand, nine hundred and forty two (20,942) school uniforms were distributed to the Basic Schools in the Brong Ahafo Region during the period under review.
- c. **Furniture:** One thousand, four hundred and eighty (1,480) Mono Desks and four thousand, five hundred (4,500) Dual Desks were received from the Regional Directorate of Education and distributed to public schools in 2016 In addition, 10,000 metal chairs and tables and, one hundred and four teachers' tables and chairs were distributed to various basic schools. Also, 10,000 Metal Bunk Beds and 20,000 mattresses have been received and distributed to various second cycle schools in the region.
- d. **Teachers' Guide:** A total of three thousand seven hundred teachers' (3,700) guides were received and distributed as training manuals in the region. Five thousand and eighty two (5,082) teachers' notebooks were also distributed during the period.
- e. **Ghana School Feeding Programme:** The total number of schools benefitting from the Programme to date is 532 with beneficiary population being 193,684 in the 27 Municipal/District Assemblies of the Region.

Community Senior High Schools: Out of the 16 Community Day Senior High Schools in the Brong Ahafo Region, four located at Abease, Degah, Drobo, New Longoro and Derma were completed and are in use.

Tertiary

- a. **University of Energy and Natural Resources:** with the establishment of the University of Energy and Natural Resources, the region can now boast of a total number of 6 universities (2 Public and 4 Private) including, the Catholic University College of Ghana in Fiapre, the Methodist University at Wenchi, the Valley View University in Techiman,

The Anglican University College of Technology in Nkoranza and the University of Education, Winneba – Sunyani Campus.

- b. **Sunyani Polytechnic:** The Sunyani Polytechnic is among the first five Polytechnics to be upgraded into Technical University status in 2016. In line with this the Polytechnic was provided with funds to remodel the Hotel, Catering and Institutional Management Block which contains lecture theatres, auditorium, laboratories and staff offices, among others all aimed at expanding the existing facilities to a befitting status. The magnificent edifice was commissioned by His Excellency the President of the Republic of Ghana, John Dramani Mahama in 2016 and in December 2016, the Polytechnic was fully inaugurated as a Technical University.

Health

- a. **Health Facilities:** As at 31st December, 2016, the region had **740**, health facilities which included CHPS compounds, clinics, health centres, and hospitals.
- b. **Top ten causes of Outpatient Attendance:** Malaria continued to be the number one cause of OPD attendance, among the top ten OPD cases in 2016. Other top ten diseases are: Upper Respiratory Tract Infections (URTI), skin diseases, rheumatism and other joint pains, diarrhoea, intestinal worms, anaemia, acute eye infections, hypertension and acute urinary tract infection.
- c. **Status of the pledges toward the Campaign for Accelerated Reduction of Maternal Mortality in Africa (CARMMA) in the Brong Ahafo Region**

A total of 237 interventions were pledged by the Assemblies to achieve the objectives of the CARMMA Project. These interventions included the construction, expansion and rehabilitation of physical projects (health facilities) such as CHPS Compounds, Clinics, Hospitals, accommodation for health personnel, provision of ancillary facilities, Supply of medical equipment to health institutions and sponsorship for students among others.

As at 31st December, 2016, out of the 237 projects initiated, 158 were completed while work on 79 others were at various stages of completion. Most of the completed projects were also provided with ancillary facilities and medical supplies.

In addition, some Assemblies had agreements with Transport Unions to facilitate the free transportation of pregnant women to health facilities. Furthermore, a total of thirty-three

(33) students were sponsored by the Assemblies to undergo training in various health training institutions across the region. It is gratifying to note that these significant achievements have contributed to a reduction of Maternal Mortality in the region from 130/100,000 LB in 2015 to 100/100,000 LB in 2016.

Road Sector

A number of projects were being undertaken in the road sector during the period under review by the Department of Urban Roads, Department of Feeder Roads and the Ghana Highway Authority. The nature of the road projects that were executed include; upgrading of roads, partial reconstruction, rehabilitation, pothole patching, construction of culverts, construction of drains, traffic signal maintenance, dredging of major streams, grading, asphaltic overlay, construction of speed ramps, replacement of kerbs, routine maintenance and upgrading of gravel surface to bituminous surface.

Some of the key achievements in the road sector include:

- The continuation of work on the Atebubu-Kajaji road, Berekum-Sampa road, Tapa-Goaso road and Dormaa-Nkrankwanta road and work on these roads are progressing steadily.
- Rehabilitation of the Berekum-Seikwa, Kintampo-New Longoro, Prang-Kintampo and the Duayaw Nkwanta Town roads.
- Construction of the Sunyani Outer and Inner Ring Roads

Water and Sanitation

The Community Water and Sanitation Agency supported the provision of seven hundred and fifteen boreholes under the Sustainable Rural Water and Sanitation Project (SRWSP) (2010 – 2017), China Assisted Borehole Construction Project (2010 – 2017), GoG/COCOBOD investment project (2009 – 2017), 20,000 Borehole Construction Project (2010 – 2017) and Goaso Hospital Water Project (2016).

As at December 2016, Four Hundred and Ninety-Seven (497) of the projects were completed whereas Two Hundred and Eighteen (218) are still on-going. Under the China Assisted Borehole Drilling Project, 163 boreholes had been drilled successfully and tested and 40 of them had concrete pads and handpumps constructed and fitted.

Electrification

a. Solar Power Project

During the year under review, two (2) communities in the Sene East District have been selected as part of four (4) pilot communities in the country to benefit from Ghana and the World Bank Solar powered electrical systems to households projects.

Installation works have commenced for the four (4) pilot mini-grid electrification projects on the islands and are about 65 percent complete in Atigagorme and Wayokope in the Sene East District. When completed, one mini-grid is expected to provide **10,000** households with electricity.

Others

A. EU Grant

A summary of the activities undertaken under the EU support to the RCC in the year 2016 are:

- A 5-day working session was organized for some selected newly recruited Planning Officers and Budget Analysts were trained to improve their skills in reporting and data analysis.
- Four quarterly monitoring activities of MMDAs
- 1No. forum organised for experience sharing and strategies to address common technical challenges in the quarterly monitoring exercise.
- 4 No. RPCU meetings organized on 22nd January, 2016 9th June, 2016 3rd November, 2016 and 9th November, 2016.
- Regional Review on the implementation of MTDP (2014-2017) was organized for the 27 MMDAs in the Region.

B. UNFPA Programme

The programme is aimed at achieving universal access to sexual and reproductive health and promoting reproductive right and maternal mortality by accelerating progress on ICPD agenda and MDG 5B(A and B).

In 2016, activities that were undertaken included:

- Training 20 New & untrained Midwives and Doctors in Life Saving Skills on site (18 midwives +2 Doctors)
- Celebration of international women's day

- Preparatory work on the establishment of DOVVSU Offices in Kintampo North, Sunyani West and Asunafo North to better manage SGBV issues
- A sensitization meeting for 300 men and women on SGBV in communities in Sunyani, Kintampo North and Asunafo North Municipalities.
- In the Tain and Kintampo North Districts , 200 persons were trained and educated on the prevention, treatment and social reintegration for obstetric fistula;
- 25 selected women from Atebubu-Amantin (12) and Nkoranza South (13) were trained as peer educators on harmful effect of child/early/forced/marriages.

C. Ghana Adolescent Reproductive Health (GHARH) Project

The Regional Co-ordinating Council in collaboration with the Regional Implementing Partners as well as the Twenty Seven (27) Municipal/District Assemblies have undertaken several programmes across the region in respect of the GHARH Project and some of the most significant achievements of the Project as at December, 2016, include:

- About 51,426 adolescents reached through adolescents health corners to access adolescent friendly Sexual Reproductive Health (SRH) services and information in the region,
- About 6,245 health and education workers as well as Monitoring and Evaluation officers trained to enhance their capacity to deliver components of adolescent-friendly health services,
- About 288,782 individuals reached to increase their awareness about Adolescent Sexual Reproductive Health (ASRH) in the region
- The provision of 54 Adolescent Friendly Corners in the Region, with 2 at each of the 27 Assemblies

D. Tuscaloosa Sister Cities International

The cities of Sunyani and Techiman are part of the Tuscaloosa Sister Cities International. The partnership between Sunyani and Techiman and the Sister Cities International is in its fifth (5th) year. The Regional Co-ordinating Council plays a key link between Sunyani and Techiman Municipal Assemblies and the Sister Cities International. In this regard, the Hon. Regional Minister and some key officers of the RCC and the two (2) Assemblies have participated in programmes in the U.S.

This year, 2016, a delegation from the RCC and the two (2) Assemblies went to Tuscaloosa, Alabama, to celebrate five (5) years of the partnership.

E. 2016 Convention of the Council of Brong Ahafo Associations of North America (COBAANA) in Toronto Canada

The Hon. Regional Minister led a four (4) member delegation to participate in the 2016 Convention of the Council of Brong Ahafo Associations of North America (COBAANA) which took place in May, in Toronto, Canada, under the theme; “Changing lives through Education”.

F. Performance Agreement Contract

During 2016, significant milestones were chalked with regards to the Performance Agreement Contract signed between the Regional Co-ordinating Director and the Hon. Regional Minister. It is instructive to note that the BARCC was adjudged the 3rd best performing RCC during an awards night organised by the OHLGS in 2016 to reward deserving RCCs and MMDAs.

G. The Regional Planning and Co-ordinating Unit (RPCU)

The RPCU also undertook monitoring and evaluation of the activities of Municipal/District Assemblies (MMDAs) for the four (4) quarters of 2016.

Summary report on the 2016 RPCU Monitoring and Evaluation

The general findings and observations in respect of the performance areas include the following:

- By the end of 2016, the Municipal/District Assemblies were implementing a total of 1,022 projects out of which 465 representing 46% were completed and the 552 are at various stages of completion. Among the ongoing projects, 42% were on schedule, 48% were more than one year behind schedule. The education sector had the highest number of projects with a total of 404 projects representing 40% of executed projects.
- DACF remains the largest funding source of projects for most MMDAs in the region with 463 projects representing 45.3% being financed from DACF. The share of IGF funded projects is rather low with a total of 5 projects representing only 1.2% of all funding sources of projects.

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 **GHC4,000.00 per month**. Meanwhile GoG funds

for Goods and Services are not forthcoming and when the funds are released, are woefully inadequate.

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 **49** Chieftaincy disputes pending before the Judicial Committee of the Brong Ahafo Regional House of Chiefs.

Poor Rainfall

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

Lack of Office and Residential Accommodation

The issue of inadequate office and residential accommodation in the districts and the region poses a big challenge to the RCC.

Lack of Information Technology and Procurement Officers

There is inadequate Information Technology and Procurement Officers in the region. Thus, there is the urgent need for more to be recruited to fill the many vacancies that exist.

Lack of Agricultural Extension Officers

The Regional Department of Agriculture through the RCC has made repeated requests to replace Agricultural Extension Agents (AEA) who have either gone on retirement or left the service. However, this request has not been granted and has created operational challenges in the effective discharge of the Department's mandate. Currently, the staff on the ground is covering only 20% of the farmer population. However, to cover the required 40% of the farmer population, there will be the need for an additional 245 AEA's

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.

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

i. Management Meetings

It is recommended that the monthly management meetings of the Regional Heads of Decentralised Departments be held once a quarter. This would enable management have more issues to deliberate on.

ii. Training

The RCC has no major funds for training and capacity building of its staff. It is therefore suggested that a portion of the Capacity Building component of the District Development Facility be given to the RCC to organise generic training and capacity building of its staff and Assemblies.

iii. Vehicles

Generally, there are inadequate vehicles at 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.

Conclusion

The Regional Co-ordinating Council looks forward to the year 2017 with much hope and enthusiasm and it envisages sustaining the level of development and is committed to working harder to improve the quality of life for the people of the Brong Ahafo Region.

4.6 Central Regional Co-ordinating Council (CRCC)

Introduction

This Annual Progress Report of the Central Region covers the period from January to December, 2016. 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.

Some of the key achievements in 2016 were as follows:

- Completion and inauguration of the Cape Coast Stadium Completion and inauguration of the Kotokuraba Market Complex in Cape Coast
- Rehabilitation and inauguration of Komenda Sugar Factory at Komenda
- Completion and inauguration of Turnkey Fish Processing Plant at Elmina
- Commissioning of Steel Bridge at Elmina
- Asphaltting of some major streets in Cape Coast Metropolis, Agona Swedru, Elmina, Saltpond, Mankessim and Winneba.
- Commissioning of Kasoa Interchange Phase 1
- Completion and Commissioning of eight out of the eleven Community Day SHS at Gomoa Gyaman, Ntranoa ,Bobikuma, Moree, Otuam, Diaso, Denkyira Kyekyewere and Namanwora
- Improvement in the Basic School Certificate Examination from 34.8% in 2015 to 71.9% in 2016.

Regional Profile

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

• Location

The Central Region of Ghana is located within Long. 0°15'W and 2°15'W; Lat. 5° 05'N and Lat 6° 15'N. It occupies an area of 9,826 square kilometers or 4.19 per cent of Ghana's land area, making it the third smallest after Greater Accra and Upper East Regions. It shares common boundaries with Western Region to the west, Ashanti and Eastern Regions to the

north, and Greater Accra Region to the east. On the south is the 168-kilometre Atlantic Ocean (Gulf of Guinea) coastline.

- **Population**

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

Regional Potential

The region is endowed with the following potentials:

1. The best educational institutions and facilities such as the top second cycle schools, three (3) public universities, Five (5) Nursing Training Colleges, three (3) Colleges of Education and three private universities.
2. Cocoa and timber resources, oil and gas deposits, gold and other mineral deposits.
3. Numerous tourism sites, the longest coastline, traditional cultural festivals (Fetu Afahye, Aboakyer, Bakatue and Ahoboakese) etc.
4. The Apostle Kwadwo Safo Automobile Plant at Gomoa Mpota is another great potential for the region.

Administrative Issues

Political Leadership

Within the year under review, the region had two Regional Ministers namely, - Hon. Aquinas Tawiah Quansah (MP, Mfantseman Constituency) from January – March, 2016 and Hon. George Kweku Ricketts Hagan (MP Cape Coast South Constituency) from April, 2016 – December, 2016. The Deputy Regional Minister was Hon. Queenstar Pokua Sawyer (MP, Agona East Constituency).

Female representation in the various Assemblies was still low in the year under review. Mfantseman Municipal Assembly lost one female local legislator reducing the female representation to Nine (9).

With respect to District Chief Executives, there were three changes that occurred during the year. Mr Atta Mends of Abura Asebu Kwamankese District Assembly was replaced by Mr. Frank Pratt following expiration of the former's four- year tenure of office.

Similarly, Hon. Isaac Kwaku Sam of Komenda Edina Eguafo Municipal Assembly (AAK) suffered the same fate as he was replaced by Hon. Zagoon Saeed- Ismail who spent about six months in office before the incumbent National Democratic Congress Government lost power in the December 7, 2016 polls to the opposition New Patriotic Party (NPP). Hon. Samuel Adom Botchway was also relieved of his post as District Chief Executive of Asikuma Odoben Brakwa District Assembly. He was replaced by Hon. Albert Kwesi Koomson.

The Region lost two of its District Chief Executives in the persons of late Mr Isaac Ahunu Armah, District Chief Executive of Gomoa East District Assembly and late Nii Ephraim of Efutu Municipal Assembly. Late Ahunu Armah was replaced by Hon. Jonamoah Moses Jehu-Appiah while Hon. Francis Kofi Ayikwei Tagoe replaced the late Nii Ephraim.

Regional Departments and Agencies (Appendix 2)

The Region has 18 Departments and Service Departments. Details can be found in Table 1 in Appendix 2.

Metropolitan Municipal and District Assemblies (MMDAs)

The Region has twenty (20) Metropolitan, Municipal and District Assemblies (MMDAs) comprising of one (1) Metropolitan, seven (7) Municipalities and twelve (12) District Assemblies. Details can be found in Table 1 in Appendix 1.

Report on decentralized departments of MMDAs

The Central Region demonstrated compliance with directives given by LI 1961 for the establishment of departments in Metropolitan, Municipal and District Assemblies (MMDAs). The Cape Coast Metropolitan Assembly has established all the 16 departments of the Assembly. The seven (7) Municipal Assemblies have also established all the thirteen (13) decentralized departments required of them except Awutu Senya East which was created in 2012. Although it has established some of the departments, it has not reached the required 13 departments.

Ten (10) out of twelve (12) District Assemblies have established all the eleven (11) departments of the assembly Ekumfi and Twifo Hemang Lower Denkyira District Assemblies, which were created in 2012, are yet to complete the establishment of all eleven (11) departments.

Human Resource Issues

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

Promotions

The CRCC in consultation with the Office of the Head of Local Government Service promoted Three Hundred and Twenty Eight (328) employees to their next grades having satisfied all the promotion requirements. There has been an increase of 155 staff which represents 89.60% over the 2015 promotions. On the other hand additional One Hundred and Ninety Six (196) officers who met the assessment requirements in December 2016 are yet to be issued promotion letters pending approval from the OHLGS.

Postings

Intra-Regional Postings

Within the period, Two Hundred and Fifteen Officers were posted and these include Heads of Departments and newly recruited staff.

Inter-Regional Posting

In ensuring that RCC and MMDAs have the requisite skills mix to deliver services , one hundred and thirty five (135) officers were posted from other regions to the Central Region while fourteen (14) officers were posted out of the Region.

Staff Development (Capacity Building/Training)

A lot 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 some of the activities undertaken included the following:

Table 4.11: Training activities that took place in 2016

No.	Type of Training	Date/Duration
1	Capacity building workshop on Child Marriage Toolkit	28-30/11 //2016
2	Seminar on best Human Resource practices in MMDAs in the Central Region	14-18/11/2016
3	Four-day capacity building workshop for heads of works and Urban Roads Departments	30-10 / 03 /11/2016
4	One-day sensitization workshop on foster care	26/10/2016
5	Refresher course for CRCC and MMDAs drivers	15-16/10/2016
6	Roll-out of training in financial management, revenue management and social accountability to MMDAs outside the scope of LGCSP	3-5/10/2016
7	A training programme in participatory and result-oriented M&E	25-27 / 09/2016

No.	Type of Training	Date/Duration
8	One-day stakeholder consultative meeting on capacity building for the District Works Department	13/09/2016
9	Five-day intensive course for MMDAs Radio Operators	15-19/08/2016
10	Sensitization workshop on protocols of the Local Government Service for MMDAs in the Region	14/09-10/10/ 2016
11	Workshop on Fixed Assets Management Guidelines-Zone Three	15-16/08/2016

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.

Official Visits

The Central Region, which is christened the heartbeat of tourism and Centre of Excellence, received a number of distinguished personalities including former President John Dramani Mahama, former Vice President Paa Kwesi Amisshah Arthur, other personalities including Ooni Adeyeye Enitan Babatunde Ogunwusi Ojaja II, Ooni of Ife in Nigeria and Mayor Ras Baraka, Mayor of Newark, USA.

Another personality was Mrs. Joy Banda, former President of Malawi who was the guest speaker for the late Professor John Evans Atta Mills Annual Lecture organized by the University of Cape Coast.

The former President H.E John Dramani Mahama visited the region 10 times to commission major projects such Cape Coast Sports Stadium, Kotokuraba Market Complex, Turnkey Fish Processing Plants and Benya Lagoon Steel Bridge all in Elmina and the Komenda Sugar Factory. He also commissioned a number of Community Day Senior High Schools in Bawjiase, Ntranoa in Elmina, Namanwura in Agona East District and Gomoa Gyaman in the Gomoa East District. Former President Mahama graced the climax of Fetu Afahye in Cape Coast and also commissioned the Kasoa Interchange. He cut the sod for the commencement of a number of roads and hospital projects in the region.

Former Vice President Paa Kwesi Amisshah Arthur also visited the region Fifteen (15) times and key among his visit was when he attended the final funeral rites of the late Chief Fire Officer Mr. Samuel Valis Akyianu which was held at Victoria Park in Cape Coast. He also graced the climax of the Bakatue Festival which is celebrated by the Chiefs and people of Elmina.

Security Issues

The Region experienced a few skirmishes with regard to election violence. The Regional Security Council (REGSEC) handled the election violence at Ekumfi in a commendable manner.

Armed robbery, murder, rape and defilement cases were recorded in some communities such as Dunkwa-On-Offin, Elmina, Mankessim, Kasoa, Agona Swedru and Cape Coast.

Report on Development Activities on Sector Institutions

The Region recorded growth in development projects ranging from schools, hospitals, roads, markets, factories and water projects. Among such projects were the completion of an ultra-modern Sports Stadium in Cape Coast, Kotokuraba Market Complex also in Cape Coast, inauguration of the Komenda Sugar Factory at Komenda, Steel Bridge over Benya Lagoon at Elmina, commissioning of Community Day Senior High Schools at Ntranoa, Gomoa Gyaman, Namanwora, Bawjiase and Kyekyewere respectively.

Other key projects were Twifo-Praso –Assin Foso Highway, Dunkwa-On-Offin Highway, Twifo-Praso-Cape Coast Highway, Turn Key Fish Processing Plant at Elmina, Essakyir Water Project, Brimsu Water Project, 634,000 Lockable Stores at Agona Swedru, Police Headquarters at Agona Nyakrom, Professor John Evans Atta Mills Memorial Library at Cape Coast, Twifo Praso District Hospital and the Atta Mills Fisheries College at Anomabo which is affiliated to the University of Cape Coast.

Education

Central Region was allocated more educational infrastructure with some of them completed while others are ongoing with the expectation that most of the projects would be completed in 2017. Out of the eleven (11) Community Day Senior High Schools allocated to the Central Region, eight (8) were completed in 2016 and four (4) commissioned by the former President H.E John Dramani Mahama.

Other Construction Projects in Basic and Second Cycle Institutions in the Region

Construction of a number of educational infrastructure funded by the Ghana Educational Trust Fund (GetFund) to improve teaching and learning had reached various stages of completion as shown in Table 4.12 below.

Table 4.12: Projects in Basic and Second cycle institutions.

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

Table 4.13: Supply of Furniture to Basic and Second Cycle Institutions

SN	Type	Quantity
1	KG Tables & Chairs	545
2	Mono Desks	2453
3	Teachers Tables & and Chairs	200
4	Dual Desk	4,800
5	Bunk beds with mattresses	3000
6	Bunk bed without mattresses	500
7	Cupboards	200

Supply of school uniforms and chalk to basic schools

A total of 45,062 school uniforms for basic schools and 50,000 boxes of chalk were allocated to the region which was distributed among schools.

Recruitment of Teaching Staff

A total of 3,334 vacancies in both basic and second cycle institutions for teaching and non-teaching staff were declared. In addition, a total of 225 teachers recruited online were posted to various Senior High Schools in the Region. Meanwhile 1,046 newly trained teachers were posted to the basic schools. A total of 130 teachers who were on study leave with pay returned to classroom at both basic and secondary levels.

However, the Regional Education Office block is in a dilapidated state for which numerous appeals have been made for its rehabilitation.

Road Sector

The call for the maintenance of roads in the region led to construction works on the Twifo Praso-Assin Foso Highway, Pedu Adaaso –Regional Hospital Road, Mensakrom-Nkum-Nyarkrom Road, Assin Nyankomase-Senchem Road, Dunkwa-Ayamfur Road and Otuam-Esuahyia road. Others were Twifo-Praso-Dunkwa Highway, asphaltting of some roads in Cape Coast, Winneba, Mankessim, Swedru, Elmina and Saltpond.

Water and Sanitation

The Region is doing well in Rural water coverage as it recorded an increase from 64.09% in 2015 to 64.46% in 2016 which showed an expansion of water supply in the rural areas which had reduced outbreak of waterborne diseases. However the region failed to meet the Millennium Development Goals (MDGs) target for water by 76% by the end of 2015. This means that there is gap of 35.54% to be covered if the region is to attain the SDG target by 2030.

Health

The Regional health performance for the year 2016 indicated a positive progression in some key indicators as well as challenges confronting health facilities in the region.

- A total of 737 cholera cases were reported with no death. Cape Coast Metropolis alone recorded 704 cases as result of contaminated meat sold by local butchers. In 2015, 3,846 cases were recorded with 60 deaths.
- Malaria still remained the main cause of OPD attendance and accounted for 21% of all new cases as compared to over 40% in previous years.
- Reduction in teenage pregnancy cases, from 13,355 in 2014 to 13,014 in 2015 then to 12,406 in 2016.
- Maternal Mortality cases increased from 67 in 2015 to 90 in 2016.
- The HIV prevalence rate rose from 1.4% in 2014 to 1.8% in 2016.
- Eight (8) districts in the region are without District Hospitals. They are Gomoa East, Upper Denkyira East, Awutu Senya, Awutu Senya East Municipal, Ekumfi, Twifo Hemang, Agona East and Assin South. Asikuma Odoben Brakwa, Assin North and Gomoa West are being served by Catholic Hospitals.
- The Region has 236 Community-based Health Planning and Service (CHPS) zones with CHPS compounds.
- Delay in NHIA reimbursement

- Inadequate human resource, especially doctors, midwives, physician assistants, para-medical staff and utility workers.
- Encroachment of hospital facility lands pose serious threat to security and expansion of the facilities.
- Deteriorating infrastructure of many health facilities.

OTHERS

CEDECOM

The Central Regional Development Commission (CEDECOM) exists to promote the sustainable development of the Region through partnership with the Private Sector and Development Partners, Ministries, Departments and Agencies (MDAs) as well as MMDAs for Agriculture, Natural Resource and Rural Development, Investment Promotion and Enterprise Development, Integrated Tourism Development, Communication and Information Management. The Commission received a total of One million Eight Hundred and Ninety Two Thousand Six Hundred and Twenty Six Cedis and Forty Two Pesewas (GH¢ 1, 892,626.42) to undertake various projects.

Achievements of CEDECOM

- Construction of CHPS compound at Triposo, Denkyira Obuasi, Amoamang, Besease, Asuadee, Praprababida, Dunkwa On – Offin, Atobiase
- Construction of ICT Centre at Diaso

Table 4.14: Summary of Development Projects

No.	Description	No. of Projects	No. Completed	On-Going	Remarks
1	Road				
	Feeder Roads	131	54	55	Delay in payment for work done by contractors. Delay in release of funds for supervision.
	Highways	33	7	16	
	Urban Roads	17			
2	Water				
	SmallTown Water System	10	2	8	All completed and handed over with no extension of projects.
	Boreholes	154	111	42	111 Completed and in use
3	Education (GETFUND)	271	116	115	Assemblies do not have information on some of these projects. More than 27 projects at a standstill and have to be repackaged and rewarded on contract.

4	LEAP	9,126 Households in 16 Districts and Communitie s			Leap expanded to 16 out of the 20 MMDAs in the Region. During transition from Manual to Electronic Payment, details of some beneficiaries' got missing and effort to get them on board had not yielded any results.
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Challenges

A major obstacle that militated against the development of the Region was the irregular and inadequate release of funds by the Central Government to the Assemblies, a phenomenon which greatly affected implementation of planned programmes, activities and projects. The delay and non-release of funds for the Composite Budget preparation for example made some decentralized departments lose interest in policy and were unwilling to present their budgets. It was also realized that female participation in District Assembly election was not encouraging as just about 10.88 % of females are Assembly members.

Recommendations

Government should put mechanisms in place to motivate more females to be elected or appointed to the Assemblies as a way of enhancing balanced decision-making at the local level.

- To ensure compliance and control of all payments at the District level, MMDAs should be made to attach a copy of the specific warrant as an adjunct to the cheque to bank as it is done for the disbursement form of the DACF.
- FDU should provide MMDAs with a standardized format for quarterly reports on composite budget.
- Ensure timely release of GOG funds for the execution of projects and programmes
- MMDAs should ensure enforcement of contract agreements for timely completion of projects.
- RCC should regularly monitor projects of MMDAs to reduce delays and abandoned projects by contractors.

Conclusion

Central Region has always remained peaceful and calm. This situation continued in 2016 which paved the way for numerous developmental projects to be completed and commissioned. In the year 2016, certain key institutional development projects like the Cape Coast Sports Stadium, Kotokuraba Market Complex, Komenda Sugar Factory, Turnkey Fish Processing Plant at Elmina, Professor John Evans Atta Mills Memorial Library at Cape Coast, Steel bridge over

Benya Lagoon in Elmina, Kasoa Inter Change and eight out of eleven Community Day SHS were completed and commissioned .

Furthermore, revenue generation recorded improvement with the region achieving 11.7% growth. This was as a result of the intensive monitoring and evaluation exercises embarked upon by the Regional Coordinating Council.

4.7 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 approved 2016 Action Plans and Budgets, programmes, projects and activities of 26 Municipal and District Assemblies (MMDAs) and Departments of the RCC. The ERCC also provided technical and back-stopping assistance through capacity building support to the MMDAs and Regional Departments which enabled them deliver improved services to citizens of the Region.

This 2016 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 2016 were:

- Completion and Commissioning of three Community Day Senior High Schools in the region in, Nyanoa in the Upper West Akim District, Kwahu Fodoa in Kwahu West and Takrowase in Denkyemba District.
- Reduction of chieftaincy clashes and sustenance of general peace. The Regional Security Council was able to reduce/avert a number of potential chieftaincy clashes through pragmatic actions all of which culminated in improved peace and security in the Region and the almost incident free election even in ‘designated flashpoints’.
- Reconstruction of over 130 kilometres of trunk roads under the Cocoa Roads Programme.
- Improvement in school enrolment at the basic, JHS and SHS levels [KG (5.36%), Primary (6.77%), JHS (7.41%), SHS (5.61%) and TVET (14.4%).

The above were achieved within challenging fiscal circumstances as the Regional Departments and MMDAs alike did not receive their 2016 Budget allocations from Central Government. Allocations for Assets and Goods and Services were the most affected. Equally stressful were receipts of statutory and hitherto guaranteed funds such as the District Assemblies’ Common Fund and the District Development Fund.

The above notwithstanding, most MMDA improved their internally generated fund collection and expended large proportions of the total funds on education, local government, health, water and sanitation. The RCC spent huge resources to control:

- Wanton desecration of agricultural land and the vegetation by illegal mining (‘galamsey’)
- Illegal chainsaw operations, lumbering and bush burning,
- Activities of pillaging Fulani cattle herders and their cattle

- Deteriorating office and residential accommodation facilities.

Regional Profile

Location and Size

The Region lies between latitudes 6° and 7° North and between longitudes 1°30' West and 0°30' East. The Region has a land area of 19,323 square kilometres (which constitutes 8.1 % of the total land area of Ghana). Koforidua is the administrative capital.

Population Size, Growth and Distribution

The 2016 projected population for the Eastern Region based on the 2010 population census figure of 2,633,154 and an annual growth rate of 2.5% was 2,890,146. The population is 49% male and 51% female with an Urban – Rural split of 43.3 to 56.6 respectively. About 41.3% of the population is below age 15.

Relief and Drainage

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

The Kwahu Scarp and the Atiwa-Atwaredu form the main watershed of the Region where the Pra, Birim and the Densu take their sources from. The Volta Lake and its Afram tributary in the east and the north-east drains portions of the Region.

Occupation

Agriculture is the main economic activity in the Region and employs about 53% of the population, 10.7% of the population is in industry and about 22% in the services sub-sector.

Traditional Authorities

Eastern Region has eleven (11) traditional councils. These are Anum, Boso, Manya Krobo, Yilo Krobo, Akuapem, Akyem Abuakwa, Akyem Kotoku, Akyem Bosome, Kwahu, Akwamu and New Juaben which are all paramountcies.

Roads

The Region has a total paved road network of 14,179.40km and an unpaved stretch of 358.6km.

Regional Potential

1. 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.

2. 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.

3. 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.

Administrative Issues

Political Leadership

The ERCC has a total of 52 Departments and Agencies. All the departments of the RCC are in place and contributed to achieve the successes chalked in 2016. There are twenty-six (26) MMDAs in the Region made up of ten (10) Municipal Assemblies and sixteen (16) District Assemblies.

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 Department of the RCC and MMDAs during the year under review.

A total of four hundred and thirteen (413) staff were promoted to various grades in eight (8) different classes. A hundred and sixteen (116) were also posted (intra postings) to different MMDAs within the region. The table below provides the details.

Table 4.15: HR Activities in 2016

Dept/Unit	Postings	Promotion
Administration	46	87
Works		100
Transport		36
Procurement	9	
Development. Planning.	9	
Engineers	15	
Social Development.	8	28
Environmental Health	12	82
Agriculture	2	27
Internal Audit	10	21
MIS	1	
Finance	4	
Auxiliary		32

Source: HR Unit, ERCC, February 2017

Security Issues

Issues dealt with by the REGSEC during the year under review include:

- Chieftaincy disputes -The Akuapem Traditional Council and the installation of a paramount Chief. Chieftaincy disputes in the Akyem Bosome, Kotoku and Yilo Traditional Areas among others.
- Illegal mining ('Galamsey') - Security operations against some of the illegal miners by the REGSEC were met with stiff opposition by the miners; Asamanma in the Atiwa District was a major trouble spot in 2016.
- Fulani Herdsmen menace – a Task Force formed to undertake 'operation cow-leg' managed to drive away the nomadic herdsmen from the affected Districts However pockets of activities of Fulani herdsmen still persists in these areas.

- Illegal lumbering and chainsaw operations – just like galamsey, illegal lumbering is also widespread in the Region and could not be brought under control due to the involvement of community leaders.

Report on Development Activities of Sector Institutions

Education

The education sector received a major boost in 2016 through the construction and completion of a number of school infrastructure in the region including the completion of 6 Community Day Senior High Schools, of which 3 were commissioned. Table 4.16 below shows the location of the Community Day Senior High Schools in the Region.

Table 4.16: List of Community Day Senior High Schools in the Region

S/N	School Location	District	Remarks
1	Nyanoa	Upper West Akyem	Commissioned
2	Kwahu Fodoa	Kwahu West	Commissioned
3	Takorase	Denkyembour	Commissioned
4	Anum Apapam	Ayensuano	Not Commissioned
5	Maame Krobo	Afram Plains South	Not Commissioned
6	Memchemfre	Afram Plains South	Not Commissioned
7	Huhunya	Yilo Krobo	On-going
8	Oborpah	Lower Manya	On-going
9	Sekesua	Upper Manya	On-going

Source: Eastern Regional Directorate of Education, February 2017

Access to Education

Enrolment at the KG level has increased by 5.36% between 2014/15 and 2015/16 academic year. The Gross Enrolment Rate (GER) registered an increase of 8.7% between the same periods. At the Primary level, enrolment in schools recorded 6.7% increase between 2014/15 and 2015/16 academic years. The GER also increased by 4.5%. Enrolment at the JHS registered 7.4% increase between 2014/15 and 2015/16 academic years. At this level however, the GER decreased by 7.6% during the period.

The SHS level also recorded an increase of 5.6% in enrolment between 2014/15 and 2015/16 academic years with the enrolment of girls specifically increasing by 1.9%. At the TVET however, enrolment decreased by 14.0% between 2014/15 and 2015/16 academic years. In spite of this however, girls enrolment into the public TVET schools increased by 1.0%.

Quality Education

Teacher Availability

The number of trained teachers at the KG level remained stable with a very negligible variation of 2 representing 0.001% between 2014/15 and 2015/16 academic years. At the primary level, the number of trained teachers recorded 4.0% increase between the periods. Trained teacher presence at the Junior High School level recorded a slight increase of 0.8% within the same period. A significant increase of 6.0% in number of teachers was recorded at the Senior High School level over the period. Technical/Vocational schools also recorded a similar increase in teachers of 6.1% out of which 3% were trained teachers.

Bridging Gender Gap

The provision of financial and material support to needy girls by the Ghana Education Service over the years has helped in bridging the gender gap in public basic schools. Other stakeholders in education also provided scholarships to needy but brilliant girls. In general, there has been improvement in girls' enrolment in schools as shown in the table below.

Table 4.17: Regional Gender Parity Index in Basic Schools

Levels	2014/15	2015/16	Percentage change
KG	1.04	1.02	-2.0%
Primary	0.98	0.98	0.0%
JHS	0.96	0.96	0.0%

Source: Eastern Regional Directorate of Education, February 2017

Table 4.18: Regional Percentage of Girls in Basic and SH Schools

Levels	2014/15	2015/16	Percentage change
KG	50.03%	49.92%	-0.22%
Primary	48.53%	48.50%	-0.06%
JHS	47.45%	47.52%	0.15%
SHS	49.30%	50.30%	1.99%

Source: Eastern Regional Directorate of Education, February 2017

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 647 functional CHPS compounds.

The region has a total permanent staff of 7048. There are 555 midwives representing 55% of required midwives, 3881 professional nurses, 120 Medical Officers and 55 Pharmacists. There

is an unequal distribution of public health workers across the region. The availability is skewed in favour of the 'urbanized districts' in the region. The issue of imbalances and attrition of support services staff has raised a lot of concern in the lack of clearance to recruit support service staff.

2016 Health Performance

- Supervised delivery is central in efforts aimed at reducing maternal mortality. Distance to service delivery points, quality of care, negative attitude of staff and unauthorised collection of fees have been the main hindrances to access to supervised delivery services particularly in rural areas.

Coverage of supervised delivery remains low. Only 5 districts achieved the national target of 80% in 2016. The regional average for 2016 was 52.9.

- As the efforts to improve maternal and neonatal health continued, there was an observed increase in the proportion of pregnant women achieving the minimum 4 antenatal care (ANC) visits in 2016. The region was able to achieve an average of 4.0 visits by clients, thereby meeting the minimum target as recommended by the national policy.
- About 5% of new attendance to the various units at the health facilities in the region was screened for tuberculosis (TB). Out of this number, 21% were presumed for TB and 10% diagnosed as TB. Household contacts and ART clinics were the two main units that screened majority of its attendance with a screening rate of 69% and 63% respectively. However, the highest percentage of diagnosed TB cases was from female and male wards and the OPDs with each unit diagnosing 15% and 12% of its presumed TB cases.
- Routine immunization performance was conducted throughout the period with Penta 3 (92.0%), OPV 3 (92.3%), PCV 3 (92.3%) and Rota 1 (94.3%) coverage achieved. A total of 96,717 children representing 82.8% were immunized with BCG during the period under review.
- A total of eight (8) vagrants were taken off the street, five were rehabilitated and reintegrated in the year under review. The total number of vagrants who have benefited from the project so far is fourteen (14).
- 568 stakeholders were sensitization on the Mental Health Act 846, 2012

Water and Sanitation

Community Water and Sanitation (Rural Water)

1. Provision of 1No. Mechanized borehole each for Swedru SHS and Achiase SHS with funding from the Christian Broadcasting Network (CBN) in the Birim South District.
2. Construction of 10No. hand-dug wells with pumps for Bekawopa, Nyamena, Swedru, Swedru Suame, Takyi, Adiembra, Bebianiha, Korsen, C-camp and Duokon communities in the Birim South District with funding from Christian Broadcasting Network (CBN).
3. Provision of 6 institutional latrines and 4 public w/c toilets, assistance for the provision of household VIP latrines, hygiene education and enforcement of building codes for Abetifi, Nkwatia, Pepease and Kwahu Tafo in the Kwahu East District with funding from the Duapa Project.
4. Provision of 6 institutional latrines and 4 public w/c toilets, assistance for the provision of household VIP latrines, hygiene education, construction of biogas plant and enforcement of building codes for Anyinam and Moseaso in the Atiwa District with funding support from the Duapa Project.
5. Drilling of 12No. Mechanized boreholes for Swedru SHS, Adiembra, Awisa NHIS, Awisa Market, Swedru Official Town, Asawase, Swedru Zongo, Anamase, Swedru Coupon, Atuntumirem, Aduasa and Prakrom with funding support from Japan Grant Assistance for Grassroots Human Security Projects (GGHSP).
6. Continued implementation of GoG/Government of China 1000 Boreholes Project in which the Eastern Region is to benefit from 190 boreholes.
7. Organized two (2) district levels meetings involving 12 Municipal/ District Assemblies to disseminate information on CWSA Corporate Documents.
8. Continued rehabilitation and extension of piped water supply system at Adasawase financed by Ernst Peyer Memorial Foundation of Switzerland.
9. Trained Water and Sanitation Management Teams in 95 communities covering 22 DAs for effective O&M.
10. Drilled 32 boreholes with hand pumps in selected Municipal and District Assemblies in the Region.
11. Provided technical support to WSMTs in the management of 30 piped schemes.
12. Monitored and supported all 26 DAs in WASH services delivery.

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, Konogo (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. Akim Oda-Akwatia-Winneba Water Supply Project, a 165 million dollar project funded by GoG and Turk Exim Bank. The project will provide water to Oda, Akim Manso, Atiankama, Nkawata, Aboabo and Batabi, Boadua, Topreman, GCD Camp, Asubone Camp 4, Anhwiaso and Mmoframfadwen. The project is on-going.

3. ATMA Rural Water Supply Project is a 56.6 million euros water project. The project will improve safe water supply to Dodowa, Akorley, Adukrom and Atimpoku. Beneficiary communities include Akrade, Senchi, New Senchi, Atimpoku, Juapong, Frankadua, Apeguso, Aboasu, Agormanya, Odumase, Somanya, Sra, Ogome, Aseseeso, Akwamufie, Apirede, Adukrom, Awukugua, Dawu, Abiriw, Akropong, Mamfe, Amanokrom, Mampong, Tutu, Obosomase, Ahwerease, Aburi, Gyankama, Kitase, Brekuso, Peduase and Ayi Mensah. The project has been completed and handed over.

Challenges in Water Supply

It is sad to state that all the major rivers in the Region (Birim, Densu, Ayensu and Kua) have been polluted by galamsey operators, refuse and excreta making it expensive for the Ghana Water Company to treat. This has resulted in water shortages in most communities. Most districts resort to the provision of bore holes. The yield of these bore holes are however not enough for the communities especially during the dry season.

Social Welfare and Community Development

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

In the year under review, twenty (20) Municipal/District Officers sat on the panels of the Family Tribunals and the Juvenile Courts to dispose off one hundred and two (102) Family Tribunal Cases and nineteen (19) Juvenile Delinquent Cases. Two hundred and eighty-one (281) Social Enquiry Reports (SERs) were written and submitted to the courts and recommendations were accepted; vide sect. 50 of the Children's Act, Act 560 of 1998 and sect 24 of the Juvenile Justice Act, Act 653 of 2003.

In the year under review, nine hundred and thirteen (913) Persons with Disability (PWDs) were identified and registered. Their needs assessment was conducted and appropriate action taken.

Rehabilitation and counselling were also given to clients. 441 prisoners benefitted from follow up or aftercare services and were assisted to solve psychosocial and socio-emotional problems. 1,248 clients/patients were assisted to solve medico-social problems. They were also assisted to recover GHC 67,392.55 being outstanding medical bills from patients in 4 hospitals. Also, 13 PWDs and 32 -PWDs received vocational training at Somanya Rehabilitation Centre in 2015 and 2016 respectively and 2,122,000 people benefitted from Social/Public Education.

Roads

A total road length of 451.64km costing GHC 421,974,049.80 packaged under 48 road contracts were implemented in the year under review. The roads comprise of 258.9km under the Ghana Highway Authority, 135.6km under the Department of Feeder Roads and 57.14km roads under the Department of Urban Roads. Details of the road infrastructure improvement activities implemented in 2016 are presented in Table 4.19 below.

Table 4.19: Urban Roads Improvement Activities for 2016

Activity	Total	Completed	On-going	Payment ₵	Total Cost ₵
<i>Routine Maintenance</i>					
Grading (km)	15.00	7.87	7.13	89,567.82	1,028,398.11
Grass Cutting (km)	36	20	16	117,106.59	
Culvert/Drain Cleaning	4	4	-	92,329.66	10,000.00
Pothole Patching/Shoulder Repairs (m ²)	65.66	17,854	-	735,415.97	858,800.00
Traffic Lights Maintenance /Road Signs (No)	12	12	-	53,993.63	55,750.00
Green Area Maintenance (m ²)	8,333	16,572	-	45,6990.33	10,000.00
<i>Total Ghc</i>				<i>1,545,404.00</i>	<i>1,962,945.11</i>
<i>Periodic Maintenance</i>					
Gravelling (km)	9.00	0.20	8.80	89,567.82	971,445.00
Drain Const (km)	3.63	0.95	2.00	371,959.55	882,670.61
Rehab & Upgrading	11	1.32	9.68	1,062,814.77	10,819,751.04
Resealing (km)	2.80	1.38		169,852.81	226,250.00
<i>Total Ghc</i>				<i>1,694,194.95</i>	<i>12,900,116.65</i>
Grand Total Gh₵				3,239,598.95	14,863,061.76

Source: DUR Regional Office, February 2017

Agriculture

Extension Delivery (*Technology Dissemination*)

A total of 142,981 farmers made up of 84,493 males and 58,488 females were reached with extension service and improved farming technologies by the MOFA. Key among the technologies disseminated were correct use of agro-chemicals, row planting, improved crop varieties, pest/disease recognition, prevention and control, food handling and safety, food based nutrition education in relation to food production, proper food processing technique as well as fish cage culture.

Fertilizer Subsidy Programme

The fertilizer subsidy programme is currently operated in 8 out of the 26 districts in region as there are no retail outlets in the remaining districts. A total of 12,789 farmers made up of 10,596 males and 2,193 females benefitted from subsidized fertilizers. Table 4.20 below gives details of the fertilizer Subsidy Programme.

Table 4.20: Subsidized Fertilizers Distributed to Farmer in the Region in 2016.

	Type of fertilizer			Beneficiaries		
	N.P.K (50kg)	Urea (50kg)	Compost (50kg)	Males	Females	Total
Quantity supplied (Bag)	51,410	11,667	3,510	10,596	2,193	12,789
Subsidized price (Gh Cedis)	85	80				
Average Open market price (Gh)	125	120				

Source: Regional Agric Directorate, February 2017

Supply of Improved Seeds and Planting Materials

To increase cassava yield in the region, the Ministry of Food and Agriculture (MoFA) through the West Africa Agriculture Productivity Programme (WAAPP) distributed improved cassava planting materials to 90 farmers in West Akim and Upper Manya Krobo districts for the establishment of 90 acres of cassava fields in the two districts.

Distribution of Hand Peelers

The Directorate of Women in Agricultural Development (WIAD) in collaboration with West Africa Agricultural productivity Programme (WAAPP) distributed 400 hand peelers and 2 mechanical peelers to 26 cassava processors in the Eastern Region to reduce drudgery and increase efficiency of processors in Akuapem North and Upper West.

Increased Income from Livestock Rearing through Small Ruminant Programme (Credit-in-kind scheme)

Through the programme 60 farmers in 10 Districts were supplied with 5 sheep or 5 goats (1male, 4Females) improved starter stocks. In all, three hundred (300) animals which comprised 90 sheep (18 Rams and 72 Gimmers) and 210 goats (42 bucks and 168 Gimmers) were distributed.

Disease Outbreaks

Rabies outbreaks were recorded in Mampong, in Akuapem North Municipality and Djaba Road in the Yilo Krobo Municipality with one death. TB cases were detected in Koforidua and Somanya slaughterhouses. Other diseases recorded in 2016 included 2 cases of ASF in the Ayensuano District, 4 suspected PPR cases Denkyembour district and CBPP cases at Somanya slaughterhouse in Yilo Krobo Municipal Assembly.

Fish Farming

There Region recorded and an out-grower fish production of about 250,343.35metric tons from 657 cage farms. In addition, 14.23 metric tons was produced from 28 MOFA supervised fish ponds. About 105, 117,293 fingerlings were also produced and supplied to farmers by 20 hatcheries in the Region.

Challenges

The fisheries industry in the region however faced challenges including the following;

- Illegal fishing methods
- Over exploitation of fish stock
- The non-enforcement of fishing laws and regulations
- Post harvest losses
- High cost of feed and the non-availability of feed sale centres in the region. Farmers travel from the region (Koforidua, Oda, Kpong and Akateng) to Tema to buy feed.

Environment

Environmental Health

The Environmental Health Department collaborated with the Densu Basin Board and Environmental Protection Agency in the protection of the Densu River from pollution and Zoomlion Ghana Limited in the management of waste in all the Municipal and District Assemblies in the Region. Others include the Ghana Health Service in the prevention, control and management of diseases associated with sanitation, for example cholera, typhoid, malaria,

schistosomiasis, dysentery among others and Community Water and Sanitation Agency for the implementation of the Community Led Total Sanitation in the communities.

Operations of Zoomlion

Zoomlion Ghana Limited had contractual agreement with the Municipal and District Assemblies in the region in the area of solid waste management. The company provided 21 communal containers to 5 municipal assemblies and 11 containers each to 16 District Assemblies to manage sanitation.

The Zoomlion Company also operates the nationwide mosquito programme (NAMCOP). The Company undertook the following activities during the year under review.

- Disinfected all refuse dumps sites
- Disinfected all public toilets
- Disinfected market and public urinals
- Disinfested district and municipal assembly premises and bungalows.

This activity was done quarterly by a team of sprayers from the regional office of the Zoomlion Company Limited.

Sanitation

Observation of the National Sanitation Day

The National Sanitation Day which was instituted by the Ministry of Local Government and Rural Development was held on every first Saturday of the month in the year 2016. The Eastern Regional Minister and his team including the Chief Director and the Regional Environmental Health Director, Heads of Department and others took part in the exercise on scheduled basis.

Waste Management

Liquid Waste

The disposal of liquid waste continues to pose a serious threat to the people of the region. The percentage of households with latrine facilities is low in most of the districts. Data available indicates that Kwaebibrim had the highest coverage of 12% with Kwahu East recording the lowest coverage of 1%.

Environment Protection

Programme of activities in 2016 included:

Inspection of projects for environmental assessment

The EPA inspected a total of 639 projects cutting across the sectors of energy, health, agrochemicals, hospitality, mining, manufacturing, telecommunication, aquaculture, infrastructure and plantations.

Education and awareness creation on topical environmental issues

The agency undertook a total of 24 education and awareness programmes to intensify environmental education and awareness creation in schools as well as communities.

Investigation of environmental complaints

During the period 72 environmental complaints were received and investigated. These included noise making (28), mining (1)6, faecal disposal issues (4).

Enforcement and compliance monitoring

One hundred and forty-three (143) enforcement and compliance exercises were carried out during the year.

Others (Development Projects and Programmes by MMDAs)

The Table below gives summary of development interventions by the 26 Municipal and District Assemblies in the Region during the year under review.

4.8 Greater Accra Regional Co-ordinating Council (GARCC)

Introduction

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

The region continues to benefit from infrastructural development in the areas of education, health, water & sanitation and road construction. In the area of education, the region benefitted from the construction of schools and dormitories. The millennium cities projects in the Accra Metropolitan Assembly for instance, has gone a long way to eliminate the shift system in the metropolis. In the health sector, the region had major interventions like the rehabilitation and expansion of Ridge and Legon Hospitals, Police Hospital and the Tema General Hospital among others. The road sector received a boost in the construction of the Kwame Nkrumah Interchange, construction of a by-passes through Teshie Rasta Road and La to 37 roads among others.

Other notable activities in the period included the commissioning of the Kwame Nkrumah Circle Interchange and the Sports Complex at Bukom, the Regional Minister's working tour of the region, organization of Homofest and the hosting of National Festival of Arts and Culture. (NAFAC). Even though the region is endowed with potentials and other resources that facilitated the achievement of set objectives, there were still challenges which had to be managed to mitigate their impact on the development efforts in the region. These include:

1. Land disputes as a result of multiple sales of land
2. Widespread use of Land guards
3. District/regional boundary disputes
4. Flooding and waste management issues
5. Delay in the release of GoG/GETFUND/DACF

6. Street hawking
7. Frequent armed robbery cases, fraud and Car snatching
8. Inadequate office and residential accommodation for staff
9. Chieftaincy disputes

Regional Profile

The Greater Accra Region occupies a distinct position among the 10 Regions of Ghana by virtue of its status as the nation's capital and seat of Government. The Region covers a land area of 4,570 kilometers and is located on the coastal belt of Ghana with a shore line stretching about 225 kilometers. The Region is bordered to the West, East and North by the Central, Volta and Eastern Regions respectively and to the South by the Gulf of Guinea. Physically, the Region is characterized by vast stretches of flat land and low lying areas with coastal Savannah vegetation interspersed with thickets.

Like most Regions in Ghana, the Region experiences two major climatic conditions annually. The rainy season spans between May – October (both major and minor) and the dry season which starts from November and ends in April.

According to the 2010 Population and Housing Census (PHC), the region has a population of 4,010,054. Due to immigration and a high population growth rate of 2.4%, the region has the highest population density in the country. The age structure of the region is still a youthful one, characterized by a high fertility rate.

Potentials

The peri-urban and rural portions of the Region abound in various natural resources. Prominent among them are large tracts of land for both agricultural and industrial purposes. There is also a wide range of minerals including salt deposits, clay, marble, quartzite and granite some of which are yet to be exploited. It is significant to note that the Region has a well-developed infrastructural base comprising good road networks, telecommunication facilities and utility services (water and electricity). There are also warehouse facilities and basic industrial plants that could facilitate the establishment of industries. The region has a huge potential for investment in the following areas:

- Hospitality & Tourism (Large sandy beaches, hospitality infrastructure and services, Modern Arts and Craft market, Beach front development project)
- Road and Transport Infrastructure (Availability of modern lorry and car park facilities, Bus Rapid Transit and rail transport development)

- Housing Infrastructure (Provision of housing schemes for low income earners, high rise buildings, alley pavement project, Environmental management activities like development of parks, tree planting, grassing etc.)
- Commerce & Industry (Availability of land, West African gas pipeline for energy, highly skilled and unskilled labour, Good transportation network and financial institutions)
- Agriculture/Fish Processing/Livestock (Construction of fishing harbour, provision of cold stores/storage facilities, availability of fishing logistics, Ultra-modern abattoir, extension Services and construction of dams for irrigation)
- Waste Management (waste-to-energy project, waste recycling plant, supply of sanitation and waste management equipment and vehicles, expanding the Accra Sewerage Improvement Project (ASIP), construction of liquid waste treatment plants)
- Energy/Biogas/Water (Provision of electric power systems, Solar power/wind, Biogas, expansion and improvement of water distribution system, recycling of waste water, rain water harvesting technology)
- Local Economic Development (establishment of Micro Finance Schemes to provide credit, training and logistics for SMEs and traders, provision of open market infrastructure, employable skill development programme for the youth, Support to CSOs)
- Educational/Health Infrastructure (Provision of ICT infrastructure, establishment of basic, secondary and tertiary institutions, Provision of education infrastructure (classrooms, furniture, books etc.), improvement in health facilities and infrastructure)

Administrative Issues

The Region is divided into sixteen administrative Districts under the current system of decentralization with the Regional Coordinating Council as the highest political and administrative authority. The sixteen (16) districts are made up of two (2) Metropolitan Assemblies, nine (9) Municipal Assemblies and five (5) District Assemblies. Hon. Joseph Nii Laryea Afotey Agbo served as the regional minister and Hon. Nii Djamah Vanderpuye as the deputy regional minister during the year under review.

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 the Regional House of Chiefs based at Dodowa.

Decentralized Departments at the MMDAS

In accordance with the establishment of the Decentralized Departments of the District Assemblies, L.I 1961, majority of the decentralized departments of the Assemblies have been established in the 16 MMDAs in the region. The merger of the Department of Social Welfare and Community Development has also been done in all the assemblies. However, in most of the Assemblies, the units and sections under the various Departments of the MMDAs have not been completely established.

The Department of Trade and Industry is yet to be established in the various MMDAs. Decentralized departments of Assemblies have been properly integrated in terms of the incorporation of their annual action plans and budgets into the main Assembly's action plan and budget. However, logistical and financial support from the assemblies to the decentralized departments remains a challenge and this has compelled these departments to sometimes turn to their parent departments and agencies for support. Also, the lack of office space and residential accommodation for the staff of the decentralized departments is an issue.

Human Resource Management Issues

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 situation within the year under review.

Table 4.21: Conversion/Upgrading and Promotion for 2016

Class	No.	Class	No.	Grand Total
Conversion/Upgrading				
Human Resource Mgt	10	Procurement	6	
Promotions				
Administrative	27	Plumber Gd. I	1	
Development Planning	12	Supervisory Tradesman	2	
Budget	5	Records	4	
Executive	6	Revenue	19	
Architectural	1	Environmental Health	173	
Engineering	3	METRO Guard	70	
Quantity Surveying	2	Day care	17	
Personnel	1	Social Development	35	

Class	No.	Class	No.	Grand Total
Technician	26	Internal Audit	51	
Estate Officer	2	Agricultural	26	
Technical (officer & Assistant)	27	Local Government	4	
Works Superintendent	30	Stores	1	
Foreman	16	Receptionist	1	
Tradesman Gd. I	2	Radio Operator	1	
Driver	29	Computer Operator	4	
Total	189	Total	409	

Note:

1. Total Promotions in 2016 was **598** while Conversion/Upgrading summed up to **16**
2. A total number of four hundred and sixteen (416) posting instructions were issued from the Regional Coordinating Council in 2016

Staff Development (Capacity Building/Training)

The RCC and the MMDAs undertook a number of training activities and programmes which can broadly be categorized into three (3) namely Scheme of Service related training; Competency Based Training; and Academic Training for staff to help in their career and professional development. Sixty (60) of the staff of the RCC and the MMDAs also benefited from overseas training/seminars programmes in the areas of; Seminar on urban internationalization for Developing Country, Leaders of Local Governments speaking African Countries, Urban Planning and Construction for African English Speaking Countries, Garbage Disposal and Urban Sewage Management for Ghana, Planning and Construction of Smart City for Developing Countries, Urban Pollution Prevention Management for Developing Countries and Grain Security for Officials of Developing Countries. Three (3) others also went for Masters Programmes in different disciplines.

Official Visits

During the year under review, the Hon. Deputy Regional Minister travelled to China to attend the 2nd Forum of China – Africa Local Government Cooperation. The Chief Director also attended a China-Africa high level experience sharing programme, from 2nd September to 9th September, 2016, in Beijing, China while the Regional Budget officer participated in the 2016 Seminar on Grain Security for Officials of Developing Countries in Zhengzhou City Henan Province, China from 10th to 30th October, 2016. From the Regional Planning Coordinating unit, a Principal Development Planning Officer participated in Public Private Infrastructure

Partnership from 12th September- 7th October, 2016 in Brisbane, Australia and also from 7th to 19th November on the same program in Pretoria, South Africa.

There were also some courtesy calls and visitations that took place during the year under review. The French Ambass-ador to Ghana paid a courtesy call on the Regional Minister to have discussion on French businesses interest to invest in the region. A delegation from the United Kingdom (UK) and South Africa (S.A) paid a courtesy call on the Hon. Regional Minister to discuss issues on Trade and Investment.

Again, there was a delegation of Zimbabwean Staff College as well as the Ugandan People's Defense Forces, Senior Commanders and Staff College who visited the RCC as part of their study tour and Exchange Programme with the Ghana Staff College to acquaint themselves with the operations of the RCC and the Local Government Systems in Ghana especially with regard to the Security Architecture of the MMDAs as well as the RCC. Also worthy of mention, were the courtesy calls by the Fujian Provincial Delegation made a courtesy call to the Hon. Regional Minister on Trade, Investments and the establishment of Sister City relations between Fujian province and the Greater Accra Region and JICA officials came on Information Gathering and Verification visit.

Security Issues

During the period under review, the Greater Accra Region was relatively calm and peaceful with some isolated cases of unrest (chieftaincy and land disputes) and armed robbery. The year witnessed intense political activities. In a few instances, there were some clashes especially during health walks organized by political parties. The timely interventions of the Regional Security Council (REGSEC) and the various District Security Councils (DISEC) brought these situations under control. The REGSEC through the formation of Elections Task Force was able to monitor closely the election activities to ensure peace and security of the Region.

In 2016, the celebration of the annual Homowo festival by various traditional groups was generally peaceful. Additionally, activities of land guards continue to be a daunting challenge in the Region. The labour front was also characterized with several agitations leading to demonstrations and strike actions. Other issues of security concern in the year were multiple sale of land leading to several land disputes and use of land guards. Flooding and fire outbreaks continued to affect some communities in the region.

Programmes, Projects and Activities by Sectors

Infrastructure provisions and service delivery have been undertaken by the various departments in the specific sectors of roads, health, environment and education. There were also other supports from donors to strengthen the capacity of the RCC to deliver its mandate effectively and efficiently through the European Union (EU) External Grant Support. Detailed sector performance on projects and programmes implementation as at the end of December, 2016 are given below.

Education

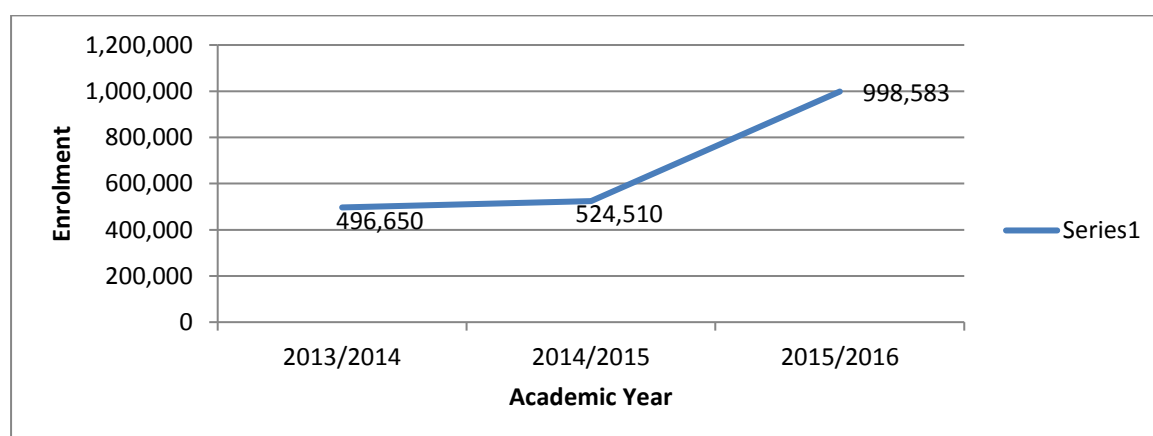
In the period under review, enrolment for the 2015/2016 academic year was 998,583 which is a significant improvement over the past two academic years as given in Table 4.22 and figure 1 Public schools contributed 58% of this enrolment

Table 4.22: Enrolment in Schools (Pre-tertiary Level)

No.	Academic Year	Enrolment
1	2013/2014	496,650
2	2014/2015	524,510
3	2015/2016	998,583

Source: Regional Education Directorate, 2016

Figure 1: School Enrolment – Pre-Tertiary Level



Increased enrolment coupled with inadequate classroom blocks has however led to overcrowding in some schools, such that, two teachers have to be assigned to a class contrary Ghana Education Service norms. Also, the shift system is practiced in some schools in eleven (11) out of the sixteen (16) MMDAs in the region. The Accra Metropolitan Assembly has been able to eliminate the shift system while it is still

predominant in Ga South Municipal Assembly. Even though there are more private schools (about 63%) than 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. A total of 1,247 teachers' laptops were given out to 872 basic schools in the region for teaching ICT. 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'reilly, Ghanatta and Ningo Senior High Schools.

Provision of educational infrastructure is a major priority of the GARCC to improve the quality of teaching and learning in the region. Through GETFUND and Government of Ghana (GoG), various interventions such as the provision of school blocks, supply of furniture and laboratory equipment for selected schools and fencing of school lands among others were implemented.

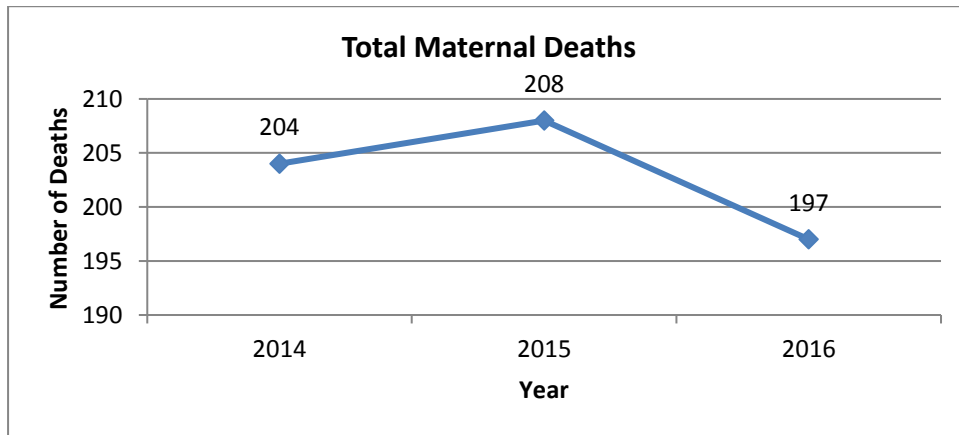
As at the end of the year 2016, there were four hundred and twenty-four (424) Ghana Education Trust Fund (GETFUND) projects as compared to three hundred and thirty-seven (337) projects in 2015.

Health

There are 737 health facilities in the region made up of 346 government and 391 private/quasi facilities. The major concerns for the health sector at the beginning of the year 2016 included high maternal deaths and still births, data inconsistencies and low immunization coverage.

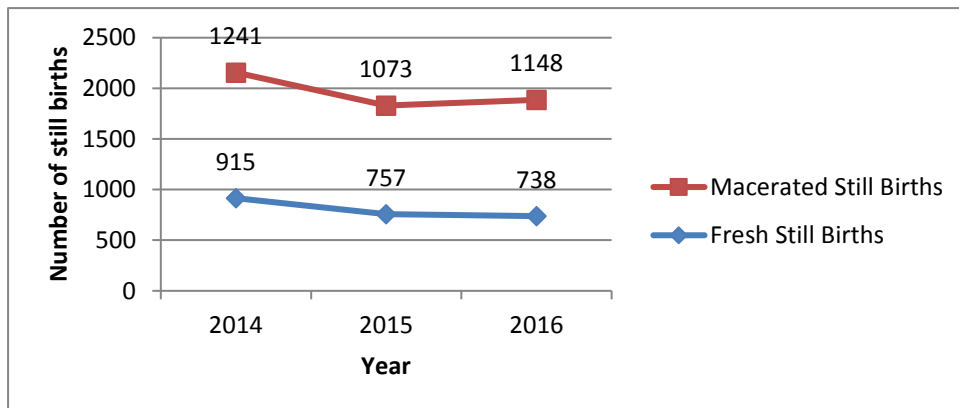
Trends in total maternal deaths indicated a slight reduction from 204 in 2015 to 197 in 2016 which is about 3.4% reduction. The maternal mortality rate per 100,000 live births was 180.4 i.e (180.4/100,000 LB). The figure 2 provides a three-year trend analysis.

Figure 2: Trend of Maternal Deaths



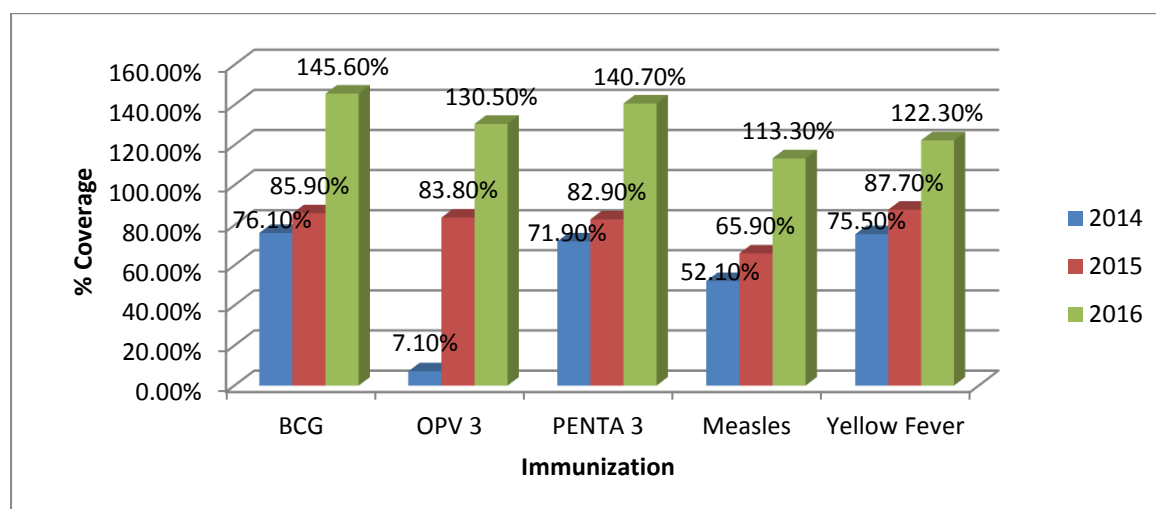
Fresh Still births recorded some reduction in the year under review. There was a slight reduction from 757 in 2015 to 738 in 2016. Macerated still births however increased from 1,073 in 2015 to 1,148 in 2016. A three-year trend analysis is given in figure 3.

Figure 3: Trend of Still Births



The low Expanded Programme on Immunization (EPI) coverage 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 2016 as against 85.9% in 2015 while OPV 3 increased to 130.5% from the 83.8% recorded in 2015. A three-year trend is given in figure 4.

Figure 4: Immunization Coverage Trend



On capital projects, the situation as reported in 2015 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 2015 was 62.08% (2016 water coverage not available yet).

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 management and 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 has been completed. Twelve of the facilities have been connected to 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 Assemblies namely Ga West, Ga East, Shai-Osudoku District, Adentan and Ashaiman Municipal Assembly. This notwithstanding, only sixty-one of the boreholes had been fitted with hand pumps as at December, 2016.

Also, baseline data collection was undertaken in seven (7) Districts in the region with funding from the Conrad Hilton Foundation. District factsheets were prepared and disseminated to all the seven Districts in the third quarter of 2016.

Roads

Interventions in this sector undertaken by the Department of Urban Roads (DUR) included gravelling, construction of Roads, construction of road side drains, upgrading of gravel roads and partial reconstruction. In the year under review, the DUR was initially allocated an amount of Gh¢ 19.192 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.

Plate 1: Construction of Western Bypass at Kasoa



Construction of Western Bypass at Kasoa: Old Barrier to Kokrobite to Tuba to Sapato

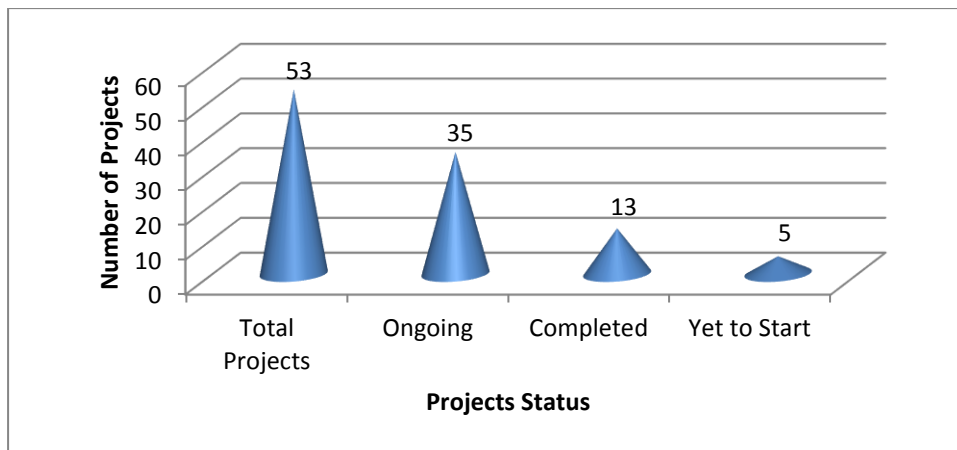
Status of projects as at December indicated that thirty-two (32) out of the two hundred and fifty-seven (257) projects were completed while two hundred and twenty-five were ongoing. It is important to note that some of the ongoing projects are behind schedule. The road projects included rehabilitation 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. The Authority in the year under review constructed twenty-seven critical culverts in various communities in the region including Adentan, Afienya, Dodowa, George Walker Bush Highway and the Tema to 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. It is also important to note that projects being implemented by the Highway Authority were funded by the Government of Ghana (GoG) and the Road Fund. Summary of the projects is given in figure 2.

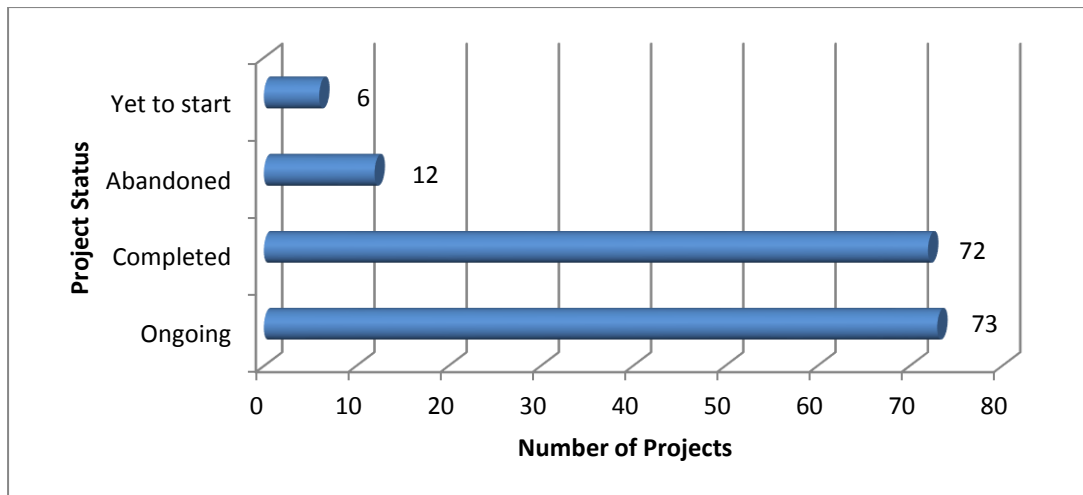
Figure 5: Projects Implementation Status - GHA



Department of Feeder Roads

The Department of Feeder Roads in the year under review had one hundred and sixty-three (163) projects out of which seventy-three (73) were ongoing and seventy-two completed. It is important to note that, twelve (12) of the projects have been abandoned and six contractors were yet to commence the execution of six (6) projects. The ongoing projects are at various levels of implementation. Figure 6 provides a summary.

Figure 6: Status of Projects Implementation - DFR



The sources of funding for the Department's projects included the Road Fund, Government of Ghana (GoG), Consolidated Fund, JICA/CFRIP, COCOBOD/CFRIP and Dutch/GoG.

Environment (Sanitation & Physical Environment)

A number of activities were undertaken in the year 2016 by the Regional Environmental Protection office to ensure that various interventions and developments do not adversely impact on the environment. Activities undertaken in the year include Environmental Impact Assessment, Enforcement and Compliance Monitoring, Collaboration with and other Stakeholders, Environmental Education and Awareness Creation, Built Environment and Waste Management Issues.

To ensure compliance with the provisions of the Environmental Assessment Regulations 1999 (LI 1652) and the EPA Act 1994, (Act 490) the office received and processed one thousand one hundred and twelve (1,112) developmental applications for environmental permitting and approval. The Environmental Assessment (EA) applications cover the following sectors;

- Energy Sector - Fuel Service Stations and LP Gas Stations;
- Health Sector - Clinics, Hospitals, Dental, Optical Clinic, Maternity Homes and waste management facilities
- General Construction (Infrastructure) Sector - Schools, Churches, Apartments, Shops, Offices, Warehouses and GSM Cell Sites (Masts);
- Tourism Sector - Hotels, Hostel, Movie House Guest Houses and Restaurants
- Mining Sector - Sand winning and;
- Agricultural sector (pesticides application)

In total, sixty eight percent (68%) of applications received was for general construction which covers schools, churches, apartments, shops, offices, warehouses and telecommunication cell sites (Masts). Thirty two percent (32%) of applications received covered the other sectors with mining recording the lowest of 1%.

Also, out of the one thousand, one hundred and twelve applications (1,112) one thousand one hundred and nine (1,109) were approved and three (3) applications were denied an environmental permit for various reasons.

Besides, certain projects were placed under “priority assessment” level and monitored accordingly. These are special projects whose impact on the environment if not effectively and efficiently managed have the potential of causing serious damage to both human and aquatic life. The projects placed under ‘priority assessment in the year under consideration included the following:

- a) Haatso Funeral Home Project – where particular interest was in the construction and subsequent operation of the waste water treatment facility. The Project is yet to commence operations.
- b) DELICO Shopping Mall (Achimota Retail Centre) – where emphasis was placed on solid waste generation and segregation of such waste at source and also on the operation of the Sewage Treatment Plant for the Mall.
- c) SANDPARK Properties at Dunkuna-(Ga South) – here a complaint on an imminent industrial pollution from a steel manufacturing company was investigated. It turned out that the steel production process was not going to release any such pollutants.
- d) Lucky Oil F.S.S.-Weija- The decommissioning of a Washing Bay was monitored at this filling station to ensure that the ramps were removed completely as recommended by the Agency
- e) TEL Energy F.S.S.-Weija- Groundwater level was found to be high at the site of this filling station. The high-water table caused water to rise in the observation wells for the underground storage tanks, raising much concerns for the integrity of the fuel tanks buried underground.

Others Programmes

With the financial support of the European Union (EU) the GARCC since the year 2014 has been implementing a project entitled ‘‘Strengthening the RCC/RPCU to effectively support Planning and Monitoring of District Assembly Activities in the Greater Accra Region’’. The specific objective of the project is to strengthen institutional capacities and internal structure of the RPCU to effectively and efficiently carry out their mandated functions. The project is aimed at addressing the challenges that hamper the effective performance of the Regional Planning Coordinating Unit’s (RPCU’s) roles of monitoring, evaluation, coordination, information management and provision of technical backstopping to Metropolitan, Municipal and District Assemblies (MMDAs). The challenges as identified include inadequate funding, logistics and gaps in operational linkages among others.

The implemented actions is progressively addressing the challenges and the RPCU has been able to provide the requisite technical backstopping to the MMDAs and also monitor their effective functioning to improve the availability, access and quality of public services to citizens.

In the period under review, four (4) out of the eleven (11) activities earmarked for implementation were executed. These include:

- Data collection at Metropolitan, Municipal and District Assemblies,
- Data analysis and monitoring reports preparation
- Organization of RPCU meetings,
- Organization of RCC meeting.

Challenges

1. There were instances where the warrants released by the Budget Unit did not reconcile with the payments made by the Finance Unit in some MMDAs,
2. Releases were not forthcoming. There were also delays in implementation of the budget,
3. Budget Units in some MMDAs also faced logistical problems. They did not have laptops, desktops, back-ups and in some cases stationery items,
4. Finally, despite numerous admonishments, certain activities were also implemented outside the Composite Budget in some MMDAs.
5. Inadequate mobilization of Internally Generated Revenue by the Assemblies
6. Chieftaincy and Land disputes
7. Unauthorized and unplanned physical Development in the Region
8. Inadequate management capacity to cope with increase waste in the Region

9. Encroachment of available public lands
10. Inadequate office equipment and logistics such as Computers, photocopiers, scanners and internet facilities in some MMDAs
11. Inadequate office and residential accommodation
12. Delay in the release of Common Fund
13. Staff on IGF poses a serious drain on the finances of the Assemblies
14. Boundary disputes between the MMDAs is affecting revenue generation activities
15. Cholera outbreak

Way Forward

1. Timely releases of funds will 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 is making frantic efforts to resolve the boundary disputes whilst we await the final determination by the Boundary Committee set up by the Local Government Ministry.
7. Provision of security for markets and strategic installations e.g. Medical Installations
8. Fire prevention awareness creation and education in all the MMDAs.

Conclusion

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

4.9 Northern Regional Co-ordinating Council (NRCC)

Introduction

The Northern Regional Co-ordinating Council per its mandate enshrined in the Local Governance Act 2016, Act 936 indicates it shall be responsible for coordinating, monitoring and evaluating the activities, performance and functioning of all MMDAs within the region. This includes other Governmental and Non-Governmental Agencies operating in the region. To achieve this, the Northern Regional Coordinating Council provided periodic guidance and technical backstopping to MMDAs and MDAs to assist in the implementation of their Annual Action Plans by following standard procedures within the approved budget estimates. The report captures the major activities undertaken in 2016 by the Regional Coordinating Council as well as MMDAs and MDAs in the region.

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

1. His Excellency, the President John Dramani Mahama attended the 20th Ghana International Trade Fair organized by Savanna Accelerated Development Authority (SADA) and Ghana Trade Fair Company at Tamale.
2. His Excellency, the President John Dramani Mahama commissioned the 1st phase of the Tamale International Airport Expansion Works.
3. The Regional Durbar of the 32nd National Farmers Awards Day ceremony in Walewale was graced by His Excellency, the Vice President Kwesi Amissah-Arthur as Guest of Honour.
4. Her Excellency the First Lady, Mrs. Lordina Mahama made some donations at the Nyohini and Anfani Childrens Home in Tamale as well as the Old Ladies Camp in Gambaga.

The RCC, MMDAs and MDAs were generally faced with either delay or non-receipt of their votes 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 easier for them to meet some of their organizational and developmental objectives.

Development projects undertaken in the region continue to be in the area of Water and Sanitation, Education, Roads and Health, and the provision of these amenities have gone a long way to improve upon the standards of living of the people of the region. For instance, the completion of the Yendi – Gushegu road has unleashed the stress being experienced when plying the road. This has allowed the free flow of goods from that part of the country. Also, the ongoing work in other parts of the eastern corridor road is expected to boost development.

In spite of the progress made in revenue mobilization and in the provision of social infrastructure, the development of the region continues to be largely impeded by chieftaincy, land and ethnic disputes as well as high illiteracy. This has resulted in the imposition of three (3) curfews in the affected areas within the region, out of a total of four (4) in the country. The region is also battling with the issue of open defecation which is highly noticeable in the Metropolis. The region continues to remain 9th in the Sanitation League Table for the country only best to Upper East. However, the region recorded 11.6% in 2016 in relation to Households with latrines from 9% in 2015. This was determined in the Regional Open Defecation Free (ODF) League Table that was launched in 2016.

Notwithstanding the challenges during the year under review the Northern Regional Coordinating Council chalked a number of successes paramount among them being the significant improvement in sanitation in the region, relative peace enjoyed in the region, and maintaining of law and order by liaising with the security agencies to provide an enabling environment for the people to propel development in the region and the country as a whole.

Regional Profile

Location and Size and Demographic Characteristic

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

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

Regional Potentials

Land Mass

Northern region occupies about (1/3) of the land surface area of Ghana, with a total land mass of 7 million hectares. The available land for agricultural production is about 4.9 million hectares, out of which 735,000 hectares (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 and Fisheries

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.

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;

1. 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;
2. Larabanga Mosque – a 13th century mosque believed to be built by Moorish traders,
3. Larabanga Mystery Stone – a mysterious boulder that has the subject of a splendid local legend;
4. Salaga Slave Route at Salaga where the Tran-Saharan Caravans paused at Salaga market, slave wells, where slaves took their baths;
5. Nalerigu Defense Well said to be built in the 16th century to protect Nalerigu from raiders;
6. 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.

Administrative Issues

Political Leadership

The Regional Coordinating Council was headed by Hon. Abdallah Abubakari Regional Minister and Hon. Alhaji A. B. A. Fuseini Deputy Minister. There were changes in the Political Leadership at MMDA including East Mamprusi, Kpandai and Gushiegu.

Human Resource Issues

The office of the NRCC had total staff strength of 135, which is made up of professional, sub-professional and non-professional personnel. This comprised of 78 males and 57 females representing 57.78% and 42.22% respectively.

Recruitment

A total of three (3) appointments were made during the year under review in the following ranks, Environmental Health Officer (1), Assistant Computer Programmer (1) and Assistant Development Planning Officer (1).

Postings

A Deputy Director, Assistant Chief Environmental Health Officer, Night Watchmen, Senior Budget Analyst, Chief Local Government Inspector and Stenographer Secretary Officers were posted within and outside the region.

Promotion

An Administrative Officer, Two (2) Internal Auditors, Two (2) Environmental Health Officers, Five (5) Caterers and Cooks, Three (3) Stewards, One (1) Washerman and Four (4) Drivers were promoted to various ranks during the year under review.

Retirements

Three officers, a stenographer secretary, a chief messenger and a labourer attained their compulsory retirement age during the period under review.

Human Resource Management Information System (HRMIS)

The Northern Regional Coordinating Council continues to consolidate data files from the MMDAs on the HRMIS for onward submission to the Local Government Service on monthly basis. This is to constantly have up-to-date data at all times for effective and efficient management decisions.

Staff Development (Capacity Building/Training)

Two Human Resource Assistant Managers benefitted from courses in Strategic Human Resource Management & Gender Mainstreaming and, Organizational Development & Human Resource Planning with sponsorship from the Institute of Public Administration of Canada

(IPAC) and the Danida Capacity Support Programme respectively during the period under review:

A chief catering officer was awarded a full scholarship with sponsorship from the Ghana Education Trust Fund (GET Fund) through the Northern Regional Coordinating Council to pursue Master of Science in International Hospitality and Tourism Management from January, 2016 to January, 2017 at the University of Wolverhampton in United Kingdom.

Security Issues

- The security situation in the region during the period under review was generally calm with a few threats and conflicts arising 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 Bunkpurugu, Chereponi, Damongo, Kafaba, Sayeegu and Kablima Townships that recorded violent conflicts which resulted in the loss of lives and property.
- In spite of that, the Regional Security Council (REGSEC) and its respective District Security Councils (DISECs) with support from the Security Personnel had the situations under control.

Report on Departments of MMDAs

In the Northern Region all the decentralized departments have been established and functioning though some of Assemblies are yet to have full complements of staff and the various units.

Departments such as Agric and Community Development & Social Welfare are fully integrated into the mainstream assembly. The challenge however is the change management, 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.

Reports from the Regional Departments and Agencies

Department of Parks and Garden

The department had total staff strength of sixteen (16), comprising 12 males and 4 females. There were no staff recruitments, staff promotions and training during the year. However, one staff went on compulsory retirement. The department could not access its budgetary allocation however, it generated revenue of Four Thousand, Two Hundred and Ninety-six Ghana Cedis (GH¢ 4,296.00) into government coffers.

Department of Rural Housing

The department had 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. However, two officers benefited from capacity building workshops organized by the Local Government Service and the Regional Coordinating Council. The department did not receive any budgetary allocation during the year under review.

Department of Agriculture

The department had total staff strength of seven hundred (751) comprising 611 males and 140 females within the entire region with a total of 87 at the regional level made up of 70 males and 17 females. There was no staff recruitment during the year. However, four staff were promoted, ten staff went on compulsory retirement and some staff benefitted from training programmes during the year under review.

A number of programmes and projects exist in the Region which are geared towards supporting various farming activities. These activities were mainly implemented to enhance agricultural production in order to provide enough food for the fast growing population and also to improve upon the livelihood of farmers.

Department of Cooperatives

The department had total staff strength of fifteen (15) comprising 12 males and 3 females. There were no staff recruitments and promotions during the year under review. However, one officer benefitted from a Capacity development programme for Farmer Based Organizations and Farmer Based Cooperatives in Korea and three Officers benefitted from a training programme organized by the Department in collaboration with the Civil Service. One staff retired from the service, another resigned while one died during the year. The department did not receive its GoG budgetary allocation however, it paid Seven Thousand, Six Hundred Ghana Cedis (GH¢ 7,600.00) into government coffers as IGF.

Department of Social Welfare

The department had total staff strength of ninety-seven (97) comprising 46 males and 51 females. There were no staff recruitments, postings and promotions. However, five (5) staff were transferred, one staff resigned and five went on compulsory retirement. The department ran three core programmes namely Child Rights Promotion and Protection, Justice Administration, and Community Care Services.

During the year under review, several training workshops were organized for District Officers, Regional Director, Programme Heads and other Stakeholders on the LEAP Programme. A

monitoring team from the Head Office visited the region to ascertain how the programme is implemented. The Livelihood Empowerment Against Poverty (LEAP) is now operating in all the twenty-six (26) Districts in the Region. There are two (2) types of the LEAP Programme and they are Regular LEAP and the LEAP thousand. The department received an amount of Four Thousand Ghana Cedis (GH¢4,000.00) from GoG for the regional office. The Districts also received GoG Budget allocations.

Department of Environmental Health and Sanitation

The department had total staff strength of sixteen (16) comprising 12 males and 4 females. There were no staff recruitments and promotions during the year under review. One staff was posted from Yendi Municipal Assembly to the Regional Department and one retired from the service. The technical staff of the department benefited from a training on Incremental Strategy on Community-Led Total Sanitation (CLTS) during the year.

Funds were sent directly to MMDAs accounts or through District Partner Coordinators for activity implementation. The main donor was UNICEF with others like SNV and SPRING supporting the activities of the department. The Resilience in Northern Ghana (RING) project also provided funds to the Regional Environmental Health and Sanitation Directorate during the year. Some other Development 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:

- General Environmental Health and Sanitation services which involves home visits, markets, hospitality inspections, industries, waste management, compliance enforcement and cemeteries – disposal of the dead.
- Basic Sanitation Information System (BaSIS) is a management information system used to take data from the field piloted in the Northern and Volta Regions of the country. It is implemented in 17 MMDAs in the region.
- Sanitation-behaviour-change on Safe Water, Sanitation and Hygiene (WASH) Promotion.
 1. Community-Led Total Sanitation is implemented in all the twenty six (26) Metropolitan, Municipal and District Assemblies.
 2. Activities are being implemented in small towns and rural communities using the rural sanitation model (RSM) strategy as stated in the national policy
 3. CLTS being triggered in urban areas using the right strategies.

National Board for Small Scale Industries

The department had total staff strength of thirty-six (36) comprising 25 males and 11 females. There were no staff recruitments, promotions, postings and retirements during the year under review. Trainings and capacity building programmes were held for staff at different times of the year. Currently, there are Business Advisory Centres (BACs) in 22 out of the 26 districts in the Region. Out of the number, 21 districts except the Tamale Metro have been enrolled onto the Rural Enterprises Programme (REP).

The department received a total amount of Fifty-eight Thousand, Nine Hundred and Sixty-five Ghana Cedis (GH¢ 58,965.00) as its budgetary allocation for the region. Imprest account balance as at 31st December, 2016 was One Thousand, Two Hundred and Ten Ghana Cedis and Eight pesewas (GH¢1,210.08).

The secretariat operates the following credit schemes, PAMSCAD, NBSSI/DED, NBSSI/Revolving Fund, MASLOC and NBSSI/EDAIF Schemes. A total loan of Twenty-eight Thousand Ghana Cedis (GH¢28,000.00) was approved by Head Office for 5 applicants under the NBSSI/EDAIF Credit Scheme. However, a total of Forty-eight Thousand Nine Hundred and Fifty Ghana Cedis (GH¢48,950.00) was disbursed to 6 beneficiaries and five women groups under the NBSSI/EDAIF Credit scheme.

A total amount of Sixty-one Thousand Seven Hundred and sixty-one Ghana Cedis (GH¢61,761.00) was loan repayment under the NBSSI/EDAIF Credit Scheme during the year under review.

A total amount of Eight-six Thousand, Eighty-six Ghana Cedis and Twenty-five pesewas (GH¢86,086.25) remained as default as of the end of the year under review. A total amount of Three Thousand, Two Hundred and Twenty-eight Ghana Cedis (GH¢3,228.00) was the income generated through the Board's activities during the year under review.

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 distance of health facilities to communities. The plight of the people is worsened by the poor and bad road network especially during the rainy season it is difficult or sometimes nearly impossible to ply certain routes in accessing health facilities.

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 services to about 2,700,000 people as a referral hospital for the 26 MMDAs within the region as well as Upper East, West and Brong-Ahafo Regions.

Water and Sanitation

Water

The commonest 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 among other development partners, rural potable water coverage in the Region has progressively improved from 63.01% in 2015 to 68% in 2016.

Sanitation

The WHO defines improved sanitation as generally involving better private access and safer disposal of excreta through septic Tank, pour flush, simple pit latrine, small bore sewer, or ventilated improved pit latrine. The Region has only 28% of the people having access to sanitation (latrines) with 72% of the population still practicing open defecation. Five percent of the population has access to basic sanitation and 23% use shared facilities including poorly cleaned public toilets. Open defecation remains one of the key environmental challenges closely associated with general littering. This has significant health implications on the health and well-being of communities, impacting negatively on their productivity.

Education

Literacy

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

Agriculture

The Region is predominantly agricultural with over 70% of the economically active population engaged in one form of agriculture or the other. Principal food crops grown in the Region include maize, rice, sorghum, cowpea, millet, cassava, yam groundnuts and soy beans. The

main tree crops are Sheanut and dawadawa both harvested in the wild and Mango and cashew which are cultivated. A lot of Mango plantations have sprung up in the Region as a result of the establishment of a processing plant by the Integrated Tamale Food Company (ITFC). The major livestock species reared in the Region are cattle, sheep, goats and pigs (mostly non-Muslim communities). Poultry species reared in the Region include local and exotic chicken, guinea fowls and turkey.

Out of the 7 million hectares of arable land in the Region, about 4.9 million hectares (70% of the land mass) is available for agricultural production. Out of this, 735,000 hectares is used for crop production. The main farming system in the Region is mixed cropping and is mostly rain-fed. Other sources of water used for farming in the Region include dams, dug-outs and rivers. Notable among these include the Bontanga Irrigation dam, Libiga Golingas irrigation dams and, the white and Black Volta Lakes. However, these are woefully inadequate to ensure all year round farming especially in the era of Climate Change.

Others

Savannah Accelerated Development Authority (SADA)

The Savannah Accelerated Development Authority's Act (Act 805, 2010) mandates it to mobilize resources and to facilitate, catalyze and coordinate investments in the Northern Savannah Ecological Zone. Per this mandate SADA has undertaken the following activities:

1. Spatial Development Framework for the SADA zone: The Spatial Framework is in line with the NDPC's National Development Framework which has a life span of 20 years and this is expected to guide development in the SADA zone.
2. Master Plan for Tamale and Buipe: Based on the Spatial Development Plan, SADA in collaboration with a Singaporean Planning Firm have developed master plans for Tamale and Buipe as a pilot. The Master Plans are expected to implement some game changing projects in these cities.
3. The Tamale City per the master plan is supposed to be an Industrial Hub and also as a Financial Hub and other projects such as Malls, Road Infrastructure, etc.
4. The Buipe enclave will also be an Industrial Hub and will serve as an inland port to serve the Sahelian zone.
5. Development of Investment Potentials in the Districts: SADA again assisted MMDAs in the Region to develop investment potentials in their various districts. These were put into a well packaged document to serve as investment guides for potential investors coming to the Region.

SADA during the period under review also developed an Agricultural potentials and opportunities brochure for the SADA zone, which was launched and disseminated to investors and Development Partners in the Region. As a result of this, prospective investors have shown interest in the Agricultural Sector in the Northern Region.

Resiliency in Northern Ghana (RING)

The Resiliency in Northern Ghana (RING) project is a 5 year project funded by the USAID and is set to run from 2014 to 2019. The project is an integrated project and partnership effort under USAID's Feed the Future initiative designed to contribute to the Government of Ghana's efforts to sustainably reduce poverty and also improve on the nutritional status of vulnerable populations in the Northern Region. The main purpose of the RING project is to improve the livelihood and nutritional status of vulnerable households in targeted communities of 17 districts in the Northern Region. This is to be achieved through three (3) complementary project components:

- **Component 1:** Increasing the consumption of diverse quality foods, especially among women and children;
- **Component 2:** Improving behaviors related to nutrition and hygiene of women and young children; and;
- **Component 3:** Strengthen local support networks to address the ongoing needs of vulnerable households.

Currently in the region, the project is being implemented by the following MMDAs; *Nanumba North, Kpandai, Chereponi, Saboba, East Mamprusi, Gushegu, Nanumba South, Karaga, Tamale Metro, Sagnarigu, Central Gonja, West Gonja, Kumbungu, Tolon, North Gonja, Savelugu-Nanton, Mion and East Gonja.*

Achievements of RING since its inception to date by all 17 implementing MMDAs:

- 29,405 women have been supported to form 1,090 Village Savings and Loans Associations (VSLAs) formed with a total savings of GHS 2,941,453 (approximately US\$ 782,579);
- 2,521 farmers engaged in Orange Fleshed Sweet Potato (OFSP) cultivation resulting in harvest results of 289 metric tons (MT) of OFSPs from 102 acres;
- 7,660 vulnerable women trained in basic animal husbandry and provided with 24,294 sheep as starter stock with the objective of growing herds at the household level;
- 9,930 women supported with soybean inputs planted on 8,451 acres resulting in the

harvest of 3,026 MT of soybeans, enabling households to diversify diets and incomes through soybean consumption and sales;

- 900 women in 33 communities supported with 57 drip irrigation systems to enable cultivation of leafy green vegetables (e.g. ayoyo, biraa, and aleefu) during the dry season, primarily for household consumption;
- 984 women in 35 communities across 8 districts supported to farm 819 acres of groundnut resulting in 188,239 kg of groundnuts harvested;
- To contribute to the reduction of post-harvest losses, 5,000 women under soybeans and groundnut production have received 30,000 Purdue Improved Cowpea Storage (PICS) sacks to properly and safely store produce;
- Over 400 women supported with nearly 5,200 poultry to promote both dietary diversification and the inclusion of additional income streams;
- 83 communities have been certified and declared Open Defecation Free (ODF) by the regional monitoring body (Regional Interagency Coordination Committee on Sanitation). These behaviour change communication efforts under CLTS have led to households constructing more than 4,400 latrines and 1,300 hand washing stations without external financial or material support in 258 communities.
- 342 health workers and 694 community health volunteers trained in anemia prevention and control;
- 377 health workers and 797 community health volunteers trained on Community Infant and Young Child Feeding to provide nutrition counseling to pregnant women, and caregivers of children under five;
- 842 health workers and 1,773 community health volunteers trained in Community-based Management of Acute Malnutrition to identify, refer, and treat cases of severe acute malnutrition;
- 25,046 women and men engaged to improve dietary diversity and complementary feeding through cooking demonstrations.

United Nations Fund for Population (UNFPA) / GoG Country Programme 6 (CP6)

The programme is a 5 year programme which commenced in 2013 and will run to 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 while the RCC plays a coordinating role.

Table 4.23: Summary of Development Projects (RCC)

No.	Sector	No. of Projects	No. On-going	No. Completed	Remarks
1	Education	228	112	116	Funded under the DACF and DDF. Note that some projects under GETFund were awarded and paid from Accra are not captured in this report
2	Health	136	60	76	Funded from DACF and DDF
3	Water	31	8	23	Funded by GSOP and the NORST
4	Roads	60	10	50	GSOP funded feeder roads spot improvements (Labour-Intensive Public Works (LIPW))
5	Energy	13	3	10	Procurement of poles for electricity extension. SHEP/Ministry of Energy not captured
6	Environment & Sanitation	51	16	35	KVIPs are being constructed under CWSA, RING and NORST
7	Economic	17	12	5	Projects are for revenue generation ie Markets, Lorry stations, Stores and Financial Institutions
	Total	536	221	315	

Most of the projects under Education and Health as well as Economic are ongoing due to the irregular releases of funds as indicated in the above table.

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
- Improve conditions of Service for all categories of staff in the region.
- Promote capacity building and training of staff through In-service training
- Collaborate with development partners to harmonize their activities into district development plans

Conclusion

The region is endowed with immense natural resources and development potentials that can be harnessed to propel the development agenda of the region. It is envisaged that the Fufulsuo – Sawla road coupled with the completion of the Tamale International Airport and the Eastern Corridor Projects would boost business activities in the region and the country at large.

It is the aspiration of the Northern Regional Coordinating Council that, with all these developmental opportunities available, investors would be attracted to do business in the region thereby improving the livelihood of the people.

4.10 Upper East Regional Co-ordinating Council (UERCC)

Introduction

The Upper East Regional Co-ordinating Council exercised its responsibility of monitoring and coordinating regional development activities from January to December 2016. The council throughout the year monitored and evaluated the performance of all the 13 Municipal and District Assemblies (MMDAs) on quarterly basis, and also provided technical backstopping to the MMDAs and Civil Service regional departments.

The year was particularly significant as government worked to fulfil its promises ahead of the General Elections. To this end, most MMDAs were able to complete at least two priority projects in health and education as directed, alongside other projects. The region also hosted visits by state officials and diplomats. The following programmes which took place in the region are worth noting:

- Government for the People Forum
- Sod-cutting for final phase of Upper East Regional Hospital Rehabilitation and Expansion works by His Excellency, the President of Ghana, John Dramani Mahama
- SADA regional stakeholders engagement on economic potentials
- Launch of Disaster Risk Maps for MMDAs in the region
- Inauguration of Election Early Warning and Response Groups

A meeting of the RCC was organized in August 2016 to review and plan programmes and activities for the rest of the year. The region also hosted a public forum on the 2015 report of the Public Interest and Accountability Committee (PIAC) on the management of petroleum resources. In pursuance of a Memorandum of Understanding between the Local Government Service and the Kwame Nkrumah University of Science and Technology (KNUST), a needs assessment meeting of MMDAs and consultants from the latter also took place in the last quarter of the year.

The region enjoyed stability for the most part of the year. Chieftaincy and land disputes, however, remained a challenge especially in areas such as Bolgatanga and Paga. Illegal mining threats were experienced in parts of the Talensi and Bawku West Districts. Armed robbery was also a challenge in the year, occurring mostly in the regional capital and pockets in other areas such as Bawku West District. The security services were able to contain largely most of the security breaches.

In a related development, as part of the preparations towards the General Elections in December 2016, a Regional Elections Task Force was inaugurated to coordinate efforts at ensuring peace during the period. A joint security route march was also organized at the behest of the Airborne Force Command of the Ghana Armed Forces to give assurance of the readiness of the agencies to secure the peace of the country before and after the elections.

Regional Profile

The Upper East Region is located in the north-eastern corner of the country, between longitude 00 and 10 West and latitudes 10° 30'N and 11°N. It is bordered to the north by Burkina Faso, the east by the Republic of Togo, the west by Sissala District in Upper West and the south by West Mamprusi District in Northern Region. The land is relatively flat with a few hills to the East and southeast. The total land area is about 8,842 sq km, which translates into 2.7 percent of the total land area of the country.

The Upper East Region has a population of 1,046,545 according to the 2010 National Population and Housing Census (PHC) with an inter-censal growth rate of 1.2% per annum. The figure is made up of 51.61% females and 48.39% males. By the regional annual growth rate, the population of the region in 2016 was estimated at 1,124,193. The regional population growth rate which is less than half of the national growth rate of 2.5% is the lowest among the ten regions.

The population density of the region is also currently estimated at 127 persons per square kilometre. The last census put 21.0% of the population as living in urban areas of the region.

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 northwest 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

The RCC played its role as the bastion of administrative authority in the region through a variety of activities including meetings with relevant bodies, and training programmes to equip officers especially the regional heads and those at the MMDA levels. It also coordinated

sectoral programmes and projects within the region, including communication from the Local Government Service Secretariat (LGSS). The year saw the coming into office of new regional heads for economic planning, education and statistics.

The RCC also successfully implemented Performance Management System for all staff. Contracts were signed between the Regional Minister and Ag Chief Director on one hand and the Municipal and District Chief Executives (MMDCEs) and the Municipal and District Coordinating Directors (MMDCDs) on the other. Mid-year reviews of the signed contracts were also held. The performance management system of the rest of staff were assessed at the quarterly monitoring and evaluation sessions of the MMDAs.

Political leadership of RCC

The year saw leadership changes at the RCC. In the first quarter of the year, both the regional minister and his deputy were replaced by the President of the Republic of Ghana. The new minister, Hon Albert Abongo and his deputy, Hon Dr Robert Kuganab-lem stayed in office to the end of the year.

Political leadership of MMDAs

There are three (3) Municipal and ten (10) District Assemblies in the region which are headed by Chief Executives. Three District Chief Executives (DCEs) – Talensi, Pusiga and Nabdam had their tenures of office expired towards the end of the year. The DCEs for Pusiga and Talensi were re-nominated and consequently approved by their respective Assemblies. The Regional Minister acted as the DCE for Nabdam throughout the rest of the year.

Report on departments at the regional level

The departments of the RCC and other public service departments in the region worked closely in the provision of technical support for programme implementation and coordination. Efforts were also made to include other governance institutions at the regional level to support the work of the RCC in line with the protocol on inter-service and sectoral collaboration and cooperation. The RCC also supported these departments with capacity building programmes both within and outside the country.

Most of the departments had substantive heads. Staffing was adequate except in a few departments such as Town and Country Planning, Feeder Roads, Forestry, Game and Wildlife and Rural Housing. Changes were made in the headship of Centre for National Culture (CNC), Trade and Industry, Education and Town and Country Planning departments. The Heads of

Rural Housing and Parks and Gardens had since proceeded on compulsory retirement while the Non-Formal Education Division (NFED) head had been in acting capacity.

Human Resource Issues

The Upper East Regional Coordinating Council (UERCC) has a total staff of 117. In the year under review, the office received a total of 105 environmental health officers from the LGSS and in turn posted them to the various Municipal and District Assemblies (MMDAs). The Office did not recruit staff during the period.

There is inadequacy of senior officers in the region as the office itself has no director and deputy director to support the Acting Chief Director. The same pertains to the MMDAs as newly recruited staff were heading some departments, who did not have the requisite work experience.

Table 4.24: Recruitment, Upgrading, Promotions, Postings, Transfers for 2016

No.	Class	Recruitment	Upgrading/ Promotions	Regional Postings		Intra- Regional Postings
				Post. in	Post. out	
1.	Administrative	0	4	4	5	4
2.	Human Resource	0	0	0	0	0
3.	Environmental Health		36	110	0	7
4.	Records	0	2	1	0	0
5.	Planning	0	4	1	1	2
6.	Agriculture	0	14	1	0	2
7.	Radio	0	2	0	1	0
8.	Catering	0	3	0	0	1
9.	Technician Engineers	0	3	0	0	0
10.	Technical	0	1	1	1	1
11.	Works	0	3	0	0	0
12.	Engineer	0	0	0	0	1
13.	Social Welfare and Community	0	3	4	0	12
14.	Budget	0	0	0	0	0
15.	Local Govt Inspectors	0	1	0	0	1
16.	Transport	0	4	0	0	0
17.	Internal Audit	0	0	0	1	4
18.	Procurement	0	6	0	1	0
19.	Executive Officer	0	1	0	0	0
20.	IT	0	1	0	0	0
21.	Auxilliary	20				
Total		0	86	122	10	35

Table 4.25: Retirements – 2016

No.	Class	Number
1.	Works	3
2.	Budget	1
3.	Executive Officer	1
5.	Administrative	3
6.	Environmental Health	4
7	Records	1
8	Planning	1
9	Agriculture	23
10	Radio	1
11	Catering	2
Total		40

Security Issues

Security became a priority of the region in light of the fact that there were election-related security breaches and violence. The specific security issues and their mode of resolution are given below:

Kandiga Junction – Doba burial dispute

Following the death of a citizen of Kandiga at the Kandiga junction an impasse ensued between residents of Doba and Kandiga over right of the latter to perform burial and funeral rites of the deceased. The feud partly emanated from a court action which was initiated by the people of Kandiga resident at the junction over ownership of land there. The Doba people maintained that they were the owners of the land occupied by the Kandiga people at the junction.

The Regional Security Council (REGSEC) and the Kassena-Nankana Municipal Security Council (MUSEC) resolved the matter with the support and cooperation the Doba people, the Navro-Pio and the Kandiga community.

Bolgatanga Chieftaincy

The ruling of the Judicial Committee (JC) of the Regional House of Chiefs (RHC) was in favour of the Abilba family before the end of the year. The Amaltinga family, dissatisfied by the outcome of events, met the Hon Regional Minister and complained about failure of the RHC to make copies of the proceedings of the JC available to enable them appeal against the ruling. The REGSEC impressed upon the RHC to make the documents available to the Nyaaba Amaltinga family .However on the allegations of bias by some leaders, REGSEC dismissed them as they thought that the security agencies did their work without any interference. REGSEC engaged the leaders and elicited the commitments of both gates to ensure the peace of the municipality.

Navio – Paga Chieftaincy Dispute

During the year, there were clashes between youth groups of the Paga-pio and Navio-pio in the Kassens Nankana West District following efforts by the former to deskin the latter. While the Navio-pio denied that chiefs from his area were never enskinned by the Paga-pio, the latter insisted that he had the right to deskin him (Navio-pio). This disagreement led to attacks at the palace of the Navio-pio and agitations over the siting of public projects in Navio. With the support of the RHC, REGSEC was able to maintain 24-hour protection of the Navio-Pio's palace.

The Sandema-Chuchuliga Chieftaincy dispute was amicably resolved through the instrumentality of the MP for Builsa North and Member of Council of State, Hon David Kanga.

Armed Robberies

The police made giant strides in stemming the spate of armed robbery in the region. The number of check points on the Bolgatanga-Bawku road was increased while more police posts were opened. A number of wanted robbers were also apprehended and sent to court.

Key areas which recorded robberies during the year were Fumbisi, Navrongo and Zebilla. The Tilli forest in Bawku West and Anayeli Bridge in Navrongo were particularly noted for police patrols.

Some Municipal and District Assemblies assisted security efforts with the purchase of motor bikes, fuel and other logistics. The Assemblies also facilitated the formation of Neighbourhood Watch Committees to augment the strength of the police.

Resource Conflicts

Illegal mining and rosswood harvesting were the main sources of resource conflicts. While the former occurred predominantly at Zongoyiri in the Bawku West and Datuko in the Talensi Districts, the latter was reported from the Tilli forest reserve in the Bawku West District and the Builsa South District. Youth groups in the affected communities often rose against small-scale mining companies for the destruction of lands.

In the case of wood, the Forestry Commission licensed companies were asked to cease working in the region to ensure a reduction in the exploitation of rose wood.

Report on Developmental Activities of Sector Institutions

Table 4.26: Agriculture

Project/Activity	Beneficiaries	Results/Remarks
Northern Rural Growth Project (NRGP)	Region-wide	- Rehabilitation of 103 roads opened up and enhanced food production areas - All year round farming being improved with rehabilitation of two valleys (destumping, levelling of farmlands, etc) each in Bawku West (Teingo and Googo) and Builsa South (Weisi and Gbedembilisi) - Improvement in food storage with construction of 4 ware/pack houses - 243 FBOs made up of 3,209 farmers supported with GHC1,287,757.00 to farm 1,654 hectares of maize
Ghana Commercial Agricultural Project (GCAP)		- Improvement in food storage with construction of 6 warehouses
Aquaculture Development	Region-wide – Tono and Veve Reservoirs, selected dams	- Construction of 201m ³ cages Vacant and abandoned ponds at Veve re-allocated for rehabilitation for fish production
Agricultural Mechanization	Region-wide – 2,621 farmer groups	- Established 6 Mechanization Centres for increased crop production
Farmer Based Organization (FBO) Development	3,561 farmers from 678 groups	- Yields of farmers increased through capacity building, links to markets and credit support
Vaccination and Treatment of farm animals	Region-wide	308,597 animals vaccinated
Rice Sector Support Project (RSSP)	Builsa North, Garu-Tempene Districts and Bolga Municipality	- Twenty lowlands developed for farming. 63% of such lands cropped by 1,903 farmers - 16 rice demonstration sites established in lowlands with yields (3.04mt/ha) - 59 FBOs constructed micro bunds to manage water
Ghana Social Opportunities Project (GSOP)	10 Districts	- Improved environmental and land quality through planting of assorted trees - Employed labour-intensive public works on afforestation project for increased income levels of farmers
Fertilizer Subsidy Programme	Region-wide	- 208,802 bags of NPK and 81,329 bags of Urea sold to 59,034 farmers
Youth in Agriculture Programme (YIAP)	7,533 farmers	Farmers were able to increase their acreages and got requisite inputs for farming
Extension Service Delivery	Region-Wide	- A total of 1,825 farm visits - 402,089 farmers educated on improved technologies - 7,108 farmers trained on safe use and handling of agro-chemicals - 757 farmers from 16 communities reached via mobile van on good farming and land management practices

Table 4.27: Health

Project/Activity	Beneficiaries	Results/Remarks
Hand Washing with Soap (HWWS) and Household Water Treatment and Safe Storage (HWTS)	250 communities in five districts - Food Vendors, Smock Weavers, Butchers, etc	-Improved community and personal hygiene -Reduction in hygiene-related illnesses
Construction of Single Storey Dormitory Block	Navrongo Community Health Nurses College	On-going
Construction of 2 Storey 12-Unit Classroom Block	Zuarungu Nurses College	On-going
Construction of Single Storey Dormitory Block	Zuarungu Nurses College	On-going
Construction of Dining Hall	Zuarungu Nurses College	On-going
Rehabilitation and expansion of Regional Hospital	Region-wide	3 rd Phase completed awaiting handing-over
Mass Vaccinations	Drug Administration in 6 Districts covered 315,782 people, School deworming exercise covered 244,311 children from 1,229 schools, Meningitis A campaign covered 171,307 children (12-59months)	Drug administration coverage was 84.1%, deworming 88.3% and Meningitis A 95.2%

Education

The region made modest gains as far as education development is concerned. Upper East Region won first and second positions in both the national Milo Marathon competition for second cycle schools in the country and the Millennium Marathon competition respectively. The region also placed third position in both boys and girls category at the Inter-Regional first cycle schools sports competition held at Sunyani.

Two of the Community Day Senior High Schools (SHSs) being constructed in the region were completed with that of the Kanjarga Community SHS commissioned and handed over to the Ghana Education Service (GES). A total of 1,015 school bags, 16,754 school uniforms and 2,336 laptops were also given to pupils in basic schools free in the year under review:

Two Thousand and Two (2002) newly trained teachers were posted to various basic schools in the thirteen Municipalities and Districts. One Hundred and Eight (108) graduates who returned from study leave were also posted to various schools. The Ministry of Education added one hundred and twenty nine (129) teachers in Science, Mathematics and Technology to augment identified shortfalls in staffing.

Performance of students at the Basic Education Certificate Examination (BECE) level slumped to a three-year low of 20.4% from 26.7% in 2015 and 23.2% in 2014. Enrolment as given in

the table below also fell by 5.1% between the 2015/16 and 2016/17 academic years. The fall in enrolment among boys over the period was however higher (5.9%) than the mean figure and that of girls (5.1%). This might point to some gains being made towards retaining the girl-child in school.

Table 4.28: Basic School Enrolments

Levels	Enrolment					
	2015/16			2016/17		
	Boys	Girls	Total	Boys	Girls	Total
KG	47718	47099	94817	42741	41903	84644
Primary	124308	119520	243838	118025	113003	231028
JHS	39865	40257	80122	38781	39699	78480
Total	212016	203218	415234	199547	194605	394152

The Non-Formal Education Division (NFED) was able to pass out three old classes after completing their full class cycles and enrolled two new batches for the Local and English Languages. Two Thousand, One Hundred and Seventy (2,170) learners were from the local language while four thousand, two hundred and thirty eight (4,238) learners graduated in English Language. New classes have since been opened with the following enrolment statistics: English Language – 3,432 learners and Local Language – 1,107 learners.

Table 4.29: Development Projects

Project/Activity	Beneficiaries	Results/Remarks
Regional Peace Council		
Peace Education and Conflict Resolution Trainings	1,500 people and groups – Members of Regional Peace Council, Elections Early Warning and Response Groups, Traditional and Religious Authorities, Media Practitioners	A better informed society on the electoral process and ways to avoid election-related violence. A generally-acknowledged peaceful, violence-free elections held on December 7, 2016.
Social Protection and Community Development		
Community Care	Successful registration of 1,342 Persons with Disability (PWDs)	1,454 PWDs benefitted from Disability Fund totalling GHC308,859.00

Project/Activity	Beneficiaries	Results/Remarks
LEAP	49,116 people in the region	-Total amount disbursed: GHC2,902,741.00 -3,835 beneficiaries registered on NHIS
Hospital Welfare Services	661 patients	Various forms of assistance given patients eg. Counselling, food and clothing support etc
Child Rights Protection and Promotion	89 families	-Children re-integrated into their families and given the necessary care -Formation of Neighbourhood Watch Committees -Bring back of valuable cultural practices to protect children
Economic		
Micro-finance and Small Loans Centre (MASLOC)	2,144	GHC2, 423,552.00 disbursed as small and group loans, purchase of tricycles. Loans used to finance petty trading, farming, agri-business, craft making Loan recovery rate:54%
Cooperatives Development	59 groups registered	GHC 4,355.00 received as non-tax revenue from registration of cooperatives
National Board for Small-Scale Industries (NBSSI)	Region-wide	Business Development activities benefitted 1,908 people in: - business registration and bank account opening -record keeping -loan repayment and access to credit
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		
Business Development and Promotion	Region-wide	-Supported SMEs in the region to sell on ministry's web-based trade gallery -Supported guinea fowl farmers in Bolgatanga and Paga to get funds from Naara Rural Bank
Trade and Industry Promotion	Region-wide	Organization of Bolgatanga International Craft and Art Fair (BICAF) annual trade show from December 1-4, 2016
Project Monitoring and Evaluation		Monitoring visit to Missiga border post for data on imports and exports. Total exports amounted to GHC12,716,967.71 and imports, GHC13,822,123.83
Roads		
Reconstruction of Bolgatanga-Bawku-Polimakom Roads (116.0km)	Bolgatanga, Zebilla, Bawku	Site camp being set up by contractor. Works in progress
Rehabilitation of Bolgatanga-Bongo, Winkongo-Tongo and Navrongo-Tono Junction Roads (16.2km)	Winkongo, Tongo, Bolga, Bongo, Navrongo	97% completed. Work on V.O. No 1 Bolga-Bongo remaining 8km at base level and concrete u-drains under construction
Upgrading of Missiga-Kulungugu (10km) and	Missiga, Kulungugu	46% works achieved on Missiga-Kulungugu road. Work on Missiga-Garu-Sissie road yet to start

Project/Activity	Beneficiaries	Results/Remarks
Missiga-Garu-Sissie (0.0-5.0km)		
Upgrading of Chuchuliga-Sandema-Wiesi Road (40km)	Sandema, Fumbisi	5% progress. Formation and concrete works ongoing at Wiaga-Fumbisi
Partial re-construction of Navrongo-Chuchuliga-Tumu road (34.23km)	Navrongo, Chuchuliga, Chiana	2% progress.
Energy		
Self-Help Electrification Project (SHEP) 4 & 5	452 Communities– SHEP 4 -(296), SHEP 5 - (156) Survey works completed on 40 other communities	Electricity extended to beneficiary communities
Cylinder Distribution	Region-wide – 2,000 cylinders for each MMDA	Increased awareness on cost-effectiveness of the use of LPG
Improved Solar System	All MMDAs	Complemented national electrification programmes

Others

32nd Regional Farmers Day Celebration

The region observed the above event at Tongo in the Talensi District on November 4, 2016, which was a month earlier due to the General Elections in December 2016. A total of 21 farmers in the region received various awards ranging from tricycles, mist blowers, knapsack sprayers to wellington boots, cutlasses, bicycles, fertilizers and corn shellers.

The Regional Best Farmer went to Albert Asorigia, 51 years old man from Paga in the Kassena-Nankana West District. Four other persons in the region received national awards for best seed growing, livestock, research and extension. The year's celebration was under the theme: *Agriculture: A business response to economic growth*. Twelve other Municipal and District Assemblies of the region also observed the day concurrently.

Ghana Social Opportunities Project (GSOP)

The objective of the Ghana Social Opportunities Project (GSOP) implemented the Livelihood Empowerment Against Poverty (LEAP) and Labour Intensive Public Works (LIPW) infrastructure in targeted districts. Other components were the construction or rehabilitation of feeder roads, dams/dugouts, social infrastructure, climate change mitigation activities and other subprojects which lend themselves to the use of unskilled labour in greater proportions.

A total of 103 new and rollover sub-projects in the region were completed in 2016 with an amount of GHS15.2M expended, representing 70% of the estimated cost. An amount of GHS7.7M out of the total expenditure was paid as unskilled labour wages to 14,671 rural poor persons in the region. Person days of temporary unskilled labour employment generated within the year was 801,585 with an LIPW beneficiary averagely earning GHS524.00. Table 1 shows a summary of the number of subprojects executed within the year.

Table 4.30: Allocation of GSOP Sub-projects in MMDAs

MMDA	Sub-Project themes			
	Feeder Roads	Irrigation	Climate Change	Total
Bawku West	5	4	5	14
Binduri	0	2	2	4
Bongo	4	3	7	14
Builsa North	1	1	3	5
Builsa South	3	1	4	8
Garu-Tempane	6	9	11	26
Kassena-Nankana West	2	3	4	9
Nabdam	2	1	3	6
Pusiga	2	2	3	7
Talensi	2	2	6	10
Total	27	28	48	103

Japan Social Development Fund (JSDF)

As a means of ensuring that the current beneficiaries of LIPW and LEAP exit poverty on a permanent and sustainable basis, the Japan Social Development Fund (JSDF) is piloting in the region, a complementary livelihood support intervention, which provides skills training and accompanying start-up grants to beneficiaries. Within the year 2016, four thousand, one hundred and ninety four (4,194) beneficiaries received training and first tranche of grants to the tune of GHC2.3 million to undertake various enterprises.

United Nations Fund for Population Activities

The United Nations Fund for Population Activities (UNFPA) implemented its sixth Country Programme (CP6) in the region under a Comprehensive Maternal Health Services. The RCC coordinated the implementation of the programme at the Bawku Municipal and Kassenan-Nankana West District Assemblies. The sub-implementing partners were Ghana Health Service, National Youth Authority, Department of Gender and Domestic Violence and Victims Support Unit of the Ghana Police Service.

During the year, thirty (30) clients (women) who suffered from Obstetric Fistula were successfully operated upon. Other women in the implementing areas were also sensitized and

mobilized to search for their neighbours with the disease. Others were registered onto the National Health Insurance Scheme (NHIS). In addition, the youth (both males and females) were educated on Sexual Reproductive Health in their communities, Senior High Schools and at Youth Programmes to enable them grow well into responsible adults. Sensitisation on Sexual and Gender Based Violence was provided as well as training on detection of infringements on Domestic Violence Laws which led to increase in reporting of Domestic Violence Cases. These activities had positive impact on teenage re-enrolment in school after child birth and or forced marriages.

Ghana National Household Registry (GNHR)

The Ghana National Household Registry (GNHR) of the Ministry of Gender, Children and Social Protection held a consensus building workshop for stakeholders in the region to sensitise them on the up-coming data collection exercise scheduled for June, 2017. Focal persons were appointed from the Municipal and District Social Protection Coordinating Committees to coordinate the exercise.

Development Partners' Forum

The Development Partners' Forum was institutionalized in the region in 2015 to strengthen the relationship between the RCC and Development Partners as part of efforts to ensure coordinated and harmonized development. Quarterly meetings of CSOs, NGOs and Public Service Departments, agencies and governance institutions were hosted by the RCC to review and plan programmes and projects of respective bodies for possible areas of alignment, partnership and or collaboration.

During the year, two of such meetings were held in August and December and the following areas came under focus: governance, food security, education, and Water, Sanitation and Hygiene (WASH). The forum has now formed sub-groupings based on seven themes: Governance, Food Security, Education, Water, Sanitation and Hygiene (WASH), Health, Livelihood and empowerment and Social Protection.

Savanna Accelerated Development Authority (SADA)

The programme in the year under review, concentrated on facilitating development in the Northern Savanna Ecological Zone (NSEZ) as against direct implementation of programmes. In line with that position, a regional office for the project was established in Bolgatanga. The project in collaboration with the Bongo District Assembly and the University for Development Studies (UDS) kick-started a research into rock classification and mineral exploration in the

former. It also saw to the composition of a Steering Committee looking into feasibility for the construction of a multi-purpose dam at Pwalugu.

Other successes of SADA in the region are:

- Enhanced support to some rural banks
- Support for mango plantation development by private sector actors
- Support for training of female mechanics
- Joint development of sustainable housing initiatives
- Facilitated establishment of Northern Sector Agricultural Working Group

National Health Insurance Scheme (NHIS)

The National Health Insurance Authority (NHIA) in the region enrolled a total membership of 622,506 representing 55.4% of the projected population of 1,124,193. Out of the number of persons enrolled on the scheme, 169,603 were indigents – LEAP beneficiaries, prison inmates, orphans, persons with disability and mentally-challenged. A total of 42,871 school children benefitting from the Ghana School Feeding Programme (GSFP) were also registered for NHIS.

The number of accredited facilities which rendered services to clients in the year under review was 255 made up of hospitals, clinics, health centres, CHPS Compounds, maternity homes, diagnostic centres and pharmacy or chemical shops. The region is one of those implementing the capitation mode of payment where pre-determined fixed amounts will be paid in advance to service providers for fixed periods of time. Subscribers were made to select their Preferred Primary Providers (PPP) where the authority will transfer funds to the health facilities of those clients.

CHPS Strategy

In line with a directive by government in the year under review for all MMDAs to construct at least two (2) Community-Based Health Planning and Services (CHPS) Compounds in a year, the following table gives the details of projects implemented:

Table 4.31: New CHPS Compounds

S/N	Name of MDA	Location of CHPS	Remarks
1	Bawku Municipal	Meogogo, Kuka	Accommodation block for Kuka
2	Bawku West	Kobori, Apuadabogo, Daguugu	
3	Binduri	Ziako, Kukparigu, Yargugu, Kaadi	
4	Bolgatanga Municipal	Dulugu, Zono	
5	Builsa North	Suwarinsa, Kom	
6	Builsa South	Luisa, Garibiensa, Naadema, Tuedema, Kasiesa	
7	Garu-Tempene	Nomboko, Gbanterago	

8	Kassena-Nankana West	Kalvio-Gogoro, Saaka	
9	Kassena-Nankana Municipal	Pinyoro, Kapania	
10	Nabdam	Zogabre, Nyogbare, Zua, Asonge	
11	Pusiga	Dabea, Bengula, Latinga	
12	Talensi	Tenzug, Tongo-Beo	
13	Bongo	Bongo-beo, Gowrie	

The Korea International Cooperation Agency (KOICA) also launched a CHPS plus project in the year with the building of capacity of health staff, community health committees, and community volunteers in 120 CHPS zones in the region. The project will supply equipment to 80 CHPS zones, some health centres and district hospitals. A total of 40 CHPS compounds will act as controls in the project while 80 will have a number of interventions.

Ghana School Feeding Programme (GSFP)

The programme since inception continued to enjoy expansion and in 2016, 142 new schools were added, giving a regional coverage of 561 basic schools. In the last academic year, a total of 310,687 pupils were fed from 419 basic schools under the GSFP in the region. The breakdown of the allocation of additional schools among the MMDAs in the region is as follows:

Table 4.32: Additional Schools to the GSFP

S/N	Name of MMDA	Number of additional schools
1	Talensi	10
2	Bawku Municipal	11
3	Pusiga	10
4	Nabdam	12
5	Builsa North	16
6	Bawku West	14
7	Builsa South	12
8	Bongo	13
9	Garu-Tempene	10
10	Kassena-Nankana West	13
11	Kassena-Nankana Municipal	13
12	Binduri	8
Total		142

Challenges and Recommendations

Food Security

With only one rainy season in the year and prevalence of extreme weather conditions, accompanied by use of subsistence farming methods, agricultural productivity in Upper East tends to be adversely affected giving rise to perennial food insecurity. Many farmers and their households hardly are able to feed themselves all-year round as the little yields gathered after

the single rainy seasons hardly sustain them to the next season. There are inadequate irrigation facilities for all year round farming activities.

There are no adequate alternative livelihood sources such as industry or services for people to engage in. Thus farming becomes the main source of income and all family needs are met from the inadequate produce and this gets depleted before the end of the year.

Chieftaincy disputes and Illegal Mining

Long-standing chieftaincy disputes and emerging ones in the region continue to take a toll on the economic opportunities of the people and their very lives. Many families have lost their breadwinners to conflicts while others simply fled their communities leaving behind dependants. The number of man-hours lost to curfews and peace efforts cannot be quantified.

The discovery of important mineral deposits in some parts of the region has also brought in their wake conflicts over the management of these resources among community people and interested companies. In some cases, arable lands are destroyed in search of these minerals leading to environmental and livelihood crises.

Assembly infrastructure and Staffing

Office and residential accommodation for many MMDAs in the region have been problematic. The challenge appears deeper at the new MMDAs where basic infrastructure such as Assembly blocks, staff quarters, water and roads were yet to be built. In some MMDAs, electricity was not widely connected.

As a result of the above, many staff who were posted to such MMDAs refused to accept the appointments while others got re-posted. Many of such MMDAs therefore have to contend with newly recruited staff who might not have the requisite experience to manage projects and assignments.

Local Revenue Generation

MMDAs were established on the assumption that they will be self-sustaining by organizing to boost local revenue generation to meet their accompanying functions and responsibilities. This demand has become a challenge for many MMDAs which have not developed their local economies and also lack the capacity to build data on rateable properties. Some MMDAs do not have the needed logistics to undertake vigorous revenue mobilization. Some MMDAs are yet to embrace the principles of Public Private Partnership (PPP) and Build-Operate and Transfer (B.O.T.) to tap available private resources within their jurisdictions for development.

The inadequacy of local revenue adversely affects the amount of central government transfers such as the District Assemblies Common Fund (DACF). Such MMDAs therefore lack the needed financial resources to fund essential services at the local level to improve lives of people.

Central Government Releases

The District Assemblies Common Fund (DACF) has become the main sources of funding for many MMDAs. However, due to unfavourable economic factors, funds were usually not released in time to meet planned programmes and projects and this has often led to a cycle of roll-over of many activities.

Statutory or mandatory deductions have also become a source of concern as these retain considerable amount of the DACF, leaving paltry sums for designed programmes. To ameliorate the above mentioned challenges of the MMDAs, the following recommendations are hereby made:

- Modernization of agriculture through irrigation and mechanization with support packages such as fertilizer subsidies, and extension service provisions
- Diversification of local economies through the establishment of strategic industries with linkages to agriculture and support for local businesses such as crafts, tourism and local technologies
- Increased efforts of House of Chiefs and other relevant bodies in consultations prior to enskinment of successors to skins. Public gazetting of successions in all skins will also help minimize litigations
- Need for the Minerals Commission to work closely with relevant bodies in allocation of permits or licenses for small-scale mining to ensure transparency. Prospecting companies should also employ Public Relations Officers from mining communities to improve relations with the public
- MMDAs should prioritize and undertake basic infrastructure provision yearly, especially office and residential accommodation. New MMDAs which have been provided office blocks should furnish and move in to them
- The passage of the Municipal Finance Bill which is purported to allow MMDAs to borrow to finance development activities should be done without delay. MMDAs should also be sensitized on the importance of PPP and BOT to leverage resources for development
- The introduction of private companies into local revenue generation should be pursued immediately.

- Conscious efforts should be made to post and retain experienced staff to especially new MMDAs

Conclusion

In spite of the challenges encountered during the year under review, the Upper East Regional Coordinating Council (UERCC) was able to chalk modest gains as outlined. The successes were attributable to the commitment and support of all stakeholders in the region and beyond, especially the staff of the Local Government Service and political leadership. The region would continue in the ensuing year to leverage its potentials in agriculture, tourism, art and crafts, and trade while working to minimise its challenges.

4.11 Upper West Regional Co-ordinating 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, 2016 in fulfillment of Local Governance Act 2016, Act 936.

In the year under review, the RCC implemented its budget under the auspices of the Office of Government Machinery (OGM) in two streams. The key operations under the budget sub-programme 1 implemented included: management and monitoring of government policies, programmes and projects, Provision of Regional Administrative Services, Maintenance/Rehabilitation/Refurbishment and Upgrading of existing assets and Acquisition of immovable and movable assets.

Under the budget Sub-programme 2, the key operations pursued include; Budget preparation and Budget performance reporting. In implementing the above, the UWRCC chalked some key achievements within the year under review which are as follows:

1. Construction of 8No. Community Day Senior High School in progress, two out of the eight have been completed and the remaining at various stages of completion.
2. Construction of 160 Bed-capacity Regional Hospital works is 80% completed
3. Expansion of Wa Water Supply System projects at 85% completion level.
4. Construction of 7No. Small Town Pipe Water Systems completed and in use.
5. Construction of 3No. Warehouses and a Pack House for grains and Vegetable storage in the region are at various stages of completion.
6. Carried out 4 quarterly monitoring visits to all MMDAs in the region to assess their performance.
7. 10,000 waste bins were distributed to all 11 MMDAs resulting in improved waste collection and sanitation situation in communities. However, the districts lack engineered landfill sites to manage the waste collected.

Despite the above achievements, the RCC also faced some key challenges which affected implementation of programmes and projects. These include the following:

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

Regional Profile

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.

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 benefit 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.

The Region has a huge potential for tourism, including festivals, historic/ scientific sites and eco-tourism sites. However, these sites are not developed and needs improvement to attract tourist.

Administrative Issues

Political leadership of the RCC

The Regional Coordinating Council (RCC) is headed by the Regional Minister, Hon. ING. Amin AmiduSulemani and Hon. Dr. Musheibu Mohammed Alfa as his deputy. The head of Administration in the region is the Chief Director, headed by J.B. Atogiba who provides technical and administrative support to the RCC, departments, Agencies and Institutions. The region has 10 administrative districts and one municipality.

During the year under review, the Wa West District Chief Executive Hon. Dasaana N.S Adamu had his four year term of office ended on 12th April, 2016. Subsequently, anew DCE was appointed by His Excellency the President John Dramani Mahama and confirmed by the Assembly on 15th July, 2016. Hon. Basiera Saankara therefore became the DCE for the period July to Dec. 2016. Hon. Cuthbert Baba Kuupiel of Nandom District, whose term of office also ended in October, 2016 was re-appointed by the President and confirmed by the Assembly.

Decentralized Departments at both the Regional and MMDA Levels

Even though most of the Decentralized Departments and Agencies have been established in the region and the Districts, there are still some Districts that do not have the full complement of departments and units especially in the areas of physical planning, human resource, procurement, etc

- Only Wa Municipal, Jirapa and Sissala East District Assemblies have Physical Planning departments.
- Only Wa Municipal, Sissala East and Lawra District Assemblies have Natural Resource Conservation department.
- Inadequate staffing of some departments and units affect their output especially Human Resource, Procurement, Physical Planning, Births and Deaths and Rural Housing.
- Departments/Agencies such as Registrar General's Department, Ghana Standards Board etc. are yet to be established in the region.
- The major hindrances that militate against the functionality of most departments include understaffing and inadequate resources.

Human Resource Issues

Recruitment, Upgrading, Promotions, Postings, Transfers of Staff

A summary of newly recruited officers at Post in the Upper West Region is shown in the table below.

Table 4.33: Recruitment of Staff

No.	Class	Grade	Number
1	Administration	Assistant Director IIB	1
2	Internal Audit	Assistant Internal Audit Trainee	1
3	Procurement/Supply	Procurement Assistant	1
4	Agricultural	Senior Husbandry Officer	1
5	Environment Health & Sanitation	Environmental Health Assistant	103
6	Executive Officer	Higher Executive Officer	1
7	Development Planning	Assistant Dev't Planning Officers	1
	TOTAL		109

Table 4.34: Promotions of officers in various Classes.

No.	Class	Number
1	Administration	12
2	Internal Audit	8
3	Budget	11
4	Procurement/Supply	0
5	Executive/Records	12

6	Agricultural	11
7	Environment Health and Sanitation	62
8	Development Planning	3
9	Catering/Steward	11
10	Transport	16
11	Security/ Watchmen	1
12	Department of Rural Housing	1
13	Department of Works	19
14	Social Welfare and Community Development	6
TOTAL		173

A total number of **173** officers were promoted in 2016.

Conversion and Upgrading of Staff

Table 4.35: Staff from the following classes were upgraded and converted

No.	Class	Grade	Number
1	Local Government Inspectorate	Internal Auditor	2
2	Stores/ supply and Material	Assistant Procurement	2
2	Messenger	Records Assistant	2
3	Procurement/Supply	Assistant Procurement (Up grading from Procurement Assistant to Assessment procurement officer)	1
4	Agricultural	Assistant Agricultural officers	7
TOTAL			14

Posting of Staff

Table 4.36: Summary of officers posted in various Classes.

No	Class	Number
1	Internal Audit	2
2	Budget	8
3	Executive/Records	2
3	Agricultural	6
	Environment Health and Sanitation	6
4	Development Planning	3
5	Catering/Steward	1
6	Department of Works	3
7	Social Welfare and Community Development	4
8	Secretarial	2
9	Human Resource	1
TOTAL		38

Staff Development (Capacity Development/ Training)

A total of 26 officers belonging to the various classes in the region are currently pursuing various Career Development Programmes on part time, by distance learning, weekends and full time basis within the year.

Table 4.37: Training/ courses attended by Officers within the year

S/N	CLASS	MODE OF TRAINING	No.
1	Procurement/Supply	BSc. Procurement and Supply Chain Management	1
2	Works/Engineering	BSc. Building Technology and Construction Engineering	4
3	Internal Audit	BSc. Commerce	3
4	Environmental Health	Mphil. Environment and Development	4
5	Development Planning	Commonwealth Executive Masters in Public Admn.	3
6	Agricultural	MSc. Environment and Sustainable Development at Charles Sturt University, Demark	3
7	Executive	BSc. Public Administration	2
8	Secretarial	Business Admn(Human Resource Option)	3
9	Administration	Short courses on change management and CPA at GIMPA	2
10	Public Relations Officers	BSc. Marketing	1
	TOTAL		26

Training Activities and Programmes Undertaken by Upper West RCC

Table 4.38: Activities and Pprogrammes Carried Out.

S/N	Title of training / workshop	Training provider	Participants
1	Flood related disaster risk management	Water Resources Commission	ADIIB
2	Women led CSOs inception workshop	Northern Ghana Governance Activity (NGGA)	REPO
3	GIPC regional sensitization outreach 2016	Ghana Investment Promotion Centre (GIPC)	Chief Director, Regional Economic Planning Officer.
4	Production workshop on programme based budgeting and Hyperion	Ministry of Finance	Regional Budget Officer
5	Workshop on the role of traditional women leaders in ensuring a peaceful election 2016	Centre for Indigenous Knowledge and Organisational Development (CIKOD)	AD IIA
6	workshop on the Inter-Service And Sectoral Collaboration And Cooperation System (ISCCS)	Local Government Service	REPO and RBO

S/N	Title of training / workshop	Training provider	Participants
7	In-Service training workshop	Local Government Service	Directors of Agriculture
8	Workshop for officers of the MMDAs of the upper East and Upper West region on the hydro-form technology	Local Government Service	All MMDCDs
9	Training of Trainers Workshop on the monitoring and data collection on the status of integration of schedule one (1) departments of MMDAs	Local Government Service	RBO and AHRM
10	Performance audit workshop	Internal Audit Agency (IAU)	Staff of Internal Audit Units of MDAs and MMDAs
11	Stakeholder consultation Workshop to validate and finalize the draft policy outline for the National Social Protection Policy	Ministry of Gender, Children and Social Protection (MoGCSP) and Local Government Service Secretariat (LGSS)	REPO & RBA
12	GIS training on the preparation of a spatial development framework for Northern Savannah Ecological Zone	Town and Country Planning	Reg. Economic Planning Officer and Regional Town and Country Planning Officer
13	Performance Management and Staff Appraisal Workshop	Local Government Service Secretariat	Head of Departments, coordinating Directors and Human Resource Directors
14	Training of Trainers workshop on preparation of online-District Open defecation free scale up plans	Ministry of Local government and Rural Development	Reg. Env. Health Officer & REPO

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. Only one (1) officer in the Administrative Class was sponsored for a career development course, (Post Graduate Certificate in Public Administration, CPA) by the RCC.

Security Issues

The Region faced some security challenges notably;

- Land Disputes emanating from ownership and community boundaries
- Chieftaincy Disputes (pending before the Regional House of Chiefs)
- Intra Religious disturbances among Moslems especially in the Wa Municipality
- Activities of armed robbers
- Snatching of motorbikes especially from UDS and polytechnic students
- Cattle rustling
- Activities of illegal miners – (“Galamsey” Operators)
- Destructive activities of Nomadic Fulani herdsmen (farm destruction, rape, robbery)
- Incidence of cross border crimes.
- Bush fires. Massive deforestation for purposes of charcoal burning.

Programmes /Projects and Activities by Sector Institutions

Education

During the period under review, a total of 206 physical projects were implemented in the education sub-sector. As at the end of year (December, 2016), about 56 of these projects which constitute about 27% were completed while 150 No projects (73%) are still ongoing, with some at advance stages of completion. 7 No (3%) of the ongoing projects are at the procurement stage. The projects in the education sub-sector include 8 No Community Day senior High Schools with 2 completed and the rest at various levels of completion.

Health

Construction of the Upper West Regional Hospital is at an advanced stage of completion, due to be completed in the first quarter of 2017. Also 27 No. CHPS compounds were completed in 2016 to support health care service delivery in the region. 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 86.9/100,000 per live birth while the infant mortality rate stands at 7.2/1000 live birth for the year under review.

Water & Sanitation

The Wa Urban Water Supply System is at an advance stage of completion, with pump-testing ongoing. There are also some other 148 No sub-projects in the Water & Sanitation sector being implemented to improve the water coverage in the region.

Roads

Under the Department of Feeder Roads, a total of 77 road projects were implemented. Out of this, only 4 were completed, 62 were ongoing while 11 projects have been recommended for termination. The Ghana Highway Authority completed 39 projects (31%) out of a total of 126 projects implemented within the reporting time. 87 of these projects (69%) are still ongoing. The Department of Urban Roads completed five (5) projects out of the total of thirteen (13) projects that were implemented within the period of reporting.

Electricity Coverage

The region has about **641** out of 1140 communities representing 56.23% linked to the National Electricity Grid system under SHEP project. This has relatively expanded the electricity connectivity to many communities in most districts in the region. The region has potentials in the development of solar energy. Investors are welcome to explore a possible development under the PPP arrangement.

Other Projects

Ghana Social Opportunities Project (GSOP)

Under GSOP, a total of 46 new subprojects were implemented in 2016 in 51 communities in 10 DAs at a projected cost of GH c 13,574,814.47. These projects are at various stages of completion with projected payments to unskilled labour as GH c 6,976,529 forming 51 per cent labour cost content at the end of 2016.

SADA

The organization during the period under review facilitated a number of development initiatives including: the SADA Master Investment Plan, District Investment Profiles amongst others.

Table 4.40: Summary of Development Projects (RCC)

No.	Sector	No. of Project	Completed	On-going Projects
1.	Education (GETFUND)	206	56	150
2.	Gov't. Machinery (RCC)	0	0	0
3.	Ghana Highways	126	39	87
4.	Dept. of Feeder Roads	77	4	73
5.	Dept. of Urban Roads	13	5	8
6.	Ghana Social Opportunity projects	46	0	46
	TOTAL	468	104	364

Challenges

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

Recommendations

- a) Funds should be available before projects are awarded to ensure their timely completion.
- b) Stop new awards and concentrate on the completion of uncompleted projects.
- c) Ensure that the needed resources are provided to strengthen the monitoring and supervision roles of stakeholders.
- d) The OHLGS should ensure that additional officers are posted to the region to meet the required establishment for the Human Resource and Procurement Classes
- e) Supervision of projects should be done effectively and efficiently to impact on the quality of works so as to get value for money expended

Conclusion

The region has made some modest improvement in infrastructure and service delivery despite the fore mentioned challenges. We have been able to achieve this through effective collaboration with the Regional Heads of Departments, Municipal/District Assemblies, and our development partners such as UNICEF, GIZ, Plan Ghana, SNV and especially the EU which has supported the RPCU to carry out their monitoring function. This has greatly improved the performance of the Regional Coordinating Council.

The signing of the Performance Contract Agreement between the Chief Director and the Hon. Regional Minister and between the Municipal/District Chief Executives and their Coordinating Directors has given real direction towards the achievement of set target. It is important to indicate that, the UWRCC had some key issues that negatively affected its operations which included the following.

- Constricted resources allocation to the UWRCC
- Decline in budget releases (budget variance is (50% plus)
- Inadequate logistics(vehicles in particular)
- Unbearable increasing maintenance cost of existing assets
- Inadequate requisite senior staff

- limited professional and sand witch training for newly recruited and old staff due high cost of training programmes
- Persistent non-approval of CAPEX

It is hoped that the OHLGS will continue to engage MoF for increased budget allocations and improved releases of funds to the RCC. The UWRCC will still strive to provide regional leadership in pursuit of its mandate these challenges and constricted resources allocation notwithstanding.

4.12 Volta Regional Co-ordinating Council (VRCC)

Introduction

This report is for the period January to December, 2016 and covers the activities of the Volta Regional Co-ordinating Council (VRCC), Regional Departments and Municipal/District Assemblies. The Volta Region as at 31st December, 2016 had five (5) Municipal and twenty (20) District Assemblies in operation.

The Volta Regional Coordinating Council in the performance of its mandate contributed towards the achievement of the following projects and programmes of Government in 2016:

1. Completion of phase I of the Ho Aerodrome project;
2. Completion of the Volo Community Day Senior High School;
3. Completion of Kwamekrom Community Day Senior High School;
4. Asphaltting of Ho Township Roads;
5. Completion of 17.4km Ho-Fume road valued at GH¢45million;
6. Completion of the UNICEF/GoG WASH Project in the Keta Municipal, Kpando Municipal Ho Municipal, Biakoye District and Kadjebi District Assemblies
7. Completed Dzogadze-Agbedrafor road;
8. Completion of the Adaklu, North Dayi, Ho West and North Tongu District Assembly Office blocks;
9. Completion of 500 capacity Boys Dormitory at Kpando Senior High School;
10. Completion of Water Treatment Plant at Kpando Todzi;
11. Completion of the Have-Kpando Road;
12. Reshaping works on the Kete-Krachi – Buya Road completed
13. Completion of the Administrative Block of the Sokode Senior High Technical School;
14. Office Block for District Assembly Departments completed at Dzodze;
15. Auditorium for the Jasikan College of Education Completed;
16. Completion of 2-Storey Boys' Dormitory, Assembly and Dining Hall at Ve Senior High School.

The smooth and speedy completion of projects was however affected by the following:

1. Late release of funds to public institutions,
2. Delays in honoring payment claims resulting in abandonment of projects and cost escalations
3. Land and chieftaincy disputes
4. Reduction in the number of staff in public institutions

Regional Profile

The Region is unique in the sense that it is the longest of all the Regions in the country considering its North-to -South-extension. It contains all types of landscapes and vegetation that can be found in other parts of Ghana such as the coast, lagoons, southern savannah, mountains, waterfalls and a large part of the Volta Lake.

Location

The Region is located between 5°45'N and 8°45'N and shares borders with the Northern Region to the north , the Gulf of Guinea to the south, the Volta Lake to the west and the Republic of Togo to the east. It has a land size of 20,570 km² with a population density of 103 persons per km². It has a rural population of 66.3% and an average household size of 4.2. It is the 5th largest region in terms of land area.

Population

The Volta Region has a population of 2,118,252 according to the 2010 population and housing census with an annual growth rate of 2.5%. It was projected that the population of the Volta Region in 2016 was 2,461,058.

Economic Activities:

The main economic activities in the Region are Agricultural production, fishing, handicrafts, trade and services such as hospitality, telecommunication and transport services.

Festivals

Some of the major festivals in the Region include Hogbetsotso celebrated by Anlos, the Asogli Yam festival celebrated by the people of Ho, Gbidukorza by Hohoe and Peki, Agbamevorza by the people of Agotime Kpetoe, SASADU by the people of Sovie, Akrofu, Saviefe and Alavanyo. A variety of traditional dance and music abound in the Region. The most popular being Atsiagbekor and Agbadza of the Southern Eweland and Borborbor and Zigi of the central Ewe land.

Regional Potentials

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

Water Bodies

The 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 exist in the Region and offer advanced educational standards. 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. Welcoming and entertaining festivals such as Agbamevorza, Hogbetsotso, SASADU, Gbidukorza, Asogli Yam Festival, Akwantutenten among others abound in the Region.
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 agro-processing facilities (preservation, storage and canning) for the varied agricultural products in the Region is another promising investment opportunity. Such processing facilities will reduce significantly post-harvest losses during bumper seasons but the lack of these intermediary food processing systems creates shortages during the off 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. These provide a significant potential for aquaculture.

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. In order to improve salt production, these major production areas should be improved for commercial purposes. Large-scale salt production has a great potential for 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 with 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*, *Azelia*, *Toxicaria*, *Celbs Pentrandemiastrum africanum*, *Tuntumia elastia* etc. This presents opportunities for the growth of timber processing in the Region. Meanwhile, pockets of small and medium scale timber processing industries exist in the Kadjebi, Biakoye and Jasikan Districts.

Garment Production

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

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 for. 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) etc.

Administrative Issues

Political Leadership

During the period under review, Hon. Helen Adjoa Ntoso was the Regional Minister and assisted by Hon. Francis Komla Ganyaglo.

Table 4.41: Establishment of Schedule I Departments in the Municipal/Districts

MMDA	No. of Dpts Available	No. of Dpts Absent	Remarks
Ho Municipal	13	0	-
Hohoe Mun.	9	4	
Keta Mun.	9	4	
Kpando Mun.	10	3	
Ketu South	11	2	
Ketu North	9	2	
Agotime-Ziope	8	3	
Akatsi North	9	2	

MMDA	No. of Dpts Available	No. of Dpts Absent	Remarks
Akatsi South	9	2	
North Tongu	10	1	
Central Tongu	9	2	
South Tongu	10	1	
Jasikan	8	3	
Biakoye	9	2	
Kadjebi	10	1	
Nkwanta North	8	3	
Nkwanta South	8	3	
Krachi West	10	1	
Krachi East	9	2	
Krachi Nchumuru	8	3	
North Dayi	8	3	
South Dayi	8	3	
Adaklu	8	3	
Afadzato South	9	2	
Ho West	9	2	

Most of the Municipal and District Assemblies in the Volta Region have been able to integrate most of the following Schedule One Departments into their operations: Central Administration, Works, Agriculture, Social Welfare and Community Development, Physical Planning (partially) and Trade and Industry.

Human Resource Issues

Human resource management issues in the Region are as follows:

Table 4.42:

Recruitment	Postings	Promotion	Attrition
-	165	308	52

- There was no new recruitment into the Local Government Service in the Volta Region in 2016.
- A total number of 52 staff left the Service in the Volta Region in 2016. Out of this number, 42 retired, 5 were deceased, 3 vacated their post and 2 resigned.
- A total number of 165 staff were posted in the Region in the year 2016.
- Three hundred and eight (308) staff were promoted to various ranks in the Local Government Service in the Region in the year under review.

Staff Development (Capacity Building/Training)

Staff development in the Region led to the discussion of service protocols such as scheme of service, conditions of service and staffing norms among others and their impact on productivity. Nevertheless, about 744 officers in the region also benefitted from a total of 20 seminars and workshops organized by the OHLGS and other agencies both within and outside the Region.

Official Visits

His Excellency the President and other dignitaries visited the Region during the year to conduct among others the following official businesses:

1. Embark on the Accounting for the people tour
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
6. Attend the Asogli Yam festival at Ho.

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. Misunderstanding Between the Akatsi South District Assembly, GPRTU and PROTOA on the issuance of operating permit to PROTOA:
2. Chieftaincy disputes: - A couple of chieftainship disputes from various areas across the Region were swiftly handled by the Regional Security Council and hence did not degenerate into violence.

Report on Developmental Activities of Sector Institutions

Below are reports on some of the developmental activities of sector Institutions in the Volta Region in 2016:

Education

Kindergarten (KG)

The total number of KGs increased in absolute terms by 83 schools and in relative terms by 4.17% over the period 2014/15 to 2015/16 academic years. There was also an improvement of 0.01% of the Gender Parity Index. The Gross Enrolment Ratio (GER) registered a decrease of 14.70% between the same periods in the Volta Region.

Primary

The total number of Primary Schools increased in absolute terms by 76 and in relative terms by 3.98% but the total enrolment recorded 5.78% decrease between 2014/15 and 2015/16

academic years. The Gross Enrolment Ratio also decreased by 3.9%. The Gender Parity Index increased by 0.06%.

Junior High School (JHS)

The total number of Junior High Schools increased in absolute terms by 72 and in relative terms by 5.45% but the total enrolment at the JHS level decrease by 4.85% between 2014/15 and 2015/16 academic years. The Gross Enrolment Ratio also decreased by 3.10%. The Gender Parity Index increased by 0.13%.

Senior High School (SHS)

The total number of Senior High Schools increased in absolute terms by 3 and in relative terms by 7% and the total enrolment also increased by 2.63% between 2014/15 and 2015/16 academic years however, the percentage of girls' enrolment decreased by 0.5% within the same period.

A developing trend in the education sector indicated a situation where there were increases in the number of schools at the KG, Primary and JHS levels but total enrolment decreased, a situation which was attributed by the following factors:

- parents withdrawing their wards from public schools and enrolling them in private primary schools due to improved performance in the primary schools.
- the gradual loss of trust and confidence in the public education system especially as students from the private schools largely continue to perform better in the Basic Education Certificate Examination (BECE) than their public schools' counterparts.

The Regional Education Office had noticed the worrying situation and therefore instituted the following measures to reverse the situation:

- improve monitoring of schools and teachers
- increasing the number of schools covered by the Ghana School Feeding Programme
- introduce common mock examination at District levels among others aimed at improving performance of students in the public schools.

Water and Sanitation

The major achievements in 2016 were as follows:

1. 10 No. boreholes drilled, fitted with hand pumps and platforms constructed in Afadjato South District under Plan International, Ghana.
2. 10 No. WSMTs trained in Afadjato South District under Plan International, Ghana.
3. Negotiation of contracts completed for 3No. Mechanized Schemes (WASH in 15 Schools) under the GoG/UNICEF WASH Programme.

4. 168 No. boreholes have been successfully drilled in 7 Districts under the Chinese assisted borehole drilling project.
5. 20 No. Hand pumps have been fitted in Ho West District under Chinese assisted Boreholes.
6. Evaluation completed for the connection of 15No. Schools in 4 districts under the financial support of UNICEF.
7. 21 No. WSMTs were given refresher training under UNICEF WASH
8. No-objection has been granted for the construction of 3No. LMS in 3 districts under UNICEF WASH project.
9. Evaluation for construction of KVIPs in 31 schools completed under UNICEF
10. Hlefi Tsrnum Limited Mechanised system completed and handed over.
11. 33 No. boreholes have been drilled successfully in the third quarter under the debt swap project.
12. Phases I & II of the STRABAG Project has been completed and handed over.
13. Mechanization of 1No borehole in New Kaira in Tongo-Kpaleme completed.
14. 10 No. and 45 No. WSMTs trained and retrained respectively
15. 16 No. EHAs have been retrained.

Livelihood Empowerment against Poverty (LEAP) Programme

1. Payment of Beneficiary Households

During the year under review, there were six cash payments made to beneficiary household in all LEAP payment Districts.

2. Leap Expansion Exercise

The LEAP EXPANSION PHASE 2A covered seven Districts in the Region. These include the last three Districts of Hohoe, Agotime-Ziope and North Dayi. The four existing Districts are Krachi Nchumuru, Akatsi North, Akatsi South and Keta.

Table 4.43: Number of households captured during the exercise in 2016.

N/S	Districts	New households	Old households	Total
1.	Keta Municipal	293	1,236	1,529
2.	Akatsi South	967	274	1,241
3.	Akatsi North	826	52	878
4.	North Dayi	542	Not applicable	542
5.	Agotime-Ziope	1,959	Not applicable	1,959
6.	Krachi Nchumuru	1,327	44	1,371
7.	Hohoe	959	Not applicable	959

Department of Urban Roads

For the 2016 fiscal year, the Department of Urban Roads received a total of GH¢ 3,492,000.00 comprising GH¢ 1,046,000.00 and GH¢ 2,446,000.00 to undertake its routine and periodic maintenance programmes respectively. Under routine Maintenance program, activities were focused on reshaping of roads, patching of potholes and de-silting of storm drains. A total amount of GH¢1,595,858.00 was certified for works carried out under this program representing 153% of actual budget (GH¢ 1,046,000.00) approved.

Under Periodic Maintenance, the Department graveled some roads, constructed some drains, culverts and upgraded about 3.5km of roads at a total cost of GH¢1,203,424.04. The table below gives the total number of Rehabilitation and Upgrading works and their status in each Municipality throughout the Region.

Table 4.44: Partial Reconstruction and Upgrading works

Activity	Ho	Keta	Kpando	Hohoe	Kpassa	Aflao	Kadjebi
Ongoing	3	4	-	1	1	2	-
Completed/Defect Liability Period	5	-	-	-	-	-	-
Recommended for Termination/Terminated	3	-	1	-	-	-	-
Yet to mobilize to site	-	2	1	-	-	-	1
TOTAL	11	6	2	1	1	2	1

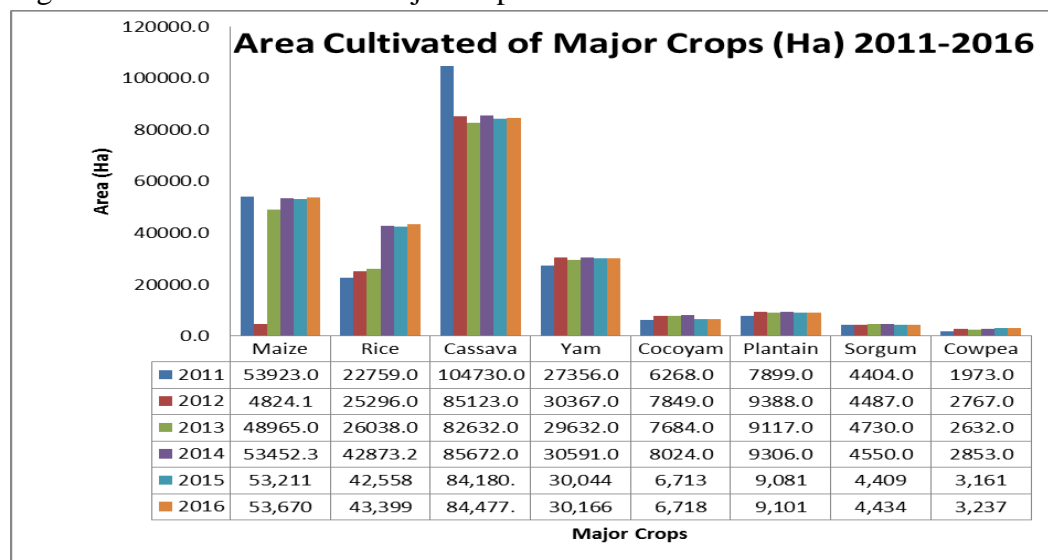
Agriculture:

Performance of Major Crops.

Volta Region has the ecological advantage of producing all kinds of crops. The major staples grown in 2016 were maize, rice, cassava, yam, cocoyam, plantain, sorghum, and cowpea as listed below. Area cultivated, yields and productions of major crops for the past six years (2011-2016) have been captured, analyzed and indicated below:

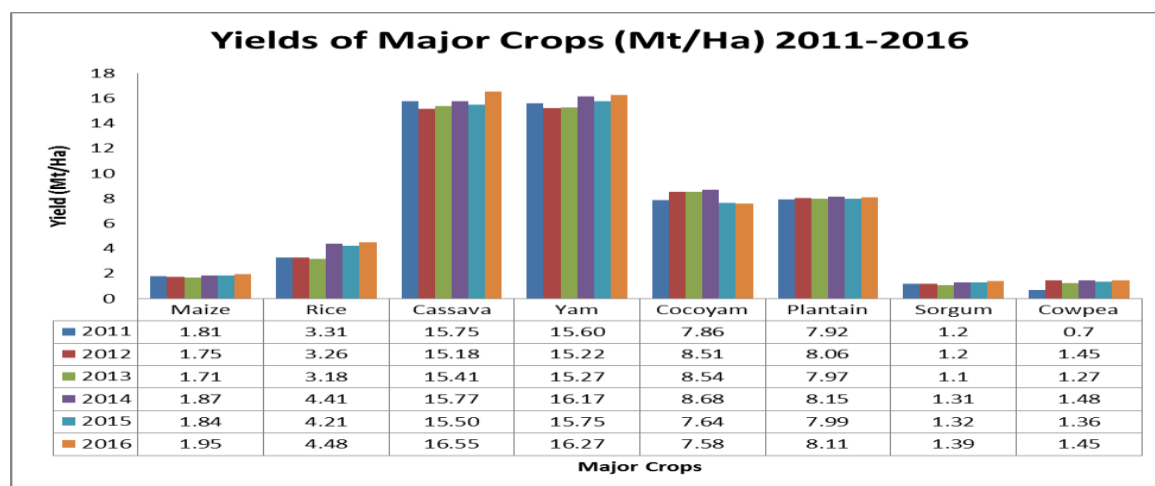
Area under Cultivation for Major Crops

Figure 7: Area cultivated of major crops



In 2016, areas under cultivation for maize, rice, cassava, yam, cocoyam, plantain, sorghum and cowpea increased by 0.86%, 1.98%, 0.35%, 0.41%, 0.07%, 0.22%, 0.57% and 2.40% respectively as compared with figures recorded in 2015. The figures recorded for 2016 were influenced by the reliable rainfall within the year which encouraged farmers to expand their area under cultivation.

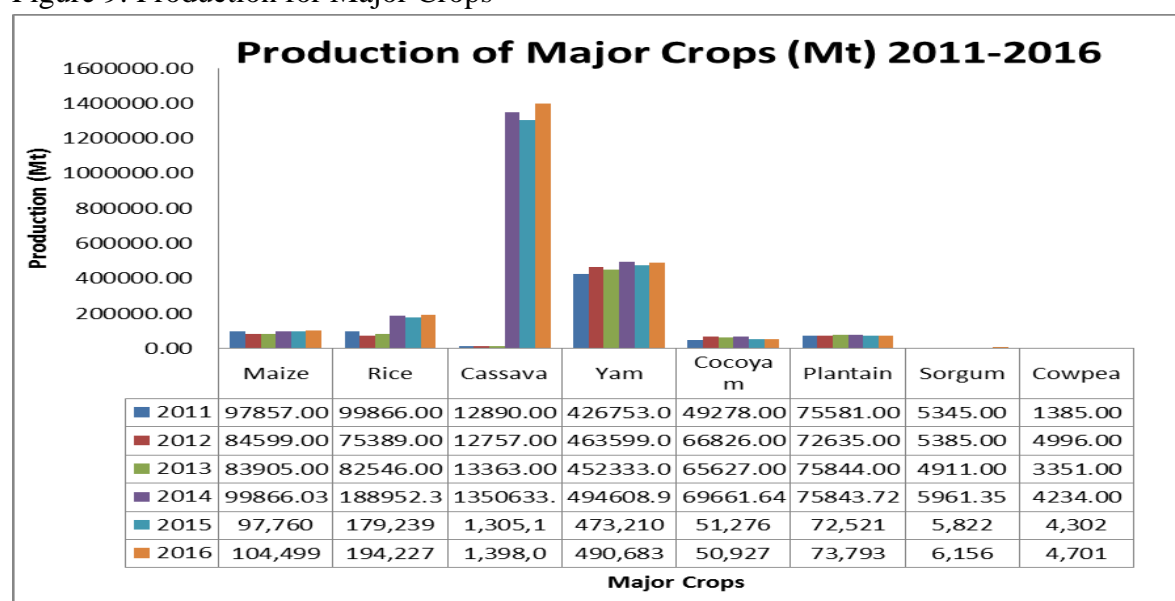
Figure 8: Yields of Major Crops



Comparing 2016 and 2015, the table above shows that yields of maize, rice, cassava, plantain, sorghum and cowpea recorded increased percentage difference of 5.98%, 6.41%, 6.77%, 3.30%, 1.50%, 5.30% and 6.62% respectively. However, cocoyam recorded a negative percentage difference of 0.30%. The increase in yields of many of the crops was as a result of

favourable rainfall distribution in 2016 as compared to that of 2015 coupled with improved technologies extended to farmers.

Figure 9: Production for Major Crops



Ghana School Feeding Programme

There has been improvement in the enrolment of one hundred and twenty-two thousand, two hundred and ninety nine (122, 299) pupils in 2016 as compared to one hundred and twenty-two thousand, two hundred and seventeen (122,217 pupils in 2015). The number of schools also increased from four hundred and fifty-five (455) in 2015 to four hundred and seventy (470) in 2016. The programme was expanded to cover an additional one hundred and four (104) schools in six (6) Districts.

Community Led Total Sanitation (CLTS) Activities

The District and Municipal Assemblies in which the Community Led Total Sanitation activities were being carried out in the Volta Region were tasked in 2016 to select communities that they can work on to become open defecation free (ODF) in the shortest period of time.

Table 4.45: Targets and Achievements for 2016.

District	Target Communities	No. of Triggered Communities	No. ODF Basic Communities	No. Potential ODF Communities	No. ODF (verified communities)
Adaklu	10	10	2	3	5
Akatsi North	8	8	2	1	5
Akatsi South	6	6	0	0	6
Biakoye	9	9	0	0	9
Ho Municipal	12	12	4	3	5

District	Target Communities	No. of Triggered Communities	No. ODF Basic Communities	No. Potential ODF Communities	No. ODF (verified communities)
Ho West	10	10	4	2	4
Hohoe	17	17	0	2	12
Keta Municipal	15	15	10	2	3
Kadjebi	49	49	5	11	33
Ketu North	14	14	2	4	7
Ketu South	13	13	8	2	3
Kpando	13	13	3	2	8
North Dayi	8	8	5	1	2
South Dayi	5	5	0	0	5
TOTALS	189	189	45	33	107

The table above shows that the Region in 2016 triggered 189 communities out of which a total of 107 communities were declared open defecation free communities.

Ghana Social Opportunities Project (GSOP)

The Ghana Social Opportunities Programme was operational in five (5) District Assemblies in the Region in 2016. The main objective of GSOP was to improve the living conditions of the poor and vulnerable in society. Activities undertaken in 2016 in the respective District Assemblies are summarized below:

Table 4.46: Summary of Development Projects, 2016

S/N	Sector	No. Of Projects	Completed	On-Going	Remarks
1	Roads				
	Feeder Roads:				
	Reshaping:	82	47	35	-
	Surfacing	13	-	13	-
	Cocoa Roads: Surfacing	6	1	5	
Highways	41	7	25	9 yet to start	
Urban Roads	24	5	11	4 yet to be mobilize & 4 recommended for termination	
2	Water				
	Small Town Water System	4 limited mechanized systems	1	3	UNICEF/WASH PROJECT
	Boreholes	i. Debt SWAP Programme: Provision and improvement of water supply in 36 communities in the Ho Municipal, Ho West, Adaklu and Agotime-Ziope Districts	38 10	Procurement Processes for the mechanization of 15 No. boreholes is in progress	These are boreholes drilled for mechanized schemes

S/N	Sector	No. Of Projects	Completed	On-Going	Remarks
		ii. Plan International Ghana WASH Programme: Geophysical Investigations and selection of sites for drilling of 10 boreholes fitted with Hand-pumps iii. Chinese assisted Borehole drilling project	40	108	All 10 boreholes are fitted with hand pumps Hand pumps were fitted on 40
3	Education (GETFUND)	523	38	469	5 projects abandoned and 11 are at standstill
4	GSOP	22	18	3	1 Project in the Nkwanta North District yet to start
5	EHSD (CLTS TRIGGERING)	189 (Communities)	107 (ODF Communities)	45 ODF Basic communities	33 Potential ODF Communities
6	LEAP	8,479 (Household Beneficiaries)	8,479 (Household Beneficiaries)	-	-
7.	NHIS	2	2	-	-
8	HEALTH	14	2	12	-

Challenges

1. Inadequate staff at the Regional and Assembly levels has affected work delivery.
2. The late release of funds to the RCC and the MMDAs affected the timely execution of projects and programmes.
3. Inadequate revenue data in the respective MMDAs affected revenue mobilization for the the implementation of planned activities and projects.
4. Inadequate office and residential accommodation affected integration of decentralized departments at the Regional and District levels.
5. Land and chieftaincy disputes in some areas of the Region hindered the implementation of projects.
6. The practice of open defecation in some areas of the Region contributed to the spread of sanitation related diseases like cholera.

Recommendations

1. Government should ensure the implementation of the net recruitment policy for the service.
2. Government should ensure the timely release of funds to avoid project cost over-runs.

3. MMDAs should engage experts to assist in revenue mobilization through revaluation of immovable property in their jurisdiction.
4. RCC and MMDAs should collaborate to build the capacities of revenue collectors to ensure improved revenue collection.
5. MMDAs should on annual basis construct residential and office facilities to help address the office and residential accommodation gap.
6. MMDAs should be proactive in the management of security threats to avoid escalations that can hamper development within their jurisdictions.

Conclusion

The Volta Regional Coordinating Council, Decentralized and Non-decentralized Departments, Municipal and District Assemblies under it have been able to chalk a number of successes and are poised to achieve more gains in spite of the challenges encountered in the year under review. The Volta Regional Coordinating Council has subsequently taken steps to train staff of the Municipal and District Assemblies on how to improve upon revenue collection and also on how to efficiently and effectively manage the Assemblies by ensuring that they achieve all the indicators stated in the Performance Contracts of the Coordinating Directors. Furthermore, the reduction in total enrolment in public schools at the Primary and Junior High levels of education was a significant issue that stood out in 2016 in the face of increase in the number of schools at these levels in the Region. The Regional Educational Office will continue to implement measures to change this trend and improve upon enrolment in public schools at the basic level in the Region.

Generally, in terms of security, the Region was peaceful which contributed to some achievements in the education, health, agriculture, sanitation and social sectors.

4.15 Western Regional Co-ordinating Council (WRCC)

This report covers major activities carried out by the Western Regional Co-ordinating Council and its 22 MMDAs, sector institutions and departments within its jurisdiction over the reporting period from January to December, 2016. It also covers activities of other development partners, including NGOs and the private sector. Some major achievements during the period under review include:

- Official commissioning of the first oil from the TEIN Project from the Deep-water Tano oil fields by His Excellency President John Dramani Mahama at the Takoradi Airforce Base.
- Commissioning of Diamond Cement Factory at Bokro in the Ahanta West District on by His Excellency President John Dramani Mahama, President of the Republic of Ghana.
- Commencement of the Second Phase Expansion Works at the Bosomtwi Sam Fishing Harbour at Sekondi.
- Commissioning of the First Phase of the rehabilitated western rail line by His Excellency President John Dramani Mahama, President Republic of Ghana.
- Conversion of Takoradi Polytechnic into a Technical University.
- The Regional Farmers Day was successfully held at Asankrangwa on 4th November, 2016.

Regional Profile

The Region is situated in the South-western part of Ghana between latitudes 50N and 300N and longitudes 30W and 320W. 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 estimated population for 2016 according to the Ghana Statistical Service stands at 2,887,078 with an annual growth rate of 1.8% (2010 census) and a Population Density of 99 per sq.km. 40% of the population are below age 15. Agriculture engages 70% of the people and 30% are in Industry and Service. Major industries in the region include assorted food and cash crops, fishing, livestock, cocoa products, timber processing and palm oil processing. The unemployment rate stood at 4% while labour force participation rate was 70%. A total of 7.6% of the population are in severe poverty. Although there are local dialects like Nzema, Ahanta, Sefwi, Wassa and Aowin, the dominant languages used are Fante and English.

The Western Region has a road network of 1642 Km. Trunk road network surface type includes; Asphalt, 170.9Km (10.41%), Surface Treated, 490.7Km (29.88%) and Gravel, 980,4Km (59.71%). Feeder Roads in the region is 5,482Km and categorised as follows; Engineered (3,129 Km), Partially Engineered (1,161Km) and Non -Engineered (1,191Km). The region is connected by 1,272Km of railway lines, in particular linking mining areas such as Tarkwa, Nsuta and Awaso to the Takoradi Harbour.

Currently 65% of households in the region have access to electricity while 11% of households have access to pipe water with 51% of households dumping waste in the open spaces. The percentage of population who have never attend school is estimated at 21% whereas 27% completed primary school. In 2016, the region recorded an average infant mortality rate of 55 deaths per 1000 live births and maternal mortality rate of 190 deaths per 100,000 births.

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 (22) traditional Paramountcy's.

Regional Potential

Endowed with vast mineral resources, the region leads 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.

It has 192 kilometre coastline supporting a vibrant fishing industry. It has an annual average rainfall of 1600 mm making it the highest rainfall zone 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.

The region is also endowed with enormous resources for development. Besides the existence of commercial mining of Gold, Manganese and Bauxite, the region can also boast of other mineral resources including about 24 square miles of iron ore deposits at Opong – Manso Valley in the Wassa Amenfi East which has not yet been exploited. Clay and Limestone deposits at Nawuli near Half – Assini in Jomoro District with proven reserves of 21 million tons. About 400 million tons of Sand glass reserves are available at Atuabo near Half – Assini.

Huge tourism potentials abound. However, these have not been fully harnessed towards the promotion of the region's development. The Region is endowed with 192 kilometre stretch of un-spoilt beaches including Busua, Miamia, Adjua, Axim and Ankobra beaches, Agyan, National Parks and grooves, Forts and Castles. Hotels such as Best Western Atlantic, Marriot Protea, Busua, Raybow, Loumoon Lodge, Planters' Lodge, Ankobra Beach, Axim Beach, Karela Beach are also available for leisure and business. There are also wonderful places of visit such as Nzulezu- village on stilts, Ankasa Forest Reserve among others.

Major rivers like Pra, Bia, Tano, Ankobra exist in the region and could be dammed for the development of mini-hydroelectricity projects, large scale irrigation projects and water transport. Also present are coast lines which are potentially suitable for commercial salt production especially at Adjoa, Apowa, Amanful – kumah and Funko all in Ahanta West District.

In the education sector, the region is home to University of Mines and Technology the only mining university in the country at Tarkwa and one public Technical University at Takoradi. These provide the needed skilled human capital for the exploitation of the region's abundant resources for economic growth.

Administrative Issues

Honourable Paul Evans Aidoo (MP for Sefwi Wiawso) was the Regional Minister and was assisted by his deputy, Hon. Alfred Ekow Gyan over the period under review. Hon. Albert Abrefo Awotwi was appointed DCE following the death of Hon. Anthony Bassaw, the DCE of Mphohor District Assembly. Hon. Pius Kwame Nkuah also replaced Hon. Peter Nkuah as DCE of Akontombra. Female participation in political leadership continues to record a low representation 9.09% at the MMDCEs level. Out of the twenty-two MMDCEs only two were females in the Tarkwa-Nsuaem and Sekondi-Takoradi District Assemblies. Total number of Assembly Members in the 22 MMDAs is 784 of which only 74 are females representing 9.44% and 710 males representing 90.56%. The Bia East District Assembly which has 37.5% female representation is the highest in the region. This calls for concerted efforts to promote women's active participation in local governance.

Reports on Departments at the Regional Level

Department of Parks and Gardens

In the year under review, the department undertook the following activities:

1. Competency Based Training for five (5) officers at Aburi Gardens.

2. Maintained and sustained the following: Paa Grant, Nab Gas, WAEC and Prisons round about, Residency and Regional Administration Grounds, Commonwealth Graveyard at Takoradi and Regional nurse at Adiembra
3. The Department also mobilised GHC 7, 085.00 from the sale of horticultural products. GHC 4,374.00 was from plants whilst the remaining GHC 2,711.00 was realized from the sale of wreath.

Ghana National Fire Service (GNFS)

The Western Regional Command of Ghana National Fire Service has eighteen (18) Fire Stations and one (1) Fire Post in sixteen (16) districts out of twenty two (22) in the Western Region, in addition to the Regional Headquarters which is situated at Sekondi. The total staff strength of the Command is four hundred and twenty (420) comprising: Sixty six (66) senior officers and three hundred and fifty four (354) junior officers. With the exception of six (6) Assemblies including Bia East, Mpohor, Bodi. Suaman, Sefwi Akontombra, and Wassa-Amenfi Central Districts which have no fire stations, all the other nineteen Assemblies have fire stations.

Incidence of Fire Outbreaks Five hundred and twenty five (525) fire incidents were reported in the year 2016. Out of the total fires reported, one hundred and eighty one (181) were at domestic fire. One (1) death and Nineteen (19) injuries was reported as a result of fire. The estimated cost of damage to property was One Million Six Hundred and Fifty Four Thousand Five Hundred and Eighty Five Ghana Cedis (GH¢ 1,654,585.00).

Public fire safety education was carried out in Fifty four (54) schools, Twenty four (24) markets, Twenty one (21) religious organizations, Thirty four (34) public institutions, Eighty five (85) community gatherings and Fifteen (15) radio stations. Additionally, Seventy four (74) premises were inspected for the purpose of fire certification and Two hundred and thirty two (232) premises were re-inspected for the purpose of fire certification. Seventy (70) Fire Volunteers in four (4) districts: Juaboso, Bibiani, Wassa East and Bia West were also trained.

Department of Co-operatives

The department of cooperatives in the region has a staff strength of 27 and comprises 19 field and 8 supporting staff. There are 15 males and 12 females. However, the following Districts have no staff at post; Ellembelle, Amenfi Central, Akontombra, Jomoro, Bodi, Aowin, Suaman and Sefwi Wiawso. No co-operative extension activities were undertaken in these Districts by officers with oversight responsibilities due to financial constraints.

Table 1: Performance Indicators Target and Achievements for 2016

No	Indicator	Target	Achievement
1	No. of Communities sensitized	168	211
2	No. of Groups seeking	84	57
3	No. of Societies registered	56	9
4	No. of Education sessions/course and workshops	56	158
5	No. of participants attending workshop sessions	1,500	2914
6	No. of stakeholders meeting held	56	97
7	No. of audit completed	84	102
8	No. of follow-up visits	168	247
9	No. of Societies audited, registered and certificate renewed	84	211
10	Amount Non-Tax revenue collected other than Credit Union		GHC 6,428.00

Births and Deaths Registry

The department achieved the following in the year under review.

1. Automated some aspect of its work processes
2. Deployed mobile phone technology to register Birth Event.
3. Introduced Online Application/Registration of Certified Copies of Birth

Human Resource

Table 2: Recruitment, Upgrading, Promotions, Postings, Transfers of Staff

Recruitment	Upgrading	Promotions	Postings	Transfers
2	16	130	174	-

- A total of 16 officers were upgraded from the Region's HR, Procurement and Agriculture Classes.
- 150 officers were reposted within the region from all the classes except the Human Resource Class. Also 24 officers were posted out of the region to other parts of the country
- 130 officers were promoted (most of which were Environmental Health and the Secretarial Class.
- Two (2) officers were approved to go on secondment to the Ghana Health Service
- In the year under review, two (2) newly recruited officers were posted to the region, both of them were females and all in the administrative class

Staff Development (Capacity Building/Training).

Besides further discussing service protocols in scheme of service, conditions of service and staffing norms and its impact on productivity, officers in the region also benefitted from a total of 23 seminars and workshops organized by the OHLGS and other agencies.

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: Strengthening the Participatory Planning Project in the Western Region, trainings were carried out for 12 RPCU members in Internal and External Communication and Development Communication

Security

Table 3: Statistics on Crime

Offences	2015	2016	Difference	Percentages (%)
Murder	57	48	-9	-15.8
Robbery	56	93	37	66
Possessing Narcotic Drugs	18	28	10	55.5
Rape	35	47	12	34.30
Defilement	95	149	54	56.84
Stealing	4164	3728	-436	-10.50
Defrauding by false Pretences	1188	1346	158	13.30
Illegal Mining	102	63	-39	-38.20

Illegal Mining

Illegal mining popularly referred to as “Galamsey” is a serious threat to the developmental effort of the Region. The activities of these illegal miners are causing land degradation, destruction of farm lands and pollution of water bodies (mercury). The situation has been compounded by the influx of Chinese into the mining areas in collaboration with their local Ghanaian counterparts who front for them and encourage some of these foreigners to operate without licenses.

Chieftaincy Disputes

The region is engulfed with chieftaincy disputes which are either before traditional councils or the courts. Prominent among them are the Sefwi Wiawso Traditional Area, Sefwi Bekwai Traditional Area (sukusuku), Aowin Traditional Area, Enchi, Asankragwa among others. The situation is somehow calm due to the constant monitoring by the police and measures put in place to defuse tensions.

Land Disputes

Disputes between stools and families; and among families over ownership and boundaries are rife in the region. Some areas of conflict are Apowa, Aprembo, Essipong and Inchaban. These are primarily due to unconscionable allocation of large tracts of land and fragmentation of land holdings.

Programmes, Projects and Activities by Sectors

Education

Achievements

In the year under review the following were the major achievements in the Education Sector:

1. The Region won the first runner up for the 2016 National best teacher award.
2. Vodafone Ghana awarded scholarship to twenty (20) girls offering science in the Senior High Schools in the Region.
3. The Department for International Development (DFID), UK, through the Girls Participatory Approach to Student Success (GPASS) Scholarship Programme, offered Scholarship to Junior High School girls in seven (7) Districts: Bia West, Bia East, Bodi, Juaboso, Sefwi Akontombra, Wasa Amenfi Central, Wasa Amenfi West.
4. Bronikrom D/A JHS, in the Sefwi Akontombra District, was adjudged the second most improved School at the 2016 National Best School Award. It also won the 2016 National Netball Champions
5. The region placed 4th at U-13 National Milo Championship,
6. International Amateur Athletics Federation (IAAF) workshop was organized for Physical Education Teachers in the region.

Health

Table 5: Health Projects for 2016

No.	Completed Projects	On-going Project	Suspended Project
1	10	8	6

- The completed projects are located in the following MMDAs, STMA, Bibiani Ahwiaso Bekwai, Wasa Amenfi Central, Suaman, Bia East, Aowin, Jomoro, Amenfi West and Sehwi Wiawso.
- Ongoing projects are in the following MMDAs, STMA, Nzema East, Juaboso, Prestea Huni Valley, Sehwi Wiawso and Bibiani Ahwiaso Bekwai.

- The suspended projects are at different levels of completion but are stalled due to unavailability of funds found in the following MMDAs, Wassa Amenfi West, STMA, Ahanta West, Nzema East, Bibiani and Jomoro.

Water and Sanitation

Sustainable Rural Water and Sanitation Project (SRWSP)

Under the SRWSP which ended in 2016, the following were achieved:

- 243 successful boreholes have been drilled and fitted with hand pumps in 175 communities.
- 16 Small Towns Pipe System were successfully constructed and installation of Iron Removal Plants on these systems have been completed.
- 160 KVIPs and 1No. Water Closet have been provided to various institutions.
- 8,686 Household Latrines were constructed under the project through Hygiene and Sanitation Education.

Regional Environmental Health and Sanitation Department

Community Led Total Sanitation (CLTS)

The EHSD monitored activities of institutions and NGOs (COSPE, Global Communities, Trend, Rudnet and Comdev) in Community Led Total Sanitation (CLTS) service delivery. Development partners involved in these projects are USAID and IDA. One hundred and eleven (111) Communities in seventeen (17) Districts have constructed and are using their own toilets. Some of these communities have reached the Open Defecation Free Basic (ODF-Basic) status and are yet to be declared (ODF).

The Region has been selected for the second phase of the CLTS Quick Wins programme with 24 communities to start. This shall involve Aowin, Ellembelle, Wassa Amenfi East Districts and Tarkwa-Nsuaem Municipal Assemblies.

Inauguration of DICC in Five (5) Districts

Five District Inter-Agency Co-ordinating Committee on sanitation were inaugurated in five districts by the Regional Environmental Health Officer and the Regional Focal Person on CLTS. The districts involved were Sefwi Wiawso, Bodi, Amenfi West, Amenfi East and Amenfi Central

ROADS

Ghana Highway Authority (GHA)

In the year under review GHA supervised the execution of the following projects;

- Pothole Patching of Takoradi -Tarkwa Road – ongoing
- Building of New Toll Booths on Takoradi - Tarkwa and Cape Coast –Takoradi Highways respectively - ongoing
- Reconstruction of Agona Junction-Elubo Road (110 Km) - completed
- Reconstruction of Tarkwa-Ayanfuri Road - completed
- Reconstruction of Asankragwa-Enchi Road (56Km) - completed

Department of Urban Roads (DUR)

The DUR in the year under review rolled out 14 periodic maintenance projects covering 107.16km at a cost of 262million cedis. The summary, status and activities of all ongoing projects in the region are as shown in Tables 1 and 2 below:

Table 6: Summary of Ongoing Periodic Maintenance Projects within the Western Region

No.	Funding Source	Number of Projects	Scope (km)	Cost ((GH¢ million)
Summary of Ongoing Projects - Rehabilitation				
1	COCOBOD	2	6.8	8.85
2	GoG	1	**	13.69**
	Sub Total	3	5.0	22.54
Summary of Ongoing Projects – Reconstruction				
1	GOG	1	8.5	54.81
2	GRF	1	3.6	15.30
	Sub Total	2	12.1	70.11
Summary of Ongoing Projects-Upgrading				
1	GRF	4	15.26	24.58
3	COCOBOD	2	10	15.60
4	GHANAGAS	1	30	84.49
	Sub Total	7	55.26	124.67
Summary of Ongoing Projects-Asphaltic Overlay				
2	GRF			
	Sub Total	2	40	57.00
** includes Airport Rehab. (15,240m ²)				

Summary of Production Figures

Cropped Area

1. The area cultivated for the six major staples in the region increased slightly except for maize. The following were the contributory factors:
2. The development of new valleys under NRGF and the interventions by WAAPP for both cassava and rice programmes in the region.

3. The cocoa rehabilitation programme in the upper part of the region contributed to the increase in land area cropped since food crops (yam, plantain, and cocoyam) are mostly intercropped with plantation crops especially during the early stages of growth.

There is however a continuous decrease in land area for the cultivation of food crops in the region over the past five years. The reasons contributing to the reduction in the area cultivated are;

1. Rapid growth in urbanization promoting the use of arable lands for industrial and real estate activities;
2. The continuous cropping of plantation crops particularly cocoa, rubber and oil palm on lands originally cropped with food crops.
3. Surface miners, locally called Galamsey operators mining on lands previously used for agricultural activities.

The yield of the major staples though not the best was satisfactory; there was marginal increase in yield due to the following reasons:

1. The evenly distribution and adequate rainfall in the latter part of the major raining season and the beginning of the minor season enhanced crop development and growth;
2. The application of urea on rehabilitated cocoa fields and the cutting of old and dead trees enhanced sprouting and development of cocoyam and plantain resulting in increases in yield.

Environment

Forestry Commission – (Forest Services Division)

The Division in the Region was able to achieve the following successes during the year under review:

- Restore integrity of the Forest Reserves in the region by protecting them and destroying most of the illegal farms. About 77 hectares of illegal farms have been destroyed in Juaboso/Bia Forest District and this will be planted up in 2016 during the rainy season.
- Re-demarcation and pillaring of 58 admitted farms in Sui River Forest Reserve in Sefwi Wiawso Forest District and 4 admitted farms in Krokosua Hills Forest in Juaboso/Bia Forest District. The boundaries of these admitted farms are now conspicuously clear and cannot be easily encroached.
- Reduction of forest offences and arrest of illegal operators/illegal farmers in the Region. A total of 48 illegal farmers have been arrested and handed over to the police for prosecution. Five (5) of them have been convicted (fine) by the Law Courts.

Town and Country Planning Department

Special Projects - Street Naming

The Street Naming and Property Addressing (SNPA) system in the region is on-going in all 22 MMDAs- The Department continues to play a leading role in process. This is done in collaboration with Ministry of Local Government and Rural Development (MLGRD). The exercise seeks to create a reliable geographical database for effective revenue collection by identifying all accesses and properties within a geographical area. The SNPA system would also enhance the services of essential institutions such as Ghana Fire Service and Police Service.

Table 8: Summary of Development Projects (WRCC)

No.	Sector	Title Of Programme/Project/Initiative	On-Going	Completed
1	Admin	Construction of New Regional Minister's Residence, Residency Sekondi	Completed	GOG funded
2	Admin.	Renovation of RCC Residency, Sekondi	Completed	GOG funded
3	Admin	Renovation of RCC Block A,B & C	On-going (75%)	GOGfunded
4	Admin.	Renovation of RCD Bungalow, Sekondi	Completed	GOG funded
5	Admin.	Setting up of Client Service Center	Completed	GOG funded

OTHERS

Takoradi Port Expansion Project

The redevelopment and expansion of the Takoradi Port to turn it into state of the art facility and vibrant seaport in the West African sub-region within the next eight years is still on-going. The Upper and Lower cradles of the Slipway has been rehabilitated to enable it to carry between 250 and 350 tonnes of crafts ships. The dry dock has also been expanded to 55 metres in length and an extra 3.5 metres in width.

As part of plans to decongest the harbor, a new container terminal is under construction close to former WVLC Compound. The project is being funded by CAL BANK and other private entities. It is expected to be completed by end of May, 2017.

Update on Proposed Western Corridor Development Authority (WCDA)

The idea of establishing a development corridor involving the western and central regions was initiated in 2011. The rationale behind its establishment was to address the development and incomes disparities. Under the Policy, CEDECOM will be subsumed by the Western Corridor Development Authority and its mandate will cover the Western and Central Regions.

Processes towards the establishment of the Authority have stalled since the last stakeholders meeting held at the Best Western Atlantic Hotel, Takoradi in September 2015. With the current Government's vision creating three (3) new development authorities in the country, there is the need to re-align the tents of the Western Corridor development Authority to the proposed development envisaged by the Government to propel the development of the region

Coastal Sustainable Landscape Project (CSLP)

Coastal Sustainable Landscape Project is a USAID funded and US Forest Service managed project aimed at contributing to moving Ghana into low greenhouse gas emissions, high carbon sequestration development pathway in the land use sector. The project is embodied within broader and multi-partner food security, biodiversity conservation, climate change mitigation and environmental governance efforts along the western coast of Ghana. Its geographic focus encompasses the 6 coastal districts. In the year under review the following were the key accomplishments:

- Climate Smart Agriculture Training for farmers in Amanzule Westland area
- Training on Group Dynamic and Entrepreneurship for old farmers
- Training for 50 farmers on beekeeping
- Monitoring of coloured boreholes
- Spatial Planning Data Collection
- Urban Forestry Planning
- Educational tour by 164 students and teachers for climate change clubs
- Development of carbon stock movement protocol
- GIS remote sensing refresher trainings
- Promotion of Village Savings and Loans Associations

Western Region Coastal Foundation (WRCF) is an innovative programme that encourages effective dialogue between oil, Gas and power (OGP) companies, local communities, and local government in the six (6) coastal districts in the western region of Ghana. The WRCF also supports the design and scale up of pilot development initiatives and industry-led corporate social responsibility initiatives. WRCF aims to build trust between communities, government, and industry in the six project districts and to help government and industry develop well informed interventions so that the community at large can benefit both economically and socially from the presence of the oil, gas and power industry. Highlights of overall progress made over the period:

1. The WRCF has been established as a locally owned Foundation in compliance with Ghana laws and regulations
2. The Dialogue Platform and Conversation Managers Capacity have been reinforced and new results frameworks and work plans introduced. Commonalities of concerns have been identified and communities are seeing responses coming within six months of raising issues in 82% of cases. One of the clear signs of success for the Dialogue Platform is the fact that Communities are not waiting for the government to take action but looking at other means to resolve their issues such as self-levying or renting spaces for health centers.
3. WRCF conducted a Citizens Perception and Socio-Economic Survey (CPSES) in August, 2016 to provide baseline data for the impact and outcome level indicators and for use by the key stakeholders of the programme.
4. Data capture through the Fulcrum software as well as the current development of a Geographic stakeholders of the programme.
5. WRCF has started implementing pilot programmes in Aquaculture, cassava and with Ghana Gas on the Right of Way (ROW). Whilst the latter two are still in early stages, the aquaculture pilot has already yielded some positive outcomes with over 30% of beneficiaries adopting the recommendations, an indicator of possible scale-up success.

One of the main challenges facing the WRCF is the financial sustainability. Over the last year, WRCF has started to gather some financial contributions with written and verbal commitments for the last quarter of 2016 & 2017, leveraging development activities and raising operating funds.

Challenges and Recommendations

Bad Conditions of the Roads in the Region

Most of the areas that produce bulk of the resources such as the middle belt and the northern part of the Region have the worst road conditions. Immediate actions are required to reconstruct roads such as Elubo-Enchi, Enchi-Dadieso, Benchema Junction – Adabokrom and Dadieso – Akontombra, Sefwi Bekwai – Asankragwa, Half Assini-Newton and Bawdie-Asankragwa

Bad Nature/Condition of Railways

The once vibrant railway line in the Region has virtually collapsed. Currently bauxite, manganese as well as timber products that were hitherto transported by railway are now being done by road thereby having a toll on the life span of our roads. It is the expectation that with the creation of the Railway Ministry, Government would expedite action on the rehabilitation

of the western railway so that it could perform the above-mentioned role and also create jobs and revamp economic activities for communities lying along the railway line.

Collapsed Companies

Collapsed companies namely WAMCO, Bona Tyre and Aboso Glass Factories is feasible because the raw materials required for their operations are abundantly available in the Region namely cocoa, latex and glass sand.

Land Degradation and Pollution of Water Bodies

Activities of illegal miners popularly referred to as “Galamsey” posed a great threat to the survival of the Region. These activities were widespread in areas such as Wassa Amenfi East and Amenfi Central. The wanton activities of the illegal miners were land degradation, pollution of major rivers in the Region namely River Pra, Tano, Bia, Ankobra and loss of forest cover. The Ghana water company in the region spent huge sums of monies to purchase chemicals to treat the polluted water in order to make it wholesome for human consumption.

Inadequate Water Supply

Water supply in the Sekondi –Takoradi metropolis and its immediate environs had been erratic due to the falling levels of the Pra River and also the pollution of the river due to the nefarious activities of the illegal miners upstream. There is therefore the urgent need for the government to clamp down on their operations. Water supply coverage in the Region in general is still low. For instance the rural coverage is only 44%.

Conclusion

The Western region as a major contributor to the GDP of the country needs more attention from Government, Development Partners and all stakeholders to better the lot of the people in the region. It is our strong belief that when the challenges confronting the region which include; poor road network, land degradation, illegal mining, pollution of water bodies, chieftaincy and land disputes are well addressed, Ghana and the Western Region stand to develop. Though work is ongoing to complete the Sekondi - Kojokrom -Takoradi stretch of the Western Railway Line, nevertheless with the creation of the Ministry of Railways by the government, efforts should be made to rehabilitate the whole Western Railway Line to serve its original purpose of transporting bauxite, manganese, timber, cocoa etc. to the Takoradi Port for export.

Chapter 5

FINANCIAL REPORTS

This section of the report focuses on the fiscal performance of all the institutions that make up the Local Government Service. The financial reports have been presented using tables and charts to enable comparism of approved budgets, releases and expenditures of OHLGS and the ten (10) RCCs. Summary of the performance of all the 216 MMDAs have also been presented as regional aggregates which details revenue mobilised from IGF, grants and DPs as well as expenditures and variances for the year.

OHLGS

GOG Funding

From Table 5.1 below, compensation of employee (emoluments) amounted to GH¢1,333,315.27 which was below the annual approved budget for compensation. Actual compensation accounted for 73.51% of the budgeted amount of GH¢1,813,810.00 for the year under review. The Goods and Services budget releases were curtailed after the third quarter. The actual release was 38.58% of the budget whiles expenditures paid for was just 20.78%.

This situation affected the implementation of some prioritized activities in the year 2016 and resulted in the accumulation of unpaid bills which had to be rolled over to the 2017 financial year. The continued dwindling of the Goods and Services budget component over the last three years had adverse effects on service delivery. Figure 10 below shows the trend over the last three years for Goods and Services. However, there were no budget ceilings for Non-Financial Assets (CAPEX) in the year under review.

Table 5.1: Financial Performance of the OHLGS (LGSS) as at 31st December, 2016.

Item	2016 Approved Budget (GH¢)	Released (A) (GH¢)	Expenditure (GH¢) (B)	Expenditure (%) =(B)/(A)
Compensation	1,813,810.00	1,333,315.27	1,333,315.27	100.00
Goods & Services	1,050,000.00	405,049.00	218,228.78	53.39
Investment	-	-	-	-
DDF	2,653,080.00	2,603,080.00	1,879,836.79	72.22
Donor-DANIDA	5,636,360.00	5,453,469.33	5,101,828.30	93.55
Donor-World Bank	17,221,276.46	10,967,075.26	7,812,947.84	71.24
Total	25,510,716.46	19,023,624.59	6,989,478.877	

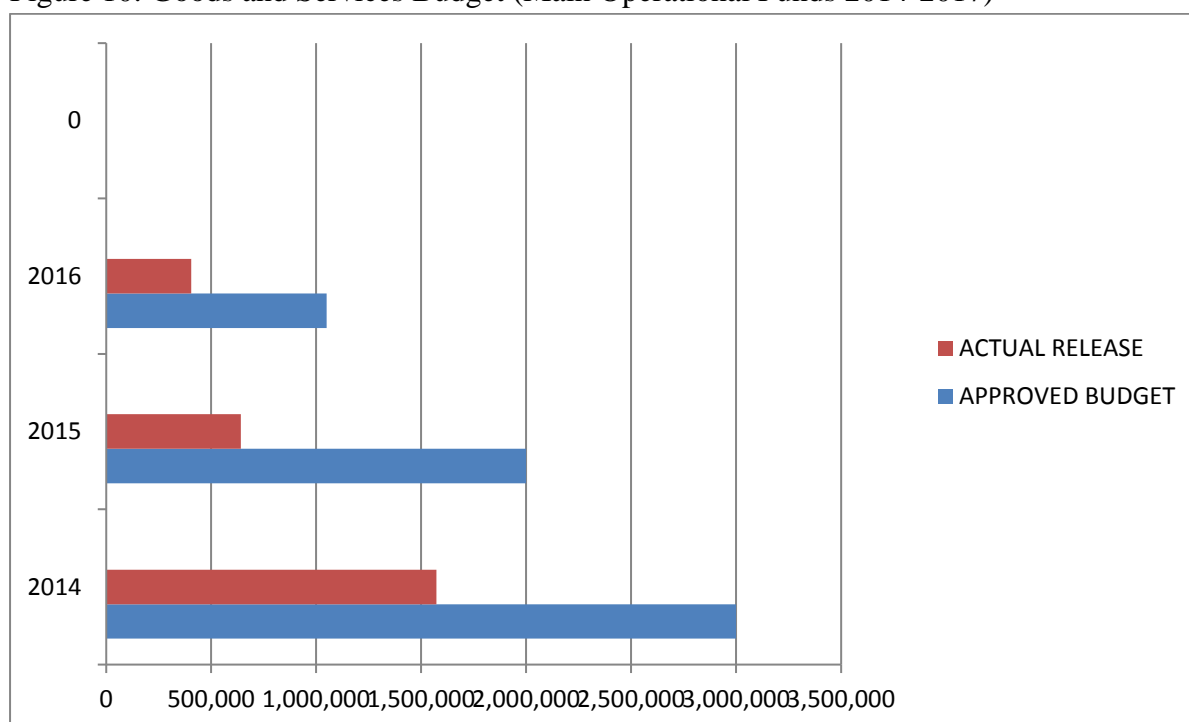
Releases for Goods and Services component of the budget as indicated in Table 5.2 shows a steady decline in releases from 2014 to 2016. However, it is rather anticipated that the releases should increase as more departments are being decentralised and intergrated into the District

Assemblies. The implications are that the oversight responsibility of the OHLGS is also increasing steadily. Figure 10 is a graph showing annual approved from 2014 – 2016 and their responding releases.

Table 5.2: 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

Figure 10: Goods and Services Budget (Main Operational Funds 2014-2017)



Other Funding Sources (Development Partner Supported Projects)

1. Rights to Services and Good Governance Programme (RSGGP)

The Right to Service and Good Governance Programme, a DANIDA sponsored programme brought forward an amount of GH¢ 2,313,469.33 at the beginning of the 2016 financial year in respect of delayed activities in 2015. Releases in respect of 2016, was GH¢ 3,140,000.00 making available funds for utilization GH¢ 5,453,469.33.

The total expenditure incurred during the period under review was GH¢ 5,101,828.30, this constitutes 93.55% utilization of the funds. This depicts that most of the planned programmes were undertaken during the year of reporting.

2. Local Government Capacity Support Project (LGCSP, WB) – Comp.2B

Under the LGCSP, an amount of GH¢ 10,967,075.26 was received. This includes an amount of GH¢ 3,386.76 being balance brought forward from 2015. The expenditure incurred during the period was GH¢ 7,812,947.34 constituting 71.24% of the amount received.

3. District Development Facility (DDF)

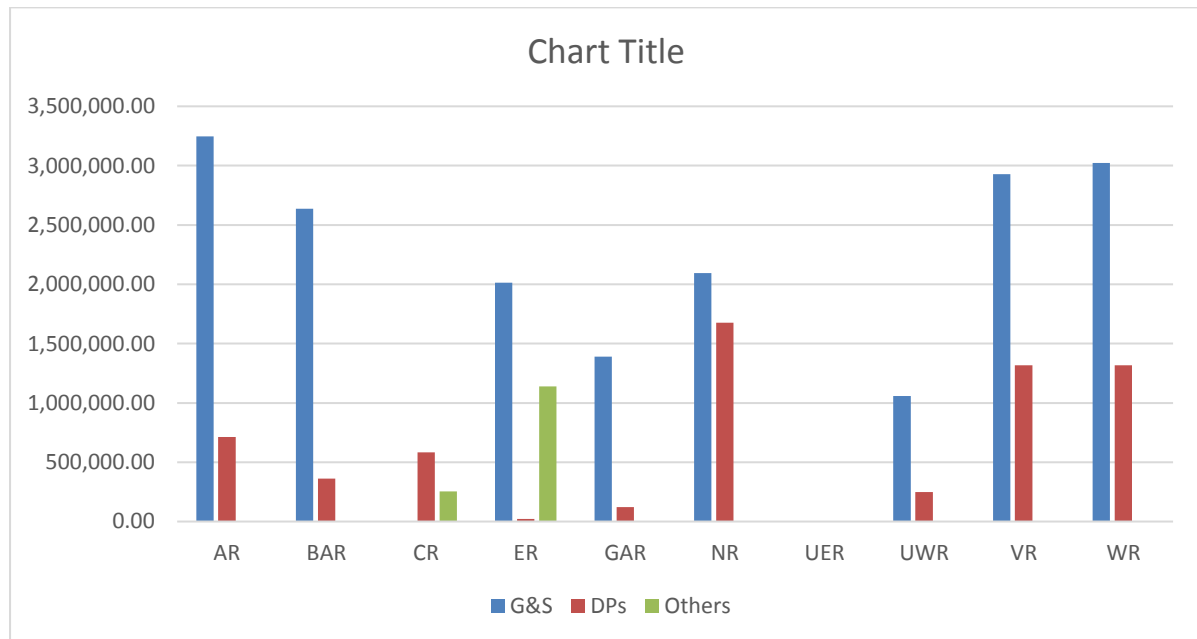
During the year 2016, an amount of GHC 2,603,080.00 was received from DDF sources for the implementation of Generic Capacity Building activities outlined in the 2015 work plan rolled over to 2016. From table 5.1, an amount of GHC 1,879,836.79 representing 72% was expended.

RCCs

Sources of Revenue for RCCs

Figure 12 represents the revenue streams of all the RCCs which include DACF, Development Partners and other sources. DACF constitutes the greatest revenue source for the RCCs and therefore in situations where transfers delays, government business suffers at the regional level. Eastern and Central Regions were the only Regions that received funds from other sources and this was from the Office of the Chief of Staff for the implementation of specified activities. Ashanti, Western and Volta Regions respectively received the highest DACF transfers. Upper West Region received the lowest DACF transfer with the Eastern Region recording the lowest DPs support. Figures from the Upper East Region on revenue receipts from these sources were inconsistent and therefore was not included in the narrative.

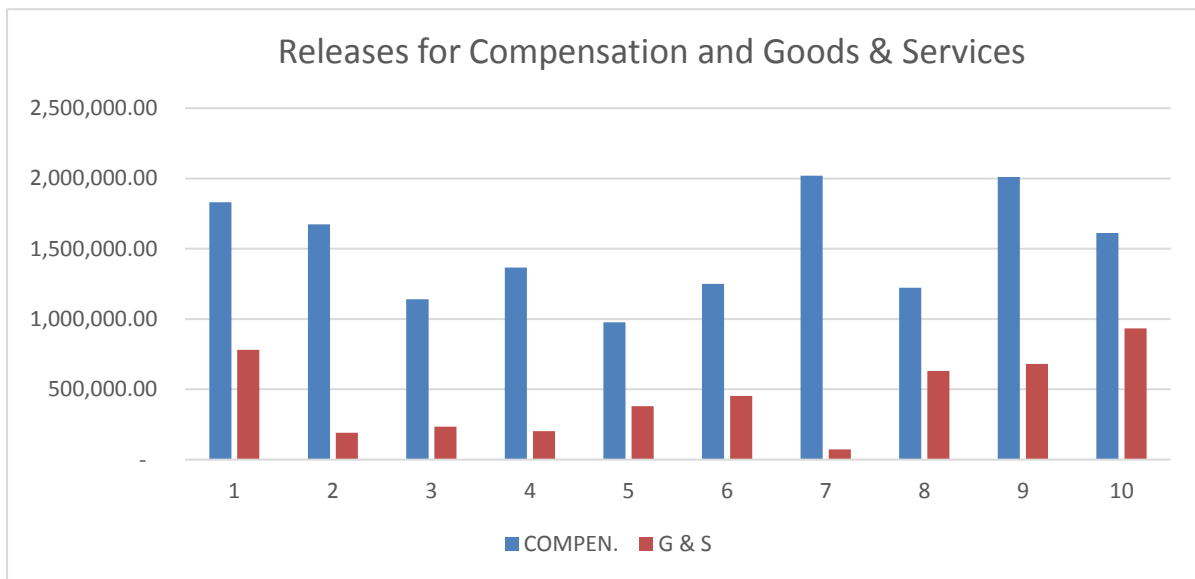
Figure 12: Sources of revenue for RCCs



Compensation and Goods & Services

Figure 11 below shows GoG transfers to the ten (10) RCCs for Compensation of Employees and Goods & Services. 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 to about a third of receipts for compensation of employees. It is therefore crucial for an increase in allocation for Goods & Services to ensure the discharge of government business at the regional level.

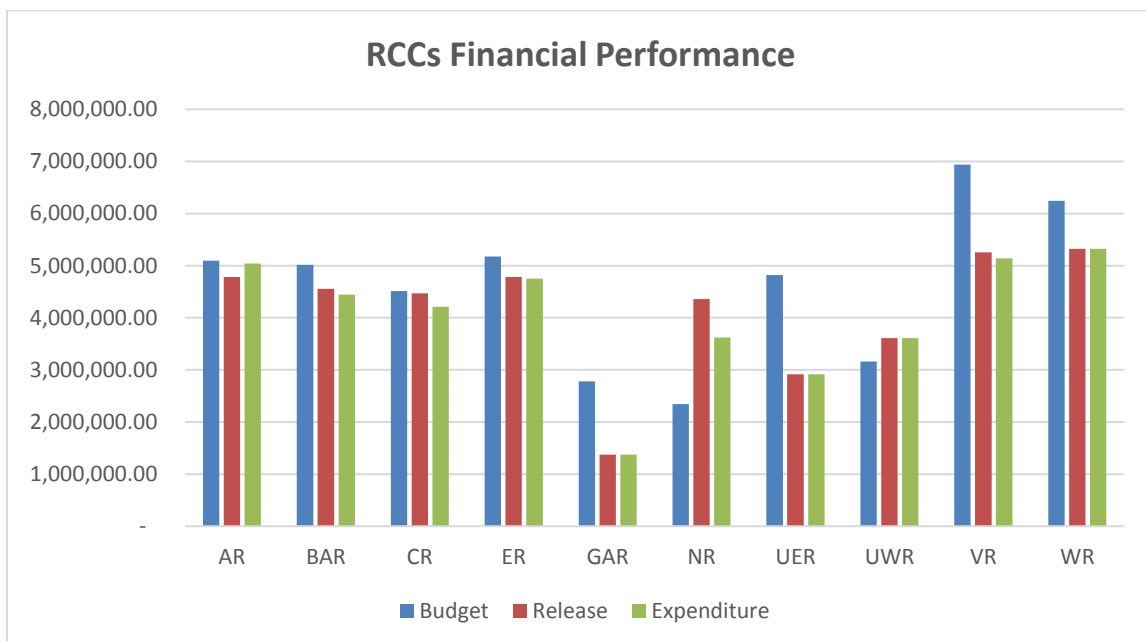
Figure 11: RCC Compensation and Goods & Services



Financial Performance of RCCs

The financial performance of the RCCs compare the approved budgets against actual releases and expenditures. The RCCs financial performance for the year 2016 is shown in the Figure 13 below. All RCCs received funds lower than their estimated budgets with the exception of Northern and Upper West Regional Coordinating Council which received more than was budgeted. UWRCC Compensation of Employees budget overrun was attributed to promotions. ARCC also expended beyond their actual receipts.

Figure 13: RCCs financial performance

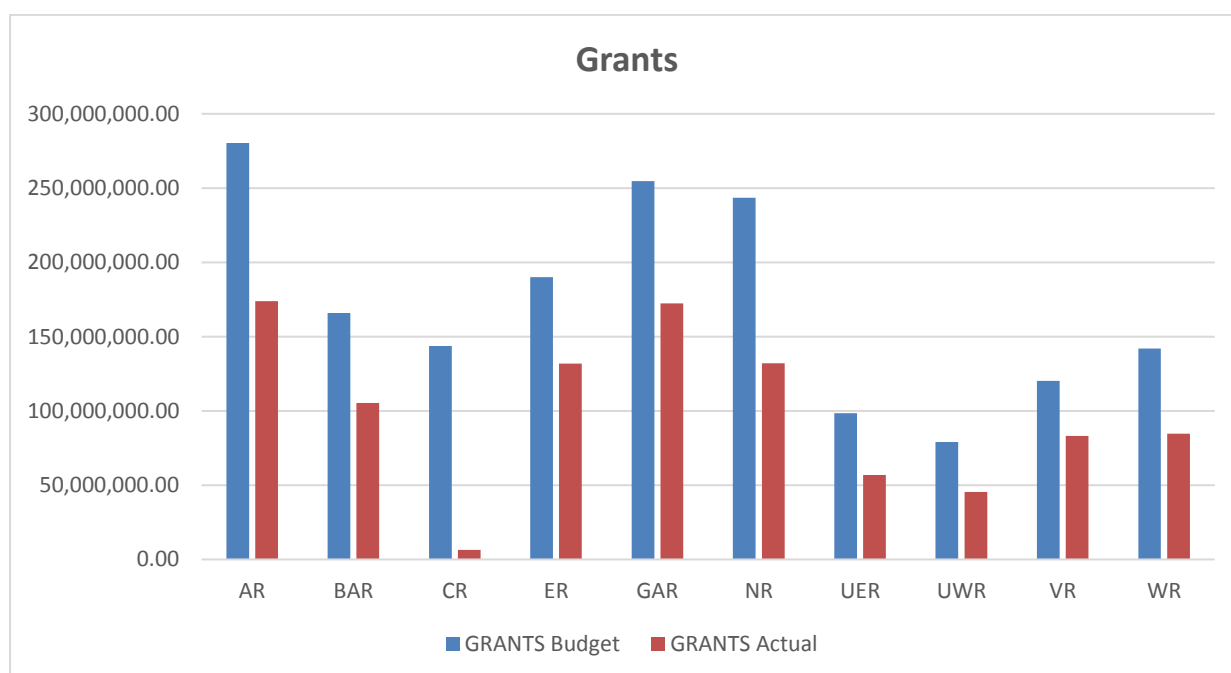


Regional Aggregates for MMDAs

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, Upper West respectively with Central Region receiving the least grant. It is important to note that the general trend of release of grants showed a little over 50% of what was budgeted for. The worse case was the situation of Central Region where actual receipt was about 5%. This trend is a negative as RCCs are unable to execute of their annual programmes and projects. A lot needs to be done to salvage the situation as this impedes the delivery of government services to the benefit of the citizenry.

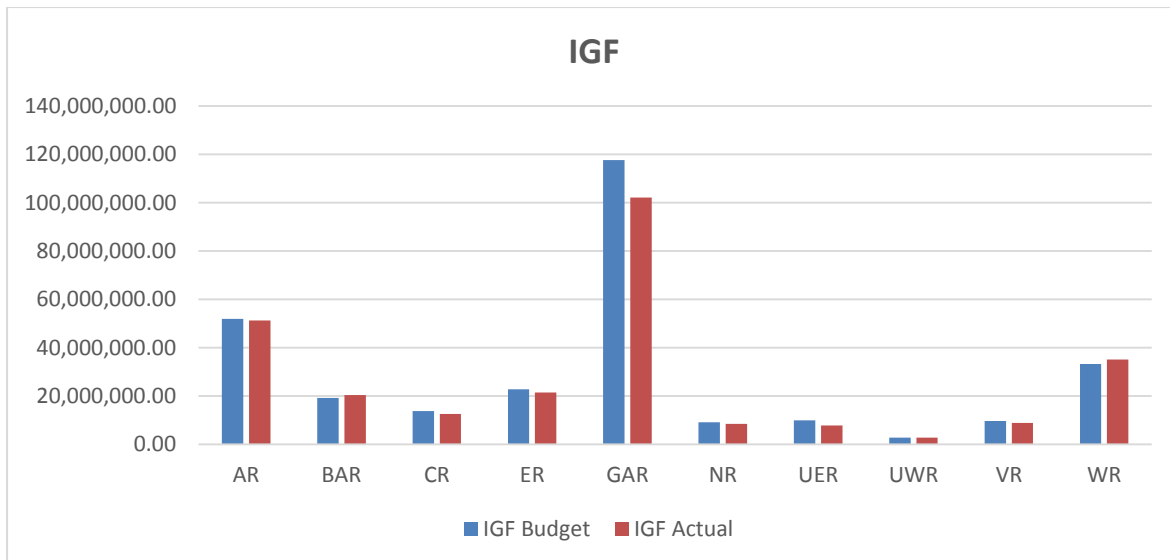
Figure 14: Grants - Regional Aggregates



Internally Generated Funds (IGF)

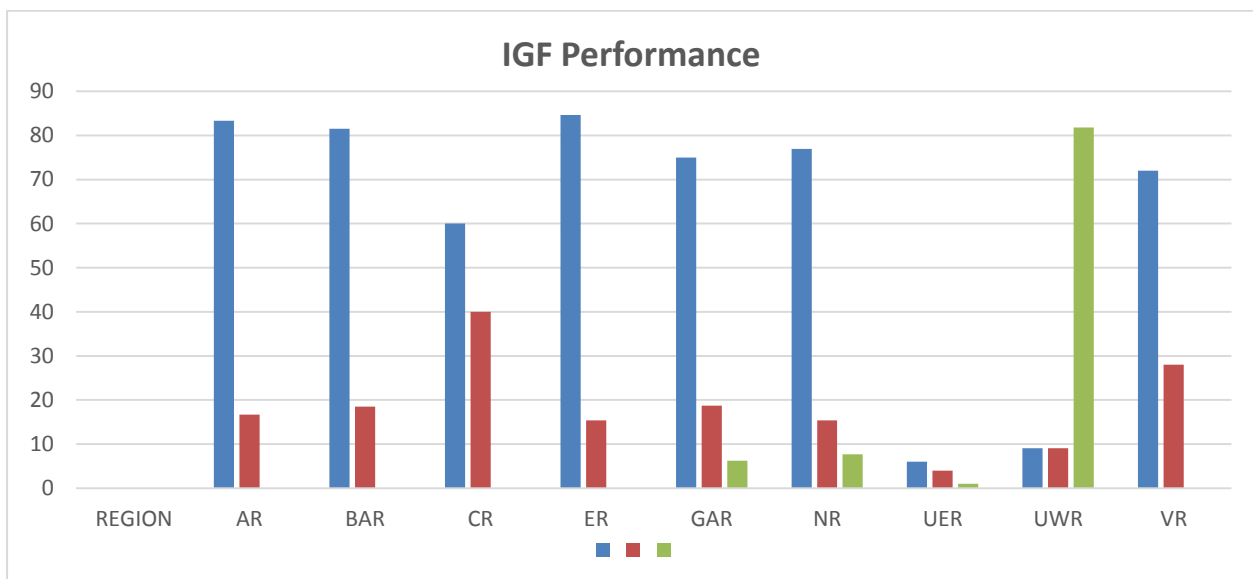
IGF constitutes a critical revenue source for MMDAs. Owing to the inadequacy and non predictability of central government transfers, MMDAs with vibrant IGF sources, explore that to their advantage. Figure 15 below shows the performance of MMDAs in all the 10 Regions.

Figure 15: Internally Generated Funds – Regional Aggregate



Even though, most MMDAs did not reach their targets, some assemblies in Brong Ahafo, Western and Upper West Regions exceeded their revenue targets for year 2016. Assemblies in the Greater Accra Region mobilised over GH¢102M followed by Ashanti Western, Eastern and Brong Ahafo Regions respectively. Assemblies in the Upper West mobilised the least of an amount of GH¢2.8M. 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 inadequate logistics, personnel and revenue data. Regional aggregate of IGF performance is shown in figure 16 below.

Figure 16: IGF Performance



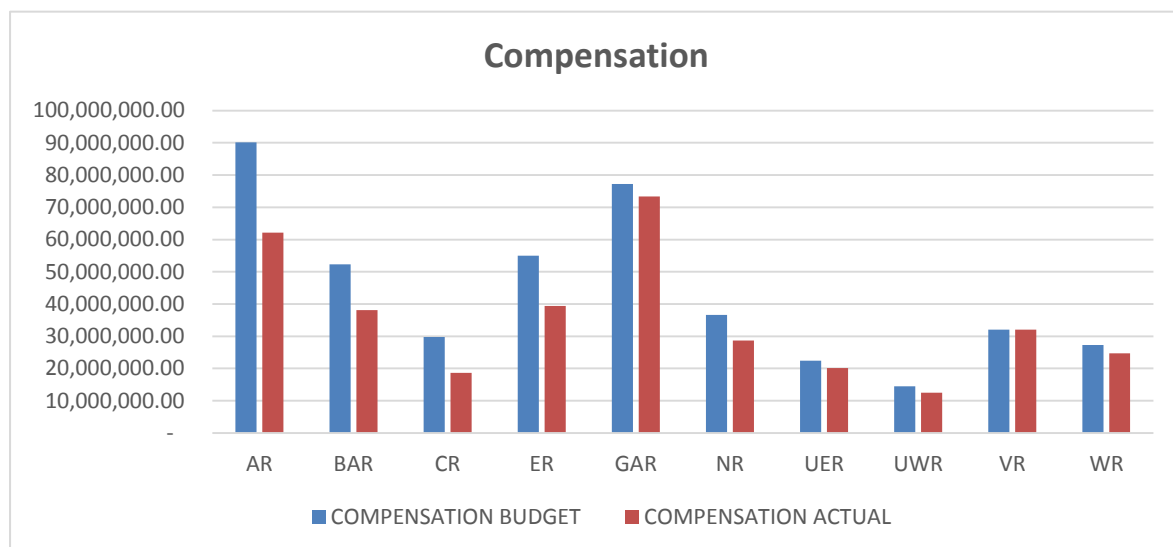
The general IGF mobilization performance was good. Figure 16 above shows that most MMDAs in seven Regions (AR, BAR, CR, ER, GAR, NR, and VR) mobilised more than 80%

of their revenue targets whereas all the Assemblies in AR, BAR, CR, ER and VR mobilised more than 50% of their targeted amounts. The least performed Region was the Upper West Region where 80% (9 out of 11) of assemblies mobilised less than 50% of projected IGF. It is important to ascertain the cause of this challenge in order to assist these assemblies to perform better in the next fiscal year.

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, Greater Accra, Ashanti, Eastern, Brong Ahafo and Volta Regions had the highest releases in that order. They were followed by Northern, Western, Upper East, Central and Upper West Regions respectively. 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.

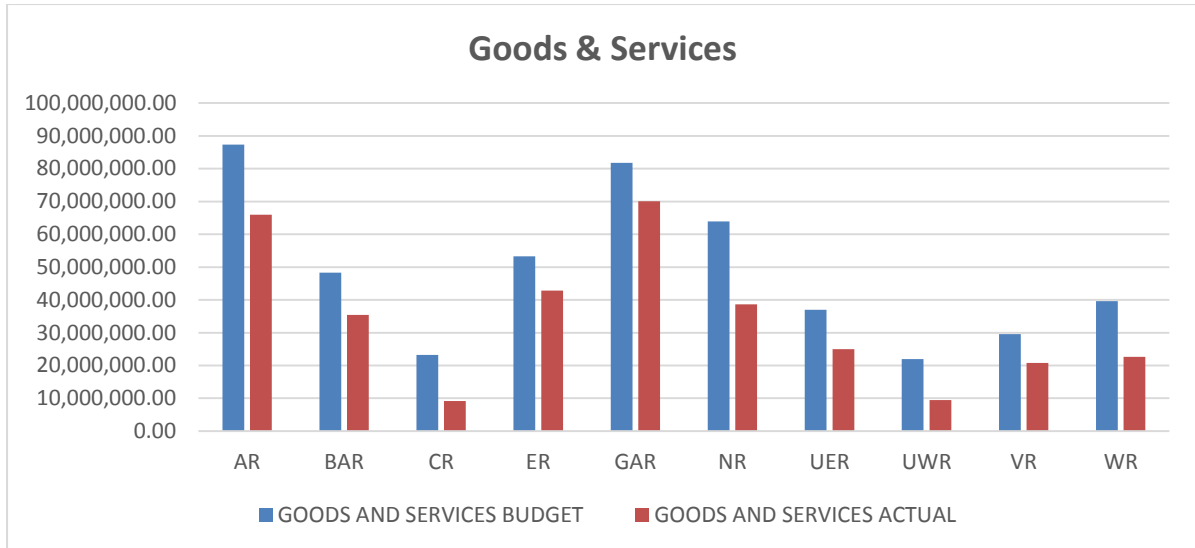
Figure 17: Compensation



Goods & Services

Estimated and actual amounts for Goods & Services for the various MMDAs in all the Regions is represented in Figure 18 below. With the exception of the Central and Upper West Regions, assemblies in all the remaining 8 Regions received releases of over 50% of their estimated budgets for year 2016. Actual releases ranged from about GH¢70M for Assemblies in the Greater Accra Region to GH¢9M for Assemblies in the Central Region. The inadequacy of releases for Goods & Services to MMDAs adversely affected delivery on their mandates.

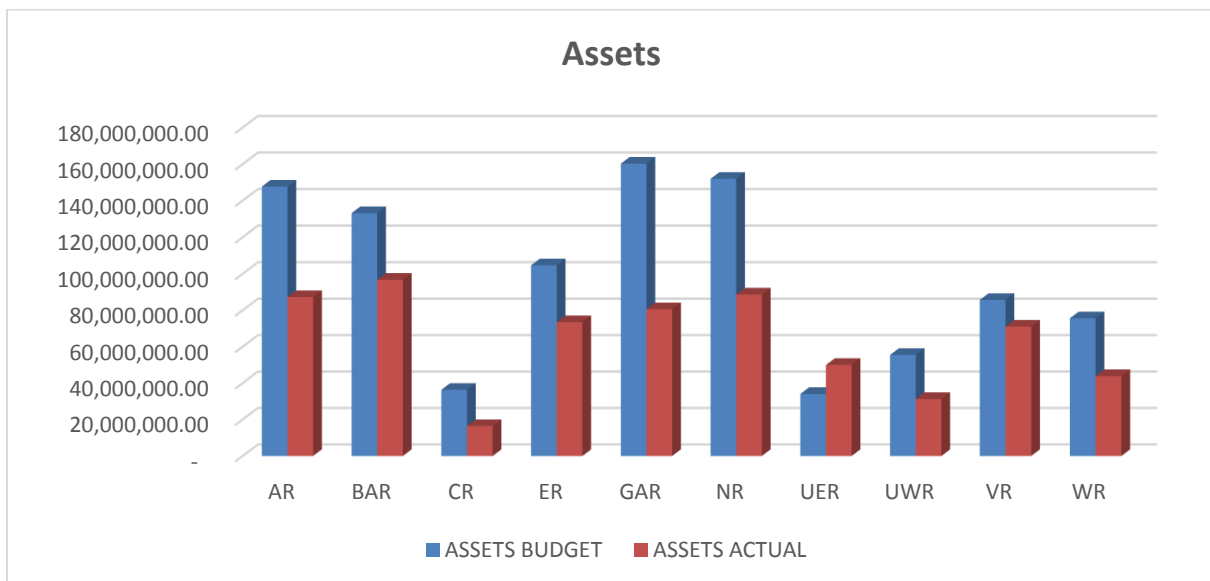
Figure 18: Goods and Services



Assets

Although there were no approvals for Assets for the OHLGS and RCCs, MMDAs across the Regions incurred expenditures in respect of assets acquisition. Details of their commitments are shown in Figure 19 below.

Figure 19: Assets - Regional Aggregate



APPENDIXES

Appendix 1 MMDAs in Ghana and their Political Leadership

Table 1: Detail List of Metropolitan Municipal and District Assemblies in Ghana

No.	Region	Name of District Assembly	Capital	Design.	Political Leadership	Assembly Members		
						Male	Female	Total
001	Ashanti	Kumasi	Kumasi	MT	Hon. Kojo Bonsu (resigned, 2016)	131	16	147
002	Ashanti	Asante Akim Central	Konongo-Odumase	MU	Hon. Alhaji Braimah Boyong	35	3	38
003	Ashanti	Asokore Mampong	Asokore	MU	Hon. Alhaji Nurudeen Hamidan	13	2	15
004	Ashanti	Bekwai	Bekwai	MU	Hon. Mary Juantoah	39	10	49
005	Ashanti	Ejisu Juaben	Ejisu	MU	No MCE during the year	55	13	47
006	Ashanti	Ejura Sekyeredumasi	Ejura	MU	Hon. Mohammed Bawah Braimah	57	6	63
007	Ashanti	Mampong	Mampong	MU	Hon. Mohammed Kojo Aboasu	44	4	48
008	Ashanti	Obuasi	Obuasi	MU	Hon. Richard Ofori A. Boadi	45	10	55
009	Ashanti	Offinso	Offinso	MU	Hon. Amankwah Kesse	40	3	43
010	Ashanti	Adansi North	Fomena	DA	Hon. Alhaji Abdul-Lateef Majdoub	57	4	61
011	Ashanti	Adansi South	New Edubiase	DA	Hon. Benjamin Anhwere	52	7	59
012	Ashanti	Afigya-Kwabre	Kodie	DA	Hon. K Oppong Kyekyeku	55	6	61
013	Ashanti	Ahafo Ano North	Tepa	DA	Hon. David Addai-Amankwah	50	8	58
014	Ashanti	Ahafo Ano South	Mankraso	DA	Hon Gabriel Barimah	66	6	72
015	Ashanti	Amansie Central	Jacobu	DA	Hon. Dede Appiah Emmanuel	37	3	40
016	Ashanti	Amansie West	Manso-Nkwanta	DA	Hon. Alex Kwame Bonsu	70	7	77
017	Ashanti	Asante Akim North	Agogo	DA	Hon. Pul Kingsley Averu	29	3	32
018	Ashanti	Asante Akim South	Juaso	DA	Hon. De-Graft Forkuo	55	13	68
019	Ashanti	Atwima Kwanwoma	Foase	DA	Hon. Kwabena Nkrumah	44	4	48
020	Ashanti	Atwima Mponua	Nyinahin	DA	Hon. Yeboah Stephen	52	3	55
021	Ashanti	Antwima Nwabiagya	Nkawie	DA	Hon. Nana Asare Bediako	48	6	54
022	Ashanti	Bosome Freho	Asiwa	DA	Hon. Kwame Adarkwah	26	4	30
023	Ashanti	Bosomtwe	Kuntense	DA	Hon. Veronica Antwi-Adjei	45	5	50
024	Ashanti	Kwabre East	Mampong	DA	Hon. Adams Iddisah	39	4	43
025	Ashanti	Offinso North	Akomadan	DA	Hon. Samuel Kojo Appiah-Kubi	33	2	35
026	Ashanti	Sekyere Kumawu	Kumawu	DA	Hon. Samuel Asiamah	33	3	36
027	Ashanti	Sekyere Afram Plains	Drobonso	DA	Hon. Fuseini Donkor	12	2	14
028	Ashanti	Sekyere Central	Nsuta	DA	Hon. E. Akuoko Frimpong	37	4	41
029	Ashanti	Sekyere East	Effiduase	DA	Hon. Kwadwo Addae	34	6	40

No.	Region	Name of District Assembly	Capital	Design.	Political Leadership	Assembly Members		
						Male	Female	Total
030	Ashanti	Sekyere South	Agona	DA	Hon. Edward K. Ayarkwah	44	5	49
031	Brong Ahafo	Asunafo North	Goaso	MU	Hon. Mohammed Kwaku Doku	39	4	43
032	Brong Ahafo	Berekum	Berekum	MU	Hon. Opoku Boakye-Yiadom	57	10	67
033	Brong Ahafo	Dormaa Central	Dormaa-Ahinkro	MU	Hon. Gordon Asubonteng	40	4	44
034	Brong Ahafo	Kintampo North	Kintampo	MU	Hon. Michael Justice Baffoe	48	6	54
035	Brong Ahafo	Sunyani	Sunyani	MU	Hon. Kwasi Oppong Ababio	44	5	49
036	Brong Ahafo	Wenchi	Wenchi	MU	Hon. Alhaji Dauda Hakibu	38	3	41
037	Brong Ahafo	Techiman	Techiman	MU	Hon. Philip Oppong Amponsah	42	4	46
038	Brong Ahafo	Nkoranza South	Nkoranza	MU	Hon. Stella Amoatema			
039	Brong Ahafo	Asunafo South	Kukuom	DA	Hon. Christian Oppong Frimpong	39	1	40
040	Brong Ahafo	Asutifi North	Kenyasi	DA	Hon. Eric Addae	33	3	36
041	Brong Ahafo	Asutifi South	Hwidiem	DA	Hon. Modestus Yao Nuworsu	30	3	33
042	Brong Ahafo	Atebubu-Amantin	Atebubu	DA	Hon. Eric Osei	39	6	45
043	Brong Ahafo	Banda	Banda Ahenkro	DA	Hon. Jacob Boateng	8	1	9
044	Brong Ahafo	Dormaa East	Wamfie	DA	Hon. Frank Kumi	25	5	30
045	Brong Ahafo	Dormaa West	Nkran Nkwanta	DA	Hon. Paul Donkor	14	2	16
046	Brong Ahafo	Jaman North	Sampa	DA	Hon. Nti Ateware Daniel	25	2	27
047	Brong Ahafo	Jaman South	Drobo	DA	Hon. Dora Ama Tamea	41	7	58
048	Brong Ahafo	Kintampo South	Jema	DA	Hon. Bikalatob N. James	38	2	40
049	Brong Ahafo	Nkoranza North	Busunya	DA	Hon. Kwadwo Agyei-Dwomor			
050	Brong Ahafo	Pru	Yeji	DA	Hon. Emmanuel Kwame Poku	38	5	43
051	Brong Ahafo	Sene East	Kajaji	DA	Hon. Francis Kofi Baah	23	5	28
052	Brong Ahafo	Sene West	Kwame Danso	DA	Hon. Stephen Boadum	26	3	29
053	Brong Ahafo	Sunyani West	Odumasi	DA	Hon. Agnes Kusi	9	48	57
054	Brong Ahafo	Tain	Nsawkaw	DA	Hon. Sulemana Adama	47	5	52
055	Brong Ahafo	Tano North	Duayaw Nkwanta	DA	Hon. Apraku Lartey	33	5	38
056	Brong Ahafo	Tano South	Bechem	DA	Hon. Bukari Anaba Zakaria	48	8	56
057	Brong Ahafo	Techiman North	Tuobodom	DA	Hon. Anthony Kwaku Marnuh	32	3	35
058	Central	Cape Coast	Cape Coast	MA	Hon. Pricilla Arhin	54	6	60
059	Central	Komenda-Edina-Eguafo-Abrem	Elmina	MU	Hon. Zagoon-Saeed Ismail	52	3	55
060	Central	Efutu Municipal	Winneba	MU	Hon. Francis Kofi Ayikwei Tagoe	22	4	26
061	Central	Mfantseman	Saltpond	MU	Hon. Kweku Hayfron	42	9	51
062	Central	Agona West	Agona Swedru	MU	Hon. Samuel oppong	38	8	46
063	Central	Awutu Senya East	Kasoa	MU	Hon. Nuhu Adams	15	5	20
064	Central	Assin North	Assin Foso	MU	Hon. Dr. Kofi Blankson	43	4	47
065	Central	Upper Denkyira East	Dunkwa-On-Offin	MU	Hon. Martha Ankomah	36	5	41

No.	Region	Name of District Assembly	Capital	Design.	Political Leadership	Assembly Members		
						Male	Female	Total
066	Central	Abura Asebu Kwamankese	Abura Dunkwa	DA	Hon. William Frank Pratt	39	5	44
067	Central	Gomoa East	Afransi	DA	Hon. Jonamoah M. Jehu-Appiah	38	2	40
068	Central	Gomoa West	Apam	DA	Hon. Theophilus Aidoo Mensah	46	7	53
069	Central	Ekumfi	Essaakyir	DA	Hon. Ibrahim Dawson	36	3	39
070	Central	Agona East	Nsaba	DA	Hon. Francis Duodu Addo	26	4	30
071	Central	Twifo Ati Morkwa	Twifo Praso	DA	Hon. Bossman Hyeaman	40	2	42
072	Central	Asikuma-Obeng-Brakwa-Breman	Breman Asikuma	DA	Hon. Samuel Adom Botchway	42	4	46
073	Central	Ajumako Enyan Esiam	Ajumako	DA	Hon. Peter Light Koomson	61	7	68
074	Central	Assin South	Kyekyawere/Nsueam	DA	Hon. Kwabena Adjei Anomafo	30	4	34
075	Central	Awutu Senya	Awutu Beraku	DA	Hon. Samson Abbey Armah	30	5	35
076	Central	Hemang Lower Denkyira	Hemang	DA	Hon Korankye Sakyi	24	2	26
077	Central	Upper Denkyira West	Diaso	DA	Hon. Ambrose Amoah- Ashia	23	1	24
078	Eastern	New Juaben	Koforidua	MU	Hon Kwabena Okyere Kusi	70	8	78
079	Eastern	Brim Central	Akim Oda	MU	Hon. Asare Kwabena Nkansah	53	5	58
080	Eastern	Kwahu West	Nkawkaw	MU	Hon. Dr. Alex Obeng Somuah	33	5	38
081	Eastern	East Akim	Kibi	MU	Hon. Simon Peter Asirifi			
082	Eastern	Akuapim North	Akropong Akuapem	MU	Hon. George Opare Addo	64	13	77
083	Eastern	Lower Manya Krobo	Odumase Krobo	MU	Hon. Frederick Acolatse	39	6	45
084	Eastern	Nsawam Adoagyiri	Nsawam	MU	Hon. Ben Ohene Ayeh	41	3	44
085	Eastern	Suhum	Suhum	MU	Hon Margaret Ansei	41	2	43
086	Eastern	West Akim	Asamankese	MU	Hon George Akpalu	41	5	46
087	Eastern	Yilo Krobo	Somanya	MU	Hon. Andrews Sodah	57	7	64
088	Eastern	Asuogyaman	Atimpoku	DA	Hon. Thomas Ampem Nyarko	46	7	53
089	Eastern	Akwapim South	Aburi	DA	Hon. Winston K. Afari Djan	29	2	31
090	Eastern	Birim North	New Abirem	DA	Hon. Aboagye Dadzie	35	5	40
091	Eastern	Birim South	Akim Swedru	DA	Hon. Emmanuel Kwakye	34	5	39
092	Eastern	Akyemansa	Ofoase	DA	Hon. Tom Budu	29	4	33
093	Eastern	Kwaebibirem	Kade	DA	Hon. Faustina K. Addo	47	7	54
094	Eastern	Denkyembour	Akwatia	DA	Hon. Kwaku Ofori-Abrokwa	27	3	30
095	Eastern	Fanteakwa	Begoro	DA	Hon. Abass Sbaabe Fuseini	55	13	68
096	Eastern	Ayensuano	Coaltar	DA	Hon. Mike Ofori Darko	34	5	39
097	Eastern	Upper West Akim	Adeiso	DA	Hon. Mike Osifo Bekoe	35	3	38
098	Eastern	Upper Manya Krobo	Aseseswa	DA	Hon. Joseph T. Angmor (Dep RM)	42	6	48
099	Eastern	Kwahu South	Mpraeso	DA	Hon. Joseph Omari	34	4	38
100	Eastern	Kwahu East	Abetifi	DA	Hon. Nana Antwi Siaw	36	2	38
101	Eastern	Kwahu Afram Plains North	Donkorkrom	DA	Hon. Emil Windhalm Afram	42	5	47

No.	Region	Name of District Assembly	Capital	Design.	Political Leadership	Assembly Members		
						Male	Female	Total
102	Eastern	Kwahu Afram Plains South	Tease	DA	Hon. Issaka Ibrahim	37	4	41
103	Eastern	Atiwaa	Kwabeng	DA	Hon. Emmanuel Atta Twum	44	5	49
104	Greater Accra	Tema	Tema	MA	Hon. Isaac A. Odamtten	41	6	47
105	Greater Accra	Accra	Accra	MA	Hon. Alfred OkoeVanderpuije	89	25	114
106	Greater Accra	Ga West	Amasaman	MU	Hon. Samuel Atukwei-Quaye	29	8	37
107	Greater Accra	Ga East	Abokobi	MU	Hon. KwaoSackey	12	2	14
108	Greater Accra	Ledzokuku-Kruwor	Teshie-Nungua	MU	Hon. Seth Badu Tawiah	36	2	38
109	Greater Accra	Adentan	Adenta	MU	Hon. Benjamin BarosonAngenu	15	5	20
110	Greater Accra	La-Nkwantanag Madina	Madina	MU	Hon. Franklin PathiasAnku	12	1	13
111	Greater Accra	Ga Central	Sowutuom	MU	Hon. Aristo Aryee	10	3	13
112	Greater Accra	Ga South	Weija	MU	Hon. Jerry Akwei Thompson	34	3	37
113	Greater Accra	La Dade-Kotopon	La	MU	Hon. Rita Adoley-Sowah	10	5	15
114	Greater Accra	Ashaiman	Ashaiman	MU	Hon. Ibrahim Baidoo	20	6	26
115	Greater Accra	Ada West	Sege	DA	Hon. Anthony Yaw Klorkpa	20	1	21
116	Greater Accra	Ada East	Ada-Foah	DA	Hon. John NurudeenArhortu	29	7	36
117	Greater Accra	Kpone Katamanso	Kpone	DA	Hon. Alhaji E.A Tetteh	26	3	29
118	Greater Accra	Ningo Prampram	Prampram	DA	Hon. Alhaji S.A. RhackNartey	32	26	6
119	Greater Accra	Shai Osu-Doku	Dodowa	DA	Hon. Emmanuel A.O. Lartey	26	6	32
120	Northern	Tamale	Tamale	MA	Hon. Alhaji A-R Hanan Gundadow	58	4	62
121	Northern	Savelugu Nanton	Savelugu	MU	Hon. Abdulai Alhassan (RED)	64	4	68
122	Northern	Yendi	Yendi	MU	Hon. Alhaji Issah Zakariah	42	3	45
123	Northern	Bole	Bole	DA	Hon. James Jaaga	38	3	41
124	Northern	Bunkpurugu - Yunyo	Bunkpurugu	DA	Hon. Sampo Timothy Laari	46	2	48
125	Northern	Central Gonja	Buipe	DA	Hon. Mumuni Shiraz Ibn Yacin	38	5	43
126	Northern	Chereponi	Cheriponi	DA	Hon. Hajia Mary Nakubo	29	4	33
127	Northern	East Gonja	Salaga	DA	Hon. M. Aminu Lukumanu	45	5	50
128	Northern	East Mamprusi	Gambaga	DA	Jacob Magnus Yama Tampuri	46	5	51
129	Northern	Gushiegu	Gushiegu	DA	Hon. Abdulai Seidu	35	1	36
130	Northern	Karaga	Karaga	DA	Hon. Imoro Yakubu	40	8	48
131	Northern	Kpandai	Kpandai	DA	Alfred Odzizator Donkor	39	2	41
132	Northern	Nanumba North	Bimbilla	DA	Hon. Alhaji Mohammed Ibn Abass	58	4	62
133	Northern	Nanumba South	Wulensi	DA	Hon. Alhaji Seidu Amidu	38	4	42
134	Northern	Saboba	Saboba	DA	Hon. Adolf Ali John	36	3	39
135	Northern	Sawla – Tuna Kalba	Sawla	DA	Hon. Mumuni Issac Dramani	42	5	47
136	Northern	Sagnerigu	Sagnarigu	DA	Hon. A. Mohammed Sorogudoo	29	4	33
137	Northern	Tolon	Tolon	DA	Hon. Seidu Abubakar	32	3	35

No.	Region	Name of District Assembly	Capital	Design.	Political Leadership	Assembly Members		
						Male	Female	Total
138	Northern	Kumbungu	Kumbungu	DA	Hon. Alhaji Alhassan Musah	33	2	35
139	Northern	West Gonja	Damango	DA	Hon. Kassim Bakari Ali	15	2	17
140	Northern	North Gonja	Daboya	DA	Hon. Sorku Kassim Yahuza	22	2	24
141	Northern	Mamprugu - Moagduri	Yagaba	DA	Hon. Maxwell Awuntor Mahama	18	1	19
142	Northern	Mion	Sang	DA	Hon. Dan Mankandan	29	2	31
143	Northern	Zabzugu	Zabzugu	DA	Hon. Issifu Alidu Laa-Bandow	23	1	24
144	Northern	Tatale Sanguli	Tatale	DA	Hon. Nicholas N. Waake	27	3	30
145	Northern	West Mamprusi	Walewale	DA	Hon. David Wuni	43	4	47
146	Upper East	Bolgatanga	Bolgatanga	MU	Hon Philip Aboore	47	6	53
147	Upper East	Bawku	Bawku	MU	Hon. Issahaku Bukari	26	3	29
148	Upper East	Kassena/ Nankana	Navrongo	MU	Hon. Dr. Stanislaus Kadingdi	46	4	50
149	Upper East	Bawku West	Zebilla	DA	Hon. Simon Agbango	46	4	50
150	Upper East	Bongo	Bongo	DA	Hon Ayamdor Alexis A.	47	9	56
151	Upper East	Garu-Tempene	Garu	DA	Hon. Albert Alalzuuga	38	5	43
152	Upper East	Kassena/Nankena West	Paga	DA	Hon George Nonterah	62	4	66
153	Upper East	Builsa South	Fumbisi	DA	Hon Elizabeth Afiuc	27	2	29
154	Upper East	Nabdram	Nangodi	DA	Hon Vivian Anafo	17	2	19
155	Upper East	Binduri	Binduri	DA	Hon. Akolgo Daniel Adoliba	15	2	17
156	Upper East	Pusiga	Pusiga	DA	Hon. Abugbilla A. Alhassan	19	2	21
157	Upper East	Talensi	Tongo	DA	Hon Awunnore Edward	31	3	34
158	Upper East	Builsa North	Sandema	DA	Hon Adangabe Bonaventure	42	3	45
159	Upper West	Wa	Wa	MU	Hon. Issahaku Nuhu Putiaha	41	5	46
160	Upper West	Lawra	Lawra	DA	Hon. Pascal Baylon Dere	37	7	44
161	Upper West	Sissala	Tumu	DA	Hon. Johnson Saborh	29	3	32
162	Upper West	Sissala	Gwollu	DA	Hon. Moses DarimaniLuri	37	3	30
163	Upper West	Jirapa	Jirapa	DA	Hon. Vivian Nelly Konkuo	47	8	55
164	Upper West	Nadowli/Kaleo	Nadowli	DA	Hon. John Bosco Bomansan	44	5	49
165	Upper West	Wa East	Funsi	DA	Hon. Abdul-Karim Abudu	34	4	38
166	Upper West	Wa West	Wechiau	DA	Hon. Basiera Saankara	35	7	42
167	Upper West	Lambussie/ Karni	Lambussie	DA	Hon. Bom Kofi Dy-Yakah	34	4	38
168	Upper West	Nandom	Nandom	DA	Hon. Cuthbert B. Kuupiel	32	6	38
169	Upper West	Daffiama-Bussie-Issa	Issa	DA	Hon. Fidelis Zumakpe	21	2	23
170	Volta	Ho	Ho	MU	Hon. Fafa Adiyirah	32	11	43
171	Volta	Hohoe	Hohoe	MU	Hon. Peter Worlanyo Aboma	34	10	44
172	Volta	Keta	Keta	MU	Hon. Sylvester E. Tornyeavah	64	7	71
173	Volta	Ketu South	Denu	MU	Hon. Pascal Lamptey	52	5	57

No.	Region	Name of District Assembly	Capital	Design.	Political Leadership	Assembly Members		
						Male	Female	Total
174	Volta	Kpando	Kpando	MU	Hon. Paulina Adinyira	19	6	25
175	Volta	Adaklu	Adaklu Waya	DA	Hon. Emmanuel Sky Ganaku	18	3	21
176	Volta	Afadzato South	Ve Golokwati	DA	Hon. Angela O. Alorwu-Tay	27	4	31
177	Volta	Agortime – Ziope	Agortime-Kpetoe	DA	Hon. Michael K. Adzaho	20	4	24
178	Volta	Akatsi North	Ave Dakpa	DA	Hon. James Gunu	15	2	17
179	Volta	Akatsi South	Akatsi	DA	Hon. Samuel K. Wuadi	37	3	40
180	Volta	Biokoye	Nkonya-Ahenkro	DA	Hon. William Seddor	39	4	43
181	Volta	Central Tongu	Adidome	DA	Hon. Theodora M. Agbenyenu	35	5	40
182	Volta	Ho West	Dzolakpuite	DA	Hon. Samuel Ewoade	31	8	39
183	Volta	Jasikan	Jasikan	DA	Hon. Killian Abrampah	35	4	39
184	Volta	Kedjebi	Kadjebi	DA	Hon. Jacob A. Asogonnde	44	8	52
185	Volta	Ketu North	Dzodze	DA	Hon. Claver Kofi Lawson	49	8	57
186	Volta	Krachi East	Dambai	DA	Hon. Awuranyi Peter Yao	27	3	30
187	Volta	Krachi Nchumuru	Chinderi	DA	Hon. Solomon Kuyon	25	3	28
188	Volta	Krachi West	Kete-Krachi	DA	Hon. Moses Kwame Ponye	29	6	35
189	Volta	Nkwanta North	Kpasa	DA	Hon. Kudor K. Martin	19	3	22
190	Volta	Nkwanta South	Nkwanta	DA	Hon. Alfred Kofi Wukanya	39	4	43
191	Volta	North Dayi	Amfoega	DA	Hon. Stephen Komla Timinkah	28	6	34
192	Volta	North Tongu	Battor Dugame	DA	Hon. Delphia Fafa Agbai	36	6	
193	Volta	South Dayi	Kkpeve	DA	Hon. Semenu Kafui Bekui	27	3	30
194	Volta	South Tongu	Sogakope	DA	Hon. Samuel M. Eworyi	48	10	58
195	Western	Sekondi – Takoradi	Sekondi	Mt	Hon. Charlotte Otuwa Odum	62	10	72
196	Western	Tarkwa Nsuaem	Tarkwa	MU	Hon. Christina Kobina	39	4	43
197	Western	Nzema East	Axim	MU	Hon. James Attah Kakra Baidoo	33	5	38
198	Western	Sefwi Wiawoso	Sefwi Wiaso	MU	Hon. Lawrence Ackah Santana	40	5	45
199	Western	Ahanta West	Agona Nkwanta	DA	Hon. Joseph Dofoyenah	49	3	52
200	Western	Aowin	Daboase	DA	Hon. Oscar Ofori Larbi	32	3	35
201	Western	Bia East	Adabokrom	DA	Hon. Kwame Twumasi Ankrah	10	6	16
202	Western	Bia West	Essam-Dabiso	DA	Hon. Alexander Ofori	35	4	39
203	Western	Bodie	Bodie	DA	Hon. Solomon Fuachie	14	1	15
204	Western	Bibiani – Anhwiaso - Bekwai	Bibiani	DA	Hon. Jacob Ware	48	3	51
205	Western	Ellembelle	Nkroful	DA	Hon. Daniel K. Eshun	51	3	54
206	Western	Jomoro	Half-Assini	DA	Hon. George William Somiah	48	3	51
207	Western	Juaboso	Juaboso	DA	Hon. Kingsley Asoah Ampimah	25	3	28
208	Western	Mpohor	Mpohor	DA	Hon. Albert Abrefo Awotwi	16	2	18
209	Western	Prestea-Huni Valley	Bogoso	DA	Hon. Robert Wisdom Cudjoe	29	3	32

No.	Region	Name of District Assembly	Capital	Design.	Political Leadership	Assembly Members		
						Male	Female	Total
210	Western	Sefwi Akontombra	Sefwi Akontombra	DA	Hon. Pius Kwame Nkuah	21	1	22
211	Western	Shama	Shama	DA	Hon. Eric Cobbinah	24	1	25
212	Western	Suaman	Dadieso	DA	Hon. Joseph Betino	12	1	13
213	Western	Wassa Amenfi Central	Manso Amenfi	DA	Hon. Peter Yaw Kwakye-Ackah	35	4	39
214	Western	Wassa Amenfi East	Wassa Akropong	DA	Stephen Baidoo Acheampong	34	3	37
215	Western	Wassa Amenfi West	Asankragua	DA	Hon. Victor Samuel K. Meisu	23	4	27
216	Western	Wassa East	Daboase	DA	Hon. Anthony Aggrey	30	2	32

Appendix 2 List of Departments and Agencies under the Control of RCCs

Table 1: Departments under the Control of the Regional Coordinating Councils (RCCs)

Regional Departments		
1	Ministry of Food and Agriculture	
2	Department of Town and Country Planning	
3	Department of Social Welfare	
4	Public Works Department	
5	Births and Deaths Registry	
6	Department of Rural Housing	
7	Department of Rural Housing	
8	Department of Women	
9	Department of Co-operatives	
10	Department of Children	
11	Department of Parks & Gardens	
12	Labor Department	
13	Department of Feeder Roads	
14	Controller & Accountant General's Department	
15	Fisheries Department	
16	Rent Control Department	
17	Sports Council	
18	Non Formal Education Division (NFED)	
19	Mines Department	
20	Information Services Department	
21	Survey Department	
22	Ministry of Trade and Industry	
Subvented Agencies		
23	Land Valuation Board	
24	National Commission on Civic Education (NCCE)	
25	National Disaster Management Organization (NADMO)	
26	Ghana Library Board	
27	Lands Commission	
28	Forestry Commission	
29	Statistical Service	
30	Stool Lands Secretariat	
31	Registrar General's Department	
32	National Service Secretariat	
Services		
33	Ghana Education Service	
34	Ghana Health Service	
35	Ghana National Fire Service	
36	Ghana Prisons Service	
37	Ghana Police Service	

Appendix 3

Table 1: Summary Report on MMDAs

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
ASHANTI REGION					
Sekyere South District	Numerous Armed robbery cases	Late release of funds	Lack of logistics for M&E activities	Low IGF mobilization	
Offinso Municipal Assembly	Highway robbery	Too many abandoned projects	Inadequate data on revenue sources.	Unwillingness to pay tolls.	
Atwima Mponua District Assembly	Chieftaincy disputes	Lack of funds to complete abandoned projects.			
Obuasi Municipal Assembly	Encroachment on Anglo Gold concession by Illegal Miners and resultant conflict				
Ahafo Ano North District Assembly	Armed robbery cases	Late release of funds	Lack of logistics for M&E activities	Low IGF mobilization	
Bekwai Municipal assembly	Highway robbery	Numerous abandoned projects	Lack of database on revenue sources.	Unwillingness to pay tolls.	
Ejisu-Juabeng Municipal Assembly	Chieftaincy disputes	Lack of funds to complete abandoned projects.			
Atwima Kwanwoma District Assembly	Conflict between Anglo Gold and Illegal Miners	Court injunction on office block.		Inadequate revenue staff	Delays in the siting of the district capital is crippling the devt.
Adansi South District Assembly	Armed robbery cases	Late release of funds	lack of logistics for M&E activities	Low IGF mobilization	
Sekyere East District Assembly					
Amansie West District Assembly	Illegal Mining activities				
Bosomtwe District Assembly					

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
Asante Akim Central Municipal Assembly		Preparatory works on the K3 Water Project			
Kumasi Metropolitan Assembly		Safeguards on construction of new Kejetia Lorry Park and four other Markets			
Mampong Municipal Assembly					
Asante Akim South District Assembly					
Ahafo Ano South District Assembly	Armed robbery cases	Late release of funds	Lack of logistics for M&E activities		
Atwima Nwiabiagya District Assembly	Highway robbery	Abandoned projects	Lack of database on revenue source.		
Kwabre District Assembly	Chieftaincy disputes	Lack of funds to complete abandoned projects.			
Adansi North District Assembly	Conflict between Anglo Gold and Illegal Miners			Low IGF due to the closure of the Obuasi Mine	
Afigya Kwabre District Assembly	Frequent Road Accidents	Late release of funds	Lack of logistics for M&E activities		
Sekyere Kumawu District Assembly					
Bosome Freho District Assembly	Frequent Armed robbery cases	Late release of funds	Lack of logistics for M&E activities	Low IGF mobilization	
Sekyere Central District Assembly	Highway robbery	Abandoned projects	Inadequate database on revenue source.	Citizen's unwillingness to pay tolls.	

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
Offinso North District Assembly	Chieftaincy disputes	Lack of funds to complete abandoned projects.			
Asokore Mampong Municipal Assembly	Conflict between Anglo Gold and Illegal Miners				
Ejura Sekyere-Dumasi Municipal Assembly		The community Day school project stalled			Activities of Fulani Herdsmen including arm robbery
Asante Akim North District Assembly	Invasion and destruction of farm lands by Fulani Herdsmen				
Sekyere Afram Plains District			Poor Road Networks	Low revenue Base	
Amansie Central District Assembly	Armed Robbery and illegal mining				
BRONG AHAFO REGION					
Asunafo North Municipal	Land disputes in Tipokrom and Mim	27No. projects not completed on schedule Inadequate and delay in release of funds	Poor community engagement in the budgeting and planning processes.		Inadequate residential and office accommodation
Asunafo South	District Police Station not functioning	50No. projects 1 behind schedule		Low Local Revenue generation	Inadequate office/residential accommodation, Inadequate staff training and development. Inadequate logistics
Asutifi North	Chieftaincy and land disputes between:	21No. projects behind schedule Inadequate funds	High incidence of malaria.		Market activities have invaded into office premises

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
	Wamahinso and Ntotroso; and Kenyasi and Hwidiem				Inadequate resources for the district
Asutifi South	Illegal mining activities Disputes between Nkaseim and Goaso Stools, Hwidiem and Kenyasi No.1 Stools	22No. projects ongoing out of which 11 are behind schedule resulting from Poor project management	High cost of labour, poor weather conditions, low agric-extension agent- farmer ratio	High cost of IGF collection (61%).	Late release of funds from central government, inability to meet program implementation deadlines.
Atebubu-Amantin	Impasse between Traditional Authorites and MP Arm robbery cases on the Atebubu-Kwame Danso Highway	10 out of 20 ongoing projects behind schedule Inadequate funding for projects		Poor mobilization of Local Revenue (57%)	Poor road network, Inadequate residential accommodation. High rate of illiteracy among the youth
Banda	Nefarious activities of Fulani Herdsmen	6 out of 7 ongoing projects behind schedule Delay in release of funds		Poor mobilization of Local Revenue (65%) High collection cost (68%) (meaning is not clear)	Lack of residential accommodation and office space for departments of the Assembly
Berekum Municipal	Chieftaincy dispute in Kato Nefarious activities of Fulani Herdsmen in Kotaa Forest	4 out of 7 ongoing projects behind schedule	Poor level of involvement of citizens in planning and budgeting process	Poor mobilization of Local Revenue (51%) High collection cost (111%)	Lack of official vehicles, Lack of residential accommodation for heads of departments
Dormaa Central Municipal	Chieftaincy dispute in Badukrom	22 ongoing projects out of which 9 are behind schedule		High cost of revenue collection	Inadequate residential and office accommodation

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
					Inadequate support/auxiliary staff
Dormaa East	Illegal mining activities polluting water bodies	Out of 8 ongoing projects, 5 are behind schedule		Low mobilization of Local Revenue (69%) High collection cost (112%)	Inadequate residential and office accommodation for staff Absence of District NHIS Office
Dormaa West	Chieftaincy dispute in Krakom Collapse of Kwakuaye Community Financial Services Arm robbery	26 projects behind schedule Inadequate funds and poor project management		Abysmal IGF mobilization (39%) High mobilization cost. Revenue improvement activities not undertaken	Inadequate residential and office accommodation for staff, Inadequate funds to carry out government projects and programs
Jaman North	District Police Station in deplorable state Chieftaincy dispute between the Twafo and Jinini in Sampa Traditional Council	7 ongoing projects are behind schedule	Lack of funds militated against the supply of 50 laptops to ICT teachers	Low IGF mobilization High rate mobilization cost	Inadequate residential and office accommodation for staff of the assembly Cashew business is not regulated
Jaman South	Long standing chieftaincy dispute between the Japekrom and Drobo Stools	32 ongoing projects out of which 13 are behind schedule	The high rate of HIV and AIDS cases	High IGF collection cost Inadequate data on revenue items	Poor road network.
Kintampo North Municipal	Chieftaincy disputes between:	6 out of 16 ongoing projects are behind schedule	Low level of involvement in	Low mobilization of Local Revenue (66%)	Inadequate residential and office accommodation

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
	Chawachawa and Bawa families of Portor; Mo Traditional Council; Pagor		planning and budgeting process		Inadequate logistics including vehicles
Kintampo South	No substantive District Police Commander Boundary dispute between the District and Kintampo Municipal	7 out of 21 ongoing projects are behind schedule.		Low mobilization of Local Revenue (73%)	Inadequate residential and office accommodation Inadequate logistics
Nkoranza North	Nefarious Activities of Fulani Herdsmen Collapse of Microfinance Companies	9 out of 28 ongoing projects are behind schedule Inadequate funds for projects	High cost of labor on GSOP activities.	Poor Local Revenue generation (58%)	Inadequate residential and office accommodation for staff, Inadequate number of vehicles
Nkoranza South	Collapse of Microfinance Companies Land dispute at Akumasa Dumase		Delay in the completion of GSOP feeder roads projects.	Low IGF collection (67%) Revenue improvement activities were not implemented	Lack of full complement of decentralized departments and accompanying staff
Pru	Boat disasters Highway robberies between Yeji-Atebubu Kojo Boffour Chieftaincy dispute Rival chiefs in Kokoma Traditional Area		Delay in GSOP 10.4km feeder roads rehabilitation of and 2 dug out in 5 different locations	Low IGF collection (73%)	Intermittent ethnic clashes Poor infrastructure at Yeji Market Inadequate residential and office accommodation Frequent breakdown of pontoon

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
Sene East	Chieftaincy dispute in the Nkomi Traditional Area Land dispute between settler farmers and African Plantation and Sustainable Development(AFSD)	2 out of 21 ongoing projects are behind schedule due to timely release of funds	Delays in GSOP of 100 hectare degraded land rehabilitation in 6 communities and 16.3km feeder roads rehabilitation of in 4 different locations.	Low IGF collection (64%)	Poor road network, Lack of residential and office accommodation Difficulty in reaching remote/island communities
Sene West	Arm robbery activities on major highway Illegal activities of Fulani Herdsmen Chieftaincy and land disputes	5 out of 9 projects, behind schedule Poor project management	Delay in GSOP funded 10 hectare Teak plantation and 40 hectare Mango plantation in 6 different communities. Delay in GSOP funded rehabilitation of 15.8km of feeder roads	Poor IGF collection (52%)	Inadequate residential and office accommodation Poor road network
Sunyani Municipal		5 out of 9 ongoing projects behind schedule Poor project management	Citizens involvement in budgeting and planning processes low.		Inadequate means of transport for revenue mobilization activities
Sunyani West	Inadequate police personnel	None of the 15 ongoing projects is on schedule Untimely release of funds	Lack of funds for productivity improvement activities for 6 major Agricultural crops. .	Low IGF generation (66%) High mobilization cost (60%)	Long standing chieftaincy disputes in the Nsoatre Traditional Area, Inadequate office and lack of residential accommodation

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	All the 18 ongoing projects are behind schedule Delay in release of funds.		High revenue collection cost (62%)	Inadequate office and residential accommodation Poor road network
Tano North	Cheiftaincy dispute in Terchire Land disputes between the Stools of: Duayaw Nkwanta and Afrisipa; and Duayaw Nkwanta and Yamfo	15 out of 23 ongoing projects, are behind schedule		Poor IGF mobilization	Inadequate vehicles for monitoring Lack of full complement of departments of the assembly and accompanying staff
Tano South	Dwomo Chieftaincy dispute Brosankro, Techimantia and-Derma land disputes	25 projects are behind schedule; and Untimely release of funds	.	Low IGF performance No revenue improvement activities were implemented	Poor revenue mobilization, Inadequate number of vehicles
Techiman Municipal	Inadequate security personnel and logistics Upsurge of social vices related to urbanisation	9 out of 12 ongoing projects are behind schedule	Low level of citizens involvement in planning and budgeting process.		High cost of garbage collection.
Techiman North	Inadequate security personnel and logistics Chieftaincy and land disputes	12 out of the 17 ongoing projects are behind schedule Lack of funding for projects			Lack of residential accommodation and office space for departments of the assembly

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
					Boundary dispute with Techiman Municipal Assembly
Wenchi Municipal	Chieftaincy disputes in: Wenchi; Nchiraa; Wenchi Zongo; and Awisa	Out of (29), ongoing projects 28 are behind schedule Lack of funds for projects	Low citizens involvement in the planning and budgeting processes. No IGF funded project.	High IGF collection cost (133%)	Degradation of land caused by erosion Lack of residential accommodation and office space for departments of the assembly,
Asunafo North Municipal	Land disputes in Tipokrom and Mim	27No. projects not completed on schedule Inadequate and delay in release of funds	Poor community engagement in the budgeting and planning processes		Inadequate residential and office accommodation
CENTRAL REGION					
Agona East DA	N/A	Low support from communities	N/A	The Assembly has low revenue base but it was able to achieve 88.74 % of target set for 2016.	Funding from Central Government not regular Inadequate training for staff
Agona West MA	Petty theft	Difficulty in acquiring land for development projects still persists	Construction of 64 lockable stores at Agona Swedru	Decrease in Internally Generated Funds because of election	Untimely release of DACF, waste management, especially landfill
Assin South DA	Chieftaincy disputes	Absence of District Hospital, Poor Road Network, Poor settlement planning, inadequate educational facilities	N/A	Low Revenue Base	Delay in release of DACF, inadequate residential accommodation for

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
		Stalled GETFUND projects, Inadequate access to portable water			staff and departmental heads
Assin North DA	Armed robbery, stealing of electricity and telephone cables.	Poor Waste management Bad Road Network, more CHPS Compounds needed	N/A	Low Revenue Base	Inadequate extension officers, inadequate financial resources, no official vehicle, inadequate furniture for staff.
Ajumako Enyan Essiam DA	Political violence between two major parties at Besease, chieftaincy disputes, land disputes	Declining Communal Spirit Poor Road Network to hinterlands	N/A	Improvement in Revenue Generation	Delay in release of DACF, inadequate residential and accommodation for staff
Asikuma Odoben Brakwa	Chieftaincy disputes at Odoben and Brakwa	Bad roads with most of them under construction Work on Polytechnic at Bremen Jamara progressing steadily.	Sanitation Marketing Strategy to improve latrine facilities in rural communities.	Low numerical strength of revenue collectors Properties have not been valued for revenue collection	No procurement officer, old vehicles, Delay in the release of funds
Cape Coast MA	Armed robbery, burglary, suicide, abortions	Construction of Police Posts at Nkafua and Abura	73 Senior High School students assisted, the assembly mobilized funds to continue abandoned projects which are ongoing.	Improvement in revenue generation	Sanitation, untimely release of funds, security and abandoned projects

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
Komenda Edina Eguafo Abirem MA	Hooliganism at Eguafo Abrem SHS, armed robbery, road accidents, encroachment on Ankaful hospital land and others. Premix fuel agitation at Elmina landing beach and Chieftaincy Dispute at Dompouse, Bantuma Akyinim, Kafudidi and others.	Bridge over Benya Lagoon, Turnkey Fish Processing Plant and Komenda Sugar Factory commissioned.	Revaluations of properties in the Municipality.	Low mobilization of Internally Generated Fund.	Waste management posed a great challenge. Inadequate office space and outbreak of cholera and delayed in releasing departmental grants, increase in teenage pregnancy thus the figure rose from 172 in 2015 to 210 in 2016.
Mfantseman MA	Chieftaincy disputes, domestic violence	38.7% of teachers at kindergarten were untrained	N/A	Achieved 94.86 % of its internally revenue generation target.	Waste management, office space, accommodation for staff, delay in release of DACF
Ekumfi DA	Chieftaincy disputes	Absence of a District Hospital	120 farmers allocated with 240 bags of NPK and 120 sulphate of ammonia for block farming, 640 coconut seedlings given to farmers for planting on 15 hectares of land	Improvement in internal revenue generation thought it has low revenue base	Inadequate data, unwillingness to pay tax, inadequate revenue collectors. Low economic activities.
Gomoa East DA	Land litigation and boundary problems with other districts	Absence of District Hospital	Akotsi Technology Village which	High revenue generation	High maternal mortality,

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
	Chieftaincy dispute at Fetteh		comprises industrial site, hospital, school and lorry park and it is expected to create 3000 jobs for the people in the area.		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 West DA	Illegal Mining Activities “Galamsey”, chieftaincy disputes	Poor Road Network Non involvement of major stakeholders in the development process, high open defecation, food security, reduction in food production.	Inadequate funds available to complete SNPA Only 28 major streets named with signage poles erected;	Improvement in revenue collection	Inadequate staff, Difficulty in acquiring land for development, 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	Chieftaincy dispute at Abrafo, raiding of Assembly office by thieves	Inadequate office accommodation and equipment	N/A	Improvement in internal revenue generation	Inadequate office space for staff, waste management,

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
		Poor sanitation			inadequate office equipment
Abura Asebu Kwamankese DA	Illegal logging, chieftaincy dispute, seizure of Chinese jackpots,	Poor road network	N/A	Improvement in internally generated revenue	Deduction of funds at source, Late release of DACF
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, boundary disputes with Gomoa East and West Traditional Authorities	Haphazard infrastructure development, low communal spirit to support community projects	N/A	There was shortfall in revenue generation	Inadequate office space for decentralized departments, accommodation for staff, waste management, delay in release of funds by central government
Gomoa West DA	Peace	High illiteracy rate, underdeveloped tourism potentials, weak district sub-structures.	N/A	Gomoa West was the Assembly that recorded lowest internally revenue generation in the Region. It achieved 59.63% of its target.	Boundary dispute Inadequate residential accommodation for Assembly staff
Awutu Senya East MA	High prevalence of armed robbery, Land Disputes, Boundary disputes with GA South and	A few public basic schools, springing up of private schools without authorization, decrease in	N/A	Improvement in revenue generation achieved 102.45 percent of its target	Waste management, inadequate office space for staff, inadequate residential accommodation and

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
	Gomoa East Districts still pending.	bad roads from 68% to 57%, Absence of Municipal Hospital.			departmental heads, delay in release of funds.
EASTERN REGION					
Lower Manya Krobo	Youth groups threatening action over absence of substantive Assembly members.	Low contracts and project management capacity. Late release of funds affecting project completion timelines.	Lack of logistics for M&E activities	Low IGF mobilization (26 percent)	Poor contracts and projects management. Erratic release of inter-governmental grants.
Kwaebibirem	Chieftaincy Dispute. Two contesting Chiefs in Kade	Recorded the highest percentage of uncompleted projects in 2014 which could be attributed to forward contracting, late release of funds and low IGF generation.	Insufficient project management and M & E capacity.	Low IGF mobilization (11 percent)	Poor management of projects. Low IGF mobilization. Increasing proportion of uncompleted projects.
Kwahu East	Fulani herdsmen menace (destruction of farms)	Substantial investment in Governance (Security) and Agric. Construction of District Hospital commenced in 2014 work is steadily progressing. Impressive projects completion rate	Inadequate logistics for M & E. Construction of District Hospital is on course.	Low Local Revenue Generation (28 percent). Low investment to enhance private sector competitiveness.	Inadequate resources for M & E. Destruction of farms by Fulani cattle.
Birim Central	Armed robbery cases and illegal lumbering.	Remarkable project identification, planning and completion capacity.	Require additional competencies in contracts and project management.	Very low Local Revenue mobilization (11 percent). This could be attributed to the	Poor records management.

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
		Require competencies in contracts management.		numerous external funding source available to the M/A.	
Asuogyaman	Existence of relative peace in the district.	Delays in projects completion and poor quality of works.	Inadequate M & E and project management capacity.	Low Own-Revenue Generation	Poor project management.
Birim South	Chieftaincy Dispute. Purported distoolment of the Omanhene.	Delays in project completion.	Inadequate logistical capacity of M & E.	Low Local Revenue mobilization (19 percent).	Chieftaincy dispute. Low own-revenue generation.
New Juaben	Chieftaincy Dispute between Omanhene and some sub-chiefs.	Poor project planning. Undue delays in projects execution and completion especially UDG projects.	Further competencies in contracts and projects management needed. Low UDG utilization rate (6.62 percent)	Quite impressive IGF generation (43 percent). M/A can do better with the existing revenue potential.	Low contract and project management skills. Boundary dispute.
West Akim		Delays in execution and completion of some UDG projects.	Satisfactory contracts, project management and M & E capacity. UDG utilization rate quite good (80.48 percent and 53.69 for UDG 1 & 2 respectively).	Very low Own-Revenue mobilization (14 percent) which could be attributed to the numerous external sources available to the M/A.	Low Local Revenue Mobilization.
Yilo Krobo	Chieftaincy Dispute over the rightful occupant of the Yilo Stool	Delays in project completion due to delays in transfer of inter-governmental grants.	Inadequate logistics particularly vehicle for M & E.	Impressive IGF generation of 38 percent.	Delays in release of inter-governmental transfers. Chieftaincy dispute.

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
Akuapem North	Land dispute between some towns.	Delays in project completion particularly District Assembly Block.	Competencies in contracts and projects management needed.	Very remarkable Local Revenue Generation (49 percent).	Delays in release of inter-governmental transfers. Boundary dispute.
Suhum	Serial Killings which necessitated the stationing of a military detachment there for operation calm life.	Satisfactory project execution and completion.	Lack of logistics particularly vehicle for M & E.	Satisfactory IGF generation of 38 percent.	Lack of logistics for M & E.
Kwahu West	Armed robbery cases	Poor project identification and planning. Delays in completion of DACF funded projects.	Inadequate skills in project and contract management as well as M & E.	Satisfactory Local Revenue generation (33 percent) Very impressive disbursement rate of UDG 1 receipts (105 percent)	Inadequate contracts and project management skills. Late release of central government transfers.
Nsawam-Adoagyiri	Illegal sand winning	Delays in project completion particularly DACF projects.	Logistical and human resource constraints hampering M & E.	Low IGF mobilization. 58.24 percent utilization of UDG 2 receipts. Late release of central government grant.	Inadequate resources for M & E. Low IGF mobilization. Late release of DACF.
Kwahu Afram Plains North	Fulani herdsmen menace (destruction of farms)	Delays in project completion.	Logistical and human resource constraints hampering M & E.	Low IGF mobilization. Low IGF base. Late release of central government grant.	Inadequate resources for M & E. Low IGF base. Low IGF mobilization. Late release of DACF.

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
					Destruction of farms by Fulani cattle.
Kwahu Afram Plains South	Fulani herdsmen menace (destruction of farms)	Delays in project completion particularly DACF projects.	Logistical and human resource constraints hampering M & E.	Low IGF mobilization. Late release of inter-governmental grants.	Inadequate resources for M & E. Low IGF mobilization. Late release of DACF. Destruction of farms by Fulani cattle.
Akuapem South		Satisfactory project execution and completion.	Further competencies in contracts and projects management needed.	Satisfactory IGF generation of 29 percent. However, D/A can improve upon performance in the light of the existing potential.	Late release of inter-governmental transfers.
Birim North	Illegal mining	Satisfactory project identification, planning and execution.	Low logistical capacity for M & E.	Low IGF mobilization (11 percent). D/A has enormous potentials to step up IGF generation.	Destruction of the environment by illegal miners. Low IGF mobilization. Late/erratic release of central government transfers. Low logistical capacity for M & E.
Denkyembaour	Illegal mining	Poor project planning and execution. Poor quality of works.		Abysmal own-revenue mobilization (9 percent)	Destruction of the environment by illegal miners.

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
Ayensuano		Delays in project completion due to erratic release of central government funds.	Lack of logistics particularly vehicle for M & E. Construction of Community Day SHS on course.	Low IGF mobilization (18 percent).	Erratic release of central government grant. Low IGF mobilization.
Kwahu South					Destruction of farms by Fulani cattle.
Upper West Akim	Tribal dispute over siting of a cemetery.	Delays in project completion. Poor quality of works.	Lack of logistics for M & E. Construction of Community Day SHS at Kwaobaah Nyanoa progressed steadily and was commissioned on 4 th Feb 2016 by the President. The project includes 3-storey 24-unit classrooms, 3 laboratories, 2 libraries, 8 offices and internet facility.	Abysmal own-revenue generation (9 percent). Late/erratic release of central government transfers.	Low project management skills. Low IGF mobilization. Late release of inter-governmental grants. Tribal dispute.
Upper Manya Krobo	Fulani herdsmen menace	Delays in project completion.	Lack of logistics for M & E (particularly vehicle).	Low IGF generation of 18 percent. Late/erratic release of central government transfers.	Low IGF mobilization. Late release of inter-governmental grants.

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
					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 appalling (10 percent). Late/erratic release of central government transfers.	Low IGF mobilization. Late release of inter-governmental grants. Destruction of farms by Fulani cattle.
East Akim	Illegal Mining (Galamsey) and lumbering	Delays in project completion.	Low logistical capacity for M & E.	Poor IGF generation of 22 percent. Late/erratic release of central government transfers.	Low IGF generation. Erratic release of inter-governmental grants. Destruction of the environment by illegal miners.
Atiwa	Illegal Mining (Galamsey) and lumbering. A threat to the Atiwa forest reserve	Delays in project completion.	Lack of logistics for M & E.	Poor own-revenue generation (11 percent). Late/erratic release of central government transfers.	Low IGF generation. Erratic release of inter-governmental grants. Destruction of the environment by illegal miners.
Akyemansa		Delays in project completion. Poor quality of works.	Inadequate logistics for M & E (particularly vehicle).	Poor own-revenue generation (9 percent). Late/erratic release of central government transfers.	Low IGF mobilization. Erratic release of central government transfer.
GREATER ACCRA REGION					

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
Accra Metropolitan Assembly	<ol style="list-style-type: none"> 1. Frequent armed robbery cases 2. Elections related upheavals. 3. Chieftaincy disputes 4. Flooding of the Metropolis (Seven Great Area) 	<ol style="list-style-type: none"> 1. Delay in the release mandatory of funds. 	<ol style="list-style-type: none"> 1. Limited logistics for waste collection 	<ol style="list-style-type: none"> 1. Poor attitude of residents and some institutions towards the paying of Business Operating Permit (BOP) and Property Rate. 2. Inadequate logistics for revenue mobilization. 3. Difficulty in capturing data on businesses 	<ol style="list-style-type: none"> 1. Poor sanitation 2. Weak Development Controls 3. Slum Proliferation resulting in outbreak of environmentally related diseases such as cholera. 4. Non-adherence to the building code by some residents. (Building in walkways, water ways)
Tema Metropolitan Assembly	<ol style="list-style-type: none"> 1. Boundary Dispute 2. Frequent armed robbery cases 3. Car Snatching 4. Contract Killing 	<ol style="list-style-type: none"> 1. Non release of funds 2. Non availability of land 3. Inadequate resources 	<ol style="list-style-type: none"> 1. Inadequate logistics 2. Bureaucracy 	<ol style="list-style-type: none"> 1. Boundary Disputes 2. Prolonged prosecution period 	<ol style="list-style-type: none"> 1. Inadequate funding for programmes/projects under implementation. 2. Rising cost of building materials leading to agitation from contractors for payment of price fluctuation 3. Delay in release of funds by Central Government

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
Ashaiman Municipal Assembly	1. Influx of unskilled labour in search of unavailable jobs 2. Frequent armed robbery cases	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 convenience.
Ledzorkuku Krowor Municipal Assembly	1. Chieftaincy disputes which sometimes result in violent clashes between the factions. 2. Drug peddling and usage 3. Building on water ways and unauthorized locations	1. Inadequate financial resources to meet the growing developmental project needs of people. 2. Scarcity and high cost of land for planned activities 3. Untimely release of funds for projects.	1. Difficulty in some residents supporting the Assembly in carrying out initiatives e.g. National Sanitation day programme. 2. Lack of funds and logistics for monitoring of projects.	1. Inadequate data on some IGF sources. 2. Unresolved boundary disputes depriving the Assembly from generating significant revenue 3. Inability to cover all ratable items in the tax net within the Municipality.	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.
Adentan Municipal Assembly	1. Frequent armed robbery cases 2. Lack of vehicle for Police for effective patrols 3. Chieftaincy disputes	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
Ga West Municipal Assembly	1. Chieftaincy disputes 2. Land disputes 3. Criminal activities by land guards 4. Trading activities at unauthorized places	1. Delay in releases of District Assemblies' Common Fund (DACF) 2. Delays and deductions at source regarding the DACF	1. Non release of funds for monitoring and evaluation 2. Inadequate logistics eg vehicles with fuel	1. Inadequate logistics eg vehicle/transport, boots, raincoats, bags etc 2. Leakage in revenue collection 3. Boundary disputes	1. High wage bill on internally Generated Funds. Over reliance on DACF and UDG for project implementation

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
					2. Boundary disputes problems
Ga East Municipal Assembly	1. land and chieftaincy disputes	1. Delays in the release of DACF	*	*	1. Boundary disputes with AdMA
Ga South Municipal Assembly	1. Frequent armed robbery issues. 2. Land guard and land litigation issues at Hobor and its environments. 3. Attack on Tetegu Police Station.	Delay in the release of DACF 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 IGF 3. Low integration of decentralized departments into the Assembly.
Ga Central Municipal Assembly	1. Chieftaincy disputes at Ablekuma and Awoshie- A Lang Zongo. 2. Threats from the activities of land guards	Untimely release of DACF	Inadequate funds for Monitoring and Evaluation.	Boundary dispute with 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
La Dadekotopon Municipal Assembly	1. Frequent drowning at the La Pleasure Beach Resort. 2. Inter-clan chieftaincy disputes	Delay in the release of Government Funds/ DACF	Limited funds to undertake effective Monitoring and Evaluation Activities.	1. The struggle for Tse-Addo Development Scheme for the purposes	1. Boundary Disputes 2. Inadequate Office Space

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
	3.Rampant Robberies at East Dade-Kotopon	Numerous uncompleted GETFUND Projects		of Property Rate Collection. 2. Failure of Government Institutions to pay Property Rate.	3.Poor Environmental Sanitation and Cholera Outbreak 4. Emerging slums and squatters and its effects on aviation
Shai Osudoku District Assembly	1. Activities of land guards, shooting at Luom, Chieftaincy disputes,	Delay in release of funds by Central Government especially, DACF and DDF etc.	1. Inadequate logistics for monitoring and evaluating. 2. Unwillingness to release land for	1. Lack of current database of businesses. 2.Inadequate monitoring of IGF collections	1. Inadequate funding for programmes/projects under implementation. 2. Inadequate logistics and budget support for monitoring
Ningo-Prampram District Assembly	1. Election related violence 2.Few arm robbery cases 3.Dispute over the siting of district capital	1.Inadequate funding 2.Delay in the release of DACF 3.Low revenue mobilisation	1.Insufficient vehicles and motorbikes for supervision and monitoring 2.Delay in the payment of LEAP	1.Using untrained collectors for revenue mobilisation 2.Closure of the Ningo Area Council 3. Inadequate logistics for revenue mobilization.	1. Inadequate office accommodation for staff 2. Inadequate vehicles to carry out the functions of the Assembly. 3.In sufficient residential accommodation for staff
Kpone-Katamanso District Assembly	1.Frequent youth agitations 2.Threats of land guards to inhabitants	Inadequate and late release of funds – DACF	Inadequate means of transport for M&E activities	Low IGF due to difficulties in accessing some areas.	Inadequate office and residential

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
	3. Illegal Sand/Gravel winning activities			Boundary dispute between the Assembly and TMA is also affecting revenue generation.	accommodation for staff
Ada East District Assembly	1. The use of private vehicles for commercial purposes 2. Frequent armed robbery cases	1. Delays in the release of DACF, DDF and other source of funding 2. Implementation of projects outside the budget	1. Delay in the release of statutory funds 2. Inadequate logistics (vehicles) to monitor projects.	1. High rate of revenue defaulters 2. Data on Properties were incomplete 3. Delays in the completion of Income generating projects	1. Inadequate logistics (vehicles) 2. Inadequate Sanitation facilities 3. Low revenue Mobilization 4. Impacts of Climate change.
Ada West District Assembly	1. Chieftaincy disputes exist.	1. Delays in the release of the DACF. 2. Delays in the completion of projects	1. Public apathy towards National Sanitation Day. 2. Delay in the release of funds	1. Lack of industrial establishments. 2. Unavailability of a well-established market within the District.	1. Inadequate office and residential accommodation. 2. Inadequate logistics (vehicles, office equipment etc). 3. Inadequate social and economic infrastructure
Accra Metropolitan Assembly	1. Frequent armed robbery cases 2. Elections related upheavals. 3. Chieftaincy disputes	1. Delay in the release mandatory of funds.	1. Limited logistics for waste collection	1. Poor attitude of residents and some institutions towards the paying of Business Operating Permit (BOP) and Property Rate.	1. Poor sanitation 2. Weak Development Controls 3. Slum Proliferation resulting in outbreak of environmentally

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
	4. Flooding of the Metropolis (Seven Great Area)			2. Inadequate logistics for revenue mobilization. 3. Difficulty in capturing data on businesses	related diseases such as cholera. 4. Non-adherence to the building code by some residents. (Building in walkways, water ways)
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 rate payers to pay rate	1. Open defecation 2. Enforcement of Planning and building regulations 3. Congestion in the Central Business District (CBD)
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 and NHIS 2. No data collected on properties under the SNPA project	1. Inadequate revenue database 3. Delayed in release of GoG funds	1. Unwillingness and non-commitment of community members to support development activities 2. Poor road condition 3. Practice of Open Defecation
Savelugu-Nanton	1. Land disputes 2. Chieftaincy disputes	1. Delayed and inadequate release of funds	1. Delayed release of GSFP/NHIA funds	1. Delay in release of funds from GOG	1. Inadequate of irrigation facilities

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
				2. Inadequacy in the collection of Internal Generated Funds	2. Practice of Open Defecation
Nanumba South	1. Chieftaincy disputes 2. Menace of Fulani Herdsmen	1. Inadequate funding for projects 2. Delayed release of funds	1. No data collected on properties under the SNPA project 2. Delay in release of funds for GSFP/NHIS	1. Low revenue generation 2. Inadequate revenue database 3. Delay in release of GOG funds	1. Poor road network within the district 2. Low participation of women in decision making 3. Practice of Open Defecation
Kpandai	1. Land disputes 2. Chieftaincy disputes 3. Political intolerance	1. Delayed release of funds	1. Delayed release of GSFP/NHIS funds 2. No data collected on properties under the SNPA project	1. Low revenue mobilization 2. Inadequate revenue database 3. Delays in release of GOG funds	1. Poor road network within and to regional capital 2. Indiscriminate tree felling 3. 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. Inadequate logistics for effective monitoring 2. Practice of Open Defecation 3. Poor road network within the district
Nanumba North	1. Protracted Chieftaincy disputes 2. Land disputes	1. Inadequate and delayed release of funds	1. No data collected on properties under the SNPA project	1. Low revenue mobilization 2. Delay in release of GOG funds	1. Absence of a department of physical planning

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
			2. Delayed release of funds for GSFP/NHIS		2. Inadequate logistics for effective monitoring
East Gonja	1. Chieftaincy disputes 2. Land disputes 3. Nefarious Activities of Fulani herdsmen	1. Delayed releases of funds 2. Lack of transport for monitoring of projects	1. No data collected on properties under the SNPA project 2. Presidential directives affects delivery of annual action plan	1. Low revenue generation 2. Delay in releases of GOG funds 3. Inadequate revenue database	1. Poor road network within the district 2. Practice of Open Defecation
East Mamprusi	1. Chieftaincy disputes 2. Land disputes	1. Delayed releases of funds	1. No data collected on properties under the SNPA project 2. Delayed and inadequate release of funds for NHIS/GSFP	1. Poor revenue mobilization 2. Delayed releases of GOG funds	1. Practice of Open Defecation 2. Poor road network within district 3. Refusal of residents to pay rates 4. Residents refusal to take part in communal labour
West Gonja	1. Land disputes 2. Chieftaincy disputes 3. Inadequate logistics for security activities	1. Delayed release of funds	2. Delayed release of funds for NHIS and GSFP	1. Delayed release of GoG funds 2. Low revenue mobilization 3. Inadequate revenue data	1. Poor road network within the district 2. Poaching of wildlife in the game reserve 3. Inadequate potable water 4. Tourism potentials of district not promoted

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
Bunkpurugu-Yunyoo	<ol style="list-style-type: none"> 1. Protracted Chieftaincy disputes 2. Land disputes 	<ol style="list-style-type: none"> 1. Delayed and inadequate release of funds 	<ol style="list-style-type: none"> 1. No data collected on properties under the SNPA project 2. Delay in payment for GSFP 	<ol style="list-style-type: none"> 1. Low revenue mobilization 2. Lack of transport for revenue collectors 3. Delay in release of GoG funds 	<ol style="list-style-type: none"> 1. Bad road network within the district and to regional capital 2. Practice of Open defecation
Central Gonja	<ol style="list-style-type: none"> 1. Chieftaincy disputes 2. Menace of Fulani herdsmen 3. Inadequate security personnel in the district 	<ol style="list-style-type: none"> 1. Delay in release of funds 2. Inadequate releases of funds 	<ol style="list-style-type: none"> 1. No data collected on properties under the SNPA project 2. Delayed payment of caterers on the GSFP 	<ol style="list-style-type: none"> 1. Inadequate and irregular flow of funds from GOG 2. Low revenue generation and mobilization capacity 	<ol style="list-style-type: none"> 1. Bad road network within the district 2. Open defecation 3. Lack of logistics for monitoring and supervision
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 	<ol style="list-style-type: none"> 1. No data collected on properties under the SNPA project 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 supervision of revenue collectors 	<ol style="list-style-type: none"> 1. Bad road network within the district 2. Open defecation 3. Illegal mining 4. Indiscriminate felling of trees
Zabzugu	<ol style="list-style-type: none"> 1. Chieftaincy disputes 2. Nefarious activities of Fulani herdsmen 3. Inadequate security personnel in the district 	<ol style="list-style-type: none"> 1. Inadequate and delay in releases of funds 	<ol style="list-style-type: none"> 1. No data collected on properties under the SNPA project 	<ol style="list-style-type: none"> 1. Poor revenue generation 2. Lack of transport for revenue collectors 3. Delay in release of GOG funds 	<ol style="list-style-type: none"> 1. Poor road network within and to regional capital 2. Lack of logistics for monitoring and supervision
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 	<ol style="list-style-type: none"> 1. No data collected on properties under the SNPA project 	<ol style="list-style-type: none"> 1. Poor revenue generation 2. Untimely release of GOG funds 	<ol style="list-style-type: none"> 1. Poor road network within the district and to regional capital 2. Open defecation

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
			2. Delayed release of funds for GSFP and NHIS	3. Inadequate revenue mobilization	3. Lack of logistics for monitoring and supervision
Gushiegu	1. Land disputes 2. Chieftaincy disputes 3. Political party disputes	1. Inadequate releases of funds as well as delayed	1. No data collected on properties under the SNPA project 2. Delay in release of funds for GSFP	1. Poor revenue generation 2. Inadequate revenue database	1. Poor road network within the district 2. Practice of Open defecation 3. Lack of logistics for monitoring and supervision
Mion	1. Chieftaincy disputes	1. Delay in release of funds	1. No data collected on properties under the SNPA project 2. Delayed releases of NHIA and GSFP grants	1. Delay in release of GOG funds 2. Low revenue generation 3. Inadequate revenue database	1. Lack of logistics for effective monitoring 2. Poor road network 3. Inadequate office and residential accommodation
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	1. Practice of Open defecation 2. Poor road network
North Gonja	1. Chieftaincy disputes	1. Inadequate and delay in releases of funds	1. No data collected on properties under the SNPA project 2. Delay in release of funds for GSFP	1. Poor revenue generation 2. Delayed releases of GoG funds	1. Poor road network within the district and to regional capital 2. Perennial flooding in some communities

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
				3. Lack of data for effective revenue collection	along the White Volta basin 3. Practice of Open defecation 4. Indiscriminate felling of trees 5. Inaccessibility of some parts of the districts
Mamprugu-Moagduri		1. Inadequate and delayed release of funds 2. Lack of transport for monitoring of projects	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. Practice of Open defecation 4. Indiscriminate felling of trees 5. Inadequate data for development activities
Tatale-Sanguli	1. Chieftaincy disputes	1. Inadequate and delayed release of funds	1. No data collected on properties under the SNPA project	1. Poor revenue generation 2. Inadequate revenue mobilization 3. Untimely release of GoG funds	1. Poor road network within the district and to regional capital 2. Practice of Open defecation

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
					3. Poor participation by the people in governance
Chereponi	1. Land disputes 2. Political party disputes	1. Delay in release of funds	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. High fluoride levels in boreholes dug 3. Practice of Open defecation
Karaga	1. Land disputes 2. Nefarious activities of Fulani herdsmen	1. Untimely release of funds	1. No data collected on properties under the SNPA project	1. Low revenue generation 2. Delays in release of GoG funds 3. Inadequate revenue data	1. Poor road network within the district and to regional capital
West Mamprusi	1. Land disputes 2. Inadequate logistics for security personnel	1. Inadequate and delay in release of funds 2. Unfriendly 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. Late releases of GOG funds 3. Inadequate revenue database	1. Perennial flooding in some communities along the White Volta basin 2. Practice of Open defecation
Kumbungu	1. Land disputes	1. Delay in release of funds	1. No data collected on properties under the SNPA project 2. Inadequate and delayed release of	1. Low revenue generation 2. Delay in release of GOG funds 3. Inadequate revenue data	1. Practice of Open Defecation 2. Poor quality of health services

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
			funds for GSFP and NHIA		3. Low participation of women in decision making
UPPER EAST REGION					
Pusiga	Smuggling of petroleum products to Burkina Faso and Togo	-Use of unskilled local labour by contractors	-Inadequacy of qualified staff	-Inadequate and irregular flow of funds	-Inadequate Office and residential accommodation -Incidence of food insecurity
Garu -Tempane					
Nabdam	-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 motorbike snatching		Exit of partners/CSOs -Inadequate data on rateable items	-Delay in release of funds	-High HIV prevalence
Binduri					

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
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	-Bolga chieftaincy dispute -Influx of wanted criminals from southern Ghana -Armed robberies	-Inadequate school infrastructure	-High poverty and illiteracy rates -Low revenue generating capacity	-Delays in release of DACF	-Inadequate residential and office accommodation -Inadequate staff -Poor data management
Builsa South	-Illegal lumbering				
Builsa North					
UPPER WEST REGION					
Wa Municipal	Frequent Armed robbery incidence Motor cycle snatching, Land and Chieftaincy Disputes	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
Wa West	Frequent armed robbery cases Fuel smuggling across the border Chieftaincy and land disputes Few police personnel	Politicization of development projects Irregular and delay in the flow of funds Ineffective supervision and monitoring	Property addressing component of SNPA not done.	Inadequate logistics for revenue mobilization Lack of reliable revenue data Inadequate number of revenue collectors	Inaccessibility of communities during rainy season Low IGF mobilization

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
	No court in the district Unwillingness to offer information to the police	Inadequate logistics for M&E activities		Inadequate capacity of revenue collectors	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

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
					Poor communication network Inadequate human resource
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.

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
					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
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.

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
					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 projects Difficulty in land acquisition and high compensation demands	Unmanaged expectations of community members Delay in the release of funds Property addressing component of SNPA not yet done	Inadequate personnel and logistics for revenue mobilization	Limited valuation of property Revenue database not 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

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
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	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
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-Ziope	Land disputes	Inadequate logistics for M&E activities Delay in the release of funds especially DACF	Property addressing component of SNPA not yet done	Inadequate personnel and logistics for revenue mobilization Revenue database not comprehensive	Limited valuation of property
Akatsi North	Menace of fulani herdsmen Frequent theft cases	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	Conflict among transport unions 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

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
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	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
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

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
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	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 Delays in the release of funds
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

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
Krachi West	Frequent theft cases	Lack of vehicles and inadequate logistics for M&E activities. Delay in release of funds especially DACF	Late release of funds Non completion of projects	Limited revenue sources Inadequate logistics f or revenue mobilisation Delays in the release of funds	Poor road network Lack of vehicles and inadequate logistics for M&E activities 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
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 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	Late release of funds	Limited revenue sources	Poor road network

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
	Frequent Armed Robbery cases	High unemployment			Lack of vehicles and logistics for M&E activities. Delay in the release of funds especially DACF
Afadzato South	Frequent Armed robbery cases	Lack of 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	Poor road network Lack of vehicles and logistics for 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
WESTERN REGION					
Sekondi-Takoradi Metro.	High incidence of street children	Laborious processes for utilizing UDG funds has stalled execution of some educational projects	Delay in the implementation of the street naming and property addressing system. Delay in the release of school feeding funds to caterers	Low internally generated funds	Irregular supply of portable water Difficulty with waste evacuation. Unreliable datafor revenue collection

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
			Low turnout during the National Sanitation Exercise		
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 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	Irregular releases of the Common fund affect project execution	Low turnout during the National Sanitation Exercise Delay in the implementation of the street naming and property addressing system Delay in the release of school feeding funds to caterers	Low internally generated funds	Unemployment due to the widespread destruction of the coconut trees by the Cape St. Paul Wilts Disease
Jomoro	Smuggling of petroleum products to Cote D'Ivoire	Irregular releases of the Common fund affect project execution	Delay in the release of school feeding funds to caterers Delay in the implementation of the street naming and	Low internally generated funds	

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
			property addressing system		
Nzema East Municipal	Unemployment	Irregular releases of the Common fund affect project execution	Delay in the implementation of the street naming and property addressing system	Low internally generated funds	Bad roads
Shama	Pollution of River Pra the main source of portable water by Illegal mining activities	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	Bad roads
Wassa East	Illegal mining in the Pra River	Irregular releases of the Common fund affect project execution	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	Irregular releases of the Common fund affect project execution	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		
Tarkwa-Nsuaem Municipal	Illegal mining	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	Bad roads
Amenfi West	Illegal mining & land degradation	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	Low internally generated funds	Bad roads

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
			property addressing system		
Amenfi East	Illegal mining, land degradation,	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	Bad roads
Amenfi Central	Illegal mining, land degradation	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	Bad roads
Aowin	Smuggling of cocoa beans/petroleum products	Irregular releases of the Common fund affect project execution	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		
Suaman	Smuggling of cocoa beans/ petroleum products to Ivory Coast.	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	Bad roads
Akontombra	Illegal logging	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	Low internally generated funds	Bad roads & inadequate educational /health facilities

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
			property addressing system		
Juaboso	Illegal mining, illegal logging	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	Bad roads
Bodi	Illegal mining	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	Bad roads
Bia East	smuggling of cocoa beans/petroleum products	Irregular releases of the Common fund affect project execution	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		
Bia West	smuggling of cocoa beans/petroleum products	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	Bad roads
Sefwi Wiawso Municipal	Chieftaincy Dispute	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	Low internally generated funds	Bad roads

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Other Challenges
			property addressing system		

Table 2: REGIONAL CORE INDICATORS

No	INDICATOR	YEAR	REGION									
			AR	BAR	CR	ER	GAR	NR	UER	UWR	VR	WR
1	Number of RCC Meetings held	2015	2			1						
		2016	2									
2	Number of Quarterly MMDAs Monitoring Visits undertaken	2015	4	3	2	4	2		2	3		3
		2016	4	3			4		4	4		3
3	Number of Quarterly Monitoring Reports prepared and disseminated to stakeholders	2015	4			3	2	3	4			
		2016	4				3	3	4			
4	Number of Quarterly RPCU Meeting organised	2015	4	3	4	4	2	3	4	3		3
		2016	4	5			4	3	4	3		4
5	Number of Quarterly Monitoring Reports on LGCSP submitted to OHLGS	2015				4						
		2016										
6	Number of RCC Management meetings organised	2015	4	6		0	12	1	6	2		20
		2016	4	-			12	2	12	2		21
7	Percentage of Audit Committee recommendations implemented	2015				90%						
		2016										
8	Number of Procurement Plan updates undertaken	2015				4						
		2016										
9	Number of Staff List update reports submitted to OHLGS	2015	12			12	12					
		2016	12				12					
10	Percentage of generic training programmes implemented for MMDA staff	2015		6			5(No.)					
		2016		6			60(No.)					
11	Percentage change in BECE pass rate	2015				70.7%						
		2016										
12	Percentage of schools with KG	2015										
		2016										
13	Safe water coverage	Rural	2015									
			2016				53.7%					
		Urban	2015				74.4%					
			2016									

No	INDICATOR	YEAR	REGION									
			AR	BAR	CR	ER	GAR	NR	UER	UWR	VR	WR
	Total	2015										
		2016										
14	Number of MMDAs that met the FOAT minimum conditions	2015										
		2016										
15	Metro & Municipal Assemblies that obtained above the national average	2015										
		2016										
16	Maternal mortality rate	2015					-					
		2016					180/100K LB					
17	Infant mortality rate	2015					-					
		2016					77.7/1K LB					
18	Under 5 mortality rate	2015					-					
		2016					82.1/10K LB					
20	Safe sanitation coverage	2015										
		2016										
21	Proportion of communities declared ODF	2015										
		2016										
22	NHIS enrolment	2015										
		2016										
23	Number of MMDAs DMTDP (2014 -2017) received	2015										
		2016										
24	Number of MMDAs having 2017 Annual Action Plan linked with the budget	2015										
		2016										
25	Availability of Regional AAP and Budget	2015		Yes								
		2016		Yes								
26	No. of Development Partners (DPs) meetings/forums held	2015							1			
		2016							2			
27	Number of Staff Performance Appraisals undertaken	2015				2						
		2016										


No	INDICATOR	YEAR	REGION									
			AR	BAR	CR	ER	GAR	NR	UER	UWR	VR	WR
28	No. of REGSEC meetings held	2015	11		12		9	20	4			
		2016	12				12	16	4			

Table 3: Retirement by Job Class

No.	Class	Male	Female	Total
1	Administration	24	10	34
2	Agriculture	110	19	129
3	Audit	1	0	1
4	Auxiliary	112	65	177
5	Budget	5	0	5
6	Catering	3	7	10
7	City Guards	7	4	11
8	Community Development	8	8	16
9	Drivers	33	0	33
10	Engineering	9	0	9
11	Environmental Health	104	28	132
12	Estate Management	4	2	6
13	Executive	8	9	17
14	Human Resource	4	1	5
15	Local Government Inspectorate	5	0	5
16	MIS	1	1	2
17	Parks and Gardens	3	5	8
18	Planning	5	0	5
19	Procurement	9	1	10
20	Public Works	7	0	7
21	Radio	1	1	2
22	Records	3	2	5
23	Revenue	67	67	134
24	Rural Housing	1	0	1
25	Secretarial	5	30	35
26	Security	19	4	23
27	Social Welfare	19	10	29
28	Technical	70	20	90
29	Telephonist	0	1	1
30	Transport	2	0	2
31	Works	53	5	58
	Total	702	300	1002



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