

Draft

2019 Annual Progress Report



REPUBLIC OF GHANA

of the

LOCAL GOVERNMENT SERVICE (LGS)

FOREWARD

This report presents the achievements of the Local Government Service (LGS) which comprises of the Office of the Head of the Local Government Service (OHLGS), the sixteen Regional Coordinating Councils (RCCs) and the two hundred and sixty Metropolitan, Municipal and District Assemblies (MMDAs). The feats reported herein were in line with the Government of Ghana's National Decentralization Policy Framework and implementation of other government flagship programmes in line with national reporting requirements.

Paramount among the OHLGS achievements were the various tailor-made trainings and capacity development programmes undertaken for a total of one thousand and sixty (1,060) staff and this underscores the commitment and investment made by government to develop human capacity in support of local governance and administration for improved service delivery.

The successes and levels of implementation of government programmes and projects including the Planting for Food and Jobs (PFJ), Infrastructure for Poverty Eradication Project (IPEP) and many others as reported by the RCCs and on behalf of Assemblies within their respective jurisdictions provides an insight on achievements over the planned period.

The contributions of our many development partners and stakeholders made it possible to achieve these feats and the Local Government Service is appreciative of this support. It is the expectation that with continued support, the Service will continue to enhance delivery of its mandate of ensuring the effective administration and management of the decentralized sector of the country in line with the national decentralization programme.

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HEAD, LOCAL GOVERNMENT SERVICE

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ACRONYMS

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

NPSC	-	National Programme Steering Committee,
PPBMED	-	Policy Planning, Budgeting, Monitoring and Evaluation Directorate
PWD	-	Public Works Department
RCC	-	Regional Co-ordinating Council
RSIMD	-	Research, Statistics & Information Management Directorate
TA	-	Technical Assistance
TSPS	-	Transport Sector Project Support
UNDP	-	United Nation Development Programme
UTZA	-	Urban, Town and Zone Area
WB	-	World Bank

EXECUTIVE SUMMARY

The Local Government Service (LGS) exists to secure effective administration and management of the decentralised local government system in the country. The Service is also required by provisions of PNDC Law 1993 (Act 327) to annually report on activities of the Service during the preceding twelve months. The Service implemented several programmes, projects and activities in line with the government's policies and programmes towards achieving its mandate. Key programmes and activities implemented in the year include:

Financial Performance of the Local Government Service

For the year under review, the performance of all revenue items including compensation of employees for the Local Government Service revealed a situation of underfunding when compared with the total national receipt for the year 2019: while the OHLGS received GH¢5.2 million constituting 95% of total budgeted revenue from government of 5.5 million, the RCCs together had GH¢123.7 million being 88% of budgeted revenue of GH¢140.2 million. The MMDAs on the other hand had GH¢1.411 billion from all the sources of revenue including IGF, constituting 2.59% of total national revenue of GH¢54.565 billion. On the aggregate, the Local government service got only GH¢1.54 billion which is 3% of the total national revenue of GH¢54.565 billion.

Capacity Development

In the year under review, a total of one thousand seven hundred and thirteen (1,713) staff in various classes were trained, sensitized and given orientation in various areas such as role clarification, HRMIS, operationalization of LIs, performance contracts among many others.

Recruitment of Additional Staff

A total of three thousand four hundred and sixty-four (3,464) staff were recruited into the Environmental Health, Agricultural, Budget, Planning, Engineering and Procurement Classes to augment the existing staff strength of the Service. Applicants were shortlisted and interviewed based upon which successful candidates were issued appointment letters.

Career Management

Forty-Four (44) officers were appointed to the position of Directors of Regional Departments. Three thousand three hundred and ninety nine (3,399) staff were promoted to their next higher grade and one thousand nine hundred and sixty five (1,965) staff converted or upgraded.

Implementation of the LGS Performance Management System

Implementation of Performance Management Contracts were independently verified and outcomes published in the national newspapers. The outcomes of the verification informed modification of the performance indicators for the implementation of the 2020 PMC.

Establishment of Department of MMDAs

In the year under review, the OHLGS prepared and printed guidelines for establishment of 8No. Departments of MMDAs and disseminated to all 16 RCCs, 260 MMDAs and other stakeholders of the Service. Copies of these operational manuals have also been posted on the LGS website. Capacity assessment was conducted on 10 Human Resource Units which led to the subsequent establishment of the Human Resource Management Department. The Physical Planning Unit was integrated into the Physical Planning Department.

Implementation of the LGS Communication Strategy

The OHLGS engaged and sensitized twenty-five media houses and other stakeholders in the media landscape on the role of the Local Government Service. The Service also published over 250 stories on activities in the decentralization and local governance sector.

Harmonised Regional Reports

A summary of the performance of all sixteen (16) 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.

In conclusion, despite the challenges faced, the Local Government Service is well positioned to contribute to national development through implementation of its, policies, plans and programmes.

CHAPTER 1

GENERAL INTRODUCTION

1.1 Background to the Service

The Local Government Service (LGS) is one of the institutions of the Ghana Public Service envisaged by Article 240 (2) (d) of the 1992 Constitution and the Local Government Act of 1993 (Act 462). It was created and established by the Local Government Service Act, 2003 (Act 656) and accented to by the President on December 24, 2003. Act 656 has since been repealed and replaced by the Local Governance Act, 2016 (Act 936).

1.2 Strategic Direction of the Service

1.2.1 Mandate

The mandate of the LGS is “to secure the effective administration and management of the decentralized local government system in the country” Act 936 (51). The Service therefore is to ensure the proper functioning of the District Assemblies.

1.2.2 Vision

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

1.2.3 Mission

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

- Communication of shared vision, clear expectations and accountabilities
- Promotion of team building and networking
- Dissemination of guidelines on manpower planning and budgeting
- Establishment of human resource information management systems
- Setting standards for service delivery

1.2.4 Core Values

The core values of the Service are enshrined in the code of conduct of the Service. The code of conduct provides in accordance with the constitution and statutes governing the Public Service and Local Government, an effective framework for the implementation of the values of the Local Government Service in particular and the Public Service in general. The core values of the Service are: Accountability, Client-oriented, Creativity, Diligence, Discipline, Equity, Integrity,

Innovativeness, Loyalty, Commitment, Anonymity, Impartiality, Permanence, Timeliness and Transparency.

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

1.2.5 Goal

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

1.2.6 Membership of the Service

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

- Offices and Departments of the Metropolitan, Municipal and District Assemblies;
- Offices and Departments of the Regional Co-ordinating Councils;
- Sub Metropolitan District Councils and UTZA Councils;
- Office of the Head of the Local Government Service; and
- Such other persons as may be employed for the Service.

1.2.7 Functions of the Service

The functions of the Local Government Service are to:

- Provide technical assistance to RCCs and MMDAs to enable them to effectively perform their functions;
- Conduct organizational and job analysis for RCCs and MMDAs;
- Conduct management audits for RCCs and MMDAs in order to improve the overall management of the Service;
- Design and co-ordinate management systems and processes for RCCs and MMDAs; and
- Assist the RCCs and MMDAs in the performance of their functions under Act 936 (Local Governance Act, 2016), Act 480 (National Development Planning (Systems) Act, 1994) and any other enactment, etc.

1.3 Local Government Service Council (LGSC)

The Local Government Service Council (LGSC) is at the apex of the governance structure. Its creation is provided for under section 53 of the Local Governance Act, 2016 (Act 936). The current Council which is the 4th Council of the Local Government Service was inaugurated on December

15, 2017. This narrative summarises the Council's membership, meetings held, activities, achievements and outstanding activities for the rest of the year and the way forward.

1.3.1 Mandate of the Council

The Council derives its mandate under section 54 of Act 936. The Council 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 the 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 Coordinating Councils shall perform their functions and discharge their duties;
- Monitor and evaluate the performance standards of District Assemblies and Regional Coordinating Councils;
- Ensure the development and co-ordination of the training implementation plans of District Assemblies;
- Ensure the development of professional standards and guidelines for the various categories of staff of the Service; and
- Perform other functions that may be assigned to it under this Act or any other enactment

1.4 Structure and Organization of the OHLGS

The Office of the Head of the Local Government Service (OHLGS) has developed an organizational structure which has been approved by the Local Government Service Council. The structure is to provide a framework or vehicle for operationalizing the Local Government Service. The OHLGS is adequately staffed to provide excellent services to its stakeholders and clients. Appendix 1 provides the detailed structure of the OHLGS.

1.4.1 The Head of Local Government Service

The Local Governance Act, 2016 (Act 936) made provision for the Head of the Service (who is also the head of the OHLGS) to be responsible for the efficient organization and management of the Service and the day to day operations of the Service. Specifically, the Head of Service is to:

- provide leadership and guidance in the performance of the functions of the Service and the implementation of the decisions of the Council;
- provide effective organization and development of training programmes consistent with the sectoral requirements of the Service;

- establish systems for effective inter-service and sectoral collaboration and co-operation between the Service, Education Service, Health Service, Forestry Service and other Services to harmonize local government programmes and to avoid duplication; and
- initiate plans and programs to activate and accelerate the local government decentralization process;

1.4.2 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.

1.4.3 Units

This section discusses the existing units of the OHLGS as well as those yet to be established as provided in the organizational structure.

1.4.3.1 Internal Audit Unit

This unit ensures transparency and accountability in the use of state resources through compliance with financial management and accounting practices and regulations laid down by the Public Procurement Act, 2003 (Act 663 as amended by Act 914, 2016); Internal Audit Agency Act, 2003 (Act 658); Ghana Audit Service Act, 2000 (Act 584), Public Financial Management Act, 2016 (Act 921). The head of the internal audit unit reports directly to the Head of Service.

1.4.3.2 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.

1.4.3.3 Legal Unit

This unit is part of the Office of the Head of Service and is required to provide legal and legislative support services to LGS by providing legal representation and input into formulation of standing orders and bye-laws. This unit has not been setup.

1.4.4 Directorates

1.4.4.1 Policy Planning, Budgeting, Monitoring & 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 comprises the following units:

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

1.4.4.2 Management and Technical Services Directorate (MTSD)

This Directorate is to put in place and implement a 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 a 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.

1.4.4.3 Human Resource Management Directorate (HRMD)

The current Human Resource Management Directorate is a merger of the hitherto Human Resource Development (HRD) and Human Resource Management (HRM) Directorates. The directorate ensures that appropriate processes are engaged for recruitment of staff with requisite qualification to perform various types of work in the Service. The directorate also ensures capacity development and motivation of staff on a continuous basis for the efficient discharge of their duties.

The Directorate also ensures that approved human resource management policies and strategies in the OHLGS, RCCs and MMDAs on employment, personnel records and wages and salaries administration, learning and development, career development and performance management are translated into good management practices and effectively operationalized.

The Directorate has six (6) Units. These are:

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

1.4.4.4 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:** - This unit manages all financial matters of LGS from GOG in accordance with the approved Finance and Administration Regulations.
- **Donor Support Unit:** - This unit manages all financial procedures of LGS from Donor Support in accordance with the Financial Regulations of Ghana in relation to International Standards.

1.4.4.5 Research, Statistics and Information Management Directorate (RSIMD)

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

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

- **Information Management Unit:** -Initiates and maintains information technology network and infrastructure for the LGS. It also provides technical support in relation to Information Communication Technology (ICT) requirements.

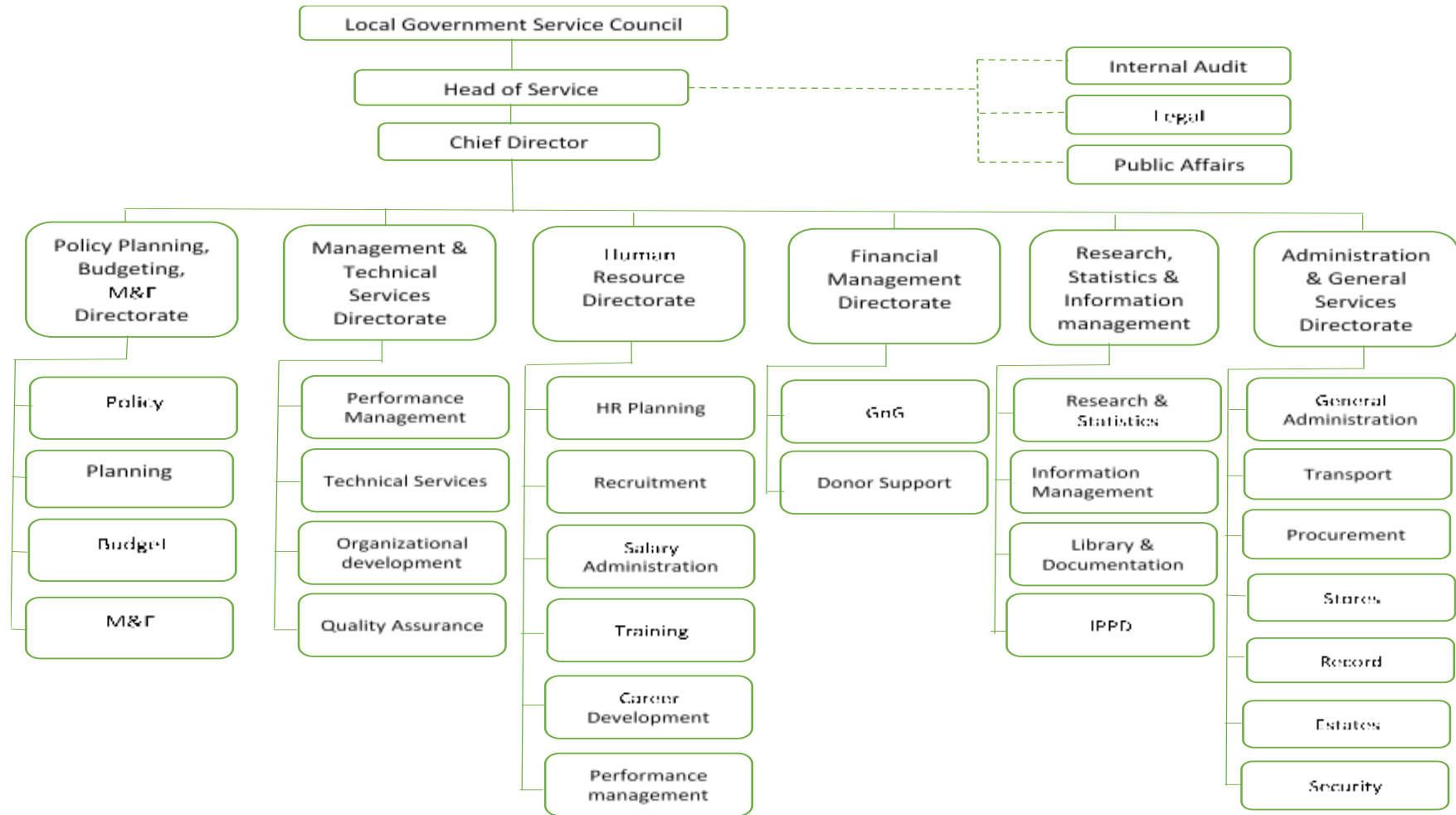
1.4.4.6 Administration and General Services Directorate (AGSD)

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 are available. 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 leadership, guidance and management of OHLGS to help achieve its mandate.
- **Transport Unit:** - The Unit is responsible for the proper management and provision of an efficient transport system.
- **Procurement Unit:** - The Unit is responsible for managing the procurement services and providing technical support on procurement processes for the OHLGS.
- **Stores Unit:** - The Unit ensures the proper storage of all 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.

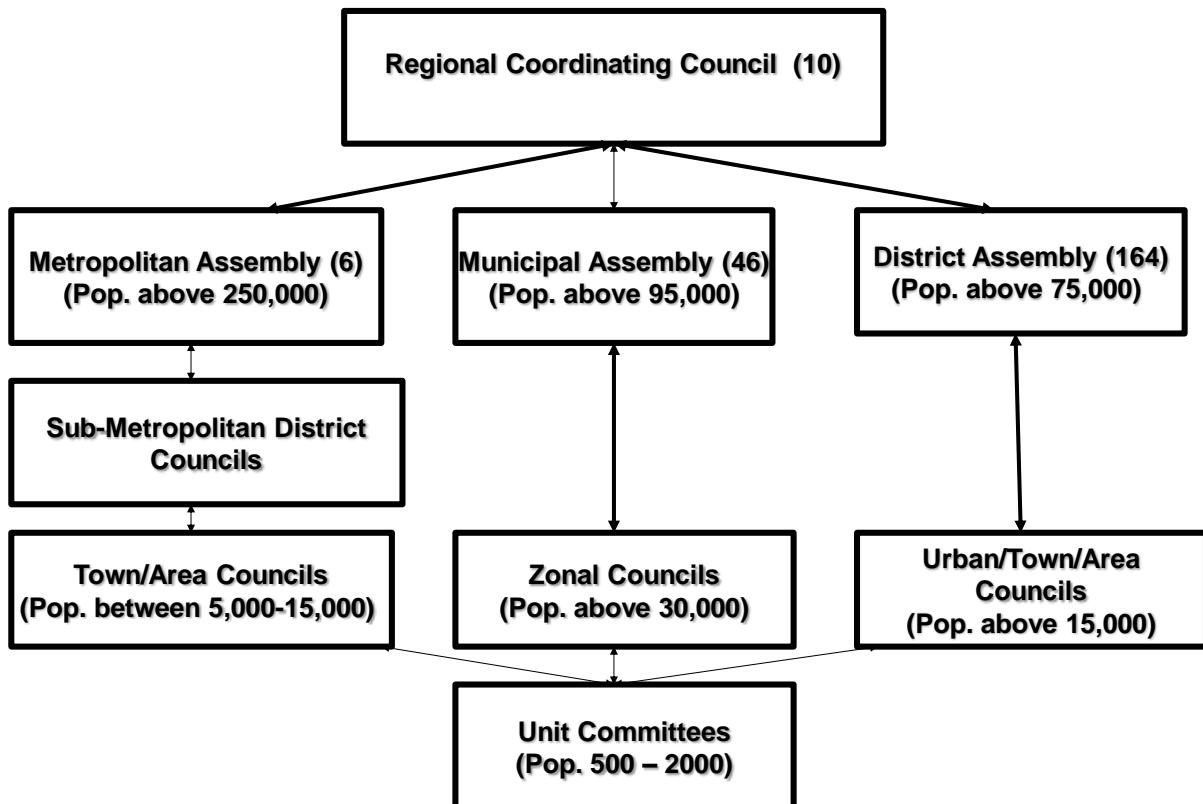
Organogram of the OHLGS



1.5 Structure of the Regional Co-ordinating Councils

Ghana’s decentralized local governance system comprised governance and administrative structures at the national, regional and district levels intricately woven to ensure the overall management of the decentralized governance arrangements and delivery of improved services especially to local governments.

At the regional level, there are currently sixteen (16) Regional Co-ordinating Councils that provide administrative support to the Office of the Regional Minister and with oversight responsibility to MMDAs within their jurisdictions. The RCC in addition performs other functions such as coordination, harmonization and provision of technical backstopping to the Assemblies under their control. The regional departments provide advisory and technical support in the implementation of policies from all the national sectors. Below is the local governance structure below the national level.



1.6 Structure of the Metropolitan, Municipal and District Assemblies

The two hundred and sixty (260) Metropolitan, Municipal and District Assemblies (MMDAs) and their substructures are the main implementation structures for delivery of services at the local levels. The MMDAs are structured to have either 11, 13 or 16 departments depending on their status as provided for in the the Local Governace Act, 2016 (Act 936). Additionally, Act 936 provides for the establishment of new departments and integration of some existing decentralized agencies for integration into the departments of the MMDAs. Displayed below is the organigram for a Municipal Assembly.

CHAPTER TWO

POLICY FRAMEWORK

Background

Activities implemented by the OHLGS, RCCs and MMDAs during the 2018 fiscal year were in line with the National Medium-Term Development Policy Framework (NMTDPF); An Agenda for Jobs. Key development issues around which activities were formulated and implemented corresponded to relevant broad themes and issues of the Agenda for Jobs.

Specifically, the mandate of the Service falls with the *Development Dimensions: Governance, Corruption and Public Accountability*. This development dimensions as outlined in the Agenda for Jobs include: economic development; social development; environment, infrastructure and human settlements; governance, corruption and public accountability; and Ghana's role in international affairs; and the Goal: to Maintain a stable, united and safe society. Based on the identified broad theme, the Service adopted the appropriate goal, policy objectives and their corresponding strategies to implement the 2018 planned activities.

Adopted Development Issues, Policy Objectives and Strategies

The matrix below shows the development issues identified by the OHLGS based upon corresponding policy objectives and implementations strategies were adopted to complete the MTDP of the OHLGS based on the Agenda for Jobs.

Table....: Agenda for Jobs adopted development issues, policy objectives and strategies

Development Issues	Policy Objectives	Adopted Strategies
<ul style="list-style-type: none"> ▪ Weak implementation of Administrative decentralisation 	2.1 Deepen political and administrative decentralisation	2.1.1 Ensure the election of District Chief Executives (DCEs) and formalise performance appraisal of MMDCEs
<ul style="list-style-type: none"> ▪ Overlapping functions among public sector institutions 		2.1.3 Complete the establishment of departments of MMDAs
<ul style="list-style-type: none"> ▪ Limited implementation of fiscal decentralisation policy 		2.1.4 Institute mechanism for effective inter-service/ inter-sectoral collaboration and cooperation at district, regional and national levels
<ul style="list-style-type: none"> ▪ Weak coordination of administrative function 		2.1.6 Review the Local Government Service regime and practice
		2.1.7 Strengthen sub-district structures
<ul style="list-style-type: none"> ▪ Poor coordination in preparation and implementation of development plans 	2.2 Improve decentralised planning	2.2.1 Strengthen local level capacity for participatory planning and budgeting
<ul style="list-style-type: none"> ▪ Inadequate Monitoring of activities of MMDAs 		2.2.2 Strengthen local capacity for spatial planning
		2.2.3 Create enabling environment for the implementation of the Local Economic Development (LED) and Public Private Partnership (PPP) policies at the district level

Development Issues	Policy Objectives	Adopted Strategies
		2.2.4 Ensure implementation of planning and budgeting provisions in LI 2232 and the Public Financial Management Act 2016 (Act 921)
<ul style="list-style-type: none"> ▪ Ineffective M&E of implementation of development policies and plans 	4.1 Build an effective and efficient government machinery	4.1.1 Clarify the roles of institutions to address conflicting mandates and improve coordination
<ul style="list-style-type: none"> ▪ Poor record keeping 		4.1.4 Improve leadership capability and delivery in the public service
<ul style="list-style-type: none"> ▪ Poor Data collection 		4.1.5 Improve accountability in the public service.
<ul style="list-style-type: none"> ▪ Inadequate Information management systems and practices 		4.1.7 Empower citizens to demand quality public services
<ul style="list-style-type: none"> ▪ Poor quality reporting and non-adherence to timelines 		4.1.12 Improve documentation within the public sector
<ul style="list-style-type: none"> ▪ Inadequate office and residential facilities 	4.1 Build an effective and efficient government machinery	4.1.3 Modernise public service institutions for efficiency and productivity
		4.1.2 Design and implement a Client Service Charter for public institutions
<ul style="list-style-type: none"> ▪ Lack of linkage between human resource planning and pay administration in the public service 	4.1 Build an effective and efficient government machinery	4.1.11 Implement comprehensive HR payroll system and database
<ul style="list-style-type: none"> ▪ Weak capacity of local governance practitioners 		
<ul style="list-style-type: none"> ▪ Weak ownership and accountability of leadership at the local level 	2.3 Strengthen fiscal decentralisation	2.3.1 Enhance revenue mobilisation capacity and capability of MMDAs
<ul style="list-style-type: none"> ▪ Inadequate ownership and accountability for national development at all levels 		2.3.2 Strengthen PPPs in IGF mobilization
<ul style="list-style-type: none"> ▪ High perception of corruption among public office holders and citizenry 		2.3.3 Implement approved Inter-Governmental Fiscal Framework (IGFF) and the Inter-Governmental Fiscal Transfers (IGFT)
		2.3.6 Enhance financial capacities of regional administrations
		2.3.7 Improve service delivery at MMDA level
<ul style="list-style-type: none"> ▪ Weak spatial planning capacity at the local level 	2.5 Improve popular participation at regional and district levels	2.5.1 Promote effective stakeholder involvement in development planning process, local democracy and accountability
<ul style="list-style-type: none"> ▪ Weak research capacity of MDAs and MMDAs 		
<ul style="list-style-type: none"> ▪ Limited capacity and opportunities for revenue mobilisation 		
<ul style="list-style-type: none"> ▪ Uncoordinated capacity interventions at all levels 		

Development Issues	Policy Objectives	Adopted Strategies
<ul style="list-style-type: none"> ▪ Poor service delivery at the local level 	2.4 Strengthen the coordinating and administrative functions of regions	2.4.3 Strengthen regional structures in support of devolution of powers
<ul style="list-style-type: none"> ▪ Inefficient public service delivery 		
<ul style="list-style-type: none"> ▪ Weak Implementation and Compliance with the provision of Act 914 (procurement act) 		
<ul style="list-style-type: none"> ▪ Inconsistencies in the format and content of policies formulated 		
<ul style="list-style-type: none"> ▪ Inadequacy of and delays in central government transfers 	5.1 Enhance capacity for policy formulation and coordination	5.1.2 Strengthen the implementation of development plans
<ul style="list-style-type: none"> ▪ Inadequate financial resources 		5.1.3 Strengthen the capacity of public institutions to undertake policy analysis, development planning, monitoring and evaluation, macro-econometric modelling and forecasting
<ul style="list-style-type: none"> ▪ Insufficient funding of Development communication 		5.1.4 Strengthen capacity of research and statistical information management systems of MDAs and MMDAs
<ul style="list-style-type: none"> ▪ Ineffective internal controls 		
<ul style="list-style-type: none"> ▪ Inadequate exploitation of local opportunities for economic growth and job creation 	7.1 Promote the fight against corruption and economic crimes	7.1.1 Ensure continued implementation of the National Anti-Corruption Action Plan (NACAP)
<ul style="list-style-type: none"> ▪ Implementation of unplanned expenditures 	11.1 Ensure responsive governance and citizen participation in the development dialogue	11.1.3 Integrate development communication across the public policy cycle
		11.1.4 Promote ownership and accountability for implementation for development and policy programmes

CHAPTER THREE

OHLGS 2019 ACHIEVEMENTS

Introduction

This chapter of the report covers activities undertaken by the OHLGS for the period of January to December 2019. These were implemented either solely or through collaboration and partnership among the Directorates and Units in line with government’s policies and strategies towards the improvement of the living standards of the citizenry. Some of the activities were also carried out with partners outside of the OHLGS and others with the support of Development Partners through Projects.

Results Areas

Under the OHLGS 2017-2021 MTDP, there are eight results areas with specific sub-areas to which all activities implemented must respond to. The achievement of the OHLGS for the 2019 financial year is presented in the matrix below in response to the results areas.

Table xx: Achievement of the OHLGS in 2019

No.	Key Activities	Remarks
	Implementation of the LGS Communication Strategy	<ul style="list-style-type: none"> Organised sensitization training for stakeholders in the media Published over 250 stories on activities in the decentralization sector
1.	Staff Development (Capacity Building/Training)	<ul style="list-style-type: none"> 139 MMDCEs provided with orientation training in 2019 574 HR Managers trained on Training Needs Assessment 52 Physical Planners and Engineers sensitized on role clarification 193 Deputy Directors and analogous grades provided with refresher training on senior managers’ roles 282 Staff of LUSPA provided with orientation training 552 Internal Auditors trained on reducing financial irregularities
2.	Recruitment	<ul style="list-style-type: none"> 2,290 Staff recruited into various classes of the Service in 2019 1,174 Environmental Health Officers and Assistants recruited
3.	Appointments of Heads of Departments	<ul style="list-style-type: none"> 44 Regional Directors of Departments appointed
4.	Career Development	<ul style="list-style-type: none"> 3,399 Staff promoted to their next higher grade 1,965 staff converted or upgraded 138 staff granted study leave
5.	Implementation of the LGS Performance Management System	<ul style="list-style-type: none"> Implementation of PMCs independently verified and outcomes published annually in the national newspapers
	Preparation of OHLGS MTDP and M&E Plan – (2018 – 2021).	<ul style="list-style-type: none"> Prepared OHLGS MTDP (2018 - 2021) with M&E Plan incorporated

No.	Key Activities	Remarks
	Establishment of Department of MMDAs	<ul style="list-style-type: none"> • Guidelines for establishment of 8No. Departments of MMDAs prepared, printed and disseminated to 16 RCCs, 260 MMDAs and to other stakeholders of the Service. Copies of these operational manuals have also been placed on the LGS website • Capacity assessment of 10 sampled HR Units undertaken and subsequent establishment of the HRM Department • Integration of the Physical Planning Unit into the Physical Planning Department

CHAPTER FOUR

REGIONAL REPORT

This section of the 2019 Annual Progress Report (APR) highlights of some of the activities carried out by each Regional Co-ordinating Councils (RCCs) and the MMDAs within their jurisdictions. 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 the highest political and administrative decision-making bodies at the regional levels (*Local Governance Act, 2016; Act 936*). The Regional Minister is the political head and chairmen of the Regional Co-ordinating Council in the Region. The Councils are made up of the Regional Ministers and their Deputies; all Metropolitan/Municipal/ Districts Chief Executives (DCEs), Presiding Members (PMs), as well as two representatives from the Regional House of Chiefs in the Region.

The Regional Co-ordinating Directors (RCDs) are secretaries to the Councils with the Heads of all Regional Departments (HoDs) as ex-officio members. The RCCs are supported administratively and technically by the Central Administration headed by the Regional Co-ordinating Directors. The DCEs are nominated by the President of the Republic and approved by a two-thirds majority of the respective 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)

The Local Governance Act (Act 936), the Security and Intelligence Act (Act 526) and other pieces of legislations prescribe the functions of the Regional Co-ordinating Councils. The functions performed by the Councils can broadly be categorized into two (2) statutory functions. The first is administrative functions spelt out in Act 936 and hinges on the monitoring and coordination role of the RCC. The second relates to development planning functions which is outlined in the National Development Planning Act. Under this arrangement, the RCC is required to provide MMDAs with the necessary information to aid in the preparation of their development plans as well as coordinate the implementation of these plans to ensure value for money.

4.2.1 Administrative Functions

The main administrative functions of the Council as spelt out in Act 936 are as follows:

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

4.2.2 Development Planning Function

In addition to the administrative functions enumerated above, the Council performs the following planning functions:

- 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 Detailed Regional Reports

This section of the report presents the achievement of each of the sixteen Administrative Regions during the year under review. The regional reports cover areas of administration, human resource management, departments of MMDAs just to mention a few.

4.4.1 AHAFO REGION

Introduction

Ahafo is one of the six (6) new regions created in 2018. A referendum on 27 December 2018 approved the creation of Ahafo Region. The region was created on the 13th of February 2019 by Constitutional Instrument (C.I) 114. Goaso was announced as the capital of the new Ahafo region.

Upon its creation, the Office of Ahafo Regional Coordinating Council started operations in April, 2019 with posting of key management staff to the region by Head of Service, Office of Head of Local Government Service (OHLGS). Ahafo Regional Coordinating Council (AhRCC) per its mandate enshrined in the Local Governance Act 2016, (Act 936) is responsible for coordinating, monitoring and evaluating the activities, performance and functioning of all Metropolitan, Municipal and District Assemblies (MMDAs) within the region and also other Governmental and Non-Governmental Agencies.

Regional Profile

Location and Size: The Ahafo Region is located in the South-Western part of Ghana. Ahafo Region has a total land size of 5,193 km² (2,005 sq. miles) and is bordered on the north and west by the Brong Region, the north and east by Ashanti Region, and south by the Western North Region. Ahafo Region is made up of six (6) administrative districts namely Tano North, Tano South, Asunafo North, Asunafo South, Asutifi North and Asutifi South.

Population: The Ahafo Region according to the 2010 Population and Housing Census had a total population of 484,210. This represented 2.4 percent of Ghana's population in 2010. In 2019 Ahafo Regional population was estimated to be 585,316 distributed as 291,449 males and 293,867 females (49.8% and 50.2% respectively).

Regional Potentials: The region is endowed with natural resources such as forest reserves with timber species, gold deposits, cocoa, fertile land for agriculture and tourist attractions. This report captures the key policies, programmes, projects and activities undertaken by its Departments/units as well as MMDAs and MDAs within the region for the first year of its operations, April to December, 2019.

Report on Departments and Agencies: In the Ahafo Region, not all the decentralized departments and agencies have been established and functioning over the reporting period. Few Departmental Heads and Directors were at post but were battling with Office and residential accommodation. Such Departments are:

- Agriculture
- Controller and Accountant-Generals Department
- Fisheries
- Department of Chieftaincy and Culture

- Ghana National Fire Service (GNFS)
- Ghana Police Service
- Department of Births and Deaths
- Department of Cooperative
- Information Services Department

The Regional Directors/Commanders on posting reported accordingly. The challenge however was office and residential accommodation, funding and logistical support to deliver on their respective mandates. At the end of the period under review, no operational reports had been received from the Heads of Regional Departments and agencies.

Administrative Issues

Leadership of RCC and Assemblies

The period under review saw Honourable Evans Opoku Bobie (MP-Asunafo North) as Minister of the Ahafo Region. He was assisted by Honourable Benjamin Yeboah Sekyere (MP-Tano South) as his Deputy and Mr. I. K. Acheampong as the Regional Coordinating Director (Ag).

There are six administrative districts and six constituencies within the Ahafo Region as indicated in Table 1 below.

Table 1: Political and Administrative Leadership of Ahafo Region

S/N	MMDAs	Status	District Capital	Chief Executive	Assembly Members		
					Male	Female	Total
1	Asunafo North	Municipal	Goaso	Hon. Osei Yaw Boahen	33	2	35
2	Asunafo South	District	Kukuom	Hon. Osei Bonsu (Jnr.)	35	2	37
3	Asutifi North	District	Kenyasi	Hon. Anthony Mensah	35	3	38
4	Asutifi South	District	Hwidiem	Hon. Robert Mensah Dwomoh	34	2	36
5	Tano North	Municipal	Duayaw Nkwanta	Hon. Ernest Kwarteng	35	4	39
6	Tano South	Municipal	Bechem	Hon. Collins Takyi Offinam	54	5	59

Official Visits

The Ahafo RCC received a number of visitors in 2019. Key amongst them are indicated in Table 2 below.

Table 2: Official Visits

Date	Visitor	Position	Purpose
12/04/2019	H.E. Nana Addo Dankwa Akufo-Addo	The President of the Republic of Ghana	To interact with the traditional authorities in the region and to present official vehicles to the RCC.
31/05/2019	Dorcas Affi & Nana S. King	GIZ Zonal Coordinators	To identify programme needs of Ahafo RCC.
1/07/2019	Hon. Martin A. M. Korsah	MoRRD, Accra	To ascertain the performance of the new region.
10/08/2019	H. E. Alhaji Dr. Mahamudu Bawumia	The Vice-President of the Republic of Ghana.	To fraternize with the Muslim community in the Ahafo Region
20/09/2019	Brig. J. A. Aphor	Central Command of Ghana Armed Forces.	To assess the security situation in the region.
2/10/2019	Daniel Domelevo	Auditor General	To survey the regional capital for office and residential accommodation to set-up Regional Audit Service.

Security Issues

The general security situation in the region during the year under review was generally calm without any threats and conflicts arising from chieftaincy disputes, land litigations, ethnic tensions and politics.

However, there were some few skirmishes which raised serious concerns in administering the region. There was reported violent clashes between Ayomso and Akrodie youth on territorial ownership of timber concession which resulted in the loss of two lives and property and also threatened the peace of the area. The case is under Police investigation. Pockets of armed robbery (e.g in the Sankore/Abuom area). The security commands in the region are in control resulting in the peaceful atmosphere of the region.

Human Resource Management

Summary of HR Activities for the year

As at the end of the year, the Ahafo Region had a total staff strength of 972, which was made up of professional, sub-professional and non-professional personnel. A brief representation of all the recruitments, upgrading, promotions, postings and transfers done during the period are indicated in Table 3 below.

Table 3: Recruitments, Upgrading, Promotions, Postings, Transfers and Staff Development

Recruitments (OHLGS)	Upgrading	Promotions	Postings	Transfers of staff	Staff Development
241	12	73	260	0	20

A total of 241 recruitments were done by the Office of the Head of Local Government Service to the region with 12 staff being upgraded and 73 promoted to various grades. Postings done for the year was 260 whilst Staff development conducted for staff amounted to 20.

Report of Developmental Activities of Sector Institutions & Agencies

There were 282 development projects initiated in the region in 2019. Out of this number, 163 representing 57.8% were reported on-going as of 31st December, 2019 with 119 (42.2%) fully completed and in use. The major reason for the delay in project completion was due to shortfall in the release of funds.

Table 11: Summary of Developmental Projects (RCC)

No.	Sector	No. of projects	No. on-going	No. Completed	Remarks
1	Social Development	191	116	75	
2	Economic Development	56	25	31	
3	Administration	35	22	13	
Total		282	163	119	

Implementation of Government Flagship Projects and Programmes

The table below shows the progress made so far with the implementation of government flagship projects and programmes in the region.

Table 12: Implementation of Government Flagship Projects and Programmes

District	S/No.	Activity Description	Location	Implementation Status	
				Description	%
IDIF					
Tano North	1	Soya bean and poultry feed processing (E-GAPS)	Afrisipakrom		
	2	Palm Oil processing (Sodadiem Association)	Duayaw Nkwanta		
Tano South	3	Beverages and confectioneries (Adumafa Breweries)	Adumafa	Set-up of machines. Company has started with sachet water production	
	4	Tomato processing (Tuagyankrom Limited)	Tuagyankrom	Setting-up of machinery in progress.	10
Asutifi North	5	Gari processing (Atwedie Co-op. Society)	Atwedie	Production started.	

District	S/No.	Activity Description	Location	Implementation Status	
				Description	%
Asutifi South	6	Processing of pepper and ginger for export (Asutifi Processing Service Center)	Subinso	Setting up of machines in progress	
	7	Rice processing (Rice Production Farmers Association)	Kropo-Nkaseim	Processing started	
Asunafo North	8	Processing of plantain into chips	Mim	Processing started	

Challenges and Recommendations

As usual with new establishments, Ahafo RCC faced some challenges which needed to be managed to pave way for smooth operations. Some of the teething challenges were:

- **Office and Residential Accommodation:** Ministries, Sector Departments and Agencies posted Regional Directors/Heads to the Region. Some of them reported to assume duty. The challenge here was the lack of office and residential accommodation. The effect is that, Directors on posting are not getting affordable residential and office accommodation and so, they report on weekly basis to perform their duties and go back.
- **Staffing:** The Head of Service, (OHLGS) posted key management staff to kick-start the operations of the RCC. All the staff posted have assumed duty. There are other management and supporting staff yet to be posted; these include:
 - ✓ Executive staff
 - ✓ Secretaries/Typist
- **Inadequate Number of Established Departments/Agencies:** Most of the Departments are not established which hinders their ability to deliver on their mandates in the region. Departments like Education, Social Welfare and Community Development, NCCE, Immigration, etc. are yet to post Regional Directors. The Directors in Sunyani, Bono Region take additional responsibility for Ahafo and Bono Regions making delivery of regional services and supervision difficult.
- **Lack of Logistics for Departments/Agencies:** Ministries, Departments and Agencies (MDAs) are posting Directors/Heads of Departments without transfer of logistics such as computer and accessories, vehicles, offices, etc to support them putting pressure on the limited resources of the RCC.
- High expectations of the people after creation of the Region in the area of employment and project requests.

Based on the challenges enumerated above, the following are recommended:

- Construction of Government bungalows and offices by Ministries, Departments and Agencies will go a long way to settle down Regional Directors of MDAs to work and also reduce cost
- MDAs are to consider allocating minimum logistical and equipment transfer to the region alongside posting of the Regional Directors.
- Posting of additional staff to augment the staff strength of RCC by OHLGS will enhance its smooth operations.
- Promote capacity building and training of new RCC staff through In-service training.
- Improve access and road conditions to communities

Conclusions

In spite of the challenges encountered during the first year of operations under review, the Ahafo Regional Coordinating Council managed to deliver its mandate of coordinating, monitoring and providing technical backstopping to MMDAs and Departments within the region. In view of community high expectations, the year was eventful and the region achieved a number of successes, paramount among them were the setting up to operate, touring of the region by Regional Minister, putting in place statutory institutional structures and relative peace enjoyed in the region, It is therefore the aspiration of the Ahafo Regional Coordinating Council that, subsequent years will be more eventful with the view of initiating more actions to deliver government business.

4.4.2 ASHANTI REGION

Introduction

This report covers the political, administrative, economic activities, the security situation of the ARCC and all the forty-three (43) Metropolitan, Municipal and District Assemblies as well as sector Departments and Agencies in the region, for the period 1st January to 31st December, 2019.

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

On the whole, the ARCC in charge of the region, performed well during the year under review, considering the targets achieved in spite of the limited inflow of funds. The successes chalked however were not without challenges. It is anticipated that the task ahead of the year 2020 would be an improvement over last year's performance.

Regional Profile

Location: Ashanti Region is centrally located in the middle belt of Ghana. It lies between longitudes 0^o 15' W and 2^o 25' W, and latitudes 5^o 50' N and 7^o 46' N. The region shares boundaries with seven of the sixteen political regions of Ghana namely Bono, Ahafo, and Bono East 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 a growth rate of 2.7%. Thus, the estimate population of the region as at 2017 was 5,608,995.76 making it the most populous region in Ghana. The major ethnic group of the region are Asantes but all other ethnic lineages can be found in the region making it cosmopolitan in nature.

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

Some of the sectorial potentials of the region are as follows:

Agriculture and Forestry: Agriculture is the dominant economic activity in the region employing about 34.4% of the labour force. (2010 population and housing census) About 60% of the region's surface area is considered arable and about 81% are cultivated. Crops grown in the region include oil palm, cocoa, cotton, citrus, cashew, coffee and lemon accounts for the industrial crops in the region. About 3180 Sq. Km representing 22.5% of Ghana's high forest is in Ashanti. Of the region's high forest reserves, about 2,340 Sq. Km (65%) are being exploited whilst the remaining 1,240 Sq. km (32%) are protected. The high forest areas are rich in trees of high commercial value and these include such as odum, mahogany, wawa ciba and many others bamboos and canes. However, the operations of surfacing mining both licensed and unlicensed "galamsey" are depleting the forest cover at an alarming rate.

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

Tourism: There are several tourist attractions in the region. The Rattray Park in Kumasi serves as an amusement park with state-of-the-art fountain and pools. 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 are also attractions.

To lift this burgeoning tourism industry, there are several hotels, an Airport and an air strip at Obuasi to make travelling and lodging convenient to tourist. The availability of modern transport architecture such as engineered road networks and an airport, facilitates quick movement of goods and services to other parts of the country and for exports. However, the road network during the period was in a deplorable state. Other significant sectors of the economy are service (25.4%) and manufacturing (10.5%). There is also the availability of a large pool of active labour force to support a sustainable and growing economic development in the region.

Regional Departments

The region has 22 departments and several agencies as indicated below;

- Regional Social Welfare and Community Development Department
- Regional Agriculture Department
- Regional Public Works Department
- Regional Physical Planning Department
- Department of Rural Housing and Cottage Industries
- Controller & Accountant-General Department
- Urban Roads Department
- Natural Disaster Management Organization
- National Sports Authority

- Ghana Library Authority
- Department of Children
- Department of Women
- Statistical Service
- National Youth Authority
- Veterinary Services Department
- Feeder Roads Department
- National Board of Small-Scale Industries
- Department of Parks and Gardens

Other notable departments which are yet to be integrated are:

- Regional Health Department
- Regional Education

Administrative Issues

The Council was led by Hon. Simon Osei-Mensah and his Deputy Hon. Elizabeth Agyeman. The region has 43 administrative districts comprising of one metropolitan, 18 municipals and 24 district assemblies.

Report on Departments of MMDAs

The Local Governance Act 936 and the Legislative Instrument (LI) 1961 provides for the establishment of 16, 13 and 11 departments under Metropolitan, Municipal and District Assemblies respectively. The departments that were constituted and operational under the Metropolitan/Municipal/District Assemblies in the region as at end of 2019 are listed below:

MMDA	No. of Dept. available	Depts absent	Remarks
KMA	16	-	
Municipal			
Asante Akim Central	11	2	Inadequate office accommodation
Bekwai	13	-	
Ejisu	12	1	
Mampong	13		Inadequate office accommodation for some Departments.
Obuasi	11	2	
Offinso	13		
Asokore Mampong	12	1	Forestry Department is yet to be established
Ejurasekyere-Dumase	13	-	
Juaben	8	5	
Old Tafo	7	6	
Suame	7	6	
Oforikrom	5	8	

MMDA	No. of Dept. available	Depts absent	Remarks
Kwadaso	7	6	
Asokwa	7	6	
Ahafo Ano North	9	4	Urban Roads, Transport, Trade and Industry and Forestry are departments not established
Atwima Nwabiagya	11	2	
Kwabre East	10	3	
Asante Akim South	11	2	
Districts			
Adansi North	7	4	
Adansi South	10	1	
Afigya Kwabre South	10	1	Natural Resources Dept., Games and Wildlife Division are absent
Ahafo Ano South East	10	1	
Ahafo Ano South West	11	-	
Amansie Central	10	1	
Amansie West	11	0	
Afigya Kwabre North	6	5	
Atwima Kwanwoma	11	-	
Atwima Mponua	11		All departments are operating. The Major Challenge has been office accommodation
Atwima Nwabiagya North	8	3	
Bosome Freho	11		
Bosomtwe	10	1	Natural Resource Conservation is absent.
Asante Akim North	9	2	
Adansi Asokwa	10	1	
Offinso North	9	2	
Sekyere-Kumawu	11	-	
Sekyere Afram Plains	9	2	
Sekyere Central	11	0	
Sekyere East	9	2	
Sekyere South	10	1	
Akrofuom	7	4	
Obuasi East	7	4	
Amansie South	7	4	

Most of the Assemblies lacked office space to accommodate new departments

Official Visits

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

Security Issues:

In spite of the numerous security issues that cropped during the year, the region remained relatively peaceful. This was largely attributed to the great collaboration, esprit de corps and the excellent commitment of all the Security Heads in the region under the leadership of the Hon. Regional Minister. It is expected that 2020 will be a better year in the management of peace and security in the region.

Human Resources Management

The activities of the department were mainly centered on managing the Human Resources activities of the MMDAs in the Ashanti Region. These include monitoring and coordinating the activities in the Human Resource Departments in the MMDAs. (All tables have been attached as appendix)

Training/Workshops Organized: During the 2nd Quarter of 2019, the ARCC organized a workshop on “Effective Adherence to the Procurement Processes” in May, 2019 for all the MMDAs in Ashanti Region. Four key participants drawn from each MMDA for the workshops were MMDCE’s, MMDCD’s, Engineers and Procurement Officers. Also GIZ in collaboration with the ARCC HR Department organized a Capacity Building workshop for Staff of Fourteen (14) partner MMDAs in Ashanti Region on the Local Government Performance, Planning, Review and Appraisal forms.

Promotion: During the Year 2019, an interview panel which constituted the Regional Coordinating Director and all affected Regional Departmental Heads sat to interview Four Hundred and Seven (407) out of Four Hundred and Fifteen (415) Candidates from all classes who were shortlisted for promotion. Reports on the interviews were submitted to the OHLGS and based on approval granted to the ARCC. Promotion Letters were issued to Officers who passed the interviews.

Postings

Postings from OHLGS: As at December 2019, Five Hundred and Sixty-Four (564) newly recruited Officers were posted by OHLGS into the Region and were further posted to the various MMDAs and the ARCC. However, out of the Five Hundred and Sixty-Four (564), Five Hundred and Fifty-Seven (557) Officers reported to their station/district. Also, the OHLGS posted officers into the region, out of the region and within the region mainly due to the creation of the newly created regions and MMDAs.

Intra-Regional Postings: In the Year 2019, Two Hundred and Twenty- Five (225) employees were posted by ARCC to the various MMDAs.

Inter-Regional Posting: Three out of Sixteen applications forwarded to the OHLGS were approved within the year 2019.

Upgrading/Conversion: Interviews were conducted based on the shortlisting received from the Office of the Head of Local Government Service. A panel consisting of the Regional Coordinating Director and other Heads of Department sat from 4th March to 27th March, 2019 to interview One Hundred and Eighty-Four (184) candidates for Upgrading/Conversion into the various Classes at the Ashanti Regional Co-ordinating Council. Out of the One Hundred and Eighty-Four (184), One Hundred and Twenty-One (121) candidates passed the interviews and were issued letters to that effect.

Human Resources Management Information System (HRMIS): All the MMDA's submitted their monthly returns as expected. Even though there were late submissions in some cases, the general output was encouraging.

Study Leave

Study Leave Without Pay: Four (4) applications were forwarded to the OHLGS and One (1) of them was approved.

Study Leave with Pay: The ARCC forwarded Thirty-Three (33) applications to the OHLGS and Twelve (12) of them were approved.

Notice of Further Study: Twenty-Eight (28) applications were received from the various MMDAs and forwarded to the OHLGS out of which Six (6) were approved.

Staffing

In terms of staffing, the Region has adequate staff in almost all the professional classes but lacks staff from the sub-professional classes mainly labourers.

Staff Establishment for ARCC

The table below shows the staff establishment for the Ashanti Regional Coordinating Council. The total number of employees on GoG payroll and IGF currently at the Ashanti Regional Coordinating Council was One Hundred and ten (110) and Nineteen (19) respectively.

	<i>MALE</i>	<i>%</i>	<i>FEMALE</i>	<i>%</i>
<i>GOG</i>	58	52.73%	52	47.27%
<i>IGF</i>	15	78.9%	4	21.1%
<i>TOTAL</i>	73	100%	56	100%

Retirement: Four (4) staff of ARCC went on retirement in 2019

Report on Developmental Activities of Sector Institutions and Agencies

Summary of development projects (RCC)

No.	Sector	No. of Projects	No. of On-Ongoing	No. Completed	Remark
	Agriculture	11	6	5	
	Economic	64	34	30	
	Education	508	335	173	
	Energy, Oil and Gas	36	7	29	
	Governance	145	73	72	
	Health	125	77	48	
	Roads	117	40	77	
	Sanitation	184	118	66	
	Water	99	66	33	
	Youth and Sports	4	2	2	
	Tourism	1	0	1	
	Others	4	1	3	
	TOTAL	1,298	759	539	

Regional Departmental Report

Department of Community Development: The Department of Community Development is a decentralized department charged with the responsibility of facilitating the enhancement of living standards of communities in Ghana.

Accomplishments over the period is discussed as follows. The department was able to work with 534 study groups under the Adult Education Study, 1,867 mass meetings with various topics treated across the region along Home Science Extension Work. The Department facilitated the implementation of the Child and family welfare/ Child protection programme initiated and sponsored by the GOG/UNICEF, worked on operation ‘Eliminate Street Child Beggars’ from the streets in the Region. A training workshop was organized on Child Protection and another for Home Science Division supervisor from selected MMDAs.

Department of Social Welfare: The Vision of the department is to take a lead role in integrating the disadvantaged, vulnerable and excluded in society.

Activities Under taken by the Department

- a. One (1) adoption case was handled and 49 children were placed in foster care.
- b. 1001 prisoners comprising 460 convicts and 541 remand prisoners were given various forms of assistance by the Aftercare Officers of the Department.
- c. 167 Social Enquiry Reports were submitted to the Courts.

- d. There was 1,383 Child Maintenance cases, 305 Child Custody cases, 123 Paternity cases and 508 Family Welfare cases, 40 Child Neglect cases, 18 Abandonment cases and 3 General Welfare cases were handled.
- e. The Kumasi Children’s Home at the end of the year had a total number of 79 children. A total of four hundred and ninety (1030) Day Care centres were visited.
- f. Under Community Care a total number of 1,974 Persons with Disability were registered. 1,098 indigents were registered for free NHIS including prisoners.
- g. Nineteen (19) NGOs were registered and 20 certificates renewed.

Public Works Department: The Department during the year mounted dais for all official functions in the region, it also supplemented the rehabilitation and routine maintenance of some government buildings and bungalows from the Department’s commercial activities. About 25 construction, renovations and rehabilitations with billing and inspections were undertaken with most of them completed and a few on-going. The repair and servicing of official vehicles, purchase of spare parts, fuel and stationery were all supplemented from the GoG funds received.

Land Use and Spatial Planning Authority (LUSPA): The Regional Directorate during the year visited 28 districts and collected data under the Street Naming and Addressing System. GIZ partnered 6 districts, 3 districts were supported under the Ghana Secondary Cities, various TSC and SPC meetings were convened and attended by the regional director and technical support was given in various situations.

Fisheries Commission: The commission achieved the under listed during the year. Note that all extension activities were demand driven.

Aquaculture Production

- Total fish produced	-	221.10 mt.
- Total fish stock	-	2,814.70 kg
- New fish farmers	-	32 farmers
- New ponds constructed (#/ha)	-	119 (7.42 ha)
- New tanks constructed (#/ha) -	-	28 (0.06 ha)
- Total number of farms/farmers	-	337 (active)
- Number of functional ponds	-	1228
- Number of tanks	-	281
- Annual fingerlings production	-	1,921,800 pieces
- Number of active fish hatcheries	-	16
- Number of Districts covered	-	43

Birth and Death Registry: The Department is charged with the responsibility of implementing government policy of compulsory registration of all Births and Deaths occurring in the country. The region registered **105,014** Infant Births representing **64.5%** of the annual Target, with 52,895 males and 52,119 females. In contrast, the M-Birth system shows that a total of **83,498** Infant

Births were registered, with 41,463 males and 42,035 females. On the other hand, the region recorded **10,691** Deaths with 5,746 males and 4,945 females.

National Road Safety Authority: The Authority visited 104 schools, conducted 33 highway education, radio stations education were held weekly, education at various lorry terminals, 14 Corporate institutions educated, and intensive education campaign done during the festive seasons. These educations involved thousands of persons.

Ghana Library Authority: The Ashanti Regional Library have had a fruitful collaboration with the Ghana Book Trust (GBT), Electronic Information for libraries (EIFL) and World reader for the reading Ghana Program, Hands on Computer project and LOCAL project respectfully. 100 adults and 2525 juvenile registration was done and 34133 books issued. 10 laptops, 10 desktop computers, a printer and full internet connectivity was received from Vodafone Ghana.

National Board for Small Scale Industries (NBSSI): 28 BAC District were visited, one RECOMEP was organized, 46 activities were organized under the Cocoa life project, GHC4,191,180.00 was disbursed to 713 clients and 1,908 assorted activities were organized.

Ministry of Trade & Industry: The Office's main function is to explain government's trade and industry policy to prospective investors in particular and stakeholders in general. Domestic economic activities were monitored, the region did not experience prolonged shortage of any commodity. 1DIF sites and MMDAs were visited, 2 companies were commissioned.

Department of Children: During the year, 8 street children were rescued and 3 child marriages were stopped. A number of training programmes, meetings and workshops were organized and attended while several international days were celebrated.

National Sports Authority: The authority exists to facilitate the development and promotion of sports in the region. It hosted local and continental matches, rectified defects and improved sanitary condition at the BYSS, and organized refresher courses for sport stakeholders.

Environmental Health and Sanitation Department: The department sensitized on sanitation and SDG6, monitored CLTS in all districts, visited disposal sites, ensured hygienic practices in hotels and restaurants, and monitored noise equipment to abate nuisance.

Department of Rural Housing: Seven (7) cocoa housing projects were constructed in 3 districts with 4 completed and a model housing project was started at Kwamang.

National Youth Authority: The Authority collaborated with various actors such as the GHS, MTN, Department of Agriculture, CSIR, Youth Federation, UNFPA, PWD and other agencies with support from Government of Ghana (GoG) to train various youth in capacity building and other health related programmes, 217 youth groups were registered.

Non-Formal Education: The division is mandated to providing literacy to youth, the dropout, the adults and people with disabilities. The division in partnership with Engaged Now Africa (ENA) organized International Literacy Day celebration.

Ghana Education Service: The service conducted monitoring and supervision of schools in both basic and second cycle level on all educational issues. Training workshops were organized for teachers and district directors in the performance of their duties. SPAM was conducted in selected schools across the region and STMIE camp was organized in the region. Right Age Enrolment Activation and My First Day at School was organized across the region. The region organized a cultural festival and also hosted the Ghana Teachers Prize.

Ghana Health Service: The region has 1,634 health facilities, 815 doctors, 10,332 nurses and 2,180 midwives. Total OPD attendance was 6,107,556 with malaria as top OPD case. Maternal mortality was 161/100,000LB, neonatal deaths was 2.6/1,000LB and still birth was 11.4% in 2019. There was immunisation of Penta 3 and measles 2. Skilled delivery recorded was 51.3% and PNC services within 48 hours was 82.6%

Implementation of Government Flagship Projects & Programme

One District One Factory (1D1F): Since the inception of the programme, almost all the districts in the region have made efforts to get at least one factory to be established. Twenty-six (26) districts are implementing the 1D1F in the region. DIST teams of the various districts have met to discuss their projects. About seven (7) selected 1D1Fs received support from the ministry this year and they were monitored. Two of the factories were inspected by H.E the president in the year, the Regional Minister and the Deputy Minister (Industry) visited some of the factories to ascertain their progress of work. Promoters and consultants were interacted with to help make the programme a success and finally, two of the factories were commissioned in the year.

Free SHS: Ashanti Region has 134 Senior High Schools made up of 79 Double Track Schools and 55 Single Track Schools. The Region has the highest first year student population of 98796. Double Track Schools enrolment stood at 78317 and Single Track 20479. Total student population in the Region stood at 287793 made up of 148945 males 138848 females. The Region has 28 Day Schools and 106 Day/Boarding with only 4 Technical and Vocational Schools.

Enrolment Analysis from 2017 to 2019

Enrolment Figures (2017-2019)	2017/2018	2018/2019	2019/2020
Total number of Schools	115	126	134
Double Track Schools	0	79	79
Single Track Schools	0	47	55
Total Vacancy Declared	102720	122085	124064
Total number of Students Placed	93910	115472	110692
Total number of Boarding Students	60881	66843	67144
Total number of Day Students	22775	38489	31652
Total Males Enrolled	43670	54967	50308
Total Females Enrolled	39986	50374	48488
Total number of Students Enrolled	82656	105341	98796
Percentage of Students Enrolled	89.08%	91.22%	89.22%

Supplies from Regional Stores to Schools as at January 8, 2020

S/N	Item	Qty Received	Quantity Supplied	Surplus	Shortage
1	Exercise Books	1013352	770976	242376	
2	Lit. Books	116444	856664	30750	
3	Note Books	342664	342664		52520
4	P.E Kits	85664	85664		13132
5	Past Questions	81502	80420	1082	
6	Eng, Maths & Sci for Trs And Lib.	16800	16050	750	
7	Ict	119769	Yet to be Supplied		

GETFUND Emergency Projects in Ashanti Region: The ongoing Emergency GETFUND projects in Ashanti region have been grouped into phases. The phase 1 covers 18 schools with 21 projects, phase 2 covers 21 schools with 21 projects, phase 3 also covers 31 schools with 54 projects. Old GETFUND ongoing Projects are 33 in 21 schools in the Region. The projects have reached various level of completion. In all 70 schools have benefited from the ongoing projects. Many more projects have been awarded on contract and yet to be captured.

One District One Warehouse: The region is also benefiting from the one district one warehouse policy. Six warehouses are currently under construction and are at various levels of completion in the following districts: Asante Akim North (Agogo), Adansi South (New Edubiase), Sekyere Kumawu (Kumawu), Sekyere East (Effiduase), Sekyere Central (Nsuta), Ahafo Ano South East (Adugyama) and Ejura Sekyedumase (Ejura).

Challenges and Recommendation

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

- ***Direct Posting into the MMDAs:*** Posting staff directly to the MMDAs without consulting the RCC posed some inconvenience to the ARCC. It was noticed that when such postings were done, the RCC records were not updated and also the requisite personal data was not captured at the RCC especially for the Professional Class. It also caused inaccuracies in the data used to monitor the staffing norms.
- ***The Submission of the HRMIS:*** Most of the HRMs failed to update their HRMIS and make it difficult to rely on the data from the system.
- Inadequate office and residential accommodation for staff
- Inadequate transport and logistics for fieldwork
- Lack of academic and competency training for staff
- Inadequate funding of programmes in the region
- Inadequate Staff
- Delay in release of funds for programmed activities

Strategies adopted to overcome the challenges included the following:

- Postings from OHLGS should be done in consultation with the Ashanti Regional Co-ordinating Council.
- The Regional HR Unit should be resourced to enable the Unit carry out effective monitoring of all the MMDAs in the Region.
- Liaising with authorities to ensure timely release of funds by MOFEP
- Efficient utilization of human resources available (e.g. Permanent staff, national service personnel & NABCO).
- To embark on capacity building of staff.
- Motivate Assemblies to improve revenue generation through effective monitoring and training.

Conclusion

The Ashanti region in spite of all financial constraints, exhibited commitment during the year under review in providing security and other services to the good people of the region. The successes chalked however were not without challenges. The region is hopeful that in the year 2018, the policies of government to be spelt out at the beginning of the year will be well implemented in the region to improve the living standard of the people.

4.4.3 BONO EAST REGION

Introduction

This report covers the major activities of the Bono East Regional Coordinating Council for the period February to December, 2019. It focuses on Security, Human Resource Management, Finance, Political and Socio-economic development. The Bono East Region was carved out of the erstwhile Brong Ahafo Region and created on 13th February, 2019 by Constitutional Instrument (CI) 113 with Techiman as the Regional capital.

Regional Profile

Location: The Bono East Region is located in mid Ghana and serves as a transit for travellers from the South to the Northern part of Ghana. It shares boundaries with the Savannah Region at the North, Bono Region at the West, Ashanti Region at the South and the Volta Lake at the East. The Region covers an area of 33,654.54km², representing ten percent (10%) of Ghana's total land size.

Population: The population of the Bono East Region as at 2010 was 903,256 with a growth rate of 2.3 percent and an average density of about 38.2 people per square kilometre. The projected population of the Region in 2019 was 1,179,649.

Regional Departments and Agencies

The following are the status of Regional Departments and agencies. These include:

No.	Regional Departments	Status	Remarks
	Department of Agriculture	Established	
	Health Service		
	Statistical Service		
	Veterinary Services		
	Department of Feeder Roads		
	Department of Urban Roads		
	Registry of Births and Death		
	Controller and Accountant – General's Department		
	Land Use and Spatial Planning Authority		
	Ambulance Services		
	Centre for National Culture		
	Regional Information Department		
	Regional Electoral Office		
	National Commission on Civic Education (NCCE)		
	Non-Formal Education Division		
	Labour Department		
	Department of Cooperatives		
	Department of Social Protection	Not Established	
	Department of Community Development		
	Department of Parks and Gardens		
	Department of Housing		

No.	Regional Departments	Status	Remarks
	National Board for Small Scale Industries		
	National Youth Authority		
	Department of Children		
	Department of Women		

Regional Security Commands Established

Four (4) Regional Security Commands were established in 2019. They were:

1. Ghana Police Service
2. Ghana Immigration Service
3. Ghana National Fire Service
4. Bureau of National Investigation

Number of Municipal/District Assembly

The Region has eleven (11) Assemblies under its jurisdiction: Four (4) Municipal and Seven (7) District Assembly. *Table 1 below shows the Administrative Districts in the Region and their capitals.*

Table 1: Administrative Districts and their capitals

No.	District	Capital
1.	Atebubu-Amantin Municipal	Atebubu
2.	Kintampo Municipal	Kintampo
3.	Nkoranza South Municipal	Nkoranza
4.	Techiman Municipal	Techiman
5.	Techiman North District	Tuobodom
6.	Kintampo South District	Jema
7.	Nkoranza North District	Busunya
8.	Pru East District	Yeji
9.	Pru West District	Prang
10.	Sene East District	Kajaji
11.	Sene West District	Kwame Danso

Regional Potentials

Fertile Land: The Region has a vast fertile land that has made agriculture predominant economic activity in the Region and a major producer of several agriculture produces: Yam, maize, plantain, tomatoes, soybean, cashew etc.

Water Resources: The Region is endowed with enormous water resource with the Volta Lake being the main. The Volta Lake serves as the main boundary stretching through Kintampo Municipality, Pru East, Sene West and Sene East District Assemblies. The lake provides a source of livelihood to many people in the riverine communities as fishing is the main occupation. Apart

from fishing, the lake has large quantities of Rosewood – a timber species with high demand in international community for manufacturing of expensive projects ranging from automobile furnishing and real estate.

Forest Vegetation: The Region is endowed with forest vegetation with several tree species such as Mahogany, Rosewood, Baabab, Papaa, Teak etc for the development of the timber industry.

Petroleum Deposit at Premuase: Seismic data proves quantities of petroleum deposits untapped at Premuase community in the Sene East District.

Gold Deposit: Geological data available at the Minerals Commission shows that Gold is found in commercial quantities at Mansie, Anyima, Amoma and Naasuano in the Kintampo South District Assembly and Donkro-Nkwanta in the Nkoranza Municipality.

Clay Deposit: Around New Longoro in the Kintampo Municipal Assembly, a special type of clay suitable for the production of clinker for cement and other industrial products such as paints and ceramics abound in large quantities

Tourism Potentials: The Region is endowed with beautiful natural scenes that can serve as a great source of revenue and employment in the Region. They are:

1. Kintampo Waterfalls / canopy walkway
2. Fuller Waterfalls at Yabraso, Kintampo
3. Kintampo, the geographical centre of Ghana
4. Boabeng Fiema Monkey Sanctuary
5. Kunsu Slave Market

Administrative Issues

Government's Flagship Programmes, Beneficiaries and Achievement

Table 2: Below shows, the Government's Flagship Programmes on Agriculture, Beneficiaries and the results from the interventions in 2019

No.	Project	Beneficiaries					Achievement
		Male	Female	Youth	Aged	PWD	
1.	Planting for Food and Jobs	61,802	20,003	40,867	8,740	124	Food security, food sufficiency, employment opportunities to the youth and reduced poverty
2.	Planting for Export & Rural Development	6,236	2,595	2,671	1,036	31	Increased access to improved cashew seeds / seedlings. Increased production / productivity of cashew

No.	Project	Beneficiaries					Achievement
		Male	Female	Youth	Aged	PWD	
3.	Rearing for Food and Jobs – cockerels (3 pilot districts)	217	67	-	-	-	Food security, employment opportunities to the Youth and reduced poverty
4.	Special Rice Initiative	5,024	2,083	4,394	2,677	1	Food security, food sufficiency in rice increased. Yields through the use of improved rice seeds
5.	GASIP	28	32	30	30	0	Increased adoption of climate smart agriculture practices
6.	GESSIP	25,084	11,767	2,084	8,541	44	Strengthened extension systems by registration, profiling and building capacity of CBAs

Pest and Disease Situation

Fall Army Worm

Table 3: Fall Army Worm situation, 2019

Total Farmland	Total Area Sprayed (Ha)	Total Area Recovered (Ha)	Total Area Destroyed (Ha)	No. of Farmers Affected	
				M	F
13,211	13,211	13,211	0	6,488	1,770

Enhanced Utilization of Agricultural Input

Fertilizer Distribution

Table 4: Fertilizer District 2019 (bags)

District Wide	Opening Stock	Distributed	Beneficiaries		Total
			M	F	
NPK	344,022	344,022	61,802	20,003	81,805
Urea	164,685	164,685			

Registry of Birth and Death

Performance of District on Registration of Birth 2019: As part of the vision to attain universal Birth and Death, the Region was given a projected target of thirty-four thousand, seven hundred and twenty-four (34,724) infant births to register for 2019. The figure was then divided into targets for the various Assemblies based on their population and fertility rate the Region recovered 23,491 coverage in 2019 representing 65% of the target.

Fisheries Commission

Pond Construction: A total of five (5) ponds covering a total surface area of 790m² were constructed in 2019.

Land Use and Spatial Planning Authority (LUSPA)

LUSPA in 2019 prepared a site plan and a draft layout for the Regional Coordinating Council and also trained staff on stencilling of properties.

National Road Safety Authority

The Authority in collaboration with DVLA, MTTD and the Ghana Road Transport Coordinating Council on 2nd December, 2019 organised a Road Safety Education Training for 150 selected High Risk Commercial Vehicle Drivers in the Region to become skilful, defensive and safety conscious drivers on the road.

Information Service Department

Regional Town Hall Meeting: As part of the Government's efforts at disseminating information to the citizenry, the Ministry of Information in collaboration with the Bono East Regional Coordinating Council held a Regional Town Hall meeting on 9th September, 2019 on the theme: "Accounting for Financial Sector Resolution, Jobs and Agriculture. The Hon. Minister of Information, Kojo Opong Nkrumah, Minister for Employment and Labour Relations, Hon. Ignatius Baffour Awuah, the Chief Executive of the Nation Builders Corps, Dr. Ibrahim Anyars and Mr. Abdul Wahab of Ghana Buffer Stock Company addressed the people on Government achievements.

Centre for National Culture: The Department organised and led the cultural troupe of the Bono East Region to its Regional Day at the 2019 NAFAC held on 12th November, 2019 at Koforidua to exhibit the Region's rich culture.

Official Visits

No.	Name	Designation	Purpose	Date
1.	H.E Nana Addo Dankwa Akufo-Addo	President	First visit to Bono East Region, Durbar of Chiefs and people, presentation of vehicles to RCC and inspection of site for RCC Office Block	14 th – 15 th April, 2019

No.	Name	Designation	Purpose	Date
2.	Hon. Hajia Alima Mahama	Minister of Local Government & Rural Development	Part of the President's entourage	14 th – 15 th April, 2019
3.	Hon. Kwasi Amoako Attah	Minister for Roads and Highways	- do -	14 th – 15 th April, 2019
4.	Ing. Dr. Nana Ato Arthur	Head of Service OHLGS	- do -	14 th – 15 th April, 2019
5.	Hon. Dan Kwaku Botwe	Minister, MoRR&D	Working tour to BER and meeting of Regional Heads of Department	3 rd July, 2019
6.	H.E Alhaji Dr. Mahamadu Bawumia	Vice President	Celebration of 2019 Maulud at Prang	13 th October, 2019
7.	Hon. Kojo Oppong Nkrumah	Minister of Information	Regional Town Hall meeting	9/9/2019
8.	Hon. Ignatius Baffour Awuah	Vice President	Durbar of Chief Imams and Zongo communities	23/11/2019
9.	H.E Alhaji Dr. Mahamadu Bawumia	Minister for Employment and Labour Relations	Regional Town Hall meeting	9/10/2019
10.	H.E Samira Bawumia	2 nd Lady	Visit to Fulani communities at Kintampo	1/11/2019

Security Issues

The major security issues in the Regional were:

1. Armed Robbery
 - a) Babato Kuma – Buipe Highway
 - b) Atebubu – Kwame Danso – Kajaji Road
 - c) Atebubu – Prang – Yeji Road
2. Chieftaincy disputes at Nkoranza, Kintampo, Mo, Kumfia, Offuman, Tanoso and Tuobodom
3. Activities of Fulani headsmen at Kintampo Municipal, Pru East, Pru West, Sene East, Sene West District Assemblies

Performance on integration of schedule on decentralized department the MDAs

No.	MMDA	No. of Dept. Available	Dept. Absent	Remarks
1.	Techiman Municipal	13	1	Transport Dept. absent
2.	Atebubu Amantin	13	1	Transport Dept. absent
3.	Techiman North	10	2	Transport, Trade Industry absent
4.	Kintampo Municipal	13	1	Transport Dept. absent
5.	Nkoranza South Municipal	13	1	Transport Dept. absent

No.	MMDA	No. of Dept. Available	Dept. Absent	Remarks
6.	Nkoranza North	9	3	Transport, Trade Industry absent
7.	Pru East	11	1	Transport Dept. absent
8.	Pru West	9	3	Transport, Trade Industry absent
9.	Kintampo South	11	1	Transport Dept. absent
10.	Sene East	10	2	Transport, Trade Industry absent
11.	Sene West	11	1	Transport Dept. absent

Human Resources Management

There were Thirty-Seven (37) promotions based on approval from the OHLGS. These were as follows:

Table below shows the break down.

S/N.	CLASS	NO. PROMOTED
<i>Professional Classes (10)</i>		
1.	Audit Class	1
2.	MIS	1
3.	Social Development Class	4
4.	Agriculture Class	4
<i>Sub-professional classes (27)</i>		
1.	Environmental Health Class	5
2.	Revenue Class	1
3.	Records Class	2
4.	Radio Operator Class	2
5.	Works Class	5
6.	Technical Class	3
7.	Metro Guard/City Guard	6
8.	Catering Class	2
9.	Watchman class	1

Postings: Two Hundred and Sixty-Eight (268) newly recruits were posted to the Bono East Region and Forty-Five (45) employees were posted within the Region to the various Districts.

Recruitment: Two Hundred and Sixty-Eight (268) newly Recruited officers were posted to the Region but Two Hundred and Fourteen (214) are currently at post.

The table shows a vivid narration of all officers who were recruited and posted

No.	Class	Total Posted
1	Assistant Budget Analyst	35
2	Snr. Budget Officer	8

No.	Class	Total Posted
3	Assistant Development Planning Officer	35
4	Assistant Director IIB	58
5	Environmental Health Analyst	11
6	Environmental Health Assistant	1
7	Environmental Health Officer	2
8	Assistant Internal Auditor	16
9	Internal Auditor Trainee	21
10	Assistant Programmer	5
11	Assistant Social Development Officer	19
12	Senior Social Development Assistant	12
13	Assistant Statisticians	14
14	Senior Executive Officer	18
15	Assistant Procurement Officer	6
16	Procurement Assistant	7

Human Resources Management Information System (HRMIS)

Five (5) MDA's submitted their monthly returns as expected. 6 MDAs, Kintampo Municipal, Nkoranza North, Pru East, Pru West, Techiman North and Atebubu Amantin that have their software corrupted could not submit reports. We have liaised with the IT Expert at the OHLGS to rectify them.

Study Leave with Pay: Four (4) applications were forwarded to OHLGS for consideration, the two applications were approved by OHLGS

Notice of Further Study: Two (2) applications were forwarded for notice of further studies.

Staffing: In terms of staffing the BERCC had staff in almost all the Professional Classes. However, there were no staff in the Social Welfare and Community Development Departments.

Age	Male	Female
20-30	2	1
31-40	5	2
41-50	8	11
51-60	2	-
Total	17	14

Resignation /Vacation of Post: Two (2) officers resigned from the Service whiles one officer vacated post.

Implementation of Government Flagships Projects and Programmes

No.	Project Description	Location	Implementation Status
			Description / %
1	Planting for Food and Jobs	Region wide	Project on-going

2	Planting for Export and Rural Development	Region wide	Project on-going
3	Rearing for Food and Jobs – cockerels (pilot district)	Nkoranza North, Kintampo North and Atebubu Amantin	Project on-going
4	Special Rice Initiative	Region wide	Project on-going

Free SHS

The Bono East Region has Twenty Nines Senior (29) High Schools made up of Ten (10) double track schools and Nineteen (19) Single track Schools. Total student’s population in the Region is made up of Thirty-One Thousand Six Hundred Ninety-Five (31,695).

Challenges and Recommendations

Challenges that most of the MDAs faced during the implementation of their activities of the year under review included

- In adequate office and residential accommodation for staff.
- In adequate transport and logistics for fieldwork.
- Delay in release of funds program activities.

Conclusions

The Bono East Region in spite of being among the newly created regions, exhibited commitment during the year under review in the region by providing security and other services to the good people of the region. It is hopeful that in the year 2020, the plans and policies of government spelt out at the beginning of the year will be implemented in the region to improve the living standard of the people.

4.4.4 BONO REGION

Introduction

This report gives a comprehensive profile of the Bono Regional Co-ordinating Council (BRCC) and outlines the various programmes, projects, services, and activities that were undertaken by the Council for the period, January to December, 2019.

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

In addition, the Office organized meetings to foster and engender cordial working relationships amongst its key stakeholders, including Municipal/District Chief Executives, Heads of Departments, Municipal/District Coordinating Directors and attended a Special Meeting of the Brong Ahafo Regional House of Chiefs.

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

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

As a non-taxing body, the Regional Co-ordinating Council depends on the Central Government for the release of funds for its programmes and activities. The delay and sometimes non release of such funds impact negatively on the performance of the RCC in terms of executing its core mandate.

As at the end of 2019, the Office of the BRCC received a total of **GHC504,291.59** as GoG funds for Goods and Services representing only **30.45%** of the approved budget for the year 2019.

In spite of the challenges confronting the Council, the Council in collaboration with other key stakeholders will continue to create the necessary conducive atmosphere for people to go about their socio-economic activities devoid of any security threats.

In addition, the Council hopes to intensify the monitoring and evaluation of all government projects to ensure that the projects are executed to specifications as well as completed within schedule and ensure value for money for such projects.

The Regional Co-ordinating Council looks forward to 2020 with much hope and enthusiasm and it envisages sustaining the level of development and committed to working harder to improve the quality of life for the people of the Bono Region.

Regional Profile

Location: The Bono Region, with a territorial size of 11,107 square kilometres, is the eighth largest region in the country. The region shares boundaries with the Savanna Region to the north, the Bono East and Ashanti Regions to the south-east, Ahafo and Western Regions to the south, and Cote d'Ivoire to the west. Administratively, the Region is made up of twelve (12) Assemblies comprising six (6) Municipal Assemblies and six (6) District Assemblies. The region has twenty twelve (12) constituencies.

The Region is characterized by a relatively high percentage of immigrants either as in-immigrants or as return-immigrants and they work mainly as independent farmers or farm labourers.

Population: According to the 2010 Population and Housing Census, the estimated population of the Region was 922,617 comprising **446,400** males and **476,217** females. The estimated population for 2019 was **1,142,500**. Approximately, 52.2 percent of the population live in the urban communities while 47.8 percent live in the rural communities.

The Region is inhabited mainly by the Bonos and Ahafos of the Akan stock. There are, however, minority groups like the Nafana of Sampa, the Koulongo of Seikwa and Badu, the Lighby of Banda, the Hwela and Jumu of Nsawkaw.

Departments of the Regional Co-ordinating Council

1. Department of Social Welfare
2. Department of Community Development
3. Public Works Department
4. Department of Parks and Gardens
5. Department of Rural Housing and Cottage Industries
6. Department of Feeder Roads
7. Statistical Service
8. Department of Agriculture
9. Department of Gender
10. Department of Children
11. Controller and Accountant-General's Department*
12. Department of Town and Country Planning*
13. Education Service*
14. Health Service*
15. Department of Urban Roads*
16. National Board for Small Scale Industries
17. Registry of Births and Deaths
18. Veterinary Services Department
19. Department of Agricultural Engineering*
20. National Sports Authority

- 21. National Youth Authority
- 22. Ghana Library Authority

*yet to be fully decentralised at the regional level

Regional Potential

The Bono Region is an agriculture hub of Ghana. Amongst its features, the region is blessed with vast arable lands suitable for the cultivation of many crops with about 60% of the population engaged in agriculture. Also, the region is one of the leading producers of cashew in the country.

In terms of accessibility, coverage and quality of service, the region possesses a well-developed infrastructure.

There are several potentials for investors in the areas of Tourism and Agriculture as well as general commerce. In the area of tourism, the Region can boast of the Duasidan Monkey Sanctuary in the Dormaa Central Municipality, Nchiraa Waterfalls, Wurbo Ancestral Cave near Nchiraa, Busia Mausoleum and Library in Wenchi, Hani Archaeological Site in the Tain District, Mfensi Sacred Groove, Jinini Slave Route and Sampa Slave Market all in the Jaman North District, among others. Also, there are festivals which include Kwafie festival of the Dormaa Traditional Areas, the numerous yam and harvest festivals, Akwantukese Festival of the Suma Traditional Areas and Fordjour Festival of the people of Badu.

In Agriculture, the region has a vibrant poultry industry spanning Dormaa West, Dormaa Central, Dormaa East, Berekum, Wenchi and Sunyani Municipalities. Several investment opportunities are available in the areas of mango, cashew, rice, tomato, soya bean, cassava and cocoa production and processing. Potential investors are assured of security of their investments

Administrative Issues

Political Leadership of RCC

Political headship of the BRCC underwent changes during the period under review. The Regional Minister, Hon. Evans Opoku Bobie was reassigned in May, 2019 as the Minister responsible for the newly created Ahafo Region and was succeeded by Hon Evelyn Ama Kumi-Richardson, who until her appointment was the Municipal Chief Executive for Sunyani Municipality. The Member of Parliament for Jaman North, Hon. Stevens Siaka was appointed Deputy Regional Minister, replacing Hon. Martin Oti Gyarko, who was also reassigned to the Bono East Region as its Deputy Regional Minister. The table below shows the current Political leadership:

Table 1: Political Leadership at the Regional Coordinating Council

S/N	Name of Regional Minister/Deputy	Designation	Gender	
			Male	Female
1	Hon. Evelyn Ama Kumi-Richardson	Regional Minister	-	1

2	Hon. Siaka Stevens (MP)	Deputy Regional Minister	1	-
Total			1	1

Report on Departments of MMDAs

Table 3: Status of Decentralized Departments at the MMDAs

S/N	Name of MDA	Status of Decentralised Departments		
		No. of Depts. Established	Yet to be Established	Total
1	<i>Berekum East Municipal</i>	10	3	13
2	<i>Dormaa East District</i>	4	7	11
3	<i>Dormaa Central Municipal</i>	11	2	13
4	<i>Jaman North District</i>	10	1	11
5	<i>Jaman South Municipal</i>	8	3	11
6	<i>Sunyani Municipal</i>	13	-	13
7	<i>Sunyani West Municipal</i>	6	5	11
8	<i>Tain District</i>	9	2	11
9	<i>Wenchi Municipal</i>	8	5	13
10	<i>Banda District</i>	4	7	11
11	<i>Dormaa West District</i>	6	5	11
12	<i>Berekum West District</i>	4	7	11

From the table above, not all the Decentralised Departments have been fully established in the Municipal/District Assemblies. In most Assemblies, the lack of office accommodation is impeding the full establishment of the decentralised Departments.

Official Visits

His Excellency Nana Addo Dankwa Akufo-Addo, the President of the Republic of Ghana, His Excellency Alhaji Dr. Mahamudu Bawumia, Vice President of the Republic of Ghana and Her Excellency Mrs Samira Bawumia, second Lady of the Republic of Ghana were in the region at various times during the year under review. They attended various programmes including working visits, attending funerals, and anniversary celebrations of schools and inspection of various development projects.

Other Visits: During the year under review, the Region also hosted prominent personalities who visited to carry out various functions. Most of these dignitaries also paid courtesy calls on the Hon. Regional Minister. Some of the dignitaries included Ambassadors and High Commissioners, Chief Executive Officers from the business community, Religious Organisations, and Commanders of various 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.

Human Resource Management

Staffing at the BRCC: The Office of the Bono Regional Coordinating Council had total staff strength of one hundred and three (103) as at the end of the year 2019. This consisted of thirty-nine (39) senior staff and sixty-four (64) junior officers. In terms of gender, the Central Administration of the BRCC is male dominated with fifty-eight (58) males and forty-five (45) female employees at the Central Administration.

Staff Categorisation of Municipal/District Assemblies: The total number of staff in the twelve (12) Municipal/District Assemblies in the Bono Region is two thousand and thirty-five (2,035), consisting one thousand one hundred and forty-five (1,145) males and eight hundred and ninety (890) females.

Table 4: Staff Categorization MMDAs

No.	Mun/Dist Assemblies	Male	Female	Total No. of Staff
1	Banda District	70	7	77
2	Berekum Municipal	114	103	217
3	Dormaa East District	68	52	120
4	Dormaa Central Municipal	93	59	154
5	Dormaa West District	70	11	81
6	Jaman North District	100	34	134
7	Jaman South District	107	61	168
8	Sunyani Municipal	148	194	342
9	Sunyani West Municipal	100	127	227
10	Tain District	88	61	149
11	Wenchi Municipal	129	146	275
12	Berekum West D/A	59	35	94
	TOTAL of staff in Bono MMDAs	1,145	890	2,038

Recruitment, Upgrading, Promotions, Postings, Transfers of Staff

Recruitment Undertaken: The Bono Regional Co-ordinating Council received Three Hundred and Seven newly recruited officers from the Office of the Head of the Local Government Service. Out of the total number posted to the Region, Two Hundred and Fifty-Five reported for duty. Fifty-Two did not report for duty. The breakdown is as follows:

Table 5: Recruitment Undertaken

No.	Class	No. Posted	No. Reported
1	Administrative	76	62
2	Internal Audit	62	52
3	Budget	47	39
4	SW&CD	37	31
5	Statistics	11	9
6	Procurement	15	11
7	Planning	22	19
8	Executive	19	18

No.	Class	No. Posted	No. Reported
9	MIS	5	2
10	Environmental	13	9
11	HR	0	1
12	Agric	0	1
13	Engineering	0	1
	TOTAL	307	255

The Bono Regional Co-ordinating Council also posted the newly recruited officers to the various MMDA's. The breakdown is as follows:

Table 6: Posting of Newly Recruited Staff

No	MDAs	No. at Post
1	BRCC	15
2	Sunyani Municipal	26
3	Sunyani West Municipal	21
4	Berekum Municipal	33
5	Dormaa Central Municipal	25
6	Wenchi Municipal	20
7	Banda District	14
8	Dormaa East District	16
9	Dormaa West District	16
10	Jaman North District	19
11	Jaman South District	18
12	Tain District	15
13	Berekum West D/A	17
	TOTAL	255

Promotions: At the beginning of the year, 2019, the Brong Ahafo Regional Co-ordinating Council now Bono Regional Co-ordinating Council had a total of One Thousand and Ten (1,010) staff who were due for promotion to the various grades in the various classes including staff from the Bono East and Ahafo Regions respectively. Out of the total number approval was received for Four Hundred and Thirty-Five (435) officers to be interviewed and promoted to the various grades. As at the end of December 2019, interviews were conducted for all the officers and were duly promoted to their next grades having passed the interviews.

Table 7: Promotion list for 2019

No.	Class	No. of Staff
1	Internal Audits	5
2	Engineering/ Technicians	30
3	Comm. /Social Development	37
4	Agricultural	16
5	Transport	34
6	Environmental Health	55

No.	Class	No. of Staff
7	Administrative	43
8	Secretarial	8
9	Works	19
10	Catering	4
11	Auxiliary	51
12	Budget	3
13	Planning	10
14	Librarian	2
15	Revenue	101
16	Procurement	5
17	Radio Operation	3
18	Parks and Gardens	9
Total		<u>435</u>

However, the Council is awaiting approval for One hundred and sixteen officers who have come for promotion interviews.

Postings: A total number of Seven Hundred and Nine (709) officers were moved to the Assemblies based on individual requests or where their services were required. The postings were effected mostly for newly recruited officers in the various Classes by the Office of the Head of the Local Government Service and were further posted to the various districts that were under staffed.

Staff who left the Service: In the year, 2019, Nine (9) officers from the Regional Coordinating Council left the Service, out of which, Eight (8) retired from active service, and One (1) officer resigned.

Report on Developmental Activities of Sector Institutions & Agencies

Education

“Free SHS Programme”: The Free Senior High School Programme is being implemented in the region. For the 2019/2020 academic year, a total number of 37 schools were benefitting from the Programme. The current enrolment for the schools stood at seventeen thousand, and twenty-four (17,024) as at 31st December, 2019.

“Double Track System”: Furthermore, 20 schools in the region were involved in the Double Track System for the 2019/2020 academic year. Reports from the various schools indicate that there has been no major challenge in the implementation.

Health

Health Facilities: As at 31st December, 2019, the region had 740 health facilities which included clinics, health centres, CHPS and hospitals. A mass polio vaccination was held across the region to combat the resurgence of the disease.

Others

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 ninth (9th) year.

The Regional Co-ordinating Council plays a key link between Sunyani and Techiman Municipal Assemblies and the Tuscaloosa Sister Cities International.

Table 15: Summary of Development Projects

No.	Sector	No. of projects	No. On-going	No. Completed	Remarks
	Social	648	178	470	
	Economic	41	8	33	
	Environment	24	-	24	
	Governance/Security	47	7	40	

Other Activities

Ghana Secondary Cities Support Programme: In accordance with the participating agreement under this programme, RCCs are to provide coaching, technical backstopping and co-ordinating role to the participating Municipal Assemblies (MAs) in the Region. In line with the above mandate, the Regional Co-ordinating Council was able to implement 78% of its Plan Capacity Support activities under the GSCSP to support both the participating MAs and the other Assemblies though funds utilization could only commence in the last quarter of 2019 due to administrative challenges.

Challenges and Recommendations

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 **GHC6,000.00 per month**. Meanwhile GOG funds for Goods and Services are not forthcoming and when the funds are released, are woefully inadequate.

Poor Road Network: There are some major roads that are of great concern in the region. These are, Berekum-Sampa road and Dormaa-Nkrankwanta road, inner city roads in Sunyani, Regional Hospital – Yawhima Dual-carriage road just to mention a few. However, several roads have been awarded on contract and it is the expectation of the RCC that the situation will be better in the year 2020.

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 **44** Chieftaincy disputes pending before the Judicial Committee of the Bono Regional House of Chiefs.

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

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.

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.

Postings: The situation where the Office of the Head of the LGS post officers without recourse to the RCC is posing a few challenges. In some cases, intra-regional postings are done without the knowledge of the RCC. In addition, postings of critical staff are done by the Office of the Head of the LGS from the region without replacement of such officers leaving the affected Assemblies with operational difficulties.

Others: In addition to the above, issues of inadequate logistics in some Councils, inadequate staff to give technical support, poor revenue structures hamper effective mobilization of revenue to support the Councils operations and Poor or low monthly allowances to Council staff also remain a challenge.

The following recommendations are proposed:

1. **Training:** The RCC has no major funds for training and capacity building of its staff. It is therefore suggested that a portion of the DACF deducted and given to the Ministry of Local Government and Rural Development should be given to the RCC for training and capacity building of its staff.
2. **Investment Fund:** It is also suggested that the Office of the Head of the LGS should pursue the restoration of the Investment Fund to enable the RCC undertake capital investments.

3. **Vehicles:** The RCC also suggests that a 4x4 Vehicle and at least one pick-up vehicle for the Chief Director and as a pool vehicle respectively are allocated to the RCC for general administrative duties.
4. **At the MMDA level:**
 - a. The Assemblies should provide permanent office accommodation for the Zonal, Town and Area Councils.
 - b. Good revenue strategies should to be pursued by the Assemblies to achieve improved revenue mobilization.
 - c. Government should re-demarcate area councils since some of them have been in existence for several years.

Conclusion

The Regional Co-ordinating Council looks forward to the year 2020 with much hope and enthusiasm and it envisages sustaining the level of development and committed to working harder to improve the quality of life for the people of the Bono Region.

4.4.5 CENTRAL REGION

Introduction

This Annual Progress Report of the Central Region covers the period from January to December, 2019. It 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 some Departments and Agencies during the year under review. The report is sub-divided into under listed sections:

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

Key Achievements in 2019

The Council made strides towards several developmental activities which yielded good results under the able leadership of the Regional Minister, Hon. Kwamena Duncan. Notable among them include:

- Education and Sanitation Excellence Awards Scheme for MMDAs, the maiden ceremony of which was held in December, 2019 by the RCC which saw more BECE pupils getting admission to the elite second cycle schools in the Region.
- Commendation from the UNFPA, UNICEF and Canada Global Affairs Country Director on the CRCC commitment to reduce adolescents' pregnancy, child marriage, maternal mortality and empowerment of young girls and boys to attain higher education.
- Resolved land boundary dispute between University of Cape Coast and Ankaful Chief and surrounding communities.
- No cholera outbreak in the year 2019.
- Construction of Presidential Lodge at the Residency of the RCC which was 90% complete.
- Completion of CRCC Security Entrance.
- General Security was calm although there were pockets of chieftaincy disputes disturbances.
- Successfully hosted H.E. President Nana Addo Dankwa Akuffo Addo seven times in the region.

Regional Profile

The Central Region was the first territory in Ghana to have made contact with the Europeans. The Regional Capital, Cape Coast, was the capital of the then Gold Coast until 1877, when the capital was relocated to the present day Accra. The historic Bond of 1844 which was signed between the British colonialists and the vociferous Fante Confederation took place in the Cape Coast castle located on the shores of the glittering blue Atlantic Ocean. Central Region was formerly part of the Western Region until 1970 when it was carved out as a separate region just

before the 1970 Population Census. Formal education in Ghana began in Cape Coast and this is attested to by the fact that the region is endowed with numerous basic schools started by the Christian Missionaries as well as model Senior High Schools which are noted for their high academic excellence. Additionally, most of the orthodox churches such as the Roman Catholic, Methodist and Anglican all started in Cape Coast and later spread across the country. More so, the Region is the destination for major tourism attractions in the country, notable among which include:

- 15 Forts and Castles dotted along the coast line
- The Kakum National Park
- The Historical Cultural Festivals
- The Pristine beaches and
- Indeed the hospitality of the people in the Region.

For this reason the Region is pontificated with the accolades, ***“Citadel of Education and Tourism Heartbeat of Ghana”***

Location: The Central Region of Ghana is located within longitudes 2° 15’ W latitudes 5° 0’N and longitudes 0° 15’W latitudes 5° 0’N. It occupies an area of 9,826 square kilometers or 4.19 per cent of Ghana’s land area. It shares common boundaries with Western Region on the west, Ashanti and Eastern Regions on the north, and Greater Accra Region on the east. On the south is the 150-kilometre length Atlantic Ocean (Gulf of Guinea) coastline which offers great potential for fishing and related socio-economic activities.

Population: The total population of the Central Region according to the 2010 Population and Housing Census, is 2,201,863 with sex ratio of 90 males per 100 females. Currently it has an estimated population of 2,563,288 (GSS, 2019) with an annual average inter – central growth rate of 3.1% with the male population as 1,258,128 and the female being 1,350,100. The Region recorded a Total Fertility Rate of 4.7% which is higher than the national average of 4.2. The population density is about 214 persons per square kilometer and this makes the region the second densely populated after Greater Accra Region. (*Source: 2010 Population and Housing Census; 2019 GSS Report*).

Regional Departments and Agencies

Table 1: Sub-vented Departments/Agencies

SR	DEPARTMENTS
1.	National Board for Small Scale Industries (NBSSI)
2.	Ghana Forestry Commission
3.	National Disaster Management Organization (NADMO)
4.	Electoral Commission
5.	Centre for National Culture
6.	National Commission on Civic Education (NCCE)
7.	Commission on Human Rights and Administrative Justice (CHRAJ)
8.	Central Regional Development Commission (CEDECOM)
9.	Bureau of National Investigations (BNI)
10.	Non-Formal Education Division (NFED)
11.	National Population Council
12.	Environmental Protection Agency (EPA)

SR	DEPARTMENTS
13.	Lands Commission
14.	National Commission on Children
15.	Food and Drugs Authority
16.	Survey Department
17.	Narcotic Control Board
18.	Department of Gender
19.	National Health Insurance Authority
20.	Ghana Export Promotion Authority
21.	Department of Factories Inspectorate

Service Departments

Table 2: Services in the Central Region

SR	DEPARTMENTS
1.	Ghana Police Service
2.	Bureau of National Investigations (BNI)
3.	Ghana National Fire Service
4.	Ghana Immigration Service
5.	Judicial Service
6.	Ghana Education Service
7.	Ghana Health Service
8.	Ghana Audit Service
9.	Ghana Statistical Service

National Disaster Management Organization

There was a strong collaboration with National Road Safety Commission and Ghana Police Service during the road safety campaigns at the Radio and Television stations in the region. The Assin South District NADMO in collaboration with the game and wildlife sensitized the Homaho and Abodewseso communities on proper fencing around their farms to drive away elephants which were destroying their farms. There were disasters such as, fire, rainstorm, flood, collapsed buildings among others.

Fire: there were 40 cases of fire disasters of which 36 were domestic and 4 commercial incidents. These took place in 16 districts and 40 communities. A total of 187 people were affected which comprised of (7) seven dead, (3) three injured displaced 177. The cost estimate of forty-three (43) affected houses, five (5) shops and a cosmetic shop amounted to One Million, Eight Hundred and Nineteen Thousand, Three Hundred and Sixty- Eight Cedis (**GHC 1,819,368**).

Rain/ windstorms: ninety-four (94) communities in sixteen MMDAs were hit by this disaster during the year. A total of 520 people were affected as a result of the destruction of 605 houses. Forty-one (41) people got injured while seven (7) were reportedly died with 4927 people displaced. The estimated cost of damage amounted to One Million, Seven Hundred and Forty-Three Thousand and Eighty-Three Cedis (1,743,083).

Flooding: 34 communities recorded flooding cases with total of 1621 people were displaced as result of submergence of 167 houses. Additionally, a total 404 acres of farmlands and a school submerged in four districts. The floods led to the destruction of properties and other personal effects valued at GHC1, 532,252. 00

Human disaster: Three cases of road accident, one of boat accident, electrocution and drowning were recorded. This affected 92 people in 7 districts. Nine (9) deaths were recorded with 47 displacements while 43 people got injured.

Collapsed buildings: eight houses in three districts collapsed and one person died. The organization lack funds to help them acquire enough logistics for effective works. It is recommended that, the officers are provided with logistics such as motor bikes to enable them access disaster scenes in the remotest areas.

Forestry Commission: A draft management plan written for Bowiye Forest Reserve has been completed and published. Routine Nursery operations were carried out in the various Forest Districts during the quarter in the year 2019. All roads in the region are still motorable with few works going on in form of repairs. Reshaping of Wassa- Eduminase- Atobiase road is nearing completion. The Cape coast Praso road reshaping has become standstill and they worked up to Jukwa from Cape coast. There was some intermittent rainfall which was somehow intensive, and as a result made planting possible but within the coastal savanna was less rainfall and resulted in delay of planting. The regravelling of the Twifo Praso- Dunkwa road is also at a standstill. There is an urgent need to fence the ecotourism Centre closer to Mfafo and Bewuanum Communities in Winneba Forest District to prevent encroachments. The GSBA's continue to be under threat of encroachment as population continues to increase. Regional and Cape coast District Office lines were not operational because of main cable theft.

Labour Department: In the year 2019, the department dealt with 380 workmen's compensation cases. 220 dockets out of the 380 were processed and the compensation awards were paid to the beneficiaries. Over 400 labour complaints were lodged and it included termination of appointments, unpaid salaries and severance awards to be paid to retrenched workers. 310 out of this number were amicably settled and the rest are pending. 126 establishment inspections were conducted for the year ended 2019. The exercise was to ensure the enforcement of the provisions of the Labour Act relating to conditions of the work and the protection of workers. Infringement of the law discovered were brought to the notice of the offending employers for rectification. The department however registered 700 unemployed applicants and 158 were placed in employment.

Lands Commission: The central regional lands commission generated a total revenue of Four Million, Nine Hundred and Ninety-Five Thousand, Three Hundred and Thirty Ghana Cedi, Six Pesewas (GH ₵ 4,995,330.06) during the year under review. This is made of NTR of GH ₵3,335,217.50 and third party revenue (the stamp and vested) of GH ₵1, 660, 112, 56. On the whole, of revenue generated in the year 2019 increased by 10.92% over the figure of GH ₵ 4,503,455.33 realized in 2018. The amount also indicates a fall of 9.18% against the years' target of GH ₵5,500,000.00. Out of the total generated revenue, PVLMD's contribution represents 60.22%, which 12.18% increase over its 2018 revenue generated. The contribution by SMD which is GH ₵ 810, 206.00, represents 16.22% of the total revenue generated and it points to 36.43% increase over its 2018 revenue. However, LVD experienced a decrease of 4.33% over its 2018 revenue owing to a drop in the stamp duty generated. The commission faced some challenges such as inadequate logistics which affected the effective running and delivery of service. The divisions also lacks adequate staff to carry out their functions and for

funds for the activities and operations of the commission were woefully inadequate. The region continues to suffer the problem of inadequate space. The commission also had issues of disputes from boundary and chieftaincy issues which led to suspensions of registrations in many areas such as Gomoa Nyanyano, Gomoa Fetteh, Ngleshie Amanfro and Senya Beraku. Boundary issues between Gomoa and Effutu traditional area which led to the vesting in 1961 still persists. There is a need to upgrade the capacity of all categories of staff as the commission envisage to migrate from manual operations to a digital environment. Out of the total number of applications received, about 85% of them were presented by so-called land agents and they never followed up.

Metropolitan Municipal and District Assemblies (MMDAs)

The Central Region has twenty-two (22) Metropolitan, Municipal and District Assemblies (MMDAs) comprising of one (1) Metropolitan, seven (7) Municipalities and twelve (14) District Assemblies.

Table 3: List of MMDAs and their Capitals

S/R	METRO/MUNICIPAL/DISTRICT	CAPITAL
1	Cape Coast Metropolitan Assembly	Cape Coast
2	Komenda-Edina-Eguafo-Abirem Municipal Assembly	Elmina
3	Mfantseman Municipal Assembly	Saltpond
4	Effutu Municipal Assembly	Winneba
5	Upper-Denkyira East Municipal Assembly	Dunkwa-On-Offin
6	Agona West Municipal Assembly	Agona Swedru
7	Assin North District Assembly	Assin Beraku
8	Assin Fosu Municipal Assembly	Assin Fosu
9	Awutu Senya East Municipal Assembly	Kasoa
10	Abura-Asebu-Kwamankese District Assembly	Abura Dunkwa
11	Agona East District Assembly	Agona Nsaba
12	Ajumako-Enyan Essiam District Assembly	Ajumako
13	Asikuma-Odoben-Brakwa District Assembly	Breman Asikuma
14	Assin South District Assembly	Assin Nsuaem- Kyekyewere
15	Awutu-Senya District Assembly	Awutu Breku
16	Gomoa Central District Assembly	Gomoa Afransie
17	Gomoa East District Assembly	Gomoa Potsin
18	Gomoa West District Assembly	Apam
19	Ekumfi District Assembly	Essakyir
20	Hemang Lower Denkyira District Assembly	Hemang
21	Twifo Atti-Morkwa District Assembly	Twifo Praso
22	Upper-Denkyira West District Assembly	Diaso

Regional Potential

- The first potential of the Central Region is peace. The region is well known for its peace which goes beyond Africa.
- It is the heartbeat of tourism in Ghana with the Cape Coast and Elmina Castles as well as Kakum National Park being the most attractive sites.
- The Region is endowed with some beautiful hotels. Notable among them are the Ridge Royal Hotel and Pempamsie Hotel in Cape Coast, Tills Beach Resort at Gomoa Fetteh, Elmina Beach Resort, Coconut Grove, and Elmina Bay Hotel and among others.

- Apostle Kwadwo Sarfo Automobile Plant at Gomoa Mpota.
- The region is endowed with numerous cultural festivals. Some of these include Fetu Afahye, Aboakyer, Bakatue and Ahoboakese celebrated by traditional rulers and their subjects.
- Panafest and Emancipation Day are two main international cultural festivals celebrated in the region.
- The region is also classified as citadel of education with most of the best second cycle schools in the country. The likes of Mfantsipim School, Wesley Girls High School, Adisadel College, St. Augustine's College, Ghana National College, Holy Child High School, and Apam Senior High School amongst others.
- The region has three (3) public universities and three private universities namely, University of Cape Coast, University of Education, Winneba and Cape Coast Technical University. The private Universities are Perez University at Pamfokrom near Winneba, KAAF University at Fetteh Kakraba and Nduom School of Business and Technology University at Ayensudo in the KEEA Municipality.
- It has three (3) Colleges of Education. They are OLA, Komenda and Assin Fosu Colleges of Education.
- There are five (5) Nursing Training Colleges. They are Cape Coast Nursing Training, Winneba Nursing Training, Ankarful Psychiatric Nursing Training, Dunkwa-On-Offin Nursing Training and Twifo Praso Nursing Training Schools.
- The Region has a Sports College at Winneba in addition to two private football academies. They are Glow Lamp Academy at Abresia in KEEA and Unity Stars Academy at Kasoa.
- Quality labour force is another important potential of the Region.
- Natural resources e.g. Fertile lands for crop cultivation, Cocoa, and Timber, Oil and gas deposits, gold and other mineral deposits are also available in the region.
- The region has the longest coast line in Ghana (source: Ministry of Food and Agriculture (MOFA)).

Administrative Issues

The region is headed by the Regional Minister, supported by his deputy. The Regional Co-ordinating Council (RCC) as a Governing Board meets at least twice in a year to discuss pertinent issues in the Region.

Membership of the Council (BOARD)

- The Hon. Regional Minister (Chairman) and His/Her deputy.
- Two Traditional Chiefs (representatives of the Regional House of Chiefs)
- All the twenty (22) Metropolitan/Municipal/District Chief Executives
- All the twenty (22) Presiding Members of the Metropolitan/Municipal/District Assemblies
- All Heads of Government Departments in the Region who are ex-officio members and do not have a vote

Political Leadership of the Central Regional Co-ordinating Council (CRCC)

- Regional Minister - Hon Kwamena Duncan (20th February, 2017 to date)
- Deputy Minister – Hon. Thomas Yaw Adjei- Baffoe 29th March, 2017 to date)
- Mr. Kingsley Agyei-Boahene- Regional Coordinating Director (2017 to date)

There was no addition to the number of Metropolitan, Municipal and District Assemblies. The number stood at 22 Assemblies. Female representation at the various Assemblies was still low as one can deduct from the table above. The Ministry of Local Government and Rural Development should put in more efforts to get more females elected to the District Assemblies to enable them participate in governance and decision-making.

Report on Departments of MMDAs

The Central Region complied with the directives given by LI 1961 for the establishment of departments in Metropolitan, Municipal and District Assemblies (MMDAs). All the MMDAs have set up all the departments except a few of them which yet to set up their Human Resource Department.

Official Visits

Table: 5 Official Visits

Name	Position	Country	Purpose
HE. President Nana Addo Dankwa Akuffo-Addo	President	Ghana	Official visit
Dr. Mahamudu Bawumia	Vice President	Ghana	Cut the sod for Sinohydro loan support inner city roads in Cape Coast
Nancy Patricia Pelosi	US Speaker of House of Representatives	Ghana	Cape Coast, Elmina Castles, Emintsimadze Palace
Hon. Ato Arthur	Head of Service	Ghana	Referendum on amendment of the Constitution to pave the way for election of MMDCEs
Hon Thomas Adjei-Baffoe	Deputy Central Regional Minister	South-Korea	Investment tour
Hon. Ken Dapaah	National Security Minister	Ghana	Working visit

The table above indicates the number of official visits to the Central Region during 2019. The President of the Republic of Ghana, HE. President Nana Addo Dankwa Akuffo-Addo visited the region on seven (7) occasions to perform different assignments. He joined chiefs and people of the Central Region to celebrate Panafest and Emancipation Day which coincided with the Year of Return.

He also launched the Planting for Food and Export at Dunkwa On- Offin to encourage more farmers to go into production of cash crops. President Nana Addo also performed one historic assignment as he cut the sod for the commencement of the Moree Landing Beach at Moree in the Abura Asebu Kwamankese District.

The Head of the Local Government Service, Ing. Dr. Nana Ato Arthur also visited the region to sensitize Metropolitan, Municipal, District Chief Executives, Coordinating Directors and Assembly members to campaign for “yes” to allow assembly members and DCEs to be elected on partisan basis.

TABLE 6: Training Activities Undertaken in 2019

No.	Type of Training	Date/Duration
1	Workshop on improve administration under the Ghana Secondary Cities Support Programme (GSCSP) –Zone 3	21 – 22 November, 2019
2	Invitation to attend training on cybercrime security awareness and it audit and digital forensics.	17 th September , 2019
3	Invitation to three-day residential training workshop for human resource managers and assistant human resource managers.	24 th May, 2019
4	Review and Validation Workshop of the training manual for the department of Social Welfare and Community Development.	19 th December, 2019
5	Invitation to the 2 ND GALGA Conference	12th-14th December, 2019
6	Road Safety Education and Training for drivers of commercial vehicles	26th November , 2019
7	Nationwide sensitization workshop on asset transfer and management framework for ministerial realignment and decentralization.	30 th November, 2019
8	Invitation to participate in the 3 rd protocol matters 2019 conference	18th – 19 th November, 2019
9	Invitation to the 4 th Annual Conference of the Local Government Procurement Professionals Association of Ghana.	20th November, 2019
10	Invitation to the orientation workshop for the staff of the Physical Planning Department	2nd- 3 rd October, 2019
11	Payroll sensitization and ESPV re-training exercise.	29 th Oct – 3rd November, 2019

A number of training programmes and workshops took place during the year under review which were meant to build capacities of the staff at the Regional Coordinating Council and the Metropolitan, Municipal and District Assemblies.

The Institute of Internal Auditors (Ghana) in collaboration with the e-Crime Bureau organized a cybercrime security awareness Programme for the staff of the Regional Coordinating Council, financial officers, internal auditors, project managers, engineers and administrators among others from the various MMDAs and other state owned intuitions.

Participants were taking through topics such as recent cases of cyber-attacks targeting IT environments of institutions, overview of cybercrime trends targeting the banking sector, insider attacks and counter measures, social engineering threats and counter measures, and mobile application security threats as well as email attacks and prevention among others.

Security Issues

The Region enjoyed calm and peaceful security situation. There was cordial working relationship among security agencies. The murder of two police officers at Gomoa Bujumbura by - and the clash between the youth of Ayamful and the military over residual gold deposit belonging to Persus Mining Company which resulted in the death of two youth of Ayamful were disturbing security issues that dealt a blow the peace in the region. The killing of the

police personnel forced the Regional Minister, Hon. Kwamena to call for closure of the refugee camp at Budumburam which he said had become a safe haven for harden criminals who disturb the peace in the region.

In addition, the region witnessed a number of highway robberies which became major security concern to the general public. These robbers target festivities such graduation ceremonies of universities especially University of Cape Coast. For instance, there was a highway robbery at Apostle Kwadwo Sarfo’s Automobile Factory Junction where the robbers blocked the road and robbed many vehicles. Similar situation occurred in the Ekumfi and Ajumako Districts where robbers blocked roads and robbed passengers. The Regional Police Command under the able leadership of DCOP Paul Manly Awini increased snap checks and night patrols along the Highway.

Chieftaincy disputes also became rife between June and October where numerous festivals were celebrated. It was at these period that self-style chiefs emerged. Besides, land guard activities in the Gomoa East District posed greater challenge which was coupled with land boundary disputes between Gomoa East and Ga West. The boundary issue over Dampase that is believed to be part of Gomoa East sparked controversy when Ga West Municipal Assembly used military personnel a means of claiming ownership of the last town. In a bid to clamp down on foreign nationals without resident and work permit, the Regional Immigration Service Command received and issued Seven hundred and eighty-one permits of various kinds to ECOWAS nationals, other nationals and Ghanaians with foreign passports. There was a 39.2% increase in permits received and processed in the year 2019. The increase was as a result of sensitization programs organized by the command. Despite the many challenges and logistical constraints facing the Regional Command, the year 2019 was successful. The service made a total of thirty-three arrests of which twenty-five were Nigerians, three Ivoirians, two Chinese, a Togolese, a Liberian and a Moroccan for committing various crimes. Below is a table showing the crimes and actions taken.

Human Resource Management

Table 7: Recruitment/Upgrading/Promotions/Postings/transfers of staff/etc.

No.	Item	Total Number	Remarks
1.	Recruitment	531	New entrants
2.	Upgrading/ Conversion	52	
3.	Promotions (Intra-Regional)	370	
4.	Postings	540	
5.	Transfer	N/A	
6.	Staff Development		

The table above shows that, The Central Regional Co-ordinating Council under the auspices of the Office of the Head of Local Government Service (OHLGS) in 2019 promoted Three Hundred and Seventy employees to their next respective grades having satisfied all the promotion guidelines and requirements on a fair and equitable basis through Examination and Interview. The Office of Head of Service also recruited a number of Five Hundred and Thirty-One New Entrants to the region and Upgraded or Converted Fifty- Two personnel. There were Five Hundred and Forty Intra- Postings too.

Report on Developmental Activities of Sector Institutions & Agencies

National Health Insurance Authority

Although the region has 22 administrative districts, there are thirteen NHIA district offices and two-sub offices at Kasoa and in Diaso. At the close of the year, the total active membership in the region as at the end of the year 2019 comprising of new registrations and renewals of memberships stood at 874,073 this represents 85% of the 2019 target of 1,025,291 with a variance of (151,218) and 34 of the estimated 2019 population of 253228.

A total of 456,725 members (representing 110% achievement over target) had renewed their cards via mobile money. There was a remarkable improvement in reimbursement of claims health care providers across the region with less than 8 months' average outstanding claims. Alleged co-payment problems, poor network connectivity for the BMS operation and frequent breakdown of ID card printers were the major challenges that hindered the optimal performance of the Region.

National Road Safety Commission

The road safety situation in the region has been described in the statistical terms with regards to the crashes and casualties recorded in the year and road safety performance in relation to that of 2018. The National Road Safety Commission intensified its public education on road safety in 2018. Officials of the Commission took their education campaign to radio stations such as; ATL FM, Citi FM, Live FM, Darling FM, Radio Central, Obrapa FM and other telephone interviews to other stations. This was done to educate road users on how to use the road. Weekly interactions and discussions were held at Coastal Television, Citi News and Ocean 1 TV within the year. Also, outreach programmes were held at Mankessim, Jukwa, Twifo Praso, Kasoa Bawjiase, Cape Coast, Swedru, Winneba and Asebu GPRTU and Co-operative lorry terminals to ascertain the level of compliance of safety standards by the road users. Over 4,000 pupils and 2,707 teachers drawn from 178 schools in the region were taught on diverse traffic and pedestrian safety mechanisms. In the 4th quarter of the year, there was a sod cutting event held at Amamoma in University of Cape Coast for the construction of Cape Coast inner roads under the Sinohydro deal. A total of 902 road traffic crashes were recorded in 2019 as against 904 in 2018 representing a decrease of -0.22% while a total of 1,405 vehicle recorded crashes of 7.25% increment. During the period 181 people were killed which showed a decrease in number compared to 2018 which recorded 207 represented by a change. The second and fourth quarters recorded highest fatalities with a total of 48 and 56 casualties in total respectively. Additionally, 1,554 persons suffered various degrees of injury. The figures showed that the number of deaths and injuries are not appreciable and hence there is a need for measures and regular education for road users. The trends also indicate that there is the need to strengthen coordination among stakeholders to control the causes of the most serious crashes. Moreover, there should effective collaborations with the MTTD and the road agencies to enforce traffic regulation to minimize road accidents in the region.

Programmes/Project and Activities by Sectors

Table 8: Summary of development Projects (RCC),

No.	Sector	No. Of projects	No. On-going	No. Completed	Remarks
1.	Education	22	22	-	

Central Region Development Commission (CEDECOM)

Achievements: CEDECOM initiated a number of programs and projects during the period under consideration. This report details the Commission's key achievements for the year 2019:

Central Region Investment Conference (CRIC, 2019)

The Central Region Development Commission (CEDECOM) in partnership with the Central Region Coordinating Council (CRCC) and the Central Region House of Chiefs (CRHC) organized an international investment conference in May, 2019 at Coconut Grove Beach Resort, Elmina under the theme “*Projecting the Central Region of Ghana as the preferred Investment Destinations.*” The investment Conference showcased the investible potentials of the Central Region and offered business opportunities prospective investors.

Additionally, the Commission mounted exhibition stands for made in Ghana products to promote trade in the local economy. Communiqué issued at the end of the conference focused particularly on industrializing the Central region. Participants were drawn from the 22 Metropolitan, Municipal and District Assemblies (MMDAs), Ministries, Department and Agencies (MDAs), practitioners from the private sector, Chiefs as well as the academia.

Collaboration with Private Sector/Development Partners/NGOs

Development of an Economic/Industrial Zone in the Central Region

CEDECOM is facilitating the development of an economic/industrial zone in the Central region by ONEGO Ghana Limited, a Chinese Company. The Company has shown considerable interest in developing an industrial city in the Central region, precisely along the coastal stretch targeting the following areas; Ekumfi, Gomoa Akyempim, Gomoa Ajumako, Winneba-Effutu and Senya Bereku. According to the project promoters, the vision is to build the city on between 10,000 and 25,000 acres of coastal lands with a capacity to accommodate over 100 different manufacturing firms. The project is anticipated to have the capacity of generating a minimum of 300,000 indirect and 50,000 direct jobs, and would add 2 billion dollars to Ghana's Gross Domestic Product (GDP) and rake in \$500 million revenue and \$8 billion volume of trade investment.

A stakeholders' meeting has been held at CEDECOM On January 16, 2020 which brought together the representatives of the Central Region House of Chiefs, CEDECOM Board members, representative from the Attorney Generals' Department, Hon Abraham Dwuma Odoom (Representative from the Central Region Caucus of MPs), CEDECOM staff, and representatives from the Ministry of Trade and Industry. The purpose of the meeting was to review the draft MOU and make amendments.

CEDECOM – Vision 2050 Cooperation

CEDECOM has since August 2016 made efforts to establish and develop a bilateral cooperative relationship with Vision 2050 Forestry Company Limited (VTF) to bring about sustainable development into the private sector in the Central region.

In a shared vision the Commission presented 13 project proposals to seize the funding opportunity provided by Vision 2050 Forestry Company Limited (VTF) for the Private sector development. VTF selected 5 of the proposed projects with a budget of seven million US Dollars (US 7,000,000.00) and requested CEDECOM to develop a comprehensive proposal on them for assessment. The proposed projects included:

1. Six Small Holder Cooperative Oil Palm Fruit Processing in the Twifo Atti Morkwa and Hemang Lower Denkyira districts.
2. Bamboo Value Chain Project at Jukwa Krobo and Abrafo Odumasi in the Hemang Lower Denkyira district.
3. Oil palm value chain project at Twifo Praso and Jukwa Bremang.
4. Community afforestation project at Akwaboso-Angokrom in the Upper Denkyira West district.
5. Research and Commercial Center for the school of Agric, University of Cape Coast at Wamaso in the Twifo Atti Mokwa District.

Made in Ghana Trade Show: Trade Promotions

CEDECOM in collaborated with Central Region Chamber of Commerce, and Industry and Richbell Consult (Private sector Practitioner) showcased products of SME's to promote made in Ghana products. CEDECOM together with its partners mounted exhibition stands for the SMEs. The exhibition which coincided with Oguaa Fetu Afehye provided a huge opportunity for selling, buying, networking for exhibitors and people drawn to the stands. Some of the products on display were; cosmetics, foot wear, handmade kente, African prints, bulbs, accessories, smock among others. 28 SMEs participated in the fair.

2019 Panafest/Emancipation Day/Year of Return

The Commission participated fully in the 2019 PANAFEST/Emancipation Day celebrations primarily to enhance the overall effects of PANAFEST on the regional economy. 3 desks were set up by CEDECOM at key areas where the PANAFEST activities were mostly held that is Cape Coast Castle, Sport Stadium and University of Cape Coast/CNC. This was an awareness creation exercise for the Public especially those from the Diaspora. Pertinent dialogue was held with participants from the local and foreign communities to attract investment into the region. Printed materials indicating the rich investment potentials of the region were distributed to participants. Mamphey Company Limited, an investor has expressed interest to invest in the bamboo and agro areas. It is expected that MDAs, MMDAs and Development partners would continue to lend their support to CEDECOM's mission to enhance the living standards of the people of the Central Region.

Challenges and Recommendations

- The Region is faced with bad road network which makes it difficult to access roads to remote areas.
- Illegal mining has led to the increment of cost to treat the water by the Ghana Water Company limited. These activities have also caused illness such as kidney diseases.
- The region is also faced with high rate accidents as a result of drivers' recklessness.

In light of the above the following recommendations are proposed:

- It is recommended that; the government provides funds to fix these roads.
- Proper measures should be put in place to check illegal mining activities.
- Public education should be organized by the Road Safety Commission and GPRTU to educate drivers on road safety measures and defensive driving to reduce high rate of accidents on our roads.

Conclusions

Central Region has always remained peaceful and calm. The Region successfully improved the Basic Educational Performance which led to an increased enrolment to the prestige Senior High Schools as a result of setting up committee to handle basic education challenges. 421 out of 53,670 pupils who sat for the 2018 BECE gained admission into the elite SHS in the region in 2018. The figure increased as 824 out of 40,083 pupils gained admission in 2019. The region hopes to further improve on this result in the year ahead.

4.4.6 Eastern Region

Introduction

The Eastern Regional Coordinating Council (ERCC) in pursuit of her corporate objective of 'securing effective client focused local governance and service delivery' strenuously worked to improve its internal management systems and ensured improved performance of its statutory roles and the exercise of her mandates which contributed to enhanced service delivery for the Region's population.

The adopted measures enabled ERCC to facilitate the preparation and implementation of approved 2019 Action Plans and Budgets (AAP & B), Programmes, projects and activities of the RCC, the Region's 33 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.

Among the ERCC's 2019 success stories were:

- Completion of the five (5) underlisted capital projects initiated in July 2018 were financed from receipts from the District Assemblies Common Fund (DACF) and support from some MMDA's.
 - Rehabilitation of the OERCC Block at the cost of
 - Rehabilitation of the Regional Planning Coordinating Unit Block at the cost of
 - Rehabilitation of the Residence of the Honourable Regional Minister at
 - Fence Walling of the Ministries covering an area of 9.3 acres
 - Rehabilitation of Bungalow #
- The Region successfully hosted the 38th Edition of the biennial National Festival of Arts and Culture in Koforidua from 8th to 15th November 2019. The event showcased the rich cultural diversity of the country and brought together participants from all the sixteen (16) Regions including chiefs and people from various ethnic groups in Ghana.
- ERCC held two (2) Regional Coordinating Council Meetings which deliberated and took policy decisions on the strategic development of the Region.
- Improved internal funds generation by all MMDAs in 2019. While 11 MMDAs exceeded their 2019 IGF Budget, 22 achieved 70% or more of their Budgets. The only exception was Achiase District Assembly which was inaugurated in April 2019.
- The Region came 1st in the National Basic Schools Festival of Arts and Culture held in Cape Coast in August, 2019

It is important to mention that the 2019 successes were chalked in the midst of a plethora of challenges which included:

- Illegal mining activities and desecration of otherwise fertile agricultural lands.
- Intractable chieftaincy disputes.
- Poor road network
- Significant number of uncompleted projects in the Region initiated by both Government of Ghana and MMDAs.

Regional Profile

Location and Size

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

Population Size, Growth and Distribution

The 2019 population of the Region was at 2,992,643 (projected from 2010 Population Housing Census figure of 2,633,154 and Annual Growth Rate of 2.5%). The gender split was 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 Kibiwhich rises to 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 from where the Pra, Birim and the Densu Rivers take their sources. The Volta Lake and its Afram tributary in the east and the north-east respectively drains that portion of the Region.

Occupation

Agriculture is the main economic activity in the Region and employed about 53% of the population followed by the services sub-sector (22%) and industry about 10.7%.

Traditional Authorities

Eastern Region has eleven (11) traditional councils. These are Anum, Boso, ManyaKrobo, YiloKrobo, Akuapem, AkyemAbuakwa, Akyem Kotoku, AkyemBosome, Kwahu, Akwamu and New Juaben and are all traditional paramountcies.

Roads

The Region has a total paved road network of 14,179.40km and an unpaved stretch of 11,358.6km which are evenly distributed across the Region. The north-eastern corner (the Kwahu Afram Plains) has the fewest and poorest roads.

Regional Potentials

Water and Tourism: The Akosombo and Kpong dams are located in the Region and present high potentials for irrigation, farming, inland fishing and fish farming, water transport, sports and tourism. They are also sources of water for industrial and domestic use. The mountain ranges in the Region are the habitat of many rare and exotic flora and fauna and are veritable tourism potential. The Kwahu Mountains which hosts the annual Easter Paragliding Festival and the Nkawkaw Marathon now has the 999 Steps to the O'Jays Canopy Walk Way and Zip Line on top of the range at Obo close to the 800-Bed Rock City Hotel in Nkwatia.

Koforidua, the Regional capital is gradually becoming a conference destination, educational hub and dormitory town for workers in Accra and Tema. The spin-off is the potential for real estate to meet demand for housing units for hostel and residential use.

Agriculture: The extensive ranges of forest highlands (such as the Atiwa-Atwaredu, Akwapim and the Krobo and Shai Hills) have plains and heights that offer various potentials for agricultural production and industry. While the plains around the Yogaga and Osudoku hills are renowned for vegetables, banana and mango cultivation, the Akwapim range is famous for horticultural crop production in southern Ghana. The climate and soils of the Region are support the cultivation of cash and food crops such as cocoa, kola, cassava, paddy rice and oil palm.

Mineral Deposits: Minerals such as gold, diamond, bauxite-tantalite, limestone, kaolin and clay abound in the Region. Gold and diamond are however the only minerals that are commercially mined. A plan to mine the major bauxite deposits at Kibi on the Atiwa Range is being finalized.

Administrative Issues

Political leadership of the Regional Coordinating Council

Mr. Eric Kwakye Dafour, the Member of Parliament for Nkawkaw Constituency is the Regional Minister and acts as the political and administrative head of the Region. Hon. Samuel Nuerter Ayertey is the Deputy Regional Minister.

ERCC had all 23 Departments in place as well as 30 other Regional Departments and Agencies all of which contributed to achieve the successes chalked in 2019. The RCC met twice in June and October of 2019 during which strategic policies were adopted and implemented to drive the development agenda of Region in line with the broad National Development Policy Framework: Agenda for Jobs

Official Visits

- His Excellency the President of the Republic paid a working visit to the Region from 12th – 14th October 2019.
- Officials of the Canadian High Commission in Ghana visited the Region on 22nd January, 2019.
- Dr. Anyars Ibrahim, Chief Executive Officer of the Nations Builders Corps (NABCO) paid a day's visit to the Region on 25th June, 2019.
- The Senior Minister, Hon. Yaw Osafo Marfo was in the Region on the 8th November, 2019 to officially open the 2019 NAFAC

Security Issues

Chieftaincy disputes and illegal mining were issues on which the Region committed a lot of resources in 2019. Frequent bush fires in the Afram Plains and Upper Manya Krobo areas, domestic fires and road traffic accidents were also major security issues.

- ***Chieftaincy Disputes:*** The Paramountcies of Yilo Krobo and Akuapem continued to be plagued by succession disputes. Similarly, the succession disputes in Pankese in Birim North, Atibie in Kwahu East, Adjena and Atimpoku in Asuogyaman, Awenade in Kwahu

West and Kade in Kwaebibirem remained unresolved and became occasional flash points during the year. The RCC worked diligently to maintain the peace in all the affected areas.

- **Manya Krobo land owners impasse with West Africa Quarries Limited (WAQL):** There was serious disagreement between the land owners of Odugblase in the Manya Krobo Municipality and West Africa Quarries Limited, a subsidiary of GHACEM over the company’s mining of limestone in the area. The disagreement halted the mining of the mineral in the area. The RCC’s intervened to avert loss of life and property.

Illegal mining – the mineral rich Districts in the Region (Atiwa East and West, Denkyembaour, Kwaebibirem, Abuakwa South, Fanteakwa South and Birim North) continue to suffer from the activities of illegal miners. In 2019, the illegal miners extended their activities to Kwahu West which was hitherto not a ‘galamsey’ prone area. Cocoa and citrus farms were severely destroyed to give way to illegal mining activities. The RCC supported the Operation Vanguard Team at various periods in the year to control the galamsey activities by conducting swoops on mining sites, arrest illegal miners and seize their equipment etc. thirty-five (35) illegal miners were prosecuted and jailed in 2019

Political Leadership of MMDAs

The Eastern Region has thirty-three (33) MMDAs (same number of Parliamentary Constituencies) made up of thirteen (13) Municipal Assemblies and twenty (20) District Assemblies. The table below shows the different MMDAs and their political heads.

Human Resource Management

Interviews were conducted for two hundred and eighty (280) staff for promotion to their next respective grades. In addition, seventy (70) officers who had acquired the requisite qualifications were upgraded into some of the professional classes in the Local Government Service.

The year 2019 also saw the posting of four hundred (400) newly recruited staff from the Office of the Head of Local Government Service (OHLGS) to the RCC for re-posting to the various Municipal and District Assemblies in the Region. The RCC also posted thirty-seven (37) other staff to various MMDAs.

Four (4) officers died in the Region in 2019. One Hundred and twenty-nine (129) officers having attained the compulsory retirement age of sixty, retired from LGS. In addition, while six (6) officers resigned from LGS in the Region. Three (3) others vacated their post in 2019. The table below gives a breakdown of the human resource activities in 2019.

Table 2: HR Activities in 2019

RCC/ MMDA s	Department/Unit	Promotion	Posting	Retirement	Upgrading	Resignation	Death	Vacation Of Post
RCC	Human Resource	1	3	1				
	Central Administration	18	5	5				
	Works	2						

RCC/ MMDAs	Department/Unit	Promotion	Posting	Retirement	Upgrading	Resignation	Death	Vacation Of Post
	Social Development	8	1	3			1	
	Environmental Health	1						1
	Agricultural	5				1		1
	Physical Planning	6						
MMDAs		225	29	131	70	9	8	10
TOTAL		266	38	140	70	10	9	12

Source: HR Department, ERCC, January, 2020

Report on Development Activities of Sector Institutions & Agencies

Education

2019 WASSCE: The Region presented 48,376 (47,198 in 2018) candidates made up of 23,024 males and 25,352 females in 97 schools for the 2019 West African School Certificate Examination (WASCE) took place between April June, 2019.

Basic Education Certificate Examination (BECE) Performance: The Region presented a total of 47,864 candidates made up of 24,801 boys and 23,063 girls for the 2019 BECE. 23,607 students passed with Aggregate 6-30. A total of 24,257 candidates failed, obtaining aggregate 31 and above. The percentage of failure was therefore 52.51 percent as against a pass rate of 47.49 percent. The performance was a 7.435 pass rate improvement over 2018. The five worst performing Districts in the Region were Fanteakwa North, Kwahu Afram Plains North, Ayensuano, Okere and Achiase.

Infrastructure in SHSs: One Hundred and thirty-three (133) new infrastructure projects were initiated in about 95% of the Senior High Schools (SHS) the Region. These were in addition to the above 190 on-going GETFund projects rolled over from 2018. Forty-six infrastructure projects including those listed below were completed and handed over for use by the Schools;

- ▶ Ofori Panin SHS-12 Unit
- ▶ Coaltar SHS- Administration Block
- ▶ Kade SHS- Six Unit classroom
- ▶ Oti Boateng SHS-
- ▶ Manya Krobo SHS-12 Unit Classroom Block and 18 Unit classroom Block
- ▶ Existing Project at Ehiamankyene- Six Unit classroom block
- ▶ Boys Dormitory at Upper Manya Krobo SHSetc.

Sports and Culture: The Region successfully participated in the National Second Cycle Schools Sports festival held in Bolgatanga in September, 2019 and placed 5th out of the 10 participating Regions. The Region came 1st in the National Basic Schools Festival of Arts and Culture held in Cape Coast in August, 2019

Curriculum Development and Review Training: The second stage of the training of trainer workshop for the curriculum review successfully ended in June 2019. In all 495 selected teachers and staff were trained.

Community Water and Sanitation: There were thirty-two (32) Small Town Water Systems in Eastern Region out of which twenty-one (21) were managed by the Community Water and Sanitation Agency (CWSA). The twenty-one (21) systems are in the following communities/Districts.

Table xxx: Small Water Ssystems in the Eastern Region

No	Location	MMDA	No	Location	MMDA
1	Donkorkrom	Afram Plains North	12	Akooko	Abuakwa South
2	Mem Chemfre	Afram Plains North	13	Asiakwa	Abuakwa South
3	Maame Krobo	Afram Plains South	14	Adasawase	Atiwa East
4	Pramkese	Kwaebibirem	15	Akim Sekyere	Atiwa East
5	Otumi	Kwaebibirem	16	Asuokaw	Upper West Akim
6	Abaam	Kwaebibirem	17	Mepom	Upper West Akim
7	Dwenase/Apinaman	Denkyembour	18	Akwadum	New Juaben North
8	Boadua	Denkyembour	19	Nankese	Suhum
9	Kusi	Denkyembour	20	Akroso	Asene Manso
10	Akim Wenchi	Denkyembour	21	Akoase	Birim North
11	Bosuso	Fanteakwa			

The Community Water and Sanitation Agency withdrew its services from the Akim Sekyere water system due to agitations and threats by community members over tariff rationalization in 2019. The Water Systems Management Staff at the Busoso were redeployed to another Water System as a result of damage to transmission and distribution pipelines by a road contractor working in the community.

The following were some of the achievements of CWSA in 2019:

- The Department completed rehabilitation works at the Aqualite Water Treatment Plants at Akooko, Bosuso and Asiakwa
- Measurements for the extension and expansion of four water systems in Asesewa, Akroso, Akwadum/Nankese and Asiakwa have been completed awaiting funds from the Head Office to commence work.
- During the year the Regional Directorate of CWSA purchased and transported materials for fifty-seven (57) new connections to various WSMS Offices to enable new customers to be connected to the Water Systems.
- The Agency also expanded a one room office accommodation at Asesewa into five room offices for use by the WSMS.
- An NGO, Ernst Peyer Foundation through the CWSA provided two communities in the Ayensuano District – Kwame Kyere and Alafia with hundred (100) household VIP latrines to improve sanitation in those areas.

Social Welfare and Community Development

The Department of Social Welfare and Community Development under its three (3) core programmes of Justice Administration, Child Rights Promotion and Protection and Community Care undertook the following activities in the year 2019

1. One Hundred and Fifty-Two (152) family tribunal cases and seventeen (17) juvenile delinquent cases were disposed of by 25 Municipal/District Family Tribunals and Juvenile Courts.
2. Fifteen (15) Social Enquiry Reports were written and submitted to the courts and recommendations accepted.
3. One hundred and thirty (130) families were assisted to solve family welfare and other related problems and Two Hundred and Eighty-Two Thousand, Six Hundred and Thirty-Six Cedis Sixty-One Pesewas (**GHC282,636.61**) maintenance fees was collected from erring parents.
4. One hundred and thirty (130) Early Childhood Development Centers were inspected and supervised.
5. Ten thousand (10,000) people benefitted from Social/Public Education

AGRICULTURE

General weather situation in the Region: The general weather conditions experienced within the period under review was very favorable for the growth and development of crops and livestock across most Districts/Municipalities in the Region. Almost all 33 MMDAs did not experienced any significant deficit in the major food commodities due to increase in the production of major staples which was the result of effective and efficient extension delivery, Modernization of Agriculture in Ghana Project, the Planting for Food and Jobs Programme, swift response to the Fall Army Worm menace and

There was an increase in the number of planned agricultural activities implemented in the 2019 Agricultural year compared to same in 2018 due to increase in funds transferred to the various Agricultural Departments in the Region. In all, sixty-nine (69) out of the Seventy-one (71) approved activities planned at the Regional level in 2019 were implemented and fully completed representing (97%) of activities implemented as at end of 31st December, 2019

Performance of Flagship programmes

Planting for Export Rural Development (PERD): Under the Planting for Export and Rural Development (PERD), the Region has adopted Coffee, Oil palm, Coconut, Mango, and Cashew as the main crops for export. A total of 1,083,904 seedlings out of the targeted 2,011,000 were raised and 510,426 of these seedlings were distributed to 3,716 farmers. A total of 7163.39 hectares of land has been put under cultivation in the Eastern Region since the commencement of the PERD programme.

Special Rice Initiative (SRI): The Special Rice Initiative (SRI), a new Government initiative to boost rice production in the country which aims at reducing the huge amounts of forex spent annually to import rice. Twelve rice growing Districts in the Eastern Region participated in the

program. A total of 1,641.57 bags (40kg) of seed rice were received out of which 1,098.08 bags (40kg) were distributed. It is expected that with the right agronomic practices, the Region should be able to produce about 6000 MT of rice by 2020.

Planting for Food and Jobs (PFJ): The Planting for Food and Jobs programme during the year under review improved in almost all Districts. Generally, productivity of crops supported under PFJ recorded yields of various degrees of appreciation between 0.22% and 113% over that of 2018. Yields of these crops were also high and above that from non-PFJ farms. The average yield of Maize improved marginally from 2.9 to 2.98mt/ha while that of rice also moved from 4.02 to 4.15mt/ha. The increase in yields of crops under the PJF were also as a result of the improved availability of subsidized improved seeds and fertilizer coupled with increased access of farmers to improved extension services delivered by staff of various Departments in the Region. The table below gives details of major crop performances under the planting for food and jobs programme in 2019.

Improved Major Crop Performance (PFJ)

	Productivity (Mt/Ha)			% change 2019/2018	Area of production (Ha)			% change 2019/2018	Production (Mt)			% change 2019/2018
	2019 Target	2019	2018		2019 Target	2019	2018		2019 Target	2019	2018	
Maize	3.27	3.5	3.2	9.38	28,610.10	58,482.14	11,298.80	417.60	93,575.46	189,443.15	36,156.16	423.96
Rice	4.74	4.76	4.58	3.93	975	2,554.98	456	460.30	4,621.50	11,576.17	2,088.48	454.29
Tomato	11.61	12.7	5.94	113.80	500.12	558.5	183.57	204.24	5,806.39	7,092.95	1,090.39	550.50
Onion	9.27	10.87	8.75	24.23	100	274.45	83.33	229.35	926.67	2,983.27	729.14	309.15
Pepper	13.415	13.93	13.9	0.22	701.4	725.38	232.2	212.39	9,409.28	10,104.54	3,227.58	213.07
Cabbage	35	36.3	32.43	11.93	255.02	568	215.6	163.45	8,925.70	20,590.00	6,991.91	194.48
Cucumber	14.69	12.41	11.87	4.55	23.3	18.28	50.8	-64.02	342.2	226.85	602.83	-62.37
Lettuce	11.9	11.8	9.58	23.17	26.08	19.62	13.6	44.26	310.35	231.52	130.29	77.70
Carrot	16.92	17.08		0.00	25.42	10.64		#DIV/0!	430.11	181.73		#DIV/0!

Incidence of Fall Army Worm: There was a significant reduction in the farm area totally destroyed by the fall army worms when compared to 2017 and 2018. A total of 3ha was totally destroyed by the FAW as against the 9Ha and 612Ha that were destroyed in 2018 and 2017 respectively. This reduction was due to effective sensitization by Agricultural Extension Agents and the consistent supply of chemicals by the Departments of Agriculture in the various MMDAs as about 98% of affected farms were recovered. Large quantities of recommended pesticides (3,5750 litres of Eradicoat, 6,000 litres of Adepa, 96 litres of Eforia, and 3000 litres of super strike) were distributed to a total of 18,341 farmers out of which 4806 (26%) were females.

Fertilizer Distribution: In 2019, farmers across the Region accessed 90,531 bags of inorganic fertilizer out of which 68,859 bags were NPK (50kg), 1,754 bags of NPK (25 kg), 14,913 bags

of Urea and (50kg), 4,799 bags of Urea (25kg). In addition, 22,369 various types of organic fertilizers were supplied to the Region and subsequently distributed to beneficiary farmers.

Environmental Protection Agency (EPA)

The following were activities undertaken by the Environmental Protection Agency (EPA) in the year 2019:

Inspection of Projects for Environmental Assessment: To achieve orderly and environmentally sound development in a sustainable manner in the Region, the EPA inspected a total of one thousand two hundred and ten (1,210) projects cutting across the sectors of energy, health, agrochemicals, hospitality, mining, manufacturing, telecommunication, aquaculture, infrastructure and plantations.

Environmental Monitoring: Five Hundred and Twenty (520) environmental monitoring activities covering Energy, Mining, Tourism, Health, Aquaculture & Farms, and General Construction, Agrochemicals, Telecommunication Mast and manufacturing sectors were carried out during the period under review.

Awareness Raising, Capacity Building and Education: During the year, the office undertook a total of Fifty-Four (54) Education and Awareness Programmes.

Investigation in Public Complaints: Fifty-Five (55) public complaints were received and investigated by the EPA in 2019.

Enforcement and Compliance: The Agency undertook a total of one hundred and Fifty-Five (155) Enforcement and Compliance exercises in 2019.

Others (Development Projects and Programmes by MMDAs): The Table below gives summary of development interventions by the 32 Municipal and District Assemblies in the Region during the year under review.

Department of Urban Roads

The Department of Urban Roads manages a total road network of 1,350km out of which about 22% is paved. The condition of about 42% of the total network is poor. To improve connectivity, accessibility and mobility as well as to improve the condition mix of roads in the Region, the Department of Urban Roads undertook both major and minor maintenance and traffic and road safety works.

The Department in 2019 carried out periodic maintenance on 200km of roads resulting in thirty-seven (39) minor rehabilitation and three (3) asphaltic concrete overlay running contracts funded from the Ghana Road Fund budgetary allocations. There were also 4 Cocoa Roads Development Project contracts to rehabilitate a total of 20km of roads in Asamankese and Suhum (5km each) and Kyebi (10km).

The Department also in 2019 maintained the 16 in 4 traffic light it manages in 4 MMDA and repaired many damaged road furniture in the Region.

4.4.7 Greater Accra Region

Introduction

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

The year under review saw the creation of three (3) Municipal Assemblies making the total number of to be twenty-nine in the region. During the year, quarterly monitoring exercises aside other monitoring activities were undertaken to ensure that the MMDAs deliver on their mandate and to ensure compliance. The RCC also undertook some capacity building training programmes for the MMDAs, and staff of the MMDAs, RCC and the Departments to equip the staff with the requisite skills and technical knowhow to improve performance and service delivery.

Some of the notable activities in the period included the implementation of One District one Factory Policy (1D1F), Planting for Food and Jobs program and the operationalization of Building Codes in collaboration with the Ghana Standards Authority (GSA) and the Office of the Head of the Local Government Service (OHLGS) as a pilot Region.

Some key Achievements:

- Relative peace and security at the Chieftaincy front
- Issues of land guards have reduced
- Organization of HOMOFEST
- Played active role to ensure the successful organization of the Year of Return (security, Regional Center for Culture, meeting with chop bars, restaurants, bars and hotel operators , transport operators)
- Participation of about 30 officers in foreign training in different fields of discipline and career programs
- Commissioning of some factories or businesses under 1D1F ETC

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

1. Rapid urbanization and springing up of slums
2. Encroachment of the Motor Way and Government Lands
3. Waste collection, management and Disposal
4. Boundary disputes between adjoining Assemblies
5. Chieftaincy disputes

6. Bad /deplorable road network in some parts of the region
7. Land disputes as a result of multiple sales of land
8. Widespread use of Land guards
9. Delay in the release of GoG/GETFUND/DACF
10. Street hawking
11. Armed robbery
12. Fraud and Car snatching
13. Inadequate Office and residential accommodation for staff
14. Lack of land for government projects.
15. Uncompleted government projects.

Regional Profile

The Greater Accra Region occupies a distinct position among the 16 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. By its status and strategic location, the Region comes across as a portal and center stage of socio-economic activities in Ghana. 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 Greater Accra Region experiences two major climate conditions annually. These are classified into the major and minor rainfall seasons spanning the period May – October and November – April respectively. 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 region's age structure is still a youthful one, characterized by a high fertility rate which has begun to show signs of a downward trend.

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

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

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

Administrative Issues

The Region has twenty-nine (29) Administrative Districts with the Regional Coordinating Council as the highest political and administrative authority. The Twenty-nine (29) Administrative Districts are made up of (4) districts, two (2) Metropolitan Assemblies and Twenty-Three (23) Municipal Assemblies. The RCC worked closely with the Ministry of Local Government and Rural Development as well as the Office of the head of Local Government Service to make the newly created Assemblies functional.

It must be stated that some of the newly created Assemblies have managed to secure rented premises for office accommodation whiles efforts are being made to get land for the construction of permanent office complexes. It is worth mention that, the Ga South Municipal Assembly (recently created Assemblies was able to build an Ultra -Modern Office Complex through its Internally Generated Fund (IGF) which had been commissioned and is in use. The leadership of the MMDAs including the number of Hon. Assembly Members are provided in the tables 1 & 2 below.

Table 1: Regional Minister/Deputy

S/N	Name of Regional Minister/Deputy	Designation	Gender	
			Male	Female
1	Hon. Ishmael Ashitey	Regional Minister	1	-

2	Hon. Elizabeth K.T Sackey	Deputy Minister	-	1
Total			1	1

The Departments of the MMDAs

In accordance with the establishment of the Departments of the District Assemblies, L.I 1961, majority of the decentralized departments of the Assemblies have been established in the 29 MMDAs in the region. It must be stated that the GARCC has facilitated that the operationalization and elevation of the Human Relation Units to the status of Department in all the Twenty nine Assemblies in the region with the requisite staff.

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

However, logistical and financial support from the Assemblies to the decentralized departments remains a challenge. The issue of lack of office space and residential accommodation for the staff of the departments of the MMDAs has reduced significantly across the MMDAs.

Official Visits

Foreign Travels by Hon. Regional Minister

The Hon. Regional Minister and a delegation of some Municipal Chief Executives travelled to the Gauteng Province from 8th to 13th April, 2019 to follow-up on discussions relating to the possibility of twinning the cities of Accra and Gauteng as well as discuss other matters related to bilateral cooperation. The minister with a delegation also traveled to China to sign MOU with the Shandong Province as part of a bilateral and cooperation arrangement.

Security Issues

The office of the Greater Accra Regional Coordinating Council in line with the Security and Intelligence Agencies Act-1996 Act (526) continues to exercise the mandate given it by the National Security to ensure peace and security in the region. As part of this mandate, the Regional Security Council (REGSEC) organizes periodic monthly and emergency meetings to discuss the security situation of the region to be able to provide early warning to Government (National Security) of the existence or likelihood of any security threat to the region in particular and the country as whole. The REGSEC for the period under review was able to organize successfully its monthly ordinary meetings and other emergency meetings; produced minutes and submitted same to members and the National security Coordinator for further action.

Security Situation of the Region: The Region for the period under review remained relatively peaceful. This was achieved through collaborative efforts by the Security Agencies and the Regional Security Council (REGSEC) as well as the District Security Committees (DISEC). Relatively, Armed robbery cases and other related crimes have reduced considerably most especially in the Accra region. Meanwhile, the Tema region witnessed some increase in some major offences such as robbery, defilement, rape, possession of narcotic drugs and stealing.

Some major security issues that have engaged attention of the RCC for the period include:- chieftaincy litigations, land disputes as a result of multiple sales of land and the use of land-guards, succession crisis, land disputes, armed robbery, car snatching, rape cases, murder, Traffic and human congestion and selling onstreets. There is also the influx of foreigners with Cybercrime activities and other illegal activities among others.

The widely dispersed and lateral nature of development of residential accommodation, emerging sprawls coupled with undeveloped roads makes it easier for land guards, robbers and miscreants to attack and escape before police could respond to some of the crime scenes.

Through the Metropolitan, Municipal and District Assemblies, we are encouraging estate developers to include Police Posts or stations in their estate development plans, so that areas that are not easily accessible will have resident Police who can help avert some of these crimes through intelligence-gathering and information sharing. The Regional Coordinating Council and the REGSEG intend to hold security forum in some crime-prone areas to sensitize the public on their responsibilities because we believe peace and security of the region is a shared responsibility

Human Resource Management

Recruitment, Upgrading, Promotions, Postings, Transfers of Staff

During the period under review, the Regional Co-ordinating Council (RCC) undertook various staff postings, upgrading and conversions. The region also received Four Hundred and Eighty-One (481) newly recruited staff of various classes from Office of The Head of The Local Government Service (OHLGS) out of which Four Hundred and Seventy (470) assumed duty to strengthen the human resource capacity of all Assemblies. Below are details of upgrading, conversions and human resource situations for the year under review.

Postings: During the period under review, the Regional Co-ordinating Council (RCC) undertook various staff postings of various classes within the region to ensure fair distribution of staff in the various MMDAs. In all, the Regional Co-ordinating Council (RCC) made Nine Hundred and Forty-Two postings as indicated in table 3 below:

Table 3 2019 Postings

S/N	Class	Number Of Staff
1	Administration	36

2	Development Planning	25
3	Budget	78
4	HR	22
5	Internal Audit	38
6	Environmental Health	122
7	Works	85
8	Agriculture	361
9	Social Development	112
10	Engineering	6
11	MIS	2
12	Transport/ Driver	12
13	Procurement/Stores	16
14	Statistician	6
15	Executive	21
	TOTAL	942

Upgrading and Conversion of Staff: The Office of the Regional Co-ordinating Council (RCC), Greater Accra received approval from OHLGS on 13th February, 2019 to conduct Upgrading/Conversion interviews for Officers of various category of classes in the RCC, MMDAs and Decentralized Departments in the Region who have acquired higher and relevant qualification. The interview was scheduled for 12th to 29th March 2019 as indicated in table 4 below:

Table 4 Upgrading and Conversion of Staff

Day	Date	Class	No. of Candidates interviewed
Day 1	12 th &13 th March, 2019	Administration	14
Day 2 and 3	13 th & 14 th March, 2019	Human Resource	13
Day 4,5 & 6	15 th , 19 th and 20 th March, 2019	Engineering	27
Day 7	21 st March, 2019	Planning	2
Day 7	21 st March, 2019	Procurement	7
Day 8	22 nd March, 2019	Social Development	14
Day 9 & 10	26 th – 27 th March, 2019	Environmental Health	23
Day 11	28 th March, 2019	Budget Analyst	7
Day 12	29 th March, 2019	MIS	2
Day 12	29 th March, 2019	Internal Audit	6
TOTAL			115

NB: Out of the One Hundred and Fifteen (115) Officers interviewed, One Hundred and Three (103) officers passed whilst Twelve (12) failed to meet the pass mark.

Staff Separation for year 2019: During the period under review, Staff Separations within the Region stood at Seventy-Nine (79) as shown in Table 5 below:

Table 5 Staff Separation

S/N	Item of Separation	No. of Staff Involved
1	Compulsory Retirement	40
2	Voluntary Resignation	10
3	Deaths (Deceased Staff)	19
4	Resignation	10
	TOTAL	79

Staff promotions 2019: The Human Resource received approval from OHLGS to conduct promotion interview for the **Six Hundred and Fifty-Six** officers of various category of classes in the region who were due for promotion from 2018 to 2019. Table 6 provides details of the list of Classes of staff the office received approval for.

Table 6 Staff Promotions

Class	No. of Officers	Class	No. of Officers	Grand Total
Administrative	22	Computer/MIS	9	-
Executive	4	Procurement	12	-
Human Resource	9	Security	73	-
Social Development	131	Records	1	-
Engineering	40	Internal Auditor	15	-
Development Planning	2	Transport	13	-
Technical	52	Environmental	91	-
Works	31	Revenue	9	-
Agriculture	66	Estate	1	-
Budget	9	Revenue	9	-
Secretary	1	Auxiliary	56	-
Total	367	Total	289	656

Note: The whole promotion interview was scheduled for 9th – 24th January 2019, 7th – 24th May, 2019 and 3rd – 19th December, 2019 for 1st batch of 2018, 2nd batch of 2018 and 1st batch of 2019 respectively.

Out of the total number of *Six Hundred and Fifty-Six* candidates interviewed, *Twenty Two* officers failed.

Promotion Letters: The Greater Accra Regional Co-ordinating Council (GARCC) received approval from OHLGS on 29th March 2019 to issue Promotion Letters to **Sixty-Six (66)** successful staff who were interviewed in the 2018 First Batch Promotions from 9th – 24th January, 2019 together with **Six (6)** Secretaries who have acquired necessary certificate for promotion. On 20th March, 2019 the department received a detailed Examination Result from Public Service Commission through OHLGS to issue Promotional Letter to successful candidates.

Other Promotion through Public Service Commission (PSC) Examination: Officers (sub-professionals) who are promoted through Exams and as such sat for the Public Service

Commission Exams in August 2019 have their promotions pending since the results of the examination have not been released by the Public Service Commission.

Summary of 2019 Appointments (Recruitments) of New Entrants: Table 7 below provides details of the Summary of 2019 appointments of new entrants by office of the head of the local government posted to the Greater Accra Region

Table 7 2019 Appointments

S/N	Class	Total posted	Total Assumed Duty
14	Assistant Directors IIBs	35	33
1	Human Resource	2	2
	Snr. Executive Officers	12	12
2	Assistant Programmer	2	2
3	Assistant Statistician	2	2
4	Assistant Procurement	10	7
5	Assistant Engineers	1	1
6	Drivers	4	3
7	Asst. Environmental Analyst	4	4
10	Asst. Budget Analyst	13	12
11	Assistant Architect	1	1
	Internal Auditor	10	10
12	Assistant Development Planning Officers	8	8
13	Assistant Social Development Officer	15	14
14	Agriculture	362	359
	TOTAL	481	470

Staff Developments (Capacity Building/Training)

The RCC and the MMDAs undertook a number of training activities and programmes which are categorized into three (3) namely; Scheme of Service-related training, Competency Based Training and Career Based Training for staff to help in their career and professional development. The details of Training and Development comprising all staff for various programs were as follows:

1. Scheme of Service-Related Training Programmes stood at Eight Hundred and twenty (820)
2. Competency Based Training was Eight Hundred and Two (802)
3. Career Based was One Hundred and Fifty-Two (152)
4. It must be stated however that due to lack of funds only one (1) Human Resource Manager and one (1) Assistant Director IIA were sponsored to do Certificate in Public Administration and Diploma in Public Administration respectively in the whole Region.
5. About 35 staff of the RCC and MMDAs also benefited from overseas training/seminar programmes in the of human resource, Information Technology, Agriculture, SME Development and Capacity Building in Poverty reduction in developing countries, Local Governance etc.

Staff strength of various MMDAs in the region

The total staff strength of the Office of the Regional Coordinating Council and the various Metropolitan, Municipal and District Assembly in the Region as at December 2019 stood at Eight Thousand Seven Hundred and Thirty-Two (8,732). Out of the total number, GOG staff totaled Four Thousand Four Hundred and Ninety-Nine (4,499) while IGF staff amounted to Four Thousand Two Hundred and Thirty-Three (4,033). Details of the Staff Strength is as expressed in table 8.

Table 8 Staff Strength of MMDAs

No	MMDA	IGF		GOG		Total
		Male	Female	Male	Female	
1	Regional Coordinating Council	2	1	40	29	72
2	Accra Metropolitan Assembly	740	460	410	333	1943
3	Tema Metropolitan Assembly	260	74	156	154	644
4	Tema West Municipal Assembly	52	43	56	61	212
5	Ashaiman Municipal Assembly	115	37	81	92	325
6	Ada West District Assembly	20	13	62	16	111
7	Ada East District Assembly	24	3	79	37	143
8	Ledzokuku Municipal Assembly	71	34	72	73	250
9	Krowor Municipal Assembly	53	43	41	55	192
10	Kpone Katamanso Municipal Assembly	107	42	87	70	306
11	Ga West Municipal Assembly			86	92	
12	Ga East Municipal Assembly	125	50	74	91	340
13	Ga Central Municipal Assembly	74	46	67	65	252
14	Ga South Municipal Assembly	46	16	60	62	184
15	Ga North Municipal Assembly	39	13	64	54	170
16	Weija Gbawe Municipal Assembly	37	20	67	68	192
17	NingoPrampram Municipal Assembly	52	28	84	44	208
18	Ayawaso North Municipal Assembly	28	16	22	38	104
19	Ayawaso East Municipal Assembly	38	27	33	32	130
20	Ayawaso West Municipal Assembly	54	31	79	68	232
21	Ayawaso Central Municipal Assembly	59	36	27	32	154
22	Okaikwei North Municipal Assembly	45	55	60	44	204
23	Ablekuma West Municipal Assembly			82	70	
24	Ablekuma North Municipal Assembly	35	42	58	46	181
25	Ablekuma Central Municipal Assembly	61	46	36	37	180
26	Shai Osudoku Municipal Assembly	50	31	89	53	223
27	Adentan Municipal Assembly	61	46	79	86	272
28	La Nkwantanang Madina Municipal Assembly	119	45	85	109	358
29	La Dadekotopon Municipal Assembly	93	66	62	68	289
30	Korle Klottey Municipal Assembly	152	211	52	70	485
	TOTAL	2,640	1,593	2,350	2,149	8,732

A Number of staff of the RCC and MMDAs also benefited from overseas training/seminar programmes in the areas of Tourism, Biogas Technology, Administration and Smart Government. The breakdown is indicated in Table 9.

Table 9: Staff Participation in Overseas Training

No.	Name	Slot
1	2019 Seminar on International Human Resources Development & Cooperation at Division Director level	1
2	Seminar for Heads of Local Governments from English Speaking African Countries.	4
3	Seminar on Crop Seed Production and Management for Developing Countries	4
4	Human Resources Planning & Development under ITEC/SCAAP Programme	1
5	2019 Seminar on Small and Medium Enterprises Development and Capacity Building in Poverty Reduction of NGO,s for Developing Countries	4
6	Basic IT-Fundamentals & Applications at Centre for Development & Advanced Computing (CDAC)	1
7	Oil Crops Comprehensive Technology for Developing Countries	2
8	Vegetable Cultivation and Processing Technology for Developing Countries	4
9	Training on Clean Combustion Technology in Modern Rural areas for Developing Countries	3
10	Seminar on Green Processing and Inspection Technology on Countries on the Belt and Road	4
11	TOTAL	28

Report on Developmental Activities by Sector Institutions & Agencies

The provision of infrastructure to increase access to socio-economic services continued to be one of the Greater Accra Regional Coordinating Council's priorities. The Council in collaboration with its departments in the year under review made great progress in its development efforts. A number of projects and programmes were introduced in various sectors to improve the wellbeing of people in the region in particular and the entire nation as a whole. The sectors included roads, health, agriculture, environment and education as provided below.

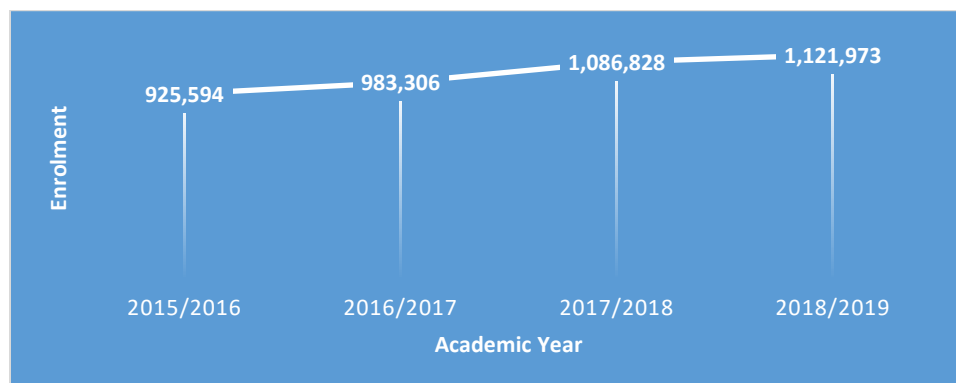
Social Sector

Education

To promote access, equity, quality education and improve upon the performance of pupils and students in the region, the Office of the Regional Coordinating Council (ORCC) in collaboration with its Education Directorate continued to pursue strategies that facilitates the achievement of stated objectives. The strategies included but not limited to capacity building training for headteachers, teachers and Circuit Supervisors, organized school Performance Appraisal meetings, guidance and counselling services, inspection of schools, acquisition of hearing aid for pupils and provision of school infrastructure.

In the period under review, total enrolment for pre-tertiary level (public and private schools) for the 2018/2019 academic year was 1,121,973. This demonstrates an increase of 3.2% as compared to the previous academic year enrolment which was 1,086,828. The figure 1 gives trend analysis for four (4) academic years.

Figure 1: School Enrolment – Pre-Tertiary Level



The large enrolment coupled with inadequate classroom blocks has led to overcrowding in some schools and the shift system being operated in six schools in the region. Provision of education infrastructure is therefore a major priority of the GARCC to improve the quality of teaching and learning in the region. Through the GETFUND and infrastructure provided by the twenty-nine (29) Metropolitan, Municipal and District Assemblies (MMDAs) in the region, various interventions were initiated in various schools by way of provision of school blocks, supply of furniture and laboratory equipment for selected schools and fencing of school lands among others.

i. School Feeding Program

Ghana School Feeding programme is a government initiative and is being implemented in the region over the years. The initiative is in support of the Sustainable Development Goal two (SDG 2) and is aimed at ensuring school children’s access to safe, nutritious and sufficient hot meal per day. In addition, it seeks to enhance farmers’ income by providing ready markets for locally produced food stuff. In the year under review, a total of two hundred and seventy-four thousand and ninety-one (274,091) children benefited as against two hundred and eighty thousand, two hundred and thirty- two (280,232) children in 2018. Eight hundred and twenty (820) out of the eight hundred and sixty-six (866) basic schools in the region are participating which represent 94.68 coverage. Table 16 gives statistics on the school feeding programme in the Region.

Table 16 School Feeding Programme Implementation Status

Year	No. of MMDAs	No. of schools Participating	No. of children benefiting
2018	24	810	280,232
2019	29	820	274,091

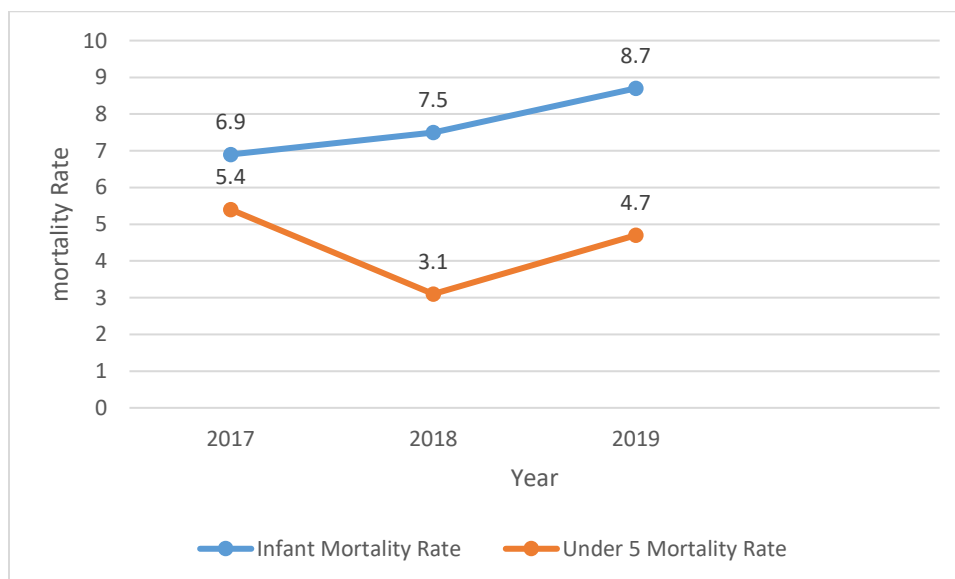
Health

In the health sector, the Regional Health Directorate is undertaking various interventions aimed at improving the quality of health service and bridging equity gaps in geographical access to health services for the overall wellbeing of people in the Region. The major priority areas included intensifying prevention and control of communicable diseases, reduction of new HIV/AIDS and other Sexually Transmitted Infections (STI), especially among the vulnerable groups, reduction of infant and maternal mortality rate, increase NHIS enrolment, efficiency in governance and management.

Health facilities in the region increased from 570 in 2018 to 672 in the year under review representing 17.89% increase. The 672 health facilities are made up of government, quasi-government and private/faith-based facilities.

Trends in total maternal deaths indicated a reduction from 166 in 2018 to 147 in 2019 which is 11.44% reduction. Therefore, maternal mortality rate per 100,000 life birth (MMR/100,000LB) over the same period dropped from 150 to 137. Infant mortality rate on the other hand has been increasing over the years from 7.5% in 2018 to 8.7% in 2019 while under five mortality also increased from 3.1% to 4.7 over the same period. The figure 2 provides a three (3) years trend analysis of the Infant and under five mortality rates.

Figure 2: Trend of Infant and Under five mortality Rate



Source: Regional Health Directorate Report, 2019.

The Expanded Programme on Immunization (EPI) coverage for under 1 revealed a decline in BCG, OPV 1, PVC 1, Penta 1 and Rota 1 respectively. Coverage for IPV, Yellow Fever and Measles-Rubella 1&2 however increased in 2019. Table 17 give a three-year trend analysis of EPI coverage in the Region.

Table 17 Expanded Programme on Immunization (EPI)

Indicator	2017	2018	2019
BCG coverage Under 1	90.4	89.9	85.6
OPV 1 coverage Under 1	80	90.1	88.2
PVC 1 coverage Under 1	85.8	90.1	88.3
Penta 1 coverage Under 1	85.9	90	88.3
Rota 1 coverage Under 1	85.1	87.7	87.3
IPV coverage <Under 1	0	54.4	94.7
Yellow Fever coverage Under 1	83	96.5	101.8
Measles-Rubella 1 coverage Under 1	91.8	97	102.2
Measles-Rubella 2 coverage (18-59months)	80.5	85.1	85.7

Source: Regional Health Directorate Report, 2019

Top Ten causes of OPD Attendance: Malaria, even though continues to be the highest of the top ten causes of OPD attendance in the region, there was a decline in reported cases from 14% in 2018 to 11.1% in 2019. Respiratory Tract Infections (RTI) followed with 11.4% in 2018 to 10.8% in 2019. The remaining eight (8) causes recorded either a decrease or increase. Anaemia which was at the 3rd position in 2018 declined to 6th position in 2019 while Diarrhoea diseases which was the 6th OPD case in 2018, moved up to the 5th position in 2019 which may be an indication of decreasing hygiene practices by the citizenry. Other causes of OPD attendance in the region included Top Ten causes of OPD Attendance, Rheumatism & other Joint Pains, Typhoid Fever, Skin Diseases and Acute Eye Infection.

NHIS Enrolment: In its efforts to provide equitable access and financial coverage for basic health care services to citizens in the region, the Regional Health Directorate continues to facilitate processes aimed at increasing National Health insurance scheme enrolment in the region. The region recorded a slight increase in enrolment of 68.3% in 2019 from 67.5% in 2018.

Provision of Health Infrastructure – Status of Projects: On capital projects implementation, the situation has not changed much as out of the fifteen (15) projects, six (6) were completed as at the close of year 2019. The remaining nine (9) have stalled for over seven years on the average. The projects completed and operationalized in 2019 were: Sege Polyclinic in Ada West, Community 22 Polyclinic in Ashaiman, Ogbojo Polyclinic in Adentan, Bortianor Polyclinic in Ga South, Oduman Polyclinic in Ga West and Ga East Municipal Hospital in Kwabenya. The stalled projects are:

- Construction of new RHD Office Block
- Completion of Ussher Polyclinic Theater
- Upgrade of Kaneshie Polyclinic
- Construction of new Regional Medical Stores (RMS)
- Construction of CHPS at Teiman
- Construction of CHPS at Zenu

- Upgrading of Maamobi Gen. Hospital
- Construction of Maternity Block at Tema Gen. Hospital

Water and Sanitation

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 2018 was 61.74.

Activities carried out by the Regional Office in the period under review included the management of three (3) piped schemes. They are, 3-District Water Supply Scheme, Kweiman-Danfa Water Supply Scheme and Osudoku water supply scheme. Plans are underway to bring on board Abokobi-Oyarifa-Teiman Water Supply Scheme in 2020, and Pantang Water Supply Scheme in 2021. Other water and sanitation projects implemented in the period under review included those funded UNICEF, Rotary International/ USIAD and Rotary club of Accra. Also, under implementation is the expansion of Kweiman-Danfa Water scheme which is at 55% completion at the end of the year under review. Table Gives information on these projects while Table 18

Table 18: Status of Wash Projects in the Region

Project/Funding Source/ Duration	Overall Project Target for Region	Achievement (As at End of 2019)	2019 Target	2019 Achievement	Remarks/ Challenges
WASH in Institutions / UNICEF / 12 Months	<i>Construction of 18No. Toilets in Schools within the La Dadekotopon and LedzekukuKrowor Assemblies</i>	Original project completed	<i>Construction of 18No. Toilets in Schools in La Dadekotopon ,Ledzekuku&Krowor Municipalities</i>	<i>Original project completed</i>	<i>The contract was extended to include rehabilitation of existing toilet facilities</i>
Drilling and Construction of 16No. Boreholes fitted with Submersible Hand Pumps in 3 Districts / RI – USAID / Six Months	Drilling and Construction of 16No. Boreholes fitted with Submersible Hand Pumps	15No. Completed	Completion of the project.	15No. Boreholes completed	5No. Boreholes had water quality problems.
Construction of 7No. Institutional Latrines with Hand Washing Facilities / RI – USAID / 6 Months	Construction of 7No. Institutional Latrines with Hand Washing Facilities	6No. Completed	To Complete the project	6No. Completed	The Contract was terminated and re awarded.
Drilling and Construction of 5 No. Boreholes / Rotary Club of Accra Ridge / Six Weeks	Drilling and Construction of 5No. Boreholes fitted with Hand Pumps	Project Completed	Completion of Project.	Project Completed	Four (4) of the five (5) Boreholes had water quality problems

Social Welfare Issues

Livelihood Empowerment Against Poverty (Leap): On the Livelihood Empowerment Against Poverty (LEAP), the 58th, 59th, 60th and 61st LEAP cycle payments were made for nine thousand and eighty-eight (9,088) beneficiaries in the region. A total amount of Seven hundred and twenty thousand, eight hundred and Ninety-Six cedis, three pesewas (GHC 720,896.03) was disbursed to the beneficiaries during each LEAP cycle.

ii. Child Trafficking Cases

A collaborative effort among International Justice Mission, the Department of Social Welfare and the Ghana Police resulted in the rescue of forty-six (46) children made up of twenty-nine males and seventeen (17) females from the Volta Lake in the Volta and Eastern regions. Some of the children rescued were placed in temporal custody while thirteen (13) of them were successfully re-united with their families. Some parents of these children and some of their slave masters were successfully prosecuted to serve as a deterrent to others.

Economic Sector

a. Roads

Ghana Highways Authority

The Ghana Highway Authority (GHA) in the period under review undertook Routine and Periodic Maintenance activities. The routine maintenance works included Rehabilitation and Upgrading of roads, Partial reconstruction, resealing, reshaping of roads and construction of U-Drains. The Authority's projects in 2019 were seventy-one (71) of which forty-three (43) were ongoing and twenty-eight (28) were yet to start at the end of the reporting period. The projects included Amasaman-Sapeiman Road, Adentan-Agomeda Road, Adjeikojo-AshalleyBotwe Road, 600MMX600MM U-Drain (200M) on Adentan-Dodowa Road, Adjeikojo-Santoe-Katamanso-Oyibi, Ayimensah-Amrahia-Ahiee-Adentan Road and Nyigbaya-Lanor road among others. Works are at various stages of implementation while others contractors could not commence work in 2019. The breakdown of the status of implementation is given in Table 19

Table 19 Status of Implementation – Periodic Maintenance Works

Programme	Status of Implementation		
	No. of Projects	No. Ongoing	Work Not Started
Regravelling	5	3	2
Upgrading/Partial Reconstruction & Rehabilitations	8	8	-
Resealing	3	2	1
Reshaping	25	17	8
Construction of U-Drains	30	13	17
Total	71	43	28

Department of Feeder Roads

The Department of Feeder Roads in the year under review managed fifty-four (54) contracts which includes projects rolled over from previous years. A total of 1,103.75km of routine and periodic maintenance works (reshaping) and 7.08km of U-Drains were undertaken in 2019. The status of implementation of these projects as at the end of 2019 is given in table 20.

Table 20 Status of Feeder Roads Projects in 2019

Programme	Status of Implementation			Total
	No. Completed	No. Ongoing	Contractor not on Site	
Routine Maintenance (Reshaping)	5	10	32	47
Construction of U-Drains	-	2	5	7

Agriculture

Activities undertaken in the year 2019 in the agriculture sub-sector include livestock and crops production, engineering, Women in Agriculture Development (WIAD) activities, veterinary and general extension delivery activities. Also, Modernization of Agriculture in Ghana (MAG) activities were undertaken in the area of training of officers and farmers, monitoring of fields, home and farm visits. Other activities in MAG included demonstrations and farmer field days to show new and improved technologies in the area of crops and livestock were carried out and recorded within the reporting period.

The region continued the implementation of Planting for Food and Jobs (PFJ) programme with some of the major crops cultivated in the region receiving support under the PFJ. Major crops grown in the Region include Maize, Rice and Vegetables such as cabbage, lettuce, okro, cauliflower, Garden eggs, pepper and tomatoes. Other vegetables include cucumber and “Ayoyo”. Fruits such as Pineapple, Mango and coconut are also grown. Cassava, Sweet Potatoes and Plantain are also grown in some districts.

Under the PFJ, efforts were made to recover the debts owed from the sale of inputs (fertilizers and seeds) to farmers in 2017 and 2018. Recovery percentage stood at 63% and 27% for 2017 and 2018 respectively. To curb the challenges of the Fall Army Worm (FAW), the Regional Agriculture Directorate distributed chemicals supplied by Government to 2,620 farmers (males – 1983 & Females – 637). The chemicals are expected to cover 1,406 hectares of affected farms.

Others Programmes

Ghana Secondary Cities Support Project (GSCSP)

The Greater Accra Regional Coordinating Council is participating in the Ghana Secondary Cities Programme which is funded by a World Bank Credit facility to support twenty-five (25) Municipal Assemblies to improve basic services such as construction of urban roads, storm drain systems, street lights, pedestrian walkways, urban market facilities, transport terminals and disaster management.

The programme also support regional and national institutions to provide municipal Assemblies with the support needed for effective urban management and delivery of urban services. The GARCC, though has no Municipal Assembly participating, funding has been made available to the Office of the Regional Coordinating Council to enable the Regional Planning Coordinating Unit (RPCU) undertake quarterly monitoring of twenty-six (26) Metropolitan, Municipal and District Assemblies (MMDAs) in the region and also provide them with critical backstopping in the areas of planning, budgeting, spatial planning and other capacity building interventions. The aim is to improve performance in service delivery.

The RPCU successfully implemented most activity in the 2019 GSCSP Annual Action Plan which included quarterly monitoring of MMDAs performance, training in the areas of budgeting and spatial planning and provision of technical backstopping among others.

Projects by Metropolitan, Municipal and District Assembly (MMDAs)

Various projects were implemented by the various MMDAs in the region. These were in the areas of education, health, roads, waste management, agriculture, disaster prevention and capacity building. Table 21 gives details of the status of implementation of the projects.

Table 21. List of MMDAs and their Project Status

No.	NAME OF MMDAs	No. of Projects	No. Completed	No. Ongoing	Remarks (% Completed)
1.	Ayawaso West Municipal Assembly	114	110	24	96.5
2.	La Dade-Kotopon Municipal Assembly	98	93	19	94.8
3.	Ablekuma Central Municipal Assembly	97	55	25	56.7
4.	Kpone- Katamanso Municipal Assembly	130	116	14	89.2
5.	Ablekuma West Municipal Assembly	121	115	6	95
6.	Krowor Municipal Assembly	205	120	85	58.5
7.	Ningo- Prampram District Assembly	94	69	8	73.4
8.	Ledzokuku Municipal Assembly	183	121	41	66.1
9.	Shai-Osudoko District Assembly	102	95	33	93.1
10.	Tema West Municipal Assembly	114	86	5	75.4
11.	Adentan Municipal Assembly	194	167	8	86.1
12.	Ablekuma North Municipal Assembly	51	37	12	72.5
13.	Accra Metropolitan Assembly	287	267	94	93
14.	La Nkwantanang-Madina Municipal Assembly	155	140	15	90.3
15.	Okaikwei North Municipal Assembly	187	112	22	59.8
16.	Ga South Municipal Assembly	78	72	28	92.3
17.	Ga East Municipal Assembly	141	133	107	94.3
18.	Tema Metropolitan Assembly	82	78	21	95.1
19.	Weija- Gbawe Municipal Assembly	129	119	34	92.2
20.	Ada East District Assembly	147	133	18	90.4
21.	Korle Klottey Municipal Assembly	88	71	14	80.6
22.	Ga North Municipal Assembly	198	181	49	91.4
23.	Ga Central Municipal Assembly	129	104	21	80.6
24.	Ayawaso North Municipal Assembly	131	115	16	87.7

No.	NAME OF MMDAs	No. of Projects	No. Completed	No. Ongoing	Remarks (% Completed)
25.	Ashaiman Municipal Assembly	204	172	41	84.3
26.	Ada West District Assembly	98	49	40	50
27.	Ayawaso East Municipal Assembly	83	61	5	73.5
28.	Ayawaso Central Municipal Assembly	97	55	25	56.7
29.	Ga West Municipal Assembly	166	91	62	54.8

Implementation of Governments Flagship Projects & Programmes – 1D1F

SNo.	Project Description	Location	Implementation Status	
			Description	%
1	Sentuo Ceramic Ghana	TMA	Ceramic Tiles and related products	Commissioned
2	Sunda Ghana Diapers Ltd	GSMA	Diapers and Sanitary napkins	Commissioned
3	Sunda Ghana Investment Co. Ltd	GSMA	Hardwares eg roofing sheets	Commissioned
4	Integrated Compost Plant	AMA	Recycling waste into compost	Commissioned
5	Omnifert	NiPDA	Fertilizer	Commissioned
6.	Lan Tianyi Co. Ltd	SODA	Cultivation and Processing of Soya into Milk	Commissioned
7.	Everpure Gh. Ltd	GSMA	Mineral, satchet and flavoured water and intravenous infusion	Commissioned
8.	Afrotropic Cocoa Processing Ltd	TWMA	Processing of cocoa into products ie cocoa liquor and cocoa butter	Commissioned
9.	B5 Plus Co. Ltd	NiPDA	Steel manufacturing co.	Commissioned
10.	Lee Found Co. Ltd	NiPDA	Tomato paste, ketchup and shito	Commissioned
11.	Golden Milan Ltd	NiPDA	aluminium profile	Yet to be commissioned
12.	Innovation and manufacturing	KKMA	Confectionary	Yet to be commissioned
13.	Nordiq Hygiene care Ind. Ltd	TMA	Diapers and sanitary napkins	Yet to be commissioned
14.	De United Food Ind. Ltd	TWMA	Noodles and Spaghetti	Yet to be commissioned
15.	Mass Ind.	KKMA	Biscuits	Yet to be commissioned

6.3: Strengthening Local Governance and Decentralization

S #	Region	MMDA Staffing		Compensation - Established (GHS)	Compensation -IGF (GHS)	2019 DACF Receipt (GHS)	Capex (GOG) (GHS)	G&S (GOG)	Other GOG Transfers	HIPC Transfers	Development Partners			
		Established Posts	IGF Staff								DDF/UDG	MAG	Others (Specify)	Others (Specify)
1	Greater Accra	4,499	4,033	92,477,382.05	51,754,326.42	95,473,379.16	5,482,731.37	1,119,306.16	153,647.62		16,587,961.55	1,926,890.75	89,893.53	3,174,438.30

Challenges and Recommendations

1. Inadequate office space for the newly created Assemblies.
2. Lack of staff in their right mix (Key Senior staff) in some MMDAs
3. 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,
4. Releases were not forthcoming. There were also delays in implementation of the budget,
5. Non-functional Departments and Units/Sections (Trade and Industry, Transport, Legal, Urban Roads and conservation, Forestry and Wild life Departments)
6. Lack of clearly defined roles, career progression and scheme of service for some departments (Transport Department and Legal Department)
7. Inadequate mobilization of Internally Generated Revenue by the Assemblies
8. Chieftaincy and Land disputes
9. Unauthorized and unplanned physical Development in the Region
10. Inadequate management capacity to cope with increase waste in the Region
11. Encroachment of available public lands
12. Inadequate office equipment and logistics such as Computers, laptops, back-ups, photocopiers, scanners and internet facilities in some MMDAs
13. Inadequate office and residential accommodation
14. Delay in the release of Common Fund
15. Staff on IGF poses a serious drain on the finances of the Assemblies
16. Boundary disputes between the MMDAs is affecting revenue generation activities
17. Non-compliance of some MMDAs to mandatory and statutory requirements. (non-submission of Progress Reports, Capacity Building Reports, Quarterly Reports and Annual Performance Reports).

Conclusion

1. Organization of security forum in the MMDAs to create awareness and address the security challenges identified in the region.
2. Timely releases of funds will aid budget implementation.
3. Organization of capacity building training for the staff of the MMDAs especially the newly recruited staff.
4. Enforcement of Bye-Laws and building regulations by the responsible Agencies
5. Education of the Public on proper ways of waste disposal
6. Increase the provision of more sanitary equipment and facilities.
7. Ensure proper acquisition and demarcation of all public lands
8. 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

4.4.8 North East Region

Introduction

The North East Regional Co-ordinating Council per its mandate as enshrined in the Local Governance Act 2016, Act 936 is responsible for coordinating, monitoring and evaluating the activities, performance and functioning of all Municipal and District Assemblies (MDAs) within the Region and also other Governmental and Non-Governmental Agencies. To achieve this, the North East Regional Coordinating Council during the year under review, provided periodic guidance and technical backstopping to MDAs and Ministries Departments & Agencies to assist in the implementation and harmonization of their plans and programmes according to the laid down procedures within the approved budget estimates.

This Annual Progress Report of the North East Region covers activities, programmes and projects implemented in the region for the period 1st January to 31st December, 2019 in fulfillment of Local Governance Act 2016, Act 936 and other relevant legislations. In the year under review, the RCC did not have a budget as it was amongst the newly created regions in February 2020. The RCC was ran with an imprest from the Ministry of the Regional Re-organisation, hence did not have projects and programmes of its own apart from the various Municipal and District Assemblies which received funding directly from the central government. The RCC also faced some key challenges which affected implementation of programmes and projects.

Regional Profile

The North East Region lies between longitudes 1°75' West and 0°25' East; and latitudes 10°30'N and 10°S in the north-north- eastern part of Ghana. The region shares boundaries with the Upper East to the North, Northern Region to the south, the Republic of Togo to the East and Upper West and Savannah Regions to the West. It occupies an area of 10,484 Km² and with a population of 575,558 (GSS, HPS 2019 projected).

Political and Administrative Background

The Region was created on the 12th February 2019 by a Constitutional Instrument, CI 116, as part of government's commitment to deepening decentralization, so as to bring governance closer to the people, while redistributing national resources to benefit the poorest. The nascent region, which was carved out of the former Northern Region is made up of six (6) administrative districts: East and West Mamprusi Municipalities, Mamprugu-Moagduri, Bunkpurugu -Nakpanduri, Yunyoo-Nasuan and Chereponi Districts.

Culture and Social Structure

Mamprusis are the major ethnic group in the Region. There are also Bimobas, Konkombas, Talensis, Moshis, Chokosis, Fulanis, and other minority tribes Hausas settle, mostly at the

eastern part of the region. The people of the region celebrate a number of festivals, including, Damba, Bugum (fire) and others festivals.

Economy

The Region currently has about 60% water coverage as compared to the National coverage of 78%. The economy of the region is predominantly agrarian, with over 90% of the population engaged in peasant farming, cultivating food crops and livestock. Out of the total land mass only 20% is being used for Agricultural purposes. Currently, the local economy is increasingly dominated by small to medium scale businesses like, kente weaving and smock designing. Large scale businesses are almost non-existent. Employment opportunities are therefore very limited propelling a wave of rural-urban movement.

As a new region, some major infrastructure like the building of state-of-the-art Regional Coordinating Council Offices, Regional Police Command, Regional Health Directorate, Regional Feeder Roads Department, Regional Education Directorate are currently under construction. The roles of Central Government, NGOs, Donor Communities and private/ individuals are however critical in the provision of infrastructure for poverty reduction.

Regional Potentials

Vast arable lands very fertile for the cultivation of rice, maize, soya bean, Sesame, Fonio 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 farming. Availability of abundant klinka, Iron ore and Gold deposits can promote housing development and small-scale industrial activities.

There is vast grasslands and tropical climate to support small ruminant and livestock production. It also has a competitive advantage in Soya beans, Rice, Maize, Millet, Fonio, Sesame and shea- nut production. There is an effective traditional leadership system which can be harnessed with the vibrant social groups for rural development. 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 exists. The Geographical location of region makes it suitable for cross border trade. There is also abundant scenic areas and other places of aesthetic, beautiful, mythical or historical significance, which can be developed as tourist centers and rich cultural heritage of the people, can promote tourism. Potentials for tourism be found in such areas as, festivals, historic/ scientific sites and eco-tourism sites. These sites are however not developed and therefore needs to be harnessed and marketed to attract tourists.

Administrative Issues

The Decentralized Departments which exist currently and functioning effectively in the Regional Coordinating Council include the following as captured in the table below:

Table xx: Decentralized Departments in the RCC

S/No.	Departments	Status
1	Department of Social Protection	Available
2	Community Development	Available
3	Department of Land Use and Spatial Planning Authority	Available
4	Department of Public Works	Available
5	Department of Parks and Gardens	Not Available
6	Department of Housing	Not Available
7	Department of National Board for Small Scale Industries	Not Available
8	Department of Births and Deaths	Available
9	Department of Controller and Accountant-General	Available
10	Department of Feeder Roads	Available
11	Department of Urban Roads	Available
12	Department of Veterinary Services	Available
13	Department of Agriculture	Not Available
14	Department of Agriculture Engineering	Not Available
15	National Sports Authority	Available
16	National Youth Authority	Not Available
17	Education Service	Not Available
18	Ghana Library Authority	Not Available
19	Health Service	Available
20	Department of Statistical Service	Available
21	Department of Children	Not Available
22	Department of Women	Not Available

Table xx: Official Visits to the RCC

Date Of Visit	Name Of Visitor	Address	Purpose Of Visit
04/06/2019	Louis Kunebr	GIZSFDR, RCC, Wa	Introduction of reach project
04/06/2019	Stephane Solf	REACH/DIR. Agric, Wa	Introduction, REACH
04/06/2019	Anselm Kofi Taabawing		
04/06/2019	Prosper Wie		
20/06/2019	Yunyoo Executives of the NPP	Yunyoo Constituency	To introduce members to the Regional Minister
23/06/2019	Dawarnoba Baella	MORRD	Official
23/06/2019	Sam Akoto Danso	MORRD	Official
23/06/2019	Samuel Adjei	MORRD	Official
23/06/2019	Bawah Hazaratu	MORRD	Official
26/06/2019	Robert Tang	VVIP VID (CEO)	Open station in Nalerigu
28/06/2019	Daniel Domelavo	Audit Service	Official
	Cornelius Normanyo	Audit Service	Official
	Bernard Conduoh	Audit Service	Official
03/07/2019	Emmanuel M Mensah	Box GP630, Accra	Official
03/07/2019	Yaw Atobrah	Box 268	Official
03/07/2019	Dr. Felicia Ansah-Ampoofi	Box M37	Official
03/07/2019	Ebenezer Aboagye	Box M37	Official

Date Of Visit	Name Of Visitor	Address	Purpose Of Visit
03/07/2019	Akai Y. Christopher	Box 762, Tamale	Official
03/07/2019	Zakari Hamidu A.	Box 10, Gambaga	Official
03/07/2019	Abdul-Rali Adam	Box 29	Official
	Hon. Braimah Salifu Adam	SRCC/Damongo	Official
	Alhaji Iddrisu Sulemana	Damongo	Official
	Adam Eliasu	Dabaya	Official
	Hon. Collins Ntim	MLGRD	Official
	Young Ho Lee	Tamale	Official
	Clement W. Yakubu	Tamale	Official
04/11/2019	GNFS CFO Edwin Ekow Blankson		Official
21/11/2019	Hawa Musah	RDA/NR	Official
22/11/2019	Emil Danso	DACF	Monitoring & D/PAT

Security Issues

During the period under review, the region recorded a number of security issues which include the following;

1. Conflict between the Konkombas and the Chakosis in the Chereponi District. Calm has since been restored to the area and the people are going about their normal work which is farming and trading. The Security Agencies, that is the military and the police service have established their detachment in the District to ensure that total calm is restored.
2. Armed robbery incidents especially along the Gbimsi-Wulugu, Gbani-Sagadugu roads in West Mamprusi Municipal, Langbinsi-Wundua, Langbinsi-Gambaga road in the East Mamprusi Municipal, and Nalerigu-Nakpanduri-Bunkpurugu highway in the Bunkpurugu-Nakpanduri district have received attention. The Regional Police Commander and his men have put in place barriers and check points as well as patrols which has brought drastic improvement in the robbery incidences day and night.
3. There was also on the spot shooting incident at Gbintiri where the Secretary to the Gbintiri Chief Mr. Arimeyaw Nasigri was shot and killed. The Regional Police Command has since been investigating the matter and also increased police patrols in the area.
4. A shooting and killing of a watchman at a filling station in Nasuani in the Yunyoo-Nasuan district. The incident is still under investigation and the perpetrators are still being hunted for by the Regional police command.

Human Resource Management

This section of the report gives an overview of the Human Resource Situation of Central Administration and the Decentralized Departments under the Regional Coordinating Council for 2019. Total staff strength of the Central Administration and Regional Decentralized departments of the RCC as at December, 2019 was 63 with the central administration having a total staff strength of 47 (74%), while the total staff strength of the regional decentralized departments was 16 (6%). Gender wise, the male staff at the Central Administration was 33 (70%) as against the females' number of 14 (30%). Also, the total number of males of the decentralized departments were 16 (100%) and that of the females were 0(0%).

Recruitment, Upgrading, Promotions, Postings, Transfers of Staff: In 2019, a total of 121 newly recruited officers were posted to the region. The table below gives a summary of the newly recruited officers posted to the region in 2019:

Table xx: Recruitment and posting of new Officers to NER

No	Class	Grade	Number
1	Administration	Assistant Director IIB	18
2	Development Planning	Assistant Development Plg. Officer	7
3	Human Resource Management	Assistant Human Resource Manager	0
4	Procurement/Supply Mgt.	Assistant Procurement officer	4
5	Statistician	Assistant Statistician	7
6	IT	Assistant Programmer	3
7	Works	<ul style="list-style-type: none"> ✓ Assistant Quantity Surveyor ✓ Tech. Engineer ✓ Asst. Engineer ✓ Asst. Architect 	0
8	Drivers/Transport	Driver Grade III	1
9	Environmental Health & Sanitation	Environmental Health Assistant	12
10	Budget	Budget	15
11	Executive	Executive	21
12	Social Devt	Social Development	11
13	Internal Audit	Internal Audit	21
14	Security Guard	Security guard	1
	Total		121

Despite these postings, some Departments and Units in the Region still do not adequate Human Resource. The worse affected include the Human Resource Management and Procurement and IT classes. Other Classes with inadequate Staffing include the Records, Executive, as well as supply and material. The low staffing situation in these classes can be attributed to inadequate office space for the RCC.

Promotion/Upgrading/Conventions: On promotion /upgrading, the region submitted a comprehensive list of officers due for promotion in October, 2019. A total number of 81 candidates who were short listed by the Office of the Head of Local Government Service (OHLGS) were interviewed and recommended for promotion pending approval from OHLGS as summarized below:

Table xx: Promotions and Upgrading of Staff

No	Class	Number
1	Development Planning Class	1
2	Budget Class	1
3	Agriculture Class	4
4	Procurement/Supply	1
5	Internal Audit Class	0
6	Works Engineering	7
7	Social Development Class	3
8	Environmental Health and Sanitation	34

No	Class	Number
9	Records Management	1
10	Catering/steward	3
11	Revenue collection	0
12	Radio Operation Class	3
13	Driver/Transport	7
14	Auxiliary staff	9
15	Administrative Class	1
16	Secretarial Class	5
17	MIS Class	1
	Total	81

Staff Development (Capacity Development/ Training) and Programmes Undertaken

Some officers in the region are currently pursuing academic and professional courses to enhance their capacity for improved service delivery. These courses include Masters Programmes and Chartered Accounting on part time, by distance learning, weekends and even full time. The table below summarizes various academic programmes being studied by some officers in the region: in the region:

Table xx: List of Officers on studies:

No	Class	Institution/Programme of Study	Mode of Study	Number
1	Human Resource	UCC/MBA -HRM	Distance	1
2	Finance	CA	Week end school	2
3	Internal Audit	UCC/MBA-AUDIT	Distance	1
	TOTAL			4

Report on Developmental Activities of Sector Institutions and Agencies

- Programmes, Development Authorities, Middle Belt Development Authority, Southern Development Authority, etc.) Projects and Activities by sectors: social (education/ Health/ Water & Sanitation), economic (Roads/ Energy/ etc.) and environment.
- Others (Northern)

Table 5.2: Summary of development Projects (RCC)

No.	Sector	No. Of projects	No. On-going	No. Completed	Remarks
1	Administration	4	4	-	Main 3-storeyed RCC Administration Blk & 3 Senior staff Bungalows-Nalerigu
2	Education	3	3	-	2 -storeyed admin. Blk. & 2 N0. Senior staff bungalows-Walewale
3	Health	3	3	-	2 -storeyed admin. Blk. & 2 N0. Senior staff bungalows-Gambaga
4	Agriculture	3	3	-	2 -storeyed admin. Blk. & 2 N0. Senior staff bungalows-Yagaba
5	Feeder Roads	3	3	-	2 -storeyed admin. Blk. & 2 N0. Senior staff bungalows6-Bunkprugu

No.	Sector	No. Of projects	No. On-going	No. Completed	Remarks
6	Water & Sanitation	2	2	-	Inherited World Bank project on Sustainable Rural Water and Sanitation Project (SRWSP)- rehabilitation and expansion water supply system in Walwale, Chereponi, Nalerigu and Gambaga, 19No mechanized boreholes attached to the expansion in the four communities

Other Projects

Infrastructure for Poverty Eradication Project: Under the Infrastructure for Poverty Eradication programme (IPEP), the Ministry of Special Development Initiatives is implementing several programmes in the region including ‘One-Village-One-Dam’, One-District-One-Warehouse, One-\$Million-Per Constituency etc. Details of implementation of the various components are given below:

Table xx: Development Projects by RCC

No.	Sector	Sub-Category	No. of Project	No. Completed	No. On-Going
1.	Education	GETFUND	10	6	4
3.	Roads	Ghana Highways	0	0	0
		Dept. of Feeder Roads	5	0	5
		Dept. of Urban Roads	0	0	0
6.	IPEP	One-Village-One-Dam	15	10	5
		One-District-One-Warehouse/Others	3	2	1
		Solar Powered Limited Mechanized Boreholes			
		10-seater water closet institutional toilets with mechanized boreholes			
	TOTAL				

Implementation of Governments Flagship Projects & Programmes

SNo.	Project Description	Location	Implementation Status	
			Description	%
	One-Village-One-Dam construction of 60No small dams and dug-outs have been awarded. 6No dams have been allocated to each district	All Municipalities and Disticts	Sites handed over to some of the contractors. The Northern Development Authority is supervising the implementation of the projects on behalf of the Ministry for Special Development Initiatives.	

SNo.	Project Description	Location	Implementation Status	
			Description	%
	Warehouses/Pack Houses 3No. one thousand metric ton (1,000mt) capacity ware houses are under construction	Walewale, Yagaba and Bunkprugu.	Projects completed	98%
	One-District-One Factory Watermelon factory Rice Processing factory	Nasia. Nasia	Contractor is currently on site and factory is expected to be completed by June 2020 -do-	-
	National Ambulance Programme	All 6 Constituencies	All 6 delivered and are operational	100%

Other Activities

Inauguration and handing over of offices, 8 official 4-wheeled vehicles, 5 motor cycles and other logistics to the Regional Coordinating Council occurred on the 9th May, 2019, by His Excellency the President of the Republic of Ghana, Nana Addo- Dankwa Akufo- Addo at Nalerigu, the Regional capital.

Challenges and Recommendations

- 1 Inadequate office space
- 2 Inadequate logistics (vehicles and office equipment)
- 3 Erratic power supply (frequent power outages affecting office equipment productivity)
- 4 Poor road condition in the region
- 5 Lack of residential accommodation for staff
- 6 Very poor roads hinder effective and efficient monitoring of activities, especially at the MDAs
- 7 Frequent armed robberies and inter-ethnic wars pose serious bottle-necks to effective service delivery.
- 8 Staff absenteeism at MDAs is also a serious challenge.

Even though, the North East Regional Coordinating Council is newly created, it has been able to put in place basic systems and logistics to enable the office take – off in order to help government meet its service delivery targets for the year under review. The following recommendations are to be further considered;

1. Contractors working on the on-going Regional Coordinating Council offices and residential buildings should be closely monitored and motivated to complete these projects on schedule.
2. NERCC to work closely with VRA/NEDCo to stabilize electricity supply within the Region

3. Additional vehicles are required to enhance effective monitoring and evaluation activities
4. REGSEC to re-strategise to fight the frequent incidents of armed robbery, both on highways and in the communities and also put in place preventive measures, in collaboration with all stakeholders, to save lives and property.
5. There should be regular stakeholder interfaces with the MDAs and traditional authorities to build the requisite trust that ensures sustainable peace among all ethnic groupings and the various leadership, especially in conflict prone areas.

Conclusions

It is to be noted that, the NERCC is poised to ensure that, the MDAs are up to the task in providing the necessary basic and enhanced services to citizens without any compromises. This however requires the support of all key regional departments and government agencies to make this a reality.

Even though, there are few data gabs, that could not be filled, it is hoped that, this report presents a fair situational/ progress of planned/programmed activities of the Regional Coordinating Council within the 2019 fiscal year.

4.4.9 NORTHERN REGION

Introduction

The North East Regional Co-ordinating Council per its mandate as enshrined in the Local Governance Act 2016, Act 936 is responsible for coordinating, monitoring and evaluating the activities, performance and functioning of all Municipal and District Assemblies (MDAs) within the Region and also other Governmental and Non-Governmental Agencies. To achieve this, the North East Regional Coordinating Council during the year under review, provided periodic guidance and technical backstopping to MDAs and Ministries Departments & Agencies to assist in the implementation and harmonization of their plans and programmes according to the laid down procedures within the approved budget estimates.

This Annual Progress Report of the North East Region covers activities, programmes and projects implemented in the region for the period 1st January to 31st December, 2019 in fulfillment of Local Governance Act 2016, Act 936 and other relevant legislations.

In the year under review, the RCC did not have a budget as it was amongst the newly created regions in February 2020. The RCC was ran with an imprest from the Ministry of the Regional Re-organisation, hence did not have projects and programmes of its own apart from the various Municipal and District Assemblies which received funding directly from the central government. The RCC also faced some key challenges which affected implementation of programmes and projects.

Regional Profile

The North East Region lies between longitudes 1°75' West and 0°25' East; and latitudes 10°30'N and 10°S in the north-north- eastern part of Ghana. The region shares boundaries with the Upper East to the North, Northern Region to the south, the Republic of Togo to the East and Upper West and Savannah Regions to the West. It occupies an area of 10,484 Km² and with a population of 575,558 (GSS, HPS 2019 projected).

Political and Administrative Background

The Region was created on the 12th February 2019 by a Constitutional Instrument, CI 116, as part of government's commitment to deepening decentralization, so as to bring governance closer to the people, while redistributing national resources to benefit the poorest. The nascent region, which was carved out of the former Northern Region is made up of six (6) administrative districts: East and West Mamprusi Municipalities, Mamprugu-Moagduri, Bunkpurugu -Nakpanduri, Yunyoo-Nasuan and Chereponi Districts.

Culture and Social Structure

Mamprusis are the major ethnic group in the Region. There are also Bimobas, Konkombas, Talensis, Moshis, Chokosis, Fulanis, and other minority tribes Hausas settle, mostly at the eastern part of the region. The people of the region celebrate a number of festivals, including, Damba, Bugum (fire) and others festivals.

Economy

The Region currently has about 60% water coverage as compared to the National coverage of 78%. The economy of the region is predominantly agrarian, with over 90% of the population engaged in peasant farming, cultivating food crops and livestock. Out of the total land mass only 20% is being used for Agricultural purposes. Currently, the local economy is increasingly dominated by small to medium scale businesses like, kente weaving and smock designing. Large scale businesses are almost non-existent. Employment opportunities are therefore very limited propelling a wave of rural-urban movement.

As a new region, some major infrastructure like the building of state of the art Regional Coordinating Council Offices, Regional Police Command, Regional Health Directorate, Regional Feeder Roads Department, Regional Education Directorate are currently under construction. The roles of Central Government, NGOs, Donor Communities and private/ individuals are however critical in the provision of infrastructure for poverty reduction.

Regional Potentials

Vast arable lands very fertile for the cultivation of rice, maize, soya bean, Sesame, Fonio 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 farming. Availability of abundant klinka, Iron ore and Gold deposits can promote housing development and small-scale industrial activities.

There is vast grasslands and tropical climate to support small ruminant and livestock production. It also has a competitive advantage in Soya beans, Rice, Maize, Millet, Fonio, Sesame and shea- nut production.

There is an effective traditional leadership system which can be harnessed with the vibrant social groups for rural development. 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 exists. The Geographical location of region makes it suitable for cross border trade. There is also abundant scenic areas and other places of aesthetic, beautiful, mythical or historical significance, which can be developed as tourist centers and rich cultural heritage of the people, can promote tourism. Potentials for tourism be found in such areas as, festivals, historic/ scientific sites and eco-tourism sites. These sites are however not developed and therefore needs to be harnessed and marketed to attract tourists.

Administrative Issues

The Decentralized Departments which exist currently and functioning effectively in the Regional Coordinating Council include the following as captured in the table below:

Table 2.1: Decentralized Departments in the RCC

S/No.	DEPARTMENTS	STATUS
1.	Department of Social Protection	Available
2.	Community Development	Available
3.	Department of Land Use and Spatial Planning Authority	Available
4.	Department of Public Works	Available
5.	Department of Parks and Gardens	Not Available
6.	Department of Housing	Not Available
7.	Department of National Board for Small Scale Industries	Not Available
8.	Department of Births and Deaths	Available
9.	Department of Controller and Accountant-General	Available
10.	Department of Feeder Roads	Available
11.	Department of Urban Roads	Available
12.	Department of Veterinary Services	Available
13.	Department of Agriculture	Not Available
14.	Department of Agriculture Engineering	Not Available
15.	National Sports Authority	Available
16.	National Youth Authority	Not Available
17.	Education Service	Not Available
18.	Ghana Library Authority	Not Available
19.	Health Service	Available
20.	Department of Statistical Service	Available
21.	Department of Children	Not Available
22.	Department of Women	Not Available

Security Issues

During the period under review, the region recorded a number of security issues which include the following;

5. Conflict between the Konkombas and the Chakosis in the Chereponi District. Calm has since been restored to the area and the people are going about their normal work which is farming and trading. The Security Agencies, that is the military and the police service have established their detachment in the District to ensure that total calm is restored.
6. Armed robbery incidents especially along the Gbimsi-Wulugu, Gbani-Sagadugu roads in West Mamprusi Municipal, Langbinsi-Wundua, Langbinsi-Gambaga road in the East Mamprusi Municipal, and Nalerigu-Nakpanduri-Bunkpurugu highway in the Bunkpurugu-Nakpanduri district have received attention.
The Regional Police Commander and his men have put in place barriers and check points as well as patrols which has brought drastic improvement in the robbery incidences day and night.

7. There was also on the spot shooting incident at Gbintiri where the Secretary to the Gbintiri Chief Mr. Arimeyaw Nasigri was shot and killed. The Regional Police Command has since been investigating the matter and also increased police patrols in the area.
8. A shooting and killing of a watchman at a filling station in Nasuani in the Yunyoo-Nasuan district. The incident is still under investigation and the perpetrators are still being hunted for by the Regional police command.

Human Resource Management

This section of the report gives an overview of the Human Resource Situation of Central Administration and the Decentralized Departments under the Regional Coordinating Council for 2019. Total staff strength of the Central Administration and Regional Decentralized departments of the RCC as at December, 2019 was 63 with the central administration having a total staff strength of 47 (74%), while the total staff strength of the regional decentralized departments was 16 (6%). Gender wise, the male staff at the Central Administration was 33 (70%) as against the females' number of 14 (30%). Also, the total number of males of the decentralized departments were 16 (100%) and that of the females were 0(0%).

Recruitment, Upgrading, Promotions, Postings, Transfers of Staff: In 2019, a total of 121 newly recruited officers were posted to the region. The table below gives a summary of the newly recruited officers posted to the region in 2019:

Table 2.4: Recruitment and posting of new Officers to NER

No	Class	Grade	Number
1	Administration	Assistant Director IIB	18
2	Development Planning	Assistant Development Plg. Officer	7
3	Human Resource Management	Assistant Human Resource Manager	0
4	Procurement/Supply Mgt.	Assistant Procurement officer	4
5	Statistician	Assistant Statistician	7
6	IT	Assistant Programmer	3
7	Works	<ul style="list-style-type: none"> ✓ Assistant Quantity Surveyor ✓ Tech. Engineer ✓ Asst. Engineer ✓ Asst. Architect 	0
8	Drivers/Transport	Driver Grade III	1
9	Environmental Health & Sanitation	Environmental Health Assistant	12
10	Budget	Budget	15
11	Executive	Executive	21
12	Social Devt	Social Development	11
13	Internal Audit	Internal Audit	21
14	Security Guard	Security guard	1
	Total		121

Despite these postings, some Departments and Units in the Region still do not adequate Human Resource. The worse affected include the Human Resource Management and Procurement and IT classes. Other Classes with inadequate Staffing include the Records, Executive, as well as

supply and material. The low staffing situation in these classes can be attributed to inadequate office space for the RCC.

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Table 2.5: Promotions and Upgrading of Staff

No	Class	Number
1	Development Planning Class	1
2	Budget Class	1
3	Agriculture Class	4
4	Procurement/Supply	1
5	Internal Audit Class	0
6	Works Engineering	7
7	Social Development Class	3
8	Environmental Health and Sanitation	34
9	Records Management	1
10	Catering/steward	3
11	Revenue collection	0
12	Radio Operation Class	3
13	Driver/Transport	7
14	Auxiliary staff	9
15	Administrative Class	1
16	Secretarial Class	5
17	MIS Class	1
	Total	81

Staff Development (Capacity Development/ Training) and Programmes Undertaken: Some officers in the region are currently pursuing academic and professional courses to enhance their capacity for improved service delivery. These courses include Masters Programmes and Chartered Accounting on part time, by distance learning, weekends and even full time. The table below summarizes various academic programmes being studied by some officers in the region: in the region:

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No	Class	Institution/Programme Of Study	Mode Of Study	Number
1	Human Resource	UCC/MBA -HRM	Distance	1
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3	Internal Audit	UCC/MBA-AUDIT	Distance	1
	TOTAL			4

Other Projects

Infrastructure for Poverty Eradication Project: Under the Infrastructure for Poverty Eradication programme (IPEP), the Ministry of Special Development Initiatives is implementing several programmes in the region including ‘One-Village-One-Dam’, One-

District-One-Warehouse, One-\$Million-Per Constituency etc. Details of implementation of the various components are given below:

Table 5.3: Development Projects - RCC

No.	Sector	Sub-Category	No. of Project	No. of Completed Projects	No. On-Going Projects
1.	Education	GETFUND	10	6	4
3.	Roads	Ghana Highways	0	0	0
		Dept. of Feeder Roads	5	0	5
		Dept. of Urban Roads	0	0	0
6.	IPEP	One-Village-One-Dam	15	10	5
		One-District-One-Warehouse/Others	3	2	1
		Solar Powered Limited Mechanized Boreholes			
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TOTAL					

Implementation of Governments Flagship Projects & Programmes

SNo.	Project Description	Location	Implementation Status	
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4	National Ambulance Programme	All 6 Constituencies	All 6 delivered and are operational	100%

Other Activities: Inauguration and handing over of offices, 8 official 4-wheeled vehicles, 5 motor cycles and other logistics to the Regional Coordinating Council occurred on the 9th May, 2019, by His Excellency the President of the Republic of Ghana, Nana Addo- Dankwa Akufo-Addo at Nalerigu, the Regional capital.

Challenges and Recommendations

1. Inadequate office space

2. Inadequate logistics (vehicles and office equipment)
3. Erratic power supply (frequent power outages affecting office equipment productivity)
4. Poor road condition in the region
5. Lack of residential accommodation for staff
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5. There should be regular stakeholder interfaces with the MDAs and traditional authorities to build the requisite trust that ensures sustainable peace among all ethnic groupings and the various leadership, especially in conflict prone areas.

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It is to be noted that, the NERCC is poised to ensure that, the MDAs are up to the task in providing the necessary basic and enhanced services to citizens without any compromises. This however requires the support of all key regional departments and government agencies to make this a reality.

Even though, there are few data gaps, that could not be filled, it is hoped that, this report presents a fair situational/ progress of planned/programmed activities of the Regional Coordinating Council within the 2019 fiscal year.

4.4.10 OTI REGION

Introduction

The Local Government Act, 2016 Section 189 (c) of Act 936, gives all Regional Coordinating Councils (RCCs) in Ghana the legal mandate to monitor, co-ordinate and evaluate the implementation of the programmes and projects of District Planning Authorities within the Region.

With this mandate, the Oti Regional Coordinating Council undertakes periodic monitoring of all programmes and projects and the utilization of all monies collected and received from any agency of the Central Government to the District Assemblies.

This report is for the period June to December, 2019 and covers the activities of the Oti Regional Co-ordinating Council (ORCC), Regional Departments and Municipal/District Assemblies. The Oti Region as at 31st December, 2019 had two (2) Municipal and six (6) District Assemblies in operation.

This document is divided into five main parts. Part one which is the General Introduction gives the background of the Regional Coordinating Council (RCC) and the reporting period of activities in the Region. Part two details the Regional profile giving the current situation analysis of the Region. The third part outlines the Administrative Issues, Whiles the Fourth part looks at development activities in the Region with emphasis on Social, Economic and Environmental issues. The Fifth part examines Financial, the challenges, Recommendations and Conclusions.

Regional Profile

Oti Region was established by Constitutional Instrument 112 of 2019 and inaugurated by His Excellency the President, Nana Addo Dankwah Akufo-Addo on 15th May, 2019, with Dambai as Regional Capital. The Region has a land size of 11,070 sq. km of which 22.05% constitutes water body. The topography of the Region consists of numerous highlands with the Akuapem-Togo range traversing it from South-North. The highest point of the range in the Region is the Mt. Dzebobo which is the second highest mountain in Ghana with a height of about 850 meters above sea level.

Location: The Oti Region shares boundary with Volta Region to the South, Northern and Savanna Regions to the North, Republic of Togo to the East and Bono East to the West. The Oti River, from which the Region derives its name traverses the Region into the main Volta Lake at a confluence near Kete-Krachi.

Temperatures of the Region range between **21°- 32° Celsius (70 - 90°F)** for most of the year. According to GSS our immediate source, the Region is being observed to have had two rainfall regimes with first rainfall regime being between March and July and the second one being between August and October.

Demographic Characteristics: The total projected population of the Region in 2019 is 778,456 with the female population of 395,444 representing 50.79% as against the male population of 383,012 representing 49.20%. Ghana Statistical Service data indicates that the population of the Region is largely rural in nature. The Rural population is projected as at 2019 at 75.00% (476,217) and Urban population is 25.00% (158,964).

Regional Departments and Agencies

UNITS/DEPARTMENT	Total Number of Staff	Sex Disaggregation	
		M	F
Administration	16	16	0
Typing Pool	0	-	0
Audit	2	2	-
Human Resource	1	-	1
Planning	2	2	-
Client Service	-	-	-
Budget	3	2	1
Procurement	1	1	-
Info. Tech.	-	-	-
Records	2	1	1
Local. Govt. Insp.	-	-	-
Accounts	3	3	-
Transport	-	-	-
Catering/Residency	-	-	-
Works	-	-	-
Environmental Health	-	-	-
Department of Central Administration	30	27	3
Other Departments (Decentralized)			
Works Department	-	-	-
Feeder Roads	-	-	-
Department of Social Welfare	-	-	-
Department of Community Development	-	-	-
Department of Rural Housing	-	-	-
Physical planning: Parks & Gardens	8	8	-
Department of Agriculture	1	1	-
Total Staff strength			

Number of MMDAs: There are eight (8) District Assemblies in Oti Region. These are made up of two (2) Municipal Assemblies (Krachi East and Nkwanta South) and six (6) District Assemblies. The Districts, their capitals and population (2019) is presented in the table below:

Table:1.1 Administrative Districts and Corresponding Population

District	Capital	Population (2019)
Krachi Nchumuru	Chinderi	76,322
Jasikan	Jasikan	72,635
Kadjebi	Kadjebi	73,232
Nkwanta North	Kpasa	39,722
Nkwanta South	Nkwanta	145,935
Krachi East	Dambai	143,323
Krachi West	Kete-Krachi	60,535
Biakoye	Nkonya Ahenkro	80,777

Regional Potentials: The Oti Region is unique and has the following economic potentials:

- The region covers all vegetation and climatic zones which can be found in Ghana. These ensure the cultivation of variety of crops and harbour flora and fauna which have the potential of attracting tourists to the region.
- Ghana’s Gateway to the East and to the North: The Oti Region has a strategic geographical position connecting to Ghana’s North and to the East (Togo).
- Water bodies: The Region is dominated by River Oti and the Lake Volta. They serve as sources of river fishing and aquaculture development.
- Important Minerals and Natural Resources: The Volta Basin has various important minerals and other natural resources, including gold, diamonds, copper, lead, iron ore, and oil and gas.
- Availability of Land: Land is available for commercial and residential uses in relatively affordable prices.
- 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*, *Triplodriton*, *scleroxylon*, *Azalia*, *Toxicaria*, *Ceibs Pentrandra*, *Terminelis superbis*, *Kava* species, *piptademiastrum africanum*, *Tuntumia elastia* etc. This presents opportunities for the growth of timber processing in the Region. There are pockets of small and medium scale timber processing industries in the Kadjebi and Jasikan Districts.
- Tourism: The Region has one of the biggest tourism potentials in the country yet to be explored. There is a great number of tourist sites across the various districts in the Region. These are details in the table below:

Name of District	Tourist Sites	Location
Jasikan	Crater Lake	Bodada
	Ketsi Cave	Ketsi Nkwanta
Kadjebi	Kabo & Pepesu Forest Reserve	
	Stone Caves	Bakpa
	Stone Pillar	Nyonku
	Crocodile Pond	Koru
Krachi East	Adumabin-Asubin Water Falls	
	Rock Pedestal	Nopoa
	A potential game reserve	Katanga
	River Confluence	Akrokrowa

Name of District	Tourist Sites	Location
Krachi West	Remnants of the German Colonia Administration Block	Kete-Krachi
	Game Reserves	
	Cluster of Islands	Kete Krachi
Nkwanta South	Kyabobo National Park	
	Shiare Shrine	Shiare
	Shiare Waterfall	Shiare
Biakoye	Volcanic Lake (Etikpeto)	Tayi
	Monkey Sanctuary	Adzamasu
Nkwanta North	River Oti	
	Damanko & Kabonwule Beach	Damanko
Krachi Nchumuru	Cruising Sports on the Volta Late	

Administrative Issues

Political Leadership of the Oti Region and M/Das

No.	Name	Designation	Gender		Total
			Male	Female	
1.	Hon. Kwasi Owusu-Yeboah	Oti Regional Minister	✓		1
2.	Hon. Maxwell Blagodzi	Deputy Oti Regional Minister	✓		1

Administrative Issues at RCC Level

No.	Name	Designation	Gender		Total
			Male	Female	
1.	Andrews Okumah Nawil	Regional Coordinating Director	✓		1

Official Visits

During the reporting year of 2019, the President of the Republic, Nana Addo Danquah Akufo Addo and other dignitaries visited the Region for official duties in the Region. The designations of these dignitaries are listed below:

1. His Excellency President Nana Addo Danquah Akufo Addo
2. His Excellency the Vice President Alhaji Dr. Mahamudu Bawumia
3. Head of Local Government Service, Eng. Dr. Nana Ato Arthur
4. Hon. Minister for Regional Reorganization
5. The Board Chairman of the Fisheries Commission.
6. The Chairperson of National Commission on Civic Education
7. Study Tour by the Armed Forces Staff College.

Security Issues

During the period between May 2019 to 31st December 2019, the Regional Co-ordinating Council through the Regional Security Council mediated and resolved four major security concerns. The

table below summarises the security issues that cropped up during the year under review in the various Municipalities, Districts and at the Regional level.

Table 2.3.1: Details of Security Issues that occurred during the year under review

No.	Issues	MDA	Resolutions	Outcome
1.	The Nkonya – Alavanyo Dispute	Biakoye	Police and military are provided security within the communities	The situation is calm and been monitored
2.	Bonakye Chieftaincy dispute	Nkwanta South	MUSEC secured a court injunction against the installation of one Chief as Konkomba Chief of Bonakye	Installation halted and joint patrol of Police and Military on-going.
3.	Installation of New Paramount Chief for Buem Traditional Area	Jasikan	Case pending at the Volta Regional House of Chiefs. A court injunction has been secured and placed on the installation of a new Chief.	The REGSEC met with the two factions leading to the suspension of installation of new Chief.
4.	Pai-Katanga Chieftaincy Disputes.	Krachi East	Four (5) people killed at the shooting incidence. Three (4) suspects arrested and remanded in Police Custody.	The Suspects are in remand while Police Investigations on-going to arrest the rest of the suspects.

Human Resource Management

The ORCC has a staff strength of Seven Hundred and Three (703) and out of this figure, twenty-one (21) personnel are at the Regional Co-ordinating Council and six hundred eighty-two (682) are at the MDAs. The Local Government Service have recruited and posted one hundred and forty (140) support staff in various categories to beef up the staff strength of the RCC and the detailed is shown in table 3.1

Table 3.1: Distribution of Newly Recruited Staff at the Regional Co-ordinating Council.

No. of Newly Recruited Staff at the RCC	New Recruits Posted who never Reported	New Recruits Who Reported But Not At Post	New Recruits Currently At Post
13	0	2	11

Table 3.2: The table below indicates the staffing of New Recruits at the MDAs in the Region.

NAME OF MDAS	No. Of Newly Recruited Staff	New Recruits Posted But Not Reported At All	New Recruits Reported But Not At Post	New Recruits Currently At Post
Krachi East Municipal	16	5	1	10
Krachi West District	20	10	1	9
Kadjebi District	19	6	1	12
Jasikan District	20	1	1	18
Nkwanta South Municipal	14	4	0	10
Nkwanta North District	13	7	1	8
Krachi Nchumuru District	17	7	1	9
Biakoye District	23	5		

Table 3.3: Staff Strength of the various MDAs as at December 31st, 2019.

No.	MDA	No. of Established GoG Staff	No. of IGF Staff
1.	Jasikan	79	9
2.	Kadjebi	74	3
3.	Krachi West	74	21
4.	Krachi East	86	26
5.	Biakoye	85	6
6.	Nkwanta North	50	19
7.	Krachi Nchumuru	60	11
8.	Nkwanta South	65	14
	TOTAL	573	109

Challenges and Recommendations

The Regional Coordinating Council being one of the newly established six regions faced numerous challenges such as:

- Acute office accommodation
- Lack of residential accommodation
- Lack of staff for the RCC departments
- Inadequate office equipment

The other major challenges across the various Municipal and District assemblies are as follows:

- Poor Road Network
- Inadequate Social and Economic Infrastructure
- Lack of Potable water
- Inadequate Data for Planning purposes
- High expectation / Demand for social amenities
- High Unemployment
- Low of Education and high illiteracy rate
- Low Revenue mobilization with high rate of leakage
- High housing need
- High number of stalled and abandoned projects.

The RCC therefore offers the following recommendations to help address these challenges:

- Government should increase investments in infrastructure delivery in critical sectors like roads, education, health and housing
- Promote Peace building amongst the diverse ethnic groups
- Create land banks for public and private sector investments drive
- Prepare a master plan to guide the development of the region
- Market the Region to attract investments
- Modernise agriculture to enhance its comparative advantage

Conclusions

The Oti Regional Co-ordinating (ORCC) within the short period of 2019 was able to vigorously focus on its primary mandate of coordination, monitoring and evaluating government programmes and projects in the region.

The council in the coming years would intensify and improve its cordial relationship with the various Municipal and District Assemblies, Departments and Agencies to effectively carry out its mandate for the betterment of the Region.

The Council would also work to create the enabling environment through exemplary leadership, a model for good governance, promotion of peace and investment opportunities for the growth of the private sector within the Region.

4.4.11 SAVANAH REGION

Introduction

The Savannah Region is one of the 6 newly created regions in Ghana, established by CI 115. The Savannah Regional Co-ordinating Council is designated as its Administrative unit. The Regional Co-ordinating Council draws its mandate as enshrined in the Local Governance Act 2016, Act 936 is responsible for Co-ordinating, Monitoring and Evaluating the activities, performance and functioning of all Municipal and District Assemblies (MMDAs) within the jurisdiction of the Region and also other Governmental and Non-Governmental Agencies and Services. To achieve this, the Northern Regional Coordinating Council during the year under review, provided periodic guidance and technical backstopping to MMDAs and MDAs to assist in the implementation and harmonization of their plans and programmes according to the laid down procedures within the approved budget estimates.

This report captures the key activities undertaken in the region by the Regional Coordinating Council and its departments as well as MMDAs and MDAs within the region for the year 2019. The most remarkable events in the period under review were as follows;

1. His Excellency, President Nana Addo Dankwa Akufo-Addo embarked on a working visit to the newly created region to have a firsthand information relative to the creation of the region and also to interact with the His Royal Majesty and the entire inhabitants in the region.
2. A number of Ministers and Government officials embarked on a working visit in order to acquaint themselves with the region and also to acquire a parcel of land for the commencement and construction of both office and residential accommodation. Amongst them includes Mr. Dan Botwe, Minister for Regional Re-organization and Development; Mr Emmanuel Mantey Mensah, Chairman Board- Governing Board of Fisheries; Mr. Kwame Asua Takye, Controller General-Immigration; Daniel Yaw Domelevo, Auditor General-Ghana Audit Service; DOP Nelson Duut, Director of Ghana Prisons etc.

The RCC, MMDAs and MDAs were generally faced with mostly delay their budgetary allocations from GOG sources. However, most MDAs in the region performed satisfactorily in the mobilization of Internally Generated Funds (IGF). Aside that, donor funding made it possible for the MDAs to meet some of their organizational and developmental objectives. The region continue to carry out projects on development in the areas of Water and Sanitation, Education, Agric, 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. Also with the commencement of the government's flagship programme of Free Senior High School Policy it has helped to ameliorate the burdens of the people. The implementation of One Village One Dam among others improved the living standards of the citizenry. Planting of Food and Jobs also created some jobs to the youth within the region.

Notwithstanding the strides put in place by the Central Government in the development of the region and also the efforts by the Savannah Regional Co-ordinating Council to provide office and

residential accommodation and also to improve revenue mobilization and provision of social infrastructure, the development of the region is still saddled by Chieftaincy and land disputes. Nonetheless, the Regional Security Council was able to act swiftly to avert the security issues. The hot spot areas included Bole Bamboi, Damongo and Daboya.

Despite the aforementioned challenges recorded during the year under review, the Savannah Regional Co-ordinating Council chalked a number of successes, key amongst them is aiding in the acquisition of land for most of the departments, agencies and services to construct their office and residential accommodations, creating an enabling environment for the private sector to triumph through the provision of peace.

Regional Profile:

Location and Size: The Savannah Region is located in the Northern part of the country, with its regional capital as Damongo. The region is considered as one of the largest in the country with an area of 46,922 square kilometers. It is a cosmopolitan region made of 8 tribes. The dominant among them is Gonja, and seven other minority tribes namely Tapulima, Haga, Lobis/Brifos, Mosis, Zabarama, Mara and Vagla. Geographically, it is boarded at the North by Upper West Region; on the South by Bono & Bono East Region; on the East by Northern Region & North East Region; on the West by La Cote d' Voire. The Region has seven constituencies namely Salaga North and South, Sawla-Tuna- Kalba, Yapei-Kusawgu, Bole-Bamboi, Daboya-Mankarigu and Damongo.

Demographic Characteristic

According to the 2010 Population and Housing Census, the total population of the region is estimated at 800,000 inhabitants. The population is predominantly rural with chunk of the inhabitants living behind the poverty line.

Regional Potentials:

Land Mass: Savannah region is considered as the largest region in Ghana. Chunk of the land is suitable for Agriculture made up of crop farming and animal rearing. But just a small portion is used for farming purposes leaving a significant portion as fallow. Some of the crops cultivated are Maize, Yam, Soya, Rice and other legumes. Other cash crops include Cocoa, Sheanuts, Cashew and Mangoes. The rest of the land is occupied by human beings, water bodies and mineral deposits such as oil and gold.

Water Bodies: The region has a large spans of water bodies such as White Volta at Daboya and Yapei; the Black Volta at Buipe; the Bui dam at Bui; and Yeji at Salaga. All these water bodies can be used for all year round irrigation of Agricultural produce and also used for generation of electricity. Currently the Bui dam generate electricity to feed the Savannah region and some parts of Bono. Again, AgDevCo (Babator Irrigated Farming Hub) is cultivating all year round crops.

Fisheries: There are a number of possibilities for fisheries development within the region. The basic key natural elements, such as climate and environment, which are the necessary conditions for fisheries and aquaculture exists. Others are the many potential dams and pond sites. There are several examples of successful operations that prove that intensive pond and cage culture can be undertaken in the region. Also, there are good potentials for the use of agricultural crops and crop by-products and residue as food source for pond culture. Examples of existing fishpond facilities that can be operated and used are located in Daboya, Yapei, Yeji 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 Savannah Agric Research Institute at Bole; Damongo Farm Institute in Damongo; Agric Training College, Damomngo; Nurses Training Colleges, Damongo and Kpemb.

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 some parts of the Savannah region are deposits of 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. 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.
4. Some areas in the region are noted for substantial deposits of limestone: Buipe (estimated at 6 million tonnes, plus 144 million tonnes of dolomite resource); and Daboya (estimated at 162,000 tonnes, and also dolomite resource). Also, minor occurrences of limestone have been found in the Salaga-Yeji areas. These have been found to be suitable for quick lime and cement manufacturing.
5. Deposits of barite along the banks of the White Volta River, near Daboya.
6. 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 Municipality, which is about 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. Mankumah Royal Mausoleum – burial place for late Yogbonwuras.

Number of MMDAs in the Region

Following the creation of new Districts in the country and elevation of some District to Municipal status, the number of MDAs in the region stands at seven (7). Two Municipalities and Five District Assemblies. The Municipalities are West Gonja Municipal Assembly, Damongo and East Gonja Municipal Assembly, Salaga. The Districts are Bole District Assembly, Bole; Sawla-Tuna-Kalba District Assembly, Sawla; North Gonja District Assembly, Daboya; Central Gonja District Assembly, Buie and North East Gonja District Assembly, Kpalbe.

Administrative issues:

The Savannah Regional Minister, Hon. Salifu Adam Braimah is the head of the Savannah Regional Co-ordinating Council during the year under review. He also doubles as a Member of Parliament for Salaga South Constituency. He is deputized by Hon. Samuel Yeyu Tika.

Reports from the Regional Departments and Agencies

Majority of the departments are yet to be established. The already established ones are as follows:

- Central Administration
- Finance Department
- Department of Agric
- National Commission for Civic Education (NCCE)
- National Board for Small Scale Industries (NBSSI)
- Information Services Department (ISD)
- Land Use and Spatial Planning department
- Ghana Police Service
- Ghana Immigration Service
- Ghana Fire Service
- Ghana Army
- BNI
- Centre for National Culture (CNC)
- Feeder Roads
- Works Department
- Department of Health

- Statistics Department
- Department of Sports
- NADMO
- School Feeding etc

National Board for Small Scale Industries (NBSSI)

The staff strength of the NBSSI in the Savannah Region as at the end of December, 2019 was Five (5). These consisted of four (4) Senior Officers and one (1) Junior Officer. Six (6) National Service Persons and six (6) NABCO trainees were at post at the Savannah Regional Secretariat. The BAC Head of West Gonja was promoted to the position of an Assistant Director and at the same time promoted to Ag. Regional Manager. There was no resignation, dismissal and vacation of post during the quarter. The region did not record any death of staff during the quarter under review.

The interventions of the Board through its non-financial and financial activities yielded positive results during the year. A total **2,416** entrepreneurs comprising of **848 males** and **1,568 females** reported positive effects on their businesses during the follow-ups conducted by the BACs. Some of the challenges confronting them are inadequate staffing, lack of office equipment's and delay in release of funds.

Information Services Department (ISD)

This report is actually a review of activities and programs which came on records of the regional information office between 1st January and 31st December 2019. These activities and programs are looked at under the following sub-headings: peace and security, chieftaincy and Traditional issues, social developments, political issues, agricultural activities, business and economic activities, the weather and general administration among others. The staff strength of the Information services department stands at 14. Staff on retirement were 2 and 1 officer was on posting.

Market Trends: Prices of commodities were fairly stable with some marginal ups and downs throughout the year under review; 2019. The table below indicates the start of year, mid- year and end – year prices of some selected commodities:

S/N	Item	Start Year Prices (GHC)	Mid-Year Prices (GHC)	End-Year Prices (GHC)	Remarks
1	Maize	5.00 (a bowl)	6.00	5.00	Fairly stable.
2	Charcoal (5max bag)	40.00	45.00	45.00	Fairly stable
3	Grain groundnuts (a bowl)	16.00	16.00	15.00	Fairly stable
4	A bag of cement	40.00	40.00	41.00	stable
5	Packet of roofing sheet	320.00 to 700 + depending on type.	320 to 700 +	330 to 700 +	Fairly stable
6	A trip of sea-sand	300.00	300.00	350.00	Fairly stable
7	A bag of dry cassava	35.00	30.00	50.00	Unstable

Tubers of yam were sold in bundles of 3, 5 to 10 mostly at varied prices depending on availability and state of the commodity.

Achievements: The regional and district offices of the department have carried out series of national and local level education and sensitization campaign exercises on especially the National Identification Card registration, the District Level Elections and on the aborted National Referendum successfully.

The office also took part actively in certain meetings and programs of RCC including among others; the inaugural ceremony of the region, the inaugural ceremony of the RCC, the hosting of the minister in charge of agriculture, the Farmers Day celebration activities and the inauguration of the Regional Implementation Committee of the 2020 Population and Housing Census (PHC).

The Regional Information Office is confronted with challenges such as inadequate staff, lack of in-service training for staff, lack of funds, lack of office logistics, office and residential accommodation.

Ghana Police Service

The Ghana Police Service has made tremendous strides in areas of security within the jurisdiction of the region. Mentioned was made of a shooting incident which occurred in Bole Bamboi but, the Police was able to apprehend the culprits. Some of the victims are currently responding to treatments.

Challenges: The Regional Police Headquarters needs renovation and furnishing. The need for a mechanized bore hole to be constructed. The need for patrol vehicles for Damongo – Yapei – Tamale Highway and Bole – Sawla Highway.

Ghana National Fire Service

The Regional Fire Service is confronted challenges such as logistical constraints, inadequate personnel, lack of access to water, office and residential accommodation, inadequate office equipment and inadequate imprest to run the fire stations.

Ghana Immigration Service

The service is currently operating in the West Gonja Municipality, Bole and Sawla-Tuna-Kalba districts due to logistical constraints. The region has a staff's strength of 31 made of senior, junior and auxiliary staff.

Challenges: The office at Chache is in deplorable state and as a result of this, travelers refuse to be screened in that office. Lack of motor bikes for patrols. Lack of vehicle for office use. Inadequate weapons and ammunitions. Inadequate fuel for patrols. Lack of accommodation for officers.

Official Visits

No	Name Of Visitor	Designation	Date	Purpose
1.	Emmanuel Mantey Mensah	Chairman of Governing Board, Fisheries Commission. Accra	25 th June, 2019	Official Visit
2.	Hon. Dan Botwe	Minister, Regional Re-organization and Devt. Accra.	25 June, 2019	Working Visit
3.	Joseph Mouada	Principal Evaluation Officer, African Devt. Bank-Cote d' Ivour	5 th July, 2019	Working Visit
4.	Kansawuriche V. A. Bukari	Queen Mothers Association, PIAC. Accra.	10 th July, 2019	Official Visit
5.	Kwame Asuah Takyi	Controller General, Ghana Immigration. Accra	2 nd August, 2019	Working Visit
6.	Margret Gwada	Chief Field Officer, UNICEF. Tamale	10 th September, 2019	Courtesy Call
7.	Daniel Yaw Domelevo	Auditor General, Ghana Audit Service. Accra	9 th September, 2019	Working Visit
8.	Hon. Dr. Owusu Afriyie Akoto	Minister for Food & Agric. Accra	5 th November, 2019	Working Visit
9.	Mr. Edwin Ekow Blankson	Chief Fire Officer, GNFS. Accra	5 th November, 2019	Official Visit
10.	Mrs Christine E. Bobobee	Administrator for Stool Lands. Accra	7 th November, 2019	Official Visit
11.	DOP Nelson Duut	Director of Prisons, Accra.	12 th December, 2019	Working Visit

Security Issues

MMDAs	Security	Devt. Projects	Initiatives & Directives	Financial Performance	Challenges
Bole Bamboi District	Chieftaincy				
Sawla-Tuna-Kalba District					
West Gonja Municipal	Chieftaincy				
North Gonja District	Land Dispute				
Central Gonja District					
North East Gonja District					
East Gonja Municipal					

Human Resource Management

The Savannah Regional Co-ordinating Council had total staff strength of 28, which is made up of professional, sub-professional and non-professional personnel. This comprised of 20 Males and 8 Females.

Region	MDAs	Staff Strength		Posting	No. of people exited	Promotions & Upgrading	Recruitment	Sex	
		GOG	IGF					M	F
S/R	Bole	96			2	2	27	73	23
S/R	STKD	99	12		5	2	12		
S/R	WGM	114			1	10	14		
S/R	CGD	131		22	Retirement 2	Promotion(35) Upgrade(1) Conversion(1)	29	88	43
S/R	NGD	69					3		
S/R	EGM	117					24	96	21
S/R	NEGD	61					3		
S/R	SRCC	28		Inter (170) Intra (134)			2		

Human Resource Management Information System (HRMIS)

The Savannah Regional Coordinating Council has initiated the consolidation of data files from the MDAs 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.

Challenges

- The use of personal laptops for HRMIS activities which violates the Data Protection Act, Act 843 is still done by some MDAs instead of the use of desktop computers.
- Untimely submissions of HRMIS data files from MDAs.
- Some Human Resource Managers do not regularly update the HRMIS system.

Staff Development (Capacity Building/Training)

The Savannah Regional Co-ordinating Council, Damongo conducted an induction training for all the newly recruited staff in the region within the period under review. The training was meant to keep them abreast with trends in the Local Governance system.

The Savannah Regional Co-ordinating Council had other projects and programmes undergoing within its Jurisdiction. Some of which included the new office accommodation and residential accommodation which Were commenced in the region under the period under review. The projects were initiated and awarded By the Ministry of Regional Reorganization and Integration.

Challenges and Recommendations

The Savannah Regional Co-ordinating Council is confronted with serious logistical constraints. Aside That, the region is challenged with both residential and office accommodation. Again, most of the access roads are not motorable.

We recommend that, all government releases for regional projects and programmes should be timely. Logistical and office accommodation should be urgently addressed to enable the region take off.

Conclusions

The Regional Co-ordinating Council executed its mandate as expected. Notwithstanding the fact that, the Region was created within the year under review, it still manages to make some tremendous strides. It is our anticipation that, the ensuing years will be far better than before.

4.4.12 UPPER EAST REGION

Introduction

The programmes and activities of the Upper East Regional Coordinating Council (UERCC) for the year ended January to December 2019 are backed by Part Eight, particularly section 188 of the Local Governance Act 936 of 2016. Section 188(1) mandates the office to monitor, coordinate and evaluate the performance of District Assemblies in the region, monitor the use of all funds of District Assemblies and to review and coordinate public services generally in the region. The subsequent sub-section adds additional functions such as approval of by-laws, provision of backstopping support, resolution of conflicts and oversight for second cycle institutions in the region. Other sections namely 189 and 190 stipulate functions in development planning for the RCC and the accompanying structure of Regional Planning and Coordinating Unit (RPCU).

The coordination of public services in the year included monitoring government's flagship programmes of Free Senior High School (FSHS) education, One Village, One Dam and Planting for Food and Jobs (PFJs). Other special initiatives of government included One District, One Warehouse and One District, One Factory. In addition, the office also organized Regional Heads of Department Meetings and facilitated other engagements between the departments and other bodies with the view to ensuring coordinated development in the region. The year witnessed the introduction of another flagship programme in the region, Rearing for Food and Jobs (RFJs). Other notable programmes held during the year are itemized below:

- Organization of Regional and District Town Hall Meetings
- Sensitization of stakeholders and launch of Pwalugu Multi-Purpose Dam and Irrigation Project
- Stakeholder sensitization on election of MMDCEs and political participation in District Level Elections (DLEs)
- Establishment of Operational Centre for **Operation Conquered Fist**
- Inauguration of Regional Inter-Party Dialogue Committee (IPDC)
- Organization of Regional NABCO Conference
- Organization of Press Soiree

The year witnessed the roll-out of the Ghana Secondary Cities Project (GSCP) which sought to provide funding and capacity building of local government actors to turn the challenges of growing cities into opportunities. The project covered Bolgatanga and Bawku Municipal Assemblies. Through the Japan International Cooperation Agency (JICA), the Ghana Health Service (GHS) also worked with the office to start the implementation of the Life Course Approach Project which basically focused on strengthening Community-based Health Planning Services (CHPS) in all Municipal and District Assemblies of the region.

Two security issues became topical in the year; a land boundary dispute between Bolgatanga East and Talensi Districts and a mine disaster at Gbane mining site in which 17 people died underground on January 23, 2019. The latter incident culminated in the establishment of an investigative committee by the Minerals Commission (Mincom) which recommended the sealing of all illegal

pits in the mine area. A joint security operation dubbed **Operation Koudanlgou** also conducted a debriefing ceremony at Bawku. Three countries namely Ghana, Togo, Burkina Faso and Benin took part in the two- year triangular operation.

Traditional governance in the region received special attention in the year. The Regional Minister honoured invitations to key meetings of the Regional House of Chiefs (RHCs) where she got acquainted with its challenges. She was able to mobilize resources for the renovation of the conference hall, installed air conditioners and provided a Public Address System.

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 East District in Upper West and the south by West Mamprusi and Mamprugu- Moaduri Districts in North East Region. The land is relatively flat with a few hills to the East and southeast. The total land area is about 8,842 sq km, which translates into 2.7 percent of the total land area of the country.

The Region has a projected population of 1,273,677 using the 2010 inter-censal growth rate of 1.2% per annum. The figure is made up of 51.61% females and 48.39% males. The population density of the region is 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- Gbedembilisoncho-free zone area is particularly known for rice farming on a large scale. A number of irrigation facilities exist in the region including Veve 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. 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, NaaGbewaa 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

There were changes in the position of Coordinating Director in the region during the year. Some were internal while others were external. The Bolgatanga Municipal Coordinating Director and Bawku West District Coordinating Director (DCD) were the only two who retired on the position during the year. The Municipal Coordinating Director for Kassena-Nankana Municipal Assembly was elevated as the acting Regional Coordinating Director (RCD) for the North East Region. The changes witnessed were as follows:

Table 1: Posting of MMDCDs

S/N	Name of MMDA	Name of MDCD	Former Duty Station
1	Kassena-Nankana Municipal	Al-Hassan Ziblim Alhassan	Birim Central Municipal
2	Tempane	SumaniSeidu	Old Tafo Municipal
3	Bawku Municipal	Alhaji Issahaku Mohammed	Talensi
4	Talensi	YusifMusah	Gushegu District
5	Bongo	Daniel Kanyange	Central Gonja District
6	Kassena-Nankana West	Abubakari Amadu	Bolgatanga Municipal
7	Bolgatanga Municipal	Sumaila E. Abudu	Talensi

At the beginning of the year, the office organized a Press Soiree attended by majority of media houses in the region. The event was to take stock of key successes in the previous year and court attention of the media for planned programmes in the new year. Regional Heads of Department and members of the Regional Security Council (REGSEC) graced the day's engagement.

There was an engagement with the Presbyterian Health Services North (PHS-N) to implement a project on Citizens Empowerment Against Corruption (CEMAC). The project which focused on the implementation of the Livelihood Against Poverty Programme (LEAP), Planting for Food and Jobs (PFJs) and the National Health Insurance Scheme (NHIS), sought to strengthen the role of underlying structures to stamp out corruption and increase access by citizens. Overall, it sensitized the regional structures and set them up to utilize baseline survey results that were produced.

Political leadership of RCC and MMDAs

There was no change in political leadership of the region in 2019. However, following the DLEs on December 17, 2019, new Assembly Members came into being. So far, a good number of MMDAs have elected Presiding Members after the national inauguration exercise on January 23, 2020. The details of political leadership at the MMDA level are summarized as follows

Reports on Decentralized Departments at the Regional level

The 22 departments of the RCC and other non-decentralized departments, agencies and public corporations strengthened their collaboration efforts in the year under review. Following the orientation on Inter-Service and Sectoral Collaboration and Cooperation (ISSCC) and through the facilitation of the RCC through meetings, they are now able to explore areas of working together. There are focal persons from central administration for all departments and their programmes. Departmental heads also play active roles in promotion interviews and monitoring exercises of the RCC.

The Land Use and Spatial Planning Authority (LUSPA) provided technical support to MMDAs for the preparation of spatial plans and the completion of the Street Naming and Property Addressing System. It also supervised the implementation of the National Property Tagging Project in the region. The project has its steering authority at the Office of the President and regional technical teams were composed by the Ministry of Local Government and Rural Development (MLGRD).

Under the JICA CHPS for Life Project, the Ghana Health Service (GHS) benefitted from logistical support to the respective municipal and district health structures. In addition, the year witnessed the training of key actors within the Primary Health System in the region including Community Health Nurses (CHNs), Community Health Officers (CHOs) and members of the Community Health Management Committees (CHMCs). KOICA also hosted 10 district directors of health and 2 staff of the local government service in the region to a two-week training programme in Korea under its CHPS+ Project.

The Regional Department of Health attained notable successes, key among which are:

- Attainment of 100% CHPS zone demarcation by all MMDAs
- Reduction in maternal mortality rate from 91.1/100,000 live births in 2018 to 82.5/100,000 live births in 2019

- Reduction in malaria deaths for under 5 years children from 0.08% in 2018 to 0.01% in 2019 meeting the national target of 0.15%.
- Conducted two successive rounds of immunization days to control the outbreak of polio.

The Departments of Environmental Health and Community Development also worked together in the year on government's sanitation project with unicef on the elimination of Open Defecation. Staff of the departments undertook community engagements to educate and support them to build basic sanitation facilities as a way of controlling open defecation. They also carried out independent verification of qualified communities for triggering as Open Defecation Free (ODF) (ODF). Out of a total of 2,313 communities under the Community-Led Total Sanitation (CLTS) project, 924 communities were declared Open Defecation Free (ODF) in the year.

Ahead of the implementation of the 2020 Population and Housing Census (PHC), the Ghana Statistical Service (GSS) undertook various training programmes including a Training of Trainers (ToT) workshop at Winneba. The department subsequently carried out publicity, education and advocacy programmes in the region to provide required information about the PHC. Regional and District Census Implementation Committees were inaugurated and District Census Officers (DCOs) recruited in November 2019, to set the stage for the PHC.

Official Visits

Date	Visitors Name/Address	Purpose	Department
28/1/2029	Cecilia A. Dapaah	Official	Ministry of Sanitation and Water Resource
6/1/2019	Simon Manu	Official	GIZ-SFDR
6/2/2019	Audra D. Lykos	Official	USAID
6/2/2019	Baffour Yaw Asare	Official	Customs
11/2/2019	NobbeCarel	Official	Dutch Water Authority
19/2/2019	Naba Moses AbaareAppiah IV	Official	Chief Binaba
28/2/2019	KwakuAgyeman-manu	Official	Ministry of Health
27/2/2019	Nicholas Kumah	Official	Afrikids
1/3/2019	Lawson Asampana	Official	
3/3/2019	Iain Walker	Official	British High Commission
3/4/2019	Eugene A. Ofosuhene	Controller	CAGD Accra
24/4/2019	Mauro Bartolomeo		CISS
24/9/2019	Di FestusImarhiagbe	Official	CISS
24/9/2019	Paul Kukwaw	Official	NECPAD
24/9/2019	Philip Aratuo	Official	CISS - Consultant
24/9/2019	Benevolence Ocloo	Official	NECPAD

Security Issues

The security enjoyed relative stability during the year. Following the mining disaster at Gbane in the Talensi district, the Regional Security Council (REGSEC) prioritized security there. The military and police provided protection for investigative work on the disaster and subsequent implementation of recommendations. In particular, security was provided for the sealing of all illegal pits in Gbane.

Even as the recommendations of the committee were not fully implemented, agitations from the Gbane community for the exit of Shaanxi Mining Limited became rife. Some pressure groups emerged calling for the company's head amidst counter-claims by some community members and traditional authorities in support of the existence of the company. REGSEC engaged the Talensi DISEC to stay on top of security as new developments emerged in relation to mining activities in the area. The level of coordination between the office and the Ministry of Lands and Natural Resources was however not worthy as the former failed to incorporate local recommendations in resolving the matter.

The Bolgatanga chieftaincy dispute occupied the most attention of REGSEC in the year. The determination by a High Court in Tamale that the Amaltinga gate should have been given adequate time to make its case at the sitting of the Judicial Committee of the Regional House of Chiefs (RHCs) led to occasional clashes between the two rival gates. Tensions also became rife as a result of acts of provocations from both sides especially when the stated gate invited residents of Bolga to a get-together at the beginning of the year.

Both the Ghana Police Service and the Attorney-General's Department (AG) were called out for not doing enough to stem impunity in connection with the dispute. Meetings were held with both agencies to fast track investigations and prosecution of suspects involved in igniting clashes and killing of people in relation to the dispute.

The new district of Bolgatanga East Assembly inherited a standing dispute with Talensi district over the ownership of Tongo-Beo. When the former attempted to renovate a structure located there for use as an education office, people from the latter district objected to the move. REGSEC attempted to resolve the standoff but with little success.

The Builsa South District battled a land boundary dispute between Wiesi and the Sakaraba chief in the Mamprugu Moaduri district. It all started when the said chief who was alleged to have migrated and settled on Wiesi land failed to recognize the landowners when he decided to develop additional lands. The matter eventually ended up in court awaiting a determination.

Human Resource Management

Postings, recruitment, conversions and upgrading were done in the year. The postings were mainly carried out by the Office of the Head of Local Government Service (OHLGS) as the office received a directive from the former to put on hold all postings. Recruitment was mainly for professional and sub-professional classes and all efforts to replace conservancy staff who died or retired proved futile. More staff in the auxiliary class got promoted and or upgraded than any other class. The departments of Agriculture and Environmental Health followed suit.

Table 3: Recruitment, Upgrading, Promotions, Postings, Transfers for 2019

No.	Class	Recruitment	Upgrading/ Promotions	Regional Postings		Intra- Regional Postings
				Post. in	Post out	
1.	Administrative	11	3	14	5	11
2.	Human Resource	0	2	2	1	0
3.	Environmental Health	6	38	7	11	12
4.	Records	0	4	0	0	0
5.	Planning	10	6	12	1	8
6.	Agric.	106	39	107	4	139
7.	Radio	0	1	0	0	0
8.	Catering	0	9	0	0	0
9.	Technician Engineers	0	13	0	0	0
10.	technical	0	1	0	0	0
11.	Works	0	17	1	0	3
12.	Engineers	0	0	1	0	4
13.	Social Welfare & Community Development	12	46	8	2	9
14.	Budget	12	2	10	0	10
15.	Local Gov't. Inspector		1	0	0	0
16.	Transport	0	16	2	0	0
17.	Internal Audit	28	5	29	0	47
18.	Procurement	7	4	7	2	4
19.	Executive Officer	8	0	11	0	4
20.	I.T.	2	0	2	0	2
21.	Auxiliary	0	113	0	0	0
22.	Secretarial	0	14	2	0	6
23.	Statisticians	5	0	5	0	5
	TOTAL	207	334	220	26	264

Retirements – 2019

No.	Class	Number
1.	Administrative	2
2.	Works	2
3.	Security	6
4.	Executive/Records Officers	0
5.	Sanitation	5
6.	Environmental Health	2
7.	Internal Audit	0
8.	Planning	0
9.	Agric.	1
10.	Protocol	1
11.	Messenger	0
12.	Revenue	3

13.	Social Development	4
14.	Transport	0
Total		26

Table 4: Staff Development Report

No.	Title of Training	Target Group	Trading Date	Venue	Name of Institution	Funding Source	Brief Comment
1.	Two Day Residential Validation Workshop.	Human Resource Managers.	20 th to 23 rd January, 2019.	Modern City Hotel, Tamale	OHLGS	GIZ	Building the capacity of HR units in all RCCS.
2.	A One Day Residential Validation Workshop.	All Regional Co-ordinating Directors and selected MMDCDS.	28 th to 30 th January, 2019.	Urbano Hotel, Osu, Accra	OHLGS	GIZ	Building the capacity of HR units in all RCCS.
3.	A One Day Workshop.	Regional Co-ordinating Directors, Regional Planning Officer and Regional Human Resource Managers.	22 nd February, 2019.	Ghana Shippers Authority, Accra	OHLGS	OHLGS	To discuss the staffing situation of the Local Government Service.
4.	Training of MMDAS on GIFMLS.	Selected staff of MMDAS (DCD, DFO, DBO, DPO and DS).	9 th to 12 June, 2019.	Eusbett Hotel, Sunyani	IMCC	MOF	To promote financial discipline and improve accountability and service delivery at the local level.
5.	Zonal Workshop on the Development of the National Decentralization Policy Framework and action Plan (2020 – 2024).	RCD, DCD, RPO, RBO, SPO, DBO, selected NBSSI Officers Presiding Members Representatives of CBOS, Traditional Authorities, Civil Societies, Unit Committees.	24 th to 25 th June, 2019.	Modern City Hotel, Tamale	IMCC	IMCC	Aims at the activities and institutional arrangements of the NDAP (2020 – 2014).
6.	A Four Day Capacity Building Programme on Geographic Information Systems (GIS).	REPO, PPD, and Heads of Development Planning Units.	19 th – 23 rd August, 2019.	Bolgatanga	OHLGS	IMCC	Enhancing the knowledge and skills of the officers.

No.	Title of Training	Target Group	Trading Date	Venue	Name of Institution	Funding Source	Brief Comment
7.	Orientation Workshop for Staff of the Physical Planning Department.	RCD, Luspa Parks and Gardens.	29 th – 30 th September, 2019.	Anita Hotel, Ejisu Kumasi	OHLGS	OHLGS	To facilitate and help staff to effectively integrate into the LGS.
8.	Invitation to Regional Review Workshop.	RBO, RLO, RFO, REO, RIA, DBO, DFO, DEO, and DIA.	30 th October, 2019.	RCC (Bolgatanga)	OAG	OAG	To take and keep Inventory of Assets and Properties of Government.
9.	Invitation to a Two-Day Residential Workshop.	Heads of Internal Audit Units.	5 th – 8 th November, 2019.	Nim - Avenue Hotel, Tamale	OHLGS	GSCSP	Ensuring Prudent Financial Management System.
10.	Training Workshop on Improved Revenue Administration.	RIA, REPO, RBO and RFO and Municipal Assemblies.	13 th – 14 th November, 2019	Nim - Avenue Hotel, Tamale	OHLGS	OHLGS	To improve Institutional performance and delivery of basic Urban services.
11.	Training of Trainers Workshop for the Verification of the 2018 Performance Contracts of MMDAS.	RCD, REPO and RHRM.	10 th – 12 th November, 2019	Anita Hotel, Ejisu, Kumasi	OHLGS	OHLGS	To verify the Evaluation results for 2018 Performance Contracts signed between MMDCES and MMDCCS.

6.0 Performance Assessment

6.1 Assessment Areas

Region	Performance Contract		DPAT		District League Table	
	No. in 1 st 20	No. in Last 20	No. in 1 st 20	No. in Last 20	No. in 1 st 20	No. in Last 20
Upper East	3	0	7	1	2	1

Comments on the results of the assessment and Plans for improvement (from the table)

The Performance Contract (PC) assessment covered the year 2018 at which time the region had only thirteen (13) MMDAs. Builsa South District was first in the region and tenth nationwide. The average score of the MMDAs in the region was 83.9 which had seven MMDAs scoring above it. The scores indicated that performance was not directly linked to the endowment or age of an MMDA as the Builsa South District which came first was only created in 2012 with its peers of Pusiga, Nabdam and Binduri which did better than an old district of Talensi.

The District League Table (DLT) brought out some semblance of the link between resource endowment and age of MMDAs and their performance. The Bawku Municipal Assembly was first in the region and tenth nationwide with a score of 83.2% while Binduri District came last in the region and 202nd nationwide with a score of 23.3%. The average mark for the region was 48.6 which only 5 MMDAs scored above.

Two out of the 15 MMDAs were not assessed for DPAT II because they came into existence in March 2018. Those two, Bolgatanga East and Tempene District Assemblies were given both investment and capacity building grants. Seven (7) MMDAs obtained 98 percent, four (4) had 97 percentage and one (1) got 96 percent. The last district, Garu obtained 90 percentage in the assessment which covered the year 2017.

Report on Developmental Activities of Sector Institutions & Agencies

Education: The region had a total of 2,093 basic schools in the 2019/2020 academic year made of the following:

KG – 769
Primary – 778
JHS – 546
Total=GHC2,093

Enrolment in the above-named schools amounted to 329,003 pupils made 163,521 girls and 165,482 boys.

Continuous Professional Development (CPD) of teachers has been institutionalized as part of the implementation of the Standards Based Curriculum (SBC) of basic education. So far, 8,212 teachers from all MMDAs of the region benefited from training in the year under review.

Among logistics supplied to basic schools in the region during the year were school uniforms. A total of 21,500 uniforms made of 7,500 tea and bread and 14,000 new design were received. At the Second Cycle level of education, there were 37 Senior High and Technical Schools. The number is made of 3 technical institutes, 3 single sex schools and 2 Integrated Senior High/Technical Schools. The total number of schools that implemented the Double Track System during the year was 18.

Roads: The Department of Urban Roads operated in four MMDAs of the region– Bolgatanga, Bawku, Kassena-Nankana Municipalities and Pusiga District in the areas of road upgrading, partial reconstruction, and rehabilitation. It also undertook pothole patching, resealing, reshaping and sectional repairs on arterial roads and routine maintenance in some other districts. Key roads tackled by the department include:

- Upgrading of DVLA-Zuarungu Area Roads (8.95km) – 40%
- Partial Reconstruction of Bolgatanga Junior Staff Quarters Roads(2.90km) – 8.32%
- Rehabilitation of selected roads in Bolgatanga municipality (5.0km) – 41.71%
- Surfacing of Palace Road/BNI Yard in Bawku Municipality (1.5km) – 57.34%.
- Partial reconstruction of Navrongo Taxi Rank Road (0.53km) – 61.48%
- Award of 11 emergency road projects in Bolgatanga

Agriculture: The number of functional Agricultural Mechanization Service Centres (AMSECs) increased from 16 in 2018 to 24 in 2019. In the year under review, a total of 16,259 farmers benefited from the services of AMSECs and 20, 782.4 ha of land ploughed. Under a Flood Mitigation and Management Programme, 3,977 farmers from 46 communities benefited from the distribution of improved maize seeds.

The number of newly registered agro-input dealers in the region stood at 131 during the year bringing the cumulative number of dealers in the region to 335. The number of Agricultural Extension Agents (AEAs) increased from 85 in 2018 to 238 in 2019, representing only 51% of the required number. A total of 135 motorbikes were distributed to AEAs in the year which helped increase home and farm visits.

The Korea International Cooperation Agency (KOICA), Northern Ghana Governance Activity (NGGA)/USAID, World Food Programme (WFP) and the United Nations Development Programme (UNDP) worked with the department of Agriculture for food security and to increase productivity of farmers. Their key achievements are given below:

- KOICA- supported Farmed-Based Organizations (FBOs) with farm implements, threshers, organized markets and provided grants to 3,173 beneficiaries.
- NGGA/USAID –strengthened responsive governance for improved agricultural development. Built capacities of 12,941 farmers
- WFP –supported women’s groups with 3 donkeys each and a cart to aid farming activities. So far, 1,087 farmers benefited.
- UNDP Adaptation Fund Project –builtcapacities of 1,183 farmers on vegetable pricing, marketing and market linkages. Also rehabilitated dams and planted seedlings.

Peace Building: At the instance of the UERCC, the Regional Peace Council (RPC) organized 6 engagements with stakeholders in the Bolgatanga chieftaincy dispute with the view to minimizing frequent skirmishes in the municipality. The engagements provided a feedback loop for information exchange between factions and stakeholders and thereby improved cooperation

among them. The Council also shared early warning signs for early responses especially by security agencies.

As part of the final phase of the Bawku peace process, the RPC also gave technical support to a Farmlands Committee that was established by the Bawku Inter-Ethnic Peace Committee (BIEPC). The support was mainly on stakeholder analysis to identify actual owners of farmlands which were lost during the conflict. Key stakeholders and the form of support they can offer to resolve the farmlands issue in the Bawku conflict were identified and analysed. Some of the stakeholders identified included the original land owners, current occupants of the land and the tindamba.

The RPC also mediated in a dispute between the KologoNaba and NavroPio over who had legitimacy to endorse documents releasing a piece of land located at Kologo-Gaane for a One District, One Factory project. Council worked with the RHCs to identify the land boundaries, key parties (claimants), and key stakeholders and sought their consent to participant in a mediation process which started with one meeting and stalled due to lack of funds.

Others

Ghana Productive Safety Net Project (GPSNP): Government through the Ministry of Local Government and Rural Development (MLGRD) commenced the implementation of the GPSNP in the region on August 1, 2019 to strengthen safety net systems that improve the productivity of the extreme poor in Ghana. The project has five (5) main components:

- Productive Inclusion (PI)
- Labour Intensive Public Works (LIPW)
- Livelihood Empowerment Against Poverty (LEAP) Cash Grants
- Social Protection Systems Strengthening
- Project Management, Coordination and Capacity Building

There is established a Bolgatanga Zonal Office responsible for the implementation of the project in Upper East and North East Regions. The office is directly responsible for the implementation of the first two components of the project under the MLGRD. Only 4 of the 15MMDAs of the region are not beneficiaries of the project: Kassena-Nankana West, Kassena-Nankana Municipal, Bolgatanga Municipal and Bolgatanga East District.

The LIPW is to extend income-earning opportunities to extremely poor households through the maintenance or rehabilitation of assets that improve the productivity of communities and respond to anticipated effects of climate change. Procurement processes were started for forty sub-projects made up of the following:

- 19 Small Earth Dams and Dug-outs (SEDDs)
- 8 feeder roads
- 13 climate change mitigation interventions (CCMIs) – 12 Cashew and 1 Mango Plantations

The PI component of the project is intended to assist extremely poor households establish and engage in enterprise activities that will guarantee them sustainable incomes. Free cash grants will

be given to poor households and they will be assisted to set or develop enterprises and businesses. The component has 2 broad sub-components:

- Complementary Livelihood and Asset Support Scheme (CLASS)
- Linkages to Agricultural Support

Ghana School Feeding Programme (GSFP): A total of 636 basic schools with a beneficiary number of 263,548 pupils were covered by the GSFP. There were 917 caterers and payments were made up to the second term of the academic year. Detailed information about the programme is given below:

Table 5: Details of GSFP

S/N	Name of District	Number of beneficiary schools	Number of Pupils	Number of Caterers
1	Bolgatanga Municipal	81	31,825	115
2	Bongo	42	19,167	46
3	Bawku Municipal	57	20,647	60
4	Bawku West	79	34,959	92
5	Binduri	37	22,888	82
6	Builsa North	29	9,156	29
7	Builsa South	26	8,498	26
8	Kassena Nankana Municipal	53	19,051	68
9	Kassena Nankana West	48	16,914	66
10	Garu	42	17,338	95
11	Nabdram	23	10,268	36
12	Pusiga	42	17,352	53
13	Talensi	27	13,837	36
14	Tempene	50	21,648	115
Total		636	263,548	917

National Health Insurance Authority (NHIA): The authority attained the highest coverage of regional population with 56% or 713,606 members. This feat is an increase over that of 2018 which stood at 52%. Registration of Pregnant Women stood at 23,081 in the year. Out of the total membership on health insurance, active members stood at 600,178. Of this number, those who renewed their insurance cards using mobile phones (mobile renewals) stood at 345,057, representing 57%.

Claims continued to be processed at the Claims Processing Centre (CPC) in Tamale and also electronically. As at the end of the year, payments for claims were made up to March 2019. Other programmes implemented by the authority during the year were review of a pilot exercise on the inclusion of Family Planning in the Benefit Package for clients and E-Receipting.

Summary of Development Projects (RCC)

No.	Sector	No. of Projects	No. Ongoing	No. Completed	Remarks
1.	Education	64	36	28	
2.	Health	25	13	12	

No.	Sector	No. of Projects	No. Ongoing	No. Completed	Remarks
3.	Water & Sanitation	90	66	24	
4.	Roads	78	56	22	
5.	Economy	16	8	8	
6.	Good Governance	13	4	9	

Implementation of Government Flagship Programmes

No.	Activity Description	Location	Implementation Status	
			Description	%
1.	One Village One Dam	Region Wide	54 Awarded; 37 completed; 17 ongoing	68.5%
2.	One District One Factory	Region Wide	3 Awarded; 0 completed; 3 ongoing	0%
3.	One District One Warehouse	Region Wide	5 Awarded; 5 completed; 0 ongoing	100%
4.	Water Closet Toilets under IPEP	Region Wide	39 Awarded; 5 completed; 34 ongoing	12.8%
5.	Mechanized Boreholes under IPEP	Region Wide	124 Awarded; 18 completed; 106 ongoing	14.5%

Challenges and Recommendations

In its quest to improve social and economic standards of the people, the region is constrained by many factors notable among them being the effects of climate change, inadequate infrastructure, human resources and security threats. The last few years have witnessed perennial flooding and long spells of drought which bring untold hardship to affected communities especially vulnerable groups. This tends to erode existing infrastructure and worsen environmental and health conditions of the people of the region.

The road network continues to be a disservice to potential investment and economic development in the region. Major trunk ways such as Bolgatanga-Bawku, Chuchuliga –Sandema- Fumbis- Wiesi require urgent maintenance to facilitate free flow of vehicular and human transportation. Urban roads in Bolgatanga, Navrongo and Bawku also leave much to be desired.

Many MMDAs also do not have requisite residential and office accommodation for staff and departments. Some staff have to stay far off their duty posts and commuting on daily basis to work owing to the inadequacy of residential accommodation. This in addition to the aforementioned factors, pushes away staff to other regions. There are therefore many departments at both the regional and MMDAs that are yet to have the full complement of staff to man them.

Mining disturbances, land boundary and chieftaincy disputes are gaining currency in the region. Aside the exorbitant costs of keeping security during crisis moments, many lives get lost and families destabilized. Instability also affects general productivity and socio-economic development. Cases in point in the region are Bolgatanga, Nabdam, Naaga and Paga chieftaincy

disputes, Bongo-Nabdam, Bolgatanga East-Talensi and Builsa South-Mamprugu Moagduri land boundary disputes and the longstanding mining disputes at Gbane in the Talensi district.

It will have to take concerted efforts of all stakeholders to tackle the aforementioned challenges and lift the region out of poverty into prosperity. There is the need for coordination of implementation of environmental management programmes in the region to tackle climate change. The ban on illegal rosewood felling in the region must be enforced to the latter to save remaining forest vegetation in the region. Plantation development and general afforestation should be taken up as matters of urgent consideration by all people and agencies. Irrigation agriculture must also be embraced and invested in to provide water for dry season farming and for other uses.

The introduction of incentive packages for staff who accept postings to the region will help attract and retain needed human resources. Government could consider reducing the number of years for qualification for promotion and introducing special allowances for critical staff like medical practitioners who work in the region.

The Ministry of Local Government and Rural Development (MLGRD) should as a matter of urgency, re-activate its committee on resolution of land boundary disputes to attend to related challenges. The Regional House of Chiefs (RHCs) should also be given the needed logistical support to handle chieftaincy disputes with dispatch. In addition, the Ghana Police Service and the Attorney-General's Office should also be supported to improve their pace of investigations and prosecution of suspects in chieftaincy-related disputes especially in Bolgatanga.

Conclusions

The region will be able to tap its potentials and transform its social and economic state with continuous stability and needed investment. It is hoped that this report will be consumed by appropriate agencies and attract the attention of development partners to work for change. It should also spur key actors on to work for better results in the new year, knowing that their efforts will reflect in broader space.

The office is grateful for the assistance of all regional departments and MMDAs in compiling this report. The Office of the Head of Local Government Service (OHLGS) played a key role in building the capacity of frontline staff in the preparation of the report to make it more user-friendly.

4.4.13 UPPER WEST REGION

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, 2019 in fulfillment of Local Governance Act 2016, Act 936.

In the year under review, the RCC implemented its budget under the auspices of the Ministry of Local Government and Rural development 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. The UWRCC was able to initiate **325** developmental projects in the region with **38** of the projects completed while **287** of them are on-going under various sector institutions with funding from Central Government.

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 until the creation of the six (6) additional regions was the youngest region of the ten (10) old regions. The 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 Savannah Region, to the North and West by Burkina Faso, and to the east by the Upper East and North 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 829,984 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. Currently, the local economy is increasingly being dominated by small to medium scale businesses. The people are engaged in spinning, weaving and smock designing, small scale mining etc. They produce musical instruments such as the xylophone and are involved in pottery, blacksmithing and carving. Large scale businesses are almost non-existent. Employment opportunities are therefore very limited propelling a wave of rural-urban movement.

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

Regional Potential

- Vast arable lands, particularly those to the Eastern part of the region are very fertile for the cultivation of rice, maize, soya bean amongst others. The region ranks high in Millet, Sorghum, Groundnuts, Cowpea and Soya Beans production
- Dams, dugouts, valleys and the black Volta river and its tributaries with vast irrigable land present a huge potential for all year round farming
- Availability of abundant Clay, Iron ore and Gold deposits can promote housing development and small-scale industrial activities.
- Vast grasslands and tropical climate to support small ruminant and livestock production.
- The region has a competitive advantage in cotton, cashew and shea-nut 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 the 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 tourists. Since

tourism offers on the the greatest potentials for economic development of the region, concious efforts must be made to upgrade, renovate and develop these sites

- Historic/scientific sites eg Gwollu slave defense wall, Wa Naa's Palace, Bulenga handing rocks etc
- Eco-tourism site eg Hippo sanctuary, crocodile pond, etc
- Feativals eg Kobine, Dumba, Kakube, Kalibi, Paragbelle, kurkurbagr etc

Regional Departments and Agencies

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, Jirapa, Sissala East and Lawra Municipal/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 Investment Promotion Centre 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.

Administrative Issues

Political Leadership of the RCC and MMDAs in the Region: Following the reinstatement of Hon Sulemana Alhassan into office by the President in May, 2018, he was later moved to the PMC and Hon. Hafiz Bin Salih was appointed as the new Minister for the Region. Appendix 1 shows the details of the political leadership of the Assemblies in the Region and includes the names of the Municipal/District Chief Executives and the number of Assembly members of each district. Out of the eleven MDCEs in the region only two are females and the remaining nine are males.

The region has 7 administrative districts and four municipalities. During the year under review, all the 11 Municipal/District Chief Executives who were appointed by His Excellency the President Nana Addo Dankwa Akuffo-Addo and confirmed by their respective Assemblies from 8th to 19th May, 2017 are still at post

Report on Department of MMDAs

Education: A total of 32,813 students, covering the 34 public Senior High and Technical Schools in the Upper West Region are benefiting from the Free Senior High School Policy. Various school infrastructure are being provided by Government to ease congestion in our public Senior High Schools as a result of the introduction of the Free Senior High School Policy

Ghana School Feeding Programme: The Ghana School Feeding programme covered 601 schools in the Upper West Region with a total enrolment of 208,930. The programme created jobs for 1,021 caterers in the region. The detailed/ distribution by district is captured in Table 2 below:

Table 2

Municipal/District Assemblies	Number Of Schools	Number of Children Fed
Wa Municipal	88	33,125
Wa East	64	21,885
Wa West	74	26,029
Nadowli/Kaleo	84	22,626
Daffiama-Bussie-Issa	25	9,050
Jirapa Municipal	42	18,052
Lawra Municipal	38	14,290
Nandom District	37	13,285
Lambussie	40	13,858
Sissala East Municipal	56	20,902
Sissala West	53	15,829
Total	601	208,930

Health: In the area of quality health care delivery in the region, access to health facilities has improved as a result of the introduction of the CHPS Compounds. Access to quality health care delivery is further given a boost by the operation of the newly constructed Upper West Regional Hospital.

In the year under review, the region received the highest number of staff posted, i.e. 1,301 of which 1,094 reported, representing 84% and are working in various health facilities across the region. Except Medical Officers whose reporting rate is 29%.

National Health Insurance Scheme: The scheme is not performing badly in the region. The scheme had a total of 483,311 active membership as at 31st December, 2019. This forms 57% of the total population of the region. The details are as below:

Youth Employment Agency (YEA): The Agency has rolled out six (6) modules, namely; Community Protection, Youth in Sports, Arabic Instructors, Kitchen Assistants, Security Assistants and Sanitation (Zoomlion). In all, a total of 3066 personnel have been engaged by the Youth Employment Agency in the Upper West Region. For the details, please refer to the table below.

Table 3: Beneficiary data of Youth Employment Agency (Upper West Region)

District	Community protection	Youth in sport	Arabic instructors	Kitchen assistant	Security assistants	Sanitation	Total
Daafiama-Bussie -Issa	24	1	1	2	5	107	140
Jirapa	18	1	0	28	14	194	255
Lambussie	51	0	1	24	15	103	114
Lawra	52	15	14	16	13	197	307
Nadowli-Kaleo	42	3	1	28	34	135	243
Nandom	15	9	11	18	11	96	151
Sissala East	55	3	10	7	15	215	305
Sissala West	66	11	14	8	7	147	253
Wa East	40	3	25	8	8	118	202
Wa Muni	89	48	24	45	32	598	836
Wa West	48	8	3	7	4	110	180
Total	500	93	104	191	158	2020	3066

Official Visits

During the period under review the following important personalities visited the region and paid courtesy calls on the Hon Regional Minister.

Table 4: Officials Visit to the Upper West Region in 2019

Date	Name Of Visitor	Purpose Of Visit	Address
10/01/19	Prof. Kwabena Frimpong Boateng	Official	MEST
04/02/19	Jennifer Goosen	Official	Global Affairs Canada
28/05/19	Prof.K.O. Akuoko	Official	NSS Accra
28/05/19	Mustapha Ussif	Official	NSS Accra (CEO)
06/06/19	Brig gen. Francis Ofori	Official	Gen. Command. Tamale
10/06/19	Dr. Ibrahim Anyars	official	NABCO
04/07/19	Seth Adusei Baah	Official	MASLOC, Accra
08/07/19	Raphael Fremzing	Official	GIE Sunkwa Road Accra
08/07/19	Nitiema Tagsseba	Official	Govern. Reg. Suds Bur. Faso
15/07/19	Ben Geriger	Official	World Bank Wash. DC. USA
12/09/19	Nana Yaw Amponsah	Official	Phar. Rammers FC Accra
16/09/19	Sam Koranteg	Official	MTN HQ Accra
17/09/19	Messic De Catherine	Official	WFP Office Accra
01/10/19	Ignatus Awinibuno	Official	P. O. Box 144, KBU Accra
02/10/19	ING. David Osafo Adonteng	Official	NRX Accra
02/10/19	SP. Alexander Kweku Obeng	Official	MTTD HQ. Accra
29/10/19	Daniel Osei Tuffuor	Official	EXLA Group-Accra
18/11/19	Hon.Owusu Aduomi	Official	MP Ejisu Constituency
18/11/19	Hon. Collins Owusu Amankwah	Official	MP Manhyia North
18/11/19	Hon. Suleman Sanid	Offical	MP. Ahafo North
25/11/19	Emmanuel Samini	Official	DS 1943 Dansoman, Accra

Security Issues

The Region has been relatively peaceful due to the security measures adopted by the Security Agencies such as the frequent highway patrols, the escort system for traders on market days and the traveling public at large. The table below elaborates the security challenges and strategies to resolve them;

Table 5

S/N	Security challenges facing the Region	Strategies to resolve Challenges
1.	Chieftaincy Disputes (pending before the Regional House of Chiefs)	Council impressed on Regional House of Chiefs to let its Judicial Committee expedite action on chieftaincy disputes pending before it.
2.	Activities of armed robbers	To combat armed robberies, Council supporting the Security Agencies to conduct joint patrols.
3.	Activities of illegal miners though has declined – (“Galamsey” Operators)	In a similar vein, the Council supporting the Security Agencies to conduct joint patrols to combat Galamsey issues in the Region
4.	Destructive activities of Nomadic Fulani herdsmen (farm destruction, rape, robbery)	Council directed MDAs to collaborate with Security Agencies to form Community Watch Committees to assist in maintaining security at the districts.
5.	Incidence of cross border crimes (Hamile suspected terrorism).	Council mandated Security Agencies at the frontiers to check all threat of terrorist attacks and apprehend people smuggling petroleum products, fertilizers etc. outside the region.
6.	Bush fires. Massive deforestation for purposes of charcoal burning.	Council has been sensitizing community members on the hazards of environmental degradation, and advising them to desist from human activities such as charcoal production and bush burning
7.	Cutting and collection of Rosewood	Council imposed a ban on the cutting of rosewood in the region, and mandated MUSEC/DISECs to enforce it. MUSEC/DISECs are all to arrest unlicensed persons who collect rosewood from the region.

Human Resource Management

Introduction: The Human Resource (HR) continues to be the pillar in the achievement of the core mandate of the Local Government Service. This section of the report gives an overview of the Human Resource Situation of the Regional Co-ordinating Council and the eleven Municipal and District Assemblies of the Upper West Region for 2019. Staff strength of the Region stands at 1,469.

Table 1: Distribution of Staff by Gender

No	Male	Percentage Male	Female	Percentage Male
1	1,057	72	412	28

Table 2: Distribution of staff by grade

No	Senior staff	(%)	Middle management	(%)	Junior Supporting staff	(%)	Auxiliary staff	(%)
1	82	5.9	362	24.4	598	40.7	427	29.1

Table 3: Distribution of Staff by Age and Gender

Age Range	Male	Female	Total
20 – 29	56	25	89
30 – 39	235	152	387
40 – 49	536	253	789
50 – 59	132	51	183
60 by December, 2019	14	7	21

Staff Recruitment

The under listed staff were recruited and posted to the region in 2019:

No	Class	Number
1	Administration	8
2	Internal Audit	13
3	Procurement/Supply	2
4	Executive Class	14
5	Development Planning	12
6	Social Development	13
7	Budget	13
8	Agriculture	108
9	Environmental Health and Sanitation	4
	TOTAL	187

Posting

Table 5: Regional Posting

No	Class	Number
1	Administration	3
2	Development Planning	3
6	Social Development	5
7	Budget	1
8	Agriculture	2
9	Environmental Health and Sanitation	15
10	Works	4
	TOTAL	33

Table 6: Separated staff

Retirement		Resignation		Death		Vacation of Post	
Male	Female	Male	Female	Male	Female	Male	Female

12	5	2	0	2	0	0	0
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Table 7: Promotion/ Upgrading/Conversions

No	Class	Number
1	Administration	9
2	Internal Audit	3
3	Procurement/Supply	1
4	Records Management	6
5	Development Planning	1
6	Social Development	4
7	Budget	1
8	Agriculture	12
9	Environmental Health and Sanitation	46
10	Works	22
11	Catering/Steward	7
12	Secretarial Class	6
13	Records Management	6
14	Transport/Drivers	8
15	Receptionist/Telephonist	1
16	Watchmen in the Auxiliary Class	10
17	Physical Planning	6
18	Labourers in the Auxiliary Class	47
19	Messengers	3
	TOTAL	199

Staff Development (Capacity Building/Training)

Table 8: Staff Training and Development

No	Class	Mode of Training	Number
1	Administration	Study leave with pay and the sandwich programmes	2
2	Works/Engineering	Distance Learning (Classes are on weekends only) and study leave with pay	4
3	Internal Audit	Cape Coast Distance Learning (Classes are on weekends only)	3
4	Environmental Health	Study leave with pay and week ends	9
5	Budget	Distance Learning (Classes are on weekends only)	2
5	Development Planning	Distance Learning (Classes are on weekends only)	1
6	Agricultural Class	Study leave with pay	3
7	Secretarial Class	Distance Learning (Classes are on weekends only)	3
8	Human Resource Management	Distance Learning (Classes are on weekends only)	3
9	Internal Audit	sandwich programmes	2
	Total		32

Table 9: Training Programme by Gender

Academic Training		Scheme of Service Training		Competency Base Training	
Male	Female	Male	Female	Male	Female

22	10	0	0	0	0
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Table 10 List of Officers on Studies

No	Class	Institution/Programme of Study	Mode of study	Number
1	Administration	University of Cape Coast and KNUST. The Mode of study for both officers is on Sandwich basis, during long vacations.	2	
2	Works/Engineering	KNUST (2 Officers) and KAAF University College (2 officers). Distance learning programme	4	
3	Internal Audit	Cape Coast Distance Learning (Classes are on weekends only, 2 officers)	3	
4	Environmental Health	4 officers are on study leave with pay at the University of Education, Winneba-Kumasi Campus whereas 5 are on distance learning and weekends at the Catholic University College.	9	
5	Budget	Distance Learning (Classes are on weekends only) at KNUST	2	
5	Development Planning	Distance Learning (Classes are on weekends only) at KNUST	1	
6	Agricultural	Study leave with pay at the University for Development Studies and KNUST	3	
7	Secretarial	Distance Learning (Classes are on weekends only)	3	
8	Human Resource Management	Distance Learning (Classes are on weekends only, University of Cape Coast	3	
9	Internal Audit	sandwich programme	2	
	TOTAL			

Attendance to Work: Generally, attendance to work by officers is Good. However, we still need to properly monitor some staff to ensure punctuality.

Discipline among staff: Good, No record of in-disciplinary acts.

Report on Development Projects by Sector Institutions & Agencies

Table 1: Summary of Development Projects(RCC)

No.	Sector	No. of Project	No. of Completed Projects	No. On-going Projects
1.	Education (GETFUND)	108	13	95
2.	Gov't. Machinery (RCC)	0	0	0

3.	Ghana Highways	79	22	57
4.	Dept. of Feeder Roads	132	2	130
5.	Dept. of Urban Roads	6	1	5
	TOTAL	325	38	287

Other Projects

The Ghana Secondary Cities Project (GSCSP): The Ghana Secondary Cities Support Program (GSCSP) is a five-year program (spanning from 2019 to 2023), designed by the Ministry of Local Government and Rural Development (MLGRD) and other stakeholders, with funding from the World Bank as a successor program to the Local Government Capacity Support Program (LGCSP). The GSCSP has twenty-five (25) and ten (10) participating Municipal Assemblies (MAs) and Regional Coordinating Councils (RCCs) respectively. The following activities were undertaken during the period under review;

1. Held inception meetings on GSCSP with stakeholders
2. Undertook 2019 3rd and 4th quarter field monitoring of implementation of GSCSP Projects in the region
3. Organized 4th quarter meeting to disseminate monitoring findings with stakeholders
4. Conducted 2 quarterly field monitoring of SNPA exercise in participating MA
5. Procured equipment to facilitate monitoring and evaluation of GSCSP projects
6. Procured and installed ICT equipment to establish database for GSCSP and other development projects in the region.
7. Provided training and technical back-stop services to different categories of staff of MMDAs based on gaps identified in DPAT Assessment process
8. Conducted pre-DPAT assessment for MMDAs in the region
9. Provided technical support to Wa Municipal in developing Annual Action Plans on GSCSP
10. Provided technical support to MMDAs in Fee Fixing Resolution & Composite Budget Preparation
11. Conducted trainings for selected MA staff based on gaps identified from monitoring findings

Ghana Productive Safety Net Project (GPSNP): The GPSNP is a successor project to the Ghana Social Opportunity project being implemented in 80 assemblies which Municipal/District Assemblies Wa, Wa West, Wa East, Sissala East, Sissala West, Daffiama-Bussle-Issa, Lawra, Nadowli-Kaleo, Nandom, Lambussie and Jirapa are beneficiaries. The following activities were undertaken during the period under review. These activities were aimed at supporting the effort to promote inclusive economic growth that reduces poverty and create income earning opportunities for the poor.

- Guided the participating Municipal / District Assemblies (MDAs) in the review of their Annual Work Plan and Budget (AWPB).

- Coordinated a market survey for the compilation of prices of items needed for the climate change sub-projects as input for a one-day workshop at Wa on climate change sub-projects implementation. Organized and assisted in the facilitation of training workshop on climate change at Wa for selected participants.
- Reviewed the work plan and budget for community sensitization submitted by the participating Municipal / District Assemblies for onward submission to RPCU for study and approval.
- Supervised Pre-Contract documentation and activities. Specifically; notified MDAs to inform bidders to attend 3-day Pre-Tender Training Workshop for LIPW Contractors held at Koforidua Training Centre (KTC); supervised the provision of major quantities, addresses of MDAs; approved proposed bid opening dates to the National Procurement Specialist for batch 1 sub-projects into the national dailies for advertisement; supervised the completion of Appraisal Forms and the completion of template submitted by M&E at RDCU using the SPSS Apt.
- In consultation with the authorities with the Municipal / District Assemblies Focal Persons Desk Officers were selected each to assist EPA Officials in the screening of selected sub-projects for environmental permitting. The details picked for these officers were the name, designation, contact number and email address.

4.4.14 VOLTA REGION

Introduction

This report is for the period January to December, 2019 and covers the activities of the Volta Regional Co-ordinating Council (VRCC), Departments and Agencies in the Region and Municipal/District Assemblies. The Volta Region as at 31st December, 2019 had Six (6) Municipal and twelve (12) District Assemblies in operation.

In pursuant of its mandate as indicated in Article 255, Clause 1 of the 1992 Constitution, Local Governance Act 2016, Act 936, National Development Planning (Systems) Act 1994, Act 480 and the Security and Intelligence Act 526, the Volta Regional Coordinating Council undertook the task of coordinating, monitoring, evaluating and harmonizing the plans and programmes of the 18 Municipal and District Assemblies in the Region, other Governmental and Non-governmental organizations in the year under review.

Achievement: The Volta Regional Coordinating Council in the prosecution of its mandate contributed towards the achievement of the following projects and programmes of Government in 2019:

1. Completion of Dove Junction – Dove Aveyime road in the North Tongu District.
2. Completion of Kpando- Alavanyo road substantially.
3. Completion of Bume- Danyigba- Anfoega (7.2km) Danyigba Town Roads (2.3km) Dra-Sabadu (3.6km) Bume- Agata (2.8km) roads completed.
4. Upgrading of Have-Kpando Road (20km) completed.
5. Upgrading of Ho-Adidiome Road (15.0km) completed
6. Construction of 3 new 3-Unit classroom blocks with ancillary facilities with PWD accessibility at Klave in the Ho Municipality completed. .
7. Construction of 3 new 3-Unit classroom blocks with ancillary facilities with PWD accessibility at Atikpui in the Ho Municipality completed.
8. Construction of Teachers quarters with potable water (Borehole fitted with hand pump) at AnfoetaTsebi in the Ho West District Assembly completed.
9. Construction of Nurses quarter's with potable water (Borehole fitted with hand pump) at Abutia Kissifluid in the Ho West District Assembly completed..
10. Construction of 1No. 6-Unit classroom block with 8-seater toilet for E.P Basic School at Tsito in the Ho West District Assembly completed.
11. Construction of disability accesses and facilities to all public buildings and ensure that all new private properties for commercial purposes are designed with the required facilities and accesses for the PWDs in the entire Hohoe municipality completed.
12. Construction and completion of 1No. 3-Unit classroom, office, store and staff common room at Akpafu Odomi in the Hohoe Municipality.

13. Construction of 1No. 3 – bedroom self-contained bungalow with fence wall and visitors’ toilet for District magistrate at Anfoega in the North Dayi District completed.
14. Construction of 1No. 6-Unit classroom blocks with ancillary facilities at Wusuta Kpebe completed in the North Dayi District.
15. Successful implementation of local economic development programmes such as the Volta Trade, Investment and Cultural Fair and the 2019 National Farmers’ Day celebration. New products were unearthed, networking, improvement in packaging and projecting made-in-Ghana goods.

Regional Profile

The Volta Region is one of the sixteen Administrative Regions in Ghana. The Region contains all types of landscapes and vegetation that can be found in other parts of Ghana such as sea coast, lagoons, southern savannah, mountains, waterfalls and a large part of the Volta Lake.

Administrative Capital: The administrative capital of the Volta Region is Ho which has an estimated population of 84, 066 according to the 2010 census.

Location: The Region is located between 5°45’N and 8°45’N and shares borders at the north with the Oti Region, southern part with the Gulf of Guinea, west with the Volta Lake and has its eastern border with the Republic of Togo.

Regional Population: The Volta Region has a population of 2,118,252 according to the 2010 census and an annual average growth rate of 2.5% and now has a projected population for the year 2019 of 1,865,332 with male and female population of 917,266 and 948,066 respectively.

Land: The Volta Region has a land size of 20,570 km² (5th largest Region), 8.6% of the total share of population (8th largest Region), population density: 103 per/km², rural population.66.3% and an average household size of 4.2.

Main 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 festivities in the Region include Hogbetsotso celebrated by Anlos, the Asogli Yam festival celebrated by the people of Ho, Gbidukorza by Hohoe and Peki, Agbamevorza by the people of Agotime Kpetoe, SASADU by the people of Sovie, Akrofu, Alavanyo and Saviefe. A variety of traditional dance and music abound in the Region. The most popular being Atsiagbekor and Agbadza of the Southern Ewe land 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 varied ecological and vegetation zone gives it a clear advantage not only for cropping but also for tourism development. The tourism attractions such as water bodies, mountains, Keta Lagoon and waterfalls (being the highest in Ghana), crocodile ponds, minerals and other natural resources.

Travel and Tourism: Tourists have the following diverse tourism attractions to choose from in the Volta Region;

Natural Environmental Heritage:

- Scene /views on mountain Gemi popularly known as Amedzofe, Afadjato and Adaklu.
- Waterfalls at Wli, Tagbo, Amedzofe, Tsatsadu and Klefe.
- Bird watching at Xavi
- Game Parks/Reserves at Kalakpa.
- Beautiful sandy beaches at Keta–Dzelukope and Tegbi
- Tafi Atome Monkey Sanctuary
- Limestone formations at Logba-Tota
- Crocodile pond at Ave Dakpa.

Historical Heritage:

- Slave cave at Peki Dzake
- Fort Prinzenstein at Keta
- Grottos at Kpando

Cultural Heritage:

- Welcoming and entertaining festivals such as Agbamevorza, Hogbetsotso, SASADU, Gbidukorza, Asogli Yam Festival, etc. abound in the Region.
- Traditional Kente villages at Agotime Kpetoe, Agbozume
- Traditional music and dances such as Borborbor, Agbadza, Zigi etc.
- Traditional fetish shrines at Nogokpo, Klikor
- Regional Museum, Ho

Special Features:

- Keta Sea Defense Wall
- Volta Lake at KpandoTorkor, and
- Health Spa at Sogakope

Salt Mining: In the Volta Region salt winning is concentrated on the coast line (Ketu South and Keta Municipalities) where climatic conditions are most favorable. In order to improve salt production, these major production zones should be strategized for commercial take-off. Large-scale salt production has a great potential in the Region.

Quarry: Currently there are two main (2) quarries in the Volta Region situated in Adaklu and Abutia. 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. This presents opportunities for the growth of timber processing in the Region.

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.

Administrative Issues

Political Leadership

During the period under review, Dr. Archibald Yao Letsa was the Hon. Regional Minister and assisted by Pastor Johnson Avuletey. The Chief Director and Regional Coordinating Director of the Volta Regional Coordinating Council in 2019 was Mr. Felix B. Chaahaah.

The political leadership of the respective eighteen (18) Municipal and District Assemblies in the Volta Region in 2019 as well as the number of Assembly members are listed as follows:

Establishment of Schedule I Departments in the Municipal/Districts

TABLE 3

MMDA	No. of Dpts Available in Assembly	No. of Dpts Absent in Assembly	Remarks
Ho Municipal	13	0	-
Hohoe Municipal	12	1	-
Keta Municipal	9	4	-
Kpando Municipal	10	3	-
Ketu South Mun.	11	2	-
Ketu North Muni.	11	2	-
Agotime-Ziope	9	2	-
Akatsi North	9	2	-

MMDA	No. of Dpts Available in Assembly	No. of Dpts Absent in Assembly	Remarks
Akatsi South	11	0	-
North Tongu	10	1	-
Central Tongu	11	0	-
South Tongu	10	1	-
North Dayi	9	2	-
South Dayi	9	2	-
Adaklu	9	2	-
Afadzato South	9	2	-
Ho West	9	2	-
Anloga	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, Finance, Works, Agriculture, Social Welfare and Community Development, Physical Planning and Trade and Industry. The Assemblies are making further efforts to integrate/establish the rest of the Departments.

Report on Regional Decentralised Departments

The following Decentralized Departments which were integrated into the operations of the Volta Regional Co-ordinating Council worked closely with the Council in 2019:

1. Public Works Department
2. Department of Social Welfare
3. Department of Community Development
4. Department of Parks and Gardens
5. Department of Births and Deaths
6. Department of Urban Roads
7. Department of Feeder Roads
8. Department of Agriculture
9. Department of Rural Housing
10. Department of Children
11. Department of Gender

The Heads of the above twelve (12) decentralized Departments attended four (4) Management meetings of the Volta Regional Co-ordinating Council held on the under listed dates in 2019:

1. Wednesday, 27th February, 2019
2. Thursday, 6th June, 2019
3. Thursday, 18th July, 2019
4. Wednesday, 18th December, 2019

Official Visits In 2019

The table below summarises official visits to the Region in the year under review.

Table xx: summary of official visit to the Volta Region

No.	Name	Designation	Purpose	Date
1.	Hon. Joe Ghartey	Minister for Railway Development	Official	28/01/2019
2.	Brigadier General Abraham Yeboah Nsiah	General Officer Commanding Southern Command, Ghana Army	Official	29/01/2019
3.	Dr. Edem Agamah	President, IHDN, USA	Official	30/01/2019
4.	Prof. Smile Dzisi	Ag. Vice Chancellor, Koforidua Technical University	Official	28/02/2019
5.	Nanai Kwadwo Asiakwa II	Paramount Chief of Nkonya Wurupong Traditional Area	Official	21/03/2019
6.	H.E Ruchi Ghanashyam	Indian High Commissioner to Ghana	Official	11/04/2019
7.	Mr. Sumaila Abdul-Rahman	Country Director of Action Aid	Official	23/04/2019
8.	Hon. Kwaku Agyeman-Manu	Hon. Minister of Health	Official	29/04/2019
9.	H.E Alhaji Dr. Mahamudu Bawumia	Vice-President of the Republic of Ghana	Official	12/05/2019
10.	Hon. Seth Acheampong (Chairman) & other Council Member	Ghana National Fire Service Council	Official	23/05/2019
11.	i. Hon. Kojo Oppong Nkrumah ii. Hon. Dr. Yaw Osei Adutwum iii. Hon. Alex Kom Abban iv. Hon. Freda Prempeh v. Dr. Anyars Ibrahim	i. Minister of Information ii. Deputy Minister of Education iii. Deputy Minister of Health iv. Deputy of Gender, Children and Social Protection v. Chief Executive Officer, NABCO	Official ,, ,, ,, ,,	28/06/2019
12.	Ms. Mitwa Kaemba Ng'ambi	Chief Executive Officer, Airtel Tigo	Official	12/06/2019
13.	Dr. Anyars Ibrahim	Chief Executive Officer, NABCO	Official	13/06/2019
14.	H.E Alhaji Dr. Mahamudu Bawumia	Vice-President of the Republic of Ghana	Official	29/06/2019
15.	Dr. Edem Agamah	President, IHDN	Official	24/07/2019
16.	Apostle Eric Nyamekye	Chairman, Church of Pentecost	Official	16/08/2019
17.	Mr. Kwasi Kwaming-Bosompem	Ag. Controller & Accountant General	Official	28/08/2019
18.	Mr. Robert Semekor Fiadzo	Director, Rural Fire, GNFS	Official	04/09/2019
19.	Ingr. Yaw Sarfo-Marfo	Hon. Senior Minister	Official	08-09/09/2019
20.	Mr. Peter Anum Akai	Executive Director, Head of State Award Scheme	Official	25/09/2019
21.	Mr. Samuel Akuamoah	Deputy Chairman, NCCE	Official	02/10/2019
22.	Mr. David Yaro	Administrator-General, OAG	Official	09/10/2019
23.	Hon. Mustapha Hamid	Hon. Minister, Inner City & Zongo Dev.	Official	10/10/2019

No.	Name	Designation	Purpose	Date
24.	H.E Alhaji Dr. Mahamudu Bawumia	Vice President of the Republic Of Ghana	Official	19/10/2019
25.	Hon. Carlos Ahenkorah	Deputy Minister of Trade and Industry	Official	23/10/2019
26.	H.E Nana Addo Dankwa Akufo-Addo	President of the Republic of Ghana	Official	3-5/11/2019
27.	H.E Alhaji Dr. Mahamudu Bawumia	Vice President of the Republic Of Ghana	Official	05/11/2019
28.	Hon. Elizabeth Sackey	Deputy Regional Minister, Greater Accra	Official	09/11/2019
29.	Nana Rex Owusu Ansah & 2 other Local Gov't Service Council members	Chairman, Local Gov't Service Council	Official	13/11/2019
30.	Mr. Lawrence Zineh Dakura	Chief Executive Officer	Official	20/11/2019
31.	Her Ladyship Sophia Akuffo	Chief Justice of Ghana	Official	29/11/2019
32.	H.E Alhaji Dr. Mahamudu Bawumia Hon. Ken Ofori-Atta Hon. Owusu Afriyie-Akoto	Vice President of the Republic of Ghana Finance Minister Agric Minister	Official	02/12/2019
33.	H.E Nana Addo Dankwa Akufo-Addo	President of the Republic of Ghana	Official	06/12/2019
34.	Mrs. Adelaide Anno-Kumi	Chief Director, Ministry of the Interior	Official	13/12/2019

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

1. Embark on Working Tour of the Region.
2. Ministers of State visiting Agencies under their Ministry.
3. Attending Town Hall meeting.
4. Service Commanders at the national level visiting Regional Service Command
5. Commissioning of various development projects
6. Corporate Executives paying courtesy call on the Regional Coordinating Council
7. 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 in 2019 but were successfully managed. These few threat included the following:

1. *Alavanyo-Nkonya Conflict*: The Alavanyo-Nkonya conflict which has been raging on for about a century over a parcel of land located between the two (2) Communities engaged the attention of REGSEC in 2019 and was largely contained.
2. *Smuggling of Cocoa Beans to Togo*: The smuggling of Cocoa Beans to Togo was another security issue that engaged the attention of the Security Agencies in 2019. The Regional Security Council

resolved in collaboration with the Ghana COCOBOD to set up a Military and Police Taskforce Team with all the logistical support necessary to patrol the Eastern Corridor in order to stem the free smuggling of Ghana's Cocoa to Togo

3. *Activities of The Homeland Study Group Foundation (HSGF)*: The activities of the Homeland Study Group Foundation (HSGF), a so-called secessionist movement in the region has continued to engage the attention of the Regional Security Council (REGSEC) in 2019. REGSEC after extensive discussion on the matter resolved to undertake a number of measures to nip the threat posed by the Group in the bud.
4. *Land and Chieftaincy Disputes*: Some of the land and chieftaincy disputes that posed serious threat to the peace and security of the region during the year 2019 included the following:
 - a. Peki and Tsito Land Dispute
 - b. Podoe and Dededo Chieftaincy Dispute
 - c. Kpoeta Akyem and Hanyiga Todzi Land Dispute

Human Resource Management

Table 4: Distribution of Staff by Class at the RCC

Units/Department	Total Number of Staff	Sex Disaggregation	
		M	F
Administration	17	10	7
Typing Pool	1	-	1
Audit	2	2	-
Planning	9	6	3
Client Service	1	-	1
Budget	5	4	1
Procurement	3	3	-
Info. Tech.	2	2	-
Records	7	5	2
Local. Govt. Insp.	1	1	-
Accounts	4	2	2
Transport	10	10	-
Catering/Residency	19	12	7
Works	22	18	4
Environmental Health	14	8	6
Department of Central Administration	117	82	35
Other Departments (Decentralized)			
Human Resource	3	2	1
Works Department	32	25	7
Feeder Roads	21	15	6
Department of Social Welfare	28	13	17
Department of Community Development	8	3	5
Department of Rural Housing	3	2	1

Units/Department	Total Number of Staff	Sex Disaggregation	
		M	F
Physical planning: Parks & Gardens	10	3	7
Department of Agriculture	49	33	16
Total Staff strength	273	178	95

Postings: Fifty-Seven (57) existing Staffs of the Service were posted within the Region in 2019.

Table: Staff Posted

Class	No. of Officers Posted	Remarks
Administrative	4	Officers at new stations
Agricultural	2	„
Budget	10	„
Development Planning	2	„
Environmental Health	18	„
Human Resource	9	„
Internal Audit	2	„
Social Development	1	„
Secretarial	2	„
Technical	1	„
Transport	3	
Procurement	3	
Total	57	

Recruitments: The Office of the Head of the Local Government Service in September, 2019 recruited Two Thousand Two Hundred (2,200) technical staff into the Local Government Service out of which Two Hundred and Sixty-six (266) were posted to the Volta Regional Coordinating Council for reposting to the Eighteen (18) Municipal and District Assemblies in the Region.

Table 6

No.	Class	Number Posted To The Region
1	Budget	68
2	Information Technology	7
3	Procurement	20
4	Development Planning	17
5	Executive	17
6	Administrative	56
7	Statistics	17
8	Environmental Health	11
9	Internal Audit	36
10	Social Development	17
Total		266

Promotions: One Hundred and Fifty-four (154) qualified officers were promoted in interviews conducted in 2019 to their next respective grades across the Volta and Oti regions. The breakdown is as follows:

Table 7

S/N.	Class	No.
1	Administrative Class	1
2	Executive	1
3	Development Planning Class	3
4	Revenue	1
5	MIS/IT	1
6	Agriculture Class	12
7	Procurement	5
8	Social Development	8
9	Mass Development	1
10	Parks And Gardens Class	2
11	Radio Operators	5
12	Environmental Health	21
13	Engineering	13
14	Estate Management	1
15	Works	14
16	Technical	16
17	Transport	17
18	Catering	4
19	Auxiliary	24
20	Human Resource	1
21	Local Government Inspectorate	1
22	Parks & Gardens	1
23	Quantity Surveyor	1
Total		154

Upgrading and Conversion: Twenty-nine (29) officers passed the upgrading/converting interviews and were recommended for Upgrading/Conversion in 2019. The breakdown is as follows;

Table 8

S/No.	Class	No.
1	Human Resource Class	3
2	Administrative	1
3	Social Development	3
4	Procurement Class	4
5	Budget	6

6	Internal Audit	2
7	Engineering Class	5
8	Development Planning	1
9	Environmental Health	4

Capacity Building (Training and Development): The Volta Regional Coordinating Council is committed to ensuring a life-long learning environment for its staff as well as staff in the various Assemblies in the Region. It recognizes that, foundational learning is required within the service in support of this objective.

The first quarter witnessed the implementation of a Two (2) - Day Capacity Building Workshop on various Acts and Local Government Service Protocols on Tuesday, 19th and Wednesday, 20th March, 2019 at the Residency Conference Hall of the Volta Regional Coordinating Council, Ho.

The outlined objective of the training workshop included the following: -

- To equip Heads of Departments, Divisions, Units and Sections with the needed skills and knowledge existing laws, regulation and codes to perform their duties effectively and efficiently.
- To fulfil the backstopping mandate of the RCC towards the Decentralized Departments.
- To expose all the staff of the Central Administration and Decentralized Departments to the improved trends and new knowledge in the LGS as regards the protocols and legal regime.
- To give staff in the service the opportunity to undergo refresher training to make the more effective.
- To serve as a morale booster for the junior and auxiliary grades who have never been part of any training programme in the last 3 years.

The workshop was attended by participants who are Heads of Departments and their staff drawn from the Central Administration Department, (Administration, Human Resource, Planning, Information Technology, Budget, Internal Audit, Records, Transport, Procurement, Security, Client Service) Social Welfare and Community Development, Department of Children, Public Works Department, Birth and Deaths Registry, Environmental Health and Sanitation.

A total of Two Hundred and Eight (208) staff made up of 117 males and 91 females of the Central Administration and the Decentralized Departments of the Volta Regional Coordinating Council participated in the workshop on Tuesday, 19th March, 2019 while two hundred and three (203) participants made up of 113 males and 90 females participated on Wednesday, 20th March, 2019.

There were no trainings activities carried out within the second, third and fourth quarters as per the Capacity Building Plan for the year, 2019. However, numerous Training Workshops were organized by the Office of the Head of the Local Government Service, other public institutions and partner agencies from which officers benefited.

Attrition: Twenty-seven (27) officers in the various classes in the Local Government Service exited the Service in 2019.

Table 9

No	Class	Number
1	Secretarial	1
2	Executive	3
3	Transport	5
4	Agriculture	3
5	Auxiliary	5
6	Internal Audit	1
7	Radio	1
8	Social Development	3
9	Estate	1
10	Works	1
11	Inf. Technology	2
12	Technical	1

Challenges and Recommendations

1. The late release of funds to the Regional Coordinating Council and the Municipal and District Assemblies affected the timely execution of projects and programmes at these levels.
2. Inadequate availability of revenue data in the respective Municipal and District Assemblies affected their ability to generate enough revenue for the administration of their Assemblies and the implementation of capital projects.
3. Inadequate office and residential accommodation at the Regional and Assembly level affected the work of incoming Departments since they could not be accommodated.
4. The existence of land and chieftaincy disputes across the Region which sometimes turn violent did not promote the smooth and early prosecution of development of development projects.
5. The continuous practice of open defecation across the Region affected hygienic living and contributed to serious health situations like the spread of pandemic sicknesses like cholera.

The following are recommended as the way forward:

1. The release of funds to Government Institutions should not overly delay so that this does not affect the cost of projects and projects.
2. Municipal and District Assemblies should engage the services of qualify experts who could assist them to revalue immovable property in their jurisdiction so that they could generate appropriate revenue for their activities.
3. Municipal and District Assemblies and Regional Coordinating Councils should team-up to build the capacities of revenue collectors through refresher workshops and seminars so that they could collect the amount of revenue required from them.

4. Assemblies should make it part of their annual plans to construct some number of residential and office accommodation for their staff and new departments being established in the Assembly.
5. Management of Assemblies should be educated to be proactive in the handling of security threats so that these threats do not affect development in their areas of jurisdiction.

Conclusion:

The successful completion of the Annual Progress Report of the Volta Regional Coordinating Council would enable the Council to identify the areas it has made progress or retrogress over the past year so that it would take appropriate measures to correct its shortfalls as well as improve upon already progressing situations. The issues revealed in the report would also help the RCC to properly advise the Departments at the Regional level and the Municipal and District Assemblies to properly conduct their activities.

4.4.15 WESTERN NORTH REGION

Introduction

This report gives a comprehensive profile of the Western North Regional Coordinating Council (WNRCC) and outlines the various programmes, projects, services, and activities that were undertaken by the Council for the period, January to December, 2019.

At the end of December, 2019, the Office of the Western North Regional Coordinating Council had staff strength of 50, made up of 38 permanent staff and 12 temporary staff. There were a number of promotions and postings of all categories of staff within and outside the region in conformity with existing guidelines of the Local Government Service.

Generally, issues pertaining to the development of the region in terms of projects and programmes on all the Sectors of the region, including the Office of the Regional Co-ordinating Council, Security, Education, Health, Agriculture, Water and Sanitation, and the Roads Sectors and the Decentralized Departments as well as the performance of the Assemblies have been captured in this report. More importantly, significant milestones were chalked with regards to the Performance Agreement Contract signed between the Chief Director/Regional Co-ordinating Director and the Hon. Regional Minister.

The Regional Co-ordinating Council looks forward to 2020 with much hope and enthusiasm and it envisages sustaining the level of development and committed to working harder to improve the quality of life for the people of the Western North Region.

Regional Profile

Location: The Western North Region has Sefwi Wiawso as its administrative capital. It is bordered to the west by the Ivory Coast, to the southeast by the Central region and the Ashanti and Bono regions in the north. The southern part is bordered by the Western region.

Population: According to the 2010 Census the total population of the region was 658,835 with a growth rate of 1.8%. The estimated total population for 2019 stands at 928,309. According to the census report the sex ratio is almost 100. Approximately, 70% of the population are engaged by the Agriculture sector whiles the remaining 30% are into Industry and Service.

Regional Departments, Agencies and Authorities

1. Department of Social Welfare
2. Registry for Births and Death
3. Department of Health
4. Department of Feeder Roads
5. Statistical Service
6. Department of Agriculture
7. Controller and Accountant-General's Department*

8. Land use and Spatial Planning Authority
9. Department of Urban Roads
10. National Board for Small Scale Industries
11. National Sports Authority

Number of MMDAs: There are three (3) municipal and six (6) District Assemblies in the region.

Regional Potentials

The region is richly endowed with human and natural resources stretching from great pool of labour, rich soil, good climate, tropical rainforest with variety of timber species, cash crops to livestock and all that is desirable or necessary for generating a high quality of life. Agriculture continues to constitute the largest economic potential of the region with vast stretches of arable land and vegetation for both animal and crop production.

Industry: The major types of industries found in the district are agro-processing, manufacturing and mining mainly undertaken by Mensin Gold Mines Bibiani Limited at Bibiani, Chirano Gold Company Limited at Chirano and Bauxite mining at Awaso by the Ghana Bauxite Company Limited.

Out of the categories of manufacturing industries, only small-scale industries exist in the district. These range from carpentry and joinery, Jewellery, pottery metal smelting, palm and oil extraction, automobile fitting, refrigeration repair, cassava processing, cereal milling, bakery, shoe making, local gin (akpeteshie) distilling, tie and dye and batik making, to fuel dispensing.

These small-scale industries are thriving pretty well in the district. However, access to credit facilities in order to expand them by their owners remains a major challenge. This and equally important factors prevent the manufacturing sub-sector to grow and contribute immensely towards the development of the district.

Lumbering: The district has large tracts of forest with different timber species that make the district a potential destination for timber exploitation or lumbering activities. Despite the abundance of timber species, there are no timber firms or sawmills established in the district.

Tourism: The region possesses a wide range of natural and built attractive features. The mining sites at Bibiani, Chirano and Awaso and their operations are delightful sites to watch. Also, the appealing forest reserves are endowed with beautiful plant and animal species people will always love to see. The people of the region again have a rich cultural heritage which they showcase on occasions of 'Allue' and 'Bronya' festivals. On such periods both indigenes and aliens within and outside the district return home to observe the occasion.

Administrative Issues

The Western North Region was created by the Constitutional Instrument (CI). 117 of 15th February, 2019 and handed over to the substantive Regional Minister on 2nd April, 2019. The

Region was officially inaugurated by His Excellency the President of the Republic of Ghana, Nana Addo Dankwa Akuffo Addo on 10th April, 2019. The Region is made up of Three Municipalities and Six Districts.

Political Leadership of the RCC: There was change in political leadership of the Region in 2019. Hon. Dr. Kwaku Afriyie who the Regional Minister for Western Region handed over to Hon. Kingsley Aboakye-Gyedu after the establishment of Western North Region in April 2019. And also the Hon. Gifty E. Kusi who was Deputy Regional Minister handed over to Hon. Alex D. Tetteh in the same year.

Political Leadership of MMDA's: There was no change in political leadership of the MMDAs in the Region for the year 2019. However, following the District Level Elections on December 17, 2019, there have been new Assembly Members. So far, a good number of MMDAs have elected their Presiding Members after the national inauguration exercise on January 23, 2020.

Report on decentralized departments: As at the end of 2019 only 11 departments had been established as indicated in page 2

Official Visit

For the year under review the region received the following officials

Table 2.2: Official Visits

No.	Name	Purpose	Date
1	H. E President, Nana Addo Dankwa Akuffo- Addo	Inauguration of Western North Region	10 th April, 2019
1	GOU Cheng Project Manager	Meeting on Akontombra Road Project	9 th October, 2019
2	ING. Louis Kusi Jirkins (Ghana Highway Authority)	Briefing on Akontombra Road Project	9 th October, 2019
3	Dr. Emmanuel Carsama	Discussion on WATICO Students Demonstration	15 th October, 2019
4	ING, Ato Arthur	Working Visit to the Region	15 th November, 2019
5	Col. Komlaga and Delegation from the Armed Forces command	Courtesy call to the Hon. Regional Minister	18 th November, 2019
6	Delegation from Community Water & Sanitation	Call on Hon. Regional Minister	
7	All Hon. MDAs with the Region	Discussion on the visit by the Vice President	16 th December, 2019
8	H. E. Vice President, Dr. Mahamudu Bawumiah	Sod cutting ceremony for Benchema road project	20 th December, 2019

The Hon. Regional Minister for the Region upon assumption of office, embarked on facts finding mission tour to all Municipals and Districts in the Region.

The tour afforded the Hon. Minister to know at hand, challenges confronting the Region. It also afforded him the opportunity to introduce himself, his Deputy and the officials of the RCC to the people and to interact with Traditional Authorities. He also commissioned projects, cut sod for construction of new projects and also inspected on-going projects.

Security Issues

The Region was relativey stable during the year. Following the demonstration by the workers of Ghana Bauxite Company at Awaso in the Bibiani Anhwiaso Bekwai Municipality, the Regional Security Council (REGSEC) prioritized security there. The military and police provided protection for investigative work on the disaster and subsequent implementation of recommendations.

The Aowin chieftaincy dispute occupied the most attention of REGSEC in the year and this was as a result of installation of new Omanhene for the area but the REGSEC was able control the agitation from the other functions. The region recorded some robbery cases during the year under review. Robbery cases recorded were; Anhwiam Dwinase Road, no casualty was recorded, Robbery at Sefwi Datano, Mr. Yaw Addae was shot in the arm at his residence at Sefwi Datano and the robbers bottled away with an amount of GHC120,000. A suicide murder was recorded at Sefwi Dwinase and Sefwi Asawinso.

Human Resource Management

The activities of the department were mainly centred on managing the Human Resources activities of the MMDAs in the Western North Region. These include monitoring and coordinating the activities in the Human Resource Departments in the MMDAs. In the year under review, the Human Resource Department was constantly in touch with the MDAs in the Region to supervise their activities.

Promotion: The Department had approval from the Office of the Head of Local Government Service to conduct two (2) different promotion activities in the course of the year 2019. These were as follows:

Promotions Completed: Sixty-Three (63) employees in the professional and sub-professional classes were shortlisted for promoted during the period under review but only Fifty-Seven staff were promoted to their next grade while Six (6) were not promoted as explained with the tables below: as recommended. Six in the professional class were promoted within the year 2019. See Table 3.1.

Table 3.1 Professional Class

No.	Class	Number Of Employees
1.	Development Planning Class	1
2.	Agricultural Class	1

3.	Audit Class	1
4.	Social/Community Development Class	3
TOTAL		6

Fifty-One (51) employees in the sub-professional and auxiliary class were also promoted to their next grade within the year 2019. See Table 3.2

Table 3.2 Sub-professional and Auxiliary Class

Sub-professional class		
No.	Class	Number Of Employees
1.	Environmental Health And Sanitation Class	17
2.	Audit Class	1
3.	Works Class	1
4.	Production Class	1
5.	Technical Class	5
6.	Catering Class	1
7.	Radio Operation Class	1
8.	MIS/IT Class	1
9.	Engineering Class	1
10.	Mass Education Class	1
11.	Secretarial Class	4
11.	Transport Class	7
	Total	41
Auxiliary Class		
2.	Messenger Class	1
3.	Watchmen Class	3
4.	Labourer Class	6
TOTAL		10

Upgrading/Conversion: Ten (10) applications for Upgrading and Conversion to the under listed classes were submitted to Office of the Head of Local Government Service within the year under review.

Postings: Various postings were carried out both by the Western North Regional Coordinating Council and the Office of the Head of Local Government Service as follows:

- a. Total of Twenty-Two (22) employees were posted by the Western North RCC to Various Districts. (See Table 3a)
- b. The Office of the Head of Local Government Service posted Thirty-Four (34) employees in and out of the Region. All those posted staff by OHLGS have either been release to their respective Regions or reposted to the various districts under Western North.

Recruitment: The Office of the Head of Local Government Service posted a total of Two Hundred and Fifty-Five (255) newly recruited staff to the Western North Region for onward posting to the various Assemblies within the year on review of which Fifty-One (51) being Agricultural Officers and Two Hundred and Four (204) being other classes. (Table 3.3 and 3.4 shows the total number of newly recruited staff and the current status of the posted staff to the Region respectively)

Table 3.3. Current status of the posted staff to the Region

No	Class	Male	Female	Total
1.	Administrative	29	13	42
2.	Executive	7	6	13
3.	Budget	26	5	31
4.	Procurement	16	5	21
5.	Internal Audit	26	7	33
6.	Development Planning	15	3	18
7.	Social Development	10	3	13
8.	Environmental	4	1	5
9.	MIS/IT	5	1	6
10.	Transport/Drivers	7	0	7
11.	Statistics	5	2	7
12.	Secretarial	0	2	2
13.	Agricultural Class	48	3	51
14.	Works	2	0	2
15.	Auxiliary	4	0	4
TOTAL		204	51	255

Table 3.4. Status of Staff

No.	Description	No. of Staff
1.	Total number of newly posted staff to the Region	255
2.	Total number of newly posted staff to the Region but not reported at all	27
3.	Total number of newly posted staff to the Region but not at post	8
4.	Total number of newly posted staff currently at post in the Region	220

Staff Establishment: The table below shows the staff establishment for the Western North Regional Coordinating Council. The total number of employees currently at the Western North Regional Coordinating Council is Fifty (50); 38 being permanent staff and 12 being Temporal Staff. (Table 3.5 and 3.6 shows the number of male and female employees as well as their age groupings in the Western North Regional Coordinating Council).

Table 3.5. Permanent Staff

AGE	SEX		OVERALL
	MALE	FEMALE	
20 -30	12	5	
31- 40	5	4	
41- 50	8	0	
51- 60	4	0	
TOTAL	29	9	

Table: Temporary Staff

AGE	SEX		OVERALL
	MALE	FEMALE	
20 -30	4	1	
31- 40	0	4	
41- 50	0	2	
51- 60	1	0	
TOTAL	5	7	

The Overall total percentage of male and female employees stand at:

- Male Employees: 68%
- Female Employees: 32%

Separated Staff of the Western North Region: The table 6(b) below represent Twenty (20) staff who have exited from the Local Government Service from January, 2019 till date.

Monitoring of Human Resource Activities in the Region: The department in collaboration with the Planning Unit went on monitoring exercise on 4th quarter activities of all the nine (9) Municipal and District Assemblies within the Western North Region.

Conclusion: Activities within the HR Department in the year under review went on without any major problems. However, there is the need to constantly co-ordinate and monitor the activities of the Human Resource Departments in the Region by visiting the various MMDAs quarterly.

Report On Developmental Activities of Sector Institutions & Agencies

Summary of development Projects (RCC): The table below shows the various activities that were undertaken in the region during the year under review

Table 6.1. Summary of development Projects (RCC),

No.	Sector	No. Of projects	No. On-going	No. Completed	Remarks

1.	Social	73	27	46	
2.	Economic	49	16	33	
3.	Environment	43	12	31	
4.	Governance	39	4	35	

4.4.16 WESTERN REGION

Introduction

This report gives brief profile of the Western Region and outlines the implementation status of the various programmes and projects (including Government Flagship Programmes) undertaken by the Council and the 14 Metropolitan, Municipal and District Assemblies (MMDAs) from January to December 2019. The Western Regional Co-ordinating Council (WRCC) clothed with monitoring and evaluation role facilitated the preparation and implementation of 2019 Action Plans and Budgets, Programmes and Projects of the MMDAs in the Region and the 22 Regional Departments. The report also highlighted the security infractions dealt with by the Regional Security Council (REGSEC) and other developmental challenges (example abandoned GETFund Projects), delay in the release of statutory funds, poor road network among others.

The report also recommended strategies to overcome the challenges for improved performance in the subsequent years.

Regional Profile

The present Western Region remained a region after the creation of the Western North Region from the then Western Region in February 2019. Sekondi is the administrative capital of the Region.

Location: The present Western Region is bordered in the North by the Western North Region, in the East by the Central Region and West by part of the Western North Region and La Côte d'Ivoire. On the Southern part, the Region is bordered by the Gulf of Guinea (the Atlantic Ocean).

Population: It has a total land size of 14, 625.2 sq. km and a total population of 1,664,586 (2010 PHC) representing 70% of the previous Western Regional Population with a growth rate of 1.8% (which is below the national average of 2.5%) and a population density of 99.3 per sq.km. According to the 2010 Population and Housing Census. The population for the Region was projected to be 2,165,241 for the year 2019.

The Region has its dominant ethnic group as Akans - Ahanta, Nzema, Wassa, Pepesa and Fante. There are seventeen (17) paramountcies. Those in minority are settlers who have travelled from different parts of the country to the Region. Their main preoccupation is farming, fishing and mining. They include Ewes, Gas, Gonjas, and Dagombas.

The Region is also home to foreign nationals mainly Chinese and migrants from neighbouring African countries.

Regional Departments and Agencies: The WRCC has 22 Departments currently operating in the Region and a good number of Subvented Agencies.

Number of MMDAs: Administratively, the Region has fourteen (14) MMDAs – 1 Metropolitan, 7 Municipal and 6 Districts with the Western Regional Co-ordinating Council (WRCC) as the

highest political and administrative body in the Region responsible for its management and facilitation of the overall development of the Region.

Regional Potentials

The Region can boast of several economic resources such as gold, manganese, crude oil, natural gas, kaolin (clay), limestone, sand and stone deposits, (which are the main raw materials for the construction industry).

The Region also has huge potentials in agriculture as a result of the favourable weather conditions. It is noted for the production of both cash and food crops as well as livestock and aquaculture development. Crops produced include coconut, cocoa, rubber, timber, plantain, cassava, citrus and a variety of other crops.

The Region is one of the preferred tourism destinations for both local and international tourists. It is also in the forefront of Ecotourism. It is endowed with long stretch of beautiful and sandy beaches/ coastline which spans 192 km. Mention can be made of Ankobra, Busua, Adjoa, Lou-Moon Beach Resorts etc. There are also Forts and Castles. The Ankansa Forest Reserve, the Bamboo Cathedral and Nzulezo (a village on stilts).

Report on Decentralized Departments: Almost all the decentralized departments at the various MMDAs in the region have been established in accordance with Section 77 of the Local Governance Act 2016, Act 936 and Legislative Instrument (LI) 1961. However, the following under-listed Assemblies are yet to have the full complement of departments as indicated below:

Table xxx:

Prestea Hun-Valley	Urban Roads and Transport Departments
Jomoro	Urban Roads and Transport Departments
Amenfi East	Urban Roads, Natural Resources Conservation Forestry, Game and Wildlife Departments
Effia- Kwesimintsim	Roads, Natural Resources Conservation Forestry, Game and Wildlife Departments
Amenfi Central	Physical Planning Department
Ellembelle	Natural Resources Conservation, Forestry Game and Wildlife Departments

Administrative Issues

Official Visits

The Region played host to a number of high profile dignitaries from both home and abroad including His Excellency the President and His Excellency the Vice President of the Republic of Ghana. In addition to individual prospective investors, a delegation from Spain was in the Region in November, 2019 to explore investment opportunities.

Name	Purpose	Date
Chief Justice Sophia A.B Akuffo	The official tour of the courts in Western Region	14th– 19th January 2019
Mr. Anthony Forson Jnr, National President of Ghana Bar Association	National Bar Conference, Ghana	29th April 2019
The Vice President of the Republic of Ghana, Alhaji Dr. Mahamudu Bawumia	Two-Day Official Working Visit	19th - 21st May, 2019
Hon. Cecilia Abena Dapaah, Minister Of Sanitation And Water Resources	One - Day Official Working Visit	24th May, 2019
Mr. Kwaku Ohene Djan, Deputy Executive Director of National Service Scheme	Official Working Visit	31st May, 2019
Prof. Peter Twumasi, Director General of National Sports Authority	Official Working Visit	31st May, 2019
The Chief Executive Officer (CEO) of the Nation Builders Corps (NaBCO), Dr. Ibrahim Anyars	Official Working Visit	17th To 18th June, 2019
Hon. Scott Brison, Former Member of Parliament, Canada	Business Meeting	4th July, 2019
His Excellency the President of the Republic of Ghana, Nana Addo Dankwa Akufo -Addo	Two – Day official working visit	23rd To 24th July, 2019
Dr. Nana Ato Arthur, Head of Local Government Service	One –Day Official Working Visit	14th November, 2019
Mr. Peter Akai Anum, Head Of State Award Scheme	Present Award To The Hon. Western Regional Minister	19th December, 2019
His Excellency the President of the Republic Of Ghana Nana Addo Dankwa Akufo –Addo	Two – Day Official Working visit	7th - 8th December, 2019

Security Issues

The Western Region experienced relative peace and security during the period under review. This was attributed to a number of pre-emptive measures which were undertaken by the Regional Security Council (REGSEC) in collaboration with other stakeholders. However, there were some reported security infractions which include the following;

Kidnapping of four (4) Girls in the Sekondi-Takoradi Metropolis: DNA test conducted on the remains that were retrieved at the suspects’ (Samuel Wills and John OJI, all Nigerians), residence

turned out to be positive which confirmed the death of the four girls who had been kidnapped in the latter part of 2018. The suspects have been arrested and are currently standing criminal trial at the Sekondi High Court.

Upper and Lower Dixcove Dispute: The Paramount Chief of Lower Dixcove and his four (4) elders were attacked and abducted by an unidentified group of male adults suspected to be natives of Upper Discove. A 5-Member Committee of Eminent Chiefs led Daasebre Kwebu Ewusi V II, Paramount Chief of Abeadze Dominase Traditional Area, tasked to resolve the dispute did not succeed after several attempts because the Lower Dixcove faction pulled out.

Chieftaincy Disputes: Chieftaincy disputes continue to pose serious threats to the peace and security of the Region notwithstanding efforts by the security operatives. Almost all the Districts in the Region have one issue or the other. Prominent among them are the protracted chieftaincy disputes at Fijai, Essipon, Komfueku, Ateiku, Dompim-Pepesa and Shama.

Dispute between Regional Chief Iman and the Sekondi Zongo Chiefs: There was strained relationship between the supporters of Sheikh Ali Hassan Ali, the Western Regional Chief Iman and those of Mohammed Yusuf Ibrahim, the Zongo Chief of Sekondi and his Sub-chiefs over the control of Mosque Management Committee. The Western Regional Council of Muslim Chiefs is currently mediating the impasse in an attempt to find an amicable and lasting solution.

Suspected Armed Robbery: Two (2) suspected armed robbery took place during the period. One Donatus Kumak, aged 59 and a former Western Regional Co-ordinator of the Integrated Community Centre for Employable Skills (ICCES) was shot dead in his house. The second incident occurred at Kweikuma New Site where one Eric Kofi, aged 40, was also shot and killed.

Unexplained Killings: The Takoradi Constituency Treasurer, Mark Yaw Ofori, and a Security Guard, Ebo Gyaben Obeng, were shot dead by unknown assailant at Fija Modinbo. No arrest has been made yet.

Illegal Mining – Galamsey: Pockets of the activities still persist in some hard-to-reach parts (in Prestea Huni-Valley, Wassa East and Mpohor Districts) of the Region notwithstanding efforts by the Operation Vanguard Team and the introduction of the Community Mining Scheme by the Government. Seven (7) illegal miners lost their lives when a pit collapsed on them at Manso in the Mpohor District in August 2019.

Human Resource Management

Recruitment: From the recruitment by the Office of the Head of Local Government Service, the WRCC received a total of three hundred and twenty-seven (327) new staff which improved the staffing situation in the Region significantly. The Region can now boast of full complement of staff at the MMDAs for effective and efficient service delivery. Nevertheless, the Region cannot boast of full complement due to inadequate numbers of Engineers, MIS, and Estate Officers.

Upgrading/Conversion: Forty-seven (47) officers were for upgraded/ converted in various classes by the Office of the Local Government Service during the year under review.

Promotion: The Western Regional Co-ordinating Council in the year 2019 conducted promotion interview for staff of the various MMDAs. A total of three hundred and eighty-four (384) staff were interviewed and promoted.

Table 3.1: Number of Staff Promoted

No.	Class	No. of Candidates
1	Administration	7
2	Human Resource	1
3	Executive	1
4	Radio Operator	13
5	Revenue	27
6	Works	36
7	Procurement/Supply	2
8	Budget	4
9	Internal Audit	1
10	Records	1
11	Technician Engineering	9
12	Environmental Health	42
13	Transport/Driver	42
14	Catering	4
15	City Guard	38
16	Technical	38
17	Agricultural	9
18	Estate	6
19	Auxillary	54
20	Social Welfare	11
21	MIS	1
22	Stewards	6
23	Security	26
24	Development Planning	4
25	Parks And Gardens	1
Total		384

Postings/Transfers of Staff: A total of 57 inter and intra-regional postings took place during the year under review both by the Office of the Head of Local Government Service and the WRCC respectively. There was no transfer or secondment during the year.

Staffing: The total staff strength of Local Government Service in the Western Region was one thousand seven hundred and sixty-nine (1,769). The staff distribution at the WRCC and the various MMDAs in the Region is indicated in the table below:

Table 3.2: Staff Distribution by Sex

No.	WRCC & MMDAs	Male	Female	Total
1	WRCC	84	52	136
2	Shama District Assembly	68	45	113
3	Ellembelle District Assembly	55	14	69
4	Amenfi West Municipal Assembly	63	34	97
5	Amenfi Central District Assembly	48	6	54
6	Wassa East District Assembly	72	18	90
7	Effia - Kwesimintsim Municipal Assembly	61	54	115
8	Amenfi East Municipal Assembly	84	21	105
9	Jomoro Municipal Assembly	77	12	89
10	Sekondi-Takoradi Metropolitan Assembly	270	151	472
11	Tarkwa - Nsuaem Municipal Assembly	97	68	165
12	Nzema East Municipal Assembly	78	20	98
13	Mpohor District Assembly	50	26	76
14	Prestea - Huni Valley Municipal Assembly	69	21	90
Total				1,769

Staff Development (Capacity Building /Training): To equip staff with the requisite skills and competencies for improved performance and service delivery, the Western Regional Co-ordinating Council facilitated capacity building/ training of staff at the various MMDAs as indicated below:

Table 3.3: Capacity Building/Training Organised

S/N	Training	Mmda/Rcc	Venue
1	Revenue Mobilization Strategies	Mpohor District Assembly	DA Assembly Hall
2	Defensive Driving Training	Mpohor District Assembly	DA Assembly Hall
3	Performance Management Appraisal System	STMA	Assembly's Conference Hall
4	Customer Relations And Effective Communication Skills	STMA	Assembly's Conference Hall
5	Revenue Mobilization Strategies	Nzema East Municipal Assembly	NEMA Assembly Hall
6	(GIZ-SfDR) Local Government Service Performance	Ahanta West Municipal Assembly	AWMA Assembly Hall
7	(GIZ-SfDR) Local Government Service Performance	Nzema East Municipal Assembly	NEMA Assembly Hall
8	Performance Management & Appraisal Tool	Wassa Amenfi West Municipal Assembly	WAWMA Assembly
9	Training Needs Assessment	Wassa Amenfi West Municipal Assembly	WAWMA Assembly Hall
10	Performance Management & Appraisal Tool	Ellembelle District Assembly	EDA Assembly Hall
11	Service Delivery Standards & LGS Protocols	Ellembelle District Assembly	EDA Assembly Hall
12	Performance Management & Appraisal Tool	Shama District Assembly	Riverside Conference Centre
13	Performance Management & Appraisal Tool	Sefwi-Wiawso Municipal Assembly	SWMA Assembly Hall

S/N	Training	Mmda/Rcc	Venue
14	Performance Management & Appraisal Tool	Bibiani-Anhwiaso-Bekwai Municipal Assembly	BABMA Assembly Hall
15	Report Writing, Basics Of Composite Budgeting And Annual Action Plan Preparation	HRs In All The MMDAs	Akroma Hotel

Staff on Study Leave: A total of seven (7) staff at the various MMDAs in the Western Region were granted permission by the Local Government Service to pursue further studies within the year under review.

Report on Developmental Activities on Sector Institutions & Agencies

Ministry of Special Development Initiatives (IPEP)

- Construction of youth centre at Agona Nkwanta - Ongoing
- Construction of box culvert and channel at Agona Nkwanta – Ongoing
- 2 No. 8-Seater WC toilet facilities constructed at Adiembra KG and Nana Kobina Gyan JHS, Sekondi is completed and in use.
- Construction of Event Square at New Takoradi – Ongoing
- Construction of 1 No. U drains at New Takoradi – Ongoing

Social Investment Fund Projects: Eight (8) interventions were sponsored in the Nzema East Municipality which include community clinics, nurses’ quarters, maternity homes and face-lift of market facilities in the Municipality.

MLGRD/Agence Francaise de Development (AFD)/ French Embassy: U-drains and rectangular drain slabs at Komkompe in addition to 10 No. garages constructed under this initiative. Construction of U-Storm Drain and Box Culverts, 90 % complete

GIZ Support for Decentralization Reform Programme: This programme is being implemented in 7 MMDAs namely Ahanta West, Tarkwa Nsuaem, Nzema East, Ellembelle, Prestea Huni-Valley, Wassa Amenfi West and Shama in the areas of Street Naming and Property Addressing System and Revenue Management.

Ghana Productive Safety Net Programme: Two (2) Districts – Amenfi Central and Mpohor benefited from this sustainable livelihoods programme with 60% women involved. The programme is being financed by IDA and DFID

DACF Special Project” One (1) infirmary facility each under construction at the Twin City Special School and the Sekondi School for the Deaf is at the lintel level and at the slab level respectively.

Social Sector (Water and Sanitation)

Sustainable Rural Water and Sanitation Projects: Supply of pipe-borne water to Oseikojokrom and Asempaneye communities, 99% complete.

Also, the IDA CLTS Quick Wins Phase II, the CWSA in collaboration with the department achieved ODF in 74 communities in (10) Districts. A total 42,230 food vendors were screened representing 5% increase over the previous year of which 250 were found to have some diseases. Those who had some conditions were given medical treatment by physicians,

Fourteen (14) treated water premises as against 20 the previous year were visited and consequently advised on personal hygiene, occupational safety, environmental cleanliness and proper handling of the final. A total of five hundred and forty (540) animals were arrested impounded and auctioned and the proceeds put into government coffers.

Economic (Road/Energy etc.): There was widespread demand for road improvement in the Region which posed security threat as community members resorted to demonstration and road blocks. Critical roads included the Tarkwa-Takoradi Highway plied by heavy duty vehicles conveying bauxite and manganese to Takoradi Port which saw sectional works and awarded for repairs. Other major roads constructed included the following:

- Kejebriil – Mpohor road sod-cutting took place on 10th June, 2018
- The Essiama – Nkroful Edubrim
- Telekubokadzo – Simpa Junction Road

Also in Sekondi-Takoradi Metropolis and Effi-Kwesimintsim Municipality, all the traffic lights were repair/replaced. The Kansaworodo Bypass also had traffic lights installed. Under Energy, the Karadeniz Powership Osman Khan (Karpowership) was relocated from Tema to the Sekondi Naval Base. This was to add up to Abaodze Thermal Plants production, by tapping Liquidified Petroleum Gas from Ghana Gas, Atuabo. The year also saw a number of communities connected to the national grid. At least, all the District Capitals had street lights and bulbs installed.

Environment: One thousand, five hundred and fifty (1, 550) tons and 40% of the waste generated was well managed at the land fill site and controlled tipping points. The Region had 3,067 public toilets and 10,930 HHLs household toilets as a result of the on-going Community Led Total Sanitation Programme.

Land Use and Spatial Planning

- The Western Region Spatial Development Plan which was prepared in 2012 reviewed
- 14 MMDAs Spatial Plans harmonized
- 14 MMDAs complied with their approved Local Plans or Planning Schemes
- Western Regional GIS Data Hub established and all the 14 Heads of Physical Planning Departments and their technical staff trained
- Ghana Post GPS and Property Tagging Project launched to enhance Street Naming Project

Table 5.2 Summary of Development Projects (RCC)

No.	Sector	No. Of projects	No. On-going	No. Completed	Remarks
1.	Social (Education)	32	21	11	
2.	Roads	89	89	-	On-going
3.	Water and Sanitation	1	1	-	To be handed over

Peace Council

- A number of pre-mediation meetings were held with various factions in chieftaincy, boundary and religious disputes - between the Queen Mother and her elders, of Daboase, two chiefs of Sese-Akatakyi and Sekondi Traditional Area and Essikado Traditional area over boundary dispute,
- A 4-member Committee of eminent chiefs from Central, Greater Accra and Western Regions formed to arbitrate on assault of Lower Dixcove Chief
- Increased visibility of the Regional Peace Council to the general public especially through programmes such as, the commemoration of the International Day of Peace, and Radio talk shows,
- A new Five-Year Strategic Plan was also drafted and submitted to the NPC for further action,
- Forty (40) women in the Shama District benefited from the training in conflict resolution and management.

Community Development

- Existing Community Child Protection Committees (CCPC) in 231 communities within the 14 districts in the region were revamped after the assurance from the Assemblies to support their activities,
- Two hundred and thirty-six (236) communities comprising 12 districts were sensitised on the effects of illicit drugs and how their usage could be prevented.
- Three hundred and sixty-nine (369) communities were assisted to prepare their ‘Community Action Plan’ with much emphasis on the most pressing needs. 70% of the prepared action plans were fused into the District Medium Term Plan.
- The Department in collaboration with World Vision International educated two hundred and six (206) communities which improved their service delivery.
- One hundred and fifty-four (154) Communities were assisted to draft their action plan and 50 self-help projects were initiated.

NBSSI/BAC

- Fifteen Thousand, Three Hundred and Seventy-five (15,375) entrepreneurs comprising 6,291 males and 9,084 females reported positive development on their businesses

- Five Hundred and Seventy-eight (578) males, comprising of 249 males and 329 females adopted new technology
- Four Hundred and Fifty –six (456) new jobs were created in beads making, soap making and confectionary under the NBSSI
- A total of 3,570 entrepreneurs made up of 1,444 males and 2,216 females accessed MSE information
- One Thousand, Five Hundred and Ninety-two (1,592) entrepreneurs operated active bank accounts
- A total of 648 made up of 266 males and 382 females sold their products outside their home districts
- Two Hundred and Eight (208) diversified their businesses
- One Hundred and Seventy-eight (178) made up of 93 males and 85 females sat for NVTI Exams
- Eight Six (86) clients assisted to write business plans
- Seven Hundred and Four (704) new businesses registered in 2019

Agriculture

- Sixteen Thousand, Two Hundred and Sixty-eight (16,268) farmers analysed and disseminated to stakeholder including the RCC and the MAG Secretariat.
- A total of 194,441 farmers reached in 2019 with agriculture technologies as compared with 136,640 farmers in 2018
- Ten Thousand, One Eight Hundred and Nine (10,109) dogs out of a total dog population 166,000 were vaccinated against rabies.
- 15,154 farmers made up of 5981 females and 9173 males trained in climate-smart agriculture technology.

Other Activities

Other major activities which took place during the year under review:

- Commissioning of Investment Centre at WRCC on 2nd July, 2019 which now provide a one-stop- shop service for investors and tourism promotion in the Region
- Founder’s Day / Black Tie Dinner Organised by WRCC to award key players in the private sector who have made a mark in the business landscape of the Region. The event took place on 4th August, 2019,
- WRCC participated in the maiden edition of the International Coconut Festival which took place in Accra in June, 2019,
- The Hon. Regional Minister also launched a Coconut Project in the Western Region which is expected to have 5 million coconut seedlings planted in support of Planting for Export and Rural Development (PERD),

- AviaTour (Aviation and Tourism Conference) organised by WRCC to showcase business and investment opportunities in aviation and tourism, 2019 – 2nd to 4th October, 2019.
- The Western Regional Town Hall Meeting, a platform to disseminate information on the implementation of Government projects and programmes and to receive feedback from citizenry schedule 23rd December, 2019 however, did not come off resulting from a postponement by the Ministry of Information.

Ghana Secondary Cities Support Programme

- Civil Works Supervision and Implementation training was undertaken for selected RPCU and MMDA Officers
- Urban Project Management training for selected RPCU and MMDA Officers
- Local Economic Development, Business Planning and City Branding Training undertaken for selected RPCU and MMDA Officers
- Eight (8) No. laptop computers and accessories as well as office furniture procured and distributed to key RPCU Departments – Administration, Planning, Internal Audit, Statistics, Social Welfare

Challenges and Recommendations

The WRCC faced a number of challenges in implementing activities earmarked for the year under review which included the following:

- Pockets of ‘Galamsey’ activities in some parts of the region
- Lack of capacity for the newly recruited staff,
- Lack of residential and office accommodation
- Abandoned GETFund Projects
- Delay in release of statutory funds which are also inadequate.

The following are recommended:

- Need to strengthen the Community Mining Scheme and for the Operation Vanguard Team to collaborate with the MMDAs in order effectively address the issue of illegal mining
- Need to organise periodic capacity building for staff including the newly recruited staff
- Ensure that Assemblies use part of their allocation for capital expenditure to construct of residential and office accommodation for the increasing number of staff.
- Liaise with the relevant bodies – Ministry of Finance, GETFund Secretariat and others for timely release of funds for programmed activities.
- Liaise with OHLGS to have all postings to the MMDAs in the Region done through the RCC.
- It is recommended that guidelines be provided for intra-regional postings of staff and officers by the RCC while the OHLGS retains its prerogative over inter-regional postings.

Conclusion

A good number of planned projects and activities were implemented in spite of the challenges enumerated above. The Government flagship projects were also undertaken in the interest and the betterment of the good people of the Western Region. The successes were chalked through the collaborative work between the WRCC and the relevant stakeholders including state and non-state actors.

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 comparison of approved budgets, releases and expenditures of OHLGS and the ten (10) RCCs. Summary of the performance of all the 254 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

Government of Ghana (GOG) Funding

From Table 5.1 below, compensation of employee (emoluments) amounted to GH¢1,927,059.37 which was below the annual approved budget for compensation. Actual compensation accounted for 88% of the budgeted amount of GH¢2,180,297.00 for the year under review. The Goods and Services budget saw a better performance compared to previous years. Of the GH¢1,280,000.00 budgeted, GH¢1,199,146.71 was paid. This amounts to 94 percent of the budget.

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, 2019.

Item	2018 Approved Budget (GH¢)	Released (A) (GH¢)	Expenditure (B) (GH¢)	Expenditure (%) = (B)/(A)
Compensation	2,180,297.00	1,927,059.37	1,927,059.37	100%
Goods & Services	1,280,000.00	1,280,000.00	1,199,146.71	94%
Investment	2,000,000.00	2,000,000.00	2,000,000.00	100%
Donor		7,869,085.91	1,050,313.24	13%
Total (GH¢)	5,460,297.00	13,076,145.28	6,176,519.32	47%
Donor- WB		2,050,645.07	2,050,645.07	100%
Grand Total	5,460,297.00	15,126,790.35	8,227,164.39	54%

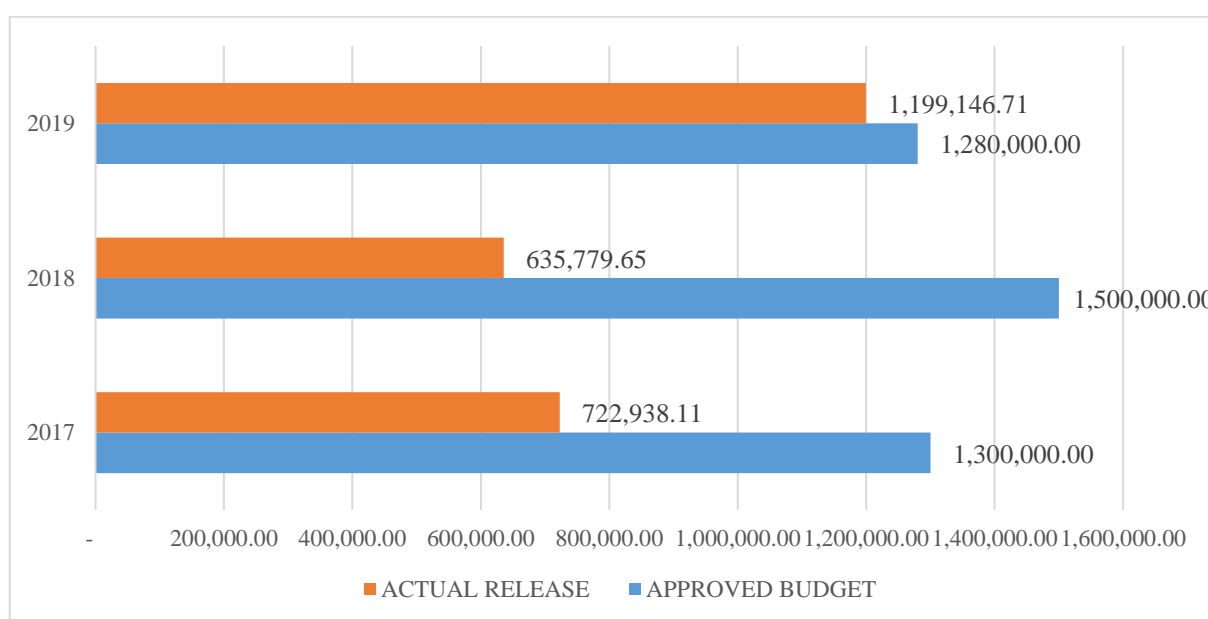
Releases for Goods and Services component of the budget as indicated in Table 5.2 shows a steady decline in ceilings for Goods and Services for OHLGS from 2017 to 2019. However, it is rather anticipated that the releases should increase as more departments are being decentralised and integrated into 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 2017 – 2019 and their responding releases.

Table 5.2: Goods and Services Budget (Main Operational Funds 2017-2018)

Period	Annual Budget Approved GHC	Releases GHC	Percentage (%)
2017	1,300,000.00	722,938.11	56%
2018	1,500,000.00	635,779.65	42%
2019	1,280,000.00	1,199,146.71	94%

Figure 10: Goods and Services Budget (Main Operational Funds 2017-2018)



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 GHC 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 GHC 3,140,000.00 making available funds for utilization GHC 5,453,469.33.

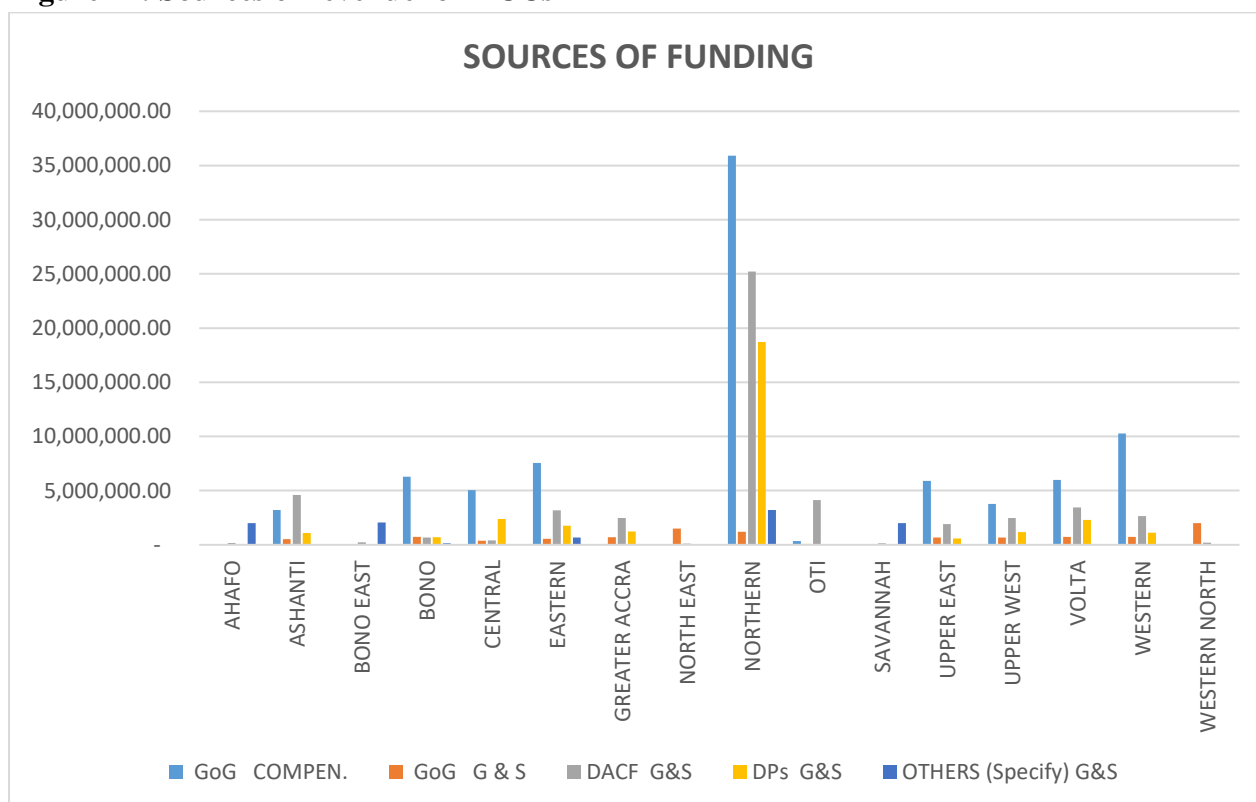
The total expenditure incurred during the period under review was GHC 5,101,828.30, this constitutes 93.55% utilization of the funds. This depicts that most of the planned programmes were undertaken during the year of reporting.

RCCs

Sources of Revenue for RCCs

Figure 12 represents the revenue streams of all the 16 RCCs which include DACF, Development Partners and other sources. GoG transfers remain the biggest source of funding to RCCs. However, close to 89% of the GoG transfers is for compensation of employees leaving less than 20% for operational activities. As a result, the RCCs have relied DACF over the years to implement operational activities. Some of the new regions also received some 10.09 million Ghana Cedis from MMDA IGF contribution.

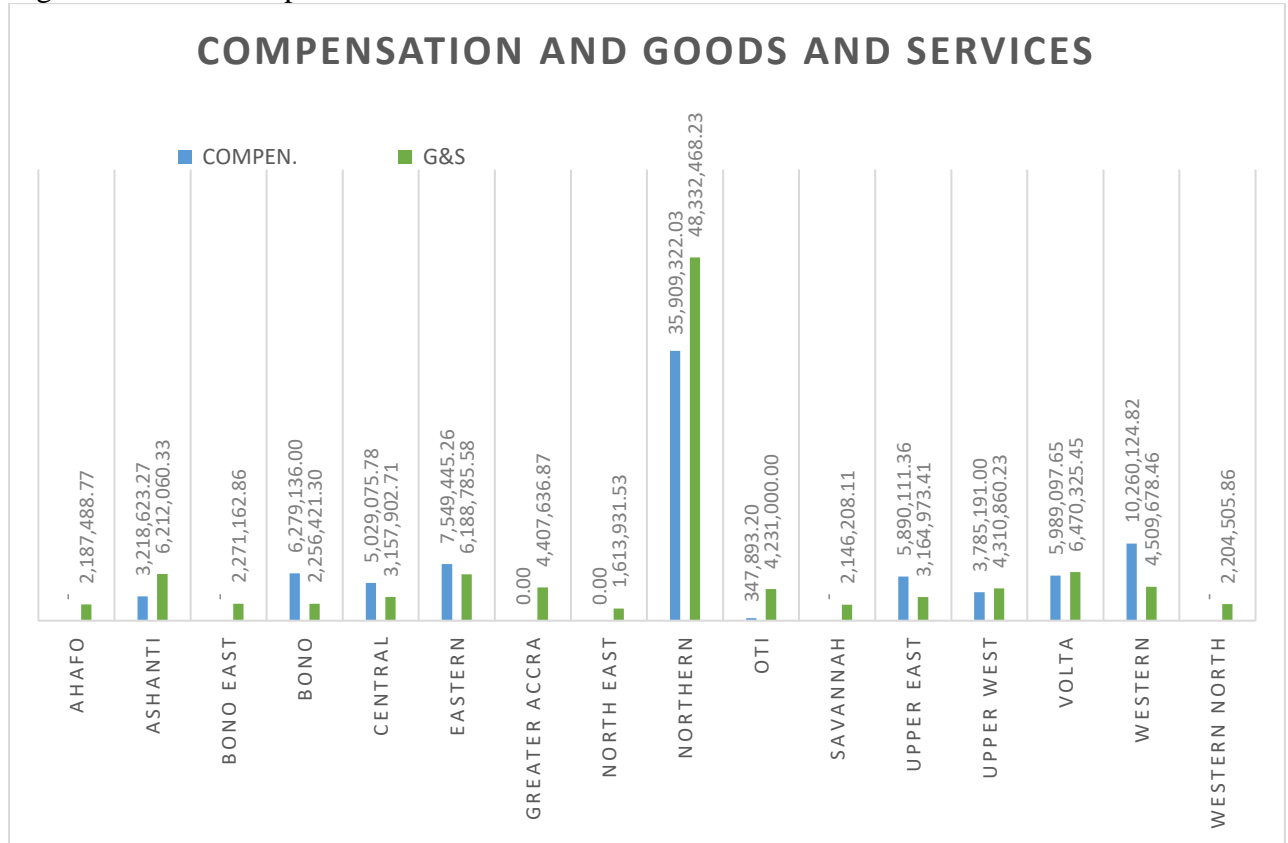
Figure 12: Sources of revenue for RCCs



Compensation and Goods & Services

Figure 11 below shows GoG transfers to the sixteen (16) 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.

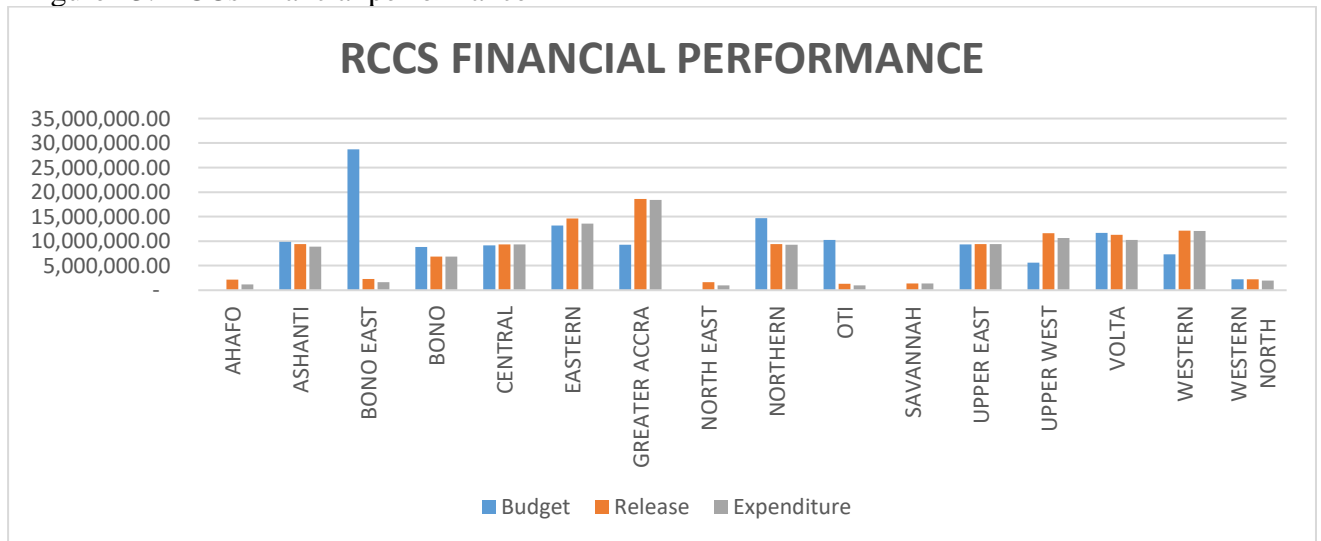
Figure 11: RCC Compensation and Goods & Services



Financial Performance of RCCs

The financial performance of the RCCs compares the approved budgets against actual releases and expenditures. The RCCs financial performance for the year 2019 is shown in the Figure 13 below. In total, an amount of 140 million Ghana Cedis allocated to RCC, and amount of 123.6 million Ghana Cedis was received representing 88 percent of amount budgeted.

Figure 13: RCCs financial performance

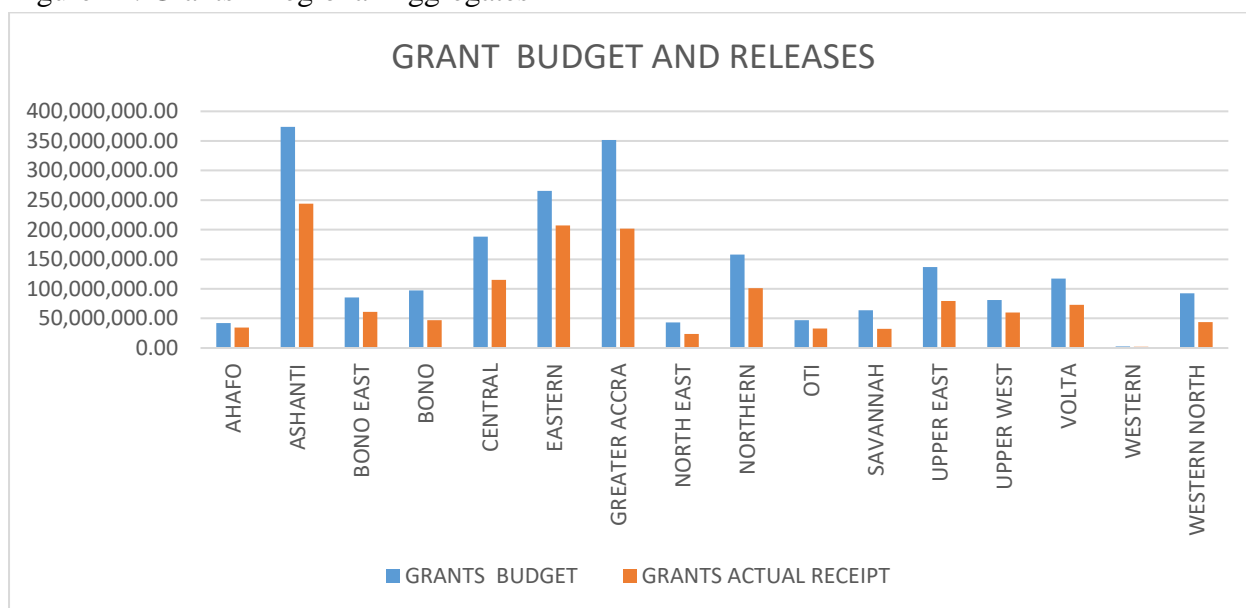


Regional Aggregates for MMDAs

Grants

Grants refers to fiscal transfers to MMDAs other than internally generated fund sources. They include GOG transfers, DACF, DPs and other project funds. In total, an amount of 1.3 billion Ghana Cedis out of 2.1 billion Ghana Cedis was received. This represents 63 percent of the budgeted grants. It is important to note that the general trend of release of grants showed a little over 57 percent of the budgeted grants have been released in 2018. The worst case was the situation of Greater Accra Region where actual receipt was about 33 percent.

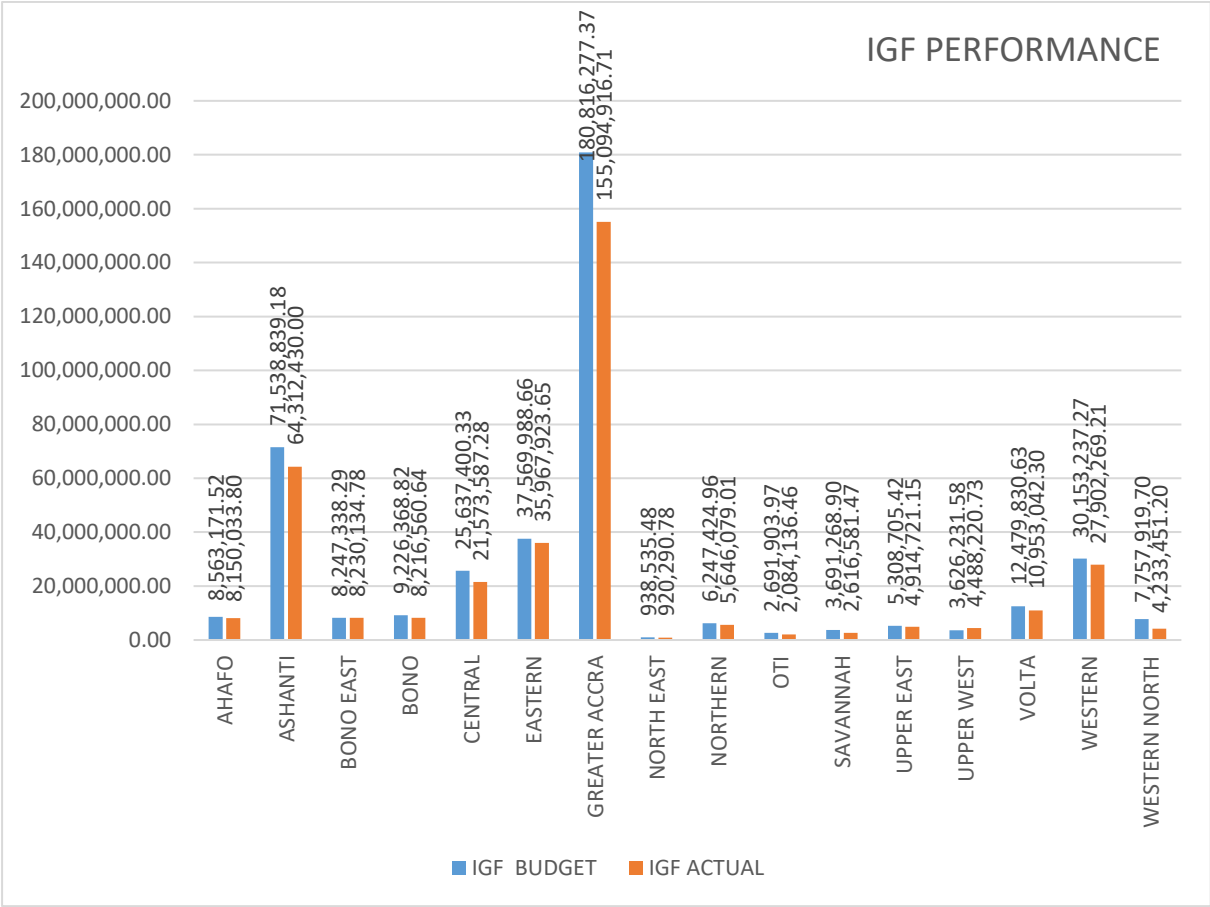
Figure 14: Grants - Regional Aggregates



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 15A below shows the performance of MMDAs in all the 16 Regions. About 88 percent of the total IGF budget was realized in the 2019 fiscal year.

Figure 15A: Internally Generated Funds – Regional Aggregate



On the aggregate, Assemblies were able to mobilize over GH¢365 million from internally generated funds. Regional aggregate of IGF performance is shown in figure 15B below, while Figure 15C shows a detailed breakdown of the number of MMDAs and how they performed in IGF mobilisation.

In absolute term, 2019 saw a better performance in IGF than 2018.

Some challenges reported by assemblies that hindered revenue mobilization included inadequate logistics, personnel and revenue database. Figure 15B and C gives us a summary of the performance 16 regions in the country. 15B show the aggregate percentage realized for the total regional IGF Budget, while 15C show the number of MMDAs in every region which have 80 percent and above; between 50 and 79 percent and below 50 percent.

Figure 15B: IGF Performance

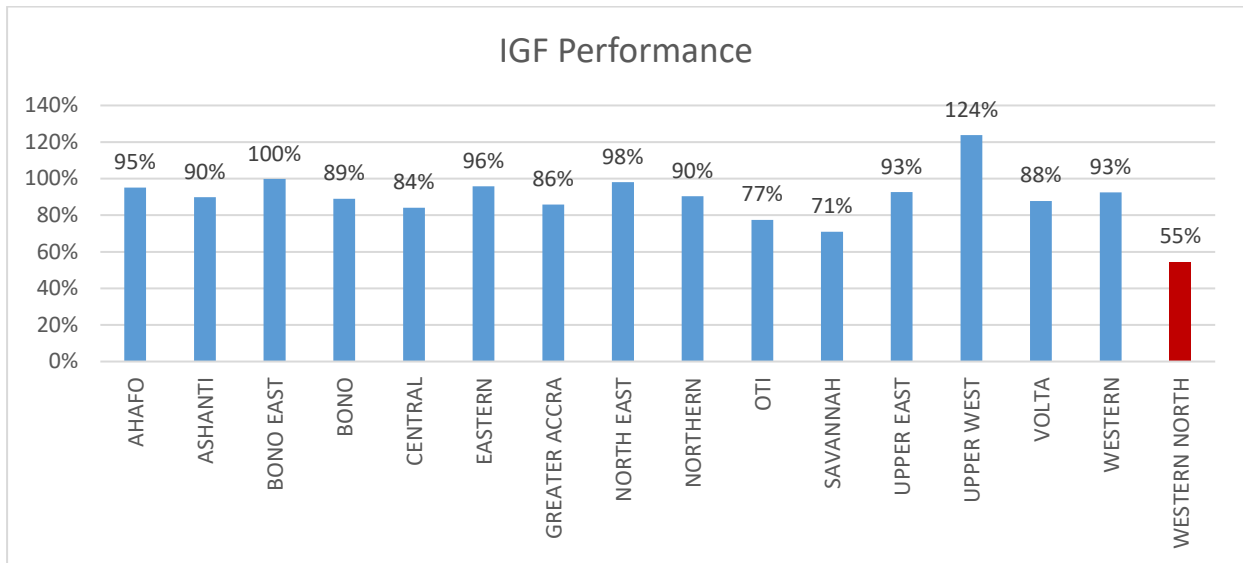
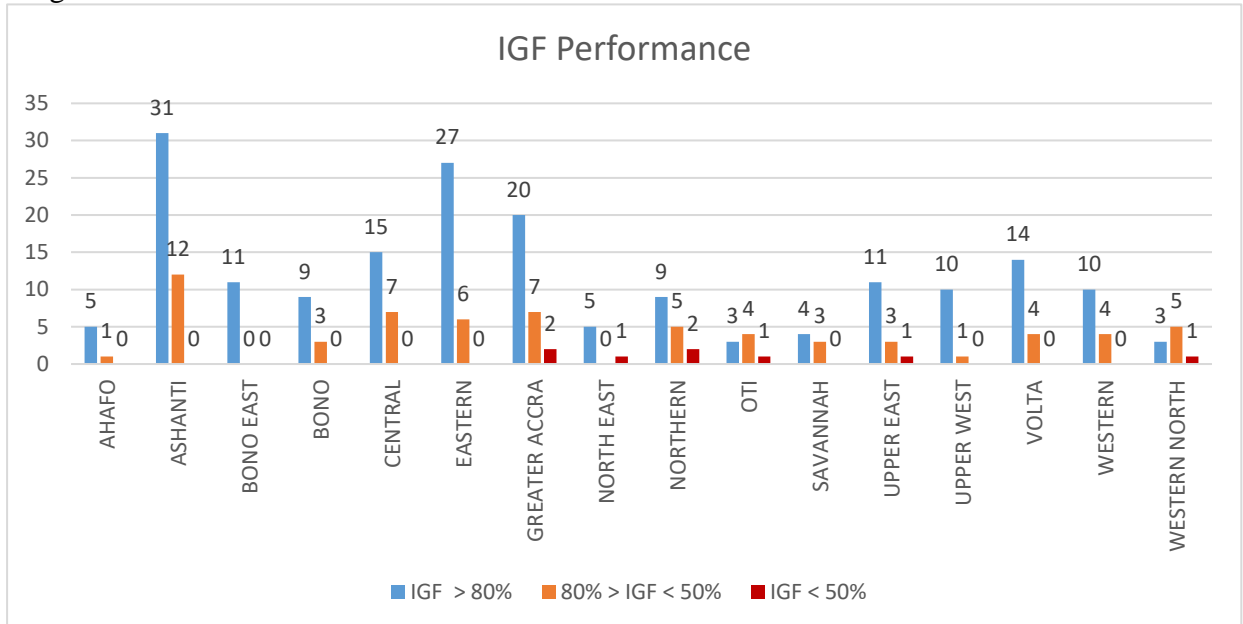


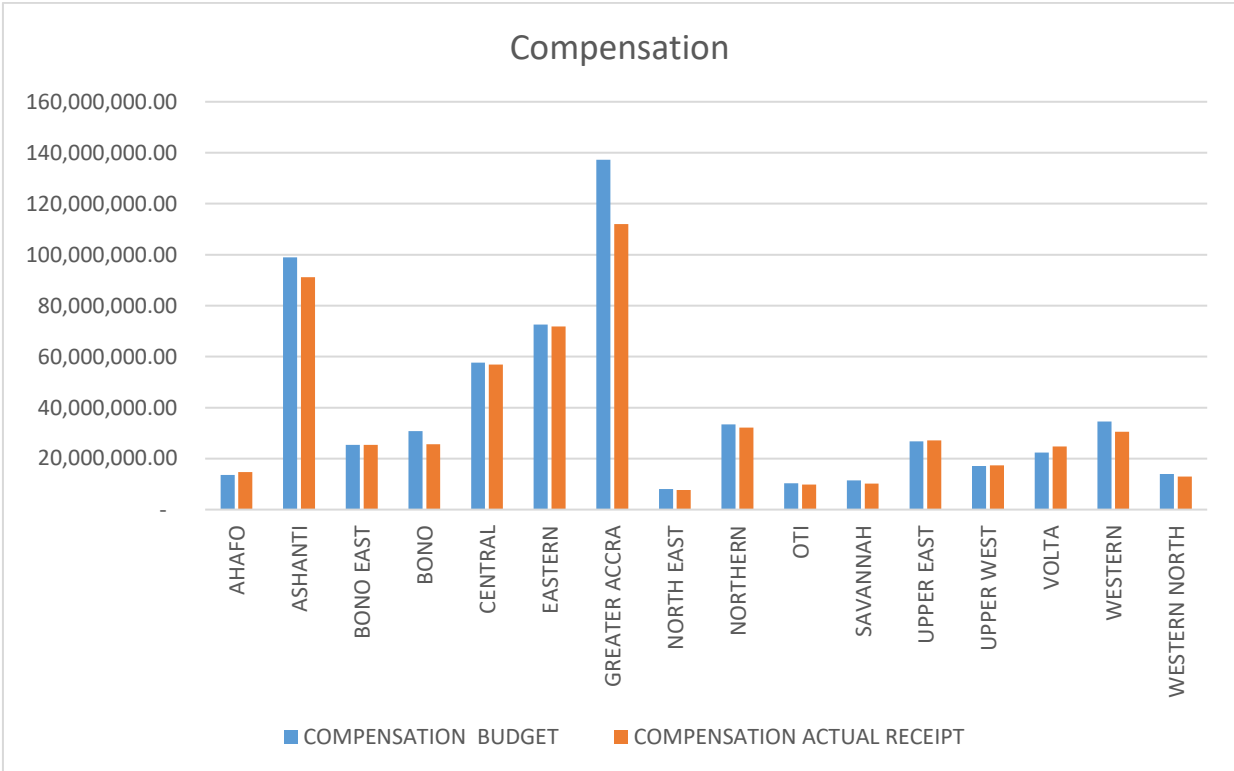
Figure 15C: IGF Performance



Compensation

Estimated and actual amounts for Compensation of Employees for the various MMDAs in all the Regions is presented in Figure 16 below. In respect of actuals, Greater Accra, Ashanti, Eastern, and Central Regions had the highest releases. 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.

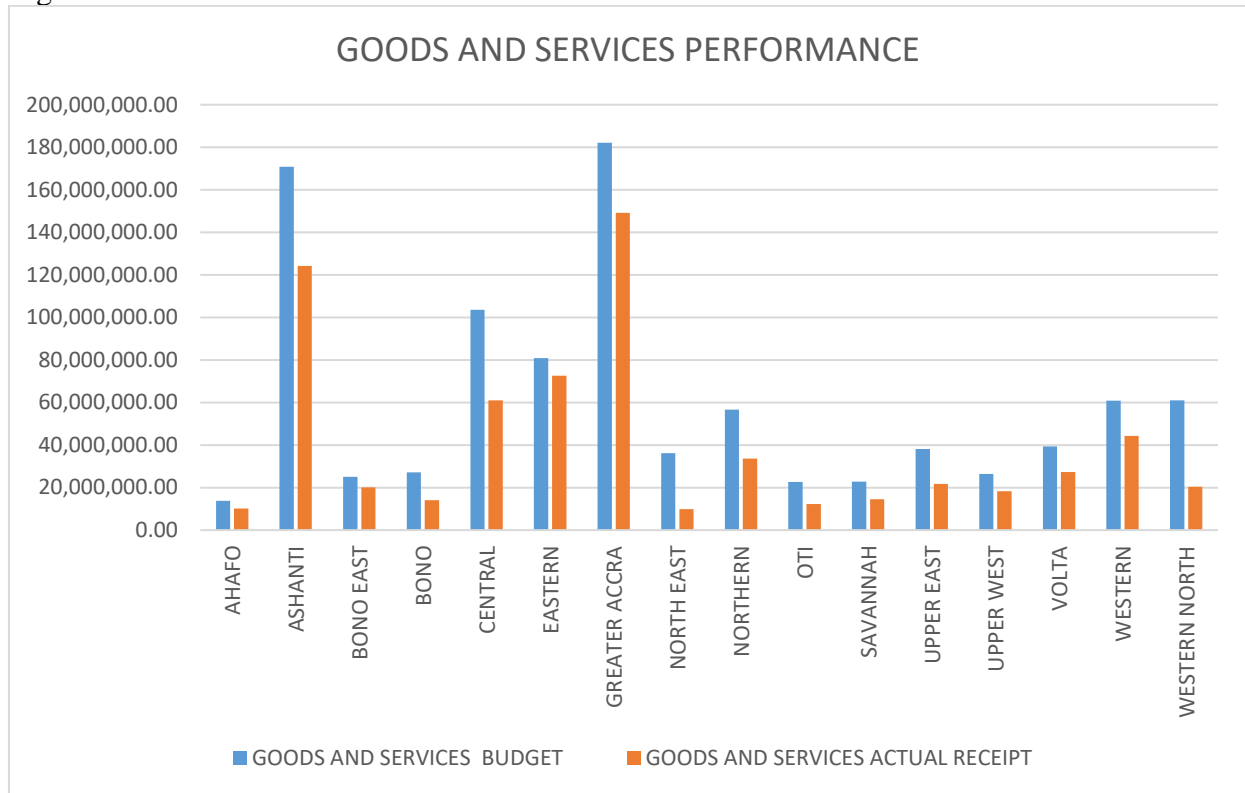
Figure 16: Compensation



Goods & Services

Estimated and actual amounts for Goods & Services for the various MMDAs in all the Regions is represented in Figure 17 below. In total, GH¢653 million was received for Goods and Services as against a budget of GH¢967 million.

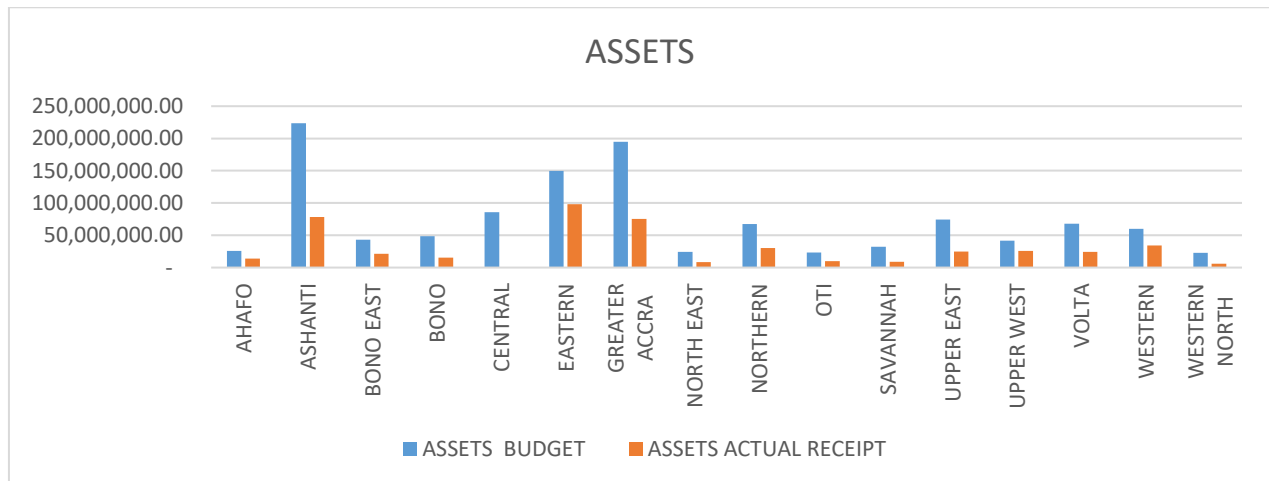
Figure 17: Goods and Services



Assets

Out of a budget of GH¢1.2 billion, GH¢474 million was released to the regional and MMDAs for CAPEX. A regional breakdown of this amount is shown in Figure 18 below.

Figure 18: Assets - Regional Aggregate



Appendixes

Appendix 1: Details of MMDAs and their Respective Assembly Mmembers

No.	MMDAs	Status	District Capital	Chief Executive	Assembly Members		
					Male	Female	Total
AHAFO REGION							
1	Asunafo North	Municipal	Goaso	Hon. Osei Yaw Boahen	33	2	35
2	Asunafo South	District	Kukuom	Hon. Osei Bonsu (Jnr.)	35	2	37
3	Asutifi North	District	Kenyasi	Hon. Anthony Mensah	35	3	38
4	Asutifi South	District	Hwidiem	Hon. Robert Mensah Dwomoh	34	2	36
5	Tano North	Municipal	Duayaw Nkwanta	Hon. Ernest Kwarteng	35	4	39
6	Tano South	Municipal	Bechem	Hon. Collins Takyi Offinam	54	5	59
ASHANTI REGION							
7	Kumasi	Metropolitan	Kumasi	Osei Assibey Antwi	59	4	63
8	Obuasi	Municipal	Obuasi	Elijah Adansi-Bonah	25	3	28
9	Bekwai	Municipal	Bekwai	Kwaku Kyei Baffour	45	4	49
10	Offinso	Municipal	Offinso	Solomon Kesse	40	3	43
11	Ejura-Sekyedumase	Municipal	Ejura	Mohammed Salisu Bamba	57	5	62
12	Mampong	Municipal	Mampong	Thomas Appiah Kubi	46	4	50
13	Asokore Mampong	Municipal	Asawase	Alhaji Alidu Seidu	14	1	15
14	Asante Akim Central	Municipal	Konongo-Odumasi	Susan Akomea	36	2	38
15	Ejisu	Municipal	Ejisu	Beatrice Serwaa Derkyi	35	7	42
16	Juaben	Municipal	Juaben	Kodjo Ansah Sem	25	2	27
17	Atwima Nwabiagya	Municipal	Nkawie	Michael Amoah Awuku	27	3	30
18	Asante Akim-South	Municipal	Juaso	Alexander Frimpong	60	6	66
19	Ahafo Ano North	Municipal	Tepa	Martina Appiah-Nyantakyi	49	7	56
20	Kwabre East	Municipal	Mampong	Nana Osei Asibey Bonsu	40	4	44
21	Oforikrom	Municipal	Oforikrom	Gloria Temah Gambrah	18	3	21
22	Kwadaso	Municipal	Kwadaso	Richmond Agyenim-Boateng	11	2	13
23	Old Tafo	Municipal	Old Tafo	Fred Obeng Owusu	14	0	14

No.	MMDAs	Status	District Capital	Chief Executive	Assembly Members		
					Male	Female	Total
24	Asokwa	Municipal	Asokwa	Akwannuasah Gyimah	16	2	18
25	Suame	Municipal	Suame	John Osei Bobie Boanin	11	2	13
26	Adansi North	District	Fomena	Eric Kwaku Kusi	20	1	21
27	Afigya Kwabre North	District	Boamang	Kwaku Kaikari Achamfuor	20	3	23
28	Sekyere South	District	Agona	Catherine Reckling	44	5	49
29	Atwima Kwanwoma	District	Twedie	Nana Okyere Tawiah Antwi	48	2	50
30	Sekyere East	District	Effiduase	Mary Boatemaa Marfo	34	4	38
31	Atwima Nwabiagya North	District	Barekese	Rebecca Yeboah	22	4	26
32	Offinso North	District	Akomadan	David Kwasi Asare	35	2	37
33	Adansi South	District	New Edubiase	Francis Kwabena Ankomah	42	3	45
34	Afigya Kwabre South	District	Kodie	Christian Adu-Poku	31	5	36
35	Asante Akim North	District	Agogo	Francis Oti Boateng	30	2	32
36	Ahafo Ano South East	District	Adugyama	Joseph Agyeman Dapaah	31	2	33
37	Ahafo Ano South West	District	Mankranso	Patrick Adusei	38	4	42
38	Amansie West	District	Manso Nkwanta	Nii Lartey Ollenu	36	2	38
39	Sekyere Central	District	Nsuta	Kwadwo Banahene Bediako	37	1	38
40	Atwima Mponua	District	Nyinahini	William Darko	53	2	55
41	Sekyere Afram Plains	District	Drobonso	Joseph Owusu	13	2	15
42	Bosome Freho	District	Asiwa	Yaw Danso	29	2	31
43	Sekyere Kumawu	District	Kumawu	Samuel Addai Agyekum	32	4	36
44	Amansie Central	District	Jacobi	Kwame Asamoah-Boateng	37	3	40
45	Bosomtwe	District	Kuntense	Joseph Kwasi Asuming	45	5	50
46	Amansie South	District	Adubia	William Bediako Asante	35	3	38
47	Akrofuom	District	Akrofuom	Maurice Jonas Woode	13	3	16
48	Obuasi East	District	Tutuka	Faustina Amisah	24	3	27
49	Adansi Asokwa	District	Manso Asokwa	Andrew Adu Boahen	36	3	39
BONO REGION							
	Berekum East	Municipal	Berekum	Hon. Kofi Adjei	34	5	39

No.	MMDAs	Status	District Capital	Chief Executive	Assembly Members		
					Male	Female	Total
51	Dormaa Central Municipal	Municipal	Dormaa Ahenkro	Hon. Drissah Quattara	43	3	46
52	Jaman South	Municipal	Drobo	Hon. Alhaji Abu	53	3	56
53	Sunyani Municipal	Municipal	Sunyani	Hon. Justina Owusu Banahene	43	8	51
54	Wenchi Municipal	Municipal	Wenchi	Hon. Dr. Prince Kwakye Afriyie	40	3	43
55	Tain	District	Nsawkaw	Hon. Charity Akua Foriwaa Dwomoh	50	2	52
	Jaman North	District	Sampa	Hon. Adane Ankomah	39	2	41
56	Sunyani West	District	Odumasi	Hon. Martin Obeng	51	6	57
57	Dormaa East	District	Wamfie	Hon. Emmanuel Kofi Agyemang	26	3	29
58	Banda	District	Banda Ahenkro	Hon. Mary Konneh	8	1	9
59	Dormaa West	District	Nkrankwanta	Hon. Mary Ameyaa	14	0	14
60	Berekum West	District	Jinijini	Hon. Isaac Osei	24	3	27
BONO EAST REGION							
61	Atebubu-Amantin	Municipal	Atebubu	Hon. Edward Owusu	44	3	47
62	Techiman	Municipal	Techiman	Hon. John Donyina	44	4	48
63	Nkoranza South	Municipal	Nkoranza	Hon. Diana Attah Kissiwaa	39	3	42
64	Kintampo South	District	Jema	Hon. Alexander Gyan	39	3	42
65	Pru West	District	Prang	Hon. Stephen Jalula	19	1	20
66	Pru East	District	Yeji	Hon. Joshua Kwaku Abonlira	22	3	25
67	Sene East	District	Kajaji	Hon. Abraham Mbanye	28	1	29
68	Sene West	District	Kwame Danso	Hon. John Nyarba	27	2	29
69	Techiman North	District	Tuobodom	Hon. Peter Mensah	35	2	37
70	Kintampo North	Municipal	Kintampo	Hon. Michael Sarkodie Baffour	60	6	66
71	Nkoranza North	District	Busunu	Hon. Gifty Akosa Arthur	34	5	39
CENTRAL REGION							
72	Cape Coast	Metropolitan	Cape Coast	Hon. Ernest Arthur	54	7	61
73	Komenda-Edina-Eguafo-Abirem	Municipal	Elmina	Hon. Nana Appiah Korang	52	2	54
74	Effutu	Municipal	Winneba	Hon. John B. Ninson	23	3	26
75	Mfantseman	Municipal	Saltpond	Hon. Kenneth Kelly Essuman	45	7	52

No.	MMDAs	Status	District Capital	Chief Executive	Assembly Members		
					Male	Female	Total
76	Agona West	Municipal	Swedru	Hon. Justina Marigold Assan	35	8	42
77	Awutu Senya East	Municipal	Kasoa	Hon. Michael Yaw Essuman Mensah	17	2	19
78	Assin Fosu Municipal Ass.	Municipal	Assin Fosu	Hon. Nicholas Kofi Baako	20	4	24
79	Upper Denkyira East	Municipal	Dunkwa-on-Offin	Hon. Isaac Awuah	35	2	22
80	Abura Asebu Kwamankese	District	Abura Dunkwa	Hon. Aba Hagan	31	13	44
81	Gomoa Central	District	Afransi	Hon. Benjamin Kojo Otoo	37	2	39
82	Gomoa West	District	Apam	Hon. Bismark Nkum	46	6	52
83	Ekumfi	District	Essarkyir	Hon. Bernard Bright Grant	35	3	38
84	Agona East	District	Nsaba	Hon. Dennis Armah Frimpong	29	2	31
85	Twifo Atti- Morkwa	District	Twifu Praso	Hon. Robert Agyeman Nyantakyi	40	2	42
86	Asikuma-Odoben-Brakwa	District	Breman Asikuma	Hon. Isaac Odoom	44	2	46
87	Ajumako-Enyan-Essiam	District	Ajumako	Hon. Ransford Nyarko	65	5	70
88	Assin South	District	Kyekewere/Nsuaem	Hon. Derrick Owusu-Ambrose	33	1	34
89	Awutu Senya	District	Awutu Beraku	Hon. Stephen Kwame Quaye	28	5	35
90	Twifo Hemang Lower Denkyira	District	Hemang	Hon. Emmanuel Kojo Nanah	23	1	24
91	Upper Denkyira West	District	Diaso	Hon. Daniel Agyeman Assiedu	22	1	23
92	Gomoa East	District	Potsin	Hon. Solomon Darko-Quarm	17	1	18
93	Assin North	District	Assin Bereku	Hon. Charles Ohene –Andoh	20	1	21
EASTERN REGION							
94	New Juaben South	Municipal	Koforidua	Hon. Isaac Appaw Gyasi	43	6	49
95	Birim Central	Municipal	Oda	Hon. Victoria Adu	23	6	29
96	Nsawam-Adoagyiri	Municipal	Nsawam	Hon. Isaac Kwadjo Buabeng	36	6	42
97	Kwahu West	Municipal	Nkawkaw	Hon. Yaw Owusu Addo	33	5	38
98	Abuakua South	Municipal	Kyebi	Hon. Samuel Ofori Sarfo	32	4	36
99	West Akim	Municipal	Asamankese	Hon. Seth Oduro Boadu	39	7	46
100	Yilo Krobo	Municipal	Somanya	Hon. Ebenezer Tetteh Kupualor	60	3	63
101	Lower Manya Krobo	Municipal	Odumase	Hon. Simon Kwaku Tetteh	43	2	45
102	Akuapem North	Municipal	Akropong	Hon. Dennis Aboagye	40	6	46

No.	MMDAs	Status	District Capital	Chief Executive	Assembly Members		
					Male	Female	Total
103	Suhum	Municipal	Suhum	Hon. Margaret Darko	41	1	42
104	Kwaebibrem	Municipal	Kade	Hon. Seth Antwi Boasiako	49	7	56
105	Kwahu South	District	Mpraeso	Hon. Emmanuel Attah Ofori Snr.	32	5	37
106	Kwahu East	District	Abetifi	Hon. Isaac Agyapong	26	6	32
107	Fanteakwa North	District	Begoro	Hon. Charles Oware-Tweneboah	37	4	41
108	Asuogyaman	District	Atimpoku	Hon. Samuel Kwame Agyekum	50	3	53
109	Atiwa West	District	Kwabeng	Hon. Isaac Akomaning Asamoah	22	2	24
110	Upper Manya Krobo	District	Asesewa	Hon. Felix Nartey Odjao	45	2	47
111	Akuapem South	District	Aburi	Hon. Frank Aidoo	35	3	38
112	Denkyembour	District	Akwatia	Hon. Seth Birikorang Ofori	28	2	30
113	Upper West Akyem	District	Adeiso	Hon. Eugene Sackey	35	3	38
114	Birim North	District	New Abirem	Hon. Raymond Nana Dartey	34	4	38
115	Birim South	District	Akim Swedru	Hon. Asare Danso	16	1	17
116	Akyemansa	District.	Ofoase	Hon. Paul Asamoah	35	3	38
117	Kwahu Afram Plains North	District.	Donkorkrom	Hon. Samuel Kena	39	6	45
118	Kwahu Afram Plains South	District.	Tease	Hon. George Ofori	37	4	41
119	Ayensuano	District.	Coalter	Hon. Florence Govina	35	4	39
120	New Juaben North	Municipal	Effiduase	Hon. Comfort Asante	25	4	29
121	Abuakua North	Municipal	Kukurantumi	Hon. Owusu Twum Ampofo	23	1	24
122	Okere	District	Adukrom	Hon. Daniel Kenneth	27	4	31
123	Atiwa East	District	Anyinam	Hon. Kwabena P Nkansah	19	3	22
124	Fanteakwa South	District	Osino	Hon. Ntori Adjabeng	24	3	27
125	Asene-Manso-Akroso	District	Manso	Hon. Alex Incoom	31	1	32
126	Achiase	District	Achiase	Hon. Richmond Amponsah	22	2	24
GREATER ACCRA REGION							
127	Accra Metro	Metro	Accra	Mohammed Adjei Sowah	25	5	30
128	Ada East	District	Ada Foah	Sarah Dubakie Pobee	34	5	39
129	Shai-Osudoku	District	Dodowa	Daniel Akuffo	29	5	34

No.	MMDAs	Status	District Capital	Chief Executive	Assembly Members		
					Male	Female	Total
130	Ga West	Municipal	Amasaman	Clement Wilkinson	21	4	25
131	Tema Metro	Metro	Tema	Felix Mensah-La	26	5	31
132	Ga East	Municipal	Abokobi	Janet Tulasi Mensah	11	3	14
133	Ga South	Municipal	Ngleshie Amanfrom	Joseph Stephen Nyarni	27	1	28
134	Ashiaman Mun	Municipal	Ashaiman	Albert Okyere	22	3	25
135	Adenta	Municipal	Adenta	Daniel Alexander Adumuah	13	5	18
136	Ledzokuku	Municipal	Teshie	Adjeley Twum Gyamerah	14	4	18
137	Ada West	District	Sege	A. L. Akrofi	20	1	21
138	Ningo-Prampram	District	Prampram	Jonathan Doku	29	3	32
139	Ga Central	Municipal	Sowutuom	Dr. Emmanuel Lamptey	14	6	20
140	La-Nkwantanang	Municipal	Madina	Jannifer Dede Afiagbedzi	19	2	21
141	Kpone Katamanso	Municipal	Kpone	Solomon Appiah	24	3	27
142	La Dade-Kotopon	Municipal	La	Solomon Kotey-Nikoi	14	1	15
143	Okaikwei North	Municipal	Abeka	Boye Laryea	14	3	17
144	Ablekuma North	Municipal	Ablekuma North	Kofi Ofori Bella	16	5	21
145	Ablekuma West	Municipal	Dansoman	George Cyril Bray	14	2	16
146	Ayawaso East	Municipal	Nima	Salma Mohammed Sani	15	2	17
147	Ayawaso North	Municipal	Accra NewTown	Aminu Mohammed Zakar	14	4	18
148	Ayawaso West	Municipal	Dzorwulu	Sandra Owusu Obeng	12	7	19
149	Ga North	Municipal	Ofankor	Gertrude Ankrah	18	3	21
150	Weija-Gbawe	Municipal	Weija	Patrick K. Brako Kumor	19	2	21
151	Tema West	Municipal	Tema Community 2	Adowa Amoako	13	4	17
152	Krowor	Municipal	Nungua	Joshua Nii Bortey	15	3	18
153	Ablekuma Central	Municipal	Latebiokorshie	Mariama Amui	8	3	11
154	Ayawaso Central	Municipal	Kokomlemle	Alhaji Mohammed Quaye	15	2	17
155	Korle Klottey	Municipal	Osu	Nii Adjei Tawiah	15	2	17
NORTHERN REGION							
156	Tamale	Metropolitan	Tamale	Hon. Musah Iddrisu	60	2	62

No.	MMDAs	Status	District Capital	Chief Executive	Assembly Members		
					Male	Female	Total
157	Yendi	Municipal	Yendi	Hon. Alhaji Ahmed A. Yussif	40	3	43
158	Savelugu	Municipal	Savelugu	Hon. Hajia Ayishetu Seidu	35	4	39
159	Sagnarigu	Municipal	Sagnarigu	Hon. Mariam Iddrisu	27	4	31
160	Gushiegu	Municipal	Gushiegu	Hon. Musah Issah	34	2	36
161	Nanumba North	Municipal	Bimbilla	Hon. Yaquob Abdulai	58	4	62
162	Tolon	District	Tolon	Hon. Balchisu Yakubu	33	2	35
163	Saboba	District	Saboba	Hon. George K. Bingrini	34	3	37
164	Kpandai	District	Kpandai	Hon. Emmanuel K. Tatablata	37	2	39
165	Zabzugu	District	Zabzugu	Hon. Ahmed A. Iddrisu	23	1	24
166	Karaga	District	Karaga	Hon. Alhassan Yabdown	44	6	50
167	Nanumba South	District	Wulensi	Hon. Nantogmah I. Munkaila	38	4	42
168	Kumbungu	District	Kumbungu	Hon. Abdul-Salam H. Fataw	33	2	35
169	Tatale-Sanguli	District	Tatale	Hon. Thomas Mbomba	29	1	30
170	Mion	District	Sang	Hon. Mohammed Hashim Abdallah	28	1	29
171	Nanton	District	Nanton	Hon. Abubakari Harthiraman	25	2	27
NORTH EAST REGION							
172	East Mamprusi	Municipal	Gambaga	Abdul-Nasir Danladi	48	5	53
173	West Mamprusi	Municipal	Walewale	Arimeyaw Somo Lucky Basintale	42	3	45
173	Chereponi	District	Chereponi	Abdul-Razak Tahidu	28	3	31
175	Bunkpurugu/Nankpanduri	District	Bunkpurugu	Abdul-Majeed A. Duut	28	2	30
176	Yunyoo/Nansuan	District	Yunyoo	Liwal Oscar	16	1	17
177	Mamprugu/Moaduri	District	Yagaba	Abu Adam	15	2	17
OTI REGION							
178	Krachi Nchumuru	District	Chinderi	Hon. Appiah Augustine	25	3	28
179	Jasikan	District	Jasikan	Hon. Elvis Kweku Dzampoh	35	4	39
180	Kadjebi	District	Kadjebi	Hon. Lawrence Aziale	44	8	52
181	Nkwanta North	District	Kpasa	Hon. Jakayi Jackson	19	3	22
182	Nkwanta South	Municipal	Nkwanta	Hon. John Thasun	39	4	43

No.	MMDAs	Status	District Capital	Chief Executive	Assembly Members		
					Male	Female	Total
183	Krachi East	Municipal	Dambai	Hon. Patrick Jilimah	27	3	30
184	Krachi West	District	Kete-Krachi	Hon. Douglas Osei Nti	29	6	35
185	Biakoye	District	Nkonya Ahenkro	Hon. Comfort Atta	39	4	43
SAVANNAH REGION							
186	Bole Dist	District	Bole	Hon. Veronica Alele	36	5	41
187	Sawla-Tuna- Kalba-	District	Sawla	Hon. Tamimu Lawal	42	4	46
188	West Gonja	Municipal	Damongo	Ho. Saeed Muhazu	16	1	17
189	North Gonja	District	Daboya	Hon. Adam Eliasu	22	2	24
190	Central Gonja	District	Buipe	Hon. Mustafa Mahama	42	3	45
192	North East Gonja	District	Kpalbe	Hon. Abdallah Alhassan Iddi	17	1	18
193	East Gonja	Municipal	Salaga	Hon. Tamimu Mohammed	34	2	36
UPPER EAST REGION							
194	Builsa South	District	Fumbisi	Daniel Kwame Gariba	27	2	29
195	Builsa North	District	Sandema	David Afoko	46	1	47
196	Kassena-Nankana West	District	Paga	Gerard Ataogye	63	4	67
197	Kassena-Nankana	Municipal	Navrongo	William Aduum	50	2	52
198	Bongo	District	Bongo	Ayimbisa Peter Ayamba	51	3	54
199	Bolgatanga	Municipal	Bolgatanga	Joseph AmiyuuriAtura	47	6	53
200	Talensi	District	Tongo	Christopher Boatbil	30	2	32
201	Nabdam	District	Nangodi	Agnes Anamoo	17	2	19
202	Bawku West	District	Zebilla	Hon. Victoria Ayamba	47	2	49
203	Bawku	Municipal	Bawku	Hon. Hawa Ninchema	27	1	28
204	Garu	District	Garu	Hon. Asare Emmanuel Avoka	41	2	43
205	Binduri	District	Binduri	Hon. Ayinga Bagre Yakubu	15	2	17
206	Pusiga	District	Pusiga	Hon. Zubeiru Abdulai	20	1	21
207	Bolgatanga East	District	Zuarungu	Hon Rev. Emmanuel Abugre Abole	14	1	15
208	Tempane	District	Tempane	Hon. Paul Azumah Abugri	23	1	24
UPPER WEST REGION							
209	Wa	Municipal	Wa	Hon. Tahiru Issahaku Mumin	42	6	48

No.	MMDAs	Status	District Capital	Chief Executive	Assembly Members		
					Male	Female	Total
210	Lawra	Municipal	Lawra	Hon. Domatire Bomba-ire Martin	38	4	42
211	Jirapa	Municipal	Jirapa	Hon. Christine B. Amadu	48	4	52
212	Sissala East	Municipal	Tumu	Hon. Abdul Karim Nanyau	28	3	31
213	Sissala West	District	Gwollu	Hon. Bakor Z. Mohammed	29	2	31
214	Wa East	District	Funsi	Hon. Jotie Moses	35	1	36
215	Wa West	District	Wechiaw	Hon. Laabiir Edward Sabo	38	2	40
216	Nandom	District	Nandom	Hon. Aasoglenang Thaddeus Arkun	29	5	34
217	Daffiama/Bussie/Issa	District	Issa	Hon. Nadi Imoro Sanda	19	2	21
218	Lambussie	District	Lambussie	Hon. Wikana I. Braimah	36	1	37
219	Nadowli/Kaleo	District	Nadowli	Hon. Katherine T. Lankono	44	3	47
VOLTA REGION							
220	Ho	Municipal	Ho	Hon. Prosper K. Pi-Bansah	24	4	28
221	Hohoe	Municipal	Hohoe	Hon. Teddy Andrews Ofori	17	0	17
222	Keta	Municipal	Keta	Hon. Godwin Edudzi Effah	21	1	22
223	Agortime-Ziope	District	Agortime Kpetoe	Hon. John K. Amenyah	14	1	15
224	Akatsi South	District	Akatsi	Hon. Leo-nelson Adzidogah	28	1	29
225	Ketu North	Municipal	Dzodze	Hon. Anthony Avorgbedor	34	4	38
226	Ketu South	Municipal	Denu	Hon. Edem Elliot Agbenorwu	39	1	40
227	North Tongu	District	Battor Dugame	Hon. Richard Collins Arku	28	1	29
228	South Tongu	District	Sogakope	Hon. Emmanuel Louis Agama	37	3	40
229	South Dayi	District	Kpeve	Hon. Ernest Patrick Kojo Mallet	20	1	21
230	Kpando	Municipal	Kpando	Hon. Ernest Quist	17	2	19
231	North Dayi	District	Anfoega	Hon. Edmund Kudzo Attah	20	3	23
232	Adaklu District	District	Adaklu Waya	Hon. Phaniel Kadey Donkor	13	0	13
233	Central Tongu	District	Adidome	Hon. Thomas Moore Zonyrah	26	1	27
234	Akatsi North	District	Ave Dakpa	Hon. Dr. Prince Sodoke Amuzu	12	0	12
235	Ho West	District	Dzolokpuita	Hon. Ernest Victor Apau	22	3	25
236	Anloga	District	Anloga	Hon. Seth Yormewu	29	0	29
237	Afadzato South	District	Ve Golokwati	Hon. James Etornam Flolu	20	2	22
WESTERN REGION							

No.	MMDAs	Status	District Capital	Chief Executive	Assembly Members		
					Male	Female	Total
238	Sekondi –Takoradi	Metropolitan	Sekondi	Anthony K.K. Sam	46	5	51
239	Tarkwa –Nsuaem	Municipal	Tarkwa	Gilbert Ken Asmah	39	4	43
240	Nzema East	Municipal	Axim	Frank Okpenyen	33	4	37
241	Ahanta West	Municipal	Agona – Nkwanta	Henrietta M. Eyison	52	2	54
242	Prestea- Huni Valley	Municipal	Bogoso	Mozart Owuh	41	5	46
243	Effia -Kwesimintsim	Municipal	Kwesimintsim	Kojo Acquah	17	3	20
244	Wassa Amenfi East	Municipal	Wassa –Akropong	Helena Appiah	37	1	38
245	Wassa Amenfi West	Municipal	Asankragwa	George Agyiri	23	4	27
246	Jomoro	Municipal	Half Assini	Ernest Kofie	47	2	49
247	Shama	District	Shama	Joseph Amoah	23	2	25
248	Wassa East	District	Daboase	Wilson Arthur	28	2	30
249	Mpohor	District	Mpohor	Ignatius Asaah Mensah	18	1	19
250	Ellembelle	District	Nkroful	Kwesi Bonzoh	49	3	52
251	Amenfi Central	District	Manso	Patrick Hockson Amponteng	28	4	32
WESTERN NORTH REGION							
252	Sefwi Wiawso	Municipal	Sefwi Wiawso	Louis Owusu-Agyapong	43	2	45
253	Bibiani Anhwiaso Bekwai	Municipal	Bibiani	Aifred Amoah	48	4	52
254	Juaboso	District	Juaboso	Martha K. Manu	21	2	23
255	Suaman	District	Dadieso	Christian Baah	17	2	19
256	Aowin	Municipal	Enchi	Samuel Adu-Gyamfi	24	3	27
257	Bia West	District	Essam-Dabiso	John Koah	35	5	40
258	Bia East	District	Adabokrom	Richard Chebure	15	1	16
259	Bodi	District	Bodi	Akwasi Amankwaa	16	0	16
260	Akontombra	District	Akontombra	Yawson Amoah	21	1	22

Appendix 2: Summary of Issues from MMDAs

No.	MMDA	Issues				
		Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
ASHANTI REGION						
1	Ahafo-Ano South West	Illegal mining	Insufficient reading books makes teaching and learning very difficult		Low revenue generation due to citizens' unwillingness to pay Irregular release of GoG fund	Overdependence on the Assembly by departments Lack of political ownership and commitment to the budget. Office and residential accommodation 300 teacher vacancies
2	Atwima Nwabiagya Municipal	Illegal mining Youth demonstration	Poor public awareness of the rules and regulations on physical planning issues.		Untimely release of the DACF Delay in the valuation of properties	Inadequate stationery Inadequate logistics and vehicles Frequent posting of staff affecting institutional memory
3	Asante Akim South	Accidents Stealing Assault Illegal mining Chieftaincy Disputes	Sand wining, bush fire and herdsmen activities affected the production of farm produce	Flood destroyed the rice demonstration farms Challenge of ownership of premises is hindering the reopening of shoe factory for 1D1F	Delay in release of statutory funds Low revenue performance	Poor road network Poor road network Lack of office & residential accommodation
4	Asokwa Municipal	Armed Robbery Theft Cases Flooding	Unwillingness of farmers to work in groups to access funds		Lingering boundary disputes makes it difficult to collect revenue in some areas Harassment of officers by mechanics	Inadequate logistics Inadequate official accommodation
5	Suame Municipal	GUTA and NUTA impasse Criminals and Hoodlums Chieftaincy disputes	Lack of relief items to assist the needy			Insufficient logistics Absence of key departments

No.	MMDA	Issues				
		Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
6	Atwima Nwabiagya North	Land Disputes Community Disputes Illegal Mining Threat to Water Bodies	Mobility a problem for agricultural officers to work with farmers Poor public awareness on town planning issues makes it difficult to plan towns		Lack of economic database to enhance revenue collection	Inadequate office and residential accommodation Inadequate office equipment
7	Afigya Kwabre North	No security threat			Low revenue generated	Lack of residential accommodation Poor road network
8	Amansie South	Armed Robbery Stealing Defrauding Assault			Low revenue base Non-awareness of citizens of their civic responsibility of paying taxes	Lack of office and residential accommodation Poor road network Non-functional sub-structures
9	Kumasi Metropolitan	Indiscipline/disregard for traffic regulation Armed Robbery Theft Murder	Because of inadequate machines, landfill sites are not managed properly	All proposed factories were not within the metropolis due to lack of land		
10	Oforikrom	No security threat	Ownership issues between the government and traditional authorities makes it difficult to control physical development			Residential accommodation for key staff
11	Afigya Kwabre South	Robbery Defilement Drug Abuse Land Disputes	Absence of substantive chiefs in some communities led to unapproved	Lack of simple machines is a major setback to the special rice production		Lack of vehicles for use by departments Inadequate logistics

No.	MMDA	Issues				
		Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
			demarcation of lands Inadequate teaching and learning materials			Inadequate technical staff for some departments
12	Amansie Central	Illegal Mining District Boundary Disputes	Low electrification coverage. Sand winning	Difficulty in getting a large stretch of land to undertake PERD		Poor road network
13	Ejisu	Fire outbreaks	Pests invaded farmlands Apathy on the part of community members to sanitation issues		Lack of valuation of all immovable properties in the municipality Most revenue collectors are casual/commission workers	Inadequate residential accommodation
14	Old Tafo	Assaults Robbery Youth Disturbances Flood prone areas Lack of court		Lack of farm lands have hindered PFJ & PERD	Untimely release of funds for developmental projects	Inadequate office space Poor roads & drainage Inadequate vehicles
15	Ahafo Ano South East	Pot-holes on Kumasi-Sunyani highway Highway Armed Robbery Lack of a district police command is a cause for crime in the district			Irregular release of DACF affecting project implementation Citizens unwillingness to pay levies Inadequate data on rateable items	Lack of residential & office accommodation Inadequate logistic Inadequate numbers of staff in key depts Poor road network.
16	Obuasi	Stealing Assault Threat of Harm	Non-conformity of planning scheme by private developers		Untimely release of funds	Inadequate vehicles Inadequate residential accommodation

No.	MMDA	Issues				
		Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
17	Juaben	Illegal mining	Infestation of fall army worm affected maize production.		Irregular & inadequate GOG funds Inadequate and reliable data for projection Unwillingness of citizens to pay rates	Inadequate office & residential accommodation Inadequate logistics and data Poor road network Inadequate human resources
18	Asokore Mampong	Clashes between factions Pockets of boundary disputes Perennial flooding causing homelessness	Frequent breakdown of vehicles derail sanitation situation in the municipality Absence of major hospital affecting health care service		Inadequate and late release of funds affecting the cost of projects	Inadequate office and residential accommodation Inadequate vehicle and other logistics
19	Adansi North	Fire outbreak Boundary dispute				Inadequate office and residential accommodation
20	Akrofuom	No Threats	Lack of permit by indigenes to mine Dilapidated state of sanitary facilities		Delay in release of GOG funds Inability to mobilize enough revenue	Inadequate logistics Inadequate residential accommodation Poor road & communication networks
21	Sekyere East	Illegal mining	Sand wining having a negative impact on agriculture Fall army worm infestation was on the increase due to insufficient chemicals		Low revenue base Irregular flow of funds	Bad nature of roads Inadequate residential accommodation

No.	MMDA	Issues				
		Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
22	Asante Akim Central	Fulani menace Potholes leading to Accidents Illegal mining	Public apathy towards sanitation practices makes it difficult to enforce them	Late release of inputs for farmers under the PFJ delays production	Inadequate training of staff on GIFMIS system Delays in the release of DACF Inadequate data for revenue mobilization	Inadequate residential/office accommodation Inadequate logistics
23	Sekyere Central	Fulani Herdsmen Murder Chieftaincy disputes	Access to a magistrate court is a problem hindering the provision of justice The inability to complete the main Assembly block has left the assembly in huge financial burden	Non-approval of some companies by the ministry have delayed the start of 1D1F in the district	Inadequate revenue mobilization due to poor attitudes of rate payers	Issues of office & staff accommodation Poor road network
24	Bosomtwe	No Threats			Delay & uncertainty in the release of GOG funds	Poor road network
25	Asante Akim North	No Threats	Inadequate textbooks for the implementation of new curriculum in education Delay in the release of capitation grants Insufficient storage facilities cause excess farm produce to go waste		Lack of up-to-date data base on tax payers Assault on revenue collectors	Poor Road Network

No.	MMDA	Issues				
		Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
26	Offinso	No Threats	Inadequate access to clean and safe water supply Inadequate health facilities		Low revenue mobilization	Low human capacity at sub-structure level
27	Mampong	Armed Robbery			The protest by property owners against the use of valuation list affected revenue collection Delays in the release of DACF	Inadequate staffing of category E staff
28	Sekyere South	Robbery Murder Defilement & Rape Narcotics Chieftaincy dispute	Lack of local plans for communities causing haphazard developments Inadequate furniture for schools Insufficient supply of text books			Vehicles for departments
29	Kwadaso	Deplorable roads Land & Chieftaincy disputes			Delays & deductions in DACF Low revenue & other logistics	Absence of key departments Inadequate office & residential accommodation
30	Ahafo Ano North	Armed robbery			Low revenue mobilization	
31	Adansi South	Illegal mining	Abandonment of GETFUND projects Insufficient teaching and learning materials			

No.	MMDA	Issues				
		Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
32	Amansie West	Illegal mining Shooting incidence	Ignorance of parents about the importance of education	Non beneficiary schools in the GSFP are having problems of drop-outs Delay in the payment of GSFP is a challenge	Fallen IGF Poor internet connectivity makes the use of GIFMIS a challenge	Inadequate staff accommodation
33	Adansi Asokwa	Highway robbery Use of narcotic drugs Stealing Threat of death/harm Assault	Delays in NHIS reimbursement affecting health service delivery Flooding, illegal mining and poor road network affected productivity			
34	Atwima Kwanwoma	Illegal mining Armed robbery Use of narcotic drugs Car snatching		Smuggling of inputs for PFJ out of the country is a challenge	Late release of funds by DACF secretariat Inadequate awareness creation on rates and fees	Inadequate office and lack of residential facilities for staff
35	Obuasi East	Theft Industrial demonstration Chieftaincy dispute Illegal mining			Property rates were paid to Obuasi municipal instead of Obuasi East Delay in the release of DACF	
36	Sekyere Afram Plains	Armed robbery Fulani herdsmen Inadequate Police personnel Stealing Sporadic bushfire	Inadequate number of teachers affecting teaching Lack of electricity in most communities affects development		Poor revenue sources for IGF Unreliable release of GOG	Poor road network Inadequate staff Lack of residential and office accommodation

No.	MMDA	Issues				
		Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
			Lack of district hospital			
37	Ejura-Sekyedumase	Fulani herdsmen	Gaps in data collection on livestock and food production estimates Delays in release of claims by NHIS affecting health delivery		Inadequate funds for development and other activities	Inadequate logistics for departments Mobility challenges Inadequate staff
38	Sekyere Kumawu	Chieftaincy dispute	Inadequate furniture for schools affecting learning	Delay in crediting e-zwich accounts of LEAP beneficiaries Land acquisition a challenge to 1D1F	Unreliable releases of funds from Central Government Low revenue generation Lack of economic data	Inadequate vehicles for supervision and monitoring by departments Inadequate office and residential accommodation
39	Banda	The security situation in the district was relatively calm.	Inadequate funds affect project execution	Street Naming and property Addressing project in partnership with GIZ for the purpose of increasing IGF under AF-SRWSP Households were supported with digging-loo to help construction of toilet to prevent open defecation	Low revenue mobilization Lack of proper database	Sanitation problem Poor road network Low electricity problem High rate of poverty Over reliance on Grants for developmental projects

No.	MMDA	Issues				
		Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
40	Berekum Municipal	Kato Chieftaincy Disputes Unlawful activities by pressure groups e.g. Demolition of Main Station Toilet Facility by Berekum Citizens Association Impasse between PROTOA Branch 1 and Branch 2 Frequent agitations by pressure groups on Assembly's development programs and projects	Inadequate logistics to undertake monitoring and evaluation activities Delay in the completion of some projects due to Assembly's inability to pay contractors on time. Delay in the release of statutory funds for budgeted projects	Non-involvement of the Assembly in the implementation of National Projects like GETfund projects, payment of School Feeding Caterers, One Million per Constituency	Late release of Project funds e.g. DACF, DPAT and GSCSP Inadequate revenue data and sources Unwillingness of rate payers to pay tax promptly	Large number of unemployed youth Low support for SME's
41	Berekum West	Inter community boundary conflict between Amankokwaa and Korasa	Untimely release of funds for project execution from the National Level	-	Low IGF sources for mobilisation	Inadequate office and residential accommodation for government staff
42	Agona East DA	Chieftaincy	Construction of classrooms	To improve basic school education	Low IGF generation	Inadequate funds for the completion of projects Delays in release of funds for activities Challenges with accessing vehicles for planned activities
43	Abura Asebu Kwamankese DA	Chieftaincy disputes	Construction of classrooms	Improve maternal and child birth	Problems with funding	Delay in inflow statutory funds.
44	Agona west ma	The municipality was generally calm and there was a good working relationship between the assembly and security agencies.		The assembly has inaugurated the 1D1F District Implementation Support Team.		Delay in the release of funds

No.	MMDA	Issues				
		Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
45	Assin Fosu MA	The municipal was generally peaceful and calm for most part of the year.			Capacity of SMEs in the municipality was low. Low revenue base of the Assembly	Inadequate finances due to untapped revenue sources and drastic shortfall in DACF receipts. Poor environmental sanitation Inadequate basic infrastructure and services.
46	Awutu Senya DA	Chieftaincy issues.	Provision of mono chairs, hexagon desks and chairs to schools	Provision of teachers' table and chairs	Reduction in revenue base	Untimely release of funds Inadequate accommodation for both office and residential use.
47	Gomoa East DA	Land guards	School projects, DCE, DCD bungalows under construction	Planting for food and jobs	High IGF	Inadequate office accommodation, vehicles and equipment for staff. Increasing sanitation and waste management.
48	Mfantseman MA	Chieftaincy disputes, road congestion, domestic violence, theft assaults	Construction of beach road, Saltpond	Construction of slaughter house at Mankessim	The IGF was a little below the estimated budget.	Late release of DDF, UDG/Secondary Cities and GoG funds were not fully released.
49	Upper Denkyira West DA	Illegal mining	Difficulty in getting access to land for development.	85% complete of a warehouse under the one district one warehouse initiative.	There was a fall in the IGF generation.	Inadequate logistics and non-functioning of sub-district structures. Inadequate funds Delay in the release of funds
50	Cape coast MA	Arm robbery	No land for developmental projects	Masquerade festival	Good IGF generation	Sanitation problems

No.	MMDA	Issues				
		Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
51	Twifo Atti-Morkwa DA	Illegal mining	Ongoing district hospital	Existence of warehouse projects	Good IGF generation	Delay in release of statutory funds.
52	Komenda Edina Eguafo Abirem MA	Arm robbery	Petersfield's processing and mineral water is ongoing.	Successful on going PFJ	Good IGF generation	Teenage pregnancy
53	Upper Denkyira East MA	Illegal mining	Chieftaincy issues	Ongoing construction of stadium.	Good IGF generation	Bad roads
54	Effutu MA	Sand winning Student Pandemonium	Absence of enough School infrastructure	Sanitation initiative	Good IGF generation	Land disputes
55	Awutu Senya East MA	Arm robbery	Chieftaincy disputes	New Municipal Assembly Office	Good IGF generation	Sanitation
56	Gomoa West DA	Chieftaincy disputes	Provision of more markets	Mumford fishing harbour development	Good IGF generation	Low educational performance at basic level and sanitation issues.
57	Ajumako Enyan Essiam DA	Chieftaincy disputes	Declining Communal Spirit	Existence of PFJ	Good IGF generation	Inadequate office space
58	Ekumfi DA	Chieftaincy disputes	Bad road network	Cultivation of pineapples for the 1D1F project	Low IGF generation	Arm robbery issues.
59	Twifo Hemang Lower Denkyira DA	Illegal Logging	No final disposal site for liquid waste	Existence of PFJ	Good IGF generation	Staff attrition
60	Assin North DA	Arm robbery	Bad road networks	Rice growing	Low IGF generation	Renting of final disposal sites for waste. No accommodation for staff
61	Assin South DA	Cyber crime	Illegal logging, Absence of District Hospital	Improvement in basic level Education	Good IGF generation	Bad road network Staff attrition

No.	MMDA	Issues				
		Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
62	Gomoa Central DA	Land disputes	Absence of District Hospital, Absence of District Court	Existence of PFJ	Difficulty in establishing a clear link from total warrants generated and actual expenditure	Boundary issues with Effutu Municipal Assembly.
63	Lower ManyaKrobo	Limestone mining related dispute with GHACEM	Low contracts and project management capacity. Late release of funds affecting project completion.	Lack of logistics for M&E activities	Very good IGF performance of 84.0 %	Non-payment of revenue by some business owners
64	Kwaebibirem	Chieftaincy dispute at Akyem Takyiman.	High percentage of uncompleted projects which could be attributed to forward contracting, late release of funds and low IGF	Insufficient project management and M & E capacity.	IGF performance of 69.6 %	Inadequate vehicles for monitoring.
65	Kwahu East	Fulani Herdsmen menace Abetifi – Pitiku land boundary dispute	Substantial investment in Governance (Security) and Agric.	Inadequate logistics for M & E. Construction of District Hospital is on course.	Good IGF performance of 79.1%.	High cost of maintaining the operation Cow Leg Team in the District.
66	Birim Central	Chieftaincy dispute over the Akyem Kotoku Paramountcy.	Remarkable project identification, planning and completion capacity. Require competencies in	Require additional competencies in contracts and project management.	Good IGF performance of 79.2%.	Lack of enough police personnel

No.	MMDA	Issues				
		Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
			contracts management.			
67	Asuogyaman	Chieftaincy dispute at Adjena and Atimpoku. Akwamu-Dofor boundary dispute	Delays in projects completion and poor quality of works.	Inadequate M & E and project management capacity.	Very good IGF performance of 90.7%	Poor project management.
68	Birim South	Chieftaincy Dispute	Delays in project completion.	Inadequate logistical capacity of M & E.	Impressive IGF performance of 101.9%.	Low IGF Sources due to creation of new District
69	New Juaben South	Boundary dispute with Yilo Krobo, Akuapem North and New Juaben North	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)	Very good IGF performance of 90.4%.	Congestion in central Business area.
70	West Akim	Chieftaincy Dispute in Asamankese and Anum	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)	Very impressive IGF performance of 122.3%.	Illegal mining and its associated pollution of water bodies
71	Yilo Krobo	Chieftaincy Dispute	Delays in project completion due to delays in transfer of inter-governmental grants.	Inadequate logistics particularly vehicle for M & E.	IGF performance of 64.0%.	Delays in release of inter-governmental transfers.
72	Akuapem North	Installation of a new Akuapemhene still in limbo	Delays in project completion particularly District Assembly Block.	Competencies in contracts and projects management needed.	Impressive IGF performance of 103.2%	Delays in release of inter-governmental transfers. Boundary dispute.

No.	MMDA	Issues				
		Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
73	Suhum	Armed robbery	Satisfactory project execution and completion.	Lack of logistics particularly vehicle for M & E.	Good IGF performance of 77.4%.	Lack of logistics for M & E.
74	Kwahu West	Illegal mining Chieftaincy dispute at Awenade	Poor project identification and planning. Delays in completion of DACF funded projects.	Inadequate skills in project and contract management as well as M & E.	Very good IGF performance. Exceeded annual target.	Spatial development control challenges
75	Nsawam-Adoagyiri	Illegal sand winning	Delays in project completion particularly DACF projects.	Logistical and human resource constraints hampering M & E.	Very good IGF performance of 97.3%.	Inadequate resources for M & E.
76	KwahuAfram Plains North	Rampant bush fires during dry season	Delays in project completion.	Logistical and human resource constraints hampering M & E.	IGF performance of 58.1%.Low IGF base. Erratic release of government grant.	Low IGF base. Destruction of farms by Fulani cattle.
77	KwahuAfram Plains South	Rampant bush fires during dry season	Delays in project completion particularly DACF projects.	Logistical and human resource constraints hampering M & E.	IGF mobilization of 75.0%. Erratic release of inter-governmental transfers.	Inadequate staff for various departments. Inadequate logistics such as office furniture
78	Akuapem South	Petty thefts and assaults.	Satisfactory project execution and completion.	Further competencies in contracts and projects management needed.	Impressive IGF generation of 108.9%.	Lack of District court for justice administration
79	Birim North	Chieftaincy dispute at Pankese Illegal mining	Satisfactory project identification, planning and execution.	Low logistical capacity for M & E.	Very impressive IGF generation of 130.6% which was due to mainly inflows from Newmont	Illegal mining. Low IGF mobilization. Late/erratic release of central government transfers. Low logistical capacity for M & E.

No.	MMDA	Issues				
		Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
80	Denkyembour	Chieftaincy dispute at Boadua.	Poor project planning and execution. Poor quality of works.		Very impressive local revenue mobilization (151.1%)	Destruction of the environment by illegal miners.
81	Ayensuano	Illegal Sand winning.	Delays in project completion due to erratic release of central government funds.	Lack of logistics particularly vehicle for M & E	Good IGF performance of 71.3%	Poor access road to the District capital
82	Kwahu South	Chieftaincy Dispute at Atibie			Good IGF performance of 78.2%	Destruction of farms by Fulani cattle.
83	Upper West Akim	Chieftaincy dispute in Asuotwene	Delays in project completion. Poor quality of works.	Lack of logistics for M&E.	Impressive local revenue generation of 119.4%).	Frequent shortage of water Late release of government transfers
84	Upper ManyaKrobo	Armed robbery	Delays in project completion.	Lack of logistics for M & E (particularly vehicle).	Very impressive IGF generation of 121.4%. Late release of central government transfers.	Frequent shortage of premix fuel for fishers.
85	Fanteakwa North	Fulani herdsmen menace. Armed robbery around Dedeso.	Inadequate funding	Lack of logistics for M & E (particularly vehicle).	Very good IGF performance of 82.4%. Late release of central government transfers.	Armed robbery.
86	Abuakwa South	Illegal mining	Delays in project completion.	Low logistical capacity for M & E.	Very Good IGF performance of 97.3%.	Pollution of major water bodies.

No.	MMDA	Issues				
		Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
87	Atiwa West	Illegal Mining (Galamsey)	Delays in project completion.	Lack of logistics for M & E.	Impressive local revenue generation (109.5%).	Erratic release of inter-governmental grants. Environmental degradation.
88	Akyemansa	Chieftaincy dispute at Adjobue	Delays in project completion. Poor quality of works.	Inadequate logistics for M & E (particularly vehicle).	Very good local revenue generation of 88.4%	Poor road within the district. Late release of government transfers
89	New Juaben North	Boundary dispute with New Juaben South			IGF performance of 57.8%	
90	Abuakwa North	Wee smoking dens, and armed robbery activities.			Very good IGF performance of 93.6%	Lack of residential accommodation. Inadequate logistics
91	Atiwa East	Illegal mining			Impressive IGF performance of 109.6%	
92	Okere	Boundary dispute with Yilo Krobo			IGF performance of 58.4%	Inadequate IGF Sources
93	Fanteakwa South	Illegal mining			Very good IGF performance of 96.2%	
94	Asene Manso	Chieftaincy at Asene	Grading of feeder roads in the District.		Poor IGF performance of	Poor road within Manso township
95	Tema Metro. Assembly	Armed Robbery cases. Boundary dispute with KKMA and TWMA	Projects are behind schedule due to delay in release of funds.	Non-availability of land for project implementation. Issue of land litigation. Activities of estate developers and individual establishments have affected flagship programs.	Unresolved boundary disputes impacting on revenue mobilization. Leakage in revenue mobilization.	Inadequate logistics to enhance service delivery in waste management. Leakages in revenue mobilization. Lack of land for government projects. Encroachment on The motorway reservation by squatters

No.	MMDA	Issues				
		Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
96	Ga West Municipal Assembly	Chieftaincy disputes Land litigations Inadequate police personnel. Criminal activities of Fulani herdsmen. Frequent armed robbery cases	Inadequate land for project implementation. Encroachment of government lands Inadequate planning schemes. Delay in release of funds.	Non-payment of compensation to traditional authorities on lands released for developmental projects. Delay in the implementation of affordable housing projects due to land litigations. Threats from traditional authorities to resell lands due to non-payment of compensation.	Boundary disputes affecting revenue mobilization negatively. Inadequate data on properties for property rate billing. Leakage in revenue collection. Inadequate data on new properties springing up. Inadequate logistics	Lack of Sanitary Land Fields site for solid and liquid waste disposal. Inadequate sanitary labourers Lack of motorbikes to facilitate regular inspection, monitoring and supervision.
97	Ga South Municipal Assembly	Invasion of land guards on the lands at Ashalaja and Danchira communities. Illegal sand winning activities. Chieftaincy Disputes.	Encroachment of the roads reservation in the Municipality. Lack of Final Disposal Sites for both solid and liquid waste. Land litigation issues	Planting for Food and Jobs 1.Late filling of returns by Agro input Readers 2. Unavailability of seed inputs for vegetables production. One District One Factory (1D1F) Poor road network leading to the bottling facility at Tomefa (that is, Everpure Ghana Limited)	Late release of the District Assembly Common Fund. Late distribution of bills Boundary Disputes with adjoining Municipalities Inadequate data on rateable items.	Delay in the release of District Assembly Common Fund to undertake development Projects. Bad Road Network within the Municipality Absence of a Municipal court for enforcement and compliance
98	La Dadekotopon Municipal Assembly	Increasing land litigations have raised a security alarm. The increased use of drugs among youth is threaten ing security the Municipality. Issues of land guards threaten the peace of the district.	Land disputes affects projects. Limited financial resources for the implementation of development projects.	Limited financial resources for the implementation of government policies. Poor sectoral collaboration for implementation of	Revenue underperformance due to leakages. Inadequate revenue collectors. Informality of business making it	Lack of residential accommodation for staff. Delay in the release of Central Government Transfers. Inadequate human and material resources to

No.	MMDA	Issues				
		Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
			Unavailability of land to implement development projects.	government policies and directives Limited capacity for implementation of government directives and policies.	difficult to attract higher rates. Difficult processes of ascertaining rateable values on properties.	implement projects and programmes. Weak compliance to environmental issues and poor behavioural changes.
99	Shai Osudoku District Assembly	Illegal mining activities Robbery Chieftaincy disputes	Stalled projects – Get Fund projects. Lack of funding for government flagship programs.	Delay in the release of funds by Central Government especially DACF, DDF. Inadequate logistics for monitoring and evaluation. Unwillingness of community members to release land for Government initiatives	Unwillingness of residents to pay property rates Inadequate revenue data	Inadequate logistics and budget support for monitoring and evaluation of programmes/projects.eg. strong vehicles, cameras etc Inadequate funding for programmes/projects under implementation.
100	Ayawaso West Municipal Assembly	Land guards/land litigation.	High cost and unavailability of land. Insufficient funds for road works Encroachment on the green belt area	Delay in Payment of Ghana School Feeding Caterers.	Inadequate revenue data. Boundary disputes	Inadequate Office Accommodation. Inadequate logistics and Equipment
101	Ga North Municipal Assembly	Chieftaincy dispute Land litigations Activities of land guards.	Poor road network Delay in release of funds. Encroachment on government lands.	Unwillingness of traditional authority to release land for Government initiatives	Boundary dispute affecting revenue mobilization negatively. Inadequate data on properties for property rate billing. Leakage in revenue mobilization.	Lack of motor bikes to facilitate regular inspection, monitoring and supervision. Lack of sanitary land field site for solid and liquid waste disposal.

No.	MMDA	Issues				
		Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
102	Weija-Gbawe Municipal Assembly	Chieftaincy disputes Multiple sale of lands. Activities of estate developers and religious bodies in the greenbelt area along the Densu river.	Delay in the release of DACF/ Project funds Encroachment Unavailability of land	Difficulty in acquiring land for farming activities (planting for food and jobs) The Assembly has no input outlet, hence the farmers are assessed under neighbouring communities.	Inadequate data on properties within the municipality Lack of vehicles for revenue mobilization and monitoring.	Lack of funds to complete office complex. Inadequate number vehicles The assembly has only one zonal council Ramseyer site being encroached upon and developed
103	Ablekuma West Municipal Assembly	The security in the municipality was relatively calm. the security personnel were up to task in ensuring residents in the municipality are safe	Unavailability of funds. Lack of land for government projects. Unmotorable nature of urban roads.	Lack of funding for government flagship programmes.	Evasion of property rates and other rate payments by residents.	Inadequate logistics for operations. Delay in submission of departmental reports due to non-existence of some departments and personnel
104	Ada East Municipal Assembly	Chieftaincy litigations Land litigations High rate of armed robbery	lack of funds to complete projects.	Lack of funding for government flagship programmes and directives.	Low revenue mobilization	Lack of documentations on assembly's landed properties High prevalence of HIV in the district. Lack of boats/canoes to transport teachers and pupils to and from overbank schools.
105	Kpone-Katamanso Municipal Assembly	Land guards and chieftaincy disputes Illegal sand/gravel winning activities Increased armed robbery cases	Delay in release of District Assembly Common Fund. Difficulty in securing land from Traditional Authorities for developmental projects	Inadequate logistics like vehicles for effective monitoring and evaluation. Encroachment on public lands	Boundary disputes with neighbouring Assemblies. Inadequate markets and lorry stations On updating of existing revenue data.	Inadequate and late release of funds – DACF. High wage bill on Internally Generated Funds.

No.	MMDA	Issues				
		Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
106	Tema West Municipal Assembly		Unavailability of lands to undertake projects.	Inability to link farmers in the municipality with caterers for the supply of food commodities needed for the GSFP.	Lack of adequate data and logistics for revenue mobilization. Lack of property addresses and street names	Boundary dispute with TMA, AshMA, AdMA and KKMA. Lack of critical staff to manage some ker departments
107	Ga Central Municipal Assembly	Reported cases of armed robbery.	Unavailability of land for development. Inadequate skills on project monitoring and evaluation	Inadequate veterinary officers Lack of motorbikes to facilitate regular monitoring by agric extension officers Absence of adequate number of extension officers	Boundary issues with Weija-Gbawe Municipal Assembly. Untimely release of DACF.	Inadequate office space (Most of the decentralized departments are in rented offices outside the premises) High rate of teenage pregnancy Insufficient supply of water
108	La-Nkwantanang Madina Municipal Assembly	High incidence of rape Increased rate in armed robbery, Chieftaincy and land disputes	Difficulty in acquisition of lands for development projects. Financial constraints	Inadequate logistics for monitoring and evaluation.	Inadequate mobilization of Internally Generated Revenue by the Assembly. Boundary disputes with adjoining Municipalities.	Non Compliance of Building Environmental Regulations Unauthorized and unplanned physical Development in the Municipality. Insufficient office accommodation for various departments
109	Ada West District Assembly	Increase in theft and burglary in the District. Minor chieftaincy, land and boundary dispute exist. Inadequate number of Police personnel.	Projects have been stalled due to the unavailability of funds to complete them.	The delay in the release of funds which turn to affect the District Assembly's ability to carry out policy initiatives and directives effectively. Assembly is greatly under-staffed and this makes it difficult to	Low capacity of the district economy to generate high revenue Inadequate number of industries to help drive economic goal	Low capacity of informal sector to create and sustain employment. Non-existence of residential accommodation for staff of the assembly which affects postings to the assembly.

No.	MMDA	Issues				
		Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
				effectively implement policy initiatives and directives.	Inadequate social and economic infrastructure such as markets, lorry stations etc.	Inadequate logistics Low level of agricultural mechanization and productivity.
110	Accra Metropolitan Assembly	Chieftaincy and land disputes Proliferation of slums Perennial Urban flooding	Late release of DACF. High indebtedness. Untimely/Delay release of funds for developmental projects.	Inadequate funds and logistics for effective monitoring of projects. Poor attitude of residents towards disposal of waste.	Boundary issues for effective revenue collection. Revenue leakages. Limited data on revenue sources (IGF).	Lack of landfill site for waste disposal and treatment. Poor access and condition of roads within communities. Inadequate classroom infrastructure. Open defecation
111	Krowor Municipal Assembly	Inadequate vehicles for police patrol. Increase on drugs abuse 3.land and chieftaincy disputes	Delay in release of DACF for projects. Difficulty in acquiring lands for developmental projects.	Untimely release of seedlings and fertilizers to farmers for planting. Unavailability of lands	Revenue leakage. Boundary dispute with sister Assemblies regarding revenue collection. High wage bill on IGF.	Inadequate offices and residential accommodation. Inadequate logistics for offices.
112	Ayawaso North Municipal Assembly	Lack of co-operation from residents on initiative drivers such as decongestion exercise and clamping down on gaming centres. High Rate of drug abuse (Tramol) among the youth.	Resource constraints e.g. Land. Untimely release of DACF	Lack of co-operation from residents on initiative drivers such as decongestion exercise and clamping down on gaming centres.	Inadequate data on revenue sources. Unavailability of vehicles to convey revenue officers to their mapping points.	No office accommodation and logistics
113	Adentan Municipal Assembly	Activities of Land Guards Unauthorized structures. Encroachment on Government lands. Inadequate vehicles for police operations.	Inadequate financial resources to meet developmental needs.	Unavailability of land for provision of social amenities.	Boundary disputes with neighbouring Assemblies. Inadequate logistics for revenue mobilization.	Inadequate and unreliable revenue data Rate payer apathy Poor condition of road network

No.	MMDA	Issues				
		Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
			Delay in GetFund payment to contractors.		Lack of reliable Revenue Management System.	
114	Ledzokuku Municipal Assembly	Chieftaincy disputes which sometimes results in clashes between the factions. Families disputes	Delay in the release of funds to complete projects External factors including:- price variation of inputs, stealing of livestock, army worm	Lack of funding for government flagship programmes and directives.	Low revenue mobilization	Non conformity to budgetary provisions Lack of pound for holding stray animals Inadequate number of refuse containers
115	Ayawaso East Municipal Assembly	Presence of drug peddlers. High incidence of stealing (break-ins) Most crimes reported are assault. Upsurge in urban youth unemployment..	Unavailability of land to implement development projects. Heavy congestion within the central business district. Prevalence of informal settlement.	Limited capacity for the implementation of government directives and policies. Poor sectoral-collaboration for the implementation of government policies and directives. Limited education/awareness on government directives and initiatives.	Informality of business making it difficult to attract higher rates. Revenue under performance due to leakages. Lack of integrated and comprehensive data to revenue items. Inadequate revenue collectors.	Low Revenue Turnout. Evacuation of Solid waste a big challenge. Lack of residential accommodation for staff. Delay in the release of Central Government Transfers. Inadequate human and material resources to implement projects and programmes.
116	Ga East Municipal Assembly	Chieftaincy Dispute.	There is inadequate financial inflow to execute the numerous developmental projects in the municipality. There are no available lands for	Lack of available lands for waste management. Non-enforcement of sanitation bye-laws.	Delay in the release of the District Assembly Common Fund. Inadequate collection of Internally Generated Fund (IGF) partly due to boundary disputes	Activities of land guards. Inadequate office space for staff.

No.	MMDA	Issues				
		Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
			developmental projects.		with Sister Assemblies	
117	Ningo Prampram District Assembly	Chieftaincy disputes in the two Traditional Areas	Untimely release of DACF .	Investors find it difficult to connect water to the IDIF projects. Late release of seeds for the Planting for Food and Jobs, Low viability of seeds released for PFJ.	Inadequate data on properties in the District. Refusal of the Ningo Communities to pay BoP and Property Rates Improper record keeping to handle defaulters	Delay in the completion of projects due to financial constraints. Inadequate data on properties in the District. Inadequate logistics especially vehicles for revenue mobilization.
118	Ashaiman Municipal Assembly	Influx of foreigners Activities of Okada operations. Uncontrolled movement of cattle. Activities of traders on the major streets.	Delay in the completion of GETFUND Projects. Scarcity of land for project.	Free SHS Programmes: Some notable challenges observed include inadequate stores and insufficient kitchen staff, inadequate furniture, classrooms and training materials	Boundary disputes with sister Assemblies affecting revenue and project execution. The unwillingness of rate payer to pay rate.	Inadequate office space. Poor road network and surfaces to some communities. Poor sanitary condition in communication in the municipality High Illiteracy rate in the municipality
119	Ablekuman North Municipal Assembly	Numerous unauthorized structures. Armed robbery presence of drug peddlers. Influx of child beggars	Late release of District Assembly Common Fund (DACF). Lack of lands for projects and social amenities.	Inadequate funds to complete outstanding projects.	Leakage in revenue collection. Unreliable data on rateable items.	Inadequate logistics. Inadequate office space
120	Okaikwei North Municipal Assembly	Drug peddling and usage Increase in petty theft and assault cases.	Untimely release of District Assembly Common Fund (DACF)	Unavailability of land for developmental project	Leakage in revenue collection	Inadequate office space. Understaffing of established departments/units Non-existence of some departments

No.	MMDA	Issues				
		Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
121	Ablekuma Central Municipal Assembly	Petty theft Drug peddling	Delay in release of funds. Unavailability of lands	Inadequate funds	Inability to mobilize revenue to implement policies	Dilapidated state of sanitary facilities. Poor road network Inadequate office accommodation
122	Korley Klottey Mun. assembly	Influx of foreign nationals resulting in high crime rate and prostitution Chieftaincy issues	Unavailability of lands	Unavailability of lands to undertake projects	Leakage in revenue collection Inadequate data on properties	Inadequate office space Inadequate logistics
123	Ayawaso Central Municipal Assembly	Increased cases of armed robbery Drug peddling and usage	Unavailability of land to undertake projects Untimely release of DACF	Unavailability Of Lands	Unreliable data on rateable properties Leakage in revenue collection	Inadequate office space Lack of logistics to work with.
124	Tamale	Land disputes Political disputes Religious disputes Chieftaincy disputes	Delayed release of funds Land litigation Inadequate release of funds	Delayed release of funds for GSFP/NHIA No data collected on properties under the SNPA project	Irregular releases of funds Inadequate skilled revenue collectors Unwillingness of citizens to honour tax obligations	High prevalence of open defecation Enforcement of Planning and building regulations Inadequate equipment for waste management
125	Yendi	Menace of Sakawa Land disputes	Delayed release of funds Inadequate logistics for monitoring and supervision	Delayed release of funds for GSFP, LEAP and NHIS No data collected on properties under the SNPA project	Inadequate revenue database Delayed in release of GoG funds	Practice of open defecation Bad road networks
126	Savelugu	Inadequate logistics for the security personnel Lack of police post in some big towns of the municipality	Delayed and inadequate release of funds Insufficient educational facilities in the municipality	Delayed release of GSFP/NHIA funds Delay in release of LEAP funds	Delay in release of funds from GOG Poor performance in the collection of Internal Generated Funds	Inadequate of irrigation facilities High prevalence of open defecation Inadequate and poor state of health structures

No.	MMDA	Issues				
		Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
127	Nanumba South	Chieftaincy disputes Land disputes Inadequate police post in the District	Delay and irregular release of funds for projects Lack of logistics for monitoring	Ineffective coordination over the implementation of government flagship projects and in the award of contracts particularly on roads.	Inability of the Assembly to generate enough IGF. Inadequate funding for projects/activities	Poor road network Inadequate health and educational infrastructure Practice of open defecation Inadequate health and educational infrastructure
128	Kpandai	Land disputes Political intolerance	Delayed release of funds Lack of means of transport for monitoring and supervision	Delayed release of GSFP funds No data collected on properties under the SNPA project Delay in release of LEAP funds	Low revenue mobilization Inadequate revenue database Delays in release of GOG funds	Poor road network Indiscriminate tree felling
129	Tolon	Land disputes Increase in theft cases	Inadequate and delayed release of funds	No data collected on properties under the SNPA project Delayed releases of GSFP/NHIS funds	Low revenue generation Delayed releases of GOG funds	Inadequate logistics for monitoring Poor access roads within the district Inadequate office space
130	Nanumba North	Protracted Chieftaincy disputes Land disputes Ethnic tensions between Konkombas and Nanumbas	Funding constraints Lack of logistics for monitoring Lack of skilled labour	No data collected on properties under the SNPA project Delay in release of funds for GSFP Delay in release of LEAP funds	Low revenue generation Inadequate revenue database Delay in release of GOG funds	Poor access road network within the district Inadequate funding for sanitation activities
131	Zabzugu	Chief disputes Inadequate police personnel coupled with inadequate accommodation	Delay in releases of funds Inadequate logistics for monitoring	No data collected on properties under the SNPA project Delay in release of funds for NHIA and GSFP	Poor revenue database Lack of transport for revenue collectors Delay in release of GOG funds	Poor road network within and to regional capital Lack of logistics for monitoring Practice of open defecation

No.	MMDA	Issues				
		Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
132	Saboba	Land disputes Chieftaincy disputes Political party disputes	Delay in release of funds Lack of logistics for monitoring	No data collected on properties under the SNPA project Delayed release of funds for GSFP and NHIS	Poor revenue generation Untimely release of GOG funds Inadequate revenue mobilization	Poor road network within the district and to regional capital Practice of open defecation Lack of logistics for monitoring
133	Gushiegu	Land disputes Protracted Chieftaincy disputes Political party disputes	Inadequate releases of funds as well as delayed	No data collected on properties under the SNPA project Delay in release of funds for GSFP	Poor revenue generation Inadequate revenue database	Poor road network within the district Lack of logistics for monitoring
134	Mion		Delay in release of funds	No data collected on properties under the SNPA project Delayed releases of NHIA and GSFP grants	Delay in release of GOG funds Low revenue generation Inadequate revenue database	Lack of logistics for effective monitoring Poor road network Lack of portable water Fall army worm infestation
135	Tatale-Sanguli	Chieftaincy disputes Prevalence of armed robbery cases Inadequate police personnel coupled Nefarious activities of Fulani herdsmen	Inadequate and delayed release of funds Commitments on the DACF	No data collected on properties under the SNPA project	Inadequate revenue database Low commitment on part of revenue collectors Delay in release of GoG funds Tax evasion by payers Poor revenue generation	Poor road network Poor participation by the people in governance Lack of logistics for monitoring activities
136	Karaga	Land disputes Nefarious activities of Fulani herdsmen Political disturbance	Delay in release of funds Bad road network	No data collected on properties under the SNPA project Delay in release of funds for NHIA	Erratic inflows of funds from GoG Poor IGF generation Inadequate revenue data	Poor road network within the district Inadequate office and residential accommodation

No.	MMDA	Issues				
		Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
137	Kumbungu	Land disputes Sand winning activities	Delay in release of funds	No data collected on properties under the SNPA project	Low revenue generation Delay in release of GOG fund Inadequate revenue database	Practice of open defecation Poor quality of health service Inadequate educational infrastructure.
138	Sagnarigu	Land disputes Chieftaincy disputes	Delay in release of funds Lack of logistics for monitoring and supervision	Delay in the payment of NHIA and GSFP grants Delay in release of LEAP funds	Delays in release of GoG funds Low revenue generation Inadequate number of permanent revenue collectors Inadequate database on revenue items	Inadequate logistics for effective monitoring High prevalence of open defecation
139	Nanton	Chieftaincy Issues Inadequate logistics for security personnel	Lack of logistics for monitoring and supervision Bad road network within district	No enough data collected on properties under the SNPA project Delay in release of LEAP funds	Delays in release of GoG funds Low revenue generation Inadequate number of permanent revenue collectors and database on revenue items	Inadequate logistics for effective monitoring High prevalence of open defecation
140	East Mamprusi Municipal	Frequent Armed robbery incidence happening	Late release of funds Inability of contractors to complete projects on time inadequate funds for projects	Property Valuation ongoing	Low IGF mobilization Inadequate revenue collectors	Limited valuation of property Inadequate numbers and skills of revenue collectors

No.	MMDA	Issues				
		Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
141	East Mamprusi Municipal	Frequent armed robbery of market women from Gbintri Markets Few police personnel	Politicization of development projects Irregular and delay in the flow of funds Ineffective supervision and monitoring Inadequate logistics for M&E activities	Property Valuation ongoing	Inadequate logistics for revenue mobilization Lack of reliable revenue data Inadequate number of revenue collectors Inadequate capacity of revenue collectors	Inaccessibility of communities during rainy season Low IGF mobilization Poor telecommunication network Environmental degradation
142	West Mamprusi Municipal	Frequent armed robbery on the Bolga -Tamale and Bolga – Walewale road	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
143	Chereponi	Protracted Land disputes Conflicts 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	Slow pace of development due to conflict Delay in release of funds Low revenue generation Poor road infrastructure Poor communication network Inadequate human resource
144	Bunkprugu-Nakpanduri District	Conflict Poor road network Poor communication Chieftaincy and land disputes	Late release of funds Non completion of projects on time	Inadequate M&E activities	Low IGF mobilization and limited revenue items	Degradation of the environment Inadequate funds Poor attitude towards sanitation

No.	MMDA	Issues				
		Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
145	Yunyoo-Nasuan District	Chieftaincy and land disputes Frequent Armed robbery cases	Late release of funds	Inadequate M&E activities	Low IGF mobilization and limited revenue items	Inadequate office and residential accommodation Poor roads Inadequate revenue base Inadequate means of transport for work eg. M&E
146	Mamprugu-Moagduri	Inadequate police personnel Land and chieftaincy dispute No court	Late release of funds Non completion of projects on time	High expectations of community members Delay in release of funds for implementation	High attrition rate of revenue collectors Low IGF mobilization	Inadequate office and residential accommodation Poor roads Inadequate revenue base Inadequate means of transport for work eg. M&E
147	Biakoye District Assembly	The Nkonya – Alavanyo dispute raised its head during the period under review.			The Biakoye District Assembly had a decrease in revenue performance of 34% as against the budget. The Assembly however, expended 100% of its realised revenue for the year.	Poor infrastructure. Limited access to quality health care. Youth unemployment Low agricultural productivity Poor quality education Poor revenue generation Inadequate and delayed release of funds for developmental projects/programmes etc.

No.	MMDA	Issues				
		Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
148	Kadjebi District Assembly	The district generally witnessed no major security issues			The Kadjebi District Assembly had a shortfall in revenue generation as it was able to mobilize only 55.6% of their target for the year.	Serious under staffing of critical Units and Departments of the Assembly Completion of Kadjebi Slaughter House Improved Revenue Generation to fund critical activities of the Assembly
149	Krachi West District Assembly	Total number of reported cases of major crimes Including rape, armed robbery, defilement, and murder as recorded by Ghana Police in the District was three hundred and eighteen (318).			Krachi West managed to raise 35.78% more than the budgeted amount of revenue for the year.	Delay in release of funds from GoG sources negatively impact on plan implementation There is no dedicated vehicle for project monitoring and evaluation. Delay in the submission of input to the Planning Unit by some heads
150	Jasikan District Assembly	Total number of reported cases of major crimes Including rape, armed robbery, defilement, and murder as recorded by Ghana Police in the District was three hundred and eighteen (200).			Jasikan District Assembly could only mobilize 76.44% of its revenue target during the year under review. It also managed to spend within it budget having a surplus of about 9% of the actual revenue received	Delays in the release of Central Government and donor funds. Lack of motivation for staff. Over award of contracts leading to huge debts and delays in project completion

No.	MMDA	Issues				
		Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
151	Krachi East District	Total number of reported cases of major crimes Including rape, armed robbery, defilement, and murder as recorded by Ghana Police in the District was eleven (11)			Krachi East Municipal Assembly had an actual revenue receipt of GHC 5,481,635.14 out of its target of GHC 7,749,727.41. In terms of expenditure, the assembly expended 68% of its target expenditure for the year which is a positive showing of financial management	weak collaboration between the DPCU and MDAs as wells as CSOs operating in the District Poor academic performance at the BECE level, poor road network, inadequate potable water supply, inadequate accommodation for offices and residential accommodation for workers, high incidence of bush fires, low internally generated revenue, and low level of women participation in decision making.
152	Krachi Ncumuru	Total number of reported cases of major crimes Including rape, armed robbery, defilement, and murder as recorded by Ghana Police in the District was nine (9)			Krachi Nchumuru even though expended just about 5% of their budgeted expenditure, it exceeded its actual revenue receipts for the year.	weak collaboration between the DPCU and MDAs as wells as CSOs operating in the District Poor academic performance at the Basic Education Certificate Examination (BECE), poor road network, inadequate potable water supply, inadequate accommodation for offices and residential accommodation for workers, high incidence of bush fires, low IGF

No.	MMDA	Issues				
		Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
153	NKWANTA SOUTH DISTRICT	Total number of reported cases of major crimes Including rape, armed robbery, defilement, and murder as recorded by Ghana Police in the District was one (1)			The Assembly could not also meet its revenue target for the year. It however stayed within its expenditure budget by spending 84% of its target expenditure.	Ineffective collaboration between Assembly and Non-Governmental Organisations and other development partners Inadequate logistics for effective M&E Poor Basic Education Certificate Examination (BECE) performance Poor road conditions Broken down boreholes Low Internally Generated Fund (IGF) Limited access to potable water supply High incidence of bush fires High unemployment among the youth Dilapidated classroom blocks Inadequate CHPS Compounds Open defecation Ineffective sub-district structures

No.	MMDA	Issues				
		Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
154	NKWANTA NORTH DISTRICT				In total, the Assembly managed to stay within budget as it spent Only 68% of its budgeted expenditure.	weak collaboration between the DPCU and MDAs as wells as CSOs operating in the District. poor academic performance at the Basic Education Certificate Examination (BECE), poor road network, inadequate potable water supply, inadequate accommodation for offices and residential accommodation for workers, high incidence of bush fires, low internally generated revenue, and low level of women participation in decision making.
155	Bole Bamboi District	Chieftaincy				
156	Sawla-Tuna-Kalba District					
157	West Gonja Municipal	Chieftaincy				
158	North Gonja District	Land Dispute				
159	Central Gonja District					
160	North East Gonja District					
161	East Gonja Municipal					

No.	MMDA	Issues				
		Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
162	Bolgatanga Municipal	Chieftaincy dispute between two rival gates				Poor revenue capacity and mobilization Poor road network
163	Bolgatanga East	Land boundary dispute with Talensi District				Inadequate number of Sub-District Structures Inadequate residential accommodation for staff
164	Kassena-Nankana Municipal	Gaane-Kologo land dispute				Poor data management
165	Kassena-Nankana West	Paga-Navio chieftaincy dispute				Poor revenue generation capacity Inadequate residential accommodation
166	Tempane	Motor thefts, smuggling of petroleum products and fertilizer				Inadequate office and residential accommodation Poor classrooms and furniture in schools
167	Bawku Municipal	Completion of Peace process				Poor sanitation Poor BECE Results
168	Pusiga	Cross border conflicts				
169	Binduri	Location of district capital				Inadequate staff Poor revenue generation capacity
170	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

No.	MMDA	Issues				
		Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
171	Wa West	Frequent armed robbery cases Fuel smuggling across the border Chieftaincy and land disputes Few police personnel No court in the district Unwillingness to offer information to the police	Politicization of development projects Irregular and delay in the flow of funds Ineffective supervision and monitoring Inadequate logistics for M&E activities	Property addressing component of SNPA not done.	Inadequate logistics for revenue mobilization Lack of reliable revenue data Inadequate number of revenue collectors Inadequate capacity of revenue collectors	Inaccessibility of communities during rainy season Low IGF mobilization Poor telecommunication network Low electricity coverage Environmental degradation
172	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
173	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
174	Daffiama-Bussie-Issa	Inadequate police personnel Poor road infrastructure Poor communication network Frequent Armed robbery cases	Late release of funds Inadequate funds	Late release of funds Inadequate M&E activities	Low IGF mobilization and limited sources	Delay in release of funds Many non performing revenue items Poor road infrastructure Poor communication network Inadequate human resource

No.	MMDA	Issues				
		Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
175	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
176	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
177	Nandom	No vehicle for the police and 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
178	Lambussie	Fuel smuggling across the border Land litigation Cattle rustling across the border to Burkina Faso	Environmental degradation Limited application of modern technology Inadequate supervision of projects	High unemployment rate Property addressing component of SNPA not yet done	Improved IGF mobilization Late release of funds	Poor road network No vehicles and logistics for M&E activities. Delay in release of funds especially DACF
179	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
180	Sissala East	No law Courts, Land and Chieftaincy disputes Theft/Armed robbery cases No vehicle for police	No vehicles and logistics for M&E activities	Property addressing component of SNPA not done.	Low IGF mobilization and limited revenue base	Rampant bush fires Declining BECE results Delay in release of funds

No.	MMDA	Issues				
		Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
		Activities of alien Fulani herdsmen Harvesting of rosewood Chieftaincy and land disputes	Delay in release of funds especially DACF	Inadequate M&E activities		Limited IGF sources
181	Ho Municipal	Theft & Burglary	Various Educational, health, security sector developmental projects on-going in the District.	1D1F, NABCO, IPEP, DCAT, PFJ, PERD and Free Senior High Policy under implementation in the Municipality..	Inadequate logistics for revenue mobilization Lack of reliable revenue data. Few revenue collectors	Inadequate office and residential accommodation, Inadequate vehicles and logistics for M&E activities. Delay in Release of funds especially DACF
182	Hohoe Mun.	Theft & Burglary, land and chieftaincy dispute	Thirty-five (35) Local Governance, Justice, Educational, health, security, transport, roads sector developmental projects on-going in the District	NHIS, LEAP, Street Naming & Property Addressing System, PFJ, PERD, 1D1F, NABCO, IPEP, DCAT and Free Senior High Policy under implementation in the Municipality.	Inadequate logistics for revenue mobilization Lack of reliable revenue data Few revenue collectors	Inadequate staff, Inadequate vehicles and logistics for M&E activities. Delay in Release of funds especially DACF
183	Keta Mun.	Negative Effects of Tidal waves	Various Educational, health, security sector developmental projects on-going in the District.	GSFP, PFJ, PERD, 1D1F, NABCO, IPEP, DCAT and Free Senior High Policy under implementation in the District.	Inadequate logistics for revenue mobilization Few revenue collectors Low skills of revenue collectors	Limited valuation of property Inadequate numbers and skills of revenue collectors Revenue database not comprehensive
184	Kpando Mun.	Chieftaincy and land dispute, conflict among transport unions	Various Educational, health, security sector developmental projects on-going in the District.	LEAP, PFJ, PERD, 1D1F, NABCO, IPEP, DCAT and Free Senior High Policy under implementation in the District.	Inadequate logistics for revenue mobilization Few revenue collectors	Bush fires Inadequate Government budgetary allocations Delay in release of funds Limited IGF sources

No.	MMDA	Issues				
		Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
					Low skills of revenue collectors	
185	Ketu South	Armed robbery, fuel smuggling to Togo, child trafficking, Chieftaincy dispute	Seventy-seven (77) Educational, health, security sector developmental projects on-going in the District.	PFJ, PERD, 1D1F, NABCO and Free Senior High Policy under implementation in the Assembly.	No vehicle and inadequate logistics for revenue mobilization Lack of reliable revenue data Few revenue collectors	Limited valuation of property Inadequate numbers and skills of revenue collectors Revenue database not comprehensive
186	Ketu North	Fuel smuggling to Togo	Fourteen (14) Educational, health, security, transport, roads sector developmental projects on-going in the District	GSFP, PFJ, PERD, 1D1F, NABCO, IPEP, DCAT and Free Senior High Policy under implementation in the District..	Inadequate logistics for revenue mobilization Few revenue collectors Low skills of revenue collectors	Poor road network, inadequate staff, inadequate logistics, delays in releasing funds
187	Agotime-Ziope	Smuggling of fertilizer, Break-ins & Fulani Herdsmen menace.	Various Educational, health, security, transport, roads sector developmental projects on-going in the District	LEAP, PFJ, PERD, 1D1F, NABCO, IPEP, DCAT and Free Senior High Policy under implementation in the District.	Inadequate logistics for revenue mobilization Few revenue collectors Low skills of revenue collectors	Limited valuation of property Inadequate numbers and skills of revenue collectors Revenue database not comprehensive
188	Akatsi North	Fulani herdsmen menace, theft	Various Educational, health, security sector developmental projects on-going in the District.	PFJ, PERD, 1D1F, NABCO and Free Senior High Policy under implementation in the Assembly.	Poor IGF sources No vehicle for IGF mobilization Delays in release of funds	Poor road network, inadequate staff, inadequate logistics, delays in releasing funds

No.	MMDA	Issues				
		Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
189	Akatsi South	Theft, chieftaincy and land dispute, and Fulani herdsmen menace	Sixty-five (65) Local Governance, Justice, Educational, health, security, transport, roads sector developmental projects on-going in the District	LEAP, Street Naming & Property Addressing System, PFJ, PERD, 1D1F, NABCO, IPEP, DCAT and Free Senior High Policy under implementation in the District.	Inadequate logistics for revenue mobilization Few revenue collectors Low skills of revenue collectors	Poor road network, inadequate office & residential accommodation, inadequate logistics, delays in releasing funds
190	North Tongu	Fulani Herdsmen Menace, Armed Robbery, Rape, Chieftaincy and land dispute	Thirty (30) Local Governance, Justice, Educational, health, security, transport, roads sector developmental projects on-going in the District	1D1F, NABCO, IPEP, DCAT, PFJ, PERD and Free Senior High Policy under implementation in the District.	Low IGF mobilization	Delay in release of funds Poor IGF sources Poor road infrastructure Poor communication network
191	Central Tongu	Fulani Herdsmen Menace	Various Educational, health, security sector developmental projects on-going in the District.	PFJ, PERD, 1D1F, NABCO and Free Senior High Policy under implementation in the Assembly.	No vehicle and inadequate logistics for revenue mobilization Lack of reliable revenue data	Poor road network, inadequate staff, inadequate logistics, delays in releasing funds
192	South Tongu	Fulani Herdsmen menace, land litigation, chieftaincy disputes, oyster mining disputes	Forty-eight (48) Educational, health, security, transport sector developmental projects on-going in the District	PFJ, PERD, 1D1F, NABCO and Free Senior High Policy under implementation in the Assembly.	Lack of vehicles for revenue generation, low skills of revenue collectors	Inadequate, residential accommodation, Inadequate vehicles and logistics for M&E activities. Delay in Release of funds especially DACF Bad roads

No.	MMDA	Issues				
		Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
193	North Dayi	Fulani herdsmen menace Fulani herdsmen menace	Twenty-four (24) Educational, health, security sector developmental projects on-going in the District.	PFJ, PERD, 1D1F, NABCO, IPEP,DCAT and Free Senior High Policy under implementation in the District.	Low IGF mobilization and limited sources	Poor road network No vehicles and logistics for M&E activities Delay in Release of funds especially DACF
194	South Dayi	Theft	Various Educational, health, security sector developmental projects on-going in the District.	1D1F, NABCO, IPEP, DCAT, PFJ, PERD and Free Senior High Policy under implementation in the District.	Poor IGF sources No vehicle for IGF mobilization Delays in release of funds	Bush fires Inadequate Government budgetary allocations Delay in release of funds Limited IGF sources
195	Adaklu	Fulani Herdsmen menace, Armed Robbery	Various Educational, health, security sector developmental projects on-going in the District.	PFJ, PERD, 1D1F, NABCO and Free Senior High Policy under implementation in the Assembly.	Low IGF mobilization and limited sources	Poor road network No vehicles and logistics for M&E activities. Delay in Release of funds especially DACF
196	Afadzato South	Armed robbery, chieftaincy dispute, Fulani menace,	Ten (10) Educational, health, security sector developmental projects on-going in the District.	1D1F, NABCO, IPEP, DCAT, PFJ, PERD and Free Senior High Policy under implementation in the District.	Low IGF mobilization and limited sources	Poor road network No vehicles and logistics for M&E activities. Delay in Release of funds especially DACF
197	Ho West	Theft	Various Educational, health, security sector developmental projects on-going in the District.	PFJ, PERD, 1D1F, NABCO and Free Senior High Policy under implementation in the Assembly.	Poor IGF sources No vehicle for IGF mobilization Delays in release of funds	Low IGF, Inadequate office and residential accommodation

No.	MMDA	Issues				
		Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
198	Anloga	Negative Effects of Tidal waves	Twenty-four (24) Educational, health, security sector developmental projects on-going in the District.	PFJ, PERD, 1D1F, NABCO, IPEP, DCAT and Free Senior High Policy under implementation in the District.	Inadequate logistics for revenue mobilization Few revenue collectors Low skills of revenue collectors	Limited valuation of property Inadequate numbers and skills of revenue collectors Revenue database not comprehensive
199	Tarkwa-Nsuaem	Illegal Mining Chieftaincy disputes Building disputes with Prestia Huni Valley	Construction of roads and railways		Delay in release of DACF Low collection of property rate Inability to meet budgetary revenue target	Poor Road Network
200	Shama	Chieftaincy disputes at Konfucky. Dispute over Beposo Cementary Atwereboanda/Borkorpe framers compensation issue Land disputes at Assorko Chieftaincy & Land Disputes			Low revenue generation	Lack of engineering landfill sites Agriculture lands being used for business and residential facilities
201	Jomoro	Smuggling of goods across boarders	Construction of market sheds and CHIP Compounds		Low revenue performance	Bad Road Network Inadequate police offices and personnel Lack of accommodation for staff Low IGF generation Diseased coconut tress
202	Ellembelle	Chieftaincy disputes at Awiebo Galamsey Activities Light Fishing	Construction of 2-storey building police head quarters Construction of Class rooms		Low revenue generated	Deplorable road network Youth Employment Undeveloped tourism sites High teenage pregnancy High school dropout

No.	MMDA	Issues				
		Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
203	Prestia Huni Valley	Galamsey Activities Chieftaincy disputes Building disputes with Tarkwa Nsuaem			Poor internet connectivity makes the use of GIFMIS a challenge	Poor Road network Low earnings on property rate
204	S.T.M.A	4 Kidnapped girls Armed Robbery cases Unexplained Death Fire Outbreaks (Lands commission)			Delay in release of statutory funds	Lack of offices and residential accommodation
205	Wassa East	Illegal Mining Chieftaincy disputes at Daboase and Ateiku			Inadequate and late release of funds	Inadequate office and residential accommodation for staff Deplorable roads Poor telecommunication network
206	Mpohor	Galamsey Activities			Citizens unwillingness to pay levies	
207	Wassa Amenfi East	Armed Robbery Cases			Irregular flow of funds	Inadequate Educational Infrastructure Poor roads Inadequate patrol vehicles for security Agencies High Land degradation and deforestation Inadequate water supply system
208	Wassa Amenfi West	Armed Robbery			Irregular flow of funds Poor revenue sources	Deplorable Roads network Inadequate office and accommodation for various department
209	Ahanta West	Upper and lower Dixcove Chieftaincy disputes Lighting Fishing	Construction of classroom block		Low revenue mobilization	Delay in release of funds Deplorable roads

No.	MMDA	Issues				
		Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
			Construction of sea defense walls			Inadequate office and residential accommodating for staff Undeveloped tourist sites
210	Amenfi Central	Chieftaincy disputes	Construction of unit classroom blocks, and CHPS Compound		Late release of DACF	Lack of Police patrol vehicle Delay in lifting of waste containers leading in overflow of refuse
211	EKMA		Construction of basic unit-classroom blocks Construction of Boreholes Asphalt overlay on roads		Untimely release of funds	Inadequate office space and residential accommodation for staff Increase in population with corresponding increase in waste generation Lack of sanitation equipment
212	Nzema East	Galamsey activities Drug peddling	Promotion and development of agriculture activities and tourism		Low revenue performance	Poor road networks

Appendix 3: Performance of MMDAs in Assessments

SNo.	Regions	Performance Contract		District League Table		DPAT (2018)		
		No. in first 20	No. in last 20	No. in first 20	No. in last 20	Min. condition Fulfilled	Unfulfilled	>=NatAv
1	Ashanti	5	1	4	1	32	11	38
2	Bono	3	0	1	0	9	3	12
3	Central	0	0	3	0	22	0	14
4	Eastern	0	5	2	8	28	5	26
5	Greater Accra	3	0	3	1	29	0	14
6	Northern	0	4	1	4	14	2	5
7	Upper East	3	0	2	1	15	0	10
8	Upper West	0	0	0	0	8	3	11
9	Volta	2	0	1	2	13	5	13
10	Bono East	1	0	1	2	9	2	6
11	Savannah	0	5	0	0	4	3	3
12	North East	0	4	0	0	4	2	4
13	Ahafo	1	0	0	0	4	2	6
14	Oti	0	0	0	0	5	3	7
15	Western North	1	0	1	1	4	5	9
16	Western	1	1	1	0	3	11	10

Source: District League Table - 2018-2019 DLT

Appendix 4: Strengthening Decentralization and Local Governance

Local Government Service: 2019				
Indicator	Baseline Data (2017)	Target 2019	Indicator Status in 2019	Progress towards target
2. The share of MMDAs total revenue in relation to total national receipt	Total MMDA Revenue: GH¢1,377,485,365.96	≥3.5%	Total MMDA Revenue: GH¢1,411,869,538.25	
	Total national revenue/ receipt: GH¢43,096,659,063.00		Total national revenue/ receipt: GH¢ 54,565,043,013.00	
	• % Share: 3.20%		• % Share: 2.59%	
3. Share of central government transfers to MMDAs in total national receipt	Total Central Govt transfers: GH¢868,518,558.36	≥5%	Total Central Govt transfers: GH¢1,016,621,822.06	
	Total national revenue, excluding grant: GH¢41,565,139,587.00		Total national revenue, excluding grant: GH¢53,731,877,792.00	
	• % Share: 2.09%		• % Share: 1.89%	
	• % Share DACF in total tax revenue: 5%		• % Share DACF in total tax revenue: 5%	(min. 5% by Law)
4. Size of MMDA personnel in relation to central government	Total no. MMDA employees: 39,382 (GoG – 30,070 & IGF – 9,312)	≥6.5%	Total no. MMDA employees: 37,008 (GoG – 27,554 & IGF – 9,454)	
	Total no. personnel on Govt payroll: 522,321		Total no. personnel on Govt. payroll: 562,236	
	MMDA share: 5.76%		• MMDA share: 4.9% (GoG only) 6.6% (GoG & IGF)	