LOCAL GOVERNMENT SERVICE

2020 PERFORMANCE EVALUATION REPORT OF REGIONAL COORDINATING COUNCILS (RCCs) & METROPOLITAN, MUNICIPAL AND DISTRICT ASSEMBLIES (MMDAs)

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FOREWORD

The Local Government Service per section 51 of the Local Governance Act, 2016 (Act 936), is established to secure effective administration and management of decentralized Local Government system in the country.

As stated in its mission, the Local Government Service (LGS) "exists to support Local Government to deliver value for money services through the mobilisation, harmonisation and utilisation of qualified, human capacity and material resources to promote local and national development".

In line with this mission statement, the LGS has developed a comprehensive Performance Management System (PMS) that is based on agreed Service Delivery Standards (SDS). The Service Delivery Standards are operationalized through the PMS at all levels.

The PMS is a systematic process for improving performance by developing the individual performance of staff and teams to enhance productivity, develop competencies, increase job satisfaction and achieve the full potential of all staff in the Service in line with Local Governance Act, 2016 (Act 936). It is operationalised through the Performance Management Instruments (Contract & Appraisal) in which the Service enters into agreement and commitment with its employees to set clear, quantifiable objectives and indicators for attainment within a given timeframe.

For the year 2020, Performance Contracts (PCs) based on planned achievement of indicators in Key Performance Areas were signed between Honourable Regional Ministers (RMs) and their Regional Coordinating Directors (RCDs) at the Regional level and Honourable Metropolitan, Municipal and District Chief Executives (MMDCEs) and their Metropolitan, Municipal and District Coordinating Directors (MMDCDs) at the Distric level. **Even though the Performance Contracts were signed between the RMs and the RCDs as well as the MMDCEs and MMDCDs, it is worth noting that their overall performance mirrors that of their respective Regional Coordinating Councils (RCDs) as well as Metropolitan, Municipal and District Assemblies (MMDAs). This is as a result of the fact that the RCDs & MMDCDs signed the contract on behalf of the entire staff of the RCCs & MMDAs. Hence, the emphasis of the assessment is placed on the overall achievement of the RCC & MMDA under the leadership of the respective RCD & MMDCD**.

The 16 RCCs & 260 MMDAs, conducted their Annual Evaluation on their performance and submitted reports to the Office of the Head of the Local Government Service (OHLGS) in January 2021 for decision making. To be able to make objective and informed decisions, the OHLGS sought the services of Directors and some support staff of the OHLGS to conduct an independent verification exercise on the RCCs and MMDAs on the actual performance of the RCCs & MMDAs in March and April 2021.

The assessment of the Performance Contracts across the 16 RCCs and 260 MMDAs was funded by the Government of Ghana with support from the United States through the United States Agency for International Development (USAID) and UNICEF. The content of this assessment review report is the sole responsibility of the Government of Ghana and do not reflect the views of USAID, UKAID, GLOBAL Affairs Canada and their respective Governments.

The Office of the Head of the Local Government Service is grateful to the Directors and some support staff of the OHLGS for their time and expertise in supporting the OHLGS to carry out the Review, Monitoring and Verification of implementation of the 2020 Performance Contracts.

The OHLGS is particularly thankful to Honourable Regional Ministers and Honourable Metropolitan, Municipal and District Chief Executives (MMDCEs) for their commitment and logistical support to their Coordinating Directors and also providing invaluable insights into the performance.

The OHLGS is further appreciative of the cooperation, responses and useful suggestions offered by RCDs & MMDCDs, and their staff during the whole process of the implementation of the 2020 Performance Contract and is looking forward to more collaboration and mutual support among all officers of the Service in the subsequent years.

ING. DR. NANA ATO ARTHUR
HEAD OF SERVICE

LIST OF ACRONYMS

AAP	Annual Action Plan
AHR	Ahafo Region
AR	Ashanti Region
ARIC	Audit Report Implementation Committee
BAR	Brong Ahafo Region
BER	Bono East Region
CAGD	Controller and Accountant General's Department
CR	Central Region
CSU	Client Service Unit
DACF	District Assemblies Common Fund
ER	Eastern Region
GAR	Grater Accra Region
HoDs	Heads of Departments
HoS	Head of Service
HRMIS	Human Resources Management Information System
KPAs	Key Performance Areas
KPIs	Key Performance Indicators
M&V	Monitoring and Verification
MMDAs	Metropolitan, Municipal and District Assemblies
MMDCD	Metropolitan, Municipal & District Assembly
MMDCE	Metropolitan, Municipal & District Chief Executive
MTDP	Medium Term Development Plan
NER	North East Region
NR	Northern Region
OHLGS	Office of the Head of the Local Government Service
OR	Oti Region
PC	Performance Contract
PMS	Performance Management System
RCCs	Regional Coordinating Councils
RCDs	Regional Coordinating Directors
SDS	Service Delivery Standards
SR	Savannah Region
UER	Upper East Region
UTZA	Urban, Zonal, Town and Area
UWR	Upper West Region
VR	Volta Region
WNR	Western North Region
WR	Western Region

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EXECUTIVE SUMMARY

The PMS is a systematic process for improving performance by developing the individual performance of staff and teams to enhance productivity, develop competencies, increase job satisfaction and achieve the full potential of all staff in the Service. It is operationalised through the Performance Management Instruments (Contract & Appraisal) in which the Service enters into agreement and commitment with its employees to set clear, quantifiable objectives and indicators for attainment within a given timeframe.

For the year 2020, Performance Contracts (PCs) based on planned achievement of indicators in Key Performance Areas were signed between Honourable Regional Ministers (RMs) and their Regional Coordinating Directors (RCDs) at the Regional level and Honourable Metropolitan, Municipal and District Chief Executives (MMDCEs) and their Metropolitan, Municipal and District Coordinating Directors (MMDCDs) at the Distric level.

Even though the Performance Contracts were signed between the RMs and the RCDs as well as the MMDCEs and MMDCDs, it is worth noting that their overall performance mirrors that of their respective Regional Coordinating Councils (RCDs) as well as Metropolitan, Municipal and District Assemblies (MMDAs). This is as a result of the fact that the RCDs & MMDCDs signed the contract on behalf of the entire staff of the RCC & Assembly. Hence, the emphasis of the assessment is placed on the overall achievement of the RCC & MMDA under the leadership of the respective RCD & MMDCD.

Objectives of the M&V Exercise

The main objectives of the exercise were to:

- Monitor and verify the annual performance of RCCs & MMDAs based on their Annual Performance Evaluation Reports from the Performance Contracts signed between the RMs and RCDs as well as MMDCEs and MMDCDs;
- Identify comprehensive recommendations and feedback on the findings of the performance status of the RCCs and MMDAs against their evaluation reports; and
- Provide recommendations for improvement of the PMS.

The report comprises the following sections:

Executive Summary

Chapter One:	Introduction
Chapter Two:	Performance Contract & Implementation Process in the Performance Management System
Chapter Three:	Monitoring and Verification of 2020 Annual Performance Evaluation of RCCs & MMDAs
Chapter Four:	Results for 2020 Annual Performance Evaluation of RCCs & MMDAs

Chapter Five:	Decision Making on 2020 Annual Performance Evaluation Results of RCCs & MMDAs
Annex 1:	Sample Performance Contract of RCCs & MMDAs & Process
Annex 2:	Gallery

The process of the PC involved (4) Four Phases such as: Planning, Mid-year Review, End of the Year Evaluation and Decision Making.

Phase one (Planning): The first schedule involves the setting of indicators, sensitization and agreeing on these indicators with the RMs and RCDs as well as MMDCEs and MMDCDs leading to the signing of performance contracts for the RCCs and MMDAs. The second schedule was for competencies for RCDs and MMDCDs' personal development.

Phase two: Mid-year reviews were to be conducted in July. Various team comprising of Directors and support staff of the OHLGS visited selected RCCs and MMDAs to conduct the Mid Year reviews for the RCCs and MMDAs and reports were submitted to the HoS.

Phase three (End of Year Evaluation): All RCCs and MMDAs conducted their Annual Evaluation on their performance and submitted reports to the HoS through RCCs in January 2021 for decision making. To be able to make objective and informed decision, the OHLGS sought the services of Directors and support staff of the OHLGS to conduct an independent Verification exercise on RCCs and MMDAs on actual performance of the RCCs and MMDAs in March and April 2021.

The following are the summary of results for the annual performance evaluation of the MMDAs by Region and individual RCCs & MMDAs based on the Monitoring and Verification exercise conducted by a team of Directors and support staff of the OHLGS and approved by the HoS.

Number of MMDAs and their Performance Rating by Region

No	REGION	No. of MMDAs scored "Excellent"	No. of MMDAs scored "Very Good"	No. of MMDAs scored "Good"	No. of MMDAs scored "Satisfactory"	No. of MMDAs scored "Unsatisfactory"	TOTAL
1	Ahafo Region	2	3	1	0	0	6
2	Ashanti Region	12	14	12	4	1	43
3	Bono East Region	1	3	3	3	1	11
4	Bono Region	5	5	2	0	0	12
5	Central Region	8	9	3	2	0	22
6	Eastern Region	10	16	6	0	1	33
7	Greater Accra Region	11	8	3	6	1	29
8	North East Region	0	2	1	2	1	6
9	Northern Region	0	4	6	5	1	16
10	Oti Region	1	2	3	1	1	8
11	Savannah Region	2	1	1	1	2	7
12	Upper East Region	2	5	2	4	2	15
13	Upper West Region	0	1	5	3	2	11
14	Volta Region	1	8	6	2	1	18
15	Western North Region	2	2	3	1	1	9
16	Western Region	4	5	4	0	1	14
Total							260

"Excellent" *represents the range of the performance scores from 80% to 100%,* ***"Very Good"*** *represents the range of the performance scores from 70% to 89%,* ***"Good"*** *represents the range of the Performance Scores from 60% to 69%,* ***"Satisfactory"*** *represents the range of the Performance Scores from 50% to 59% and* ***"Unsatisfactory"*** *represents the Performance Scores less than 50%.*

The performance of the RCC in the 2020 assessment is presented below:

No	Name of MMDCD	Name of RCC	Overall Rating %)	Position	Overall Performance (Excellent, Very Good, Good, Satisfactory, Unsatisfactory)
1	Felix B Chaahaah	VRCC	94.88	1st	Excellent
2	Alhaji Mohammed Baba Adam	SRCC	89.50	2nd	Excellent
3	George Padmore Mensah	BERCC	86.95	3rd	Excellent
4	Randolph Korzie Sambo	BRCC	86.75	4th	Excellent
5	Felicia Dapaah	GARCC	84.73	5th	Excellent
6	Gilbert Nuuri-Teg	UWRCC	77.23	6th	Very Good
7	Samuel Donkor	AHRCC	75.70	7th	Very Good
8	Michael B Atoagye	WRCC	74.95	8th	Very Good
9	Issahaku Alhassan	NRCC	74.43	9th	Very Good
10	Azonko Mahamadu Assibi	UERCC	70.55	10th	Very Good
11	Kingsley Boahene Agyei	CRCC	68.85	11th	Good
12	Emelia Ayebeng Botchway	ARCC	65.38	12th	Good
13	Samuel Kwaku Gyimah	ERCC	63.70	13th	Good
14	Abubakari Inusah Alhaji	NERCC	57.08	14th	Satisfactory
15	Sampson Amoako Kwarteng	WNRCC	49.10	15th	Unsatisfactory
16	Andrews O Nawil	ORCC	47.55	16th	Unsatisfactory

The performance of the MMDAs in the 2020 assessment is presented below:

No	REG	Name of MMDCD	Name of MMDA	Overall Rating (%)	Position	Overall Performance (Excellent, Very Good, Good, Satisfactory,Unsatisfactory)
0	*1*	*2*	*3*	*4*	*5*	*6*
1	BER	Kyei Francis	Nkoranza North District	92.69	1st	Excellent
2	GAR	Habib Mohammed	Ga West Municipal	92.50	2nd	Excellent
3	AR	Francis Asokwa Sarpong	Afigya Kwabre North District	91.57	3rd	Excellent
4	GAR	Mohammed Ali Amadu	Tema West Municipal	90.63	4th	Excellent
5	ER	Alhaji Musah Issah	Kwahu West Municipal	90.25	5th	Excellent
6	GAR	Daniel Nkrumah	La Dade-Kotopon Municipal	90.07	6th	Excellent
7	ER	Douglas N.K. Annoful	Birim Central Municipal	89.69	7th	Excellent
8	GAR	Abena Kwesiwa Kyei	Ablekuma West Municipal	88.82	8th	Excellent
9	CR	Bernard K.P Sakyiama	Twifu Ati Morkwa District	88.38	9th	Excellent
10	UER	Abubakari Amadu	Kassena Nankana West District	88.19	10th	Excellent
11	AR	Dwira Francis Darko	Obuasi Municipal	88.07	11th	Excellent
12	AR	Eunice Korankye	Adansi Asokwa District	88.07	11th	Excellent
13	WNR	Emmanuel Gyan	Aowin Municipal	88.00	13th	Excellent
14	AR	Eunice Naalier	Ahafo Ano South West District	87.69	14th	Excellent
15	CR	Ishmael Nana Ogyefo	Agona West Municipal	86.75	15th	Excellent
16	GAR	Kofi Boateng-Acheampong	Ayawaso Central Municipal	86.75	15th	Excellent
17	AR	Frederick Agyemang	Asante Akim South Municipal	86.69	17th	Excellent

No	REG	Name of MMDCD	Name of MMDA	Overall Rating (%)	Position	Overall Performance (Excellent, Very Good, Good, Satisfactory,Unsatisfactory)
0	1	2	3	4	5	6
18	AHR	Mohammed Alhassan Yakubu	Asunafo North Municipal	86.57	18th	Excellent
19	AHR	Asamoah Damoah	Asunafo South District	85.94	19th	Excellent
20	SR	Abukari Baba	Central Gonja District	85.88	20th	Excellent
21	GAR	Joshua Adams Asihene	Ayawaso West Municipal	85.75	21st	Excellent
22	AR	Kwadwo Akuamoah Boateng	Kumasi Metropolitan	85.50	22nd	Excellent
23	BR	Philip Dakurah Baazeng	Sunyani West District	85.44	23rd	Excellent
24	ER	Paul Mac Ofori Ofori	West Akim Municipal	85.44	23rd	Excellent
25	GAR	Mercy Quansah	Weija-Gbawe Municipal	85.32	25th	Excellent
26	ER	Nborinyi Ndinga	Achiase District	84.63	26th	Excellent
27	BR	Isaac Brown Ankomah	Berekum East Municipal	84.44	27th	Excellent
28	AR	William Forson Meledi	Adansi South District	84.38	28th	Excellent
29	ER	Alhaji Ibrahim Amadu Tijani	New Juaben North Municipal	84.25	29th	Excellent
30	ER	John Vaadi	Fanteakwa South District	84.13	30th	Excellent
31	AR	David Owusu Ansah	Asante Akim Central Municipal	84.07	31st	Excellent
32	UER	Al-Hassan Ziblim Alhassan	Kassena Nankana East Municipal	84.07	31st	Excellent
33	WNR	Mikail Abdul-Rahman Sahib	Bibiani Anhwiaso Bekwai Municipal	83.94	33rd	Excellent
34	WR	John Nana Owu	Sekondi Takoradi Metropolitan	83.57	34th	Excellent

No	REG	Name of MMDCD	Name of MMDA	Overall Rating (%)	Position	Overall Performance (Excellent, Very Good, Good, Satisfactory,Unsatisfactory)
0	1	2	3	4	5	6
35	WR	Samuel Andoh-Owusu	Effia Kwesimintsim Municipal	83.57	34th	Excellent
36	GAR	Emmanuel K. Kungi	Ablekuma North Municipal	83.50	36th	Excellent
37	AR	Stella Feniwaah Owusu-Aduomi	Asokore Mampong Municipal	83.07	37th	Excellent
38	ER	Ruth Woode	Nsawam Adoagyiri Municipal	82.94	38th	Excellent
39	CR	Asumah Adam Braimah	Upper Denkyira East Municipal	82.63	39th	Excellent
40	GAR	Elizabeth Ampaw Deletsa	Krowor Municipal	82.63	39th	Excellent
41	AR	Sarfo-Agyapong Kantanka	Kwadaso Municipal	82.57	41st	Excellent
42	CR	Rachel Fosua Sarpong	Cape Coast Metropolitan	82.50	42nd	Excellent
43	BR	Joejo John Amanah	Dormaa East District	82.44	43rd	Excellent
44	CR	Paul Acquah	Assin South District	82.32	44th	Excellent
45	SR	Petro Philemon Ankorle	West Gonja Municipal	82.25	45th	Excellent
46	ER	Simon Asare	Atiwa East District	82.19	46th	Excellent
47	CR	Daniel Osei-Asibey	Komenda-Edina-Eguafo-Abrim Municipal	82.13	47th	Excellent
48	WR	Joyce Akosua Angmorteh	Jomoro Municipal	81.88	48th	Excellent
49	GAR	Samuel Amoah	Okaikwei North Municipal	81.69	49th	Excellent
50	CR	Seth Anim Boadi	Gomoa East District	81.32	50th	Excellent
51	BR	Gordon Domayele	Banda District	81.13	51st	Excellent
52	ER	Mark Addo	Denkyembuor District	81.07	52nd	Excellent

No	REG	Name of MMDCD	Name of MMDA	Overall Rating (%)	Position	Overall Performance (Excellent, Very Good, Good, Satisfactory,Unsatisfactory)
0	1	2	3	4	5	6
53	BR	Siegefried Kwame Addo	Dormaa Central Municipal	80.94	53rd	Excellent
54	OR	Issahaku Yakubu	Krachi East Municipal	80.94	53rd	Excellent
55	AR	Augustine Peprah	Ahafo Ano North Municipal	80.88	55th	Excellent
56	AR	Yaw Adu-Asamoah	Bekwai Municipal	80.88	55th	Excellent
57	ER	Samuel Affadu	Okere District	80.88	55th	Excellent
58	WR	Emil Tawiah Atsu	Ellembele District	80.69	58th	Excellent
59	VR	Kudjo Setsoafia Kpenu	North Dayi District	80.32	59th	Excellent
60	GAR	Alhaji Shehu A. Kadiri	Tema Metropolitan	80.13	60th	Excellent
61	CR	Joseph Acquaye Derben	Abura-Asebu-Kwamankese District	80.07	61st	Excellent
62	AHR	Anarfi Eric	Tano North Municipal	79.94	62nd	Very Good
63	CR	Francis K. Ayensu	Upper Denkyira West District	79.88	63rd	Very Good
64	UER	Alhassan Ahmed	Bawku West District	79.82	64th	Very Good
65	CR	Abdul-Rahim Tahidu Musah	Agona East District	79.63	65th	Very Good
66	ER	Vera Akuffo-Mante	Abuakwa South Municipal	79.38	66th	Very Good
67	BR	Nicholas Kumi-Acheaw	Tain District	79.32	67th	Very Good
68	GAR	Musah Yahaya Froko	Ayawaso North Municipal	79.32	67th	Very Good
69	ER	Peter Tetteh Kwablah	Akyemansa District	79.00	69th	Very Good
70	BR	Kingsley Kofi Sencherey	Sunyani Municipal	78.69	70th	Very Good

No	REG	Name of MMDCD	Name of MMDA	Overall Rating (%)	Position	Overall Performance (Excellent, Very Good, Good, Satisfactory,Unsatisfactory)
0	1	2	3	4	5	6
71	CR	Mohammed Kennedy Abdulai	Ajumako-Enyan-Esiam District	78.44	71st	Very Good
72	AR	Charles Oteng	Asokwa Municipal	78.32	72nd	Very Good
73	GAR	Michael Owusu-Amoako	Kpone Katamanso Municipal	78.32	72nd	Very Good
74	ER	Fred Owusu-Akowuah	Kwaebibirem Municipal	78.25	74th	Very Good
75	VR	Godwin Dzansi	Hohoe Municipal	78.25	74th	Very Good
76	VR	M.A Suhuyini Abdul-Samed	North Tongu District	78.25	74th	Very Good
77	AR	Agatha Ahia	Bosomtwe District	78.13	77th	Very Good
78	ER	Lydia Akueteh	Akuapem South District	77.88	78th	Very Good
79	BR	Edward Atsu Gidiglo	Jaman South Municipal	77.75	79th	Very Good
80	ER	Eric Hini	Kwahu East District	77.75	79th	Very Good
81	UWR	Abaching Esther	Nandom District	77.75	79th	Very Good
82	WNR	Eric Adomako	Bodi District	77.75	79th	Very Good
83	WR	Peter Kwesi Wilson	Prestea-Huni-Valley Municipal	77.69	83rd	Very Good
84	GAR	Alhaji Saaka Dramani	Ashiaman Municipal	77.25	84th	Very Good
85	GAR	Nii-Amarh Ashitey	Ayawaso East Municipal	77.19	85th	Very Good
86	ER	Samuel Antwi-Boasiako	Upper West Akim District	77.00	86th	Very Good
87	ER	Moses Kobla Joshua	Asuogyaman District	76.94	87th	Very Good
88	CR	Haruna Abdul-Salam	Mfantsiman Municipal	76.82	88th	Very Good

No	REG	Name of MMDCD	Name of MMDA	Overall Rating (%)	Position	Overall Performance (Excellent, Very Good, Good, Satisfactory,Unsatisfactory)
0	*1*	*2*	*3*	*4*	*5*	*6*
89	CR	Isaac Kwakye	Gomoa Central District	76.82	88th	Very Good
90	AR	Louisa Benon	Atwima Mponua District	76.75	90th	Very Good
91	BER	Kassacks Boyah Joseph Tang	Techiman North District	76.63	91st	Very Good
92	ER	Stephen Aduama-Larbi	Birim South District	76.63	91st	Very Good
93	AR	Amos Adom	Amansie South District	76.38	93rd	Very Good
94	CR	Dorcas Hutchful Aidoo	Assin Fosu Municipal	76.38	93rd	Very Good
95	ER	Mohammed Mumuni	Kwahu Afram Plains South District	76.32	95th	Very Good
96	WR	Frank Enerst Odro	Tarkwa Nsuaem Municipal	76.13	96th	Very Good
97	NR	Yakah Abdul-Razak	Gushiegu Municipal	76.07	97th	Very Good
98	AR	Charles Attah-Mensah	Amansie Central District	75.57	98th	Very Good
99	VR	Gustav Cobbina Atu	Kpando Municipal	75.32	99th	Very Good
100	BER	Hamza Inusah	Techiman Municipal	75.07	100th	Very Good
101	VR	K. Emmanuel Dzakpasu	Anloga District	75.07	100th	Very Good
102	AR	Emmanuel Ntoso A.	Obuasi East District	75.00	102nd	Very Good
103	AHR	Samuel Badu-Baiden	Asutifi North District	74.88	103rd	Very Good
104	BER	Saaka Fati	Atebubu Amantin Municipal	74.88	103rd	Very Good
105	AR	Victoria Akyaa Adjei Adomako	Offinso North District	74.75	105th	Very Good
106	BR	Iddrisu Mahama	Dormaa West District	74.75	105th	Very Good

No	REG	Name of MMDCD	Name of MMDA	Overall Rating (%)	Position	Overall Performance (Excellent, Very Good, Good, Satisfactory,Unsatisfactory)
0	1	2	3	4	5	6
107	NR	Mohammed Saeed Akalifa	Nanumba North Municipal	74.75	105th	Very Good
108	VR	Fabian Vorvor	Afadzato South District	74.57	108th	Very Good
109	CR	Rev. Harry Nii Kwatei Owoo	Asikuma-Odoben-Brakwa-Breman District	74.44	109th	Very Good
110	AR	Emmelia Osaadu	Ahafo Ano South East District	74.38	110th	Very Good
111	VR	Eli Tsikata	Adaklu District	74.38	110th	Very Good
112	ER	Majeed Ayariga	Upper Manya Krobo District	74.32	112nd	Very Good
113	OR	Alhassan Sulemana	Kadjebi District	74.13	113rd	Very Good
114	AR	Johnson Nyarko	Asante Akim North District	73.94	114th	Very Good
115	ER	Yahaya Froko Musah	New Juaben South Municipal	73.88	115th	Very Good
116	ER	Adam Habib	Atiwa West District	73.75	116th	Very Good
117	WNR	Albert Arther	Sefwi Akontombra District	73.75	116th	Very Good
118	GAR	Emmanuel Baisie	Ga South Municipal	73.44	118th	Very Good
119	NER	Issaka Braimah Basinlale	East Mamprusi Municipal	73.44	118th	Very Good
120	WR	Richard Blevi	Shama District	73.32	120th	Very Good
121	NR	Mahamadu Kamara Alhassan	Karaga District	73.25	121st	Very Good
122	AR	Philip Yaw Oppong	Amansie West District	73.13	122nd	Very Good
123	BR	Edward Abazing	Wechi Municipal	73.07	123rd	Very Good

No	REG	Name of MMDCD	Name of MMDA	Overall Rating (%)	Position	Overall Performance (Excellent, Very Good, Good, Satisfactory,Unsatisfactory)
0	1	2	3	4	5	6
124	UER	Sumaila Ewuntomah Abudu	Bolgatanga Municipal	73.00	124th	Very Good
125	VR	Nathaniel Adzotor	South Dayi District	73.00	124th	Very Good
126	GAR	Matthew Akplagah Israel Yao Tay	Ga East Municipal	72.69	126th	Very Good
127	SR	Alidu Abdul-Razak Abukari	North Gonja District	72.38	127th	Very Good
128	AR	Frimpong Samuel Kyei-Baffour	Bosome Freho District	72.32	128th	Very Good
129	ER	Patrick Rudolf Aparik	Birim North District	72.32	128th	Very Good
130	NR	M. Osman Mahmud	Kumbungu District	72.32	128th	Very Good
131	ER	Francis K. Mensah	Akwapim North Municipal	72.19	131st	Very Good
132	CR	Paul Atsu	Awutu Senya West District	71.82	132nd	Very Good
133	VR	Akuffo K. Reuben	Central Tongu District	71.69	133rd	Very Good
134	AR	Eric Aboagye Mensah	Sekyere Central District	71.57	134th	Very Good
135	ER	Jeremiah Agyekum Amoafo	Abuakwa North Municipal	71.50	135th	Very Good
136	UER	David Puobenyere Nar-Ire	Bolgatanga East District	71.50	135th	Very Good
137	WR	Innocent Haligah	Ahanta West Municipal	71.50	135th	Very Good
138	NER	Emmanuel K. Amwanchimbey	West Mamprusi Municipal	71.32	138th	Very Good

No	REG	Name of MMDCD	Name of MMDA	Overall Rating (%)	Position	Overall Performance (Excellent, Very Good, Good, Satisfactory,Unsatisfactory)
0	1	2	3	4	5	6
139	AR	Ibrahim Kwaku Acheampong	Atwima Nwabiagya Municipal	71.19	139th	Very Good
140	ER	Joseph Frimpong Naayo	Kwahu South District	71.19	139th	Very Good
141	CR	Anthony Kenneth Buckner	Assin North District	70.94	141st	Very Good
142	AR	Francis Adu-Boateng	Sekyere South District	70.82	142nd	Very Good
143	GAR	Bernard Mats Yingura	Korle Klottey Municipal	70.82	142nd	Very Good
144	UER	Daniel Akolgo	Pusiga District	70.63	144th	Very Good
145	WR	Ishmael Anaman	Wassa Amenfi East Municipal	70.25	145th	Very Good
146	UER	Alhaji Musah Yussif	Talensi District	70.19	146th	Very Good
147	GAR	Frederick Akitty	Shai-Osudoku District	70.07	147th	Very Good
148	AHR	Ayambire Akaditi	Tano South Municipal	70.00	148th	Very Good
149	OR	Cletus Chevure	Krachi West District	70.00	148th	Very Good
150	GAR	Mohammed Avona Akape	Ningo-Prampram District	69.88	150th	Good
151	NR	Baba Ahmed Abdul-Rahman	Tamale Metropolitan	69.32	151st	Good
152	AR	Abdul-Rasheed Abdul-Hussein	Suame Municipal	69.13	152nd	Good
153	NR	Abdulai Zakariah	Tatale Sanguli District	69.07	153rd	Good
154	ER	Selom Kwame Tibu	Lower Manya Krobo Municipal	69.02	154th	Good
155	UWR	Nabiebakye Firmin-Roger	Sissala East Municipal	68.94	155th	Good

No	REG	Name of MMDCD	Name of MMDA	Overall Rating (%)	Position	Overall Performance (Excellent, Very Good, Good, Satisfactory,Unsatisfactory)
0	1	2	3	4	5	6
156	WR	Evans Mark Andoh	Mpohor District	68.75	156th	Good
157	WR	Daniel Bentum Essel	Nzema East Municipal	68.69	157th	Good
158	AR	Stephenson Awuku Nanegbe	Adansi North District	68.44	158th	Good
159	VR	Gilbert Enyonam Avemegah	South Tongu District	68.32	159th	Good
160	CR	Richard Ziork	Hemang-Lower-Denkyira District	68.25	160th	Good
161	ER	Nketia Donkor	Asene-Manso-Akroso District	68.19	161st	Good
162	BR	Ferka Charles	Jaman North District	68.07	162nd	Good
163	BER	Musah Lenseeni Bawa	Pru East District	68.00	163rd	Good
164	OR	Musah Osman	Nkwanta South Municipal	67.94	164th	Good
165	CR	Vida Awuku	Gomoa West District	67.88	165th	Good
166	GAR	Alhassan Issifu Abdulai	Ablekuma Central Municipal	67.63	166th	Good
167	AR	Andrews Mensah	Atwima Kwanwoma District	67.57	167th	Good
168	NER	Seidu Abdul-Aziz	Mamprugu Moagduri District	67.57	167th	Good
169	VR	Jasper Kudzo Adenyo	Ketu North Municipal	67.44	169th	Good
170	WR	Ibrahim Saaka	Wassa Amenfi West Municipal	67.19	170th	Good
171	ER	Anthony Owusu-Amoako	Suhum Municipal	66.69	171st	Good

No	REG	Name of MMDCD	Name of MMDA	Overall Rating (%)	Position	Overall Performance (Excellent, Very Good, Good, Satisfactory,Unsatisfactory)
0	1	2	3	4	5	6
172	UER	Daniel Kanyage	Bongo District	66.69	171st	Good
173	BR	Peter M. Maala	Berekum West District	66.50	173rd	Good
174	VR	John Kennedy Cobbah	Akatsi North District	66.38	174th	Good
175	AR	Okoffo-Boadi Boampong	Old Tafo Municipal	66.32	175th	Good
176	AR	John Ankrah	Sekyere Kumawu District	66.32	175th	Good
177	WNR	Samuel Yirenkyi Appiah	Suaman District	66.32	175th	Good
178	ER	Daniel K.M. Okwaisie	Ayensuano District	66.00	178th	Good
179	WR	Ahmed Haruna Boffour	Wassa East District	66.00	178th	Good
180	GAR	Ahmed-Rufai Ibrahim	Ga North Municipal	65.88	180th	Good
181	ER	Jamani Dramani	Fanteakwa North District	65.75	181st	Good
182	AR	Asare Bediako Brempong	Kwabre East Municipal	65.38	182nd	Good
183	AR	Justice Amoah	Oforikrom Municipal	65.38	182nd	Good
184	GAR	Richmond Antwi Boaten	Ledzokuku Municipal	65.38	182nd	Good
185	NR	Gaspard Konzodong Dery	Yendi Municipal	65.25	185th	Good
186	AR	Yakubu Abdul-Rahman	Sekyere East District	64.82	186th	Good
187	SR	Georgina Tumbakorah	Bole District	64.75	187th	Good
188	VR	Augustus K. Awity	Agortime Ziope District	64.38	188th	Good

No	REG	Name of MMDCD	Name of MMDA	Overall Rating (%)	Position	Overall Performance (Excellent, Very Good, Good, Satisfactory,Unsatisfactory)
0	1	2	3	4	5	6
189	NR	Fordjour Timothy Kanyebui	Nanumba South District	64.13	189th	Good
190	GAR	Francis Asiedu	La-Nkwantanang Municipal	63.88	190th	Good
191	VR	Prosper Agbenyo	Ho West District	63.88	190th	Good
192	AR	Abdallah Adam Kaleem	Atwima Nwabiagya North District	63.82	192nd	Good
193	UWR	Abdul-Majeed Mohammed	Lawra Municipal	63.82	192nd	Good
194	AR	Issifu Mohammed Fawei	Ejura Sekyeredumasi Municipal	63.69	194th	Good
195	BER	Kangdem Eric Saabome	Sene West District	63.69	194th	Good
196	NR	Alhaji Mohammed Hardi Jacktar	Sagnerigu Municipal	63.69	194th	Good
197	CR	Frempong-Boadu Owusu	Effutu Municipal	63.32	197th	Good
198	VR	Peter Kwesi Thompson	Ho Municipal	62.94	198th	Good
199	AR	Ebenezer Douglas Ntiamoah	Akrofuom District	62.82	199th	Good
200	UWR	John Adongo	Lambusie Karni District	62.82	199th	Good
201	WNR	Mohammed Yahaya Abudu	Bia West District	62.32	201st	Good
202	ER	James Armah Tandoh	Kwahu Afram Plains North District	62.13	202nd	Good
203	BER	Sulemana Bamutu Saaka	Pru West District	61.63	203rd	Good

No	REG	Name of MMDCD	Name of MMDA	Overall Rating (%)	Position	Overall Performance (Excellent, Very Good, Good, Satisfactory,Unsatisfactory)
0	*1*	*2*	*3*	*4*	*5*	*6*
204	OR	Abdullah Enchill	Krachi Nchumuru District	61.19	204th	Good
205	UWR	Abubakari Musah	Sissala West District	60.82	205th	Good
206	WNR	Joseph K. Baah-Darkoh	Sefwi Wiawso Municipal	60.82	205th	Good
207	AHR	Joseph Kwadwo Armah	Asutifi South District	60.75	207th	Good
208	UWR	Yango K. Crispin	Wa East District	60.44	208th	Good
209	AR	Emmanuel Aidoo	Afigya Kwabre South District	60.38	209th	Good
210	GAR	Jemima Tsina Apedo	Adenta Municipal	60.32	210th	Good
211	UER	Alhaji Mohammed Issahaku	Bawku Municipal	60.25	211th	Good
212	NR	Ivan Zinebom Gam	Savelugu Municipal	60.19	212th	Good
213	OR	Sevlo Agyei	Nkwanta North District	60.07	213th	Good
214	WNR	Emmanuel Siape	Juaboso District	59.82	214th	Satisfactory
215	NER	Jacob Dindiok Konlaa	Bunkpurugu Nakpanduri District	59.57	215th	Satisfactory
216	BER	Thaddeus Zaasan	Kintampo North Municipal	59.38	216th	Satisfactory
217	CR	Charles Kwabena Opoku	Awutu Senya East Municipal	58.88	217th	Satisfactory
218	NR	Damma Mumuni Shaiku	Kpandai District	58.82	218th	Satisfactory
219	GAR	Aaron Otoo	Ada West District	58.63	219th	Satisfactory
220	OR	Oheneba Apau-Danquah	Jasikan District	58.19	220th	Satisfactory

No	REG	Name of MMDCD	Name of MMDA	Overall Rating (%)	Position	Overall Performance (Excellent, Very Good, Good, Satisfactory,Unsatisfactory)
0	1	2	3	4	5	6
221	AR	Baba Iddi	Offinso Municipal	57.88	221st	Satisfactory
222	UER	Aminu Mohammed Baba	Builsa North District	57.82	222nd	Satisfactory
223	CR	Prince Kwame Newman	Ekumfi District	57.57	223rd	Satisfactory
224	UWR	Safia Abdulai	Nadowli Kaleo District	57.13	224th	Satisfactory
225	GAR	Godfred Bubune Kpodo	Ada East District	57.07	225th	Satisfactory
226	NR	Mahmood Salifu	Tolon District	57.07	225th	Satisfactory
227	NR	Musah Issaka	Mion District	56.94	227th	Satisfactory
228	VR	Alhaji Yussif Ibrahim	Ketu South Municipal	56.75	228th	Satisfactory
229	AR	Trovel Joseph Ababio	Ejisu Municipal	55.07	229th	Satisfactory
230	UWR	Abdul-Salam Kadiri	Dafiama Bussie Issa District	54.50	230th	Satisfactory
231	NR	Yakubu Jimah	Saboba District	54.25	231st	Satisfactory
232	UER	Bukari Mumuni Mahama	Builsa South District	53.88	232nd	Satisfactory
233	AR	Anthony Kwenin	Sekyere Afram Plains District	53.75	233rd	Satisfactory
234	VR	Nathaniel Dzadey	Akatsi South District	53.19	234th	Satisfactory
235	BER	Cosmos Aduse-Poku	Sene East District	53.00	235th	Satisfactory
236	NR	Wumbei Ibn Zakaria	Nanton District	52.63	236th	Satisfactory
237	GAR	Benjamin Ayikwei Armah	Accra Metropolitan	52.44	237th	Satisfactory
238	UWR	Abdul Karimu	Jirapa Municipal	52.19	238th	Satisfactory

No	REG	Name of MMDCD	Name of MMDA	Overall Rating (%)	Position	Overall Performance (Excellent, Very Good, Good, Satisfactory,Unsatisfactory)
0	1	2	3	4	5	6
239	SR	Rufai Mohammed	East Gonja Municipal	51.94	239th	Satisfactory
240	AR	Francis Owusu-Ansah	Mampong Municipal	50.94	240th	Satisfactory
241	BER	Emmanuel Amoah	Nkoranza South Municipal	50.63	241st	Satisfactory
242	UER	Jimba Mohammed Ibrahim	Nabdam District	50.57	242nd	Satisfactory
243	NER	Alhaji Shaibu Mohammed	Yunyoo Nasuan District	50.19	243rd	Satisfactory
244	UER	Joseph A. Abugre	Garu District	50.13	244th	Satisfactory
245	UER	Yakubu Osman	Binduri District	47.57	245th	Unsatisfactory
246	NER	Fuseini Al-hassan	Chereponi District	46.63	246th	Unsatisfactory
247	GAR	Sayibu Yarifa Inusah	Ga Central Municipal	45.25	247th	Unsatisfactory
248	VR	Kudjoe Dekpo	Keta Municipal	45.07	248th	Unsatisfactory
249	UWR	Clifford Baba Atanga	Wa West District	44.94	249th	Unsatisfactory
250	UWR	Haruna Amadu Zure	Wa Municipal	44.75	250th	Unsatisfactory
251	UER	Seidu Sumani	Tempane District	44.13	251st	Unsatisfactory
252	OR	Braimah Murtala	Biakoye District	43.75	252nd	Unsatisfactory
253	AR	Peter Antwi Boasiako	Juaben Municipal	43.50	253rd	Unsatisfactory
254	WR	Emmanuel Boateng	Amenfi Central District	39.69	254th	Unsatisfactory
255	BER	Hayford Kyere	Kintampo South District	38.38	255th	Unsatisfactory
256	SR	David Anabiga	Sawla Tuna Kalba District	38.00	256th	Unsatisfactory

No	REG	Name of MMDCD	Name of MMDA	Overall Rating (%)	Position	Overall Performance (Excellent, Very Good, Good, Satisfactory,Unsatisfactory)
0	1	2	3	4	5	6
257	SR	Iddrisu Mumuni Morgan	North East Gonja District	37.07	257th	Unsatisfactory
258	WNR	Karim Abdulai	Bia East District	33.94	258th	Unsatisfactory
259	ER	Philip Kwaku Asamoah	Yilo Krobo Municipal	29.88	259th	Unsatisfactory
260	NR	C.K Cyprian Douchebe	Zabzugu District	27.13	260th	Unsatisfactory

General Issues and Observations from the 2021 PC of the MMDAs

i. Over and Under Scoring of Key Performance Indicators (KPIs)
ii. Failure of most MMDCDs to share contents of the Performance Contracts with their Staff
iii. Failure to comply with timelines in submitting documents
iv. Poor Records Keeping and Management
v. Lack of commitment of MMDCEs to the PMS/PC
vi. Irregular and Inadequate Statutory Fund Flows
vii. Poor supervision of MMDA Performance Contracts by the RCCs
viii. Electronic storage of correspondence was poor in most MMDAs (no registry software and/or functional scanner).
ix. Washrooms for both staff and visitors were in deplorable states i.e. no running water and soap. In some MMDAs, the washrooms were unroofed urinals with no toilet facility e.g. Lawra, Sissala East, Sene West, Atebubu – Amantin, Pru East, Akyemansa. Birim North, Kwahu Afram Plains North, etc.
x. There were inadequate staff such as **Physical Planning officers, MIS officers, HR Managers, Records officers and Auxiliary staff** in most MMDAs.
xi. In some MMDAs, some staff were not present at the time of visiting and with no official reasons for their absence or unavailability. Such as Wa Municpal and Pru East DA.
xii. Poor leadership and coordination in MMDAs. Some MMDCDs failed to adequately coordinate and organize their staff to be fully prepared with their files and reports in some areas; Kintampo South, Kintampo North, Wa MA, Ga Central, Keta, Krachi Nchumuru, Ho West and Ningo Prampram etc.

xiii. Functionality of the Client Service Unit was an overall challenge with issues such as poorly trained staff, no staff, lack of logistics; lack of complaint log books, scanners, printers etc.

xiv. Staff unprofessionalism/apathy in some MMDAs such as Wa MA, Ho West, Kintampo North & Kintampo South DA affected productivity.

xv. Websites were poorly managed (some MMDAs still depend on the ghanadistrict.com platform). A number of MMDAs do not also update their websites. A few MMDAs do not have websites.

xvi. Some MMDAs have inadequate office space, especially the newly created ones

xvii. Covid-19 had a large impact on the implementation of plans of MMDAs and that affected their performance in areas like large crowd meetings and organizing of trainings.

xviii. Unsigned minutes of meeting in most MMDAs.

xix. Most MMDAs have issues with the HRMIS software and compliance with staff appraisal instrument as well.

xx. Most MMDAs had local plans but no Structural Plans and District Spatial Development Framework.

xxi. Most MMDAs performed poorly in the planning and implementation of gender-based interventions; Some MMDAs have Gender Desk Officers while others rely on Development planning or SWCD thus cases are handled differently across different MMDAs.

xxii. Most MMDAs did not have a Disaster Preparedness Action Plan and implementation report.

xxiii. Most Audit Committees are functioning but not effective. A few MMDAs do not have the committee set up.

xxiv. Generally, report writing is a challenge for MMDAs.

xxv. Most training workshops had one report written to cover several training activities, which is not the best practice.

xxvi. Landscaping in most of the Assemblies need to be improved.

xxvii. Under staffing in rural Assemblies and overstaffing in urban Assemblies

General Issues and Observations from the 2021 PC of the RCCs

i. Office accommodation was inadequate for the most of the newly created RCCs especially Bono East, Western North and Ahafo.

ii. Washrooms of RCCs were fairly managed well with running water and soap.

iii. Most RCCs have active website but all updates were about the Regional Minister and other political activities and none of activities of Departments of the RCC.

iv. Departmental monitoring and technical backstopping reports were not sent to OHLGS and the relevant MDAs through the RCC. Most departmental heads forwarded these reports directly from their offices and signed the transmittal letters on behalf of their RCDs.
v. Submission of quarterly departmental reports through RCDs is still not done regularly.
vi. Administration blocks for newly created RCCs not completed
vii. The Greater Accra RCC building is in a very deplorable state
viii. Funding remains a problem for the RCCs especially for in depth monitoring.
ix. Covid-19 had a large impact on the implementation of plans of RCCs and that affected their performance in areas like large crowd meetings and organizing of trainings.
x. Most RCCs had their incoming and outgoing mails computerized but some RCCs do not update timeously.
xi. GIFMIS system has not been set up for some newly created RCCs.

Phase Four (Decision Making): The following are the guiding principles for decision making (rewards and sanctions) on the results of the Annual Performance Evaluation:

i. RCCs and MMDAs will be acknowledged based on their Performance;
ii. The best 10 MMDAs and best 3 RCCs that obtain the highest scores will be given special acknowledgement and award;
iii. Any RCC and MMDA whose evaluation score is Unsatisfactory would be cautioned;
iv. Any RCD and MMDCD who fails twice irrespective of the MMDA he/she is responsible for:
    a. *will not be considered for appointment as Chief Director;*
    b. *will be posted out to work under a senior officer;*
v. Any RCD and MMDCD who fails thrice irrespective of the MMDA he/she is responsible for would be demoted and reposted.

Decisions on the 2020 Annual Performance of MMDAs are as follows:

- MMDAs will be acknowledged based on their Performance;
- The best 10 MMDAs that obtained the highest scores are to be given special acknowledgement and awards. These are:

Reg	Name of MMDA	Overall Rating (%)	Position	Overall Performance (Excellent, Very Good, Good, Satisfactory, Unsatisfactory)
BER	Nkoranza North District	92.69	1st	Excellent
GAR	Ga West Municipal	92.50	2nd	Excellent
AR	Afigya Kwabre North District	91.57	3rd	Excellent
GAR	Tema West Municipal	90.63	4th	Excellent
ER	Kwahu West Municipal	90.25	5th	Excellent
GAR	La Dade-Kotopon Municipal	90.07	6th	Excellent
ER	Birim Central Municipal	89.69	7th	Excellent
GAR	Ablekuma West Municipal	88.82	8th	Excellent
CR	Twifu Ati Morkwa District	88.38	9th	Excellent
UER	Kassena Nankana West District	88.19	10th	Excellent

- The MMDAs whose evaluation scores were Unsatisfactory are to be given written caution by the HoS. These are:

Reg	Name of MMDA	Overall Rating (%)	Position	Overall Performance (Excellent, Very Good, Good, Satisfactory, Unsatisfactory)
UER	Binduri District	47.57	245th	Unsatisfactory
NER	Chereponi District	46.63	246th	Unsatisfactory
GAR	Ga Central Municipal	45.25	247th	Unsatisfactory
VR	Keta Municipal	45.07	248th	Unsatisfactory
UWR	Wa West District	44.94	249th	Unsatisfactory
UWR	Wa Municipal	44.75	250th	Unsatisfactory
UER	Tempane District	44.13	251st	Unsatisfactory
OR	Biakoye District	43.75	252nd	Unsatisfactory
AR	Juaben Municipal	43.50	253rd	Unsatisfactory
WR	Amenfi Central District	39.69	254th	Unsatisfactory
BER	Kintampo South District	38.38	255th	Unsatisfactory
SR	Sawla Tuna Kalba District	38.00	256th	Unsatisfactory
SR	North East Gonja District	37.07	257th	Unsatisfactory
WNR	Bia East District	33.94	258th	Unsatisfactory
ER	Yilo Krobo Municipal	29.88	259th	Unsatisfactory
NR	Zabzugu District	27.13	260th	Unsatisfactory

Decisions on the 2020 Annual Performance of RCCs are as follows:

- RCCs will be acknowledged based on their Performance;
- The best 3 RCCs that obtained the highest scores are to be given special acknowledgement and awards. These are:

Name of RCC	Overall Rating (%)	Position	Overall Performance (Excellent, Very Good, Good, Satisfactory, Unsatisfactory)
VRCC	94.875	1st	Excellent
SRCC	89.50	2nd	Excellent
BERCC	86.95	3rd	Excellent

- The RCCs whose evaluation scores were Unsatisfactory are to be given written caution by the HoS. These are:

Name of RCC	Overall Rating (%)	Position	Overall Performance (Excellent, Very Good, Good, Satisfactory, Unsatisfactory)
WNRCC	49.1	15th	Unsatisfactory
ORCC	47.55	16th	Unsatisfactory

General Recommendations and Way Forward

- RCDs & MMDCDs should share the contents of the contracts with their staff as soon as they are signed. This will ensure that Heads of Departments are aware of, and contribute to the collective achievement of set indicators and targets;
- When there is a new RCD or MMDCD posted to inherit a PC, he/she should be assessed based on the extent to which he/she has accepted and implemented the PC;
- The RCDs should monitor MMDAs' scoring systems during their evaluations.
- The MMDAs should organise training programmes on Records Management for relevant staff to improve their capacity to perform their functions effectively. The trainings should be followed by provision of necessary equipment and other logistics;
- The OHLGS should sensitise Hon. RMs & MMDCEs on the need to demonstrate greater commitment and interest in the PC process;
- The OHLGS should carry out detailed analysis on how high performing RMs & MMDCDs perform their functions and capture lessons that should be shared with other RCCs & MMDAs;
- In the management of the PMS/PCs, all actors in the LGS (OHLGS, RCCs and MMDAs) should be guided by best practices observed.

CHAPTER ONE

INTRODUCTION

1. INTRODUCTION

The Local Government Service was established by the Local Government Service Act, 2003, Act 656 with the objective "to secure an effective administration and management of local government in the country". The Local Government Service is made up of the Local Government Service Council, the Office of the Head of the Local Government Service (OHLGS), 10 Regional Coordinating Councils (RCCs), 216 Metropolitan, Municipal and District Assemblies (MMDAs) and Sub- Metropolitan Councils, Urban, Zonal, Town and Area (UZTA) Councils.

In line with its strategies to improve performance to achieve its objective of ensuring effective administration and management of Local Government in the country, the Local Government Service (LGS) developed for implementation a comprehensive Performance Management System (PMS) based on Service Delivery Standards (SDS) and anchored on systematic processes of planning, implementing, monitoring, evaluating and reporting on performance of its employees.

The PMS is a systematic process for improving performance by developing the individual performance of staff and teams to enhance productivity, develop competencies, increase job satisfaction and achieve the full potential of all staff in the Service. It is operationalised through the Performance Management Instruments (Contract & Appraisal) in which the Service enters into agreement and commitment with its employees to set clear, quantifiable objectives and indicators for attainment within a given timeframe.

For the year 2020, Performance Contracts (PCs) based on planned achievement of indicators in Key Performance Areas were signed between Honourable Regional Ministers (RMs) and their Regional Coordinating Directors (RCDs) at the Regional level and Honourable Metropolitan, Municipal and District Chief Executives (MMDCEs) and their Metropolitan, Municipal and District Coordinating Directors (MMDCDs) at the Distric level.

Even though the Performance Contracts were signed between the RMs and the RCDs as well as the MMDCEs and MMDCDs, it is worth noting that their overall performance mirrors that of their respective Regional Coordinating Councils (RCDs) as well as Metropolitan, Municipal and District Assemblies (MMDAs). This is as a result of the fact that the RCDs & MMDCDs signed the contract on behalf of the entire staff of the RCC & Assembly. Hence, the emphasis of the assessment is placed on the overall achievement of the RCC & MMDA under the leadership of the respective RCD & MMDCD.

As part of the implementation process of the PCs, Mid-year reviews are to be conducted in July 2020. Directors and support staff of the OHLGS conducted the mid year review of the RCCs and selected MMDAs. All RCCs and MMDAs conducted their Annual Evaluation on their performance and submitted reports to the Head of Service through their respective RCCs in January 2021 for decision making. To be able to make an objective and informed decision, the OHLGS sought the services of Directors and support staff of the OHLGS to conduct an independent Verification exercise on the RCCs and MMDAs on actual performance of the MMDAs in March and April 2021.

This report is an account of the whole process of the implementation of Performance Contracts between Hon. RMs and RCDs and Hon. MMDCEs and MMDCDs for 16 RCCs and 260 MMDAs respective. This process includes Performance Planning, Mid-Year Review, End of Year Evaluation and Decision – Making by Head of Service (HoS).

The report comprises the following sections:

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CHAPTER TWO

PERFORMANCE CONTRACT & IMPLEMENTATION PROCESS IN THE PERFORMANCE MANAGEMENT SYSTEM

2. PERFORMANCE CONTRACT & IMPLEMENTATION PROCESS IN THE PMS

The Performance Contract is a key mechanism in the implementation of the PMS as it enables employees and the Service to agree and be committed to the achievement of set objectives and targets in service delivery within a given timeframe. The LGS Performance Contract Process involved four main phases explained as follows:

2.1. Phase One: Performance Planning

This involved the planning and setting of individual performance targets related to Key Performance Areas (KPAs) through work plans derived from the RCCs' and MMDAs' Strategic Plans and objectives set at the departmental and unit levels.

Specific indicators /targets were mutually agreed upon by Honourable RMs and RCDs as well as Honourable MMDCEs and MMDCDs. In this phase, timelines for implementation and reviews/evaluation were also agreed on. Performance Contracts (PCs) between the Honourable RMs and their RCDs as well as Honourable MMDCEs and their MMDCDs in the 16 RCCs and 260 MMDAs respectively were signed effective January 1, 2020 to December 31, 2020. A sample Performance Contract of RCC and MMDA showing the implementation process and planned KPAs, Key Performance Indicators (KPIs), Weightings, Service Delivery Standards (SDS) and Competencies is presented in Annex 1.

2.2. Phase Two – Progress Reviews (Mid-year Review)

This phase involved discussions and communication between appraisers (MMDCEs) and appraises (MMDCDs) on progress of work, and adjustment of indicators /targets if necessary, through the provision of formal feedback. Teams of Directors and support staff of the OHLGS conducted the Mid Year reviews for the RCCS and MMDAs and reports were submitted to the HoS.

2.3. Phase Three – Review and Appraisal (End of year Evaluation)

This phase entailed evaluation of RCCs' and MMDAs' performance at the end of the performance management/contract period. Annual Evaluation of PCs was undertaken by RCCs and MMDAs and reports submitted to the OHLGS through their respective RCCs in January, 2021.

To be able to make objective and informed decision, the OHLGS sought the services of Directors and support staff of the OHLGS to conduct an independent Verification exercise of the RCCs and MMDAs on actual performance of the RCCs and MMDAs in March and April 2021 as presented in their Annual Evaluation reports. The process, findings and recommendations of the M&V exercise are presented in Chapter 3 of this report.

The Chapter 4 presents the results for 2021 Annual Performance Evaluation of RCCs and MMDAs and the Chapter 6 presents the detailed calculation of performance scores

2.4. Phase Four- Decision–Making

In this phase, decisions on courses of action, i.e. recognition/reward, training plans, promotion prospects, career development plans, counseling and sanctions are to be made.

Based on the 2021 Annual Performance results (*presented in Chapter 4*), the OHLGS has prepared the Guiding Principles of decision making on 2021 Performance Evaluation results and the decisions made by the Head of the Service is presented in Chapter 5.

CHAPTER THREE

MONITORING AND VERIFICATION ON 2020 ANNUAL PERFORMANCE EVALUATION OF RCCs & MMDAs

3. MODALITIES FOR THE MONITORING AND VERIFICATION ON 2020 ANNUAL PERFORMANCE EVALUATION OF RCCs & MMDAs

The final phase of the Performance Management Contract process entails decision making on the application of appropriate rewards and sanctions. This decision must be made objectively and fairly. To obtain objective and expert information as a guide to decide appropriately, and to further improve the PMS, the OHLGS engaged and deployed 8 teams made up of Directors and support staff of the OHLGS to undertake an independent Monitoring and Verification of the Annual Evaluation done by the RCCs and MMDAs from 8^{th} March to 30^{th} April, 2021.

A table of the Monitoring and Verification (M&V) teams and the Regions they undertook the exercise is in the table below.

Table 1: M&V Teams and the Institutions Visited

No	Team Composition	MMDAs in Regions Monitored	RCCs Monitored	No. of MMDAs Monitored
1	Lilian Baeka Kenneth Siisi Mayne	Upper East North East Northern Savannah Parts of Greater Accra	Upper East North East Northern Savannah Greater Accra	53
2	Emmanuel Nartey Baah Tetteh	Upper West Bono East Parts of Ashanti Parts of Greater Accra	Upper West Bono East	49
3	Golda Asante Prosper Ahalivor	Eastern	Eastern	33
4	George Ackah Jamil Abdul Issaka	Ahafo Western North Western	Ahafo Western North Western	29
5	Thomas A. Allotey Joseph Ankamah	Volta Oti	Volta Oti	26
6	Peter E. Asante Lutfata Mohaideen	Parts of Ashanti Central	Central	32
7	Lena Otto Nariel Quayson	Bono Part of Ashanti	Bono Ashanti	28
8	George Ackah Joseph Ankamah	Parts of Greater Accra		10

3.1. Objectives of the M&V Exercise

The main objectives of the exercise were to:

- Monitor and verify the annual performance of RCCs & MMDAs based on their Annual Performance Evaluation Reports from the Performance Contracts signed between the RMs and RCDs at the regional level as well as the MMDCEs and MMDCDs at the local level;
- Identify comprehensive recommendations and feedback on the findings of the performance status of the RCCs & MMDAs against their evaluation reports; and
- Provide recommendations for improvement of the PMS.

3.2. Scope and Methodology of the M&V Exercise

The M&V exercise focused on all Performance Contracts signed between the RMs and their Regional Coordinating Directors/Chief Directors as well as MMDCEs and their Coordinating Directors in the 16 RCCs and 260 MMDAs respectively at the beginning of 2020. Management developed a score criteria for each Key Performance Indicator (KPI) for the field verification and the M&V teams were taken through the criteria. Using evidence - based approach, the methodology adopted for the exercise included desk reviews of all performance contracts, mid -year reviews and of year self assessment reports. This was complemented by field visits to all 16 RCCs and 260 MMDAs for the physical verification of all relevant documentation in support of the scores submitted. The findings, recommendations and feedback on Key Performance Areas (KPAs), Key Performance Indicators (KPIs) and Personal Competency Development of the RCCs and MMDCDs which were discussed with the RCDs and MMDCDs and management were compiled into reports and submitted to the OHLGS.

4. DETAILED FINDINGS, ISSUES AND RECOMMENDATIONS FROM THE M&V TEAMS

4.1. Upper West, Bono East, Ashanti and Greater Accra Regions

The general observations/findings, key issues and recommendations by each team in the M&V exercise have been documented for the institutions visited. A summary of the findings of the teams are presented as follows:

4.1.1. Scope of the Assignment

The team was assigned to the Bono East, Upper West and parts of Ashanti (17 MMDAs) and Greater Accra (10 MMDAs) Regions. The RCC of Bono East and Upper West Regions were also visited and their performance assessed.

4.1.2. General Outcomes

The average time taken per MMDA was 2 hours 54 minutes and 2 hours 43 minutes per RCC. In the Upper West Region, the shortest time spent at the MMDAs visited was Nandom MA's 1 hour 26 minutes while the longest time taken for an MMDA in the Region was 2 hours 43 minutes in Wa MA. In the Bono East region, the shortest time spend in an MMDA was 1 hour 31 minutes (Nkoranza South MA) whereas the team spent the longest time in Pru West DA (2 hours 37 minutes). Similarly, the shortest time taken for the assessment of the 17 MMDAs visited in the Ashanti Region was 1 hour 42 minutes (Suame MA) and the highest being 2 hours 41 minutes in the Afigya Kwabre North DA. The shortest time spent in the 10 MMDAs visited in the Greater Accra region was in 2 hours 10 minutes (Kpone Katamanso MA) and the longest time spent in Ada East DA (4 hours). All these recorded times included the entry and exit conferences at each institution visited.

4.1.3. Specific Observations

For MMDAs

Staff Unavailability/Absence

Client Service Officers were not available at work to be assessed in Wa, MA and Pru East DA. There were no staff of the Social Welfare and Community Development (SWCD) and Environmental Health Unit (EHU) available at the time of assessment in Daffiama – Bussie – Issa (DBI). Similarly, no SWCD officer was available in Ningo Prampram DA to attend to the verification team. No official reasons were given for the absence of these staff by the administrative heads of these MMDAs.

Staff Unprofessionalism/Apathy

Generally, some staff of Wa MA, Kintampo North & Kintampo South DA were very apathetic towards the monitoring team. They were not cooperative with responses to requests made by the team.

In Wa West DA, there were no staff present at the DA at the time the team arrived for the exercise. The team had to wait for about an hour before DCD and some staff arrived. In Kintampo South however, the team was told that the DCD had not been to work for over two (2) months. This has led to most staff particularly Heads of Departments staying away from work and this was very evident on the day of the assessment.

Poor leadership and coordination

Poor leadership and coordination were observed in Kintampo South, Kintampo North, Wa and Ningo Prampram MMDAs. It was observed in Kintampo South DA that the absence of the DCD and election of the DCE as the current Member of Parliament (MP), has led to a leadership crisis in the DA. The DA had been without electricity for close to three (3) weeks prior to the monitoring exercise.

The MMDCDs of Kintampo North, Wa and Ningo Prampram failed to adequately coordinate and organize their staff to be fully prepared with their files and reports. The team reported all these observations to the respective RCCs of these MMDAs.

Poor Visitor's Washrooms

It was generally observed that most washrooms visited were in poor condition i.e., without running water and soap and with bad odour. In Wa MA there was just a single functioning washroom available for both genders for use by both staff and visitors and was in a poorly maintained state at the time of visit. This situation was observed in July when the team visited the MA during the mid-year evaluation and unfortunately the MA has not done anything to improve this poor situation.

The visitor's washrooms of Lawra, Sissala East, Sene West, Atebubu – Amantin, Pru East, Kintampo North, Afigya Kwabre South and Kwabre East MMDAs were observed to be outdoor unroofed urinals which were in very poor state at the time of the visit and had no hand washing facility, water and soap.

In Kintampo South, Ejura Sekyeredumase, Mampong, Sekyere East, Suame, Ningo Prampram, Shai Osudoku and Tema MMDAs, the designated visitor's washrooms were locked and not functional at the time of the assessment. This observation was particularly disappointing in these times of COVID – 19 and the need to strictly comply with protocols like hand washing.

Website

It was generally observed that some MMDAs still have not prioritized the development and updating of their websites. Some MMDAs in the Upper West Region still use the ghanadistrict.com platform instead of developing their own independent websites. The MMDAs with independent websites in the UWR unfortunately do not regularly update them. It was observed that the few updates done were of activities of the MMDCEs and not of departments and the activities and services they render.

In the Bono East Region, all MMDAs have independent websites but here again the team observed that the few updates done are of activities of the MMDCEs and not of departments and the activities and services they render.

In the Ashanti Region, the websites of Oforikrom and Sekyere Kumawu had domain challenges. Websites of both Assemblies are hosted on other Assemblies website and this makes access very challenging.

In the 10 MMDAs visited in the Greater Accra region, it was only Ningo Prampram DA which had no update on their website in the whole of 2020.

Impact of COVID 19 on MMDAs

The global pandemic, COVID 19 affected a number of MMDAs in the implementation of programmes and activities that required or involved mass gatherings such as Community Mobilization and Education programmes, Gender Based Violence interventions, ISCCS meetings, Education oversight and Health committee meetings as well as some outreach programmes such as Agric extension services and case follow up of reported child protection cases.

Human Resource Management related issues

It was observed that there is an urgent need for staff rationalization across the regions visited. KPIs such as the development and updating of the MMDAs websites were directly linked to the availability of the required staff. IT and client service officers were found to be lacking in some MMDAs in the Upper West, Bono East and Ashanti regions.

The team observed that Client Service and Statistics staff require urgent training to improve their efficiency. Training is also needed for all staff on the Performance Appraisal Tool. Social Welfare and Community Development Department showed very poor records filing practices and needs to be trained to improve on this.

Unsigned minutes of meetings

It was observed that a fair number of the MMDAs visited had minutes of meetings filed without being signed. Particularly worrying were minutes of Audit Committees (for Kintampo South, Juabeng and Ada East) and other meetings such as the District Education Oversight and District Health Committees meetings. This practice flies in the face of accountability and proper records keeping.

Noncompliance with statutory meetings

In 6 (Sene East, Kintampos South, DBI, Wa, Oforikrom & Sekyere Afram Plains) MMDAs, no District Education Oversight committee meetings were held in the year 2020. Similarly, 6 MMDAs visited (DBI, WA, ADA West, Ejura Sekyeredumase, Juabeng & Oforikrom) did not hold any District Health committee meetings in 2020. Unfortunately, no Audit Committee meeting was held in Mampong MA in 2020.

Misrepresentation of ISCCS meetings

It was observed that in 6 MMDAs (DBI, Lambussie, Sene East, Sene West, Pru West & Kwabre East), DPCU meetings were misunderstood to represent ISCCS meetings. The invitation letters and minutes produced as evidence to the verification team were for DPCU meetings. In the case of Ada East, La Dadekotopon & Shai Osudoku MMDAs, even though the headings of invitation letters and minutes shows ISCCS meetings, the agenda was not ISCCS in nature and the invited participants were restricted to management member and a few heads of non-decentralized departments.

Electronic Storage of Correspondence

Only 2 out of the 11 MMDAs in the UWR have what is required (registry software & functional scanner) to fully store correspondence electronically. 4 MMDAs in the Greater Accra region and 5 in the Bono East region did not have a registry software. It was observed that close to 50% of MMDAs visited in the four regions with a registry software and scanner in place were not storing correspondence regularly, particularly outgoing correspondence. Departments whose offices are outside the main Assembly block were seen to be signing and dispatching correspondence on behalf of their MMDCEs and MMDCDs.

In some MMDAs particularly in the Greater Accra region (e.g., Kpone Katamanso, Tema Metro, Adentan, Ningo Prampram & Ashaiman), incoming correspondences are scanned and electronically stored after final disposal instructions have been issued and not when the correspondence are first received by the MMDAs. In Tema, Adentan and Ningo Prampram especially, the MMDAs have a separate registry at the secretariat of the MMDCD and

MMDCE where incoming correspondence are first received and sent to the MMDCE and MMDCD for their attention.

Functionality of the Client Service Unit

Over 90% of Client Service Unit (CSU) officers interviewed requested for specialized client service training for improved service delivery. A similar percentage of CSUs visited did not have records of complaints taken and the corresponding actions taken. However, in Tema and Adentan MMAs, there was evidence of a form these Assemblies have developed which shows clearly the nature of the complaints, action officers and action taken on each complaint. About 10 out of the 49 MMDAs visited did not have permanent staff assigned to the Unit. In DBI and Nandom for instance, the CSU officers performed other administrative functions and were most times not available to take complaints.

It was worryingly observed that the CSU and its functions were being confused with the Public Relations Complaints Committees of the Assemblies. This was observed in Wa East, Pru West, Pru East, Techiman, Offinso North, Oforikrom & Ledzokuku MMDAs.

Adequate directional signs to MMDAs

Only a few (e.g., Kintampo North, Adentan & La Dadekotopon MAs) have directional signs at various junctions (intersections) and turns with clear information to adequately direct clients and other visitors to the Assembly.

Compliance with Human Resource Management Indicators

The Human Resource management KPA was one of the best performing KPAs across the MMDAs visited in the four regions.

However, the team observed a breakdown in the HRMIS of 8 MMDAs (Sissala West, Atebubu Amantin, Kintampo North, Kintampo South, Afigya Kwabre South, Old Tafo, Juabeng & Shai Osudoku).

Compliance with the staff performance appraisal cycle was also fairly low particularly in Sene East, Nkoranza South, Kintampo North, Techiman, Kintampo South, Ejura Sekyeredumase, Juabeng, Offinso, Ada East & Sekyere Afram Plains. Most staff still wait till they are due for promotion to fill appraisal forms. Over 60% of staff interviewed admitted to needing more training on the performance appraisal instrument.

Documents prepared but not submitted

The team discovered that 5 MMDAs (Wa West, Kintampo North, Kintampo South, Juabeng & Ada West) prepared their Revenue Improvement Action Plans (RIAP) but either did not submit to the RCC or submitted after deadline.

Over 95% of MMDAs who updated their list of vulnerable groups did not forward the updated lists to the RCC.

Efforts towards Street Naming and Signages

Only 57% of the MMDAs visited successfully mounted road signages in the year 2020. In Ada East for instance, the Physical Planning officer produced a letter from the office of the Vice President which asked MMDAs to halt street naming activities in the Greater Accra Region temporarily.

Availability of District Spatial Development Framework

It was observed that only about 31% of the MMDAs visited had developed a District Spatial Development Framework. Almost all MMDAs however had some local plans developed and copies produced in evidence.

In Tema, Ashaiman & Kpone Katamanso, the MMAs do not have Spatial Development Framework and local plans because according to these MMAs, all lands within these Assemblies belong to the Tema Development Corporation (TDC).

Implementation of Gender Based Violence Interventions

The team observed that in general, MMDAs visited performed poorly in the planning and implementation of gender-based interventions. It came to light during the exercise that gender-based issues are handled differently from one Assembly to the other. In some MMDAs, there were Gender Desk officers who were solely responsible for leading the planning and implementation of gender-based issues within the MMDAs. Other MMDAs use Development Planning or SWCD officers as Gender Desk officers.

These different functional arrangements affected the planning and implementation of gender-based violence interventions within some MMDAs. Only about 50% of the MMDAs visited planned for at least one intervention and even that, only about half of these MMDAs actually implemented at least one of their plans.

Reporting on Child Protection Cases

The team found out that the reporting format for reported and managed child protection cases was not uniform throughout the MMDAs visited. The MMDAs were not breaking down the data on gender basis for the adults who reported the cases as well as the children involved in the reported cases as was being requested for in the UNICEF data collection sheet used for assessing the performance of MMDAs social services.

Poor Reporting on Agric related indicators

A number of MMDAs visited recorded negative growth in yield for selected crops and livestock. This phenomenon was largely attributed to poor rainfall patterns in the Upper West Region and rapid urbanization in the Ashanti and Greater Accra Regions.

On the percentage of subsistence farmers transformed into commercial farmers, about 70% of MMDAs visited did not have data on the type of farming being done by farmers within the jurisdiction of the Assemblies.

Planning and implementation of Tourism related activities

Less than 50% of MMDAs visited planned for at least one tourism related activity in 2020, out of which only about half carried out at least one of their plans. Most MMDAs who planned but failed to implement attributed this to the COVID – 19 pandemic and its associated restrictions.

Availability of Disaster Preparedness Action Plan Implementation report

The MMDAs visited generally performed very poorly on this indicator. More than 80% of the MMDAs do not have a Disaster Preparedness Action Plan and its implementation report prepared for the year 2020.

For RCCs

Workplace Environment

Office accommodation was inadequate for the Bono East RCCs. The RCC however informed that team that work is currently on going for the construction of a new office complex. Washrooms of both RCCs were fairly managed with running water and soap.

Website

Bono East RCC has an active website but all updates were about the Regional Minister and other political activities and none of activities of Departments of the RCC. In Upper West

RCC however, the website has had technical (domain) challenges since the beginning of 2020 hence could not be accessed at the time of the exercise.

Electronic Storage of Correspondence

In the Upper West RCC, the registry installed a software for the electronic storage of correspondence in the fourth quarter of 2020, however correspondence is not stored on this system on a regular basis.

Audit Committees

The team found out that, not all recommendations in the Auditor Generals Management letter were fully implemented in the Upper West RCC.

Submission of Reports through the RCC

It was observed that Departmental monitoring and technical backstopping reports were not sent to OHLGS and the relevant MDAs through the RCC. Most departmental heads forwarded these reports directly from their offices and signed the transmittal letters on behalf of their RCDs.

4.1.4. General Recommendations

For MMDAs

MMDAs need to;

- Start seeing and positioning the Assemblies as corporate organizations that exist to provide services and raise the required revenue for sustained development and develop practical strategies towards achieving this objective;
- Apply the required sanctions needed for staff who are failing to perform their functions in an effective and efficient manner;
- Ensure that the Performance Appraisal Tool is fully understood and deadlines strictly adhered to;
- Ensure that the structures, roles and responsibilities in the operational manuals for the various departments are being followed to avoid collision or conflict of roles;
- Ensure that staff are continuously sensitized on the LG laws, protocols and bye laws and other sector related legislative instruments with the aim of improving staff understanding and compliance to these regulations;

- Improve on the workplace environment. Office logistics must be made available for staff to improve performance. Visitors Washrooms needs to be constantly kept clean and safe with adequate water, soap and hand washing facilities throughout the day particularly in the face of the current global pandemic, COVID 19;
- Commit more efforts towards ensuring compliance to provisions in the PFM law. Audit committees needs to be fully set up according to the law and well-resourced to function adequately;
- Ensure that formats for reporting as well as reporting deadlines are strictly enforced to enhance accountability from the various departments and units;
- Ensure that independent websites are developed for their MMDAs and regularly updated just with activities of the MMDCEs but of basic data of departments and units and well as reports of service delivery activities carried out by the Departments and Units in the MMDA;
- Take steps to ensure that directional signs with the right information are adequately placed at all vantage points to comfortably direct clients to the Assemblies.

For RCCs

The following are some recommendations for RCCs;

- The RCCs must tighten monitoring activities of MMDAs under their Region with the aim of assisting them with technical expertise where needed;
- In Regions with IT related challenges the RCC should assist by deploying the Regional IT officer to fill in the gaps by providing technical backstopping;
- The RCCs are encouraged to intensify training for staff of the MMDAs on the Performance Appraisal Tool and monitor its implementation;
- The RCC can also assist in staff audit and rationalization across the MMDAs in their Region.

For OHLGS

The following are recommendations for OHLGS to help improve on the performance of RCCs and MMDAs in their service delivery;

- Staff audit which will lead to staff rationalization across the Service should be commissioned to ensure the fair distribution of staff across the Service;
- There is the need for targeted training for staff of Departments and Units performing below expectation in the KPIs under this contract. Client Service officers require

targeted training on how the Service requires them to professionally perform their functions. In the case of Social Welfare and Community Development officers, the OHLGS needs to consider training the staff on proper reporting and records management;

- A substantive Head of Roads Department should be posted to the Wa MA and all other Municipals without substantive heads. The staffing situation in Roads Departments visited are critically low and the OHLGS will need to urgently begin steps towards addressing this situation;
- Challenges with the HRMIS software needs to be addressed to improve the quality of data received at the OHLGS. The new HRMIS needs to be rolled up immediately to help improve significantly the staff management across the Service.

4.1.5. Upper West & Bono East RCCs Detailed Analysis /Findings of Indicators

Table 2: Upper West & Bono East RCCs Detail Analysis /Findings of each Indicator

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
General Administration	1.1	Compliance with monthly REGSEC meetings	Bono East RCC held all 12 monthly REGSEC meetings whereas Upper West RCC held 11.	The RCCs must keep this up.
	1.2	Compliance with Expanded RCC and RPCU	Whereas Bono East RCC held only one expanded RPCU meeting, the Upper West RCC held one expanded RCC and expanded RPCU meeting each.	RCC must commit to organizing expanded RCC and RPCU meetings in fulfilment with the LG Law 936.
	1.3	Software/system for the electronic storage of correspondence	Upper West RCC set up the registry software system in the fourth quarter of 2020 but correspondence is not regularly captured and stored.	The UWRCC needs to improve in the KPI.
	1.4	Availability of website and updates	i. The website of the Upper West RCC has challenges with the domain and therefore could not be accessed during the verification exercise. ii. Bono East RCC have active websites but with updates of the Regional Minister and other politically related news only and not of activities of Departments of the RCC.	The RCC need to resource their IT officers to manage effectively the RCC's websites.
	1.5	Effectiveness of the Client Service Unit	i. All RCCs visited had office accommodation and basic logistics but all staff interviewed needed training to operate the Units effectively.	Client Service Staff require more specialized training.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
			ii. No RCC could produce a client complaints log book or records showing actions taken. iii. In Bono East RCC the client service staff is sharing the same space with the receptionist.	
	1.6	Poorly maintained washrooms	Both RCCs have well maintained visitor's washrooms, office space, landscape as well as sign posts.	The RCCs must keep this up.
Human Resource Management	2.1	Compliance with promotion schedule with established vacancies & retirement schedules submission	Both RCCs fully complied and made the submissions on time.	The RCCs must keep this up.
	2.2	Compliance with HRMIS data update and submission	Both RCCs fully complied and made the submissions on time.	The RCCs must keep this up.
	2.3	Compliance with Salary Validation comprehensive report submission	Both RCCs fully complied and made the submissions on time.	The RCCs must keep this up.
	2.4	Compliance with Training Reports submission	Both RCCs fully complied and made the submissions on time.	The RCCs must keep this up.
	2.6	Compliance with Staff Performance Appraisal Planning for 2020	Compliance with staff performance appraisal was fairly high in both RCCs.	The RCCs must keep this up.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
Financial Management & Reporting	3.1	Compliance with Audit Plan preparation and submission	Both RCCs fully complied with this KPI.	The RCCs must keep this up.
	3.2	Implementation of Auditor Generals Management letter recommendations	i. Bono East RCCs are new RCCs and were not audited in 2019. ii. Not all recommendations in the Management letter were fully implemented in the Upper West RCC.	
	3.3	Implementation of Quarterly Internal Audit recommendations	Only the 1st, 2nd & 3rd 2020 quarters Internal Audit recommendations were implemented in Bono East RCC.	
	3.4	Preparation and submission of Regional Integrated Budget System (RIBS)	Both RCCs prepared and submitted their RIBS on time.	The RCCs must keep this up.
	3.5	Expenditures outside GIFMIS	All sampled expenditures for all RCCs visited were captured in GIFMIS.	The RCCs must keep this up.
Services	4.1	Submission of Departmental monitoring reports through the RCC	It was only in Bono East RCC that 4 different departmental monitoring reports were submitted through the RCC to the OHLGS.	
	4.2	Submission of quarterly RPCU monitoring reports	Whereas Bono East RCC prepared and submitted 4 quarterly RPCU monitoring reports, the Upper West RCC only prepared and submitted 3.	

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
	4.3	Submission of biannual technical backstopping reports	In Bono East RCC, 3 departments submitted biannual technical backstopping reports whereas in Upper West RCC, only 1 (Human Resource Department) department submitted their reports.	The RCCs must do better with this KPI.

4.1.6. Upper West, Bono East, Ashanti and Greater Accra Regions MMDAs Detailed Analysis /Findings of Indicators

Table 3: Upper West Region MMDAs Detail Analysis /Findings of each Indicator

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
General Administration	1.1	Compliance with ISCCS meetings	i. Only Nandom, Jirapa, Nadowli and Sissala East held at least one ISCCS meeting with minutes signed and filed. ii. Wa MA held one ISCCS meeting but minutes were not signed. iii. In DBI and Lambussie DAs, the DPCU meetings were misunderstood to represent the ISCCS. iv. Four (4) DAs (Lawra, Wa West, Sissala West & Wa East) did not hold any ISCCS meeting.	The RCC must impress on the MMDAs to comply with ISCCS provisions in the LG Act 936 and highlight the importance of that platform to harmonized development
	1.2	Compliance with the organization of sensitization workshops	i. Out of the 11 MMDAs in the Upper West Region, only Nadowli MA and Wa West DA did not organize a sensitization workshop for staff. ii. In Wa East and Lawra DAs the sensitization workshop was only done for management members as part of Management meetings but the minutes were not signed.	The RCC must impress on the MMDAs to develop innovative ways of sensitizing their entire staff on Local Government law, protocols etc.
	1.3	Electronic capturing and storage of correspondence	i. Only 2 (DBI & Nandom DAs) out of 11 Assemblies visited had software installed and scanner available and were storing correspondence regularly. ii. In the case of Lambussie, Lawra, WA MA & WA East DAs have software and scanners for the capturing of correspondence but do not capture the correspondence on a regular basis.	The RCC must support the MMDAs with IT support services

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
			iii. 4 Assemblies (Jirapa, Nadowli, Sissala East & Sissala West) do not have a software and scanner for the electronic capturing of correspondence. In Wa West, the software installed had challenges and this led to correspondence not stored on a regular basis.	
	1.4	Availability and Update of Website	i. Only 4 Assemblies (DBI, Lambussie, Wa West & Nadowli DAs) out of 11 MMDAs visited had developed Assembly owned websites but none of these had enough updates to score the full mark on this indicator. ii. Lawra and Sissala East DAs had ghanadistricts.com websites instead of their independent DA owned website.	The RCC must identify MMDAs without IT officers and websites and support with technical assistance
	1.5	i. Establishment of the Client Service Unit ii. Staffing and training of the Unit	i. Only Jirapa Municipal is yet to set up the Client Service Unit. i. In DBI and Nandom DAs staff manning the Unit performs other administrative and HR functions respectively. However, in Jirapa the Unit is not functioning due to unavailability of staff. ii. It was generally observed that the Client Service Unit staff of the MMDAs in the UWR will require further training. i. It was observed that in Wa East DA that the PRCU is being operated and confused with the CSU.	The RCC needs to include the training of CSU officers in their training plans

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
		iii. Confusing the Public Relations & Complaint Unit with the Client Service Unit iv. Compliant Records Logbook	i. It was only in Lawra and Nadowli DAs that the complaint logbook showed records of complaints and actions taken. In Sissala East DA, the records shown in the complaint logbook were records of visitors visiting the DA and not of complaints made.	MMDAs needs to be sensitized on the difference in functions between the PRCU and the CSU
	1.6	i. Poorly maintained visitor's washrooms ii. Office Accommodation iii. Landscaping iv. Office Sign Post	i. All Assemblies visited had poorly maintained washrooms with no running water, soap and hand washing facility. ii. Wa Municipal had only one washroom for both male and female and was very poorly managed. iii. The Visitor's washrooms in Lawra and Sissala East DAs were unroofed urinals with no hand washing facilities, water and soap. i. The office spaces of DBI, Lawra and Nadowli DAs were poorly managed. i. Generally, the landscaping of the Assemblies visited were fairly well maintained except for Wa West and Nadowli DAs which are poorly managed.	The MMDAs must be impressed upon to see the need to improve on their workplace environment especially visitors' washrooms.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
			i. The office sign post of all the 11 MMDA will need to be updated with more detailed directions to the MMDAs. ii. The office sign post of Wa MA, Wa West & Nandom DAs were observed to be faded.	
Human Resource Management	2.1	Compliance with promotion schedule with established vacancies submission	i. Only 2 MMDAs (Jirapa & Wa West) out of the 11 visited did not submit their composite promotion schedules with established vacancies to the RCC. ii. Jirapa and Sissala West DAs submissions were without retirement schedules. iii. Wa MA and Wa East DA both submitted their composite schedules for only one half of the year to the RCC.	The RCC need to insist on this report being submitted and on time
	2.2	Compliance with Salary Validation comprehensive report submission	Only 2 MMDAs (Wa West & Sissala West DAs) out of the 11 visited did not forward all 12 monthly comprehensive reports to their RCCs.	The RCC need to insist on this comprehensive report being submitted and on time
	2.3	Compliance with HRMIS data update and submission	i. The HRMIS software for Sissala West was corrupted and there was evidence of an official complaint to the RCC on file. ii. Not all monthly validated comprehensive reports were submitted to the RCC by Jirapa & Wa West MMDAs).	The RCC must provide IT support services to poor performing MMDAs in this area.
	2.4	Training of MMDA staff	Only 4 MMDAs (Jirapa, Lawra, Wa West & Nadowli) were unable to undertake at least 80% of their training plans.	MMDAs must be impressed upon to invest more resources into staff capacity building.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
	2.5	Compliance with Staff Performance Appraisal Planning for 2020	i. Compliance was fairly good from the samples chosen during the exercise except for Wa West and Wa MA where compliance was below average and some of the reports sampled were not fully signed. ii. A fair number of staff admitted to needing more training on how to fill out the Performance Appraisal Tool.	The RCC must intensify training on the Performance Appraisal Tool for staff of MMDAs under their jurisdiction.
Financial Management & Reporting	3.1	Compliance with the preparation and submission of RIAP	Only Wa West had prepared their RIAP but failed to submit it to the RCC.	The RCC must ensure strict compliance.
	3.2	Efforts into Street Naming	i. Only 5 MMDAs (Lambussie, Lawra, Nandom, Nadowli & Sissala East) have successfully mounted new signages in the year 2020. ii. In Jirapa MA only digitization and ground trotting were done. iii. In 5 MMDAs (DBI, Wa West, Wa MA, Sissala West & Wa East) no effort was made in achieving this indicator.	The RCC must increase supervision of the MMDAs and provide any technical support towards assisting the MMDAs achieve this KPI.
	3.3	Meetings towards implementation of the Auditor Generals recommendations	There was evidence of meetings held towards the implementation of recommendations in the Auditor Generals' management letter in all MMDAs visited.	
	3.4	Meetings towards implementation of Internal Audit recommendations	It was only in Sissala East that some minutes of meetings discussing the recommendations in the Internal Audit reports were not signed.	The Sissala East DA must be prevailed upon to take Internal Audit findings seriously and commit to the implementation of the recommendations.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
	3.5	Expending on activities outside the AAP	More than 90% of sampled expenditures from all MMDAs visited were captured in their AAPs.	Good practice, must be encouraged to continue.
	3.6	Availability and updating of data on rateable properties	All MMDAs visited complied except for Wa & Nadowli MAs did not have their 2019 data available on file.	
Infrastructure	4.1	Level of achievement in the implementation of planned road projects	i. 9 out of the 11 MMDAs visited have been able to complete more than 80% of their road programmes/projects in their 2020 APR. ii. In Wa MA, this was no achieved because the MA has no HoD for the Roads Department and this has resulted in all road projects currently ongoing in the Municipality being managed by the Department of Urban Roads Regional office. iii. For Wa West only 70% of approved Road programmes/projects were completed in 2020.	A substantive Head of Roads Department must be posted to the Wa MA to help improve infrastructure development in the area of roads.
	4.2	Level of achievement in the implementation of planned building projects	It was only in Wa West & Sissala West DAs that less than 80% of building programmes/projects were completed.	
	4.3	Inauguration of Spatial Planning and Technical Sub – Committees	Both committees have been inaugurated for all 11 MMDAs and there was evidence that all were functioning.	
	4.4	Building Permit applications processing	i. 10 out of the 11 MMDAs visited have held meetings to consider building permit applications and more than 80% were approved and decisions communicated to applicants.	

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
			ii. However, in DBI, no evidence of applications received and those processed were produced as evidence.	
	4.5	Availability of approved spatial plans (District Spatial Development Framework, Structure Plan for the District Capital and Local Plans)	i. Only 3 MMDAs (Lambussie, Lawra & Wa MA) had Spatial Development Framework in place. ii. All the other 8 MMDAs who did not have SDF have local plans available.	The RCC must support the MMDAs in the development of the Spatial Development Framework and Structural Plans.
Social Services	5.1	Compliance with Education Oversight Committee meetings	i. Only Lambussie and Sissala West DAs held 4 quarterly meetings and had all minutes signed and filed. ii. In Wa West DA, none of the 4 minutes produced were signed by both the secretary and chairman. iii. DBI and Wa MA could not produce evidence of even a single meeting held.	The RCC must ensure compliance.
	5.2	Compliance with Health Oversight Committee meetings	i. None of the 11 MMDAs visited held all 4 quarterly meetings with signed minutes on file. ii. No evidence of meeting was produced in DBI and Wa MA. iii. In 4 MMDAs (Jirapa, Lawra, Wa West & Nadowli) some meetings were held but none of the minutes produced was signed.	
	5.3	Updating of Vulnerable groups list	i. Only 2 MMDAs (Lawra & Nandom) have 2 updates but showed no evidence of submission of these updates to the RCC.	These Assemblies must take these updates serious as these updates serve as basis for the formulation of social policies

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
			ii. Only 2 MMDAs (Sissala West & Wa East) have one update but showed no evidence of submission to RCC. iii. All other 7 MMDAs have not updated their list of vulnerable groups or submitted any such information to the RCC.	and programmes that affect the vulnerable groups.
	5.4	Implementation of GBV interventions	i. Only Lambussie DA successfully implemented more than 80% of planned interventions. ii. 6 MMDAs (DBI, Wa West, Nandom, Wa MA, Sissala West & Wa East) could not produce evidence to show any GBV interventions in their 2020 AAP or implementation of any such intervention in their APR. iii. 3 MMDAs (Jirapa, Lawra & Sissala East) implemented between 40-75% of the GBV interventions in their AAP.	The RCC must ensure compliance.
	5.5	Management of Child Protection cases	i. In DBI and Sissala East DAs, no evidence was produced for this indicator. ii. In Jirapa and Lambussie MMDAs, 2% and 0% of reported cases were successfully managed. iii. All the other 7 MMDAs recorded more than 60% of reported cases were successfully managed.	
	5.6	Organization of Community Mobilization & Education programmes	i. In DBI DA, no evidence was produced for this indicator. ii. Only 4 MMDAs (Lawra, Wa MA, Sissala East & Sissala West) were able to organize at least 60% of their Community Mobilization & Education	

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
			programmes. All other MMDAs visited attributed their inability to undertake more than 60% of their programmes to COVID and its related restrictions on public gatherings.	
Economic Development	6.1	Increase in yield in selected Agric produce	i. In Wa MA, no evidence was produced for this indicator. ii. Negative growth in yield was recorded in DBI, Lambussie & Nadowli MMDAs. iii. In Jirapa only 2 out of the 5 selected crops recorded more than 10% increase in yield in 2020.	
	6.2	Increment in the percentage of subsistence farmers moved to commercial farming category	i. In 4 MMDAs (Wa West, Wa MA, Nadowli & Wa East) no evidence was produced for this indicator. ii. Only 5 out of the 11 MMDAs (DBI, Jirapa, Lambussie, Nandom & Sissala East) recorded more than 30% increment in this indicator.	
	6.3	Implementation of Tourism related activities	i. In Lambussie & Wa MA no evidence was produced for this indicator ii. In Jirapa and Wa West, there were no tourism related activities in the 2020 AAP of the MMDAs.	
Environment & Sanitation	7.1	Availability of a Disaster Preparedness Action plan & Implementation report	i. 4 out of the 11 MMDAs visited had their Disaster Preparedness Action plan & Implementation report available showing the level of implementation of interventions. ii. DBI, Wa West & Nadowli MMDAs could not show any evidence for this indicator. iii. In Wa MA and Sissala East, the NADMO plan for the Assemblies AAPs were produced as evidence.	The RCCs must enforce compliance.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
			iv. In Lawra & Sissala West DAs only the Disaster Preparedness Action plans were available without an implementation report.	
	7.2	Inclusion of Environment enhancement programmes in 2021 AAP	Only Lawra DA did not have any Environment enhancement programmes in their 2021 AAP.	
	7.3	Increase in population with household toilets	i. DBI & Wa West MMDAs could not show any evidence for this indicator. ii. In Wa MA there was a decline in the number of household toilets when the numbers were compared between 2019 and 2020. iii. In Sissala East there was no 2019 data to be used for comparison.	MMDAs should be admonished to commit more efforts towards ending open defecation in the Region.
	7.4	MMDA sponsorship of Routine Cleansing activities	i. It was only in 3 MMDAs (Jirapa, Nadowli & Sissala West) that there was evidence of at least one Assembly sponsored routine cleansing carried out in the year 2020. ii. The evidence produced for Nandom DA was the Assemblies collaboration with Zoomlion and not DA led.	MMDAs should be admonished to commit more resources and efforts towards improving sanitation

Table 4: Bono East Region MMDAs Detail Analysis /Findings of each Indicator

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
General Administration	1.1	Compliance with ISCCS meetings	i. Only Techiman North, Techiman MA and Nkoranza North held at least one ISCCS meeting with minutes signed and filed. ii. In Sene East, Sene West and Pru West DAs, the DPCU meetings were misunderstood to represent the ISCCS. iii. Five (5) MMDAs (Nkoranza South, Atebubu Amantin, Pru East, Kintampo North & Kintampo South) did not hold any ISCCS meeting.	The RCC must impress on the MMDAs to comply with ISCCS provisions in the LG Act 936 and highlight the importance of that platform to harmonized development
	1.2	Compliance with the organization of sensitization workshops	i. Out of the 11 MMDAs in the Bono East Region, only Sene East, Nkoranza South & Kintampo South MMDAs did not organize a sensitization workshop for staff. ii. All other 8 MMDAs organized at least one sensitization workshop for staff.	The RCC must impress on the MMDAs to develop innovative ways of sensitizing their entire staff on Local Government law, protocols etc.
	1.3	Electronic capturing and storage of correspondence	i. Only Pru West DA out of 11 Assemblies visited had software installed with a scanner available and were storing correspondence regularly. ii. In 5 MMDAs (Sene West, Nkoranza South, Atebubu Amantin, Pru East & Nkoranza North) there were software installed and scanners available but outgoing correspondence especially were not regularly captured.	The RCC must support the MMDAs with IT support services

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
			iii. 5 MMDAs (Kintampo North, Techiman North, Techiman MA, Sene East & Kintampo South) did not have a registry software for the electronic capturing of correspondence in the year under review.	
	1.4	Availability and Update of Website	i. Only Techiman North DA has a functioning website with 8 monthly updates. ii. It was observed that even though Nkoranza North, Atebubu Amantin, Kintampo South & Pru East had developed websites, the websites did not have updates of activities of departments of the Assembly.	The RCCs must identify MMDAs without IT officers and websites and support with technical assistance
	1.5	i. Establishment of the Client Service Unit ii. Staffing and training of the Unit	i. In Sene East, Pru East & Pru West the Client Service Unit is functioning as a Reception. i. In Sene West and Kintampo South MMDAs staff manning the Unit were not trained. ii. In Pru East, there is no staff to man the Unit. iii. It was generally observed that the Client Service Unit staff of the MMDAs in the Bono East Region will require further training. i. It was observed that in Pru West, Pru East & Techiman MA, the PRCU is being operated and confused with the CSU.	i. The RCCs needs to include the training of CSU officers in their training plans

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
		iii. Confusing the Public Relations & Complaint Unit with the Client Service Unit iv. Compliant Records Logbook	i. It was only in Techiman North and Nkoranza North DAs that the complaint logbook showed records of complaints and actions taken. In Sene East DA, the records shown in the complaint logbook were records of visitors visiting the DA and not of complaints made.	MMDAs needs to be sensitized on the difference in functions between the PRCU and the CSU
	1.6	i. Poorly maintained visitor's washrooms ii. Office Accommodation iii. Office Environment	i. In 4 MMDAs (Sene West, Atebubu Amantin, Pru East & Kintampo North), it was observed that the visitor's washrooms were unroofed urinals with no water, hand washing facility and toilets. ii. It was only in Nkoranza South & Nkoranza North that the washrooms were well managed. iii. The visitor's washroom for Kintampo South was locked at the time of assessment. i. The office buildings of Pru East & West DAs were old and poorly maintained. New office complex is being built for both DAs. i. The office environment for Kintampo South DA was poorly maintained.	The MMDAs must be impressed upon to see the need to improve on their workplace environment especially visitors' washrooms and directional signs to the MMDAs.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
		iv. Office Sign Post	i. It was only in Kintampo North MA that had detailed directional sign/post that adequately directs client/visitors to the MA.	
Human Resource Management	2.1	Compliance with promotion schedule with established vacancies submission	It was only in Kintampo South DA that the composite promotion schedules submitted did not have a retirement schedule attached to it.	
	2.2	Compliance with Salary Validation comprehensive report submission	Only Kintampo South DA out of the 11 visited did not forward all 12 monthly comprehensive reports to their RCCs.	The RCC need to insist on this comprehensive report being submitted and on time
	2.3	Compliance with HRMIS data update and submission	The HRMIS software for Ateububu Amantin, Kintampo North & South MMDAs was corrupted but it was only Atebubu Amantin MA which officially reported this challenge to the RCC.	The RCC must provide IT support services to the poor performing MMDAs in this area
	2.4	Training of MMDA staff	All 11 MMDAs were able to undertake more than 80% of their training plans.	
	2.5	Compliance with Staff Performance Appraisal Planning for 2020	i. Compliance was very low in Sene East, Nkoranza South, Kintampo North & Techiman MMDAs. ii. In Kintampo South DA no staff completed their performance appraisal report for the year 2020.	The RCCs must intensify training on the Performance Appraisal Tool for staff of MMDAs under their jurisdiction.
Financial Management & Reporting	3.1	Compliance with the preparation and submission of RIAP	Kintampo North & South MMDAs had prepared their RIAP but failed to submit to the RCC	The RCC must ensure strict compliance.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
	3.2	Efforts into Street Naming	i. Only 6 MMDAs (Sene West, Atebubu Amantin, Pru East, Techiman North, Techiman MA & Nkoranza North) have successfully mounted new signages in the year 2020. ii. In 5 MMDAs (Sene East, Nkoranza South, Pru West, Kintampo North & Kintampo South) no effort was made in achieving this indicator.	The RCCs must increase supervision of the MMDAs and provide any technical support towards assisting the MMDAs achieve this KPI
	3.3	Meetings towards implementation of the Auditor Generals' recommendations	It was only in Kintampo South that minutes of Audit Committees discussions on the Auditor Generals' Management letter was not signed.	
	3.4	Meetings towards implementation of Internal Audit recommendations	In Nkoranza South MA evidence was produced for 3 quarters only (4th quarter 2019, 1st & 2nd quarters 2020)	The Nkoranza South MA must be prevailed upon to take Internal Audit findings seriously and commit to the implementation of the recommendations.
	3.5	Expending on activities outside the AAP	More than 90% of sampled expenditures from all MMDAs visited were captured in their AAPs.	This is a good practice, must be encouraged to continue.
	3.6	Availability and updating of data on rateable properties	All MMDAs visited complied with evidence on file.	This is a good practice, must be encouraged to continue.
Infrastructure	4.1	Level of achievement in the implementation of planned road projects	i. Only 2 (Sene West & Pru West) out of the 11 MMDAs visited were unable to implement	

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
			at least 80% of their road programmes/projects in their 2020 APR. ii. In Kintampo North MA, the HoD is the only staff in the Roads Department.	Additional staff will need to be posted to the Department in the MA.
	4.2	Level of achievement in the implementation of planned building projects	It was only in Kintampo South DA that less than 80% of building programmes/projects were completed.	
	4.3	Inauguration of Spatial Planning and Technical Sub – Committees	Both committees have been inaugurated for all 11 MMDAs and there was evidence that all were functioning.	
	4.4	Building Permit applications processing	i. In Pru East DA less than 80% of building permit applications received were processed and decisions communicated to applicants. ii. However, in Kintampo South DA, no evidence of applications received and those processed were produced as evidence.	
	4.5	Availability of approved spatial plans (District Spatial Development Framework, Structure Plan for the District Capital and Local Plans)	i. Only 4 MMDAs (Atebubu Amantin, Kintampo North, Techiman North & Techiman MA) had Spatial Development Framework in place. ii. All the other 7 MMDAs who did not have SDF have local plans available.	The RCC must support the MMDAs in the development of the Spatial Development Framework and Structural Plans.
Social Services	5.1	Compliance with Education Oversight Committee meetings	i. 5 (Pru West, Atebubu Amantin, Techiman North, Techiman MA & Nkoranza North) out of 11 MMDAs held 4 quarterly meetings and had all minutes signed and filed.	The RCCs must ensure compliance.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
			ii. Sene East and Kintampo South DA could not produce evidence of even a single meeting held.	
	5.2	Compliance with Health Oversight Committee meetings	i. It was only in Techiman North and Nkoranza North DAs out of the 11 MMDAs visited held all 4 quarterly meetings with signed minutes on file. ii. In 6 MMDAs (Sene East, Sene West, Pru West, Pru East, Kintampo North & Kintampo South) some meetings were held but none of the minutes produced was signed.	The RCCs must ensure compliance.
	5.3	Updating of Vulnerable groups list	i. Only Techiman North DAs have 2 updates with evidence of submission of these updates to the RCC. ii. 3 MMDAs (Sene West, Kintampo North & Kintampo South) could not show any evidence of updates of vulnerable groups.	These Assemblies must take these updates serious as these updates serve as basis for the formulation of social policies and programmes that affect the vulnerable groups.
	5.4	Implementation of GBV interventions	i. 5 (Sene West, Atebubu Amantin, Kintampo North, Techiman MA & Nkoranza North) out of the 11 MMDAs visited successfully implemented more than 80% of planned interventions. ii. 5 MMDAs (Sene East, Nkoranza South, Pru West, Techiman North & Kintampo South) could not produce evidence to show any GBV interventions in their 2020 AAP or	The RCCs must ensure compliance.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
			implementation of any such intervention in their APR.	
	5.5	Management of Child Protection cases	i. In Nkoranza South MA, no evidence was produced for this indicator. ii. In Pru East and Kintampo North MMDAs, less than 60% of reported cases were successfully managed. iii. All the other 8 MMDAs recorded more than 60% of reported cases were successfully managed implementation of their GBV intervention activities.	
	5.6	Organization of Community Mobilization & Education programmes	i. In Nkoranza South MA, no evidence was produced for this indicator. ii. Only 3 MMDAs (Sene East, Atebubu Amantin & Techiman MA) were unable to organize more than 60% of their Community Mobilization & Education programmes. iii. However, in Kintampo South DA, the officer could not produce the Department's AAP to be used as a basis of comparison.	
Economic Development	6.1	Increase in yield in selected Agric produce	i. All MMDA recorded more than 10% increase in yield. ii. In Sene West DA only 3 out of the 5 selected crops recorded more than 10% increase in yield in 2020.	

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
	6.2	Increment in the percentage of subsistence farmers moved to commercial farming category	i. In 5 MMDAs (Sene West, Nkoranza South, Pru West, Techiman North & Techiman MA) no evidence was produced for this indicator. ii. Only 4 out of the 11 MMDAs (Atebubu Amantin, Pru East, Kintampo North & Nkoranza North) recorded more than 30% increment in this indicator. iii. There was a negative growth of 42.33% recorded in Sene East DA.	
	6.3	Implementation of Tourism related activities	i. In 6 MMDAs (Sene East, Sene West, Nkoranza South, Pru East & Kintampo South) no evidence was produced for this indicator. ii. It was only in Techiman MA and Nkoranza North DA that more than 80% of tourism related activities in the 2020 AAP of the MMDAs were implemented.	The RCCs must ensure compliance.
Environment & Sanitation	7.1	Availability of a Disaster Preparedness Action plan & Implementation report	i. Only 2 (Techiman MA & Nkoranza North DA) out of the 11 MMDAs visited had their Disaster Preparedness Action plan & Implementation report available showing the level of implementation of interventions. ii. 8 MMDAs could not show any evidence for this indicator. iii. In Atebubu Amantin MA, only the Disaster Preparedness Action plans were available without an implementation report.	The RCCs must enforce compliance.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
	7.2	Inclusion of Environment enhancement programmes in 2021 AAP	All 11 MMDAs have at least one Environment enhancement programme in their 2021 AAP.	
	7.3	Increase in population with household toilets	It was only in Atebubu Amantin MA that less than 15% increment was recorded (14.51%)	
	7.4	MMDA sponsorship of Routine Cleansing activities	i. It was only in Nkoranza North DA that there was evidence of about 7 Assembly sponsored routine cleansing carried out in the year 2020. ii. There was no evidence produced for 4 (Sene East, Pru West, Techiman MA & Kintampo South) out the 11 MMDAs visited. iii. In 4 MMDAs (Sene West, Nkoranza South, Pru East & Kintampo North) the evidence produced was for Zoomlion led clean up exercises.	MMDAs should be admonished to commit more resources and efforts towards improving sanitation.

Table 5: Ashanti Region MMDAs Detail Analysis /Findings of each Indicator

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
General Administration	1.1	Compliance with ISCCS meetings	i. Only 17 MMDAs (Afigya Kwabre North, Juabeng, Offinso, Offinso North, Sekyere Afram Plains & Sekyere Central) out of the 43 visited held two ISCCS meetings for mid-year review and planning for 2021 with minutes signed and filed. ii. In Kwabre East DA, the DPCU meeting was misunderstood to represent the ISCCS. iii. 15 MMDAs did not hold any ISCCS meeting.	The RCC must impress on the MMDAs to comply with ISCCS provisions in the LG Act 936 and highlight the importance of that platform to harmonized development.
	1.2	Compliance with the organization of sensitization workshops	i. Only 5 MMDAs including Afigya Kwabre North DA out of the 43 MMDAs visited organized more than one sensitization workshop for staff. ii. The sensitization forum report for Suame MA was detected to be forged. iii. Only Akrofuom, Bosomtwe, Juabeng MMDA did not organize any sensitization forum for staff in 2020. iv. About 35 MMDAs organized at least one sensitization workshop for staff.	The RCC must impress on the MMDAs to develop innovative ways of sensitizing their entire staff on Local Government law, protocols etc.
	1.3	Electronic capturing and storage of correspondence	i. 25 MMDAs out of the 43 Assemblies visited had software installed for the capturing of correspondence electronically. ii. In 5 MMDAs (Afgya Kwabre South, Ejura Sekyeredumase, Mampong, Sekyere Central	The RCC must support the MMDAs with IT support services.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
			& Sekyere Kumawu) there were software installed and scanners available but outgoing correspondence especially were not regularly stored. iii. 2 MMDAs (Bosomtwe and Adansi North DAs) do not have scanners at the registry. iv. In Asante Akim North, the registry office is not well resourced (with computers and scanners) to store correspondence electronically. v. 5 MMDAs (Atwima Nwabiagya, Ejisu, Offinso, Oforikrom & Sekyere Afram Plains) did not have a registry software for the electronic capturing of correspondence in the year under review. vi. The installed software of Juabeng, Kwabre East & Sekyere South MMDAs had challenges in operating. vii. In Sekyere South DA incoming correspondence are electronically stored after disposal instructions are issued.	
	1.4	Availability and Update of Website	i. Only 14 MMDAs (including Ejura Sekyeredumase, Kwabre East, Old Tafo & Sekyere South) has a functioning website with some monthly updates.	The RCCs must identify MMDAs without IT officers and websites and support with technical assistance.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
			ii. The websites of Afigya Kwabre South, Offinso & Sekyere East DAs had some operational challenges. iii. The domain of websites of Oforikrom MA and Sekyere Kumawu DA were being hosted on other MMDAs websites. iv. Only 2 MMDAs (Mampong & Sekyere Central) did not have independent websites. v. In Akrofuom DA, the website has been developed but was not updated in 2020.	
	1.5	i. Establishment of the Client Service Unit	i. The Client Service Unit of the in almost all MMDAs visited have been established, however the Unit offices of Afigya Kwabre South and Sekyere East DAs were not clearly marked.	
		ii. Staffing and training of the Unit	i. In 13 MMDAs (including Oforikrom, Ejura Sekyeredumase, Mampong, Old Tafo, Sekyere Kumawu & Suame) staff manning the Unit were not trained. ii. In 7 MMDAs (Afigya Kwabre North, Ejura Sekyeredumase, Offinso, Sekyere Afram Plans, Sekyere East, Sekyere Kumawu & Sekyere South), there was no staff to man the Unit. iii. It was generally observed that the Client Service Unit staff of the 43 MMDAs visited in	i. The RCCs needs to include the training of CSU officers in their training plans

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
			the Ashanti Region will require further training.	
		iii. Confusing the Public Relations & Complaint Unit with the Client Service Unit	i. It was observed that in Offinso North & Oforikrom, the PRCU is being operated and confused with the CSU.	i. MMDAs needs to be sensitized on the difference in functions between the PRCU and the CSU
		iv. Compliant Records Logbook	i. Only 3 MMDAs (Adansi Asokwa, Obuasi and Asante Akim North) had complaint logbook showing records of complaints and actions taken. Asante Akim North had developed a reporting template for taking complaints from clients. ii. In Old Tafo DA, the records shown in the complaint logbook were records of visitors visiting the DA and not of complaints made. iii. The complaint logbook produced by Ejisu MA was detected to be forged with dates changed from 2019 to 2020.	
	1.6	i. Poorly maintained visitor's washrooms	i. The visitor's washrooms of Akrofuom, Obuasi East and Adansi Asokwa MMDAs had clean washrooms with disinfectants and running water. ii. In Afigya Kwabre South & Kwabre East DAs, it was observed that the visitor's washrooms	The MMDAs must be impressed upon to see the need to improve on their workplace environment especially visitors' washrooms and directional signs to the MMDAs.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
		ii. Office Accommodation iii. Office Environment	were unroofed urinals with no water, hand washing facility and toilets. iii. In 4 (Ejisu, Old Tafo, Sekyere Kumawu & Sekyere South) MMDAs, the visitor's washrooms were poorly managed i.e. without soap and running water. iv. The visitor's washroom for Ejura Sekyeredumase, Mampong, Sekyere East & Suame MMDAs was locked at the time of assessment. The office buildings of Afigya Kwabre North, Juabeng, Oforikrom & Old Tafo MMDAs were rented buildings and very inadequate. New office complex is being constructed for all 4 MMDAs. i. The office environment for Afigya Kwabre South DA was poorly maintained. ii. The landscape of Akrofoum, Obuasi East and Adansi Asokwa MMDAs were well managed.	
Human Resource Management	2.1	Compliance with promotion schedule with established vacancies submission	i. Only Amasie Central DA was not able to to prepare and submit promotion schedule for the year 2020. ii. It was only in Juabeng MA that the composite promotion schedule for January was the only one submitted to the RCC.	

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
	2.2	Compliance with Salary Validation comprehensive report submission	All 43 MMDAs visited fully complied and showed evidence on file.	The practice is commendable and needs to be continued.
	2.3	Compliance with HRMIS data update and submission	i. The HRMIS software for Afigya Kwabre South, Old Tafo & Juabeng MMDAs was corrupted but it was only Juabeng MA which officially reported this challenge to the RCC. ii. Obuasi East and Adansi North MMDAs did not comply with this submission and failed to report any challenge.	The RCC must provide IT support services to the poor performing MMDAs in this area.
	2.4	Training of MMDA staff	Only Juabeng, Obuasi East, Adansi North, Bosome Freho, Atwima Nwabiagya, Ahafo Ano North & Ahafo Ano South MMDAs could not undertake at least 80% of their training plans.	
	2.5	Compliance with Staff Performance Appraisal Planning for 2020	Compliance was very low in Ejura Sekyeredumase, Juabeng, Offinso North, Obuasi East, Adansi North & Sekyere Afram Plans MMDAs.	The RCCs must intensify training on the Performance Appraisal Tool for staff of MMDAs under their jurisdiction.
Financial Management & Reporting	3.1	Compliance with the preparation and submission of RIAP	i. Only Juabeng MA had prepared their RIAP but failed to submit to the RCC. ii. It was observed that in Atwima Kwanwoma DA, the format used to prepare the RIAP was not approved.	The RCC must ensure strict compliance.
	3.2	Efforts into Street Naming	14 MMDAs (Amansie South, Asante Akim North, Atwima Nwabiagya North, Bosome Freho, Akrofuom, Obuasi East, Bosomtwe, Adansi North, Ejura Sekyeredumase, Juabeng,	The RCCs must increase supervision of the MMDAs and provide any technical support

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
			Mampong, Offinso, Oforikrom & Sekyere Afram Plains) who made no effort at mounting new street name signages in the year 2020.	towards assisting the MMDAs achieve this KPI.
	3.3	Meetings towards implementation of the Auditor Generals' recommendations	i. In Juabeng MA minutes of Audit Committees discussions on the Auditor Generals' Management letter was not signed. ii. In Oforikrom & Sekyere Central MMDAs less than 100% of Auditor Generals' management letter recommendations were implemented. iii. However, in Mampong & Amansie Central the team found out that no Audit Committee meetings were held.	The RCCs must provide any support to MMDAs in need to help reduce audit infractions.
	3.4	Meetings towards implementation of Internal Audit recommendations	i. In Offinso MA the team found out that one audit committee meeting minutes was not signed. ii. In Oforikrom, Ahafo Ano North, Ahafo Ano South West, KMA & Atwima Mponua MMDAs not all recommendations in the Internal Auditor report were implemented.	These MMDAs must be prevailed upon to take Audit findings seriously and commit to the implementation of the recommendations.
	3.5	Expending on activities outside the AAP	More than 90% of sampled expenditures from all MMDAs except Atwima Nwabiagya North and Amansie West MMDAs visited were captured in their AAPs.	Low compliance MMDAs needs to be supported.
	3.6	Availability and updating of data on rateable properties	Only Adansi Asokwa DA do not have updated fee fixing resolution.	Low compliance MMDAs needs to be supported.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
Infrastructure	4.1	Level of achievement in the implementation of planned road projects	Almost all MMDAs visited except Assemblies like Juabeng MA were able to implement at least 80% of their road programmes/projects in their 2020 APR.	
	4.2	Level of achievement in the implementation of planned building projects	i. It was only in 4 MMDAs (KMA, Ejisu, Mampong & Sekyere Afram Plains) that less than 80% of building programmes/projects were completed. ii. In KMA, it was observed that funds for building projects/programmes were diverted towards funding COVID 19 related activities.	
	4.3	Inauguration of Spatial Planning and Technical Sub – Committees	Both committees have been inaugurated for all 43 MMDAs visited except Akrofuom DA and there was evidence that all were functioning except in Oforikrom MA where minutes of both committees were not signed.	Low compliance MMDAs needs to be supported.
	4.4	Building Permit applications processing	All 43 MMDAs visited were able to approve over 80% of building permit applications except Akrofuom DA and showed evidence of decisions communicated to applicants.	This is a good practice, must be encouraged to continue.
	4.5	Availability of approved spatial plans (District Spatial Development Framework, Structure Plan for the District Capital and Local Plans)	i. Only 11 MMDAs (Afigya Kwabre North, Ejisu, Kwabre East, Oforikrom, Old Tafo, KMA, Asokore Mampong, Kwadaso, Asokwa, Amansie West & Sekyere South) had Spatial Development Framework in place. ii. All the other MMDAs who did not have SDF have local plans available.	The RCC must support the MMDAs in the development of the Spatial Development Framework and Structural Plans.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
Social Services	5.1	Compliance with Education Oversight Committee meetings	i. 7 (Atwima Nwabiagya North, Atwima Nwabiagya, Kwadaso, Bosome Freho, Obuasi East, Bosomtwe & Adansi North) MMDAs did not organise any DEOC meetings in 2020. ii. 7 (Ejisu, Juabeng, Oforikrom, Old Tafo, Sekyere Kumawu & Suame) MMDAs held less than 4 quarterly meetings. iii. In Oforikrom and Sekyere Afram Plains MMDAs all Education Oversight Committee meeting minutes were not signed.	The RCCs must ensure compliance.
	5.2	Compliance with Health Oversight Committee meetings	i. Only 3 MMDAs (Ejura Sekyeredumase, Juabeng & Oforikrom) did not organize a single Health Oversight Committee meeting in 2020. ii. Asokwa MA held only one Public Health Emergency meeting. iii. Some MMDAs had minutes of Health Committee meetings not signed.	The RCCs must ensure compliance.
	5.3	Updating of Vulnerable groups list	There was no evidence of updated list of vulnerable groups produced for this indicator for Kwabre East, Offinso, Atwima Mponua, Atwima Nwabiagya North, Asante Akim Central, Bosome Freho, Adansi South, Amansie Central & Old Tafo MMDAs.	These Assemblies must take these updates serious as these updates serve as basis for the formulation of social policies and programmes that affect the vulnerable groups.
	5.4	Implementation of GBV interventions	i. Only about 44% MMDAs visited planned and implemented some GBV interventions.	The RCCs must ensure compliance.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
			ii. All other MMDAs could not produce evidence to show any GBV interventions in their 2020 AAP or implementation of any such intervention in their APR.	
	5.5	Management of Child Protection cases	i. In Offinso MA, no case reported in 2020 was successfully managed. ii. In Sekyere Kumawu DA only 54.9% of reported cases were successfully managed. iii. All the other 40 MMDAs successfully managed more than 60% of reported child protection cases.	
	5.6	Organization of Community Mobilization & Education programmes	i. In Mampong MA, no community mobilization and education programme was organized in 2020. ii. 30 MMDAs out of the 43 visited successfully organized more than 80% of Community Mobilization & Education programmes.	
Economic Development	6.1	Increase in yield in selected Agric produce	i. About 80% of MMDAs were able to provide evidence to support this KPI. ii. In Old Tafo MA there was negative growth in yield in the selected crops and this was attributed to rapid urbanization and drop in rainfall.	The Regional Agric Department should step up support to MMDAs in achieving this KPI.
	6.2	Increment in the percentage of subsistence farmers moved to commercial farming category	45% of MMDAs visited were unable to achieve this indicator.	The Regional Agric Department should step up support to MMDAs in achieving this KPI.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
	6.3	Implementation of Tourism related activities	i. In Afigya Sekyere South, Asokwa, Atwima Kwanwoma, Atwima Nwabiagya North, Asokwa & Ejisu MMDAs, no tourism related activity was planned for in 2020. ii. However, in Juabeng, Mampong, Old Tafo, Sekyere Afram Plains & Sekyere Kumawu MMDAs, even though tourism related activities were planned none was implemented.	The RCCs must ensure compliance.
Environment & Sanitation	7.1	Availability of a Disaster Preparedness Action plan & Implementation report	i. Afigya Sekyere North DA had their Disaster Preparedness Action plan & Implementation report available showing the level of implementation of interventions as is expected. ii. In 8 MMDAs (Juabeng, Offinso North, Oforikrom, Old Tafo, Sekyere Afram Plains, Sekyere South, Suame & Sekyere Central) the normal MMDAs' NADMO AAP was produced as evidence instead of the required Disaster Preparedness Action plan.	The RCCs must enforce compliance.
	7.2	Inclusion of Environment enhancement programmes in 2021 AAP	i. There were no environment enhancement programmes in 2021 AAPs of Afigya Kwabre South, Adansi South and Juabeng MMDAs. ii. All other MMDAs have at least one Environment enhancement programme in their 2021 AAP.	

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
	7.3	Increase in population with household toilets	It was only in Amasie West, Atwima Nwabiagya North, Ejisu, Sekyere Afram Plains & Sekyere East MMDAs that less than 15% increment in household toilets was recorded. In Juabeng MA however there was no data provided for the verification of this indicator.	
	7.4	MMDA sponsorship of Routine Cleansing activities	i. It was only in Offinso North and Sekyere Kumawu DAs that the team found evidence of regular (4 quarterly) Assembly sponsored routine cleansing carried out in the year 2020. ii. There was no evidence produced for 5 (Adansi Asokwa, Afigya Kwabre North, Mampong, Sekyere Central & Sekyere East) MMDAs visited. iii. In 4 MMDAs (Afigya Kwabre South, Ejisu, Kwabre East & Suame) the evidence produced was for Zoomlion led clean up exercises.	MMDAs should be admonished to commit more resources and efforts towards improving sanitation.

Table 6: Greater Accra Region MMDAs Detail Analysis /Findings of each Indicator

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
General Administration	1.1	Compliance with ISCCS meetings	i. Some MMDAs that held two ISCCS meetings include; Ablekuma West, Ada East, La Dadekotopon & Shai Osudoku but the agenda in some of these MMDAs was not as ISCCS meetings are expected to be. ii. In Ga East, Ga North, Adentan, Kpone Katamanso & Tema MMDAs, only one meeting was held for the mid-year review for 2020 and planning for 2021. iii. Only Ledzokuku MA could not produce any evidence of an ISCCS meeting.	The RCC must impress on the MMDAs to comply with ISCCS provisions in the LG Act 936 and highlight the importance of that platform to harmonized development.
	1.2	Compliance with the organization of sensitization workshops	i. Only Ablekuma West, Ablekuma North, Ga South, Weija Gbawe, Adentan MA out of the 29 MMDAs visited organized more than one sensitization workshop for staff. ii. All other MMDAs organized one Sensitization workshop for staff.	The RCC must impress on the MMDAs to develop more innovative ways of sensitizing their entire staff on Local Government law, protocols etc.
	1.3	Electronic capturing and storage of correspondence	i. Only 8 MMDAs (La Dadekotopon, Adentan, Ashaiman, Kpone Katamanso, Ga South, Ga West, Weija & Ledzokuku) visited had software installed with a scanner available and were storing correspondence regularly. However in Adentan, Ashaiman, Kpone Katamanso & Ledzokuku MMDAs the	The RCC must support the MMDAs with IT support services

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
			incoming correspondences are scanned and stored after disposal instructions have been issued and not immediately the mails come in. ii. Ada East DA had a software installed and scanner available but outgoing correspondence especially were not regularly stored. iii. In Ablekuma West, Ayawaso East, Okaikwei North & Ablekuma Central correspondence are captured but still stored manually. iv. 5 MMDAs (Ayawaso Central, Ga Central, Ada West, Ningo Prampram & Shai Osudoku) did not have a functioning registry software and scanner for the electronic capturing of correspondence in the year under review. v. In Tema Metro, the Microsoft Excel software is used as registry software but is not linked to the scanned document. It was observed here too that incoming correspondence are received at a special registry at the office of the MMDCE.	
	1.4	Availability and Update of Website	i. Only Ada West out of the 29 MMDAs visited has no functioning website. ii. The website of Ningo Prampram DA had no updates in 2020.	The RCCs must identify MMDAs without IT officers and websites and support with technical assistance.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
			iii. 13 MMDAs have websites but with less than 6 monthly updates. iv. 18 MMDAs visited had functional website with at least 6 updates in the year 2020.	
	1.5	i. Establishment of the Client Service Unit	i. It was only in La Nkwantanang – Madina MA that the Client Service Unit was not established.	
		ii. Staffing and training of the Unit	i. About 15 MMDAs staff manning the Unit were not trained and will require specialised training. ii. In Ada West & Kpone Katamanso, staff manning the units were IGF staff.	The RCCs needs to include the training of CSU officers in their training plans.
		iii. Confusing the Public Relations & Complaint Unit with the Client Service Unit	It was observed that in Ledzokuku MA, the PRCU is being operated and confused with the CSU.	The Ledzokuku MA needs to be sensitized on the difference in functions between the PRCU and the CSU
		iv. Compliant Records Logbook	i. Adentan & Tema MMAs had developed client complaint forms for the capturing of complaints and both showed actions taken. ii. Ada East and Ada West DAs had no records of complaints taken.	
	1.6	i. Poorly maintained visitor's washrooms	i. In most MMDAs including Ga West, Ada East & Ada West DAs, it was observed that the	The MMDAs must be impressed upon to see the need to improve on their

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
		ii. Office Accommodation iii. Office Environment	visitor's washrooms were poorly managed i.e. without soap and running water. ii. The visitors washrooms of Okaikwei North and La Dadekotopon were well managed. iii. The visitor's washroom for Ningo Prampram, Shai Osudoku, Tema MMDAs was locked at the time of assessment. The office buildings of Ashaiman, Ningo Prampram & Tema MMDAs were old buildings and very inadequate in terms of size. New office complex is being constructed for all 3 MMDAs. The office environments for most MMDAs visited were well managed except Ga North.	workplace environment especially visitors' washrooms and directional signs to the MMDAs.
Human Resource Management	2.1	Compliance with promotion schedule with established vacancies submission	i. Most MMDAs visited fully complied and showed evidence on file. ii. However, in Ga East and Lan Nkwantanang Mas, the promotion schedules were submitted but without a retirement schedule. iii. In Ablekuma Central, AMA & Krowor, the promotion and retirement schedules were either not submitted before deadline or submitted at all.	

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
	2.2	Compliance with Salary Validation comprehensive report submission	i. Ablekuma Central, Ayawaso Central and Korley Klottey MAs do not have management units. ii. AMA submitted 11 out of the 12 montly reports in 2020. iii. All other MMDAs visited fully complied and showed evidence on file.	The practice is commendable and needs to be continued.
	2.3	Compliance with HRMIS data update and submission	i. Only Ga North, Korle Klottey, Shai Osudoku MMDAs did not have a functional HRMIS software. ii. Ablekuma Central & AMA had all 12 reports but submitted after deadline. iii. Ayawaso East & Krowor had less than 6 montly reports.	The RCC must provide IT support services to the poor performing the DA in this area.
	2.4	Training of MMDA staff	i. Ablekuma Central, Ga Central, Korle Klottey and La Nkwantanang implemented less than 80% of their training plans. ii. All other MMDAs implemented more than 80% of training plans.	The practice is commendable and needs to be continued.
	2.5	Compliance with Staff Performance Appraisal Planning for 2020	It was only in Ada East, AMA, Ayawaso West, Ablekuma Central, Okaikwei North MMDAs that the team observed low compliance with staff appraisal.	The RCCs step up training for staff of these MMDAs.
Financial Management & Reporting	3.1	Compliance with the preparation and submission of RIAP	Only Ada West DA had prepared their RIAP but failed to submit to the RCC before the deadline.	The RCC must ensure strict compliance.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
	3.2	Efforts into Street Naming	In 13 MMDAs (including Ayawaso East, Okaikwei North, Ada East, Ashaiman, Ningo Prampram & Shai Osudoku), no new signages were mounted or the increment in new signages was less than the target in the year 2020.	The RCCs must increase supervision of the MMDAs and provide any technical support towards assisting the MMDAs achieve this KPI.
	3.3	Meetings towards implementation of the Auditor Generals' recommendations	i. In Ada East DA minutes of Audit Committees discussions on the Auditor Generals' Management letter was not signed. ii. It was also observed that in Ningo Prampram DA, there was no status of implementation report available on file. iii. In Ga North, Korle Klottey, Ga Central, AMA, Krowor, Ayawaso East, Okaikwei North, Shai Osudoku DA less than 100% of Auditor Generals' management letter recommendations were implemented. iv. All other MMDAs implemented 100% of the recommendations with evidence on file.	The RCCs must provide any support to MMDAs in need to help reduce audit infractions.
	3.4	Meetings towards implementation of Internal Audit recommendations	i. It was only in La Nkwantanang – Madina, Weija Gbawe, Okaikwei North, Ayawaso West, Ablekuma Central, Ga Central, Korle Klottey, Ada East & Ningo Prampram DAs that less than 100% of Internal Auditor recommendations were implemented. ii. All other MMDAs implemented 100% of the recommendations with evidence on file.	The Ada East & Ningo Prampram DAs must be prevailed upon to take Audit findings seriously and commit to the implementation of the recommendations.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
	3.5	Expending on activities outside the AAP	More than 90% of sampled expenditures from all MMDAs visited except Ga South MA were captured in their AAPs.	This is a good practice, must be encouraged to continue.
	3.6	Availability and updating of data on rateable properties	All 29 MMDAs visited complied with evidence on file.	This is a good practice, must be encouraged to continue.
Infrastructure	4.1	Level of achievement in the implementation of planned road projects	i. 5 MMDAs (Krowor, Ayawaso West, Ga South, Ga East & La Nkwantanang – Madina) less than 80% of road projects/programmes were implemented. ii. All other MMDAs visited implemented more than 80% of Road Programmes/Projects in their 2020 AAP.	The poor performing MMDAs needs to be supported with the requisite staff in the Roads Departments and technical backstopping from the Regional sector Departments.
	4.2	Level of achievement in the implementation of planned building projects	11 MMDAs including Ada West DA implemented less than 80% of Building Programmes/Projects.	
	4.3	Inauguration of Spatial Planning and Technical Sub – Committees	i. Both committees have been inaugurated for all 29 MMDAs visited. ii. 4 assemblies (Ablekuma Central, AMA, Ayawaso North & Ayawaso West had SPC and Technical sub-committee meetings held but some did not have their minutes signed iii. 4 assemblies (Ayawaso East, Tema West, Okaikwei North & Krowor) had their SPC and some had their technical sub committees but did not have minutes to show.	MMDAs must take the administrative part of meetings more seriously.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
	4.4	Building Permit applications processing	Only AMA, Ga South, Ga Central & Korle Klottey out of the 29 MMDAs visited were unable to approve over 80% of building permit applications.	The RCC needs to intensify its monitoring of these MMDAs in this area.
	4.5	Availability of approved spatial plans (District Spatial Development Framework, Structure Plan for the District Capital and Local Plans)	i. About 18 MMDAs who did not have SDF have local plans available. ii. In Tema, Ashaiman & Kpone Katamanso, the MMAs had no Spatial Development Framework and local plans because all lands within these Assemblies belong to the Tema Development Corporation (TDC).	The RCC must support the MMDAs in the development of the Spatial Development Framework and Structural Plans.
Social Services	5.1	Compliance with Education Oversight Committee meetings	i. Only 13 (including Ablekuma Central, Tema West, Adentan, Ashaiman, Kpone Katamanso, La Dadekotopon, Ledzokuku & Tema) out of 29 MMDAs held all 4 quarterly meetings. ii. In Ada West DA, only one Education Oversight Committee meeting was held but minutes was not signed. iii. All 16 other MMDAs organised less than 4 quarterly meetings in 2020.	The RCCs must ensure compliance.
	5.2	Compliance with Health Oversight Committee meetings	i. Only 12 MMDAs (including Ashaiman, La Dadekotopon & Tema) organized 4 quarterly Health Oversight Committee meeting in 2020 and had all signed minutes on file.	The RCCs must ensure compliance.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
			ii. No evidence was produced in 5 MMDAs including Ledzokuku AMA & Okaikwei North.	
	5.3	Updating of Vulnerable groups list	i. There was no evidence produced for this indicator in AMA, Ablekuma Central, Ayawaso East & Ada West DA. ii. All other MMDAs had at least one updated list on file but not all MMDAs submitted update to the RCC.	The Assemblies must take these updates serious as these updates serve as basis for the formulation of social policies and programmes that affect the vulnerable groups
	5.4	Implementation of GBV interventions	i. About 7 (including Ada East, Kpone Katamanso & Tema) MMDAs visited implemented over 80% of their GBV interventions. ii. No evidence of implementation of GBV intervention was produced by Ablekuma Central, Adentan, Ashaiman, Ledzokuku & Shai Osudoku MMDAs.	The RCCs must ensure compliance.
	5.5	Management of Child Protection cases	i. In Ningo Prampram DA, no staff of the SWCD was available to produce evidence for this KPI. ii. In Ada East and Adentan MMDA only 30.05% and 21.06% of reported cases were successfully managed respectively. iii. All the other 8 MMDAs successfully managed more than 50% of reported child protection cases.	The SWCD across the MMDAs visited need more funding support.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
	5.6	Organization of Community Mobilization & Education programmes	i. In Ashaiman MA, no community mobilization and education programme was organized in 2020 and this was attributed to the impact of the COVID 19 pandemic. ii. Only 14 MMDAs (including La Dadekotopon, Ningo Prampram & Shai Osudoku) successfully organized 80% or more of Community Mobilization & Education programmes.	The SWCD across the MMDAs visited need more funding support.
Economic Development	6.1	Increase in yield in selected Agric produce	i. Only AMA & Ledzokuku MA was unable to provide evidence to support this KPI. ii. In Ada East, Ada West, Adentan & Kpone Katamanso MMDAs negative growth in yield in the selected crops was recorded and this was attributed to rapid urbanization.	The Regional Agric Department should step up support to MMDAs in achieving this KPI.
	6.2	Increment in the percentage of subsistence farmers moved to commercial farming category	i. Only 15 MMDAs recorded more than 30% increment in this indicator. ii. Negative growth in the number of commercial farmers was recorded in Tema Metro.	The Regional Agric Department should step up support to MMDAs in achieving this KPI.
	6.3	Implementation of Tourism related activities	i. No tourism related activity was implemented in AMA, Ayawaso East, Ayawaso North, Ada West & Tema for the year 2020.	The RCCs must ensure compliance.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
			ii. It was 17 MMDAs including Kpone Katamanso, La Dadekotopon, Ningo Prampram & Shai Osudoku MMDAs that at least 80% of tourism related plans were implemented.	
Environment & Sanitation	7.1	Availability of a Disaster Preparedness Action plan & Implementation report	i. In 11 MMDAs (including Ayawaso East, AMA, Ada West, Adentan, Kpone, Ningo Prampram & Shai Osudoku) there was no evidence produced for this indicator. ii. In Ledzokuku MA the normal MMDA NADMO AAP was produced as evidence instead of the required Disaster Preparedness Action plan. iii. In Tema Metro, their Disaster Preparedness Action plan & Implementation report was available showing the level of implementation of interventions.	The RCCs must enforce compliance.
	7.2	Inclusion of Environment enhancement programmes in 2021 AAP	Only La Nkwantanang – Madina MA had no Environment enhancement programme in their 2021 AAP.	
	7.3	Increase in population with household toilets	20 out of the 29 MMDAs (including Ada West, Kpone Katamanso, La Dadekotopon & Prampram) had 15% or more increment in household toilets was recorded when the data for 2020 was compared to that of 2019.	

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
	7.4	MMDA sponsorship of Routine Cleansing activities	i. It was only in 11 MMDAs including Adentan, Ashaiman & Kpone Katamanso MMDAs that the team found evidence of regular (4 quarterly) Assembly sponsored routine cleansing carried out in the year 2020. ii. There was no evidence produced for AMA, La Dadekotopon & Shai Osudoku MMDAs out the 10 MMDAs visited. iii. In Ningo Prampram DA, the evidence produced was for Zoomlion led clean up exercises.	MMDAs should be admonished to commit more resources and efforts towards improving sanitation.

4.2. Oti & Volta Regions

4.2.1. Scope of the Assignment

A total of eight (8) MMDAs and the Regional Coordinating Council were assessed in the Oti Region. Likewise, all eighteen (18) MMDAs and the Volta Regional Coordinating Council were assessed in the Volta Region. The assignment in the Greater Accra involved ten (10) MMDAs with other teams responsible for the assessment of the remaining Assemblies.

4.2.2. General Observations

The following constituted some of the general observation from the field assessment in the Oti, Volta and Greater Accra Regions:

Presentation of Fresh Documents

In most of the MMDAs documents presented were very fresh and raises questions about when they were prepared. Action Plans, meeting minutes, quarterly reports and other end of activity reports were all freshly printed for assessment. Documents required were all on computers and not filed as required. Some MMDAs even revised the AAPs and progress reports to reduce the number of planned activities as against those in implemented in the progress report as well to alter the levels of implementation.

It is recommended that in future assessments, officers should visit the field with submitted AAPs and progress reports of MMDAs, internal and external audit reports among others as authentic documents for reference during the assessment.

Under Staffing in Rural Assemblies

With the exception of Krachi East District Assembly that have an appreciable level of professional staff, staffing levels are generally very low in all other Assemblies in the Oti Region. The situation is even more pronounced in Assemblies that lie beyond the Oti River. Rural MMDAs in the Volta Region are also not spared of this situation.

It is recommended that staff rationalization be undertaken by the OHLGS as soon as possible to ensure that MMDAs have the minimum numbers of required staff for the discharge of their mandates.

Over Staffing Urban Assemblies

Cursory observation was that Assemblies in the Greater Accra Region are over staffed in comparison with others in the other Regions. For example, department and units including administration, planning, human resource and budget a minimum of six (6) new entrant level staff which is in sharp contrast to the staffing situation in Assemblies in the other Regions where in most cases the departments and units were maned by single individuals.

Crowding and congestion in offices is one of the major effects of the over staffing situation in Assemblies, particularly those in temporal office accommodation.

Nation-wide staff rationalization is being recommended as the first to address the situation. Additionally, add on of staff to these Assemblies should be based upon request in the meanwhile and through a gradual incremental approach with improvement in the office accommodation situation of the Assemblies.

Lack of professional staff in in some Job classes

With the exception of Biakoye, almost all the MMDAs in the Oti Region were without the services of professional Physical Planning Officers. Though also very pronounced in the Volta Region, few of the MMDAs had technical grade officers whose levels competences cannot compensate for that of the professional staff in management of the LUPSA offices in the respective MMDAs.

Though not pronounced, some MMDAs were without HR officers. A specific case is Krachi West that had been without HR officer for many years. The DCE informed that an Executive Office in the Assembly has acquired additional qualification and has accepted the challenge to convert to the HR Class to work in that capacity for the Assembly. He said although an official request had been submitted at the OHLGS, the Assembly is yet to receive any feedback from the office.

Instances were observed where some of recently newly recruited staff were heading planning, budget and internal audit units in the Oti and Volta Regions. Little wonder therefore that in these Assemblies gaps exits in the outputs of these officers.

Poor Quality of Reports

Poor quality reports produced by MMDAs was another profound observation during the assessment. Reports of Environmental Health, NADMO and Community Development & Social Welfare were the most affected. Again, reported results in departmental annual reports were largely inconsistent with planned activities for the reporting period. Additionally, training reports written by staff as well as those by consultants were in similar fashion.

In the specific case of the HR it is suggested that a standard ToR with clearly outlined reporting format should be designed and HR officers trained on its use to ensure standardization and uniformity of CB reports across all Assemblies.
In the case of the EHOs and NADMO staff there is the need to:

- Build capacity of these officers for improvement in report writing competences

- There is the need for both national and region-wide consultations with stakeholders on the what their reports should contain for the purposes of standardization and uniformity

Poor Records Management

Records management remains a major challenge. In almost all the MMDAs, officers indicated that reports that they had submitted earlier were not on file in the records office. The records office themselves of some of the Assemblies were in very poor condition which can really demotivate staff.

Absenteeism and Unavailability

Lateness and absenteeism of staff was rampant among staff in almost all the MMDAs. With the exception of few MMDAs, the team from Accra reached the offices of the MMDAs several hours before the officers themselves showed up. Although they knew of the assessment, some showed up way after 10am which delayed the assessment process.
Some of the Coordinating Directors and Chief Executives also complained that they did not know the whereabouts of some of their staff while others had not been to work for days. The situation looked grave and the Service must put in measures to mitigate this gap.

The situation is exacerbated by the 'who bells the cat' syndrome. No one wants to be seen as the one cracking the whip or reprimanding and urging others to right. If not, one will be perceived as being bad and therefore everyone wants to keep a good name and this is not good for the forward march of the Service.

Weak supervision of staff

Closely related to the above observation was that supervision for the performance of task was weak. While some looked on unconcerned other were not just ready to offer any assistance or initiate action to address some of the concerns of the Assemblies. There were instances where the Accra team on the assessment were the ones telling the auxiliary staff especially the cleaning staff to do their work well.

Lack of Management Units & HRMIS in some MMDAs

Korle Klottey and Ayawaso Central Municipal Assemblies have no management units as at yet and therefore are unable to validate their staff. Rather, the Assemblies from which their staff were posted from were and are currently responsible for validating the salaries of their staff. Additionally, the HRMIS software for the update of management data of staff is also yet to be installed for the Korle Klottey Municipal Assembly.

It is recommended that the OHLGS should liaise with the institutions concerned to facilitate the creation of management units for the affected MMDAs. Also, the RCC should lead to the process to have the HRMIS software installed for Korle Klottey to enable them update the records of staff.

4.2.3. Specific Observations

The following were some MMDA specific issues observed during the assessment.

Oti Region

Krachi West

- Low staffing levels
- No HR & Physical planning officers at post
- Absence of Agric officer from post without knowledge of Cordinating Director.

Biakoye

- The general attitude of work needs to be improved
- The need for washrooms and places of convenience for staff and visitors
- Control and supervision weak and the need for the leadership of the Assembly to up its game

Krachi Nchumuru

- Apathy on the part of some staff
- Disregard for leadership by the head of the Social welfare Department

Oti Region

Kpando

Documents submitted were relatively fresh and with no evidence that it has been run through the system as part of the workings of the Assembly.

Ho

- The progress report was abridged with activities at 100% completion level. However, evidence from contract register and financial statement revealed the gap.
- Planning officer came back with the explanation that the progress report is rather draft and does not reflect the true status of implementation of activities.

Hohoe

Agric and other data sets were manipulated and worked to have exactly what is being required.

Keta

Absence of leadership and clear apathy on the part of staff.

Ho West
Lack of leadership and apathy on the par of staff.

Greater Accra
La Nkwantanang – Madina

- There is general lateness among staff in reporting to work. There were very few staff when the team got to the Assembly around 8am. Departmental and other unit heads arrived after 10am.
- Mobilization of staff for the assessment was poor as some staff were not aware of the exercise.
- Apathy among staff was very obvious as it was difficult to mobilize staff for the process to begin.

Ga Central

- There was general apathy among staff with regards to the assessment process with some officers refusing to show up for the assessment. For example, none of the 5 budget available budget officers showed up, rather it was national service and NABCO personnel that showed up.
- Records management and the records office in very poor state. No equipment and any attempts at having a system for electronic management of correspondences.

4.2.4. Oti & Volta RCCs Detailed Analysis/Findings of Indicators

Table 7: Oti & Volta RCCs Detailed Analysis/Findings of each Indicator

KPA	KPI	KEY ISSUES	OBSERVATIONS	REMARKS
General Administration	1.1	REGSEC meeting	i. Although in VRCC all 12 REGSEC monthly meetings were held, the contents of the minutes need to be improved. ii. ORCC was not consistent on organization of the REGSEC meetings.	Schedule officers to be trained on minutes taking. RCC to ensure that REGSEC meetings are held as required.
	1.2	Expanded RCC Meeting	VRCC held one ISCCS meeting while ORCC held none.	RCCs to ensure the organization of expanded RPCU meetings.
	1.3	Electronic management of correspondences	i. Microsoft excel was the main application used to capture electronic data of correspondences. ii. Some of the sampled correspondences were not captured were not captured in the excel file. iii. Schule officers not proficient with excel.	i. Schedule officers to be trained on excel. ii. RCC to institute mechanisms to ensure that all correspondences are captured in applications.
	1.4	Functional website	Non functionality of website was attributed to internet instability from NITA as well as other related challenges.	MMDAs to have alternate sources of internet connectivity. RCCs to lobby telcos to extend connectivity to their areas.
	1.5	Functional client service unit	It was the case that actions taken to complaints were not documented together with the complaints. One would have to refer to other documentations to have an understanding.	Actions taken should be documented next to complaints for ease of reference.
	1.6	Well-managed workplace environment	The surroundings and washrooms of both RCCs were well managed at the time of visit.	RCCs to ensure continual maintenance of the facilities.

KPA	KPI	KEY ISSUES	OBSERVATIONS	REMARKS
HR Management	2.1	Biannual composite promotion schedule	Both ORCC and VRCC prepared and submitted biannual composite promotion plans as well as retirement schedules.	
	2.2	Consolidated HRMIS	i. Both RCCs prepared and submitted composite HRMIS data timeously. ii. The difference however was the form in which the backups were kept. Whereas some printed hard copies for their file other had it on CDs.	OHLGS to prescribe formats in which the backup is be kept and not necessarily for submission.
	2.3	Salary validation	Both RCCs showed evidence of salary validations and reports duly submitted to OHLGS.	
	2.4	Implementation of composite training Plans	Both RCCs prepared and submitted composite training plans with accompanying quarterly reports. However, ORCC did not undertake any training for the reporting period.	ORCC to ensure allocation of resources are for training and capacity development of staff.
	2.5	Implementation of PMS	VRCC monitored implementation of the PSM both at mid-year and at end of year with reports duly filed. ORCC however, did not carry out any monitoring activities.	OHLGS to impress on ORCC to undertake the mid and end of year monitoring of the PMS process in subsequent years.
		Comprehensive appraisal cycle	All sampled appraisals for both RCCs were fully completed.	
Financial Management & Reporting	3.1	Annual Audit Plans	Whereas VRCC prepared and submitted its audit reports to the required institutions and agencies, the schedule officer to undertake that for ORCC was posted to the RCC way after the mid-year.	OHLGS to ensure the availability of critical staff at all levels of the Service for the performance of required task.
	3.2	External Audit	VRCC implemented 100% of all recommendations contained in the Auditor General's management letter.	

KPA	KPI	KEY ISSUES	OBSERVATIONS	REMARKS
			ORCC has however not been audited by and therefore had no management letter.	
	3.3	Internal audit	Whereas VRCC has implemented 100% of all internal audit recommendations, ORCC has not implemented up to 80% of internal audit recommendations at the time of the assessment.	
	3.4	Submission of approved budgets	Both RCCs prepared and submitted approved budgets. However, VRCC before the deadline date while ORCC submitted on the deadline date.	
	3.4	Expenditures processed through GIFMIS	ORCC had only one of the sampled expenditures processed through the GIFMIS, VRCC on the other hand had all sampled expenditures processed through the GIFMIS.	ORCC to ensure that all its expenditures are processed through the GIFMIS.
Social Services	4.1	RCC quarterly monitoring	i. All the 4 VRCC departments sampled submitted their quarterly reports. ii. Only 1 out of the 4 sampled departments in Oti submitted quarterly reports.	ORCC to ensure that regional departments prepare and timeously submit quarterly reports.
	4.2	RPCU Quarterly monitoring	i. In Oti no RPCU monitoring was undertaken. ii. VRCC carried out 2 RPCU monitoring.	RCCs to ensure the RPCU monitoring is undertaken.
	4.3	Technical Backstopping	i. All regional department sampled in Oti did not carry out backstopping activities to the MMDAs. ii. All regional departments of VRCC sampled backstopped their MMDA departments with reports on file.	RCCs to ensure that regional departments backstop MMDA level Departments.

4.2.5. Volta & Oti Regions MMDAs Detailed Analysis /Findings of Indicators

Table 8: Oti Region MMDAs Detail Analysis /Findings of each Indicator

KPA	KPI	KEY ISSUE	OBSERVATIONS	RECOMMENDATONS
General Administration	1.1	ISCCS meeting	i. 5 Assemblies showed evidence with invites and minutes of the two meetings ii. 2 Assemblies (Jasikan and Krachi Nchumuru) had complete evidence for only one meeting iii. Biakoye could not provide satisfactory evidence for both meetings	MMDAs seek clarity and finality on the ISSCs meetings at the that pre-contract signing training/ orientation
	1.2	Sensitization on the LGS protocols	i. 1 Assembly (Jasikan) implemented more than one sensitization training on the LGS protocols ii. 6 Assemblies carried out one training on the LGS protocols iii. 1 Assembly (Krachi Nchumuru) did not sensitize staff on the LGS protocols	i. MMDAs to ensure that trainings on the protocols feature annually in their training plans and this should be different from that for Assembly Members ii. This can be achieved through the use senior officers in the Service
	1.3	Electronic management of correspondences	i. 4 Assemblies (Kajebi, Krachi West, Krachi East and Nkwanta North) have electronic database but some 2020 correspondences were not captured ii. Biokoye have a database but correspondence was not scanned iii. 3 Assemblies (Jasikan, Nkwanta South and Nchumuru) do not have any system for electronic management of correspondences	i. MMDAs must put in place mechanisms to ensure the capture of correspondences on daily basis. ii. MMDAs without scanners and software to train their staff to combine word/excel with photos from the phone camera
	1.4	Functional website	i. 1 Assembly (Krachi East) have website with up to twelve monthly updates	i. MMDAs to ensure IT/MIS staff take full charge in the

KPA	KPI	KEY ISSUE	OBSERVATIONS	RECOMMENDATONS
			ii. 3 Assemblies (Krachi West, Kajebi and Nchumuru) have websites with more than six monthly updates iii. 2 Assemblies (Nkwanta South and Biakoye) have websites but with no updates iv. 2 Assemblies (Jasikan and Nkwanta North) do not have functioning websites	management of their websites by working closely with outsiders for skill and knowledge transfer ii. IT/MIS officers to be trained to ensure balanced reportage
	1.5	Functional Client Service Unit	i. 3 Assemblies (Jasikan, Kajebi and Krachi East) have fully functional client service unit with all requirements in place ii. 2 Assemblies (Nkwanta North and Nchumuru) have all requirements but do not have complaints logbook with actions taken iii. 2 Assemblies (Nkwanta South and Krachi East) have designated desk/officers and logistics iv. 1 Assembly (Biakoye) only have a designated office space	MMDAs to reassign and train some of the newly posted graduate level staff to handle the CSUs schedule
	1.6	Well-managed workplace environment	i. 6 out of the 8 Assemblies have well managed offices with either washrooms or directional signs not properly placed ii. 1 Assembly (Nchumuru) met 2 out of the 4 requirements iii. 1 Assembly (Biakoye) met 1 out of the 4 requirements	i. Management to certify cleaning before cleaners leave for the day ii. Cleaners to be scheduled to ensure some stay longer to tidy washrooms and other areas in the course of the day
HR Management	2.1	Biannual composite promotion schedule	With the exception of Nkwanta South, Biakoye and Nkwanta North all the other Assemblies	RCCs to organized periodic refresher training on standard template and

KPA	KPI	KEY ISSUE	OBSERVATIONS	RECOMMENDATONS
			submitted promotion schedules with established vacancies before deadline	communicate gaps in submitted schedules promptly to MMDAs
	2.2	Staff salary validation	i. 3 Assemblies met all the requirements and submitted reports before deadline ii. 4 Assemblies met all the requirements but submitted reports on deadline date	MMDAs to communicate challenges with mgt units to OHLGS through the RCCs and keep same as evidence
	2.3	HRMIS update	With the exception of Krachi East that had less than 6 HRMIS reports and Nkwanta North that did not have more than 9 HRMIS reports, all the other 6 Assemblies had 12 HRMIS reports submitted before deadline	MMDAs without HRMIS software to formally communicate the challenge to OHLGS through the RCCs
	2.4	Implementation of training plan	i. 4 Assemblies had 4 quarterly reports and implemented more than 80% of their 2020 training plans ii. 1 Assembly (Nchumuru) had 4 quarterly reports and implemented 80% of their 2020 training plan iii. 3 Assemblies had 4 quarterly reports but implemented less than 80% of their 2020 training plans	i. MMDAs to prioritize training even if it is in-house ii. RCC to provide MMDAs with standard ToR to guide preparation of training reports
	2.5	Comprehensive appraisal cycle	i. 2 Assemblies had appraisals sampled fully completed ii. 2 Assemblies had 1 of the sampled appraisals not fully completed	MMDAs to train departmental and unit heads on the LGS staff appraisal instrument for full implementation
Financial Management & Reporting	3.1	RIAP preparation	i. 2 Assemblies (Krachi West & Biakoye) prepared and submitted its RIAP before the deadline	MMDAs to ensure timely preparation and submission of their RIAP and its use in fee fixing

KPA	KPI	KEY ISSUE	OBSERVATIONS	RECOMMENDATONS
			ii. 3 Assemblies prepared and submitted their RIAP on the deadline date iii. 3 Assemblies prepared and submitted their RIAP after deadline date	
	3.2	Street Naming	None of the 8 scored any mark on this indicator	MMDAs to commit to implementing the SNPA exercise
	3.3	External Audit recommendation	i. 4 Assemblies (Krachi East, Kajebi, Krachi West and Nkwanta South) showed evidence of having implemented all recommendations in Auditor General's management letter ii. 1 Assembly (Nkwanta North) have implemented 80% of recommendations in Auditor General's management letter iii. 3 Assemblies (Jasikan, Biakoye and Nchumuru) implemented less than 80% of recommendations in Auditor General's management letter	i. IAs to ensure that recommendations handled are properly capture in the AC minutes ii. RCCs to collaborate with MMDAs for training on how to properly report on recommendations dealt with
	3.4	Internal audit recommendations	i. 2 Assemblies (Krachi West and Nkwanta North) implemented all internal audit recommendations ii. 5 Assemblies implemented 80% or more of internal audit recommendations iii. 1 Assembly (Biakoye) implemented less than 80% of internal audit recommendations	i. Interal Auditors must ensure that recommendations handled are properly capture in the AC minutes ii. RCCs to collaborate with MMDAs for training on how to properly report on recommendations dealt with

KPA	KPI	KEY ISSUE	OBSERVATIONS	RECOMMENDATONS
	3.5	Expenditure on planned activities	None of the 8 Assemblies have expenditures covering more than 90% activities in their annual action plans	i. MMDAs to ensure expenditures are incurred on activities in approved plan ii. MMDAs must ensure the mid-year review of their plans
	3.6	Data on ratable properties	7 Assemblies fully met all requirement with the exception of Jasikan	
Infrastructure	4.1	Road programmes	i. 4 Assemblies implemented more than 80% of their planned road programmes ii. 4 Assembly implemented less than 80% of their road projects	MMDAs to prioritize and include just enough road programmes in their plans based on projected resources
	4.2	Approved programme for building & structures	All Assemblies executed less than 80% of approved programme for building & structures	MMDAs to prioritise just enough structures based on the trend of revenue inflows
	4.3	Inauguration of DSPC	i. 1 Assembly's (Krachi East) spatial planning and technical committees met all requirements ii. 6 Assemblies inaugurated and have functioning spatial planning committee iii. 1 Assembly (Biakoye) could not provide evidence	MMDAs to ensure that minutes of spatial planning and technical committees are well documented
	4.4	Consideration of permit applications	i. 2 Assemblies (Krachi East and Nkwanta North) considered over 80% of applications at DSPC meetings and decisions communicated to applicants ii. 3 Assemblies considered 80% of applications at the DSPC meetings and decisions communicated to applicants	MMDAs to ensure that status of application considered by the DSPC are communicated to applicants and evidence kept

KPA	KPI	KEY ISSUE	OBSERVATIONS	RECOMMENDATONS
			iii. 3 Assemblies considered less than 80% of applications	
	4.5	Spatial and local plans	i. 5 Assemblies have structural plans with at least 2 local plans ii. 2 Assemblies have structural plans available iii. 1 Assembly (Biakoye) did not have structural and local plans	RCCs to facilitate the development of SDF for their MMDAs
Social Services	5.1	Education oversight committee meetings	i. Education Oversight Committee of 15 Assemblies held 4No. quarterly meetings with invites and minutes available ii. 2 Assemblies held oversight committee meeting for 2 quarters iii. 2 Assemblies held oversight committee meeting for 1 quarter	MMDAs to ensure that M/DEOC meetings are held and accurate proceedings record of proceedings kept
	5.2	Health oversight committee meetings	i. 4 Assemblies held Health Oversight Committee meeting for each of the 4 quarterly ii. 2 Assemblies held Health Oversight Committee meeting in 2 quarters iii. 2 Assemblies held Health Oversight Committee meeting for 1 quarter	i. RCCs to aid MMDAs without M/D-HOC to inaugurate their committees ii. MMDAs to ensure that M/D-HOC meetings are held and accurate record of proceedings kept
	5.3	Data on vulnerable groups	i. 2 Assemblies have updated data of vulnerable groups transmitted to RCCs timeously ii. 2 Assemblies updated vulnerable data with evidence of transmittal forwarding it	MMDAs to ensure quarterly and bi-annual collation and submission of data on vulnerable groups

KPA	KPI	KEY ISSUE	OBSERVATIONS	RECOMMENDATONS
			iii. 3 Assemblies have data that showed that 2020 December data was an improvement over June 2020 iv. 1 Assembly showed June 2020 data to be an improvement over December 2019	
	5.4	GBV interventions	i. 4 Assemblies implemented over 80% of all GBV programmes ii. 1 Assembly implemented 70-80% of all GBV programmes iii. 2 Assemblies implemented 60-69%of all GBV programmes iv. 1 Assemblies implemented 50-59% of all GBV programmes	i. MMDAs to plan realistically and ensure the implementation of all such GBV plans ii. RCCs to facilitate the adoption of a uniform reporting format for all MMDAs to ensure standardization of reports by the Assemblies
	5.5	Management of child protection cases	All 8 Assemblies effectively managed over 60% of all reported child protection cases	RCCs to facilitate the adoption of a uniform reporting format for all MMDAs to ensure standardization of reports by the Assemblies
	5.6	Community mobilization and Education	i. 4 Assemblies implemented over 80% of community mobilization and education programmes in AAP ii. 1 Assembly implemented less than 70-80% of planned community mobilization and education programmes in AAP iii. 2 Assemblies implemented between 60-69% of planned community mobilization and education programmes in AAP iv. 1 Assembly (Biakoye) implemented less than 50% of planned community	i. MMDAs to ensure full implementation of their community mobilization activities ii. RCCs to facilitate the adoption of a uniform reporting format for all MMDAs to ensure standardization of reports by the Assemblies

KPA	KPI	KEY ISSUE	OBSERVATIONS	RECOMMENDATONS
			mobilization and education programmes in AAP	
Economic Development	6.1	Increase on crop/livestock/fish	i. 4 Assemblies achieved more than 10% increase in selected crop/livestock/fish yield ii. 2 Assemblies achieved 10% increase in selected crop/livestock/fish yield iii. 2 Assemblies achieved less than 10% increase in selected crop/livestock/fish yield	MMDAs to keep accurate records on plant and crop production
	6.2	Agricultural transformation	i. 4 Assemblies achieved more than 30% increase in transformation from subsistence to commercial farming ii. 4 Assemblies achieved less than 30% increase in transformation from subsistence to commercial farming	MMDAs to keep accurate records on agricultural transformation in their jurisdictions
	6.3	Tourism	i. 5 Assemblies implemented more than 80% of approved tourism activities ii. 3 Assemblies did not implement up to 80% of approved tourism activities	MMDAs to identify and spent on tourism related activities in addition to other LED programmes
Environment & sanitation	7.1	Disaster preparedness	i. NADMO was one of the Departments that usually submit their reports on time. ii. The quality of reports however needs to be looked at. iii. Some also transferred the reports either with or without the Assembly in copy.	OHLGS to train the MMDAs and non-decentralized departments on the channels of communication.
	7.2	Environment enhancement	Some MMDAs had the activities vaguely captured while others had only 1 activity.	i. The award of marks in subsequent assessments should be graduated

KPA	KPI	KEY ISSUE	OBSERVATIONS	RECOMMENDATONS
			Others also misconstrued to mean activities of NADMO and M/DEHO.	according to the No. of activity in AAP. ii. These activities should be under envt mgt section and not under NADMO or M/DEHO.
	7.3	Household toilet	i. Observation shows that some MMDAs planned with 10% increase in Household toilets. ii. Reports are generally in bits and pieces. iii. Annual reports are not comprehensive.	Officers should be trained on report writing and measures to improve the quality of reports.
	7.4	Routine community cleansing	Reporting and records keeping remains a challenge.	Officers should be trained on report writing and measures to improve the quality of reports.

Table 9: Volta Region MMDAs Detail Analysis /Findings of each Indicator

KPA	KPI	KEY ISSUE	OBSERVATIONS	RECOMMENDATONS
General Administration	1.1	ISCCS meeting	With the exception of Keta Municipal, Ho West and Akatsi North that showed complete evidence for one meeting, all others showed complete evidence for all two meetings	MMDAs that defaulted should be provided with clarification on the ISSCs meetings from the OHLGS
	1.2	Sensitization on the LGS protocols	With the exception of Ho West that have carried out more than one training on the LGS protocols and Ketu South that haven't conducted any training on the protocols, all other Assemblies carried out one training on the LGS protocols	MMDAs to annually plan to train staff on the LGS protocols and this should be different from trainings for Assembly Members.
	1.3	Electronic management of correspondences	i. 2 Assemblies (South Dayi and Anloga) have fully functional systems for electronic management of correspondence ii. 12 Assemblies have functional systems; however, they either did not scan the correspondence or not all correspondences were captured in the system iii. 4 Assemblies (Agortime Ziope, North Tongu, Kpando and Ho West) do not have systems for the electronic management of correspondences	i. MMDAs must put in place mechanisms to ensure the capture of correspondences on daily basis ii. MMDAs without scanners and software to train their staff to combine word/excel with photos from the phone camera
	1.4	Functional website	i. Hohoe, North Dayi and Anloga fully meet website requirements ii. 5 Assemblies have websites but do not have six months updates iii. 4 Assemblies have websites with between 6 – 12 monthly updates	i. IT/MIS staff of MMDAs to take full charge of their websites by working closely with outsiders to ensure skill and knowledge transfer

KPA	KPI	KEY ISSUE	OBSERVATIONS	RECOMMENDATONS
			iv. Central Tongu, Keta Municipal, Ho Municipal, Ketu South, Agortime Ziope, and Kpando had no websites to be assessed at the time of visit	ii. MMDAs to train their IT/MIS officers to ensure balanced reportage
	1.5	Functional client service unit	i. 8 Assemblies have fully functional client service units with all requirements in place ii. 4 Assemblies have all requirements with the exception of complaints logbook iii. 6 Assemblies had designated desk/offices and officers. However, the officers are yet to be trained	MMDAs should reassign and train some of the newly recruited and posted graduate level entrants to them to handle the CSUs
	1.6	Well-managed workplace environment	i. 9 out of the 18 Assemblies have well managed offices ii. 9 Assemblies had challenges with either cleanliness of office space, washrooms or directional sigh to the office	i. Management to certify cleaning before cleaners leave for the day ii. Cleaners to be scheduled to ensure some stay longer to tidy washrooms and other areas in the course of the day
HR Management	2.1	Biannual composite promotion schedule	i. 14 Assemblies fully met the requirement with promotion schedules having established vacancies submitted before deadline ii. Afadzato South had promotion schedule without established vacancies, however, retirement was in place and submitted on time iii. 3 Assemblies their promotion schedules after the deadline	i. RCCs to periodically organize refresher training on the reporting template for HR staff ii. RCCs to communicate gaps in submitted schedules promptly to MMDAs
	2.2	Staff salary validation	16 out of the 18 Assemblies met all the requirements with the exception of Afadzato	MMDAs to ensure timely submission of reports

KPA	KPI	KEY ISSUE	OBSERVATIONS	RECOMMENDATONS
			South and Akatsi South that did not have all transmittals submitted before deadline	
	2.3	HRMIS update	16 Assemblies fully met all requirements with the exception of Ketu South and Afadzato South that submitted some of their reports after the deadline	MMDAs to ensure timely submission of reports
	2.4	Implementation of training plan	i. 11 Assemblies executed more than 80% of their 2020 training plans ii. 2 Assemblies implements exactly 80% of their plan iii. 5 Assemblies implement less than 80% if their training plans	i. MMDAs should explore the use of in-house arrangements to facilitate training given the constraints they face. ii. RCC to provide MMDAs with standard ToR to guide preparation of training reports whether inhouse or by an external acilitator
	2.5	Comprehensive appraisal cycle	i. 13 Assemblies had all sampled appraisals fully completed ii. 1 Assembly (Keta Municipal) had 3 out of the 4 sampled appraisals fully completed iii. 1 Assembly (North Tongu) had 2 out of the 4 sampled appraisals fully completed iv. 3 Assemblies (Ketu South, South Tongu and Ketu North) had 1 out of the 4 sampled appraisals fully completed	MMDAs to train departmental and unit heads on the LGS staff appraisal instrument to elicit their commitment for full implementation
Financial Management & Reporting	3.1	RIAP preparation	i. 1 Assembly (Central Tongu) prepared and submitted RIAP before the deadline ii. 13 Assemblies submitted on the deadline date	MMDAs to ensure timely preparation and submission of their RIAP and its use for fee fixing

KPA	KPI	KEY ISSUE	OBSERVATIONS	RECOMMENDATONS
			iii. 4 Assemblies (Kata Municipal, South Tongu, Ho West and North Tongu) submitted RIAPs after the deadline date	
	3.2	Street Naming	None of the 18 scored any mark I this indicator	MMDAs to commit to undertake SNPA
	3.3	External Audit recommendation	i. 6 Assemblies showed evidence of having implemented all recommendations contained in Auditor Generals Management letter ii. 8 Assemblies have implemented 80% of recommendations in Auditor Generals Management letter iii. 4 Assemblies (Akatsi South, Ketu South, South Tongu and Kpando Municipal) have implemented less than 80% of recommendations in Auditor Generals Management letter	i. Internal Auditors to ensure that recommendations handled are properly capture in the AC minutes ii. RCCs to collaborate with MMDAs for training on how to properly report on recommendations dealt with
	3.4	Internal audit recommendations	i. 2 Assemblies (Central Tongu and South Tongu) fully implemented internal audit recommendations ii. 14 Assemblies implemented more than 80% of internal audit recommendations iii. 2 Assemblies (Keta Municipal and Ketu South) could not implement up to 80% of internal audit recommendations	i. Internal Auditors to ensure that recommendations handled are properly capture in the AC minutes ii. RCCs to collaborate with MMDAs for training on how to properly report on recommendations dealt with
	3.5	Expenditure on planned activities	None of the 18 Assemblies have expenditures covering more than 90% activities in their annual action plans	i. MMDAs to ensure expenditures are incurred on activities in approved plan

KPA	KPI	KEY ISSUE	OBSERVATIONS	RECOMMENDATONS
				ii. MMDAs must ensure the mid-year review of their plans
	3.6	Data on ratable properties	i. 11 Assemblies fully met all requirement ii. 4 Assemblies (Kata Municipal, Ketu South, Ketu North and North Tongu) used their updated data to inform their fee fixing resolution iii. 3 Assemblies (Akatsi South, Akatsi North and Ho West) only updated their retable properties database	MMDAs to ensure the continuous updates of data on ratable properties
Infrastructure	4.1	Road programmes	i. 7 Assemblies implemented more than 80% of planned road programmes ii. 1 Assembly (Ho Municipal) implemented 80% of its planned road programmes iii. 10 Assemblies implemented less than 80% of planned road programmes	i. Inclusion of road programmes in the plans of MMDAs must be based on realistic projection of resources ii. MMDAs must also make use of the mid-year review to scale down lofty projections
	4.2	Approved programme for building & structures	i. 1 Assembly (Kpando Municipal) implemented more than 80% of approved programme for building & structures ii. 1 Assembly (Ho Municipal) implemented 80% of approved programme for building and structure, iii. 16 Assemblies implemented less than 80% of approved programme for building & structures	MMDAs to prioritise just enough structures based on the trend of revenue inflows

KPA	KPI	KEY ISSUE	OBSERVATIONS	RECOMMENDATONS
	4.3	Inauguration of DSPC	i. spatial planning and technical committees of 8 Assemblies met all requirements ii. 9 Assemblies inaugurated and have functioning spatial planning committee iii. 1 Assembly (Central Tongu) only inaugurated its spatial planning committee	MMDAs to ensure that minutes of spatial planning and technical committees are well documented
	4.4	Consideration of permit applications	i. 7 Assemblies considered over 80% of applications at DSPC meetings ii. 11 Assemblies considered 80% of applications at the DSPC meetings	MMDAs to ensure that status of application considered by the DSPC are communicated to applicants and evidence kept
	4.5	Spatial and local plans	i. 1 Assembly (Hohoe municipal) had a structural plan with more than 2 local plans ii. 9 Assemblies had approved local plans iii. 7 Assemblies had local plans iv. 1 Assembly (North Dayi) had neither structural nor local plans	RCCs to facilitate the development of SDF for their MMDAs
Social Services	5.1	Education oversight cmmttee meetings	i. Education Oversight Committee of 15 Assemblies held 4No. quarterly meetings with invites and minutes available with the exception of ii. Education Oversight Committee of 3 Assemblies (Akatsi South, Ho Municipal and North Tongu) held no meetings for the period	MMDAs to ensure that M/DEOC meetings are held and accurate proceedings record of proceedings kept
	5.2	Health oversight cmmttee meetings	i. Health Oversight Committees of 15 Assemblies held 4No quarterly meetings with invites and minutes available.	MMDAs to ensure that M/D-HOC meet and accurate record of proceedings kept

KPA	KPI	KEY ISSUE	OBSERVATIONS	RECOMMENDATONS
			ii. Health Oversight Committees of 3 Assemblies held only 2 meetings with invites ad minutes available	
	5.3	Data on vulnerable groups	i. 13 Assemblies have updated data of vulnerable groups timely submitted to RCC ii. 1 Assembly (Agortime Ziope) updated vulnerable data with covering letter iii. 3 Assemblies (Akatsi South, Ketu South and Anloga) could only show evidence of updated vulnerable data iv. 1 Assembly (South Tongu) did not provide data on vulnerable groups for verification	MMDAs to ensure quarterly and bi-annual collation and submission of data on vulnerable groups
	5.4	GBV interventions	17 Assemblies implemented over 80% of all GBV programmes with the exception of Akatsi South that implemented 60-69%	RCCs to facilitate the adoption of a uniform reporting format for all MMDAs to ensure standardization of reports by the Assemblies
	5.5	Management of child protection cases	17 Assemblies effectively managed over 60% of all reported child protection cases with the exception of Akatsi South that implemented less than 60%	RCCs to facilitate the adoption of a uniform reporting format for all MMDAs to ensure standardization of reports by the Assemblies
	5.6	Community combilization	i. 14 Assemblies implemented over 80% of community mobilization and education programmes in AAP ii. 2 Assemblies (Akatsi South and Keta Municipal) implemented between 70-80% of	• MMDAs to ensure full implementation of their community mobilization activities • RCCs to facilitate the adoption of a uniform

KPA	KPI	KEY ISSUE	OBSERVATIONS	RECOMMENDATONS
			planned community mobilization and education programmes in AAP iii. 2 Assemblies (Akatsi North and Agortime Ziope) implemented less than 50% of planned community mobilization and education programmes in AAP	reporting format for all MMDAs to ensure standardization of reports by the Assemblies
Economic Development	6.1	Increase on crop/livestock/fish	i. 7 Assemblies achieved more than 10% increase in selected crop/livestock/fish yield ii. 3 Assemblies (Ho municipal, Akatsi North and Adaklu) achieved 10% increase in selected crop/livestock/fish yield iii. 8 Assemblies achieved less than 10% increase in selected crop/livestock/fish yield	MMDAs to keep accurate records on plant and crop production
	6.2	Agricultural transformation	i. 8 Assemblies achieved more than 30% increase in transformation from subsistence to commercial farming ii. 1 Assembly (Ketu South) achieved 30% increase in transformation from subsistence to commercial farming iii. 9 Assemblies achieved less than 30% increase in transformation from subsistence to commercial farming	MMDAs to keep accurate records on agricultural transformation within their jurisdictions
	6.3	Tourism	i. 3 Assemblies (Central Tongu, Akatsi North and North Dayi) implemented more than 80% of approved tourism activities ii. 4 Assemblies (Hohoe, Afadzato South, North Tongu and Kpando Municipal) implemented 80% of approved tourism activities	MMDAs to identify and spend on tourism related activities in addition to other LED programmes

KPA	KPI	KEY ISSUE	OBSERVATIONS	RECOMMENDATONS
			iii. 11 Assemblies implemented less than 80% of approved tourism activities	
Environment and sanitation	7.1	Disaster preparedness	i. 8 Assemblies showed evidence of disaster preparedness plan and implementation report submitted timely to the RCC through the Assembly before deadline ii. 8 Assemblies showed evidence of disaster preparedness plan with implementation report submitted to the RCC through the Assembly on deadline iii. 1 Assembly (Akatsi North) have disaster plan with implementation report but not transmitted to the RCC not through the Assembly iv. 1 Assembly (Keta Municipal) have only a disaster preparedness plan	i. MMDAs to ensure that departments such as NADMO report to the regional level through the MMDA ii. RCCs to collaborate with MMDAs and OHLGS to train the MMDAs on the channels of communication
	7.2	Environment enhancement	All 18 Assemblies have their 2021 AAP incorporated with environment enhancement activities	MMDAs to ensure that environmental management activities are considered at the environmental management section in their AAPs
	7.3	Household latrines	i. 13 Assemblies recorded more than 15% increase in households with toilets ii. 2 Assemblies (Hohoe and Anloga) recorded 15% increase in households with toilets iii. 3 Assemblies (Akatsi South, Ho Municipal and Adaklu) recorded less than 15% increase in households with toilets	i. MMDAs to build the capacities of the M/DEHOs in report writing ii. RCCs to facilitate the adoption of uniform reporting formats to ensure standardization of reports

KPA	KPI	KEY ISSUE	OBSERVATIONS	RECOMMENDATONS
	7.4	Routine community cleansing	i. 6 Assemblies carried out at least 1 routine cleansing activity per each of all 4 quarters ii. 7 Assemblies carried out at least 1 routine cleansing activity for 3 quarters iii. 4 Assemblies carried out at least 1 routine cleansing activity for 2 quarters iv. 1 Assembly (Keta Municipal) did not undertake any routine cleansing activity	MMDAs to ensure that their quarterly and annual reports of the EH units are comprehensive and contains all activities implemented.

4.3. Central Region

4.3.1. Scope of the Assignment

The team visited and interacted with staff of Central Regional Coordinating Council, one (1) Metropolitan Assembly, seven (7) Municipal Assemblies and fourteen (14) District Assemblies in the Central Region and two (2) Municipal Assemblies and seven (7) District Assemblies in the Ashanti Region.

4.3.2. General Outcomes

The average time spent in each institution was about 3 hours. The level of cooperation from the RCD and Chief Executives and the Coordinating Directors were encouraging.

The Heads of Department were also cooperative with the exception of few who were not present in the Assemblies at the time the assessment.

4.3.3. General Observations

- Mostly, Staff were very cooperative and were aware of the assessment.
- The RCC and most MMDAs visited were affected by the impact of COVID-19.
- Most Assemblies have their HRMIS data updated and submitted to their RCCs.
- Most of the Audit Committees are functioning.
- The establishment and functionality of the Client Service Unit is one of the challenging issues for the RCC and MMDAs.
- Most of the websites were available but not updated with relevant information.
- The RCC and most MMDAs had their incoming and outgoing mails computerized but not updated timely and some are yet to setup the computerized system.
- Most of them have records of the vulnerable groups and pictures attached to the data.
- Reports on Child Protection cases were seen and, in some cases, actions were taken.
- Annual action plans were available with some of the projects completed and others ongoing.
- Most of the Assemblies have washrooms with running water but not kept well.
- Most of the Assemblies have incorporated the Environmental Enhancement Programmes in their Annual Action Plan for 2020 and 2021.
- Most of the Assemblies were not able to transform their Subsistence Farmers to Commercial Farmers.
- Some of the MMDAs' NADMO reports were not submitted through the MMDAs to their respective RCCs.
- Most of the Assemblies have their Tourism related activities included in their AAP but not much was implemented.

4.3.4. General Recommendations

For MMDAs

- Assemblies should continue to update their website with departmental programmes and site visits.
- Assemblies should ensure that Staff Appraisal Schedule is implemented.
- Assemblies should train Client Service Officers and IT Staff to manage the various offices as well as provide them with the appropriate logistics.
- Assemblies should keep their environment clean especially the washrooms.

For RCCs

- RCC should ensure that the Audit Committees are functioning.
- RCC should ensure that at least one ISCC meeting is held quarterly.
- RCC should organize training for Client Service Unit Staff and IT Officers.
- RCC should organise more training on the Performance Appraisal Tool for all Staff.

For OHLGS

- Physical planners should be employed to the various Assemblies.
- Training should be organized for Client Service Unit and IT Officers.
- More training on the Performance Appraisal Tool should be organise for all Staff

4.3.5. Central RCC Detailed Analysis/Findings of Indicators

Table 10: Central RCC Detail Analysis /Findings of each Indicator

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
General Administration	1.1	Organization of REGSEC meetings.	Five (5) REGSEC meetings were held in the year as a result of COVID-19.	CRCC should hold more REGSEC meetings.
	1.2	Organization of ISCCS meetings.	More than two meetings were held. Invitation letters and signed minutes available and verified. Present were police, GES, GHS, Trade, NHIA, LUSPA, CWSA, ECG, GHA, NADMO, GWSC etc.	CRCC should keep it up.
	1.3	Software in place. Hardware (scanner) in place. Training of Staff.	CRCC has a software for capturing correspondence. CRCC has a computer and a scanner in place and fully operational. Training has been done for Records Management Staff.	CRCC should always ensure that incoming and outgoing correspondences are updated on daily bases. Staff should be trained on a regular basis.
	1.4	Website established and updated	CRCC has an established website and functional. Website is regularly updated.	CRCC should continually update their website.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
	1.5	Established Client Service Staffing Training Logistics	CRCC has a designated Office space. CRCC has a designated Staff for the Client Service Unit. Client Service Staff interviewed were not trained. No complains books. Logistics provided.	Officers should be trained and Complaint book should be made available.
	1.6	Visible Sign post Clean washroom General Office space & Landscape	No visible sign posts. CRCC washrooms were fairly clean with running water. CRCC has an Office space and a good landscape.	RCCs should keep their environment clean especially the washrooms.
Human Resource Management	2.1	Biannual Composite Schedule Evidence of Transmittal letter	CRCC prepared the Biannual Composite Schedule. CRCC provided evidence of transmittal letters to OHLGS.	RCCs should keep it up.
	2.2	Software challenges Evidence of Transmittal letter	CRCC has functional software. CRCC has evidence of transmittal letters.	CRCC should keep it up.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
	2.3	Reports and transmittal letter	CRCC produced reports and transmitted before deadline.	RCCs should keep it up.
	2.4	Comprehensive Regional Training Plan and Transmittal letter	CRCC prepared their Comprehensive Regional Training plan and submitted to OHLGS on the 20th January, 2020.	CRCC should improve on their Implementation processes.
	2.5	Implementation of the PMS at the MMDA level Monitoring report	Monitoring reports on PMS submitted to the OHLGS on time. Transmittal letters verified.	CRCC should keep it up.
	2.6	Appraisal Planning Schedule implementation	Only 2 staff appraisal reports are fully completed.	RCCs should improve on their staff appraisal schedule implementation.
Financial Management & Reporting	3.1	Preparation of Annual Audit Plan Submission of Annual Audit Plan	CRCC has an annual audit plan prepared and signed. CRCC has its annual audit plan submitted on the 16/01/2020.	
	3.2	Auditor General's Management Letter Implementation	Management letter for 2019 was brought in 11/11/2020 management responses to audit observations seen and verified.	RCC should ensure that the Audit Committee is functioning.
	3.3	Internal Audit Report and Status of Implementation	All the four quarters report seen with their status of implementation of audit recommendation being 90% completed.	CRCC should ensure that audit plans are implemented.
	3.4	Approved 2021 budget (RIBS)	Approved 2021 budget seen and was submitted to OHLGS by 22/10/2020.	CRCC should keep it up.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
	3.5	GIFMIS setup. Expenditure processed through GIFMIS	Expenditures were processed through GIFMIS.	CRCC should continue to process expenditure through the GIFMIS.
Services	4.1	Departmental Quarterly Report	Quarterly monitoring reports and submitted to OHLGS.	CRCC should always prepare a departmental quarterly report.
	4.2	Organisation of RPCU meetings	RPCU monitoring reports and submitted to OHLGS.	CRCC should keep it up.
	4.3	Biannual reports on Technical Backstopping support to MMDAs submitted to the OHLGS	Reports seen and transmittal letters seen and verified.	CRCC should keep it up.

4.3.6. Central Region MMDAs Detailed Analysis/Findings of Indicators

Table 11: Central Region MMDAs Detail Analysis /Findings of each Indicator

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
General Administration	1.1	Compliance with ISCCS meetings	6 (Abura Asebu Kwamankese District Assembly, Twifo Hermang Lower Denkyira District Assembly, Awutu Senya District Assembly, Effutu Municipal Assembly, Awutu Senya East Municipal Assembly and Agona East District Assembly) out of 22 Assemblies did not conduct meetings involving non decentralized department, SoEs, Public Corporations etc.	The RCCs must impress on the MMDAs to comply with ISCCS provisions in the LG Act 936 and highlight the importance of that platform to harmonized development.
	1.2	Compliance with the organization of sensitization workshops	All the 22 Assemblies organized more than one Sensitization Workshops.	Good practice must be encouraged to continue.
	1.3	Software application in place Electronic storage by scan	All the 22 Assemblies visited had software applications in place. 11 (Mafantseman Municipal Assembly, Upper Denkyira West District Assembly, K.E.E.A. Municipal Assembly, Twifo Hermang Lower Denkyira District Assembly, Gomoa West District Assembly, Awutu Senya East Municipal Assembly, Ekumfi District Assembly, Gomoa Central District Assembly, Gomoa	 The RCCs must support the MMDAs with IT support services.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
			East District Assembly, Agona East District Assembly and Assin North District Assembly) out of the 22 Assemblies visited did not have scanners to scan the documents.	
	1.4	Availability of a Website Update of website	All the 22 Assemblies visited have website. 8 (Mfantseman Municipal Assembly, Cape Coast Metropolitan Assembly, Upper Denkyira West District Assembly, Twifo Praso District Assembly, Awutu Senya District Assembly, Agona East District Assembly, Agona West Municipal Assembly and Assin South District Assembly) of the 22 Assemblies visited were able to update their website with information and activities of the departments of the Assembly.	The RCCs must identify MMDAs without IT officers and websites and support with technical assistance.
	1.5	Establishment of the Client Service Unit Staffing and training of the Unit and logistics.	All the 22 Assemblies have a Client Service Unit. 9 (Mfantseman Municipal Assembly, Cape Coast Metropolitan Assembly, Upper Denkyira West District Assembly, K.E.E.A Municipal Assembly, Twifo Praso District Assembly, Awutu Senya	The RCCs needs to include the training of CSU officers in their training plans.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
			District Assembly, Assin North District Assembly, Agona West Municipal Assembly and Assin South District Assembly) out of the 22 Assemblies have their CSU Staff trained and the necessary logistics.	
		Compliant Records Logbook	9 (Mfantseman Municipal Assembly, Cape Coast Metropolitan Assembly, Upper Denkyira West District Assembly, K.E.E.A Municipal Assembly, Twifo Praso District Assembly, Awutu Senya District Assembly, Assin North District Assembly, Agona West Municipal Assembly and Assin South District Assembly) out of the 22 Assemblies' CSU had a complaint logbook.	
	1.6	Clean washrooms Office Accommodation	All the 22 Assemblies have available washrooms and sign post but Only 6 (Upper Denkyira District Assembly, Awutu Senya District Assembly, Awutu Senya East Municipal Assembly, Gomoa Central District Assembly and Gomoa East District Assembly) have clean washrooms with disinfectants and running water.	The MMDAs must be impressed upon to see the need to improve on their workplace environment especially washrooms.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
		Landscaping	6 (Upper Denkyira District Assembly, Awutu Senya District Assembly, Awutu Senya East Municipal Assembly, Gomoa Central District Assembly and Gomoa East District Assembly) out of the 22 Assemblies have adequate office accommodation. Only 6 (Upper Denkyira District Assembly, Awutu Senya District Assembly, Awutu Senya East Municipal Assembly, Gomoa Central District Assembly and Gomoa East District Assembly) out of the 22 Assemblies have good landscape.	
Human Resource Management	2.1	Compliance with promotion schedule with established vacancies submission	All the 22 Assemblies visited were able to prepare and submit promotion schedule and also have records of transmittal letters on file.	The RCC need to insist on this report being submitted and on time.
	2.2	Compliance with Salary Validation comprehensive report submission	All the 22 Assemblies visited prepared Comprehensive Reports and submitted them on time to their RCCs with transmittal letters on file.	The RCC need to insist on this comprehensive report being submitted and on time.
	2.3	Compliance with HRMIS data update and submission	21 out of the 22 Assemblies have their HRMIS data updated and submitted to their RCCs with the exception of Assin North District Assembly.	The RCC must provide IT support services to Assin North District Assembly in this area.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
	2.4	Training	21 out of 22 Assemblies visited prepared and implemented four quarterly training reports and submitted to the RCC with transmittal letters on file with the exception of Ekumfi District Assembly.	MMDAs must be impressed upon to invest more resources into staff capacity building.
	2.5	Compliance with Staff Performance Appraisal Planning for 2020	Only One (Awutu Senya East Municipal Assembly) out of the 22 Assemblies has its interviewed Staff Appraisal Schedule not implemented.	The RCCs must intensify training on the Performance Appraisal Tool for staff of MMDAs under their jurisdiction.
Financial Management & Reporting	3.1	Preparation of Revenue Improvement Action Plan for 2021 and submitted before deadline.	5 (Upper Denkyira East District Assembly, Upper Denkyira West District Assembly, Effutu Municipal Assembly, Gomoa West District Assembly and Awutu Senya East Municipal Assembly) out of the 22 Assemblies visited prepared but did not submit their Revenue Improvement Action Plan for 2021 before the deadline.	RCC should ensure that the MMDAs continually prepare and submit their RIAP on time.
	3.2	Efforts into Street Naming	Only 2 (Agona West Municipal Assembly and Asikuma Adoben Brakwa District Assembly) out of 22 Assemblies visited have made more effort towards increasing streets naming in their Assemblies.	The RCCs must increase supervision of the MMDAs and provide any technical support towards assisting the MMDAs achieve this KPI.
	3.3	Meetings towards implementation of the	Only 4 (Mfantseman Municipal Assembly, Effutu Municipal Assembly, Gomoa East District Assembly and Agona	The MMDAs must be prevailed upon to that this very seriously in the face of the PFM law.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
		Auditor's Generals recommendations	West Municipal Assembly) out of the 22 Assemblies visited has not made any efforts or held meetings towards implementing the AGs recommendations.	
	3.4	Meetings towards implementation of Internal Audit recommendations	All the 22 MMDAs have 4th Quarter 2019 and 1st, 2nd and 3rd Quarter 2020 reports available on file and recommendations implemented.	The MMDAs must be prevailed upon to that this very seriously in the face of the PFM law.
	3.5	Expending on activities outside the AAP.	Only 2 (Mfantseman Municipal Assembly and Effutu Municipal assembly) out of the 22 MMDAs visited did not capture all sampled expenditures in their AAPs.	Mfantseman Municipal Assembly and Effutu Municipal assembly should ensure that they capture all their expenditures in their AAPs.
	3.6	i. Data on rateable properties ii. Availability of Fee Fixing Resolution.	5 (Awutu Senya East Municipal Assembly, Ekumfi District Assembly, Upper Denkyira East District Assembly, Upper Denkyira West District Assembly and Awutu Senya District Assembly) out of the 22 Assemblies visited have not updated their data on rateable properties. 5 (Awutu Senya East Municipal Assembly, Ekumfi District Assembly, Upper Denkyira East District Assembly, Upper Denkyira West District Assembly and Awutu Senya District Assembly) out of the 22 Assemblies visited do not have updated Fee Fixing Resolution.	Good practice must be encouraged to continue and Adansi Asokwa District Assembly should effectively update and gazette its Fee Fixing Resolution.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
Infrastructure	4.1	Level of achievement in the implementation of planned road projects in the AAP.	All the 22 MMDAs visited have more than 80% road projects implemented.	Good practice must be encouraged to continue.
	4.2	Level of achievement in the implementation of planned building projects in the AAP.	21 MMDAs have more than 80% of their building projects planned implemented excluding Twifo Hemang-Lower-Denkyira District Assembly.	Twifo Hemang-Lower-Denkyira District Assembly should ensure to increase their building projects planned implementation.
	4.3	Inauguration of Spatial Planning and Technical Sub – Committees.	Only Twifo Hemang-Lower-Denkyira District Assembly out of the 22 Assemblies is yet to inaugurate these committees for the Assembly.	Twifo Hemang-Lower-Denkyira District Assembly must take immediate steps towards inaugurating these committees.
	4.4	Meetings to consider building Permit applications	Only 2 (Twifo Hemang-Lower-Denkyira District Assembly and Assin Central Municipal Assembly) out of the 22 MMDAs visited have less than 80% of their building permit application received approved by the DSPC.	Twifo Hemang-Lower-Denkyira District Assembly and Assin Central Municipal Assembly should improve in this KPI.
	4.5	Meetings of Spatial Plans (SDF, Structural and Local Plans).	7 (Ekumfi District Assembly, Gomoa Central District Assembly, Assin South District Assembly, Mfantseman Municipal Assembly, Twifo Hemang-Lower-Denkyira District Assembly, Ajumako Gyam Essam District Assembly and Gomoa West District Assembly) out of 22 Assemblies do not have minutes of	The Affected 7 Assemblies should ensure that meetings are held to approve the Spatial Plans.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
			meetings which approve the Spatial Plans (SDF, Structural and Local Plans).	
Social Services	5.1	Compliance with Education Oversight Committee meetings	9 (Cape Coast Metropolitan Assembly, Upper Denkyira West District Assembly, Upper Denkyira East District Assembly, Asikuma Adoben Brakwa District Assembly, Effutu Municipal Assembly, Gomoa West District Assembly, Awutu Senya East Municipal Assembly, Gomoa Central District Assembly and Assin South District Assembly) out of the 22 Assemblies are yet to organize meetings with Education Oversight Committee.	The affected 9 Assemblies should ensure that meetings on Education Oversight Committee are held.
	5.2	Compliance with Health Oversight Committee meetings	5 (Awutu Senya East Municipal Assembly, Gomoa Central District Assembly, Mfantseman Municipal Assembly, Cape Coast Metropolitan Assembly and Gomoa East District Assembly) out of the 22 Assemblies are yet to organize meetings with Health Oversight Committee.	The affected 5 MMDAs should ensure that meetings on Health Oversight Committee are held.
	5.3	Updating of Vulnerable groups list	All the 22 MMDAs have records of the vulnerable groups and pictures attached to their data.	Good practice must be encouraged to continue.
	5.4	Actions taken on reported GBVCs.	Only One (Assin North District Assembly) out of 22 Assemblies produced	Assin North District Assembly should improve in this KPI.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
			less than 80% evidence to show actions taken on GBVC.	
	5.5	Actions taken towards managing Child Protection cases	Only Upper Denkyira West District Assembly out of the 22 Assemblies visited had less than 60% of reported cases managed effectively.	Upper Denkyira West District Assembly should improve in this KPI.
	5.6	Compliance with the organization of Community Mobilization & Education programmes	Two (Effutu Municipal Assembly and Assin North District Assembly) out of the 22 Assemblies visited were able to organize less than 80% Community Mobilization & Education programme.	Effutu Municipal Assembly and Assin North District Assembly should improve in this KPI.
Economic Development	6.1	Selected crops and/or livestock and/or fish increased by 10%	Two (Ekumfi District Assembly and Asikuma Adoben Brakwa District Assembly) out of the 22 Assemblies could not produce more than 10% of their selected crops and livestock.	Ekumfi District Assembly and Asikuma Adoben Brakwa District Assembly should improve in this KPI.
	6.2	Transformation of subsistence farming to Commercial farming increased by at least 30%	11 (Abura Asebu Kwamankese District Assembly, Twifo Hermang Lower Denkyira District Assembly, Ajumko Gyam Essiam District Assembly, Awutu Senya District Assembly, Effutu Municipal Assembly, Gomoa West District Assembly, Awutu Senya East Municipal Assembly, Ekumfi District Assembly, Gomoa Central District Assembly, Agona East District Assembly and Assin North District Assembly) out of	The 11 Affected Assemblies should improve on transforming their subsistence farming to commercial farming.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
			the 22 Assemblies visited could not increase their subsistence farming to commercial farming by at least 30%.	
	6.3	Tourism related activated captured in the AAP	7 (Assin Central Municipal Assembly, Ekumfi District Assembly, Mfantseman Municipal Assembly, Upper Denkyira East District Assembly, Twifo Hemang-Lower-Denkyira District Assembly, Effutu Municipal Assembly and Gomoa West District Assembly) out of the 22 Assemblies have at least less than 80% of their tourism related activities captured in the AAP.	The affected 7 Assemblies should ensure that at least 80% of their tourism related activities are captured in the AAP.
Environment & Sanitation	7.1	Preparation of Disaster Management Implementation reports	11 (Mfantseman Municipal Assembly, Abura Asebu Kwamankese District Assembly, Upper Denkyira West District Assembly, Twifo Praso District Assembly, Twifo Hemang-Lower-Denkyira District Assembly, Ajumako Gyan Essiam District Assembly, Asikuma Adoben Brakwa District Assembly, Effutu Municipal Assembly, Gomoa West District Assembly, Gomoa Central District Assembly and Agona West Municipal Assembly) out of the 22 Assemblies visited do not have their Disaster Management Implementation Reports	The Eleven affected Assemblies should prepare their reports and also ensure the implementation of the interventions.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
			available to show the level of implementation of interventions.	
	7.2	Environment Enhancement Programmes included in the 2021 AAP	All the 22 Assembly included their Environment Enhancement Programmes in their 2021 AAP.	Good practice must be encouraged to continue.
	7.3	Data on Household Toilets	5 (Assin Central Municipal Assembly, Gomoa East District Assembly, Assin South District Assembly, K.E.E.A Municipal Assembly and Asikuma Adoben Brakwa District Assembly) out of the 22 Assemblies do not have data on household toilets.	The 5 affected Assemblies should improve in this KPI.
	7.4	MMDA sponsorship of Routine Cleansing activities	9 (Cape Coast Metropolitan Assembly, Abura Asebu Kwamankese District Assembly, K.E.E.A Municipal Assembly, Awutu Senya District Assembly, Asikuma Adoben Brakwa District Assembly, Effutu Municipal Assembly, Awutu Senya East Municipal Assembly, Agona East District Assembly, Assin north District Assembly and Assin South District Assembly) out of the 22 Assemblies visited do not have a routine cleansing activities of town centers and other public spaces.	MMDAs should be admonished to commit more resources and efforts towards improving sanitation.

4.4. Eastern Region

4.4.1. Scope of the Assignment

The assignment was undertaken from 15th March, 2021 to 8th April, 2021 in 1No. RCC and 33No. MMDAs.

4.4.2. General Observations

Some MMDAs were not prepared, poor coordination and few were not serious about the exercise.

4.4.3. Specific Observations

RCC

- Website update was not done.
- The RCC did not appraise all the staff.
- The report on technical backstopping was not available.
- The Auditor General's 2020 Management letter received was for 2019 instead of 2020.

MMDAs

- Most of the MMDAs did not update their website regularly. E.g. Asene-Manso-Akroso, Upper Manya Krobo, Denkyeambour, Yilo Krobo, Suhum, New Juaben South, etc.
- No consistent data on child protection.
- No GBV activities in some of the the Annual Action Plans, Akwapem North, Akwapem South, Kwahu South, etc.
- Training and mobilization activities were not implemented from the Annual Action Plans.
- Some of the Social Welfare Officers were not aware of the activities in the Annual Action Plan.
- Even though District Education Oversight Committee (DEOC) meetings were held about 3No. times. Some of the meetings were held without an agenda and the minutes were not properly written.
- Most MMDAs prepared their RIAPs and approved them alongside their Composite Budgets around late October.
- Some MMDAs especially the newly created ones have got the street names digitized but signages have not been planted.
- Most of the Internal Audit recommendations were implemented. However MMDAs such as Yilo Krobo MA implemented less than 80%.

- Sampled expenditure from all MMDAs visited were captured in their AAPs.
- Most MMDAs bulk their roads activities together and break it down during the course of implementation.
- Upper West Akim, Yilo Krobo, and Ayensuano were not able to implement their planned projects up to the 80% minimum requirement.
- All MMDAs had their SPCs and Technical Sub-Committees inaugurated. Their level of functionality is however at various levels.
- The data for the computation of this Indicator (i.e. transformation from subsistence agriculture to commercial) was misconstrued to mean inputs distributed.
- Data on vulnerable groups were limited to PWDs and LEAP.
- Most of the MMDAs did not appraise all their staff.
- Most of the MMDAs did not have activity report covering their training programs. Where they exist, the reports were mostly scanty.
- Some of the Cleansing reports presented by the Environmental Health Officers were scanty and in some instances, even though they carry the activities without report.

4.4.4. General Recommendations

For RCC

- The RCC should prioritize the appraisal of all the staff.
- The technical backstopping Report should be documented during their monitoring exercise.

For MMDAs

- The RCCs should ensure that MMDAs comply with ISCCS provisions in the LG Act 936 and highlight the importance of that platform to harmonize development.
- The sensitization of MMDA staff on Local Government law, protocols etc. should be made a critical part of their training programme.
- The RCCs must support the MMDAs without IT officers and websites with technical assistance. MMDAs with websites should be encouraged to update them regularly. Specifically, the RCCs must provide IT support services to Asene-Manso-Akroso and to some extent Upper Manya Krobo.
- The training of CSU officers need to be prioritised at all levels. CSU officers need to be trained properly to capture complaints as well as the recording of feedback.
- The MMDAs must be impressed upon to see the need to improve on their workplace environment especially washrooms. Also MMDAs such as Birim North, Kwahu Afraim Plains North, etc should be encouraged to give a face lift to their offices.

- The RCCs need to assist these two Assemblies to prepare and submit comprehensive reports on timely basis.
- MMDAs must be impressed upon to invest more resources into staff capacity building and ensure that proper reports on trainings are submitted.
- The RCCs must intensify training on the Performance Appraisal Tool for staff of MMDAs under their jurisdiction.
- Since the RIAPs are plans, we suggest they are approved together with the AAPs so that the activities therein could be taken care of in the Composite Budget and later ratified by the General Assembly.
- Admin Officers should be attached to the DEOC to support the generation of the minutes.
- MMDAs (Department of Social Welfere and community Development) should be trained in data collection, generation of updates, data validation and analysis to serve as basis for the formulation of social policies and programmes.
- The Disaster Prevention Department of MMDAs should be strengthened to perform their roles.
- MMDAs should be encouraged to commit adequate resources and efforts towards improving sanitation.

4.4.5. Eastern RCC Detailed Analysis/Findings of Indicators

Table 12: Eastern RCC Detail Analysis /Findings of each Indicator

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
General Administration	1.1	Organization of REGSEC meetings.	6No. Ordinary and 2No. emergency meetings were held; signed letters and minutes available.	The RCC is encouraged to hold all 12No. REGSEC meetings and make minutes available.
	1.2	Organization of ISCCS meetings.	One Meeting was held on 23/09/2020 and invitation signed and minutes available.	The RCCs should ensure that MMDAs comply with ISCCS provisions in the LG Act 936 and highlight the importance of that platform to harmonize development
	1.3	Software in place.	All incoming and outgoing correspondence were recorded and scanned timeously	The RCCs must provide IT support services to some of the MMDAs
	1.4	Website established and updated	Website update was not done regularly. The only Website update was on 2/12/2020	The RCC should step up their game and ensure that regular updates are undertaken.
	1.5	Established Client Service	Client Service Unit is clearly marked. However, there is no computer and no complaint log book. There was also no training for the staff.	RCC should train CSU staff and also provide the equipment and logistics required.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
	1.6	Workplace Environment	Sign posts were available; washrooms were clean, there was running water and well-maintained environment	The RCC is encouraged to keep up this level of effectiveness
Human Resource Management	2.1	Biannual Composite Schedule and evidence of Transmittal letter	Promotion schedule duly submitted on 2/02/2020 and 23/07/20 for the mid-year The Retirement schedule was submitted as on 30/07/2020	The RCC is encouraged to keep up this level of effectiveness as far as the compilation of promotion schedule is concerned.
	2.2	Evidence of Transmittal letter	All 12No. submissions done before the submission date	The RCC is encouraged to keep up this level of effectiveness
	2.3	Reports and transmittal letter	Salary validated timeously and accurately and a comprehensive report submitted to the OHLGS	The RCC is encouraged to keep up this level of effectiveness
	2.4	Comprehensive Regional Training Plan and Transmittal letter	Only one training programme on performance management organized on 23/02/2020 out of the 6No. planned. However, quarterly reports were submitted duly.	The RCC is encouraged to keep it up
	2.5	Implementation of the PMS at the MMDA level Monitoring report		The Performance Contracts should be made available officers who needed to take action on them

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
	2.6	Appraisal Planning Schedule implementation	4No. instruments were inspected and one was not available. The RCC did not appraise all the staff	The RCC should prioritize the appraisal of all the staff
Financial Management & Reporting	3.1	Preparation & submission of Annual Audit Plan	Annual Audit Plan prepared and submitted on 03/01/2020	The RCC should keep it up
	3.2	Auditor General's Management Letter Implementation	The Auditor General's Management letter received was for 2019 instead of 2020 12No. issues raised were implemented and Audit Committee minutes dated 19/06/2020 available.	
	3.3	Internal Audit Report and Status of Implementation	All 4No. Quarterly Internal Audit recommendations implemented.	
	3.4	Approved 2021 budget (RIBS)	2021 RIBS approved on 22/10/2020 and transmitted on 29/10/2020	
	3.5	GIFMIS setup. Expenditure processed through GIFMIS	3No. payment were processed namely: ▪ Maintenance & repairs of official vehicles – 07/10/2020 ▪ Payment for water – 02/07/2020 ▪ Fuel & lubricants – 20/05/2020	
Services	4.1	Departmental Quarterly Report	Social Welfare 3rd Quarter report – 3rd Nov., 2020 Community Development 3rd Quarter report – 29/09/2020	RCC Departments should be impressed upon to prepare and submit their reports regularly and on timely basis.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
			Co-operative Dept 2nd Quarter report – 28/07/2020	
	4.2	Organisation of RPCU meetings	4th quarter report prepared in March 2020 was transmitted on 13/04/2020	The RCCs should be supported with additional funding to undertake monitoring
	4.3	Biannual reports on Technical Backstopping support to MMDAs submitted to the OHLGS	No report was made available on technical backstopping activities implemented	The technical backstopping activities should be documented during their monitoring exercise.

4.4.6. Eastern Region MMDAs Detailed Analysis/Findings of Indicators

Table 13: Eastern Region MMDAs Detail Analysis /Findings of each Indicator

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
General Administration	1.1	ISCCS meetings	Ayensuano DA, Yilo Krobo MA, and Suhum MA were not able to provide evidence to the had conducted a meeting involving non decentralized Department, SoEs, Public Corporations etc.	The RCCs should ensure that MMDAs comply with ISCCS provisions in the LG Act 936 and highlight the importance of that platform to harmonize development.
	1.2	Organization of sensitization workshops	i. Kwahu West Municipal Assembly met the KPI completely. ii. Five assemblies including Nsawam, Suhum, Yilo Krobo, Upper Manya Krobo, Ayensuano, Abuakwa North and Asene-Manso-Akroso presented no evidence of any sensitization forum organized for staff on the Local Governance Act, 2016 (Act 936).	The sensitization of MMDA staff on Local Government law, protocols etc. should be made a critical part of their training programme.
	1.3	Storage of correspondences in computerized database	i. Kwahu West Municipal Assembly met the KPI completely. ii. Incoming and outgoing correspondence were not captured on daily basis in their data base- Except Kwahu West. iii. 6No. MMDAs including KAPNDA, Akwapim North, Kwahu South, Yilo	The RCCs must provide IT support services to some of the MMDAs.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
			Krobo, Kwahu East and Akyemansa did not provide any evidence of computerised database for capturing incoming and outgoing correspondences.	
	1.4	i. Website Availability ii. Regular website update	i. Only 5No. MMDAs (Nsawam Adogyiri, Abuakwa South, Kwahu South, Atiwa West and Kwahu West) updated their websites on monthly basis. ii. Five MMDAs showed no evidence of a website and they are: Birim North, Birim South, Suhum, and Akyemansa. i. Most of the MMDAs did not update their Website E.g., Asene-Manso-Akroso, Birim South, Lower Manya Krobo, Denkyeambour, Yilo Krobo, Suhum, New Ayensuano, Birim North and South, etc	i. MMDAs without IT officers and websites should be supported with technical assistance. i. MMDAs with websites should be encouraged to update them regularly.
	1.5	Functional Client Service Unit	i. Two MMDAs (Yilo Krobo MA and Ayensuano have no clear space for the Client Service Unit. ii. Some of the CSUs did not have logistics and officers were not trained; these affected documentations.	i. The training of CSU officers must be prioritised at all levels to enable them discharge their work professionally. ii. CSU officers need trained properly in the capture of complaints as well as the recording of feedback.
	1.6	Workplace environment	i. Akwapim South had an outstanding washroom with running water, cleanliness and fittings.	i. The MMDAs must be impressed upon to see the need to improve on their workplace environment especially washrooms

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
			ii. The Assembly hall of Fanteakwa North is not very appropriate and needs to be improved. iii. Inadequate office accommodation was observed in Fanteakwa South, Achiase and Okere. iv. Generally, the landscaping of the Assemblies visited were fairly well maintained. v. Maintenance culture was very terrible in some MMDAs- washroom rooms and landscape unkempt, etc- Akyemansa. Birim North, Kwahu Afram Plains North, etc	ii. Also, MMDAs such as Birim North, Kwahu Afram Plains North, etc must give a face lift to their offices
Human Resource Management	2.1	Promotion Schedule with established vacancies	Most of MMDAs performed quite well in this KPI except Yilo Krobo where sufficient evidence was not made available.	The RCCs need to insist on this report being submitted and on time.
	2.2	Salary Validation and submission of report	i. 2No. MMDAs (KAPNDA and Yilo Krobo MA) presented less six comprehensive reports to their RCCs. ii. All other Assemblies submitted 12No. comprehensive on or before the deadline. iii. Validation of Staff Salaries and submissions of HRMIS updates were mostly carried out timeously.	The RCCs need to assist these two Assemblies to prepare and submit comprehensive reports on timely basis.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
	2.3	HRMIS data update and submission of report	i. Asene-Manso-Akroso and to some extent Upper Manya Krobo did not performed well in this KPI. ii. Asuogyaman and Fanteakwa North submitted between 9-12 reports without all the transmittals.	The RCCs must provide IT support services to Asene-Manso-Akroso and to some extent Upper Manya Krobo.
	2.4	Implementation of Training Plan	i. Seven Assemblies scored zero under this KPI and they are: KAPNDA, Asuogyaman, Kwaebibirem, Lower Manya Krobo, Yilo Krobo, Ayensuano, and Abuakwa North. ii. Eight others (Akwapim North, Nsawam Adoagyiri, Birim South, Suhum, Upper Manya Krobo, KAPSDA and Akwapim South. iii. Most of the MMDAs did not have activity report covering their training programs. Where Reports exist, they were mostly scanty.	MMDAs must be impressed upon to invest more resources into staff capacity building and ensure that proper reports on trainings are generated.
	2.5	Implementation of Staff Performance Appraisal for 2020	i. Most MMDAs were able to produce signed Performance Appraisal Planning reports except Akwapim Mampong MA. ii. Most of the MMDAs staff did not have their appraisals completed.	The RCCs must intensify training on the Performance Appraisal Tool for staff of MMDAs under their jurisdiction.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
Financial Management & Reporting	3.1	Revenue Improvement Action Plan	Most MMDAs prepared their RIAPs and approved them alongside their Composite Budgets around latter part of October.	Since the RIAPs are Plans, we suggest they are approved together with the AAPs so that the activities therein could be taken care of in the Composite Budget and later ratified by the General Assembly..
	3.2	Street Naming with signages	Some MMDAs especially the newly created ones have got the street names digitized but signages are yet to be planted.	
	3.3	Implementation of the Auditor's Generals recommendations	Most MMDAs received and have implemented some or all of the recommendations.	
	3.4	Implementation of Internal Audit recommendations	Most of the Internal Audit recommendations were implemented. However, MMDAs such as Yilo Krobo MA implemented less than 80%.	The MMDAs must be prevailed upon to that this very seriously in the face of the PFM law.
	3.5	Expenditure on activities outside the AAP	Sampled expenditures from all MMDAs visited were captured in their AAPs.	Good practice must be encouraged to continue.
Infrastructure	4.1	Implementation of planned road projects	Most MMDAs put their roads activities together and break it down during the course of implementation.	
	4.2	Implementation of buildings & structures	Upper West Akim, Yilo Krobo, and Ayensuano were not able to implement their planned projects up to the 80% minimum required.	

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
	4.3	Inauguration and functionality of Spatial Planning & Technical Sub – Committees	All MMDAs had their SPCs and Technical Sub-Committees inaugurated. However, their level of functionality is at various levels.	
	4.4	Building Permit applications and considerations	All MMDAs had their permit application considered.	
Social Services	5.1	Education Oversight Committee meetings	Even though M/District Education Oversight Committee (M/DEOC) meetings were held about 3No. times, some of the meetings were held without an agenda and the minutes were not properly written. E.g., Abuakwa North, Asene Manso Akroso, Kwahu Afram Plains South, Fanteakwa North, etc.	Admin Officers should be assigned to the M/DEOC to support the generation of the minutes.
	5.2	Health Committee meetings	A lot of the MMDAs performed well under the indicator partly due to the efforts related COVID activities. However, the minutes of the committee meetings were not taken properly.	Proposed that Admin Officers should be attached to these committees to support the generation of the minutes.
	5.3	Update of data on Vulnerable groups	i. Three MMDAs including Birim South, Abuakwa South and Lower Manya Krobo had no updates on their data on vulnerable groups. ii. Data on vulnerable groups were mostly limited to PWDs and LEAP	i. These MMDAs should provide updates to serve as basis for the formulation of social policies and programmes. ii. Department of SWCD should be trained in data management i.e. –

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
				Data collection, generation of updates, data validation and analysis to serve as basis for the formulation of social policies and programs
	5.4	GBVCs activities implemented	No GBV activities in the Annual Action Plans. Some of the AAP did not have GBV activities E.g., Akwapem North, Akwapem South, Kwahu South, East and Afram Plains, Fanteakwa North, etc.	
	5.5	Child Protection cases managed	i. Inconsistent data especially on child protection. ii. Some of the Heads of Department of SWCD were not aware of the activities in the AAP; e.g., Suhum, Denkyembour, Kwahu East, etc. iii. Most of the data on Child Protection was not consistent (Case Register and Reports)	
	5.6	Community Mobilization & Education programmes implemented	i. Training and mobilization activities were not implemented from the Action plans; most of them were implemented outside the action plan.	

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
			ii. Some of the community mobilization and education activities were not implemented from the AAP.	
Economic Development	6.1	Yield of selected crops, fish or livestock	The Performance on this indicator fairly understood by most MMDAs in the Eastern Region.	
	6.2	Transformation of subsistence to commercial agriculture	i. Eleven (11) MMDAs in the Region could not any marks for this indicator. The performance of Asene-Manso-Akroso is worth noting. ii. The data for the computation of the Indicator on transformation was misconstrued to mean inputs distributed.	
	6.3	Implementation of tourism related activities	Most MMDAs collaborated with the private sector to deliver on this indicator.	
Environment & Sanitation	7.1	Disaster Preparedness Action Plan and Implementation reports	Five (5) MMDAs including KAPNDA, Birim North, Birim South, Suhum and Fanteakwa South scored nothing under this indicator.	The Disaster Prevention Depts. of MMDAs should be strengthened to perform their roles.
	7.4	Routine Cleansing activities	i. Assemblies such as Atiwa East, Asene-Manso-Akroso, Akwapim South, Akyemansa, Yilo Krobo and Suhum did not provide reports on their routine cleansing activities.	MMDAs should be encouraged to commit adequate resources and efforts towards improving sanitation.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
			ii. Some of the Routine Cleansing of CBD reports presented by the EHO were scanty and in some instances, no report.	

4.5. Savannah, Northern, North East, Upper East and Greater Accra Regions

4.5.1. Scope of the Assignment

The team visited and interacted with staff of 5 Regional Coordinating Councils and fifty-three (53) Assemblies.

4.5.2. General Outcomes

The average time spent in each institution was about 2 and half hours. The level of cooperation from the Chief Executives and the Coordinating Directors was high. Most Chief Executives were present in both entry and exit meetings.

The staff, Heads of Departments and some Heads from the Non-decentralized Departments were available to answer areas that needed their response.

4.5.3. General Observations

- Generally, staff were cooperative and were aware of the contract.
- RCC and Assemblies felt the impact of the COVID 19. Revenue targets have been threatened because of the COVID 19.
- Funding remains a problem for the RCC especially for in depth monitoring.
- Most of the Agric Officers complained about the KPI 6.2.
- There was some improvement with respect to Client Service.
- There should be training on report writing for all staff.
- Most of the trainings had one report written by the consultant to cover several training activities and this was not acceptable.
- Most Assemblies had websites but the updates were not available. The websites too featured more of the Chief Executives rather than departments of the Assemblies.
- The washrooms in most of the Assemblies were very poor. No tissues, soap and running water.
- Landscaping in most of the Assemblies too is not the best.
- The performance of the Human Resource Officers in the Assemblies visited was encouraging.
- Most Assemblies need training in records keeping and file management.
- Most of the staff had official ID cards.
- Most of the Assemblies do not have Physical planning officers, IT officers, HR managers, record officers and auxiliary staff.

4.5.4. General Recommendations

For MMDAs

- MMDAs are encouraged to monetize their websites to raise revenue.
- There should be capacity building training for IT Officers and records officers.
- Assemblies should desist from writing one comprehensive report for different training activities.
- Assemblies should also not conduct 3 to 4 trainings in just 2 days. Training programmes should be well structured and beneficiaries of these trainings should come up with individual training reports.

For RCCs

- RCCs should conduct trainings on the protocols for their MMDAs.
- Regional Heads of Departments should serve as mentors to their staff at the MMDAs.
- Retreats should be held at least twice a year to share best practices amongst Assemblies.

For OHLGS

- The OHLGS should drive the functionality of the Client Service Unit.
- More IT Officers should be employed.

4.5.5. Savannah, Northern, North East, Upper East and Greater Accra RCCs Detailed Analysis/Findings of Indicators

Table 14: Savannah, Northern, North East, Upper East and Greater Accra RCCs Detail Analysis /Findings of each Indicator

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
General Administration	1.1	Compliance with monthly REGSEC meetings	All 5 RCCs visited held all 12 monthly REGSEC meetings.	The RCCs must keep this up.
	1.2	Compliance with Expanded RCC and RPCU	Greater Accra RCC and Savannah RCC held one expanded RCC meeting. Northern RCC held 1 RPCU meeting.	RCC must commit to organizing expanded RCC and RPCU meetings in fulfilment with the LG Law 936.
	1.3	Software/system for the electronic storage of correspondence	North East RCC was the only RCC yet to have a Software/system for the electronic storage of correspondence.	
	1.4	Availability of website and updates	All RCCs visited had their websites fully functional with some updates of activities of Departments.	There is the need for the RCCs to resource their IT officers to manage effectively the RCC's websites.
	1.5	Effectiveness of the Client Service Unit	i. All RCCs visited had office accommodation and basic logistics. ii. All RCCs produce a client complaints log book or records showing actions taken. Most of the complaints come in the form of letters and not verbal.	Client Service Staff require more specialized training.
	1.6	Maintenance of visitors washrooms	All 5 RCCs have well maintained visitor's washrooms, office space, and landscape as well as sign posts.	The RCCs must keep this up.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
Human Resource Management	2.1	Compliance with promotion schedule with established vacancies & retirement schedules submission	All RCCs fully complied and made the submissions on time.	The RCCs must keep this up.
	2.2	Compliance with HRMIS data update and submission	Upper East and Savannah fully complied with the KPA. There was no submission for Northern RCC and North East RCC	The NRCC and NERCC must ensure whatever data they have they should send it to the OHLGS.
	2.3	Compliance with Salary Validation comprehensive report submission	North East and Savannah do not have management Unit set up in their RCCs Northern RCC and Upper East RCC fully complied with the KPA whereas Greater Accra had submitted all 12 but after deadline	The RCCs must keep this up. The OHLGS must Fastrack the set-up of management units for the newly created regions
	2.4	Compliance with Training Reports submission	The RCCs had submitted their training plan to the OHLGS Northern, North East and Savannah had done more than 80% of their planned training activities.	The RCCs must keep this up. The RCCs should realistically plan what they can achieve
	2.5	Implementation of the PMS at the MMDA level monitored and report submitted to the OHLGS by the end of July 2020 and December 2020	All RCCs visited had fully complied with this indicator	The RCCs must keep this up.
	2.6	Compliance with Staff Performance Appraisal Planning for 2020	Compliance with staff performance appraisal was fairly high in all RCCs.	The RCCs must keep this up.
	3.1	Compliance with Audit Plan preparation and submission	All RCCs fully complied with this KPI.	The RCCs must keep this up.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
Financial Management & Reporting	3.2	Implementation of Auditor Generals Management letter recommendations	i. Savannah and North East RCCs are new RCCs and were not audited in 2019. ii. Upper East RCC was not audited in 2019.	
	3.3	Implementation of Quarterly Internal Audit recommendations	Only Savannah had fully implemented ALL internal Audit recommendations.	RCCs must ensure they fully implement internal Audit recommendations to reduce infractions from the Management letters.
	3.4	Preparation and submission of Regional Integrated Budget System (RIBS)	Only Upper East could not produce evidence of preparation of RIBS.	The RCCs must keep this up.
	3.5	Expenditures outside GIFMIS	All sampled expenditures for all RCCs visited were captured in GIFMIS.	The RCCs must keep this up.
Services	4.1	Submission of Departmental monitoring reports through the RCC	Out of the 5 RCCs visited only Savannah RCC and Greater Accra RCC were able to produce 4 departmental monitoring reports submitted through the RCC to the OHLGS. Northern RCC produced 1. Upper East and North East could not produce any.	RCC must ensure that all Departments submit their quarterly reports and properly file them.
	4.2	Submission of quarterly RPCU monitoring reports	Northern, Upper East and Savannah submitted 4 RPCU monitoring reports. Greater Accra produced 3 RPCU monitoring reports. North East produced 1.	

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
	4.3	Submission of biannual technical backstopping reports	Most of the RCCs visited did not have a separate report for this KPA but had embedded it as a sentence or paragraph in their annual report	RCCs are to ensure that as part of departmental monitoring, backstopping must be a chapter to be reported on separately

4.5.6. North East, Northern, Savannah & Upper East Regions MMDAs Detailed Analysis/Findings of Indicators

Table 15: North East Region MMDAs Detail Analysis /Findings of each Indicator

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
General Administration	1.1	Compliance with ISCCS meetings	With the exception of Chereponi, the remaining 6 Assemblies visited had conducted a meeting involving non decentralized Department, SoEs, Public Corporations etc.	The RCCs must impress on the MMDAs to comply with ISCCS provisions in the LG Act 936 and highlight the importance of that platform to harmonized development.
	1.2	Compliance with the organization of sensitization workshops	i. Five out of the 6 Assemblies visited had met this KPI. ii. Yunyoo was the only Assembly to have done more than one sensitization on the protocols. iii. Mamprugu Moagduri had not held any sensitizations on the protocols.	The RCCs must push on the MMDAs to sensitize their entire staff on Local Government law, protocols etc.
	1.3	Software application in place	i. Only 5 out of 6 Assemblies visited were storing correspondence in a software. ii. Only Chereponi had no software to capture correspondences.	The RCCs must support the MMDAs with IT support services.
		Electronic storage by scan	i. None of the Assemblies visited had scanner to electronically store correspondence.	
	1.4	Availability of a Website & Updates	Only 3 (West Mamprusi, East Mamprusi, & Bunkprugu) out of 6 MMDAs visited had developed Assembly owned websites. These 3 Assemblies had less than 6 updates. Yunyoo,	The RCCs must identify MMDAs without IT officers and websites and support with technical assistance

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
			Chereponi & Mamprugu Moagduri had no websites.	
	1.5	Establishment of the Client Service Unit Staffing and training of the Unit Confusing the Public Relations & Complaint Unit with the Client Service Unit Compliant Records Logbook	All the Assemblies visited had client Service Unit with the basic logistics. Most of the officers manning the CSUs had not been trained. It was observed that most of the Assemblies operated the PRCC as the CSU. Chereponi, West Mamprusi and Mamprugu Moagduri had a complaint logbook.	The RCCs needs to include the training of CSU officers in their training plans MMDAs needs to be sensitized on the difference in functions between the PRCC and the CSU
	1.6	Poorly maintained washrooms Office Accommodation Landscaping	All Assemblies visited had poorly maintained washrooms with no running water and hand washing facilities. Inadequate office accommodation was observed in only Yunyoo. Generally, the landscaping of the Assemblies visited were not the best.	The MMDAs must be impressed upon to see the need to improve on their workplace environment especially washrooms and landscaping
	2.1	Compliance with promotion schedule	2 MMDAs (Yunyoo & Chereponi) had prepared and submit only one of this report. All of the	The RCCs need to insist on this report being submitted and on time

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
Human Resource Management		with established vacancies submission	MMDAs had submitted their Retirement schedule.	The MMDAs should keep up with the submission of their retirement schedules
	2.2	Compliance with Salary Validation comprehensive report submission	With the exception of West Mamprusi that had submitted all their reports the remaining 5 Assemblies had between 9-12 reports being submitted.	The RCCs need to insist on this comprehensive report being submitted and on time
	2.3	Compliance with HRMIS data update and submission	4 MMDAs out of the 6 visited had submitted All 12 consolidated reports. The 2 remaining MMDAs (Chereponi and East Mamprusi) had between 9-12 reports being submitted.	The RCCs must provide IT support services to poor performing MMDAs in this area.
	2.4	Training	i. Yunyoo, Bunkprugu and East Mamprusi had less than 80% of training plan achieved. ii. All Assemblies visited submitted their quarterly reports to the RCCs.	MMDAs must be impressed upon to invest more resources into staff capacity building.
	2.5	Compliance with Staff Performance Appraisal Planning for 2020	i. Compliance to this indicator was very poor. ii. Yunyoo and East Mamprusi could not produce any appraisals from the 4 sampled staff selected. iii. All other staff including Human Resource Officers could not produce their signed Performance Appraisal Planning reports.	The RCCs must intensify training on the Performance Appraisal Tool for staff of MMDAs under their jurisdiction.
Financial Management & Reporting	3.1	Compliance with the preparation and submission of RIAP	All the Assemblies prepared and submitted RIAP to the RCC.	There must be some level of strict compliance by the MMDAs.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
	3.2	Efforts into Street Naming	Only 2 MMDAs (Bunkprugu & East Mamprusi) have achieved more than 10% of streets named in their Assemblies. The rest of the Assemblies did less than 5%.	The RCCs must increase supervision of the MMDAs and provide any technical support towards assisting the MMDAs achieve this KPI.
	3.3	Meetings towards implementation of the Auditor's Generals recommendations	Yunyoo and West Mamprusi could not produce any evidence of implementation of the recommendations.	The MMDAs must be prevailed upon to take this very seriously in the face of the PFM law.
	3.4	Meetings towards implementation of Internal Audit recommendations	None of the MMDAs had fully implemented their Internal Audit recommendations. Yunyoo and West Mamprusi could not produce any evidence of implementation of the recommendations.	The MMDAs must be prevailed upon to take this very seriously in the face of the PFM law.
	3.5	Expending on activities outside the AAP	All sampled expenditures from all MMDAs visited were captured in their AAPs.	Good practice, must be encouraged to continue.
	3.6	Availability and updating of data on rateable properties	All MMDAs had their database updated and fee fixing was based on the updated database with the exception of Mamprugu Moagduri that had their update not based on 2019 data.	
Infrastructure	4.1	Level of achievement in the implementation of planned road projects	i. 5 out of the 6 MMDAs visited have 80% and more road projects implemented. ii. Chereponi was the only Assembly that had done less than 80% of their planned activity.	Assemblies must plan according to their expected budget

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
	4.2	Level of achievement in the implementation of planned road projects	i. 3 MMDAs (Yunyoo, West Mamprusi & East Mamprusi) had implemented more than 80% building and structures programmes. ii. The other 3 MMDAs (Bunkprugu, Chereponi and Mamprugu Moagduri) had less than 80% building and structures programmes implemented.	Assemblies must plan according to their expected budget.
	4.3	Inauguration of Spatial Planning and Technical Sub – Committees	All MMDAs had their committees inaugurated and committees had met at least once with the exception of Chereponi who had not met.	MMDAs are encouraged to have the SPC and technical meetings.
	4.4	Meetings to consider building Permit applications	Only Bunkprugu had more than 80% of applications considered at DSPC meeting and decisions communicated to applicants. Chereponi did not receive any application in the year under review.	Assemblies must do well to communicate actions to applicants.
	4.5	Availability of approved spatial plans (District Spatial Development Framework, Structure Plan for the District Capital and Local Plans)	Only West Mamprusi and East Mamprusi had 2 or more local plans.	RCC should collaborate with LUSPA regional to help Assemblies Come up with Spatial and local plans.
Social Services	5.1	Compliance with Education Oversight Committee meetings	7 MMDAs out of the 16 held 4 meetings and all on time and all invitation letters and signed minutes properly filed. Only Savelugu had less than 2 meetings with minutes not signed.	MMDAs should ensure that all minutes are duly signed by the chairperson and the secretary.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
	5.2	Compliance with Health Oversight Committee meetings	7 MMDAs out of the 16 held 4 meetings and all on time and all invitation letters and signed minutes properly filed. Only Savelugu had less than 2 meetings and not all the minutes were signed.	MMDAs should ensure that all minutes are duly signed by the chairperson and the secretary.
	5.3	Updating of Vulnerable groups list	Only 2 MMDA (West Mamprusi & East Mamprusi) have updated their list of vulnerable groups twice in the year. The remaining 4 updated just once and that was at the end of the year.	These Assemblies must take these updates serious as these updates serve as basis for the formulation of social policies and programmes that affect the vulnerable groups.
	5.4	Actions taken on reported GBVCs	Only Yunyoo, West Mamprusi & East Mamprusi produce over 80% implementation on actions taken on GBVC.	Assemblies are encouraged to prioritize GBVC's interventions so as to reduce cases of this nature.
	5.5	Actions taken towards managing Child Protection cases	All MMDAs visited produce reports on child protection cases managed.	Assemblies should keep it up.
	5.6	Compliance with the organization of Community Mobilization & Education programmes	Only West Mamprusi & East Mamprusi produce over 80% implementation on Community Mobilization & Education programme. All other MMDAs visited attributed their inability to undertake this programme to COVID and its related restrictions on public gatherings.	MMDAs should allocate adequate funds to the SWCD department to be able to carry out activities.
Economic Development	6.1	Increase in yield in selected Agric produce	i. Only Yunyoo and West Mamprusi did less than 10% increase.	

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
			ii. Yunyoo stated it was due to flooding and the fall army worm that accounted for the decrease. iii. The rest of the MMDAs visited had more than the 10% increase.	
	6.2	Increment in the percentage of subsistence farming moved to commercial farming category	Bunkprugu, Yunyoo & Chereponi did not have any information on this indicator. The remaining 3 MMDAs had increased more than the 30%.	MMDAs should try and capture data on this activity.
	6.3	Implementation of tourism related activities	Yunyoo & Chereponi did not plan for any activity relating to tourism. Only Mamprugu Moagduri had implemented more than 80% of their activities.	
Environment & Sanitation	7.1	Preparation of Disaster Management Implementation reports	5 MMDAs visited had their Disaster Management Implementation Reports available showing the level of implementation of interventions.	NADMO officers should link up.
	7.2	Inclusion of Environment enhancement programmes in AAP	All Assemblies visited had Environment enhancement programmes (Air quality control, Noise pollution control, Land restoration/reclamation, environmental education, afforestation etc.) included in the 2021 Annual Action plan.	MMDAs should keep it up.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
	7.3	Increase in population Household toilets	All Assemblies visited had Population with household toilets increased by at least 15% by the end of the year.	
	7.4	MMDA sponsorship of Routine Cleansing activities	With the exception of Chereponi and Yunyoo who had done 3 quarterly routine cleansing, the rest of the MMDAs had done for all the 4 quarters.	MMDAs should be admonished to commit more resources and efforts towards improving sanitation.

Table 16: Northern Region MMDAs Detail Analysis /Findings of each Indicator

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
General Administration	1.1	Compliance with ISCCS meetings	With the exception of Nanton, Sagnerigu and Yendi, the remaining Assemblies visited had conducted a meeting involving non decentralized department, SoEs, Public Corporations etc. Only Tatale had organized the 2 meetings required.	The RCCs must impress on the MMDAs to comply with ISCCS provisions in the LG Act 936 and highlight the importance of that platform to harmonized development.
	1.2	Compliance with the organization of sensitization workshops	Only Tolon had not organized any sensitization workshops. The rest had organized one or more sensitization workshop.	The RCCs must push on the MMDAs to sensitize their entire staff on Local Government law, protocols etc.
	1.3	Software application in place Electronic storage by scan	Sagnerigu and Nanumba North were the only MMDAs that had no software to capture and store correspondences. 8 out of the 16 Assemblies visited had scanner to electronically store correspondence.	The RCCs must support the MMDAs with IT support services.
	1.4	Availability of a Website Update of website	Only 2 (Kumbungu and Nanton) out of 16 MMDAs visited had not developed Assembly owned websites. Only Kpandai had more than 6 monthly updates.	The RCCs must identify MMDAs without IT officers and websites and support with technical assistance.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
	1.5	Establishment of the Client Service Unit Staffing and training of the Unit Confusing the Public Relations & Complaint Unit with the Client Service Unit Compliant Records Logbook	All the Assemblies visited had client Service Unit with the basic logistics. Most of the officers manning the CSUs had not been trained. It was observed that most of the Assemblies operated the PRCU as the CSU. 6 MMDAs out of the 16 visited did not have a complaint logbook.	The RCCs needs to include the training of CSU officers in their training plans. MMDAs need to be sensitized on the difference in functions between the PRCU and the CSU.
	1.6	Poorly maintained washrooms Office Accommodation Landscaping	Most Assemblies visited had poorly maintained washrooms with no running water and hand washing facilities. All the MMDAs had adequate accommodation. Generally, the landscaping of the Assemblies visited were not the best.	The MMDAs must be impressed upon to see the need to improve on their workplace environment especially washrooms and landscaping.
Human Resource Management	2.1	Compliance with promotion schedule with established vacancies submission	i. Saboba Mion & Nanton did not have their promotion schedule.	The RCCs need to insist on this report being submitted and on time.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
			ii. With the exception of the 3 MMDAs, all of the MMDAs had submitted their Retirement schedule.	The MMDAs should keep up with the submission of their retirement schedules.
	2.2	Compliance with Salary Validation comprehensive report submission	Saboba and Tolon had submitted less than 6 reports. The rest had submitted more than 9 reports.	The RCCs need to insist on this comprehensive report being submitted and on time.
	2.3	Compliance with HRMIS data update and submission	i. 8 MMDAs out of the 16 visited had submitted All 12 consolidated reports. ii. Only Sagnerigu had between 9-12 reports being submitted. iii. The remaining 7 had less than 6 consolidated reports.	The RCCs must provide IT support services to poor performing MMDAs in this area.
	2.4	Training	i. 8 MMDAs had submitted their 4 quarterly plans. ii. 7 MMDAs implemented less than 80% of their activities in the training plan. iii. Only 3 MMDAs (Savelugu, Sagnerigu & Gushiegu) had implemented more than 80% of activities in the training plan.	MMDAs must be impressed upon to invest more resources into staff capacity building.
	2.5	Compliance with Staff Performance Appraisal Planning for 2020	i. Compliance to this indicator was very poor. ii. Only Gushiegu was able to produce all 4 appraisals from the staff sampled. iii. Saboba, Kumbungu and Tolon could not produce any appraisals of the 4 sampled staff.	The RCCs must intensify training on the Performance Appraisal Tool for staff of MMDAs under their jurisdiction.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
Financial Management & Reporting	3.1	Compliance with the preparation and submission of RIAP	All the Assemblies prepared and submitted RIAP to the RCC.	There must be some level of strict compliance by the MMDAs.
	3.2	Efforts into Street Naming	i. 9 MMDAs (have achieved more than 10% of streets named in their Assemblies. ii. The rest of the Assemblies did less than 5%. iii. Only Gushiegu had done between 7-9% implementation.	The RCCs must increase supervision of the MMDAs and provide any technical support towards assisting the MMDAs achieve this KPI.
	3.3	Meetings towards implementation of the Auditor's Generals recommendations	i. Only Kpandai have not made any efforts or held meetings towards implementing the AGs recommendations. ii. Yunyoo had less than 80% of their recommendations being implemented.	The MMDAs must be prevailed upon to that this very seriously in the face of the PFM law.
	3.4	Meetings towards implementation of Internal Audit recommendations	i. 10 MMDAs had implemented 100% Internal Audit recommendations. ii. Tolon and Kpandai implemented less than 80 % of Internal Audit recommendations.	The MMDAs must be prevailed upon to that this very seriously in the face of the PFM law.
	3.5	Expending on activities outside the AAP	i. All sampled expenditures from all MMDAs visited were captured in their AAPs. ii. Only Nanton had less than 90% of 2020 actual expenditure covered activities in the approved Annual Action Plan.	Good practice, must be encouraged to continue.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
	3.6	Availability and updating of data on rateable properties	All MMDAs had their database updated and fee fixing was based on the updated database with the exception of Tatale and Karaga that had only their updated was not based on 2019 data.	
Infrastructure	4.1	Level of achievement in the implementation of planned road projects	i. 10 out of the 16 MMDAs visited have 80% and more road projects implemented. ii. Only Nanton, Sagnerigu & Tamale Metro was the only Assembly that had done less than 80% of their planned activity.	Assemblies must plan according to their expected budget.
	4.2	Level of achievement in the implementation of planned road projects	i. 3 MMDAs (Tolon, Karaga & Kumbungu) had implemented more than 80% building and structures programmes. ii. The other 3 MMDAs (Bunkprugu, Chereponi and Mamprugu Moagduri) had less than 80% building and structures programmes implemented.	Assemblies must plan according to their expected budget.
	4.3	Inauguration of Spatial Planning and Technical Sub – Committees	i. All MMDAs had their committees inaugurated and committees had met at least once. ii. Nanumba South and Tolon had not had any meeting after the inauguration.	MMDAs are encouraged to have the SPC and technical meetings.
	4.4	Meetings to consider building Permit applications	i. 9 MMDAs had more than 80% of applications considered at DSPC meeting and decisions communicated to applicants.	Assemblies must do well to communicate actions to applicants.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
			ii. Tolon and Nanumba South were the only MMDAs that had less than 80% of applications considered at DSPC meeting.	
	4.5	Availability of approved spatial plans (District Spatial Development Framework, Structure Plan for the District Capital and Local Plans)	4 MMDAs Saboba, Karaga, Mion & Tatale did not have any spatial Development Framework.	RCC should collaborate with LUSPA regional to help Assemblies Come up with Spatial and local plans.
Social Services	5.1	Compliance with Education Oversight Committee meetings	i. Yunyoo and Mamprugu Moagduri held 4 meetings were held all on time and all invitation letters and signed minutes properly filed. ii. Only Bunkprugu had less than 2 meetings and not all the minutes were signed.	MMDAs should ensure that all minutes are duly signed by the chairperson and the secretary.
	5.2	Compliance with Health Oversight Committee meetings	i. Only Mamprugu Moagduri had 4 meetings were held all on time and all invitation letters and signed minutes properly filed. ii. West Mamprusi had no meeting held at the time of visit.	MMDAs should ensure that all minutes are duly signed by the chairperson and the secretary.
	5.3	Updating of Vulnerable groups list	i. Only 5 MMDA (have updated their list of vulnerable groups twice in the year. ii. The remaining 11 updated just once and that was at the end of the year.	These Assemblies must take these updates serious as these updates serve as basis for the formulation of social policies and programmes that affect the vulnerable groups.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
	5.4	Actions taken on reported GBVCs	i. Apart from Nanton and Zabzugu who had no information on this indicator. ii. The remaining MMDAs had some level of implementation on actions taken on GBVC.	
	5.5	Actions taken towards managing Child Protection cases	All MMDAs visited produce reports on child protection cases managed with the exception of Karaga, Kumbungu and Savelugu that had done less than 60%.	
	5.6	Compliance with the organization of Community Mobilization & Education programmes	i. Only Kpandai, Gushiegu, Tatale & Tolon produce over 80% implementation on Community Mobilization & Education programme. ii. Mion Savelugu & Nanton were the only MMDAs to do less than 59%.	
Economic Development	6.1	Increase in yield in selected Agric produce	i. Only Gushiegu did less than 10% increase. ii. The rest of the MMDAs visited had 10% and above increase.	
	6.2	Increment in the percentage of subsistence farming moved to commercial farming category	i. Mion did not have any information on this indicator. ii. Naumba South and Gushiegu had less than 30% increase. iii. The remaining MMDAs had increased more than the 30%.	MMDAs should try and capture data on this activity.
	6.3	Implementation of tourism related activities	i. 9 MMDAs did not plan for any activity relating to tourism.	

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
			ii. Saboba did less than 80% of planned activities. iii. The remaining MMDAs implemented more than 80% of their activities.	
Environment & Sanitation	7.1	Preparation of Disaster Management Implementation reports	i. Mion and Nanton did not have a Disaster preparedness Action plan at the time of visit. ii. The rest of the MMDAs visited had their Disaster Management Implementation Reports available showing the level of implementation of interventions.	NADMO officers should link up.
	7.2	Inclusion of Environment enhancement programmes in AAP	All Assemblies visited had Environment enhancement programmes (Air quality control, Noise pollution control, Land restoration/reclamation, environmental education, afforestation etc.) included in the 2021 Annual Action plan with the exception of Zabzugu who could not produce their 2021 Action plan.	MMDAs should keep it up.
	7.3	Increase in population Household toilets	All Assemblies visited had Population with household toilets increased by at least 15% by the end of the year with the exception of Gushiegu and Mion who did less than 15%.	
	7.4	MMDA sponsorship of Routine Cleansing activities	With the exception of Kpandai, Saboba and Nanton who had done 1quarterly routine	MMDAs should be admonished to commit more resources and efforts towards improving sanitation.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
			cleansing, the rest of the MMDAs had done for all the 4 quarters.	

Table 17: Savannah Region MMDAs Detail Analysis /Findings of each Indicator

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
General Administration	1.1	Compliance with ISCCS meetings	With the exception of Bole and Sawla, the remaining Assemblies visited had conducted a meeting involving non decentralized department, SoEs, Public Corp orations etc. Only Central Gonja and West Gonja had organized the 2 meetings required.	The RCCs must impress on the MMDAs to comply with ISCCS provisions in the LG Act 936 and highlight the importance of that platform to harmonized development.
	1.2	Compliance with the organization of sensitization workshops	i. Only East Gonja had not organized any sensitization workshops. ii. The rest had organized one or more sensitization workshop.	The RCCs must push on the MMDAs to sensitize their entire staff on Local Government law, protocols etc.
	1.3	Software application in place Electronic storage by scan	East Gonja and North East Gonja were the only MMDAs that had no software to capture and store correspondences. Only West Gonja had fully digitized their registry system.	The RCCs must support the MMDAs with IT support services.
	1.4	Availability of a Website Update of website	i. Only North East Gonja had not developed Assembly owned websites. ii. Only Bole had more than 6 monthly updates.	The RCCs must identify MMDAs without IT officers and websites and support with technical assistance.
	1.5	i. Establishment of the Client Service Unit ii. Staffing and training of the Unit	i. All the Assemblies visited had client Service Unit with the basic logistics. ii. Most of the officers manning the CSUs had not been trained.	The RCCs needs to include the training of CSU officers in their training plans.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
		iii. Confusing the Public Relations & Complaint Unit with the Client Service Unit iv. Compliant Records Logbook	iii. It was observed that most of the Assemblies operated the PRCU as the CSU. iv. 3 MMDAs out of the 7 visited did not have a complaint logbook.	MMDAs need to be sensitized on the difference in functions between the PRCU and the CSU.
	1.6	i. Poorly maintained washrooms ii. Office Accommodation iii. Landscaping	i. 4 out of 7 MMDAs visited had poorly maintained washrooms with no running water and hand washing facilities. ii. All the MMDAs had adequate accommodation. iii. Generally, the landscaping of the Assemblies visited were not the best.	The MMDAs must be impressed upon to see the need to improve on their workplace environment especially washrooms and landscaping.
Human Resource Management	2.1	Compliance with promotion schedule with established vacancies submission	i. Only West Gonja did not have their promotion schedule. ii. With the exception of Sawla & North East Gonja, all of the MMDAs had submitted their Retirement schedule.	The RCCs need to insist on this report being submitted and on time. The MMDAs should keep up with the submission of their retirement schedules.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
	2.2	Compliance with Salary Validation comprehensive report submission	Central Gonja, East Gonja and West Gonja had submitted all 12 reports. The rest had submitted more than 9 reports.	The RCCs need to insist on this comprehensive report being submitted and on time.
	2.3	Compliance with HRMIS data update and submission	i. 5 MMDAs out of the 7 visited had submitted all 12 consolidated reports. ii. Only Bole had between 9-12 reports being submitted. iii. Only North East Gonja had less than 6 consolidated reports.	The RCCs must provide IT support services to poor performing MMDAs in this area.
	2.4	Training	i. All MMDAs had submitted their 4 quarterly plans. ii. 3 MMDAs implemented less than 80% of their activities in the training plan. iii. Only 4 MMDAs had implemented more than 80% of activities in the training plan.	MMDAs must be impressed upon to invest more resources into staff capacity building.
	2.5	Compliance with Staff Performance Appraisal Planning for 2020	i. Compliance to this indicator was very poor. ii. Only North East Gonja and Sawla Tuna Kalba were able to produce all 4 appraisals from the staff sampled.	The RCCs must intensify training on the Performance Appraisal Tool for staff of MMDAs under their jurisdiction.
Financial Management & Reporting	3.1	Compliance with the preparation and submission of RIAP	All the Assemblies prepared and submitted RIAP to the RCC.	There must be some level of strict compliance by the MMDAs.
	3.2	Efforts into Street Naming	i. 4 MMDAs have achieved more than 10% of streets named in their Assemblies.	The RCCs must increase supervision of the MMDAs and provide any

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
			ii. West Gonja, North East Gonja &Sawla Tuna Kalba did less than 5%.	technical support towards assisting the MMDAs achieve this KPI.
	3.3	Meetings towards implementation of the Auditor's Generals recommendations	i. North East Gonja stated that because they were established in 2019, they were not audited. ii. In East Gonja only 4 out of 12 issues had been resolved. iii. The remaining 5 MMDAs had 100% of their recommendations being implemented.	The MMDAs must be prevailed upon to that this very seriously in the face of the PFM law.
	3.4	Meetings towards implementation of Internal Audit recommendations	i. Only Central Gonja implemented 80% Internal Audit recommendations. ii. 5 MMDAs had implemented ALL recommendations. iii. North East Gonja did not have any quarterly Audit report.	The MMDAs must be prevailed upon to that this very seriously in the face of the PFM law.
	3.5	Expending on activities outside the AAP	All sampled expenditures from all MMDAs visited were captured in their AAPs.	Good practice, must be encouraged to continue.
	3.6	Availability and updating of data on rateable properties	All MMDAs had their database updated and fee fixing was based on the updated database with the exception of Sawla Tuna Kalba and East Gonja that had only their updated was not based on 2019 data.	
Infrastructure	4.1	Level of achievement in the implementation of planned road projects	i. Only Sawla Tuna Kalba, East Gonja & North East Gonja had done less than 80% of their planned activity.	Assemblies must plan according to their expected budget.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
			ii. The rest had more than 80% road programmes implemented.	
	4.2	Level of achievement in the implementation of planned road projects	i. 3 MMDAs (West Gonja, East Gonja, Central Gonja & Bole) had implemented more than 80% building and structures programmes. ii. Sawla Tuna Kalba had implemented 80% building and structures programmes. iii. North East Gonja and North Gonja had less than 80% building and structures programmes implemented.	Assemblies must plan according to their expected budget.
	4.3	Inauguration of Spatial Planning and Technical Sub – Committees	i. All MMDAs had their committees inaugurated and committees had met at least once. ii. Though North East had met a couple of times, their committee is yet to be inaugurated.	MMDAs are encouraged to have the SPC and technical meetings.
	4.4	Meetings to consider building Permit applications	i. Only East Gonja and North Gonja had more than 80% of applications considered at DSPC meeting and decisions communicated to applicants. ii. North East had 80% but did not communicate to applicants. iii. Bole and Central Gonja were the only MMDAs that had 80% of applications	Assemblies must do well to communicate actions to applicants.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
			considered at DSPC meeting and communicated to applicants.	
	4.5	Availability of approved spatial plans (District Spatial Development Framework, Structure Plan for the District Capital and Local Plans)	Only North East Gonja and North Gonja did not have structural and local plans.	RCC should collaborate with LUSPA regional to help Assemblies Come up with Spatial and local plans.
Social Services	5.1	Compliance with Education Oversight Committee meetings	i. Sawla Tuna Kalba and East Gonja did not have any meeting. ii. Central Gonja, North East Gonja and North Gonja held 4 meetings were held all on time and all invitation letters and signed minutes properly filed.	MMDAs should ensure that all minutes are duly signed by the chairperson and the secretary.
	5.2	Compliance with Health Oversight Committee meetings	i. Sawla Tuna Kalba and East Gonja did not have any meeting. ii. Central Gonja, West Gonja and North Gonja had 4 meetings were held all on time and all invitation letters and signed minutes properly filed.	MMDAs should ensure that all minutes are duly signed by the chairperson and the secretary.
	5.3	Updating of Vulnerable groups list	i. Only Central Gonja and North Gonja have updated their list of vulnerable groups twice in the year.	These Assemblies must take these updates serious as these updates serve as basis for the formulation of

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
			ii. The remaining updated just once and that was at the end of the year.	social policies and programmes that affect the vulnerable groups.
	5.4	Actions taken on reported GBVCs	i. Only Bole and East Gonja had Less than 50% implementation was achieved. ii. The remaining MMDAs had some level of implementation on actions taken on GBVC.	
	5.5	Actions taken towards managing Child Protection cases	i. All MMDAs visited produce reports on child protection cases managed. ii. North East Gonja did not have any case reported to them.	
	5.6	Compliance with the organization of Community Mobilization & Education programmes	Only East Gonja, North East Gonja & West Gonja produced over 80% implementation on Community Mobilization & Education programme.	
Economic Development	6.1	Increase in yield in selected Agric produce	i. Bole, Central Gonja and West Gonja had 10% and above increase. ii. The rest of the MMDAs did less than 10% increase.	
	6.2	Increment in the percentage of subsistence farming moved to commercial farming category	i. Central Gonja, North Gonja and West Gonja had increased more than the 30%. ii. The rest had less than 30% increase.	MMDAs should try and capture data on this activity.
	6.3	Implementation of tourism related activities	i. Only Central and East Gonja implemented more than 80% of their activities.	

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
			ii. The remaining MMDAs had done less than 80% implementation.	
Environment & Sanitation	7.1	Preparation of Disaster Management Implementation reports	i. Sawla Tuna Kalba, North East Gonja and West Gonja did not have a Disaster preparedness Action plan at the time of visit. ii. The rest of the MMDAs visited had their Disaster Management Implementation Reports available showing the level of implementation of interventions.	NADMO officers should link up.
	7.2	Inclusion of Environment enhancement programmes in AAP	All Assemblies visited had Environment enhancement programmes (Air quality control, Noise pollution control, Land restoration/reclamation, environmental education, afforestation etc.) included in the 2021 Annual Action plan.	MMDAs should keep it up.
	7.3	Increase in population Household toilets	All Assemblies visited had Population with household toilets increased by at least 15% by the end of the year with the exception of Sawla Tuna Kalba who did less than 15%.	
	7.4	MMDA sponsorship of Routine Cleansing activities	With the exception of Central Gonja and West Gonja who had done 4 quarterly routine cleansing, the rest of the MMDAs had done 3 or less.	MMDAs should be admonished to commit more resources and efforts towards improving sanitation.

Table 18: Upper East Region MMDAs Detail Analysis /Findings of each Indicator

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
General Administration	1.1	Compliance with ISCCS meetings	i. Only Nabdam had not held any meeting. ii. Only Kassena Nankana West, Kassena Nankana and Talensi had organized the 2 meetings required. iii. MMDAs visited had conducted a meeting involving non decentralized department, SoEs, Public Corp orations etc.	The RCCs must impress on the MMDAs to comply with ISCCS provisions in the LG Act 936 and highlight the importance of that platform to harmonized development.
	1.2	Compliance with the organization of sensitization workshops	i. Tempane and Nabdam had not organized any sensitization workshops. ii. The rest had organized one or more sensitization workshop.	The RCCs must push on the MMDAs to sensitize their entire staff on Local Government law, protocols etc.
	1.3	Software application in place Electronic storage by scan	i. Bolgatanga, Bawku, Kassena Nankana and Pusiga had no software to capture and store correspondences. ii. Only Kassena Nankana West was close to fully having a fully digitized registry system.	The RCCs must support the MMDAs with IT support services.
	1.4	Availability of a Website Update of website	i. Bolgatanga, Bolgatanga East, Garu, Binduri, Builsa North and Builsa South did not have website. ii. Only Bole had more than 6 monthly updates.	The RCCs must identify MMDAs without IT officers and websites and support with technical assistance.
	1.5	i. Establishment of the Client Service Unit ii. Staffing and training of the Unit	i. All the Assemblies visited had client Service Unit with the basic logistics. i. Most of the officers manning the CSUs had not been trained.	The RCCs needs to include the training of CSU officers in their training plans.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
		iii. Confusing the Public Relations & Complaint Unit with the Client Service Unit iv. Compliant Records Logbook	i. It was observed that most of the Assemblies operated the PRCU as the CSU. i. 10 MMDAs out of the 16 visited did not have a complaint logbook.	MMDAs need to be sensitized on the difference in functions between the PRCU and the CSU.
	1.6	i. Poorly maintained washrooms ii. Office Accommodation iii. Landscaping	i. Most of the MMDAs visited had poorly maintained washrooms with no running water and hand washing facilities. ii. All the MMDAs had adequate accommodation. iii. Generally, the landscaping of the Assemblies visited were not the best.	The MMDAs must be impressed upon to see the need to improve on their workplace environment especially washrooms and landscaping.
Human Resource Management	2.1	Compliance with promotion schedule with established vacancies submission	i. Tempane, Builsa North, Nabdam did not have their promotion schedule. ii. With the exception of Binduri, Tempane, Garu, Bolgatanga East, Nabdam all of the MMDAs had submitted their Retirement schedule.	i. The RCCs need to insist on this report being submitted and on time. ii. The MMDAs should keep up with the submission of their retirement schedules.
	2.2	Compliance with Salary Validation comprehensive report submission	Builsa South, Nabdam, Bolgatanga East, Tempane and Binduri had less than 6 consolidated reports.	The RCCs need to insist on this comprehensive report being submitted and on time.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
	2.3	Compliance with HRMIS data update and submission	i. 7 MMDAs out of the 15 visited had submitted All 12 consolidated reports. ii. Bawku West Bawku and Kassena Nankana West had between 9-12 reports being submitted. iii. 5 MMDAs visited had less than 6 consolidated reports.	The RCCs must provide IT support services to poor performing MMDAs in this area.
	2.4	Training	i. 10 out of 15 MMDAs had submitted their 4 quarterly plans. ii. Only Tempane implemented less than 80% of their activities in the training plan. iii. Most of the MMDAs had implemented 80% or more of activities in the training plan.	MMDAs must be impressed upon to invest more resources into staff capacity building.
	2.5	Compliance with Staff Performance Appraisal Planning for 2020	i. Compliance to this indicator was very poor. ii. Only 5 MMDAs were able to produce all 4 appraisals from the staff sampled.	The RCCs must intensify training on the Performance Appraisal Tool for staff of MMDAs under their jurisdiction.
Financial Management & Reporting	3.1	Compliance with the preparation and submission of RIAP	All the Assemblies prepared and submitted RIAP to the RCC.	There must be some level of strict compliance by the MMDAs.
	3.2	Efforts into Street Naming	i. 8 MMDAs have achieved more than 10% of streets named in their Assemblies. ii. 7 MMDAs did less than 5%.	The RCCs must increase supervision of the MMDAs and provide any technical support towards assisting the MMDAs achieve this KPI.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
	3.3	Meetings towards implementation of the Auditor's Generals recommendations	i. 6 MMDAs had less than 80% of recommendations being implemented. ii. 3 MMDAs had 80% or more recommendations being implemented. iii. 6 MMDAs had 100% of their recommendations being implemented.	The MMDAs must be prevailed upon to that this very seriously in the face of the PFM law.
	3.4	Meetings towards implementation of Internal Audit recommendations	i. 4 MMDAs implemented 80% Internal Audit recommendations. ii. Only Garu implemented less than 80% Internal Audit recommendations. iii. 6 MMDAs had implemented ALL recommendations. iv. Bolgatanga, Bawku and Tempane could not produce any evidence to show implementation.	The MMDAs must be prevailed upon to that this very seriously in the face of the PFM law.
	3.5	Expending on activities outside the AAP	All sampled expenditures from all MMDAs visited were captured in their AAPs.	Good practice, must be encouraged to continue.
	3.6	Availability and updating of data on rateable properties	All MMDAs had their database updated and fee fixing was based on the updated database.	
Infrastructure	4.1	Level of achievement in the implementation of planned road projects	i. Pusiga and Bolgatanga East had done 80% of their planned activity. ii. 5 MMDAs had done less than 80% of their planned activity. iii. The rest had more than 80% road programmes implemented.	Assemblies must plan according to their expected budget.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
	4.2	Level of achievement in the implementation of planned road projects	i. 4 MMDAs had implemented more than 80% of building and structures programmes. ii. Builsa North and Bawku West had implemented 80% building and structures programmes. iii. 9 MMDAs had less than 80% building and structures programmes implemented.	Assemblies must plan according to their expected budget.
	4.3	Inauguration of Spatial Planning and Technical Sub – Committees	i. All MMDAs had their committees inaugurated and committees had met at least once.	MMDAs are encouraged to have the SPC and technical meetings.
	4.4	Meetings to consider building Permit applications	i. 12 MMDAs had more than 80% of applications considered at DSPC meeting and decisions communicated to applicants. ii. 3 MMDAs had 80% but did not communicate to applicants.	Assemblies must do well to communicate actions to applicants.
	4.5	Availability of approved spatial plans (District Spatial Development Framework, Structure Plan for the District Capital and Local Plans)	i. 3 MMDAs did not have structural and local plans. ii. The rest had at least 1 local plan.	RCC should collaborate with LUSPA regional to help Assemblies Come up with Spatial and local plans.
Social Services	5.1	Compliance with Education Oversight Committee meetings	i. Bolga East and Nabdam did not have any meeting. ii. Builsa North and Bawku West held 4 meetings were held all on time and all invitation letters and signed minutes properly filed.	MMDAs should ensure that all minutes are duly signed by the chairperson and the secretary.
	5.2	Compliance with Health Oversight Committee meetings	i. Tempane, Builsa South and Nabdam did not have any meeting.	MMDAs should ensure that all minutes are duly signed by the chairperson and the secretary.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
			ii. Only Bawku West had 4 meetings were held all on time and all invitation letters and signed minutes properly filed.	
	5.3	Updating of Vulnerable groups list	i. Only Bawku West, Kassena Nanakana West, Bongo and Talensi have updated their list of vulnerable groups twice in the year. ii. The remaining updated just once and that was at the end of the year.	These Assemblies must take these updates serious as these updates serve as basis for the formulation of social policies and programmes that affect the vulnerable groups.
	5.4	Actions taken on reported GBVCs	i. Only Binduri had Less than 50% implementation. ii. In Garu and Bawku there was no implementation. iii. The remaining MMDAs had some level of implementation on actions taken on GBVC.	
	5.5	Actions taken towards managing Child Protection cases	i. All MMDAs visited produce reports on child protection cases managed. ii. Nabdam managed 50-60% of their cases. iii. Builsa South did not have any case reported to them.	
	5.6	Compliance with the organization of Community Mobilization & Education programmes	i. Garu and Bawku had no implementation of activities. ii. 8 MMDAs out of 15 produce over 80% implementation on Community Mobilization & Education programme. iii. Only Kassena Nankana did 50-59% implementation.	
Economic Development	6.1	Increase in yield in selected Agric produce	i. Pusiga, Garu and Builsa South did not provide any information.	

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
			ii. 10 out of the 15 MMDAs had 10% and above increase. iii. The rest of the MMDAs did less than 10% increase.	
	6.2	Increment in the percentage of subsistence farming moved to commercial farming category	i. 8 out of the 15 MMDAs had increased more than the 30%. ii. The rest had 30% or less increase. iii. Builsa South did not provide any information.	MMDAs should try and capture data on this activity.
	6.3	Implementation of tourism related activities	i. Pusiga, Binduri, Tempane and Garu did not provide any information. ii. 8 out of the 15 MMDAs implemented more than 80% of their activities. iii. The remaining MMDAs had done 80% or less implementation.	
Environment & Sanitation	7.1	Preparation of Disaster Management Implementation reports	i. Garu, Tempane and Binduri did not have a Disaster preparedness Action plan at the time of visit. ii. The rest of the MMDAs visited had their Disaster Management Implementation Reports available showing the level of implementation of interventions.	NADMO officers should link up.
	7.2	Inclusion of Environment enhancement programmes in AAP	All Assemblies visited had Environment enhancement programmes (Air quality control, Noise pollution control, Land restoration/reclamation, environmental education,	MMDAs should keep it up.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
			afforestation etc.) included in the 2021 Annual Action plan.	
	7.3	Increase in population Household toilets	All Assemblies visited had population with household toilets increased by at least 15% by the end of the year with the exception of Builsa South and Tempane who did less than 15%.	
	7.4	MMDA sponsorship of Routine Cleansing activities	12 MMDAS had done 4 quarterly routine cleansing, the rest of the MMDAs had done 3 or less.	MMDAs should be admonished to commit more resources and efforts towards improving sanitation.

4.6. Ahafo, Western & Western North Regions

4.6.1. Scope of the Assignment

The team was responsible for the Western, Western North and Ahafo Regional Coordinating Council, (RCC) and the Metropolitan, Municipal and District Assemblies (MMDAs) respectively across the three (3) regions. The exercise was conducted from the 15th March to 6th April, 2021.

4.6.2. General Outcomes

Generally, the team used a maximum of 3 hours and a minimum of 2 hours 30 minutes to conduct the exercise in the RCCs and MMDAs. In most instances delay in response by officers to bring documents caused the team to work up to 3 hours.

At the entry meeting the team demanded that management assign at least two officers to serve as liaison between the team and Heads of Departments or schedule officers from whom information would be demanded. This proved successful in terms of establishing a smooth working relationship. Generally, the RCCs and MMDAs gave the team maximum cooperation.

4.6.3. Specific Observations

For RCCs

Generally, the Western Regional Coordinating Council (WRCC) appears to have a good and well organized and managed work place environment. The Western North Regional Coordinating Council (WNRCC) is however, constrained by office accommodation and work place environment apparently because it is a new region and therefore lacks the basic infrastructure.

The WNRCC has not been able to establish most of the statutory institutional structures and system such as RPCU, Audit Committee, and GIFMIS to enable it operate in full capacity because of the nonexistence of some Ministries Departments and Agencies (MDA) at the regional level. Out of twenty-two (22) departments of the RCC the WNRCC Council had only seven (7) departments in existence. It also appears the WNRCC is yet to gain the full cooperation of the MMDAs in the region in terms of timely submission of reports such as the salary validation report.

The absence of these relevant institutional structure and systems served as a weakness to the WNRCC and therefore they could not implement some of the KPI in the Performance Contract.

Similarly, the Ahafo Regional Coordinating Council (AhRCC) one of the newly created Regions is also constrained by office accommodation and staffing including some statutory committees just as the case of Western North. However, its rented office space appeared well managed. The AhRCC shares common challenges with the WNRCC.

The delay in the submission of reports from MMDAs to the RCCs also affected the timely onward submission of the same consolidated reports to the OHLGS.

For MMDAs

Out of the 14 MMDAs in the Western Region, the Effie Kwesimintsin Municipal Assembly (EKMA) had done very well on all the KPIs. Followed by Tarkwa-Nsuaem Municipal Assembly which scored 2 in KPIs 5.1, 5.6 and 7.1. STM, Jomoro and Ellembele Districts also did very well. The remaining 9 MMDAs scored 2 or less on 10 or more KPIs. Generally, within the region it appears Amenfi Central, Wassa East, Wassa Amenfi West, Nzema East among other performed poorly on many KPIs.

Generally, in the Western North Region (WNR) among the 9 MMDAs it appears Aowin, Bibiani-Anhwiso- Bekwai, Bodi and Sefwi Akontombra have done well on the indicators. While the remaining did fairly well on most of the KPIs. Hence out of the 9 MMDAs in the Region 4 Districts performed well on majority of the KPIs while the remaining 5 performed fairly on majority of the KPIs.

Out of the 6 MMDAs in the Ahafo Region (AhR), Asunafo North Municipal Assembly appears to have done well in majority of the KPIs score only 0 and 2 on KPIs 3.4 and 5.3. Asunafo South District Assembly also did very well in most of the KPIs, followed by Tano North District Assembly also did good in most KPI. Asutifi North, Tano South and Asutifi South also did fairly well. Generally, the performance of the 6 MMDAs in the Ahafo Region appears impressive.

4.6.4. General Recommendations

For RCCs

- The RCCs should intensify their monitoring role on MMDAs to enable timely submission of reports and ensure improved performance.

For OHLGS

- OHLGS should consider providing technical backstopping to the RCCs and MMDAs on IT to enable them manage their records systems.
- The OHLGS must facilitate the creation of management units for the Western North and the Ahafo Regional Co-ordinating Councils to enable to improve the efficiency staff salary administration.
- The WNRCC and Ahafo RCC require critical support in terms of office accommodation, staffing and logistics to enable it function appropriately and effectively. The OHLGS must lead this effort.
- The OHLGS should facilitate the full establishment of the Departments of the Regional Coordinating Councils in accordance with sections 187 and 196 of the Local Governance Act to ensure effective and efficient operation.

4.6.5. Western, Western North & Ahafo RCCs Detailed Analysis/Findings of Indicators

Table 19: Western, Western North & Ahafo RCCs Detail Analysis /Findings of each Indicator

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
General Administration	1.1	At least one Regional Security Council meeting	Generally, all the RCCs performed well on this KPI. But Ahafo and WR did very well than WNR on this KPI.	
	1.2	Two RCC meetings (as per LG Act 936, Section 198 (3) ISCC) organized by the end of the year	All the RCCs performed well on this KPI.	
	1.3	Software application in place for Records Management Electronic storage by scan	All 3 RCCs had in place basic application used in record management. Levels of regular update however varied.	
	1.4	Availability and updating of Website	i. Website of the WRCC was functional but updates did not include other Departments. ii. That of WNRCC was not functional in 2020. iii. That of AhRCC was fairly functional.	RCCs should be encouraged to keep their website active and updated regularly.
	1.5	Establishment of the Client Service Unit Staffing and training of the Unit Compliant Records Logbook	WRCC had a well-established CSU and trained CSU staff. In AhRCC, the secretary to the RCD doubled as CSU officer. WNRCC CSU had a complaint logbook but with no clear information.	There is the need to provide befitting office accommodation for the newly created Regional Coordinating Councils.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
	1.6	Poorly maintained washrooms Office Accommodation Landscaping	Generally, the washrooms were fairly well maintained in the 3 RCCs. Inadequate office accommodation was observed in the 2 newly created RCCs. Generally, the landscaping of the RCCs is well maintained.	
Human Resource Management	2.1	Compliance with promotion schedule with established vacancies submission	All 3 RCCs performed very well on this KPI.	
	2.2	Compliance with HRMIS data update and submission	All RCCs performed very well on this KPI.	
	2.3	Compliance with Salary Validation comprehensive report submission	All the RCCs performed very well on this KPI.	
	2.4	Training (RCC&MMDAs)	All the RCCs performed very well on this KPI.	
	2.5	Compliance with PMS at MMDAs	WNRCC and AhRCC performed very well on this KPI, while WRCC performed fairly well.	
	2.6	Performance Appraisal cycle RCC staff for 2020	The 3 RCCs performed well on this KPI.	
	3.1	2020 Annual Audit Plan prepared and submitted.	AhRCC and WRCC did very well on this KPI while WNRCC did fairly well.	

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
Financial Management & Reporting	3.2	100% of recommendations contained in 2019 Auditor General's Management Letter implemented by the end of the year	AhRCC and WNRCC performed poorly on this KPI and WRCC performed fairly well.	
	3.3	4th Quarter 2019, 1st, 2nd & 3rd Quarters of 2020 Internal Audit Recommendations implemented by the end of the year	All the RCCs did not perform well on this KPI.	
	3.4	Approved 2021 budget (Regional Integrated Budget System)	WNRCC and AhRCC performed very well on this KPI, while WRCC performed poorly.	
	3.5	All 2020 expenditure processed through the GIFMIS	AhRCC performed very well on this KPI while WRCC and WNRCC performed poorly.	
Services	4.1	Quarterly monitoring reports of Departments of RCCs submitted through the RCC to relevant MDAs and copies to the OHLGS	The WNRCC performed poorly on this KPI while WRCC and AhRCC performed very well.	
	4.2	Quarterly monitoring reports of RPCU submitted to the OHLGS	The WNRCC performed poorly on this KPI and the WRCC performed very well while the AhRCC performed fairly well.	
	4.3	Biannual reports on Technical backstopping support to	The WNRCC performed poorly on this KPI and the WRCC performed very well while the AhRCC performed fairly well.	

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
		MMDAs submitted to the OHLGS		

4.6.6. Western, Western North & Ahafo Regions MMDAs Detailed Analysis/Findings of Indicators

Table 20: Western Region MMDAs Detail Analysis /Findings of each Indicator

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
General Administration	1.1	Compliance with ISCCS meetings	i. Out of the 14 MMDAs six (6) of them scored between 0 and 2 on this KPI. ii. The none existence of some of the none decentralized Department in the district affected participation.	The RCC must ensure that none decentralized departments closer Districts could be invited to attend.
	1.2	Compliance with the organization of sensitization workshops	Out of the 14 MMDAs only Nzema East performed poorly on this indicator.	The RCCs must impress on them.
	1.3	i. Software application in place for Records Management ii. Electronic storage by scan	i. (8) Out of the 14 MMDAs scored within 0 and 2. i. Generally, all the MMDAs stored the records with some basic applications but the update was poor.	The RCCs must support the MMDAs with IT support services.
	1.4	Availability of a Website	6 MMDAs out of the 14 either did not have a website or it was not functional.	The RCCs must identify MMDAs without IT officers and websites and support with technical assistance.
	1.5	i. Establishment of the Client Service Unit	Shama and Amenfi Central did not satisfy this KPI.	

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
		ii. Staffing and training of the Unit	Generally, staff were assigned to the Unit but were not trained.	The RCCs needs to include the training of CSU officers in their training plans.
		iii. Confusing the Public Relations & Complaint Unit with the Client Service Unit	Most of the MMDAs merged either the Public Relations & Complaint Unit or the Reception with the Client Service Unit.	MMDAs need to be sensitized on the difference in functions between the PRCU and the CSU.
		iv. Compliant Records Logbook	Most MMDAs kept logbooks for visitors and complaints	
	1.6	i. Poorly maintained washrooms	i. All Assemblies visited had poorly maintained washrooms with no running water and hand washing facilities	The MMDAs must be impressed upon to see the need to improve on their workplace environment especially washrooms.
		ii. Office Accommodation	i. Inadequate office accommodation was observed in Most MMDAs	
		iii. Landscaping	i. Generally, the landscaping of the Assemblies visited were fairly well maintained	
Human Resource Management	2.1	Compliance with promotion schedule with established vacancies submission	2 MMDAs (Amenfi Central & Shama performed poorly) on this indicator.	The RCCs must write to the HRMs in these MMDAs to improve their performance.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
	2.2	Compliance with Salary Validation comprehensive report submission	All the MMDAs visited complied with this indicator.	
	2.3	Compliance with HRMIS data update and submission	All the MMDAs visited complied with this indicator.	
	2.4	Training	5 (Amenfi Central, Wassa East, Wassa Amenfi West, Shama & Nzema East) out of the 14 MMDAs did comply with this indicator. It was attributed to none release of funds.	MMDAs must be impressed upon to invest more resources into staff capacity building.
	2.5	Compliance with Staff Performance Appraisal Planning for 2020	3 (Amenfi Central, Wassa East, & Wassa Amenfi West) did not fully comply with this indicator.	The MMDCDs must ensure that HoDs ensure the completion of Appraisal Plans and Reports of their staff.
Financial Management & Reporting	3.1	Revenue Improvement Action Plan	3 MMDAs (Nzema, Wassa Amenfi West, Wassa Amenfi East) did not satisfy this indicator.	
	3.2	Efforts into Street Naming	Out of the 14 MMDAs 6, scored 0 on this indicator (Nzema, Mpohor, Wassa East, Amenfi Central, Wassa Amenfi West, Wassa Amenfi East).	The RCCs must increase supervision of the MMDAs and provide any technical support towards assisting the MMDAs achieve this KPI
	3.3	Meetings towards implementation of the	Wassa Amenfi West, Nzema East, Ahanta west & STMA scored with 0 and 2.	The MMDCDs must ensure Audit committee meetings are held

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
		Auditor's Generals recommendations		
	3.4	Meetings towards implementation of Internal Audit recommendations	Wassa Amenfi West & Ahanta west did not hold any meeting	The MMDCDs must ensure Audit committee meetings are held
	3.5	Expending on activities outside the AAP	Wassa Amenfi West & Nzema East did not satisfy this KPI	
	3.6	Data on properties	5 MMDAs (Wassa Amenfi West, Amenfi Central, Wassa East, Shama & Prestea did not satisfy this KPI.	RCC should provide technical support.
Infrastructure	4.1	Level of achievement in the implementation of planned road projects	Ellembele and Wassa Amenfi East did not satisfy this requirement.	RCC should provide technical support.
	4.2	Level of achievement in the implementation of planned road projects	Ellembele and Wassa Amenfi East, Wassa East, Jomoro, Amenfi Central & Ahanta West did not satisfy this KPI.	RCC should provide technical support.
	4.3	Inauguration of Spatial Planning and Technical Sub – Committees	Jomoro, Shama & Wassa Amenfi West did not meet this KPI.	MMDCD should be encouraged to perform the duty.
	4.4	Meetings to consider building Permit applications	Only Nzema East did not perform this KPI	RCC should provide technical support.
	4.5	Development of Spatial Plan	7 MMDAs (Ahanta West, Jomoro, Mpohor, Prestea, Amenfi Central Wassa East & Wassa Amenfi East did not satisfy this KPI.	

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
Social Services	5.1	Compliance with Education Oversight Committee meetings	7 MMDAs did not satisfy this KPA. (Mpohor, Nzema East, Shama, STMA, Wassa Amenfi East, Wassa East & Tarkwa).	MMDAs should collaborate with Department of Education.
	5.2	Compliance with Health Oversight Committee meetings	6 MMDAs did not satisfy this KPA. (Mpohor, Nzema East, Shama, STMA, Wassa Amenfi East, Wassa East).	MMDAs should collaborate with the Health Directorate.
	5.3	Updating of Vulnerable groups list	5 MMDAs (Amenfi Central, Wassa East, Wassa Amenfi East, Shama & Ahanta) have not updated their list of vulnerable groups	These Assemblies must take these updates serious as these updates serve as basis for the formulation of social policies and programmes that affect the vulnerable groups
	5.4	Actions taken on reported GBVCs	Ahanta west did not satisfy this KPI.	
	5.5	Actions taken towards managing Child Protection cases	All MMDAs generally performed well on this KPI.	Good practice must be encouraged.
	5.6	Compliance with the organization of Community Mobilization & Education programmes	With the exception Tarkwa, Wassa East & Ahanta West all the MMDAs performed well on this KPI.	Good practice must be encouraged.
Economic Development	6.1	Selected Crops & livestock	With the exception of Amenfi Central & Prestea all the MMDAs performed well on the KPI.	Good practice must be encouraged.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
	6.2	Transformation of Subsistence farming	With the exception of Amenfi Central & Mpohor all the MMDAs performed well on the KPI.	Good practice must be encouraged.
	6.3	Approved Tourism related activities	With the exception of Amenfi Central & Wassa Amenfi East, Mpohor Ellembele all the MMDAs performed well on the KPI	
Environment & Sanitation	7.1	Preparation of Disaster Management Implementation reports	3 MMDAs did not satisfy this KPI.	There the need for the MMDCD to ensure these plans and reports and reports are prepared.
	7.2	Environment enhancement programmes	All the MMDAs had included Environmental enhancement programs in the AAP.	
	7.3	Population with household toilets increased by 15%	Generally, all MMDAs had satisfied this KPI.	
	7.4	MMDA sponsorship of Routine Cleansing activities	Mpohor, Amenfi Central, Wassa Amenfi West & Ahanta West scored 2 and below.	These MMDAs should be admonished to commit more resources and efforts towards improving sanitation.

Table 21: Western North Region MMDAs Detail Analysis /Findings of each Indicator

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
General Administration	1.1	Compliance with ISCCS meetings	Out of the 9 MMDAs only Bodi and Juaboso scored 2 and 0 on this indicator. Generally, some MMDAs did not have some decentralized departments within the District.	
	1.2	Compliance with the organization of sensitization workshops	Generally, all the MMDAs performed well on this KPI.	Best practice must be encouraged.
	1.3	Software application in place for Records Management and electronic storage by scan	6 MMDAs out of the 9 did not perform well on this KPI (Bodi, Suaman, Sefwi Akontombra, Sefwi Wiawso, Bia East & Aowin).	The RCCs must support the MMDAs with IT support services.
	1.4	Availability & update of website	5 MMDAs did not perform well on this KPI (Bodi, Sefwi Akontombra, Sefwi Wiawso, Bia East & Aowin).	The RCCs must identify MMDAs without IT officers and websites and support with technical assistance.
	1.5	i. Establishment of the Client Service Unit ii. Staffing and training of the Unit	3 out of the 9 MMDAs did not perform well on this KPI (Bia East, Sefwi Wiawso & Bodi). Where the CSU was established the staff had not been trained. In many cases the reception was also used as the CSU.	The RCCs needs to include the training of CSU officers in their training plans.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
		iii. Confusing the Client Service Unit & Reception		MMDAs need to be sensitized on the difference in functions between the CSU and Reception.
	1.6	i. Poorly maintained washrooms ii. Landscaping	All Assemblies visited had poorly maintained washrooms with no running water and hand washing facilities. Generally, the landscaping of the Assemblies visited were fairly well maintained.	The MMDAs must be impressed upon to see the need to improve on their workplace environment especially washrooms.
Human Resource Management	2.1	Compliance with promotion schedule with established vacancies submission	Generally, all the MMDAs prepare and submit this report on schedule.	
	2.2	Compliance with Salary Validation comprehensive report submission	Generally, all the MMDAs prepare and submit this report on schedule.	
	2.3	Compliance with HRMIS data update and submission	Generally, all the MMDAs prepare and submit this report on schedule.	
	2.4	Training	Bodi, Bia East & Sefwi Wiawso performed poorly on this indicator. None release of funds by management was the reason.	MMDAs must be impressed upon to invest more resources into staff capacity building.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
	2.5	Compliance with Staff Performance Appraisal Planning for 2020	Only Aowin did not satisfy this KPI.	MMDCD should appeal to HoDs to prepare appraisals with their staff and sign them.
Financial Management & Reporting	3.1	Revenue Improvement Action Plan	Except Anwiaso Bekwai the MMDAs performed well on this KPI.	Best practice should be encouraged
	3.2	Efforts into Street Naming	5 MMDAs (Bodi, Juaboso, Sefwi Akontombra, Sefwi Wiawso, Bia East) did not perform well on this indicator.	The RCCs must increase supervision of the MMDAs and provide any technical support towards assisting the MMDAs achieve this KPI.
	3.3	Meetings towards implementation of the Auditor's Generals recommendations	5 MMDAs did not perform well on this KPI (Juaboso, Sefwi Akontombra, Sefwi Wiawso, Bia East & Suaman).	The MMDAs must be prevailed upon to that this very seriously in the face of the PFM law.
	3.4	Meetings towards implementation of Internal Audit recommendations	2 MMDAs performed poorly on this KPI (Suaman, Sefwi Wiawso).	The MMDAs must be prevailed upon to that this very seriously in the face of the PFM law.
	3.5	Expending on activities outside the AAP	3 MMDAs (Suaman, Juaboso & Bia East) sampled expenditures were not captured in their AAPs.	The MMDAs must be prevailed upon to that this very seriously in the face of the PFM law.
	3.6	Data on properties	All MMDAs in the region satisfied this KPI.	Best practice should be encouraged.
Infrastructure	4.1	Level of achievement in the implementation of planned road projects	Sefwi Wiawso, Bia West and Bia East performed poorly on this KPI.	

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
	4.2	Level of achievement in the implementation of planned road projects	7 MMDAs (Bodi, Juaboso, Sefwi Akontombra, Sefwi Wiawso, Bia East, Bia West & Suaman) performed poorly on this KPI.	The MMDAs must be prevailed upon to take this very seriously.
	4.3	Inauguration of Spatial Planning and Technical Sub – Committees	3 MMDAs performed poorly on this KPI (Bia East, Juaboso, Sefwi Wiawso).	The MMDAs must be prevailed upon to take this very seriously.
	4.4	Meetings to consider building Permit applications	Bia East, Bia West & Sefwi Wiawso did not hold any meetings.	The MMDAs must be prevailed upon to take this very seriously.
	4.5	Spatial Plan	Bia East, Bia West, Sefwi Wiawso, Sefwi Akontombra, Bodi, & Suaman did not have spatial plans.	MMDAs must be given technical support to develop their spatial plans.
Social Services	5.1	Compliance with Education Oversight Committee meetings	Bodi, Bia East, Juaboso out of the 9 MMDAs did not satisfy this KPI.	MMDAs must liaise with department of Education to organize these meetings.
	5.2	Compliance with Health Oversight Committee meetings	Suaman, Bodi, Sefwi Akontombra, Bia East, Bia west did not satisfy this KPI.	MMDAs must liaise with Health Directorate to organize these meetings.
	5.3	Updating of Vulnerable groups list	Aowin, Bodi, Wiawso, Sefwi & Bia East did not provide evidence of updating their vulnerable group list.	These Assemblies must take these updates serious as these updates serve as basis for the formulation of social policies and programmes that affect the vulnerable groups.
	5.4	Actions taken on reported GBVCs	MMDAs reported that this activity is normally reported to the police.	

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
	5.5	Actions taken towards managing Child Protection cases	Generally, this KPI was satisfactorily performed by the MMDAs.	
	5.6	Compliance with the organization of Community Mobilization & Education programmes	Generally, this KPI was satisfactorily performed by the MMDAs.	
Economic Development	6.1	Selected Crops & livestock	Except 3 MMDAs, this KPI was satisfactorily performed by the rest of MMDAs.	
	6.2	Transformation of Subsistence farming	Except 2 MMDAs, this KPI was satisfactorily performed by the rest of the MMDAs.	
	6.3	Approved Tourism related activities	Except Juaboso, all the MMDAs in the Region performed well on this KPI.	The MMDAs must be prevailed upon to take this very seriously.
Environment & Sanitation	7.1	Preparation of Disaster Management Implementation reports	Juaboso, Bia east & Bodi did not perform well on this KPI.	The MMDAs must be prevailed upon to take this very seriously.
	7.2	Environment enhancement programmes	All the MMDAs adhered to this KPI	Best practice must be encouraged.
	7.3	Population with household toilets increased by 15%	All the MMDAs adhered to this KPI	Best practice must be encouraged.
	7.4	MMDA sponsorship of Routine Cleansing activities	Bodi, Sefwi Wiawso & Bia East did not perform well on this KPI	MMDAs should be admonished to commit more resources and

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
				efforts towards improving sanitation.

Table 22: Ahafo Region MMDAs Detail Analysis /Findings of each Indicator

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
General Administration	1.1	Compliance with ISCCS meetings	Generally, all the MMDAs performed well on this KPI.	
	1.2	Compliance with the organization of sensitization workshops	Generally, all the MMDAs performed well on this KPI meetings.	
	1.3	Software application & Electronic Storage in place for Records Management	Tano South and Asutifi South did not perform well on this KPI. Where basic applications were in use, the update was poor.	The RCCs must support the MMDAs with IT support services.
	1.4	Availability of a Website	Tano South, Asonafo South & Asutifi North did not have functional website.	The RCCs must identify MMDAs without IT officers and websites and support with technical assistance.
	1.5	Establishment of the Client Service Unit Staffing and training of the Unit Compliant Records Logbook	All the MMDAs had clearly marked office space for client service. All staff were not trained but have been coached by senior staff. The CSUs had a complaint logbook.	The RCCs needs to include the training of CSU officers in their training plans.
	1.6	Poorly maintained washrooms	i. Generally, the washrooms were fairly well maintained, ii. Asutifi North did not have washroom for visitors	The MMDAs must be impressed upon to see the need to improve on their workplace environment especially washrooms.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
		Office Accommodation	i. Inadequate office accommodation was observed in most of the MMDAs ii. Asutifi South was moving into a new office complex with enough office space.	
		Landscaping	i. Generally, the landscaping of the Assemblies visited were fairly well maintained	
Human Resource Management	2.1	Compliance with promotion schedule with established vacancies submission	All MMDAs performed very well on this KPI.	
	2.2	Compliance with Salary Validation comprehensive report submission	All MMDAs performed very well on this KPI.	
	2.3	Compliance with HRMIS data update and submission	All MMDAs performed very well on this KPI.	
	2.4	Training	All MMDAs performed very well on this KPI.	
	2.5	Compliance with Staff Performance Appraisal Planning for 2020	All MMDAs performed very well on this KPI.	

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
Financial Management & Reporting	3.1	Revenue Improvement Action Plan	Tano North and Asutifi South did not perform well on this indicator.	
	3.2	Efforts into Street Naming	Except Asunafo South, all the MMDAs performed well on this indicator.	
	3.3	Meetings towards implementation of the Auditor's Generals recommendations	Except Asunafo South & Tano North the remaining MMDAs performed well on this indicator.	
	3.4	Meetings towards implementation of Internal Audit recommendations	All the MMDAs performed well on this KPI.	
	3.5	Expending on activities outside the AAP	Asutifi South & Tano South did not perform well on this KPI.	Good practice, must be encouraged to continue.
	3.6	Data on properties	All the MMDAs performed well on this KPI.	
Infrastructure	4.1	Level of achievement in the implementation of planned road projects	Tano North and South scored 0 on this indicator.	MMDCDs must be entreated to implement planned projects.
	4.2	Level of achievement in the implementation of planned road projects	Tano North and South & Asutifi South scored 0 on this KPI.	MMDCDs must be entreated to implement planned projects.
	4.3	Inauguration of Spatial Planning and Technical Sub – Committees	All the MMDAs implemented this KPI.	

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
	4.4	Meetings to consider building Permit applications	All the MMDAs satisfactorily performed this indicator.	
	4.5	Spatial Plan	Except Asunafo North the rest of the MMDAs scored 0 on this KPI.	MMDAs would require support to develop their spatial plans.
Social Services	5.1	Compliance with Education Oversight Committee meetings	All the MMDAs had substantially satisfied this KPI.	
	5.2	Compliance with Health Oversight Committee meetings	Tano South and Asutifi North did not fully satisfy this KPI.	
	5.3	Updating of Vulnerable groups list	Asunafo North and Tano North did not satisfy this KPI.	
	5.4	Actions taken on reported GBVCs	MMDAs reported that this KPI is normally reported to the police.	
	5.5	Actions taken towards managing Child Protection cases	All MMDAs satisfied this KPI.	
	5.6	Compliance with the organization of Community Mobilization & Education programmes	All MMDAs performed this KPI.	
Economic Development	6.1	Selected Crops & livestock	All MMDAs satisfied this KPI.	
	6.2	Transformation of Subsistence farming	Asunafo South, Asutifi South & Tano South scored 0 on this KPI.	

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
	6.3	Approved Tourism related activities	Asutifi South, Tano North, Tano South scored 0 on this KPI.	
Environment & Sanitation	7.1	Preparation of Disaster Management Implementation reports	Except Tano North that scored 0 the rest of the MMDAs performed satisfactorily.	
	7.2	Environment enhancement programmes	Except Asutifi South the rest of the MMDAs performed well on this KPI.	
	7.3	Population with household toilets increased by 15%	All the MMDAs performed well on this KPI.	
	7.4	MMDA sponsorship of Routine Cleansing activities	All the MMDAs performed well on this KPI.	

4.7. Bono & Ashanti Regions

4.7.1. Scope of the Assignment

The team monitored the Ashanti and Bono Regional Coordinating Councils as well as all MMDAs in the Bono Region and selected MMDAs in the Ashanti Region.

4.7.2. General Observations

Self-Assessment

Generally self-assessment was not done, and RCCs and MMDAs who had done it needed to improve upon it. The evidence they had considered was not enough. In many instances staff did not understand the indicators pertaining to their work and some did not include them in their deliverables for the year and this made it difficult for them to respond with specific evidence to each indicator.

Coordination

Where the Planning and Human Resource Officers were well abreast of issues, the exercise was well coordinated and staff were responsive. The Departmental Heads need to work more closely with the Planning Officer to smarten their inputs to the AAP so that they are measurable. Each sector has specific terminologies that could be applied appropriately. The practice of dispatching and disseminating information formally with covering letters and memos needs to be enhanced.

Congestion

Generally, it was observed that office space was inadequate resulting in congestion. There was also no clear standard on sanitary facilities, general cleaning and landscaping. There is room for much improvement in these areas in all MMDAs and RCCs.

Effect of Covid 19 on meetings

Activities involving gathering of people could not be implemented in many cases because of covid-19 restrictions.

Spatial Planning

Few MMDAs had structural plans and SDFs because of the cost and time involved in preparing these documents. Additionally, the Physical Planning Departments who were responsible for generating these documents in many instances, did not have the requisite staff to have these plans prepared. The LI requiring the 3-tier plan came out in December

2016 and also established the Physical Planning Department which were still receiving staff across all MMDAs.

Leadership

There were two MMDAs with Deputy Directors acting as Coordinating Directors. It was observed that there was a bit of hegemony among some key staff. These were Dormaa West DA and Atwima Nwabiagya North DA. Some of the staff were even reluctant to provide information.

Presence of IT Officers

Regarding indicators which involved the use of computers and other IT resources, it was observed that all the MMDAs which had IT officers were doing quite well compared to those without IT Officers. Some IT officers had used Microsoft Access to develop data management applications for their Assemblies.

Staff training and Development

Most MMDAs prioritized training and endeavoured to achieve same. However, it was realized that these were general areas that covered a lot of staff from all professional groups. Efforts are required to manage the career of each MMDA staff to ensure optimum performance. This requires a more elaborate training and development plan.

Client Service

The vision of the Service involves and focus on clients external to the District Administration. Efforts have been made to establish the Client Service Unit and a website to give information of activities of the respective assemblies. This effort could be upscaled. Each MMDA could have a client service unit that is a one-stop shop as the banks and other service organizations have, so that if a person visits the place, he or she could for example pay fines, permits, fees, obtain permits, seek business advice, get information on areas such as Agric and employment, and also provide his/her biodata as a resident of the District. This would mean that there would be an entire front office and the back offices would be providing the necessary information and services.

4.7.3. Ashanti & Bono RCCs Detailed Analysis/Findings of Indicators

Table 23: Ashanti RCC Detail Analysis /Findings of each Indicator

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
General Administration	1.1	At least one Regional Security Council meeting	More than 12 invitation letters and minutes of REGSEC meeting on file.	
	1.2	Two RCC meetings (as per LG Act 936, Section 198 (3) ISCC) organized by the end of the year	No meetings were held because of Covid 19 restrictions	Innovative ways like the use of webinars could be used to organize the meetings
	1.3	Software application in place for Records Management Electronic storage by scan	An exclusive system was used to manage correspondence.	The RCC could explore the possibility of replicating the system across the MMDAs in the Region
	1.4	Availability and updating of Website	RCC has a website with several updates.	Updates should be more regular as there are a lot of activities the RCC was engaged in.
	1.5	Establishment of the Client Service Unit		
	1.6	Workplace Environment	Fairly managed	
Human Resource Management	2.1	Compliance with promotion schedule with established vacancies submission	Composite promotion schedule with justification submitted as well as retirement register.	
	2.2	Compliance with HRMIS data update and submission	Not achieved fully. Only 6 months submission of updates, all submitted together.	

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
	2.3	Compliance with Salary Validation comprehensive report submission	ESPV report submitted monthly.	RCC could be commended for complying with the requirements of the KPI
	2.4	Training (RCC&MMDAs)	Training plan prepared and submitted. Only 1 out of eleven was implemented.	Training is a very important component of performance. RCC was reminded to prioritize the raining of its staff.
	2.5	Compliance with PMS at MMDAs	The RCC was complying with the appraisal cycle. Appraisals sampled were good.	
	2.6	Performance Appraisal cycle RCC staff for 2020	There was a monitoring report on file.	
Financial Management & Reporting	3.1	2020 Annual Audit Plan prepared and submitted.	The annual Audit Plan was prepared and submitted.	
	3.2	100% of recommendations contained in 2019 Auditor General's Management Letter implemented by the end of the year	Management letter recommendations were subject to the meeting and subsequent implementation.	
	3.3	4th Quarter 2019, 1st, 2nd & 3rd Quarters of 2020 Internal Audit Recommendations implemented by the end of the year	All four quarters of internal audit reports on file and recommendations had been implemented.	

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
	3.4	Approved 2021 budget (Regional Integrated Budget System)	The approved integrated budget was submitted.	
	3.5	All 2020 expenditure processed through the GIFMIS	All payments were made through the GIFMIS system.	
Services	4.1	Quarterly monitoring reports of Departments of RCCs submitted through the RCC to relevant MDAs and copies to the OHLGS	RM did not approve monitoring activities	The OHLGS and the MLGRD must step in to address this challenge
	4.2	Quarterly monitoring reports of RPCU submitted to the OHLGS	RM did not approve monitoring activities	The OHLGS and the MLGRD must step in to address this challenge
	4.3	Biannual reports on Technical backstopping support to MMDAs submitted to the OHLGS	No evidence of backstopping support to MMDAs	The OHLGS and the MLGRD must step in to address this challenge

Table 24: Bono RCC Detail Analysis /Findings of each Indicator

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
General Administration	1.1	At least one Regional Security Council meeting	More than 12 invitation letters and minutes of REGSEC meeting on file.	
	1.2	Two RCC meetings (as per LG Act 936, Section 198 (3) ISCC) organized by the end of the year	No meetings were held because of Covid 19 restrictions	Innovative ways like the use of webinars could be used to organize the meetings
	1.3	Software application in place for Records Management Electronic storage by scan	A system for managing correspondence was deployed and functional.	The RCC could explore the possibility of replicating the system across the MMDAs in the Region
	1.4	Availability and updating of Website	RCC has no website.	They were exploring the possibility of changing the host. They were urged to continue.
	1.5	Establishment of the Client Service Unit	Client Service Unit functioning.	
	1.6	Workplace Environment	Fairly managed	
Human Resource Management	2.1	Compliance with promotion schedule with established vacancies submission	Biannual promotion schedule with justifications and 2021 retirement register were all submitted	RCC could be commended for complying with the requirements of the KPI
	2.2	Compliance with HRMIS data update and submission	HRMIS updates submitted	RCC could be commended for complying with the requirements of the KPI

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
	2.3	Compliance with Salary Validation comprehensive report submission	ESPV reports submitted monthly	RCC could be commended for complying with the requirements of the KPI
	2.4	Training (RCC&MMDAs)	Comprehensive training plan submitted. 84.62% of planned training implemented.	Training is a very important component of performance. RCC was reminded to prioritize the raining of its staff.
	2.5	Compliance with PMS at MMDAs	PMS monitoring report on file and submitted to OHLGS.	
	2.6	Performance Appraisal cycle RCC staff for 2020	Sampled appraisal reports were comprehensively done.	
Financial Management & Reporting	3.1	2020 Annual Audit Plan prepared and submitted.	Annual audit plan submission was sent to all stakeholders	
	3.2	100% of recommendations contained in 2019 Auditor General's Management Letter implemented by the end of the year	Management letter on file, implementation reports indicate all the recommendations have received attention	
	3.3	4th Quarter 2019, 1st, 2nd & 3rd Quarters of 2020 Internal Audit Recommendations implemented by the end of the year	All quarters reports submitted and recommendations fully implemented	

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
	3.4	Approved 2021 budget (Regional Integrated Budget System)	The Regional Integrated Budget system (RIBS) was on file and approved.	
	3.5	All 2020 expenditure processed through the GIFMIS	Expenditure items paid via GIFMIS	
Services	4.1	Quarterly monitoring reports of Departments of RCCs submitted through the RCC to relevant MDAs and copies to the OHLGS	Evidence of departmental monitoring of MMDAs on file.	RCC should be commended
	4.2	Quarterly monitoring reports of RPCU submitted to the OHLGS	Quarterly monitoring of RPCU with reports submitted to OHLGS	RCC should be commended
	4.3	Biannual reports on Technical backstopping support to MMDAs submitted to the OHLGS	Annual action plan and report in place. Implementation was facilitated with GSCSP funding.	RCC should be commended

4.7.4. Bono Region MMDAs Detailed Analysis/Findings of Indicators

Table 25: Bono Region MMDAs Detail Analysis /Findings of each Indicator

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
General Administration	1.1	Compliance with ISCCS meetings	i. One-third of DAs in the Bono Region had not organized both meetings. These included Berekum West, Dormaa West, Wenchi and Jaman South. ii. Wenchi did not show any preparation for our visit. Dormaa West was very active but some staff were trying to rub shoulders with the DCD evidently because he was a Principal Planning Development Officer.	
	1.2	Compliance with the organization of sensitization workshops	41.67% of MMDAs in the Bono Region had more than one sensitization session on the LGS protocols for the staff. This leaves almost 60% who had only 1 sensitization forum for the staff. This shows a good effort to meet the KPA.	All the MMDAs verified are to be commended and encouraged to do more to ensure that staff are abreast with the protocols to enhance their understanding of the Service and what is required of them to make the Service world class
	1.3	Electronic capturing and storage of correspondence	Dormaa Central and Wenchi Mas were not managing their correspondence electronically. In the case of Dormaa, they did not have the equipment at the registry for the purpose. Six Assemblies which did not have a software exclusively for the	Leadership of the MMDAs should be reminded of the importance of electronic management of correspondence.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
			purpose were using Microsoft word and excel to keep correspondence.	
	1.4	Availability and Update of Website	Berekum West did not have a website. The rest had but were not managing the updates consistently. It was very difficult to access the website of the MMDAs visited in the region because of poor internet access.	
	1.5	Establishment of the Client Service Unit	All the MMDAs had made some effort to allocate a place and called it a client Service Unit. 11 out of the 12 visited had good and excellent functional Client Service Units.	There are several areas of the service rendered that call for direct interaction with external publics. These include: business permitting, landed property permitting, payment of rates, fines and fees, marriage registration (for Metros and Municipals), environmental management, tourism etc. There should be tellers to manage all clients who visit the Assembly to satisfy such functions.
	1.6	Workplace Environment	11 out of 12 MMDAs visited had very good to excellent workplace environment.	Keep the good work and improve. There can be an organization of Open Day for MMDAs offices to inform pupils and students of schools and others. This could be used to

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
				build a good relationship with the public.
Human Resource Management	2.1	Compliance with promotion schedule with established vacancies submission	All the MMDAs were submitting their schedule.	They should be encouraged to continue the practice. Promotion of staff is motivational. The information on retirement should also be submitted and met with appropriate actions.
	2.2	Compliance with Salary Validation comprehensive report submission	All MMDAs were meeting the timelines for submission of reports. Jaman North did not show evidence of submission. Banda had submitted 11 out of 12 for 2020.	This is a sensitive area. This is assigned to trustworthy officers and must be continuously monitored and motivated accordingly.
	2.3	Compliance with HRMIS data update and submission	All MMDAs were submitting the updated HRMIS to the RCC. MMDAs which were unable to submit had made effort to get the software with the assistance of the IT/MIS officers. Only Berekum West was not successful in getting the software within the year of this verification	Some windows operating systems were not compatible with the HRMIS. Special knowledge was therefore needed to make it functional. The system must therefore be reviewed with the current operating systems
	2.4	Training of MMDA staff	Banda DA implemented only 25% of planned training programmes. Berekum East and Dormaa Central could not also implement 80% of their planned activities.	District who could not meet the requirements must be sensitized on the importance of planning for the career development of staff of the Assembly as the work

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
			This implies that 75% of MMDAs meet the requirements of this target.	environment keeps changing. The 75% should also be encouraged to continue to plan and implement them.
	2.5	Compliance with Staff Performance Appraisal Planning for 2020	Forms sampled from all MMDAs were duly completed. The MMDAs were also following the appraisal cycle.	MMDA should be commended and encouraged to continue implementing the Appraisal System as it helps to measure performance.
Financial management and Reporting	3.1	Compliance with the preparation and submission of RIAP	All the MMDAs in this region had prepared the plan according to template. However, about 50% of the MMDAs could not produce evidence of submission to stakeholders.	It seems the MMDAs were not aware that they should produce evidence of submission to stakeholders to implement the plan. They indicated that the committee that prepared the plan were the same who prepared it. They therefore have to be sensitized that it should be formally presented it.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
	3.2	Efforts into Street Naming	Berekum West and Jaman North could not show any evidence that there were increases in streets named with signages. They demonstrated that some steps had been taken. Some up to digitization of the names. However, Jaman South MA had not been able to undertake the street naming exercise because even at the time of our visit the DA was under a curfew because of chieftaincy disputes. Up to 75% of MMDAs verified in the region had fulfilled the requirements of the target.	Commend the MMDAs which were able to meet and even exceed the requirements of the target and encourage those which could not meet the target. It must be noted that all the MMDAs were at some level of implementation
	3.3	Meetings towards implementation of the Auditor Generals recommendations	All the MMDAs assessed or verified had made some efforts at implementing the recommendations.	Continual sensitization on the need to implement the findings. However, some of the issues were not under the direct purview of the MMDAs
	3.4	Meetings towards implementation of Internal Audit recommendations	83% of the MMDAs verified in the region had all the four quarterly reports on file, they showed evidence of submission to the various stakeholders and there was 100% implementation of the recommendations. Wenchi and Sunyani were the only MMDA which had not fully implemented the Internal Auditors recommendations.	The KPI was challenged. The MMDAs claimed that they did not have jurisdiction over the issues for which they were being held accountable. Moreover, even in such cases, efforts had been made to implement the recommendations per the action plans. The KPI should be reviewed to accommodate the concern raised.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
	3.5	Expending on activities outside the AAP	75% of MMDAs verified had implemented more than 90% of their planned programmes and projects. Dormaa Central MA, Dormaa West DA, Tain DA and Wenchi MA were also not able to implement 90% or more of their planned programmes and projects.	The measurement of the KPI was challenging. Comparing the trial balance with the plan and budget. This should be reconsidered. We suggest using the AAP and the APR to assess the level of implementation.
	3.6	Availability and updating of data on rateable properties	There was difficulty in establishing updates of the database of rateable properties for MMDAs that was shown to the team. Some were also exclusive software for managing the database but could not show evidence of updates. We had the officers describing a committee for updating the database. 17% of the MMDAs performed excellently. 6MMDAs (representing 66.67%) met the KPI to a reasonable degree. Berekum West and Jaman South were preparing their fee fixing resolutions, however, there was no evidence of updates.	MMDAs should be sensitized on the need to document updates of the database monthly or quarterly no matter the method being used to keep the data.
Infrastructure	4.1	Level of achievement in the implementation of planned road projects	With the exception of Tain DA, 92% of MMDAs assessed achieved far beyond the target.	

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
	4.2	Level of achievement in the implementation of planned building projects	Apart from Berekum West DA which could not implement 80% of all building projects to implement building activities, all the other MMDAS achieved beyond the requirements of the KPI. (83.3% of MMDAs)	The MMDAs must be commended.
	4.3	Inauguration of Spatial Planning and Technical Sub – Committees	There were no meetings of both committees in Tain DA. Else all the MMDAs had functional SPCs and TSCs.	Commendation for compliance.
	4.4	Building Permit applications processing	Apart from Tain DA which had not processed nor communicated decisions on building permit applications, all MMDAs in the Region were considering the applications and communicating decisions to the applicants.	The MMDAs could be commended for the compliance.
	4.5	Availability of approved spatial plans (District Spatial Development Framework, Structure Plan for the District Capital and Local Plans)	41.67% of MMDAs in the region met all the requirements of the KPI. These were those which had some support from Development Partners and were either urban or sub-urban.	Government would have to intervene as in the case of the street naming and property addressing to ensure that there are comprehensive spatial plans to regulate development across the country.
Social Services	5.1	Compliance with Education Oversight Committee meetings	75% of MMDAs assessed gave evidence to show that the committee was having meetings and keeping good records. Jaman South DA and Dormaa Central were not able to give evidence to the functionality of the Committee.	MMDAs which gave good evidence of the functionality should be commended. The others should be sensitized on the positive effects of having a

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
				functioning committee and keeping accurate records.
	5.2	Compliance with Health Oversight Committee meetings	Jaman South DA did not show evidence of the existence or the functionality of the Committee. 83.33% showed evidence of functionality.	Records keeping of activities are of importance. Consistent reminder to collaborate with all the agencies working at the Local level is important.
	5.3	Updating of Vulnerable groups list	All MMDAs verified provided evidence that the data was updated biannually. This shows a general care for the vulnerable in society by the MMDAs.	MMDAs are to be commended for the effort to ensure that data was up-to-date.
	5.4	Implementation of GBV interventions	All MMDAs were able to show proof that they implemented at least 80% interventions on Gender Based violence.	The MMDAs in the Region must be commended.
	5.5	Management of Child Protection cases	All the MMDAs in the region gave evidence to show that all child protection cases were managed or disposed off.	Commendation is very important as the MMDAs in the Region showed that they had managed all Child protection related cased perfectly.
	5.6	Organization of Community Mobilization & Education programmes	All the MMDAs in the Region showed evidence of community mobilization.	
Economic Development	6.1	Increase in yield in selected Agric produce	75% of MMDAs in the region were able to establish a yield in chosen dominant crop. The MMDAs which could not do so were	The directors of Agric need orientation on this KPI. Even though in most cases they had the

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
			Berekum West DA, Dormaa West DA and Jaman North DA.	information, they had not calculated it before meeting the team.
	6.2	Increment in the percentage of subsistence farmers moved to commercial farming category	Out of 12 MMDAs verified, Banda DA, Dormaa West, Jaman North and Wenchi Municipal could not give evidence of transforming any subsistence farmer to commercial. 66.67% of MMDAs were able to establish transformation.	MMDAs which were able to establish should be commended. Investigation into why there were no transformations should be well established and remedial action taken.
	6.3	Implementation of Tourism related activities	Banda DA could not establish implementation of any planned any activity in tourism. This implies that 92% MMDAs assessed/verified gave evidence that they had implemented more than 80% of planned tourism related activities.	The MMDAs should be commended. There is need of sensitization on how to improve local tourism with the MMDAs.
Environment and Sanitation	7.1	Availability of a Disaster Preparedness Action plan & Implementation report	Jaman North, Tain DA and Wenchi MA could not give evidence of submission of the Disaster Plan or implementation report to the RCC. This implies that 75% of MMDAs assessed demonstrated compliance with the KPI.	Collaboration between and NADMO was very important in achieving this KPI. MMDAs should be encouraged to continue collaborating with non-decentralized organization at the Local level.
	7.2	Inclusion of Environment enhancement programmes in 2021 AAP	All MMDAs assessed in this region had planned and undertaken environmental enhancement activities in the year.	MMDAs should be encouraged to upscale their activities related to environmental enhancement.

KPA	KPI	KEY ISSUES	OBSERVATIONS	RECOMMENDATIONS
	7.3	Increase in population with household toilets	Apart from Berekum West DA, all the MMDAs assessed indicated a more than 15% increase in number of households with toilets.	This is commendable. Continuous sensitizations across the country are important to eliminate open defecation.
	7.4	MMDA sponsorship of Routine Cleansing activities	All MMDAs assessed or verified demonstrated that there were cleansing of the CBD and other places.	All MMDAs must be encouraged to continue the cleansing activities to ensure that towns and cities are clean.

4.8. General Issues, Impressions, Best Practices, Recommendation and Conclusion

From the Monitoring and verification (M&V) exercise, the following are some of the general observations made, impressions and best practices observed on the conduct and outcomes of the Performance Contracts in the MMDAs.

4.8.1. General Issues

- ***Over and Under Scoring of Key Performance Indicators (KPIs)***

  Some of the reasons for over scoring of performance by some MMDAs include:
  - Avoidance of sanctions for non-performance;
  - Desire for easy and high scores;
  - Lack of rigorousness or/over application of discretion in some performance indicators;
  - Failure of parties to go by the standards guiding the performance contract management process.

  Some reasons for underscoring include:
  - Fear of being accused of dishonesty;
  - Improper computation;
  - Lack of equal level playing field applied in assessment (relative deprivation);
  - Inadequate understanding of the KPIs and scoring process thereof; and
  - Fear of sanctions in case of verification indicating otherwise.

- ***Failure of most MMDCDS to share contents of the Performance Contracts with their Staff***

  In many instances especially in the Western and Central Regions, some MMDAs did not share the contents of the PCs with their staff especially departmental heads, even though they were very much aware that achievement of the deliverables was for the responsibility of the entire Assembly and not for the individual MMDCDs. Some officers called to provide documentary evidence during the M&V exercise could not be of much help as they did not know what the Performance Contracts and the M&V exercise were about.

- ***Evaluation of MMDAs with new MMDCDs***

  Some MMDCDs were recently posted to the districts shortly before the Monitoring and Verification exercise and therefore could not hold themselves as the ones being evaluated. Being new in their districts, these MMDCDs could not provide all the necessary information that the verification exercise demanded.

- ***Lack of Appreciation for the Scoring Methodology***

  In some instances, some Assemblies underscored themselves when there was even clear evidence that all the requirements of a KPI had been met. This may be attributed to improper computation, lack of due diligence, laxity or absence of precision in some of the performance indicator variables. In other instances, some Assemblies over scored themselves in some KPIs most probably due to lack of rigorousness in the performance scoring process, the desire to present impressive performance, the need to avoid sanctions for non-performance, over application of discretion and failure of parties to go by the standards guiding the performance contract management process.

- ***Timelines in Submitting Documents***

  Most MMDAs had problems proving when documents were submitted to the relevant authorities, be it to the RCCs, Head of Service (HoS) or MDAs. Cover/transmittal letters were either misfiled or non-existent.

- ***Poor Records Keeping***

  The verification exercise required the teams to call for documents, transmittal letters and memos and in most instances most Assemblies had a difficulty producing them. Some of these documents and files were reported missing and, in some cases, misfiled. Some other Assemblies reported that some former staff took away with them some of the documents and files requested for. This was observed mostly in the MMDAs out of which new ones have been created from.

  In most Assemblies that have new ones created out off, records transfer was poorly managed.

- ***Records Management***

  Though all Assemblies had Records Management Units in place, most of these units were not functional in terms of the capacity of personnel, equipment and filing systems. This made it difficult retrieving documents as evidence to confirm some of the MMDAs' scores for some KPIs. A visit to Records Unit showed files poorly kept and arranged as well as poorly kept office space.

- ***Commitment of MMDCEs to the PMS/PC***

Most MMDCEs seemed to be fairly committed or interested in the processes of the PCs by fulfilling most of their obligations in the Contracts.

- ***Irregular and Inadequate Statutory Fund Flows***

  Effective and timely implementation of planned programmes and activities for achievement of most KPIs as set by some of the KPIs were adversely affected by unavailability of funds due in part, to the late and inadequate releases of funds to MMDAs.

- ***Internally Generated Funds (IGF)***

  Most MMDAs who recorded negative growth rate in the IGF KPI reported that this was the case due to the creation of new Districts from them during the assessment year. Since some portions of the revenue collection zones were ceded to the new Districts the year-on-year growth in IGF will see a decline.

- ***Review of Performance Contracts by the RCCs to MMDAs***

  Errors of duplication of KPIs under KPAs, over and under scoring and inaccurate description of KPIs by some MMDAs in the PCs all point to the fact that RCCs provided less guidance and technical backstopping to the MMDAs.

- ***Competencies and Capacity Building Needs***

  From their long years of service and capacity building programmes undertaken, most of the MMDAs were found to be generally competent in their administrative duties. However, the exigencies of their functions require further training in Records Management, Organisational Development, Conflict Management, ICT and Monitoring and Evaluation.

4.8.2. General Impressions on the PMS

General impressions by stakeholders (OHLGS, RCCs & MMDAs) about the PMS/PCs as currently being implemented are as follows:

- It is a useful tool to improve Local Government Administration and achieve effective and efficient service delivery through commitment to attainment of set targets and must be pursued with all seriousness;
- The two formats of the PMS – Performance Contract and Performance Appraisal (PC and PA) are very well-designed appraisal instruments with very relevant elements

of assessment in the key functional areas of the LGS (OHLGS, RCCs and MMDAs). However, staff enthusiasm and eagerness in the administration of the two appraisal instruments need to be stepped up;

- The design and implementation of the PCs ensure that Service Delivery Standards are linked to KPAs and must be sustained;
- The M&V exercise is a very useful tool to help identify gaps in the PMS. It also provides recommendations to support the achievement of the objectives of the Performance Management System and must be sustained.

4.8.3. *Best Practices*

The following best practices were identified:

- Some MMDAs after signing their Performance Contract held management meetings and gave out portions to the various Heads of Department and Unit Heads and tasked them to work at achieving them;
- Some MMDAs demonstrated efforts to integrate and realign Decentralised departments; evidenced by quarterly meeting minutes, composite budgets and reports;
- Generally, it was observed that Human Resource Managers were made to perform the functions of Administrators;
- Some established a vibrant website and engaged the services of a very qualified ICT Specialist to maintain the website and support MMDAs to establish their websites.

4.8.4. *General Recommendations and Way Forward*

In the light of the above general observations, impressions, best practices and the need to further improve the LGS PMS/PC the following are recommended:

- MMDCDs should share the contents of the contracts with their staff as soon as they are signed. This will ensure that Heads of Departments are aware of, and contribute to the collective achievement of set indicators and targets;
- When there is a new MMDCD posted to inherit a PC, he/she should be assessed based on the extent to which he/she has accepted and implemented the PC;
- The OHLGS should lay down standard procedures or establish a methodology for assigning scores and train MMDAs and other senior RCC staff in the methodology. The RCDs should monitor MMDAs' scoring systems during their evaluations.
- The OHLGS should ensure that MMDAs always write cover letters, properly dated and signed with references or any other documentary means of proving that documents have been submitted. This will forestall the issue of finding it difficult to locate documents to confirm the achievement of some KPIs;

- The MMDAs should organise training programmes on Records Management for relevant staff to improve their capacity to perform their functions effectively. The trainings should be followed by provision of necessary equipment and other logistics;
- The OHLGS should sensitise Hon. MMDCEs on the need to demonstrate greater commitment and interest in the PC process;
- Some of the KPIs that are assessed in other measuring instruments like the DPAT and DLT should be removed in future Performance Contracts;
- While the Central Government is implored to make prompt releases of statutory funds to MMDAs, the MMDCDs are encouraged to be guided by central Government funds release regimes in defining timelines for their KPIs;
- The OHLGS should carry out detailed analysis on how high performing MMDCDs perform their functions and capture lessons that should be shared with other MMDAs;
- In the management of the PMS/PCs, all actors in the LGS (OHLGS, RCCs and MMDAs) should be guided by best practices observed.

4.8.5. Conclusion

The Local Government Service Performance Management System as operationalised through the Performance Contract is a useful tool for improving Local Government Administration and ensuring accountability and enhancing performance for effective and efficient service delivery.

The two formats of the PMS (Performance Contract and Performance Appraisal) are well designed Appraisal Instruments with very relevant elements of assessment in all key functional areas of the Local Government Service. The seeming lack of cooperation and interest by Heads of Department and Unit Heads in working towards meeting the KPIs is largely due to the perception that the Performance Contract is solely the responsibility of the MMDCD and MMDCE. The OHLGS must increase sensitization efforts in getting the Performance Contract seen as a shared responsibility of all staff of the MMDA.

CHAPTER FOUR

RESULTS FOR 2020 ANNUAL PERFORMANCE EVALUATION OF RCCs & MMDAs

5. RESULTS FOR 2020 ANNUAL PERFORMANCE EVALUATION OF MMDAs

The following are the rankings of RCCs' and MMDAs' performance scores based on the Monitoring and Verification exercise conducted by the M&V teams and approved by the Head of Service (HoS).

A comparison of MMDAs' performance scores between KPAs (1 – 7) verified and confirmed by the M&V teams during the Monitoring and Verification (M&V) exercise. A detailed calculation of the verified scores confirmed by M&V teams is presented in Chapter 6.

5.1. Results & Ranking for the 2020 Annual Performance Evaluation of 260 MMDAs

The performance of the MMDAs in the 2020 assessment is presented below:

No	REG	Name of MMDCD	Name of MMDA	Overall Rating (%)	Position	Overall Performance (Excellent, Very Good, Good, Satisfactory,Unsatisfactory)
0	*1*	*2*	*3*	*4*	*5*	*6*
1	BER	Kyei Francis	Nkoranza North District	92.69	1st	Excellent
2	GAR	Habib Mohammed	Ga West Municipal	92.50	2nd	Excellent
3	AR	Francis Asokwa Sarpong	Afigya Kwabre North District	91.57	3rd	Excellent
4	GAR	Mohammed Ali Amadu	Tema West Municipal	90.63	4th	Excellent
5	ER	Alhaji Musah Issah	Kwahu West Municipal	90.25	5th	Excellent
6	GAR	Daniel Nkrumah	La Dade-Kotopon Municipal	90.07	6th	Excellent
7	ER	Douglas N.K. Annoful	Birim Central Municipal	89.69	7th	Excellent
8	GAR	Abena Kwesiwa Kyei	Ablekuma West Municipal	88.82	8th	Excellent
9	CR	Bernard K.P Sakyiama	Twifu Ati Morkwa District	88.38	9th	Excellent
10	UER	Abubakari Amadu	Kassena Nankana West District	88.19	10th	Excellent

No	REG	Name of MMDCD	Name of MMDA	Overall Rating (%)	Position	Overall Performance (Excellent, Very Good, Good, Satisfactory,Unsatisfactory)
0	1	2	3	4	5	6
11	AR	Dwira Francis Darko	Obuasi Municipal	88.07	11th	Excellent
12	AR	Eunice Korankye	Adansi Asokwa District	88.07	11th	Excellent
13	WNR	Emmanuel Gyan	Aowin Municipal	88.00	13th	Excellent
14	AR	Eunice Naalier	Ahafo Ano South West District	87.69	14th	Excellent
15	CR	Ishmael Nana Ogyefo	Agona West Municipal	86.75	15th	Excellent
16	GAR	Kofi Boateng-Acheampong	Ayawaso Central Municipal	86.75	15th	Excellent
17	AR	Frederick Agyemang	Asante Akim South Municipal	86.69	17th	Excellent
18	AHR	Mohammed Alhassan Yakubu	Asunafo North Municipal	86.57	18th	Excellent
19	AHR	Asamoah Damoah	Asunafo South District	85.94	19th	Excellent
20	SR	Abukari Baba	Central Gonja District	85.88	20th	Excellent
21	GAR	Joshua Adams Asihene	Ayawaso West Municipal	85.75	21st	Excellent
22	AR	Kwadwo Akuamoah Boateng	Kumasi Metropolitan	85.50	22nd	Excellent
23	BR	Philip Dakurah Baazeng	Sunyani West District	85.44	23rd	Excellent
24	ER	Paul Mac Ofori Ofori	West Akim Municipal	85.44	23rd	Excellent
25	GAR	Mercy Quansah	Weija-Gbawe Municipal	85.32	25th	Excellent
26	ER	Nborinyi Ndinga	Achiase District	84.63	26th	Excellent

No	REG	Name of MMDCD	Name of MMDA	Overall Rating (%)	Position	Overall Performance (Excellent, Very Good, Good, Satisfactory,Unsatisfactory)
0	*1*	*2*	*3*	*4*	*5*	*6*
27	BR	Isaac Brown Ankomah	Berekum East Municipal	84.44	27th	Excellent
28	AR	William Forson Meledi	Adansi South District	84.38	28th	Excellent
29	ER	Alhaji Ibrahim Amadu Tijani	New Juaben North Municipal	84.25	29th	Excellent
30	ER	John Vaadi	Fanteakwa South District	84.13	30th	Excellent
31	AR	David Owusu Ansah	Asante Akim Central Municipal	84.07	31st	Excellent
32	UER	Al-Hassan Ziblim Alhassan	Kassena Nankana East Municipal	84.07	31st	Excellent
33	WNR	Mikail Abdul-Rahman Sahib	Bibiani Anhwiaso Bekwai Municipal	83.94	33rd	Excellent
34	WR	John Nana Owu	Sekondi Takoradi Metropolitan	83.57	34th	Excellent
35	WR	Samuel Andoh-Owusu	Effia Kwesimintsim Municipal	83.57	34th	Excellent
36	GAR	Emmanuel K. Kungi	Ablekuma North Municipal	83.50	36th	Excellent
37	AR	Stella Feniwaah Owusu-Aduomi	Asokore Mampong Municipal	83.07	37th	Excellent
38	ER	Ruth Woode	Nsawam Adoagyiri Municipal	82.94	38th	Excellent
39	CR	Asumah Adam Braimah	Upper Denkyira East Municipal	82.63	39th	Excellent
40	GAR	Elizabeth Ampaw Deletsa	Krowor Municipal	82.63	39th	Excellent
41	AR	Sarfo-Agyapong Kantanka	Kwadaso Municipal	82.57	41st	Excellent
42	CR	Rachel Fosua Sarpong	Cape Coast Metropolitan	82.50	42nd	Excellent

No	REG	Name of MMDCD	Name of MMDA	Overall Rating (%)	Position	Overall Performance (Excellent, Very Good, Good, Satisfactory,Unsatisfactory)
0	1	2	3	4	5	6
43	BR	Joejo John Amanah	Dormaa East District	82.44	43rd	Excellent
44	CR	Paul Acquah	Assin South District	82.32	44th	Excellent
45	SR	Petro Philemon Ankorle	West Gonja Municipal	82.25	45th	Excellent
46	ER	Simon Asare	Atiwa East District	82.19	46th	Excellent
47	CR	Daniel Osei-Asibey	Komenda-Edina-Eguafo-Abrim Municipal	82.13	47th	Excellent
48	WR	Joyce Akosua Angmorteh	Jomoro Municipal	81.88	48th	Excellent
49	GAR	Samuel Amoah	Okaikwei North Municipal	81.69	49th	Excellent
50	CR	Seth Anim Boadi	Gomoa East District	81.32	50th	Excellent
51	BR	Gordon Domayele	Banda District	81.13	51st	Excellent
52	ER	Mark Addo	Denkyembuor District	81.07	52nd	Excellent
53	BR	Siegefried Kwame Addo	Dormaa Central Municipal	80.94	53rd	Excellent
54	OR	Issahaku Yakubu	Krachi East Municipal	80.94	53rd	Excellent
55	AR	Augustine Peprah	Ahafo Ano North Municipal	80.88	55th	Excellent
56	AR	Yaw Adu-Asamoah	Bekwai Municipal	80.88	55th	Excellent
57	ER	Samuel Affadu	Okere District	80.88	55th	Excellent
58	WR	Emil Tawiah Atsu	Ellembele District	80.69	58th	Excellent

No	REG	Name of MMDCD	Name of MMDA	Overall Rating (%)	Position	Overall Performance (Excellent, Very Good, Good, Satisfactory,Unsatisfactory)
0	*1*	*2*	*3*	*4*	*5*	*6*
59	VR	Kudjo Setsoafia Kpenu	North Dayi District	80.32	59th	Excellent
60	GAR	Alhaji Shehu A. Kadiri	Tema Metropolitan	80.13	60th	Excellent
61	CR	Joseph Acquaye Derben	Abura-Asebu-Kwamankese District	80.07	61st	Excellent
62	AHR	Anarfi Eric	Tano North Municipal	79.94	62nd	Very Good
63	CR	Francis K. Ayensu	Upper Denkyira West District	79.88	63rd	Very Good
64	UER	Alhassan Ahmed	Bawku West District	79.82	64th	Very Good
65	CR	Abdul-Rahim Tahidu Musah	Agona East District	79.63	65th	Very Good
66	ER	Vera Akuffo-Mante	Abuakwa South Municipal	79.38	66th	Very Good
67	BR	Nicholas Kumi-Acheaw	Tain District	79.32	67th	Very Good
68	GAR	Musah Yahaya Froko	Ayawaso North Municipal	79.32	67th	Very Good
69	ER	Peter Tetteh Kwablah	Akyemansa District	79.00	69th	Very Good
70	BR	Kingsley Kofi Sencherey	Sunyani Municipal	78.69	70th	Very Good
71	CR	Mohammed Kennedy Abdulai	Ajumako-Enyan-Esiam District	78.44	71st	Very Good
72	AR	Charles Oteng	Asokwa Municipal	78.32	72nd	Very Good
73	GAR	Michael Owusu-Amoako	Kpone Katamanso Municipal	78.32	72nd	Very Good
74	ER	Fred Owusu-Akowuah	Kwaebibirem Municipal	78.25	74th	Very Good

No	REG	Name of MMDCD	Name of MMDA	Overall Rating (%)	Position	Overall Performance (Excellent, Very Good, Good, Satisfactory,Unsatisfactory)
0	1	2	3	4	5	6
75	VR	Godwin Dzansi	Hohoe Municipal	78.25	74th	Very Good
76	VR	M.A Suhuyini Abdul-Samed	North Tongu District	78.25	74th	Very Good
77	AR	Agatha Ahia	Bosomtwe District	78.13	77th	Very Good
78	ER	Lydia Akueteh	Akuapem South District	77.88	78th	Very Good
79	BR	Edward Atsu Gidiglo	Jaman South Municipal	77.75	79th	Very Good
80	ER	Eric Hini	Kwahu East District	77.75	79th	Very Good
81	UWR	Abaching Esther	Nandom District	77.75	79th	Very Good
82	WNR	Eric Adomako	Bodi District	77.75	79th	Very Good
83	WR	Peter Kwesi Wilson	Prestea-Huni-Valley Municipal	77.69	83rd	Very Good
84	GAR	Alhaji Saaka Dramani	Ashiaman Municipal	77.25	84th	Very Good
85	GAR	Nii-Amarh Ashitey	Ayawaso East Municipal	77.19	85th	Very Good
86	ER	Samuel Antwi-Boasiako	Upper West Akim District	77.00	86th	Very Good
87	ER	Moses Kobla Joshua	Asuogyaman District	76.94	87th	Very Good
88	CR	Haruna Abdul-Salam	Mfantsiman Municipal	76.82	88th	Very Good
89	CR	Isaac Kwakye	Gomoa Central District	76.82	88th	Very Good
90	AR	Louisa Benon	Atwima Mponua District	76.75	90th	Very Good
91	BER	Kassacks Boyah Joseph Tang	Techiman North District	76.63	91st	Very Good

No	REG	Name of MMDCD	Name of MMDA	Overall Rating (%)	Position	Overall Performance (Excellent, Very Good, Good, Satisfactory,Unsatisfactory)
0	*1*	*2*	*3*	*4*	*5*	*6*
92	ER	Stephen Aduama-Larbi	Birim South District	76.63	91st	Very Good
93	AR	Amos Adom	Amansie South District	76.38	93rd	Very Good
94	CR	Dorcas Hutchful Aidoo	Assin Fosu Municipal	76.38	93rd	Very Good
95	ER	Mohammed Mumuni	Kwahu Afram Plains South District	76.32	95th	Very Good
96	WR	Frank Enerst Odro	Tarkwa Nsuaem Municipal	76.13	96th	Very Good
97	NR	Yakah Abdul-Razak	Gushiegu Municipal	76.07	97th	Very Good
98	AR	Charles Attah-Mensah	Amansie Central District	75.57	98th	Very Good
99	VR	Gustav Cobbina Atu	Kpando Municipal	75.32	99th	Very Good
100	BER	Hamza Inusah	Techiman Municipal	75.07	100th	Very Good
101	VR	K. Emmanuel Dzakpasu	Anloga District	75.07	100th	Very Good
102	AR	Emmanuel Ntoso A.	Obuasi East District	75.00	102nd	Very Good
103	AHR	Samuel Badu-Baiden	Asutifi North District	74.88	103rd	Very Good
104	BER	Saaka Fati	Atebubu Amantin Municipal	74.88	103rd	Very Good
105	AR	Victoria Akyaa Adjei Adomako	Offinso North District	74.75	105th	Very Good
106	BR	Iddrisu Mahama	Dormaa West District	74.75	105th	Very Good
107	NR	Mohammed Saeed Akalifa	Nanumba North Municipal	74.75	105th	Very Good

No	REG	Name of MMDCD	Name of MMDA	Overall Rating (%)	Position	Overall Performance (Excellent, Very Good, Good, Satisfactory,Unsatisfactory)
0	1	2	3	4	5	6
108	VR	Fabian Vorvor	Afadzato South District	74.57	108th	Very Good
109	CR	Rev. Harry Nii Kwatei Owoo	Asikuma-Odoben-Brakwa-Breman District	74.44	109th	Very Good
110	AR	Emmelia Osaadu	Ahafo Ano South East District	74.38	110th	Very Good
111	VR	Eli Tsikata	Adaklu District	74.38	110th	Very Good
112	ER	Majeed Ayariga	Upper Manya Krobo District	74.32	112nd	Very Good
113	OR	Alhassan Sulemana	Kadjebi District	74.13	113rd	Very Good
114	AR	Johnson Nyarko	Asante Akim North District	73.94	114th	Very Good
115	ER	Yahaya Froko Musah	New Juaben South Municipal	73.88	115th	Very Good
116	ER	Adam Habib	Atiwa West District	73.75	116th	Very Good
117	WNR	Albert Arther	Sefwi Akontombra District	73.75	116th	Very Good
118	GAR	Emmanuel Baisie	Ga South Municipal	73.44	118th	Very Good
119	NER	Issaka Braimah Basinlale	East Mamprusi Municipal	73.44	118th	Very Good
120	WR	Richard Blevi	Shama District	73.32	120th	Very Good
121	NR	Mahamadu Kamara Alhassan	Karaga District	73.25	121st	Very Good
122	AR	Philip Yaw Oppong	Amansie West District	73.13	122nd	Very Good
123	BR	Edward Abazing	Wechi Municipal	73.07	123rd	Very Good

No	REG	Name of MMDCD	Name of MMDA	Overall Rating (%)	Position	Overall Performance (Excellent, Very Good, Good, Satisfactory,Unsatisfactory)
0	*1*	*2*	*3*	*4*	*5*	*6*
124	UER	Sumaila Ewuntomah Abudu	Bolgatanga Municipal	73.00	124th	Very Good
125	VR	Nathaniel Adzotor	South Dayi District	73.00	124th	Very Good
126	GAR	Matthew Akplagah Israel Yao Tay	Ga East Municipal	72.69	126th	Very Good
127	SR	Alidu Abdul-Razak Abukari	North Gonja District	72.38	127th	Very Good
128	AR	Frimpong Samuel Kyei-Baffour	Bosome Freho District	72.32	128th	Very Good
129	ER	Patrick Rudolf Aparik	Birim North District	72.32	128th	Very Good
130	NR	M. Osman Mahmud	Kumbungu District	72.32	128th	Very Good
131	ER	Francis K. Mensah	Akwapim North Municipal	72.19	131st	Very Good
132	CR	Paul Atsu	Awutu Senya West District	71.82	132nd	Very Good
133	VR	Akuffo K. Reuben	Central Tongu District	71.69	133rd	Very Good
134	AR	Eric Aboagye Mensah	Sekyere Central District	71.57	134th	Very Good
135	ER	Jeremiah Agyekum Amoafo	Abuakwa North Municipal	71.50	135th	Very Good
136	UER	David Puobenyere Nar-Ire	Bolgatanga East District	71.50	135th	Very Good
137	WR	Innocent Haligah	Ahanta West Municipal	71.50	135th	Very Good
138	NER	Emmanuel K. Amwanchimbey	West Mamprusi Municipal	71.32	138th	Very Good

No	REG	Name of MMDCD	Name of MMDA	Overall Rating (%)	Position	Overall Performance (Excellent, Very Good, Good, Satisfactory,Unsatisfactory)
0	1	2	3	4	5	6
139	AR	Ibrahim Kwaku Acheampong	Atwima Nwabiagya Municipal	71.19	139th	Very Good
140	ER	Joseph Frimpong Naayo	Kwahu South District	71.19	139th	Very Good
141	CR	Anthony Kenneth Buckner	Assin North District	70.94	141st	Very Good
142	AR	Francis Adu-Boateng	Sekyere South District	70.82	142nd	Very Good
143	GAR	Bernard Mats Yingura	Korle Klottey Municipal	70.82	142nd	Very Good
144	UER	Daniel Akolgo	Pusiga District	70.63	144th	Very Good
145	WR	Ishmael Anaman	Wassa Amenfi East Municipal	70.25	145th	Very Good
146	UER	Alhaji Musah Yussif	Talensi District	70.19	146th	Very Good
147	GAR	Frederick Akitty	Shai-Osudoku District	70.07	147th	Very Good
148	AHR	Ayambire Akaditi	Tano South Municipal	70.00	148th	Very Good
149	OR	Cletus Chevure	Krachi West District	70.00	148th	Very Good
150	GAR	Mohammed Avona Akape	Ningo-Prampram District	69.88	150th	Good
151	NR	Baba Ahmed Abdul-Rahman	Tamale Metropolitan	69.32	151st	Good
152	AR	Abdul-Rasheed Abdul-Hussein	Suame Municipal	69.13	152nd	Good
153	NR	Abdulai Zakariah	Tatale Sanguli District	69.07	153rd	Good
154	ER	Selom Kwame Tibu	Lower Manya Krobo Municipal	69.02	154th	Good

No	REG	Name of MMDCD	Name of MMDA	Overall Rating (%)	Position	Overall Performance (Excellent, Very Good, Good, Satisfactory,Unsatisfactory)
0	1	2	3	4	5	6
155	UWR	Nabiebakye Firmin-Roger	Sissala East Municipal	68.94	155th	Good
156	WR	Evans Mark Andoh	Mpohor District	68.75	156th	Good
157	WR	Daniel Bentum Essel	Nzema East Municipal	68.69	157th	Good
158	AR	Stephenson Awuku Nanegbe	Adansi North District	68.44	158th	Good
159	VR	Gilbert Enyonam Avemegah	South Tongu District	68.32	159th	Good
160	CR	Richard Ziork	Hemang-Lower-Denkyira District	68.25	160th	Good
161	ER	Nketia Donkor	Asene-Manso-Akroso District	68.19	161st	Good
162	BR	Ferka Charles	Jaman North District	68.07	162nd	Good
163	BER	Musah Lenseeni Bawa	Pru East District	68.00	163rd	Good
164	OR	Musah Osman	Nkwanta South Municipal	67.94	164th	Good
165	CR	Vida Awuku	Gomoa West District	67.88	165th	Good
166	GAR	Alhassan Issifu Abdulai	Ablekuma Central Municipal	67.63	166th	Good
167	AR	Andrews Mensah	Atwima Kwanwoma District	67.57	167th	Good
168	NER	Seidu Abdul-Aziz	Mamprugu Moagduri District	67.57	167th	Good
169	VR	Jasper Kudzo Adenyo	Ketu North Municipal	67.44	169th	Good
170	WR	Ibrahim Saaka	Wassa Amenfi West Municipal	67.19	170th	Good

No	REG	Name of MMDCD	Name of MMDA	Overall Rating (%)	Position	Overall Performance (Excellent, Very Good, Good, Satisfactory,Unsatisfactory)
0	1	2	3	4	5	6
171	ER	Anthony Owusu-Amoako	Suhum Municipal	66.69	171st	Good
172	UER	Daniel Kanyage	Bongo District	66.69	171st	Good
173	BR	Peter M. Maala	Berekum West District	66.50	173rd	Good
174	VR	John Kennedy Cobbah	Akatsi North District	66.38	174th	Good
175	AR	Okoffo-Boadi Boampong	Old Tafo Municipal	66.32	175th	Good
176	AR	John Ankrah	Sekyere Kumawu District	66.32	175th	Good
177	WNR	Samuel Yirenkyi Appiah	Suaman District	66.32	175th	Good
178	ER	Daniel K.M. Okwaisie	Ayensuano District	66.00	178th	Good
179	WR	Ahmed Haruna Boffour	Wassa East District	66.00	178th	Good
180	GAR	Ahmed-Rufai Ibrahim	Ga North Municipal	65.88	180th	Good
181	ER	Jamani Dramani	Fanteakwa North District	65.75	181st	Good
182	AR	Asare Bediako Brempong	Kwabre East Municipal	65.38	182nd	Good
183	AR	Justice Amoah	Oforikrom Municipal	65.38	182nd	Good
184	GAR	Richmond Antwi Boaten	Ledzokuku Municipal	65.38	182nd	Good
185	NR	Gaspard Konzodong Dery	Yendi Municipal	65.25	185th	Good
186	AR	Yakubu Abdul-Rahman	Sekyere East District	64.82	186th	Good

No	REG	Name of MMDCD	Name of MMDA	Overall Rating (%)	Position	Overall Performance (Excellent, Very Good, Good, Satisfactory,Unsatisfactory)
0	*1*	*2*	*3*	*4*	*5*	*6*
187	SR	Georgina Tumbakorah	Bole District	64.75	187th	Good
188	VR	Augustus K. Awity	Agortime Ziope District	64.38	188th	Good
189	NR	Fordjour Timothy Kanyebui	Nanumba South District	64.13	189th	Good
190	GAR	Francis Asiedu	La-Nkwantanang Municipal	63.88	190th	Good
191	VR	Prosper Agbenyo	Ho West District	63.88	190th	Good
192	AR	Abdallah Adam Kaleem	Atwima Nwabiagya North District	63.82	192nd	Good
193	UWR	Abdul-Majeed Mohammed	Lawra Municipal	63.82	192nd	Good
194	AR	Issifu Mohammed Fawei	Ejura Sekyeredumasi Municipal	63.69	194th	Good
195	BER	Kangdem Eric Saabome	Sene West District	63.69	194th	Good
196	NR	Alhaji Mohammed Hardi Jacktar	Sagnerigu Municipal	63.69	194th	Good
197	CR	Frempong-Boadu Owusu	Effutu Municipal	63.32	197th	Good
198	VR	Peter Kwesi Thompson	Ho Municipal	62.94	198th	Good
199	AR	Ebenezer Douglas Ntiamoah	Akrofuom District	62.82	199th	Good
200	UWR	John Adongo	Lambusie Karni District	62.82	199th	Good
201	WNR	Mohammed Yahaya Abudu	Bia West District	62.32	201st	Good

No	REG	Name of MMDCD	Name of MMDA	Overall Rating (%)	Position	Overall Performance (Excellent, Very Good, Good, Satisfactory,Unsatisfactory)
0	*1*	*2*	*3*	*4*	*5*	*6*
202	ER	James Armah Tandoh	Kwahu Afram Plains North District	62.13	202nd	Good
203	BER	Sulemana Bamutu Saaka	Pru West District	61.63	203rd	Good
204	OR	Abdullah Enchill	Krachi Nchumuru District	61.19	204th	Good
205	UWR	Abubakari Musah	Sissala West District	60.82	205th	Good
206	WNR	Joseph K. Baah-Darkoh	Sefwi Wiawso Municipal	60.82	205th	Good
207	AHR	Joseph Kwadwo Armah	Asutifi South District	60.75	207th	Good
208	UWR	Yango K. Crispin	Wa East District	60.44	208th	Good
209	AR	Emmanuel Aidoo	Afigya Kwabre South District	60.38	209th	Good
210	GAR	Jemima Tsina Apedo	Adenta Municipal	60.32	210th	Good
211	UER	Alhaji Mohammed Issahaku	Bawku Municipal	60.25	211th	Good
212	NR	Ivan Zinebom Gam	Savelugu Municipal	60.19	212th	Good
213	OR	Sevlo Agyei	Nkwanta North District	60.07	213th	Good
214	WNR	Emmanuel Siape	Juaboso District	59.82	214th	Satisfactory
215	NER	Jacob Dindiok Konlaa	Bunkpurugu Nakpanduri District	59.57	215th	Satisfactory
216	BER	Thaddeus Zaasan	Kintampo North Municipal	59.38	216th	Satisfactory

No	REG	Name of MMDCD	Name of MMDA	Overall Rating (%)	Position	Overall Performance (Excellent, Very Good, Good, Satisfactory,Unsatisfactory)
0	1	2	3	4	5	6
217	CR	Charles Kwabena Opoku	Awutu Senya East Municipal	58.88	217th	Satisfactory
218	NR	Damma Mumuni Shaiku	Kpandai District	58.82	218th	Satisfactory
219	GAR	Aaron Otoo	Ada West District	58.63	219th	Satisfactory
220	OR	Oheneba Apau-Danquah	Jasikan District	58.19	220th	Satisfactory
221	AR	Baba Iddi	Offinso Municipal	57.88	221st	Satisfactory
222	UER	Aminu Mohammed Baba	Builsa North District	57.82	222nd	Satisfactory
223	CR	Prince Kwame Newman	Ekumfi District	57.57	223rd	Satisfactory
224	UWR	Safia Abdulai	Nadowli Kaleo District	57.13	224th	Satisfactory
225	GAR	Godfred Bubune Kpodo	Ada East District	57.07	225th	Satisfactory
226	NR	Mahmood Salifu	Tolon District	57.07	225th	Satisfactory
227	NR	Musah Issaka	Mion District	56.94	227th	Satisfactory
228	VR	Alhaji Yussif Ibrahim	Ketu South Municipal	56.75	228th	Satisfactory
229	AR	Trovel Joseph Ababio	Ejisu Municipal	55.07	229th	Satisfactory
230	UWR	Abdul-Salam Kadiri	Dafiama Bussie Issa District	54.50	230th	Satisfactory
231	NR	Yakubu Jimah	Saboba District	54.25	231st	Satisfactory
232	UER	Bukari Mumuni Mahama	Builsa South District	53.88	232nd	Satisfactory

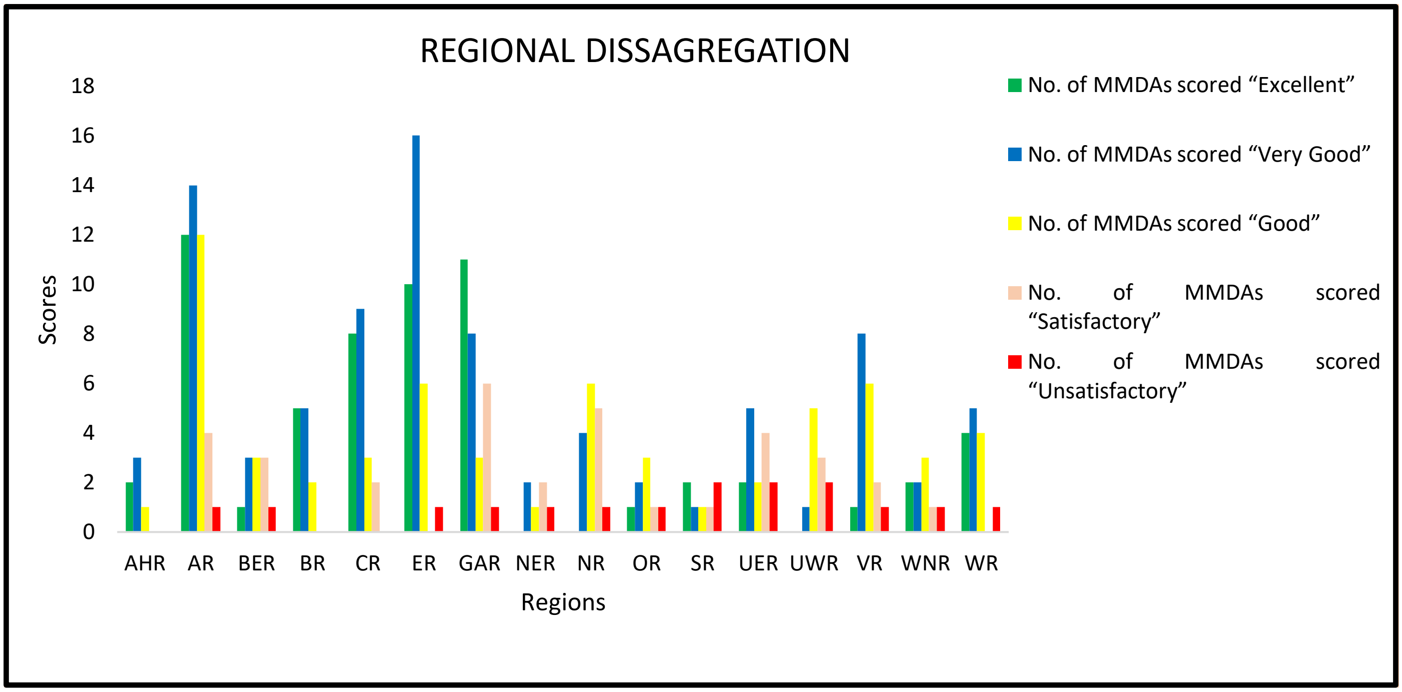
No	REG	Name of MMDCD	Name of MMDA	Overall Rating (%)	Position	Overall Performance (Excellent, Very Good, Good, Satisfactory,Unsatisfactory)
0	1	2	3	4	5	6
233	AR	Anthony Kwenin	Sekyere Afram Plains District	53.75	233rd	Satisfactory
234	VR	Nathaniel Dzadey	Akatsi South District	53.19	234th	Satisfactory
235	BER	Cosmos Aduse-Poku	Sene East District	53.00	235th	Satisfactory
236	NR	Wumbei Ibn Zakaria	Nanton District	52.63	236th	Satisfactory
237	GAR	Benjamin Ayikwei Armah	Accra Metropolitan	52.44	237th	Satisfactory
238	UWR	Abdul Karimu	Jirapa Municipal	52.19	238th	Satisfactory
239	SR	Rufai Mohammed	East Gonja Municipal	51.94	239th	Satisfactory
240	AR	Francis Owusu-Ansah	Mampong Municipal	50.94	240th	Satisfactory
241	BER	Emmanuel Amoah	Nkoranza South Municipal	50.63	241st	Satisfactory
242	UER	Jimba Mohammed Ibrahim	Nabdam District	50.57	242nd	Satisfactory
243	NER	Alhaji Shaibu Mohammed	Yunyoo Nasuan District	50.19	243rd	Satisfactory
244	UER	Joseph A. Abugre	Garu District	50.13	244th	Satisfactory
245	UER	Yakubu Osman	Binduri District	47.57	245th	Unsatisfactory
246	NER	Fuseini Al-hassan	Chereponi District	46.63	246th	Unsatisfactory
247	GAR	Sayibu Yarifa Inusah	Ga Central Municipal	45.25	247th	Unsatisfactory
248	VR	Kudjoe Dekpo	Keta Municipal	45.07	248th	Unsatisfactory

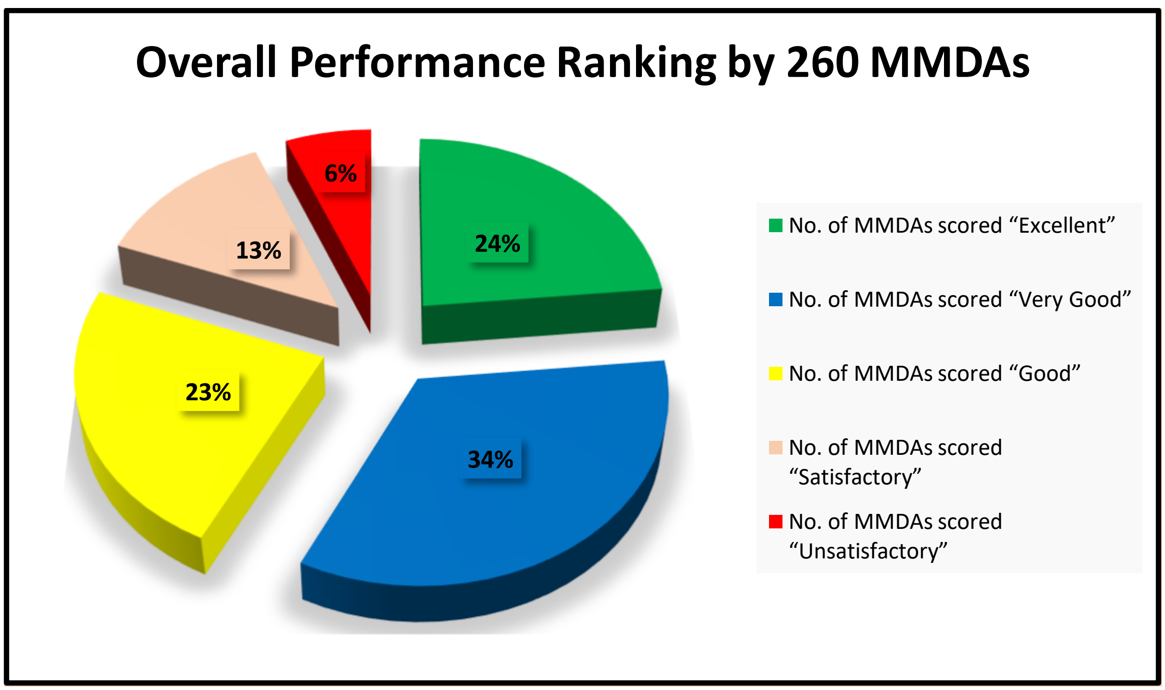
No	REG	Name of MMDCD	Name of MMDA	Overall Rating (%)	Position	Overall Performance (Excellent, Very Good, Good, Satisfactory,Unsatisfactory)
0	*1*	*2*	*3*	*4*	*5*	*6*
249	UWR	Clifford Baba Atanga	Wa West District	44.94	249th	Unsatisfactory
250	UWR	Haruna Amadu Zure	Wa Municipal	44.75	250th	Unsatisfactory
251	UER	Seidu Sumani	Tempane District	44.13	251st	Unsatisfactory
252	OR	Braimah Murtala	Biakoye District	43.75	252nd	Unsatisfactory
253	AR	Peter Antwi Boasiako	Juaben Municipal	43.50	253rd	Unsatisfactory
254	WR	Emmanuel Boateng	Amenfi Central District	39.69	254th	Unsatisfactory
255	BER	Hayford Kyere	Kintampo South District	38.38	255th	Unsatisfactory
256	SR	David Anabiga	Sawla Tuna Kalba District	38.00	256th	Unsatisfactory
257	SR	Iddrisu Mumuni Morgan	North East Gonja District	37.07	257th	Unsatisfactory
258	WNR	Karim Abdulai	Bia East District	33.94	258th	Unsatisfactory
259	ER	Philip Kwaku Asamoah	Yilo Krobo Municipal	29.88	259th	Unsatisfactory
260	NR	C.K Cyprian Douchebe	Zabzugu District	27.13	260th	Unsatisfactory

Excellent: 80-100%	**Very Good: 70-79%**	**Good: 60-69%**	**Satisfactory: 50-59%**	**Unsatisfactory: Less than 50%**

5.2. Statistics for Performance Evaluation Rating of MMDAs by Region

No	REGION	No. of MMDAs scored "Excellent"	No. of MMDAs scored "Very Good"	No. of MMDAs scored "Good"	No. of MMDAs scored "Satisfactory"	No. of MMDAs scored "Unsatisfactory"	TOTAL
1	Ahafo Region	2	3	1	0	0	6
2	Ashanti Region	12	14	12	4	1	43
3	Bono East Region	1	3	3	3	1	11
4	Bono Region	5	5	2	0	0	12
5	Central Region	8	9	3	2	0	22
6	Eastern Region	10	16	6	0	1	33
7	Greater Accra Region	11	8	3	6	1	29
8	North East Region	0	2	1	2	1	6
9	Northern Region	0	4	6	5	1	16
10	Oti Region	1	2	3	1	1	8
11	Savannah Region	2	1	1	1	2	7
12	Upper East Region	2	5	2	4	2	15
13	Upper West Region	0	1	5	3	2	11
14	Volta Region	1	8	6	2	1	18
15	Western North Region	2	2	3	1	1	9
16	Western Region	4	5	4	0	1	14
Total							260


REGIONAL DISSAGREGATION
Scores
18
16
14
12
10
8
6
4
2
0
AHR AR BER BR CR ER GAR NER NR OR SR UER UWR VR WNR WR
Regions
No. of MMDAs scored "Excellent"
No. of MMDAs scored "Very Good"
No. of MMDAs scored "Good"
No. of MMDAs scored "Satisfactory"
No. of MMDAs scored "Unsatisfactory"


Overall Performance Ranking by 260 MMDAs
6%
13%
24%
23%
34%
No. of MMDAs scored "Excellent"
No. of MMDAs scored "Very Good"
No. of MMDAs scored "Good"
No. of MMDAs scored "Satisfactory"
No. of MMDAs scored "Unsatisfactory"

5.3. Performance Evaluation Results of MMDAs by Region

5.3.1. Performance Evaluation Results of MMDAs – Ahafo Region (AHR)

AHAFO REGION							
No	**REG**	**Name of MMDCD**	**Name of MMDA**	**Overall Rating %**	**Reg Position**	**National Position**	**Overall Performance (Excellent, Very Good, Good, Satisfactory, Unsatisfactory)**
0	*1*	*2*	*3*	*4*	*5*	*6*	*7*
1	AHR	Mohammed Alhassan Yakubu	Asunafo North Municipal	86.57	1st	18th	Excellent
2	AHR	Asamoah Damoah	Asunafo South	85.94	2nd	19th	Excellent
3	AHR	Anarfi Eric	Tano North	79.94	3rd	62nd	Very Good
4	AHR	Samuel Badu-Baiden	Asutifi North	74.88	4th	103rd	Very Good
5	AHR	Ayambire Akaditi	Tano South	70.00	5th	148th	Very Good
6	AHR	Joseph Kwadwo Armah	Asutifi South	60.75	6th	207th	Good

REGION	No. of MMDAs scored "Excellent"	No. of MMDAs scored "Very Good"	No. of MMDAs scored "Good"	No. of MMDAs scored "Satisfactory"	No. of MMDAs scored "Unsatisfactory"	TOTAL
Ahafo Region	2	3	1	0	0	6

5.3.2. Performance Evaluation Results of MMDAs - Ashanti Region (AR)

ASHANTI REGION							
No	**REG**	**Name of MMDCD**	**Name of MMDA**	**Overall Rating %**	**Reg Position**	**National Position**	**Overall Performance (Excellent, Very Good, Good, Satisfactory, Unsatisfactory)**
0	*1*	*2*	*3*	*4*	*5*	*6*	*7*
1	AR	Francis Asokwa Sarpong	Afigya Kwabre North	91.57	1st	3rd	Excellent
2	AR	Eunice Korankye	Adansi Asokwa	88.07	2nd	11th	Excellent
3	AR	Dwira Francis Darko	Obuasi	88.07	3rd	11th	Excellent
4	AR	Eunice Naalier	Ahafo Ano South West	87.69	4th	14th	Excellent
5	AR	Frederick Agyemang	Asante Akim South	86.69	5th	17th	Excellent
6	AR	Kwadwo Akuamoah Boateng	Kumasi Metro	85.50	6th	22nd	Excellent
7	AR	William Forson Meledi	Adansi South	84.38	7th	28th	Excellent
8	AR	David Owusu Ansah	Asante Akim Central Mun	84.07	8th	31st	Excellent
9	AR	Stella Feniwaah Owusu-Aduomi	Asokore Mampong	83.07	9th	37th	Excellent
10	AR	Sarfo-Agyapong Kantanka	Kwadaso	82.57	10th	41st	Excellent
11	AR	Augustine Peprah	Ahafo Ano North	80.88	11th	55th	Excellent
12	AR	Yaw Adu-Asamoah	Bekwai Municipal	80.88	12th	55th	Excellent
13	AR	Charles Oteng	Asokwa	78.32	13th	72nd	Very Good
14	AR	Agatha Ahia	Bosomtwe	78.13	14th	77th	Very Good
15	AR	Louisa Benon	Atwima Mponua	76.75	15th	90th	Very Good

ASHANTI REGION							
No	REG	Name of MMDCD	Name of MMDA	Overall Rating %	Reg Position	National Position	Overall Performance (Excellent, Very Good, Good, Satisfactory, Unsatisfactory)
0	1	2	3	4	5	6	7
16	AR	Amos Adom	Amansie South	76.38	16th	93rd	Very Good
17	AR	Charles Attah-Mensah	Amansie Central	75.57	17th	98th	Very Good
18	AR	Emmanuel Ntoso A.	Obuasi East	75.00	18th	102nd	Very Good
19	AR	Victoria Akyaa Adjei Adomako	Offinso North	74.75	19th	105th	Very Good
20	AR	Emmelia Osaadu	Ahafo Ano South East	74.38	20th	110th	Very Good
21	AR	Johnson Nyarko	Asante Akim North	73.94	21st	114th	Very Good
22	AR	Philip Yaw Oppong	Amansie West	73.13	22nd	122nd	Very Good
23	AR	Frimpong Samuel Kyei-Baffour	Bosome Freho	72.32	23rd	128th	Very Good
24	AR	Eric Aboagye Mensah	Sekyere Central	71.57	24th	134th	Very Good
25	AR	Ibrahim Kwaku Acheampong	Atwima Nwabiagya	71.19	25th	139th	Very Good
26	AR	Francis Adu-Boateng	Sekyere South	70.82	26th	142nd	Very Good
27	AR	Abdul-Rasheed Abdul-Hussein	Suame	69.13	27th	152nd	Good
28	AR	Stephenson Awuku Nanegbe	Adansi North	68.44	28th	158th	Good
29	AR	Andrews Mensah	Atwima Kwanwoma	67.57	29th	167th	Good
30	AR	Okoffo-Boadi Boampong	Old Tafo	66.32	30th	175th	Good
31	AR	John Ankrah	Sekyere Kumawu	66.32	31st	175th	Good

ASHANTI REGION							
No	**REG**	**Name of MMDCD**	**Name of MMDA**	**Overall Rating %**	**Reg Position**	**National Position**	**Overall Performance (Excellent, Very Good, Good, Satisfactory, Unsatisfactory)**
0	*1*	*2*	*3*	*4*	*5*	*6*	*7*
32	AR	Asare Bediako Brempong	Kwabre East	65.38	32nd	182nd	Good
33	AR	Justice Amoah	Oforikrom	65.38	33rd	182nd	Good
34	AR	Yakubu Abdul-Rahman	Sekyere East	64.82	34th	186th	Good
35	AR	Abdallah Adam Kaleem	Atwima Nwabiagya North	63.82	35th	192nd	Good
36	AR	Issifu Mohammed Fawei	Ejura Sekyredumasi	63.69	36th	194th	Good
37	AR	Ebenezer Douglas Ntiamoah	Akrofuom	62.82	37th	199th	Good
38	AR	Emmanuel Aidoo	Afigya Kwabre South	60.38	38th	209th	Good
39	AR	Baba Iddi	Offinso Municipal	57.88	39th	221st	Satisfactory
40	AR	Trovel Joseph Ababio	Ejisu	55.07	40th	229th	Satisfactory
41	AR	Anthony Kwenin	Sekyere Afram Plains	53.75	41st	233rd	Satisfactory
42	AR	Francis Owusu-Ansah	Mampong	50.94	42nd	240th	Satisfactory
43	AR	Peter Antwi Boasiako	Juaben	43.50	43rd	253rd	Unsatisfactory

REGION	No. of MMDAs scored “Excellent”	No. of MMDAs scored “Very Good”	No. of MMDAs scored “Good”	No. of MMDAs scored “Satisfactory”	No. of MMDAs scored “Unsatisfactory”	TOTAL

Ashanti Region	12	14	12	4	1	43

5.3.3. Performance Evaluation Results of MMDAs – Bono East Region (BER)

BONO EAST REGION

No	REG	Name of MMDCD	Name of MMDA	Overall Rating %	Reg Position	National Position	Overall Performance (Excellent, Very Good, Good, Satisfactory, Unsatisfactory)
0	1	2	3	4	5	6	7
1	BER	Kyei Francis	Nkoranza North	92.69	1st	1st	Excellent
2	BER	Kassacks Boyah Joseph Tang	Techiman North	76.63	2nd	91st	Very Good
3	BER	Hamza Inusah	Techiman Municipal	75.07	3rd	100th	Very Good
4	BER	Saaka Fati	Atebubu Amantin	74.88	4th	103rd	Very Good
5	BER	Musah Lenseeni Bawa	Pru East	68.00	5th	163rd	Good
6	BER	Kangdem Eric Saabome	Sene West	63.69	6th	194th	Good
7	BER	Sulemana Bamutu Saaka	Pru West	61.63	7th	203rd	Good
8	BER	Thaddeus Zaasan	Kintampo North Municipal	59.38	8th	216th	Satisfactory
9	BER	Cosmos Aduse-Poku	Sene East	53.00	9th	235th	Satisfactory
10	BER	Emmanuel Amoah	Nkoranza South Municipal	50.63	10th	241st	Satisfactory
11	BER	Hayford Kyere	Kintampo South	38.38	11th	255th	Unsatisfactory

REGION	No. of MMDAs scored "Excellent"	No. of MMDAs scored "Very Good"	No. of MMDAs scored "Good"	No. of MMDAs scored "Satisfactory"	No. of MMDAs scored "Unsatisfactory"	TOTAL
Bono East Region	1	3	3	3	1	11

5.3.4. Performance Evaluation Results of MMDAs - Bono Region (BR)

BONO REGION

No	REG	Name of MMDCD	Name of MMDA	Overall Rating %	Reg Position	National Position	Overall Performance (Excellent, Very Good, Good, Satisfactory, Unsatisfactory)
0	1	2	3	4	5	6	7
1	BR	Philip Dakurah Baazeng	Sunyani West	85.44	1st	23rd	Excellent
2	BR	Isaac Brown Ankomah	Berekum East	84.44	2nd	27th	Excellent
3	BR	Joejo John Amanah	Dormaa East	82.44	3rd	43rd	Excellent
4	BR	Gordon Domayele	Banda	81.13	4th	51st	Excellent
5	BR	Siegefried Kwame Addo	Dormaa Central Municipal	80.94	5th	53rd	Excellent
6	BR	Nicholas Kumi-Acheaw	Tain	79.32	6th	67th	Very Good
7	BR	Kingsley Kofi Sencherey	Sunyani Municipal	78.69	7th	70th	Very Good
8	BR	Edward Atsu Gidiglo	Jaman South	77.75	8th	79th	Very Good
9	BR	Iddrisu Mahama	Dormaa West	74.75	9th	105th	Very Good
10	BR	Edward Abazing	Wechi Municipal	73.07	10th	123rd	Very Good
11	BR	Ferka Charles	Jaman North	68.07	11th	162nd	Good
12	BR	Peter M. Maala	Berekum West	66.50	12th	173rd	Good

REGION	No. of MMDAs scored "Excellent"	No. of MMDAs scored "Very Good"	No. of MMDAs scored "Good"	No. of MMDAs scored "Satisfactory"	No. of MMDAs scored "Unsatisfactory"	TOTAL
Bono Region	5	5	2	0	0	12

5.3.5. Performance Evaluation Results of MMDAs - Central Region (CR)

CENTRAL REGION							
No	**REG**	**Name of MMDCD**	**Name of MMDA**	**Overall Rating %**	**Reg Position**	**National Position**	**Overall Performance (Excellent, Very Good, Good, Satisfactory, Unsatisfactory)**
0	*1*	*2*	*3*	*4*	*5*	*6*	*7*
1	CR	Bernard K.P Sakyiama	Twifu Ati Morkwa	88.38	1st	9th	Excellent
2	CR	Ishmael Nana Ogyefo	Agona West	86.75	2nd	15th	Excellent
3	CR	Asumah Adam Braimah	Upper Denkyira East	82.63	3rd	39th	Excellent
4	CR	Rachel Fosua Sarpong	Cape Coast Metro	82.50	4th	42nd	Excellent
5	CR	Paul Acquah	Assin South	82.32	5th	44th	Excellent
6	CR	Daniel Osei-Asibey	Komenda-Edina-Eguafo-Abrim	82.13	6th	47th	Excellent
7	CR	Seth Anim Boadi	Gomoa East	81.32	7th	50th	Excellent
8	CR	Joseph Acquaye Derben	Abura-Asebu-Kwamankese	80.07	8th	61st	Excellent
9	CR	Francis K. Ayensu	Upper Denkyira West	79.88	9th	63rd	Very Good
10	CR	Abdul-Rahim Tahidu Musah	Agona East	79.63	10th	65th	Very Good
11	CR	Mohammed Kennedy Abdulai	Ajumako-Enyan-Esiam	78.44	11th	71st	Very Good
12	CR	Isaac Kwakye	Gomoa Central	76.82	12th	88th	Very Good
13	CR	Haruna Abdul-Salam	Mfantsiman Mun	76.82	13th	88th	Very Good
14	CR	Dorcas Hutchful Aidoo	Assin Fosu	76.38	14th	93rd	Very Good
15	CR	Rev. Harry Nii Kwatei Owoo	Asikuma-Odoben-Brakwa-Breman	74.44	15th	109th	Very Good
16	CR	Paul Atsu	Awutu Senya West	71.82	16th	132nd	Very Good
17	CR	Anthony Kenneth Buckner	Assin North	70.94	17th	141st	Very Good
18	CR	Richard Ziork	Hemang Lower Denkyira	68.25	18th	160th	Good
19	CR	Vida Awuku	Gomoa West	67.88	19th	165th	Good

CENTRAL REGION

No	REG	Name of MMDCD	Name of MMDA	Overall Rating %	Reg Position	National Position	Overall Performance (Excellent, Very Good, Good, Satisfactory, Unsatisfactory)
0	*1*	*2*	*3*	*4*	*5*	*6*	*7*
20	CR	Frempong-Boadu Owusu	Effutu	63.32	20th	197th	Good
21	CR	Charles Kwabena Opoku	Awutu Senya East	58.88	21st	217th	Satisfactory
22	CR	Prince Kwame Newman	Ekumfi	57.57	22nd	223rd	Satisfactory

REGION	No. of MMDAs scored "Excellent"	No. of MMDAs scored "Very Good"	No. of MMDAs scored "Good"	No. of MMDAs scored "Satisfactory"	No. of MMDAs scored "Unsatisfactory"	TOTAL
Central Region	8	9	3	2	0	22

5.3.6. Performance Evaluation Results of MMDAs - Eastern Region (ER)

EASTERN REGION							
No	REG	Name of MMDCD	Name of MMDA	Overall Rating %	Reg Position	National Position	Overall Performance (Excellent, Very Good, Good, Satisfactory, Unsatisfactory)
0	*1*	*2*	*3*	*4*	*5*	*6*	*7*
1	ER	Alhaji Musah Issah	Kwahu West	90.25	1st	5th	Excellent
2	ER	Douglas N.K. Annoful	Birim Central	89.69	2nd	7th	Excellent
3	ER	Paul Mac Ofori Ofori	West Akim	85.44	3rd	23rd	Excellent
4	ER	Nborinyi Ndinga	Achiase	84.63	4th	26th	Excellent
5	ER	Alhaji Ibrahim Amadu Tijani	New Juaben North	84.25	5th	29th	Excellent
6	ER	John Vaadi	Fanteakwa South	84.13	6th	30th	Excellent
7	ER	Ruth Woode	Nsawam Adoagyiri Mun	82.94	7th	38th	Excellent
8	ER	Simon Asare	Atiwa East	82.19	8th	46th	Excellent
9	ER	Mark Addo	Denkyembuor	81.07	9th	52nd	Excellent
10	ER	Samuel Affadu	Okere	80.88	10th	55th	Excellent
11	ER	Vera Akuffo-Mante	Abuakwa South	79.38	11th	66th	Very Good
12	ER	Peter Tetteh Kwablah	Akyemansa	79.00	12th	69th	Very Good
13	ER	Fred Owusu-Akowuah	Kwaebibirem	78.25	13th	74th	Very Good
14	ER	Lydia Akueteh	Akuapem South	77.88	14th	78th	Very Good
15	ER	Eric Hini	Kwahu East	77.75	15th	79th	Very Good
16	ER	Samuel Antwi-Boasiako	Upper West Akim	77.00	16th	86th	Very Good
17	ER	Moses Kobla Joshua	Asuogyaman	76.94	17th	87th	Very Good
18	ER	Stephen Aduama-Larbi	Birim South	76.63	18th	91st	Very Good

EASTERN REGION							
No	**REG**	**Name of MMDCD**	**Name of MMDA**	**Overall Rating %**	**Reg Position**	**National Position**	**Overall Performance (Excellent, Very Good, Good, Satisfactory, Unsatisfactory)**
0	*1*	*2*	*3*	*4*	*5*	*6*	*7*
19	ER	Mohammed Mumuni	Kwahu Afram Plains South	76.32	19th	95th	Very Good
20	ER	Majeed Ayariga	Upper Manya Krobo	74.32	20th	112nd	Very Good
21	ER	Yahaya Froko Musah	New Juaben South	73.88	21st	115th	Very Good
22	ER	Adam Habib	Atiwa West	73.75	22nd	116th	Very Good
23	ER	Patrick Rudolf Aparik	Birim North	72.32	23rd	128th	Very Good
24	ER	Francis K. Mensah	Akwapim North	72.19	24th	131st	Very Good
25	ER	Jeremiah Agyekum Amoafo	Abuakwa North	71.50	25th	135th	Very Good
26	ER	Joseph Frimpong Naayo	Kwahu South	71.19	26th	139th	Very Good
27	ER	Selom Kwame Tibu	Lower Manya Krobo	69.02	27th	154th	Good
28	ER	Nketia Donkor	Asene-Manso-Akroso	68.19	28th	161st	Good
29	ER	Anthony Owusu-Amoako	Suhum	66.69	29th	171st	Good
30	ER	Daniel K.M. Okwaisie	Ayensuano	66.00	30th	178th	Good
31	ER	Jamani Dramani	Fanteakwa North	65.75	31st	181st	Good
32	ER	James Armah Tandoh	Kwahu Afram Plains North	62.13	32nd	202nd	Good
33	ER	Philip Kwaku Asamoah	Yilo Krobo	29.88	33rd	259th	Unsatisfactory

REGION	No. of MMDAs scored "Excellent"	No. of MMDAs scored "Very Good"	No. of MMDAs scored "Good"	No. of MMDAs scored "Satisfactory"	No. of MMDAs scored "Unsatisfactory"	TOTAL

Eastern Region	10	16	6	0	1	33

5.3.7. Performance Evaluation Results of MMDAs – Greater Accra Region (GAR)

GREATER ACCRA REGION							
No	REG	Name of MMDCD	Name of MMDA	Overall Rating %	Reg Position	National Position	Overall Performance (Excellent, Very Good, Good, Satisfactory, Unsatisfactory)
0	1	2	3	4	5	6	7
1	GAR	Habib Mohammed	Ga West	92.5	1st	2nd	Excellent
2	GAR	Mohammed Ali Amadu	Tema West	90.63	2nd	4th	Excellent
3	GAR	Daniel Nkrumah	La Dade-Kotopon	90.07	3rd	6th	Excellent
4	GAR	Abena Kwesiwa Kyei	Ablekuma West	88.82	4th	8th	Excellent
5	GAR	Kofi Boateng-Acheampong	Ayawaso Central	86.75	5th	15th	Excellent
6	GAR	Joshua Adams Asihene	Ayawaso West	85.75	6th	21st	Excellent
7	GAR	Mercy Quansah	Weija-Gbawe	85.32	7th	25th	Excellent
8	GAR	Emmanuel K. Kungi	Ablekuma North	83.5	8th	36th	Excellent
9	GAR	Elizabeth Ampaw Deletsa	Krowor	82.63	9th	39th	Excellent
10	GAR	Samuel Amoah	Okaikwei North	81.69	10th	49th	Excellent
11	GAR	Alhaji Shehu A. Kadiri	Tema Metro	80.13	11th	60th	Excellent
12	GAR	Musah Yahaya Froko	Ayawaso North	79.32	12th	67th	Very Good
13	GAR	Michael Owusu-Amoako	Kpone Katamanso	78.32	13th	72nd	Very Good
14	GAR	Alhaji Saaka Dramani	Ashiaman Mun	77.25	14th	84th	Very Good
15	GAR	Nii-Amarh Ashitey	Ayawaso East	77.19	15th	85th	Very Good

GREATER ACCRA REGION							
No	**REG**	**Name of MMDCD**	**Name of MMDA**	**Overall Rating %**	**Reg Position**	**National Position**	**Overall Performance (Excellent, Very Good, Good, Satisfactory, Unsatisfactory)**
0	*1*	*2*	*3*	*4*	*5*	*6*	*7*
16	GAR	Emmanuel Baisie	Ga South	73.44	16th	118th	Very Good
17	GAR	Matthew Akplagah Israel Yao Tay	Ga East	72.69	17th	126th	Very Good
18	GAR	Bernard Mats Yingura	Korle Klottey	70.82	18th	142nd	Very Good
19	GAR	Frederick Akitty	Shai-Osudoku	70.07	19th	147th	Very Good
20	GAR	Mohammed Avona Akape	Ningo-Prampram	69.88	20th	150th	Good
21	GAR	Alhassan Issifu Abdulai	Ablekuma Central	67.63	21st	166th	Good
22	GAR	Ahmed-Rufai Ibrahim	Ga North	65.88	22nd	180th	Good
23	GAR	Richmond Antwi Boaten	Ledzokuku	65.38	23rd	182nd	Good
24	GAR	Francis Asiedu	La-Nkwantanang	63.88	24th	190th	Good
25	GAR	Jemima Tsina Apedo	Adenta	60.32	25th	210th	Good
26	GAR	Aaron Otoo	Ada West	58.63	26th	219th	Satisfactory
27	GAR	Godfred Bubune Kpodo	Ada East	57.07	27th	225th	Satisfactory
28	GAR	Benjamin Ayikwei Armah	Accra Metro	52.44	28th	237th	Satisfactory
29	GAR	Sayibu Yarifa Inusah	Ga Central	45.25	29th	247th	Unsatisfactory

REGION	No. of MMDAs scored "Excellent"	No. of MMDAs scored	No. of MMDAs scored "Good"	No. of MMDAs scored "Satisfactory"	No. of MMDAs scored "Unsatisfactory"	TOTAL

		"Very Good"				
Greater Accra Region	11	8	3	6	1	29

5.3.8. Performance Evaluation Results of MMDAs – North East Region (NER)

NORTH EAST REGION							
No	**REG**	**Name of MMDCD**	**Name of MMDA**	**Overall Rating %**	**Reg Position**	**National Position**	**Overall Performance (Excellent, Very Good, Good, Satisfactory, Unsatisfactory)**
0	*1*	*2*	*3*	*4*	*5*	*6*	*7*
1	NER	Issaka Braimah Basinlale	East Mamprusi	73.44	1st	118th	Very Good
2	NER	Emmanuel K. Amwanchimbey	West Mamprusi	71.32	2nd	138th	Very Good
3	NER	Seidu Abdul-Aziz	Mamprugu Moagduri	67.57	3rd	167th	Good
4	NER	Jacob Dindiok Konlaa	Bunkpurugu Nakpanduri	59.57	4th	215th	Satisfactory
5	NER	Alhaji Shaibu Mohammed	Yunyoo Nasuan	50.19	5th	244th	Satisfactory
6	NER	Fuseini Al-hassan	Chereponi	46.63	6th	246th	Unsatisfactory

REGION	No. of MMDAs scored "Excellent"	No. of MMDAs scored "Very Good"	No. of MMDAs scored "Good"	No. of MMDAs scored "Satisfactory"	No. of MMDAs scored "Unsatisfactory"	TOTAL
North East Region	0	2	1	2	1	6

5.3.9. Performance Evaluation Results of MMDAs – Northern Region (NR)

NORTHERN REGION							
No	**REG**	**Name of MMDCD**	**Name of MMDA**	**Overall Rating %**	**Reg Position**	**National Position**	**Overall Performance (Excellent, Very Good, Good, Satisfactory, Unsatisfactory)**
0	*1*	*2*	*3*	*4*	*5*	*6*	*7*
1	NR	Yakah Abdul-Razak	Gushiegu	76.07	1st	97th	Very Good
2	NR	Mohammed Saeed Akalifa	Nanumba North	74.75	2nd	105th	Very Good
3	NR	Mahamadu Kamara Alhassan	Karaga	73.25	3rd	121st	Very Good
4	NR	M. Osman Mahmud	Kumbungu	72.32	4th	128th	Very Good
5	NR	Baba Ahmed Abdul-Rahman	Tamale Metropolis	69.32	5th	151st	Good
6	NR	Abdulai Zakariah	Tatale Sanguli	69.07	6th	153rd	Good
7	NR	Gaspard Konzodong Dery	Yendi Municipal	65.25	7th	185th	Good
8	NR	Fordjour Timothy Kanyebui	Nanumba South	64.13	8th	189th	Good
9	NR	Alhaji Mohammed Hardi Jacktar	Sagnerigu	63.69	9th	194th	Good
10	NR	Ivan Zinebom Gam	Savelugu	60.19	10th	212th	Good
11	NR	Damma Mumuni Shaiku	Kpandai	58.82	11th	218th	Satisfactory
12	NR	Mahmood Salifu	Tolon	57.07	12th	225th	Satisfactory
13	NR	Musah Issaka	Mion	56.94	13th	227th	Satisfactory
14	NR	Yakubu Jimah	Saboba	54.25	14th	231st	Satisfactory
15	NR	Wumbei Ibn Zakaria	Nanton	52.63	15th	236th	Satisfactory
16	NR	C.K Cyprian Douchebe	Zabzugu	27.13	16th	260th	Unsatisfactory

REGION	No. of MMDAs scored "Excellent"	No. of MMDAs scored "Very Good"	No. of MMDAs scored "Good"	No. of MMDAs scored "Satisfactory"	No. of MMDAs scored "Unsatisfactory"	TOTAL

Northern Region	0	4	6	5	1	16

5.3.10. Performance Evaluation Results of MMDAs – Oti Region (OR)

OTI REGION							
No	**REG**	**Name of MMDCD**	**Name of MMDA**	**Overall Rating %**	**Reg Position**	**National Position**	**Overall Performance (Excellent, Very Good, Good, Satisfactory, Unsatisfactory)**
0	*1*	*2*	*3*	*4*	*5*	*6*	*7*
1	OR	Issahaku Yakubu	Krachi East	80.94	1st	53rd	Excellent
2	OR	Alhassan Sulemana	Kadjebi	74.13	2nd	113rd	Very Good
3	OR	Cletus Chevure	Krachi West	70.00	3rd	148th	Very Good
4	OR	Musah Osman	Nkwanta South	67.94	4th	164th	Good
5	OR	Abdullah Enchill	Krachi Nchumuru	61.19	5th	204th	Good
6	OR	Sevlo Agyei	Nkwanta North	60.07	6th	213th	Good
7	OR	Oheneba Apau-Danquah	Jasikan	58.19	7th	220th	Satisfactory
8	OR	Braimah Murtala	Biakoye	43.75	8th	252nd	Unsatisfactory

REGION	No. of MMDAs scored "Excellent"	No. of MMDAs scored "Very Good"	No. of MMDAs scored "Good"	No. of MMDAs scored "Satisfactory"	No. of MMDAs scored "Unsatisfactory"	TOTAL
Oti Region	1	2	3	1	1	8

5.3.11. Performance Evaluation Results of MMDAs – Savannah Region (SR)

SAVANNAH REGION							
No	**REG**	**Name of MMDCD**	**Name of MMDA**	**Overall Rating %**	**Reg Position**	**National Position**	**Overall Performance (Excellent, Very Good, Good, Satisfactory, Unsatisfactory)**
0	*1*	*2*	*3*	*4*	*5*	*6*	*7*
1	SR	Abukari Baba	Central Gonja	85.88	1st	20th	Excellent
2	SR	Petro Philemon Ankorle	West Gonja	82.25	2nd	45th	Excellent
3	SR	Alidu Abdul-Razak Abukari	North Gonja	72.38	3rd	127th	Very Good
4	SR	Georgina Tumbakorah	Bole	64.75	4th	187th	Good
5	SR	Rufai Mohammed	East Gonja	51.94	5th	239th	Satisfactory
6	SR	David Anabiga	Sawla Tuna Kalba	38.00	6th	256th	Unsatisfactory
7	SR	Iddrisu Mumuni Morgan	North East Gonja	37.07	7th	257th	Unsatisfactory

REGION	No. of MMDAs scored "Excellent"	No. of MMDAs scored "Very Good"	No. of MMDAs scored "Good"	No. of MMDAs scored "Satisfactory"	No. of MMDAs scored "Unsatisfactory"	TOTAL
Savannah Region	2	1	1	1	2	7

5.3.12. Performance Evaluation Results of MMDAs – Upper East Region (UER)

UPPER EAST REGION							
No	**REG**	**Name of MMDCD**	**Name of MMDA**	**Overall Rating %**	**Reg Position**	**National Position**	**Overall Performance (Excellent, Very Good, Good, Satisfactory, Unsatisfactory)**
0	*1*	*2*	*3*	*4*	*5*	*6*	*7*
1	UER	Abubakari Amadu	Kassena Nankana West	88.19	1st	10th	Excellent
2	UER	Al-Hassan Ziblim Alhassan	Kassena Nankana East	84.07	2nd	31st	Excellent
3	UER	Alhassan Ahmed	Bawku West	79.82	3rd	64th	Very Good
4	UER	Sumaila Ewuntomah Abudu	Bolgatanga	73.00	4th	124th	Very Good
5	UER	David Puobenyere Nar-Ire	Bolgatanga East	71.50	5th	135th	Very Good
6	UER	Daniel Akolgo	Pusiga	70.63	6th	144th	Very Good
7	UER	Alhaji Musah Yussif	Talensi	70.19	7th	146th	Very Good
8	UER	Daniel Kanyage	Bongo	66.69	8th	171st	Good
9	UER	Alhaji Mohammed Issahaku	Bawku	60.25	9th	211th	Good
10	UER	Aminu Mohammed Baba	Builsa North	57.82	10th	222nd	Satisfactory
11	UER	Bukari Mumuni Mahama	Builsa South	53.88	11th	232nd	Satisfactory
12	UER	Jimba Mohammed Ibrahim	Nabdam	50.57	12th	242nd	Satisfactory
13	UER	Joseph A. Abugre	Garu	50.13	13th	243rd	Satisfactory
14	UER	Yakubu Osman	Binduri	47.57	14th	245th	Unsatisfactory
15	UER	Seidu Sumani	Tempane	44.13	15th	251st	Unsatisfactory

REGION	No. of MMDAs scored "Excellent"	No. of MMDAs scored "Very Good"	No. of MMDAs scored "Good"	No. of MMDAs scored "Satisfactory"	No. of MMDAs scored "Unsatisfactory"	TOTAL

Upper East Region	2	5	2	4	2	15

5.3.13. Performance Evaluation Results of MMDAs – Upper West Region (UWR)

UPPER WEST REGION

No	REG	Name of MMDCD	Name of MMDA	Overall Rating %	Reg Position	National Position	Overall Performance (Excellent, Very Good, Good, Satisfactory, Unsatisfactory)
0	*1*	*2*	*3*	*4*	*5*	*6*	*7*
1	UWR	Abaching Esther	Nandom	77.75	1st	79th	Very Good
2	UWR	Nabiebakye Firmin-Roger	Sissala East	68.94	2nd	155th	Good
3	UWR	Abdul-Majeed Mohammed	Lawra	63.82	3rd	192nd	Good
4	UWR	John Adongo	Lambusie Karni	62.82	4th	199th	Good
5	UWR	Abubakari Musah	Sissala West	60.82	5th	205th	Good
6	UWR	Yango K. Crispin	Wa East	60.44	6th	208th	Good
7	UWR	Safia Abdulai	Nadowli Kaleo	57.13	7th	224th	Satisfactory
8	UWR	Abdul-Salam Kadiri	Dafiama Bussie Issa	54.50	8th	230th	Satisfactory
9	UWR	Abdul Karimu	Jirapa	52.19	9th	238th	Satisfactory
10	UWR	Clifford Baba Atanga	Wa West	44.94	10th	249th	Unsatisfactory
11	UWR	Haruna Amadu Zure	Wa	44.75	11th	250th	Unsatisfactory

REGION	No. of MMDAs scored "Excellent"	No. of MMDAs scored "Very Good"	No. of MMDAs scored "Good"	No. of MMDAs scored "Satisfactory"	No. of MMDAs scored "Unsatisfactory"	TOTAL
Upper West Region	0	1	5	3	2	11

5.3.14. Performance Evaluation Results of MMDAs – Volta Region (VR)

VOLTA REGION							
No	REG	Name of MMDCD	Name of MMDA	Overall Rating %)	Reg Position	National Position	Overall Performance (Excellent, Very Good, Good, Satisfactory, Unsatisfactory)
0	*1*	*2*	*3*	*4*	*5*	*6*	*7*
1	VR	Kudjo Setsoafia Kpenu	North Dayi	80.32	1st	59th	Excellent
2	VR	Godwin Dzansi	Hohoe Mun	78.25	2nd	74th	Very Good
3	VR	M.A Suhuyini Abdul-Samed	North Tongu	78.25	3rd	74th	Very Good
4	VR	Gustav Cobbina Atu	Kpando Mun	75.32	4th	99th	Very Good
5	VR	K. Emmanuel Dzakpasu	Anloga	75.07	5th	100th	Very Good
6	VR	Fabian Vorvor	Afadzato South	74.57	6th	108th	Very Good
7	VR	Eli Tsikata	Adaklu	74.38	7th	110th	Very Good
8	VR	Nathaniel Adzotor	South Dayi	73.00	8th	124th	Very Good
9	VR	Akuffo K. Reuben	Central Tongu	71.69	9th	133rd	Very Good
10	VR	Gilbert Enyonam Avemegah	South Tongu	68.32	10th	159th	Good
11	VR	Jasper Kudzo Adenyo	Ketu North	67.44	11th	169th	Good
12	VR	John Kennedy Cobbah	Akatsi North	66.38	12th	174th	Good
13	VR	Augustus K. Awity	Agortime Ziope	64.38	13th	188th	Good
14	VR	Prosper Agbenyo	Ho West	63.88	14th	190th	Good
15	VR	Peter Kwesi Thompson	Ho Mun	62.94	15th	198th	Good
16	VR	Alhaji Yussif Ibrahim	Ketu South	56.75	16th	228th	Satisfactory
17	VR	Nathaniel Dzadey	Akatsi South	53.19	17th	234th	Satisfactory
18	VR	Kudjoe Dekpo	Keta Mun	45.07	18th	248th	Unsatisfactory

REGION	No. of MMDAs scored "Excellent"	No. of MMDAs scored "Very Good"	No. of MMDAs scored "Good"	No. of MMDAs scored "Satisfactory"	No. of MMDAs scored "Unsatisfactory"	TOTAL

Volta Region	1	8	6	2	1	18

5.3.15. Performance Evaluation Results of MMDAs – Western North Region (WNR)

WESTERN NORTH REGION							
No	**REG**	**Name of MMDCD**	**Name of MMDA**	**Overall Rating %)**	**Reg Position**	**National Position**	**Overall Performance (Excellent, Very Good, Good, Satisfactory, Unsatisfactory)**
0	*1*	*2*	*3*	*4*	*5*	*6*	*7*
1	WNR	Emmanuel Gyan	Aowin	88.00	1st	13th	Excellent
2	WNR	Mikail Abdul-Rahman Sahib	Bibiani Anhwiaso Bekwai	83.94	2nd	33rd	Excellent
3	WNR	Eric Adomako	Bodi	77.75	3rd	79th	Very Good
4	WNR	Albert Arther	Sefwi Akontombra	73.75	4th	116th	Very Good
5	WNR	Samuel Yirenkyi Appiah	Suaman	66.32	5th	175th	Good
6	WNR	Mohammed Yahaya Abudu	Bia West	62.32	6th	201st	Good
7	WNR	Joseph K. Baah-Darkoh	Sefwi Wiawso Municipal	60.82	7th	205th	Good
8	WNR	Emmanuel Siape	Juaboso	59.82	8th	214th	Satisfactory
9	WNR	Karim Abdulai	Bia East	33.94	9th	258th	Unsatisfactory

REGION	No. of MMDAs scored "Excellent"	No. of MMDAs scored "Very Good"	No. of MMDAs scored "Good"	No. of MMDAs scored "Satisfactory"	No. of MMDAs scored "Unsatisfactory"	TOTAL
Western North Region	2	2	3	1	1	9

5.3.16. Performance Evaluation Results of MMDAs – Western Region (WR)

WESTERN REGION							
No	**REG**	**Name of MMDCD**	**Name of MMDA**	**Overall Rating %)**	**Reg Position**	**National Position**	**Overall Performance (Excellent, Very Good, Good, Satisfactory, Unsatisfactory)**
0	*1*	*2*	*3*	*4*	*5*	*6*	*7*
1	WR	Samuel Andoh-Owusu	Effie Kwesimintsim	83.57	1st	34th	Excellent
2	WR	John Nana Owu	Sekondi Takoradi Metro	83.57	2nd	34th	Excellent
3	WR	Joyce Akosua Angmorteh	Jomoro	81.88	3rd	48th	Excellent
4	WR	Emil Tawiah Atsu	Ellembele	80.69	4th	58th	Excellent
5	WR	Peter Kwesi Wilson	Prestea-Huni-Valley	77.69	5th	83rd	Very Good
6	WR	Frank Enerst Odro	Tarkwa Nsuaem Municipal	76.13	6th	96th	Very Good
7	WR	Richard Blevi	Shama	73.32	7th	120th	Very Good
8	WR	Innocent Haligah	Ahanta West	71.50	8th	135th	Very Good
9	WR	Ishmael Anaman	Wassa Amenfi East	70.25	9th	145th	Very Good
10	WR	Evans Mark Andoh	Mpohor	68.75	10th	156th	Good
11	WR	Daniel Bentum Essel	Nzema East Municipal	68.69	11th	157th	Good
12	WR	Ibrahim Saaka	Wassa Amenfi West	67.19	12th	170th	Good
13	WR	Ahmed Haruna Boffour	Wassa East	66.00	13th	178th	Good
14	WR	Emmanuel Boateng	Amenfi Central	39.69	14th	254th	Unsatisfactory

REGION	No. of MMDAs scored "Excellent"	No. of MMDAs scored "Very Good"	No. of MMDAs scored "Good"	No. of MMDAs scored "Satisfactory"	No. of MMDAs scored "Unsatisfactory"	TOTAL

Western Region	4	5	4	0	1	14

CHAPTER FIVE

DECISION MAKING ON 2020 ANNUAL PERFORMANCE EVALUATION RESULTS OF RCCs & MMDAs

6. DECISION MAKING ON 2020 ANNUAL PERFORMANCE EVALUATION RESULTS OF RCCs AND MMDAs

Even though the Performance Contracts were signed between the Honourable Regional Ministers and Regional Coordinating Directors at the Regional level and the Honourable MMDCEs and MMDCDs at the MMDA level, it is worth noting that the overall Annual Performance Evaluation Results mirrors that of their respective RCCs & MMDAs.

6.1. Guiding Principles for Decision Making

The following are the guiding principles for decision making (rewards and sanctions) on the results of the Annual Performance Evaluation:

i. RCCs & MMDAs will be acknowledged based on their Performance;
ii. The best 3 RCCs & 10 MMDAs that obtain the highest scores will be given special acknowledgement and award;
iii. Any RCC & MMDA whose evaluation score is Unsatisfactory would be cautioned;
iv. Any RCD & MMDCD who fails twice irrespective of the MMDA he/she is responsible for:
    a. *will not be considered for contract after his / her retirement age;*
    b. *will not be considered for appointment as Chief Director;*
    c. *will be posted out to work under a senior officer;*
v. Any RCD & MMDCD who fails thrice irrespective of the RCC or MMDA he/she is responsible for would be demoted and reposted.

6.2. Decision on 2020 Annual Performance Evaluation Results of RCCs & MMDAs

6.2.1. RCCs & MMDAs to be acknowledged based on Performance

RCCs & MMDAs will be acknowledged based on their Performance; (Refer to **Section 3.1.)**

6.2.2. The selected RCCs which obtain the highest scores

The following 3 Regional Coordinating Councils (RCCs) out of 16 RCCs are to be given special acknowledgement and award:

Name of MMDCD	Name of RCC	Overall Rating %)	Position	Overall Performance (Excellent, Very Good, Good, Satisfactory, Unsatisfactory)
Felix B Chaahaah	VRCC	94.875	1st	Excellent
Alhaji Mohammed Baba Adam	SRCC	89.50	2nd	Excellent
George Padmore Mensah	BERCC	86.95	3rd	Excellent

6.2.3. The selected MMDAs which obtain the highest scores

The following 10 Metropolitan, Municipal and District Assemblies (MMDAs) out of 260 MMDAs are to be given special acknowledgement and award:

REG	Name of MMDCD	Name of MMDA	Overall Rating (%)	Position	Overall Performance (Excellent, Very Good, Good, Satisfactory, Unsatisfactory)
1	2	3	4	5	6
BER	Kyei Francis	Nkoranza North	92.69	1st	Excellent
GAR	Habib Mohammed	Ga West	92.50	2nd	Excellent
AR	Francis Asokwa Sarpong	Afigya Kwabre North	91.57	3rd	Excellent
GAR	Mohammed Ali Amadu	Tema West	90.63	4th	Excellent
ER	Alhaji Musah Issah	Kwahu West	90.25	5th	Excellent
GAR	Daniel Nkrumah	La Dade-Kotopon	90.07	6th	Excellent
ER	Douglas N.K. Annoful	Birim Central	89.69	7th	Excellent
GAR	Abena Kwesiwa Kyei	Ablekuma West	88.82	8th	Excellent
CR	Bernard K.P Sakyiama	Twifu Ati Morkwa	88.38	9th	Excellent
UER	Abubakari Amadu	Kassena Nankana West	88.19	10th	Excellent

6.2.4. Unsatisfactory Performance

The RCCs whose evaluation scores are Unsatisfactory are to be given written caution by the HoS. These are as follows:

Name of RCC	Overall Rating %)	Position	Overall Performance (Excellent, Very Good, Good, Satisfactory, Unsatisfactory)
WNRCC	49.10	15th	Unsatisfactory
ORCC	47.55	16th	Unsatisfactory

The MMDAs whose evaluation scores are Unsatisfactory are to be given written caution by the HoS. These are as follows:

REG	Name of MMDCD	Name of MMDA	Overall Rating (%)	Position	Overall Performance (Excellent, Very Good, Good, Satisfactory, Unsatisfactory)
1	2	3	4	5	6
UER	Yakubu Osman	Binduri	47.57	245th	Unsatisfactory
NER	Fuseini Al-hassan	Chereponi	46.63	246th	Unsatisfactory
GAR	Sayibu Yarifa Inusah	Ga Central	45.25	247th	Unsatisfactory
VR	Kudjoe Dekpo	Keta Mun	45.07	248th	Unsatisfactory
UWR	Clifford Baba Atanga	Wa West	44.94	249th	Unsatisfactory
UWR	Haruna Amadu Zure	Wa Mun	44.75	250th	Unsatisfactory
UER	Seidu Sumani	Tempane	44.13	251st	Unsatisfactory
OR	Braimah Murtala	Biakoye	43.75	252nd	Unsatisfactory
AR	Peter Antwi Boasiako	Juaben	43.50	253rd	Unsatisfactory
WR	Emmanuel Boateng	Amenfi Central	39.69	254th	Unsatisfactory
BER	Hayford Kyere	Kintampo South	38.38	255th	Unsatisfactory
SR	David Anabiga	Sawla Tuna Kalba	38.00	256th	Unsatisfactory
SR	Iddrisu Mumuni Morgan	North East Gonja	37.07	257th	Unsatisfactory
WNR	Karim Abdulai	Bia East	33.94	258th	Unsatisfactory
ER	Philip Kwaku Asamoah	Yilo Krobo	29.88	259th	Unsatisfactory
NR	C.K Cyprian Douchebe	Zabzugu	27.13	260th	Unsatisfactory

ANNEX 1

SAMPLE 2020 RCCs & MMDAs PERFORMANCE CONTRACTS

ANNEX 1. SAMPLE PERFORMANCE CONTRACT & PROCESS OF MMDA

5.1 SCHEDULE 1: KEY PERFORMANCE AREAS

The MMDCD shall deliver the following generic key operational and administrative outputs as per the timelines indicated:

KEY PERFORMANCE AREA (KPA) 1: GENERAL ADMINISTRATION

	KEY PERFORMANCE INDICATORS (KPIs)	WEIGHT %	SERVICE DELIVERY STANDARDS (SDS)	*RATING SCALE (1 to 4) "For annual evaluation"	OVERALL RATING "For annual evaluation"
	a	*b*	*c*	*d*	*e =b*d*
1.1	Departments of MMDA, non-decentralized Departments, SOEs and Public Corporations etc undertake joint stakeholder mid- year review sessions (*for the year 2020*) and planning (*for the year 2021*) to ensure a co-ordinated approach to development and management of the MMDA (ISCC)	20	Participation Professionalism Transparency Accountability E&E use of Resources Client Focus		
1.2	At least one sensitization forum organized for staff on Local Governance Act, 2016 (Act 936), Local Government Service Protocols, MMDA Bye Laws and all other relevant enactments by the end of the year	15	Participation Professionalism Transparency Accountability		
1.3	All incoming and outgoing correspondences stored in a computerized database on daily basis	20	Professionalism Transparency		
1.4	Website updated monthly with information and activities of the Departments of the Assembly	15	Professionalism Transparency Accountability Client Focus		
1.5	**Functional Client Service Unit	15	Client Focus		

			Professionalism Transparency Accountability		
1.6	A well-managed workplace environment including clean washrooms, office space, office sign post***, general landscaping and general office amenities by the end of the year	**15**	Client Focus E&E use of Resources Professionalism		
OVERALL RATING for KPA 1 *(Sum of Column e)* **"For annual evaluation"**					

(15% OVERALL WEIGHT OUT OF OVERALL KPAs)

Rating scale is indicated in Annex 3.

Functional refers to a dedicated office with basic office logistics, trained staff, records of complaints received and actions taken

****** Office Sign Post should be visible and with all the relevant information (eg. Directional signs) required to direct clients and the general public to the MMDA***

KEY PERFORMANCE AREA (KPA) 2: *HUMAN RESOURCE (HR) MANAGEMENT*
(15% OVERALL WEIGHT OUT OF OVERALL KPAs)

KEY PERFORMANCE INDICATORS (KPIs)		WEIGHT %	SERVICE DELIVERY STANDARDS (SDS)	*RATING SCALE (1 to 4) "For annual evaluation"	OVERALL RATING "For annual evaluation"
a		*b*	*c*	*d*	*e =b*d*
2.1	Biannual composite promotion schedule with established vacancies for all grade levels by the end of January & mid July 2020 and 2021 retirement schedule prepared by 31st December 2020 and submitted to RCC	*10*	Professionalism Transparency		
2.2	Staff salary validated timeously and accurately, and a comprehensive report submitted to RCC by 15th day of the ensuing month	*10*	Professionalism Transparency Accountability		
2.3	HRMIS updated and data submitted to the RCC by the end of every month	*30*	Professionalism Transparency		
2.4	At least 80% of Training Plan of MMDA implemented and composite quarterly report submitted to the RCC within the 2nd week of the ensuing month	*20*	Professionalism Transparency Participation		
2.5	Comprehensive (appraisal cycle) MMDA staff appraisal schedule implemented by the end of the year	*30*	Professionalism Transparency Participation		
OVERALL RATING for KPA 2 *(Sum of Column e)* "For annual evaluation"					

Rating scale is indicated in Annex 3A.

KEY PERFORMANCE AREA (KPA) 3: ***FINANCIAL MANAGEMENT AND REPORTING***

(15 % OVERALL WEIGHT OUT OF OVERALL KPAs)

KEY PERFORMANCE INDICATORS (KPIs)		WEIGHT %	SERVICE DELIVERY STANDARDS (SDS)	*RATING SCALE (1 to 4) "For annual evaluation"	OVERALL RATING "For annual evaluation"
a		*b*	*c*	*d*	*e =b*d*
3.1	Revenue Improvement Action Plan for 2021 prepared by the end of October 2020 in conformity with the approved template	*20*	Professionalism Transparency Accountability		
3.2	At least 10% annual increase in Streets named with signage	*15*	Professionalism Transparency Participation Client Focus		
3.3	100% of recommendations contained in 2019 Auditor General's Management Letter implemented by the end of the year	*10*	Professionalism Transparency Accountability E&E use of Resources		
3.4	4th Quarter 2019, 1st, 2nd & 3rd Quarters of 2020 Internal Audit Recommendations implemented by the end of the year	*15*	Professionalism Transparency Accountability E&E use of Resources		
3.5	At least 90% of 2020 actual expenditure covered activities in the approved Annual Action Plan	*20*	Professionalism Transparency Accountability E&E use of Resources		
3.6	Data on rateable properties (moveable & immoveable) based on which final revenue estimates are derived is available and updated by the end of the year	*20*	Professionalism Participation Transparency Accountability		
OVERALL RATING for KPA 3 ***(Sum of Column e)*** **"For annual evaluation"**					

Rating scale is indicated in Annex 3A.

KEY PERFORMANCE AREA (KPA) 4: INFRASTRUCTURE

(15 % OVERALL WEIGHT OUT OF OVERALL KPAs)

KEY PERFORMANCE INDICATORS (KPIs)		WEIGHT %	SERVICE DELIVERY STANDARDS (SDS)	*RATING SCALE (1 to 4) "For annual evaluation"	OVERALL RATING "For annual evaluation"
a		*b*	*c*	*d*	*e =b*d*
4.1	At least 80% of approved road programme in the 2020 Annual Action Plan achieved by the end of the year	**20**	Professionalism Transparency Accountability E&E use of Resources		
4.2	At least 80% of approved programme for buildings and structures (new/ rehabilitated/maintained) in the 2020 Annual Action Plan achieved by the end of the year	**20**	Professionalism Transparency Accountability E&E use of Resources		
4.3	Inaugurate MMDA Spatial Planning Committee and Technical Sub-Committee in accordance with L.I 2384 by the end of the year	**20**	Professionalism Transparency Accountability Participation Client focus		
4.4	At least 80% of building permit applications received are considered at the District Spatial Planning Committee (DSPC) meetings and decisions communicated to Applicants	**20**	Client Focus Professionalism Transparency Accountability Participation		
4.5	Approved spatial plans (District Spatial Development Framework, Structure Plan for the District Capital and Local Plans) available by end of December 2020	**20**	Professionalism Transparency Accountability Participation Client focus		
OVERALL RATING for KPA 4 *(Sum of Column e)* **"For annual evaluation"**					

Rating scale is indicated in Annex 3A.

KEY PERFORMANCE AREA (KPA) 5: SOCIAL SERVICES
(15 % OVERALL WEIGHT OUT OF OVERALL KPAs)

KEY PERFORMANCE INDICATORS (KPIs)		WEIGHT %	SERVICE DELIVERY STANDARDS (SDS)	*RATING SCALE (1 to 4) "For annual evaluation"	OVERALL RATING "For annual evaluation"
a		*b*	*c*	*d*	*e =b*d*
5.1	Organize quarterly District Education Oversight Committee meetings	**10**	Professionalism Participation Client Focus		
5.2	Organize quarterly District Health Committee meetings	**10**	Professionalism Participation Client Focus		
5.3	Data on vulnerable groups in MMDA updated by the end of June and December 2020	**20**	Transparency Accountability Participation Client Focus		
5.4	At least 80% of approved Gender Based Violence interventions implemented and reported on by the end of the year	**20**	Professionalism Participation Transparency E&E use of Resources Client Focus		
5.5	At least 60% of reported child protection cases managed effectively by the end of the year.	**20**	Professionalism Transparency Participation Client Focus		
5.6	At least 80% of community mobilization and education programmes in the 2020 Annual Action Plan executed by the end of the year	**20**	Professionalism Transparency Participation Client Focus		
OVERALL RATING for KPA 5 ***(Sum of Column e)*** **"For annual evaluation"**					

**Rating scale is indicated in Annex 3A.*

KEY PERFORMANCE AREA (KPA) 6: ECONOMIC DEVELOPMENT
(15 % OVERALL WEIGHT OUT OF OVERALL KPAs)

KEY PERFORMANCE INDICATORS (KPIs)		WEIGHT %	SERVICE DELIVERY STANDARDS (SDS)	*RATING SCALE (1 to 4) "For annual evaluation"	OVERALL RATING "For annual evaluation"
	a	*b*	*c*	*d*	*e =b*d*
6.1	Selected crops and/or livestock and/or fish yield increased by at least 10% by the end of the year	40	Professionalism Participation Client Focus Accountability E&E use of Resources		
6.2	Transformation of subsistence farming to commercial farming increased by at least 30% by the end of the year	30	Professionalism Participation Client Focus Accountability E&E use of Resources		
6.3	At least 80% of approved tourism related activities achieved by the end of the year	30	Professionalism Participation Client Focus E&E use of Resources Accountability		
OVERALL RATING for KPA 6 *(Sum of Column e)* "For annual evaluation"					

**Rating scale is indicated in Annex 3A.*

KEY PERFORMANCE AREA (KPA) 7: ENVIRONMENT AND SANITATION

(10 % OVERALL WEIGHT OUT OF OVERALL KPAs)

	KEY PERFORMANCE INDICATORS (KPIs)	WEIGHT %	SERVICE DELIVERY STANDARDS (SDS)	*RATING SCALE (1 to 4) "For annual evaluation"	OVERALL RATING "For annual evaluation"
	a	*b*	*c*	*d*	*e =b*d*
7.1	Disaster Preparedness Action Plan Implementation Report for 2020 prepared and submitted to RCC by the end of the year	20	Professionalism Participation Client Focus E&E use of Resource		
7.2	Environment enhancement programmes (Air quality control, Noise pollution control, Land restoration/reclamation, environmental education, afforestation etc) included in the 2021 Annual Action plan	20	Professionalism Participation E&E use of Resource		
7.3	Population with household toilets increased by at least 15% by the end of the year	30	Professionalism Participation Client Focus		
7.4	Routine cleansing of the Central Business District (CBD), Town centres and other Public Spaces	30	Professionalism Participation Accountability E&E use of Resource Client Focus		
	OVERALL RATING for KPA 7 *(Sum of Column e)* "For annual evaluation"				

Rating scale is indicated in Annex 3A.

SCHEDULE 2: PERSONAL DEVELOPMENT PLAN

MMDCD's PERSONAL DEVELOPMENT PLAN
(NOT FOR SCORING PURPOSES)

1. *Select appropriate competencies (by circling the Serial No. of the Competency) which the staff requires to perform his/her duties based on the staff's position.*
2. *Out of the selected competencies, indicate in your plan which competencies need to be improved, stating the expected outcomes to be attained. Also indicate how these competencies are to be improved (e.g. through participation in workshops, conferences, seminars, peer review, coaching, mentoring, on-the-job training, etc.).*
3. *Evaluation of core competencies (as in rating scale indicated in Annex 3B*

COMPETENCIES		EVALUATION **(Rating 1-2-3-4)	WHEN WOULD YOU LIKE TO DEVELOP IT?	WHAT ARE THE EXPECTED OUTCOMES?	HOW WILL IT BE ATTAINED?
1.	**ORGANISATION AND MANAGEMENT** ▪ ABILITY TO PLAN, ORGANISE AND MANAGE WORK LOAD ▪ ABILITY TO WORK SYSTEMATICALLY AND MAINTAIN QUALITY ▪ ABILITY TO MANAGE OTHERS TO ACHIEVE SHARED GOALS	1 – 2 – 3 - 4			
2.	**INNOVATION AND STRATEGIC THINKING** ▪ SUPPORT FOR ORGANISATIONAL CHANGE ▪ ABILITY TO THINK BROADLY ▪ DEMONSTRATING CREATIVITY IN THINKING	1 – 2 – 3 - 4			
3.	**LEADERSHIP AND DECISION-MAKING** ▪ ABILITY TO INITIATE ACTION AND PROVIDE DIRECTION TO OTHERS ▪ ACCEPTANCE OF RESPONSIBILITY AND DECISION-MAKING ▪ ABILITY TO EXERCISE GOOD JUDGEMENT	1 – 2 – 3 - 4			
4.	**ORGANIZATIONAL DEVELOPMENT AND IMPROVEMENT** ▪ COMMITMENT TO ORGANIZATIONAL DEVELOPMENT ▪ COMMITMENT TO CUSTOMER SATISFACTION ▪ COMMITMENT TO THE DELIVERY OF QUALITY SERVICES AND PRODUCTS	1 – 2 – 3 - 4			
5.	**COMMUNICATION (ORAL, WRITTEN & ELECTRONIC)** ▪ ABILITY TO COMMUNICATE DECISIONS CLEARLY ▪ ABILITY TO NEGOTIATE AND MANAGE CONFLICT EFFECTIVELY ▪ ABILITY TO RELATE AND NETWORK ACROSS DIFFERENT LEVELS AND DEPARTMENTS	1 – 2 – 3 - 4			

	COMPETENCIES	EVALUATION **(Rating 1-2-3-4)	WHEN WOULD YOU LIKE TO DEVELOP IT?	WHAT ARE THE EXPECTED OUTCOMES?	HOW WILL IT BE ATTAINED?
6.	**JOB KNOWLEDGE AND TECHNICAL SKILLS** ▪ DEMONSTRATION OF RELEVANT JOB EXPERTISE ▪ DEMONSTRATION OF CROSS-FUNCTIONAL AWARENESS ▪ BUILDING, APPLYING AND SHARING OF NECESSARY EXPERTISE AND TECHNOLOGY	1 – 2 – 3 - 4			
7.	**SUPPORTING AND COOPERATING** ▪ ABILITY TO WORK EFFECTIVELY WITH TEAMS, CLIENTS AND STAFF ▪ ABILITY TO SHOW SUPPORT TO OTHERS ▪ KEEPING TO LAID DOWN REGULATIONS AND PROCEDURES ▪ ABILITY TO ADHERE TO ORGANISATION'S PRINCIPLES, ETHICS AND VALUES	1 – 2 – 3 - 4			
8.	**MAXIMISING AND MAINTAINING PRODUCTIVITY** ▪ ABILITY TO MOTIVATE AND INSPIRE OTHERS ▪ ABILITY TO ACCEPT CHALLENGES AND MANAGE THEM EFFECTIVELY ▪ ABILITY TO MANAGE PRESSURE EFFECTIVELY	1 – 2 – 3 - 4			
9.	**DEVELOPING AND MANAGING BUDGETS** ▪ FIRM AWARENESS OF FINANCIAL ISSUES AND ACCOUNTABILITIES ▪ UNDERSTANDING OF BUSINESS PROCESSES AND CUSTOMER PRIORITIES ▪ EXECUTING RESULTS-BASED ACTIONS COST-EFFECTIVELY	1 – 2 – 3 - 4			
10.	**ABILITY TO DEVELOP SELF, STAFF AND OTHER STAKEHOLDERS** ▪ DEMONSTRATING INTEREST IN SELF-DEVELOPMENT ▪ ABILITY TO DEVELOP STAFF ▪ ABILITY TO COACH AND MENTOR STAFF AND OTHER STAKEHOLDERS	1 – 2 – 3 - 4			
	Any other competencies, please specify:	1 – 2 – 3 - 4			

*****Rating scale on the assessment of Competency indicated in Annex 3B.***

ASSUMPTIONS

The agreed deliverables will only be revised based on the under-listed conditions:

- Issues raised in mid-year review report
- Change in government priorities

OBLIGATIONS OF THE MMDCD

The MMDCD accepts responsibility for the performance of the MMDA and undertakes to:

a) Adopt and apply appropriate management techniques in conducting the affairs of the MMDA and in supervising its Departments/Sections / Units.
b) Ensure that Local Government Service core values (refer to section 3.4) and Service Delivery Standards (refer to section 3.5) are upheld by staff of the MMDA.
c) Ensure that the assets within the MMDA are maintained in the most efficient manner and safeguarded against loss or misuse.
d) Notify the MMDCE promptly of any conditions, which may interfere with, or threaten the achievement of the performance targets, listed herein.

OBLIGATIONS OF THE MMDCE TO THE MMDCD

The MMDCE, as a representative of the Central Government accepts the responsibility to provide strategic leadership, financial, material and logistical support to the MMDCD to ensure that the MMDA achieves the level of performance indicated in this Contract.

PERFORMANCE EVALUATION UNDER THE CONTRACT

An evaluation of the performance of the MMDCD shall be conducted by the OHLGS through a consultant /regional monitoring team. The RCC will monitor the various stages of the PMS cycle. The evaluation shall be based on the Key Performance Areas established under this Performance Contract between the MMDCE and the MMDCD.

The performance evaluation shall be completed not later than the 1st quarter of 2021 by using the "Annual Performance Evaluation Reporting Format". Upon the completion of the annual evaluation, the HoS shall communicate to the MMDCD in writing the outcome of the evaluation. LGSC through the HoS shall thereafter determine the reward or sanctions as prescribed in Annex 4 of this Agreement to be applicable to the MMDCD.

REWARDS AND SANCTIONS

Based on the results of the performance evaluation, the Head of Service shall report to the Local Government Service Council and recommend remedial action.
The rewards and sanctions will be in accordance with LGS Human Resource Operational Manual and Conditions of Service. The details are provided in Annex 4.

ARBITRATION

In the event of a disagreement between the parties to this Contract, either party may apply to the Regional Co-ordinating Council (RCC) and then to the Local Government Service Council (LGSC) for settlement if not resolved at the RCC level.

OVERALL PERFORMANCE

SCHEDULE 1- KEY PERFORMANCE AREAS (1-7)					
KEY PERFORMANCE AREA	OVERALL WEIGHTING / KPA	ACTUAL RATING / KPA *(Sum of Column e from each KPA; Section 5.1)*	OVERALL ACTUAL RATING FACTOR / KPA	OBSERVATION	RECOMMENDATION
a	*b*	*c*	*d = b*c*	*e*	*f*
KPA 1: General Administration					
KPA 2: Human Resource (HR) Management					
KPA 3: Financial Management and Reporting					
KPA 4: Infrastructure					
KPA 5: Social Service					
KPA 6: Economic Development					
KPA 7: Environment and Sanitation					
TOTAL WEIGHTS	**100%**				
CALCULATED OVERALL RATING (1 to 4) *(Sum of Column d)*					
CALCULATED OVERALL SCORES *(Sum of Column d / 4 * 100)*			%		

EVALUATION ON PERSONAL DEVELOPMENT PLAN (NOT FOR SCORING PURPOSES)

	COMPETENCIES	EVALUA-TION (Rating 1-2-3-4) *(By marking circle)*	BRIEF ON ACTUAL RESULTS	OBSERVATION AND RECOMMENDATION
1.	**ORGANISATION AND MANAGEMENT** ▪ ABILITY TO PLAN, ORGANISE AND MANAGE WORK LOAD ▪ ABILITY TO WORK SYSTEMATICALLY AND MAINTAIN QUALITY ▪ ABILITY TO MANAGE OTHERS TO ACHIEVE SHARED GOALS	1 – 2 – 3 - 4		
2.	**INNOVATION AND STRATEGIC THINKING** ▪ SUPPORT FOR ORGANISATIONAL CHANGE ▪ ABILITY TO THINK BROADLY ▪ DEMONSTRATING CREATIVITY IN THINKING	1 – 2 – 3 - 4		
3.	**LEADERSHIP AND DECISION-MAKING** ▪ ABILITY TO INITIATE ACTION AND PROVIDE DIRECTION TO OTHERS ▪ ACCEPTANCE OF RESPONSIBILITY AND DECISION-MAKING ▪ ABILITY TO EXERCISE GOOD JUDGEMENT	1 – 2 – 3 - 4		
4.	**ORGANISATIONAL DEVELOPMENT AND IMPROVEMENT** ▪ COMMITMENT TO ORGANISATIONAL DEVELOPMENT ▪ COMMITMENT TO CUSTOMER SATISFACTION ▪ COMMITMENT TO THE DELIVERY OF QUALITY SERVICES AND PRODUCTS	1 – 2 – 3 - 4		
5.	**COMMUNICATION (ORAL, WRITTEN & ELECTRONIC)** ▪ ABILITY TO COMMUNICATE DECISIONS CLEARLY ▪ ABILITY TO NEGOTIATE AND MANAGE CONFLICT EFFECTIVELY ▪ ABILITY TO RELATE AND NETWORK ACROSS DIFFERENT LEVELS AND DEPARTMENTS	1 – 2 – 3 - 4		
6.	**JOB KNOWLEDGE AND TECHNICAL SKILLS** ▪ DEMONSTRATION OF RELEVANT JOB EXPERTISE ▪ DEMONSTRATION OF CROSS-FUNCTIONAL AWARENESS ▪ BUILDING, APPLYING AND SHARING OF NECESSARY EXPERTISE AND TECHNOLOGY	1 – 2 – 3 - 4		

	COMPETENCIES	EVALUATION (Rating 1-2-3-4) *(By marking circle)*	BRIEF ON ACTUAL RESULTS	OBSERVATION AND RECOMMENDATION
7.	**SUPPORTING AND COOPERATING** ▪ ABILITY TO WORK EFFECTIVELY WITH TEAMS, CLIENTS AND STAFF ▪ ABILITY TO SHOW SUPPORT TO OTHERS ▪ KEEPING TO LAID DOWN REGULATIONS AND PROCEDURES ▪ ABILITY TO ADHERE TO ORGANISATION'S PRINCIPLES, ETHICS AND VALUES	1 – 2 – 3 - 4		
8.	**MAXIMISING AND MAINTAINING PRODUCTIVITY** ▪ ABILITY TO MOTIVATE AND INSPIRE OTHERS ▪ ABILITY TO ACCEPT CHALLENGES AND MANAGE THEM EFFECTIVELY ▪ ABILITY TO MANAGE PRESSURE EFFECTIVELY	1 – 2 – 3 - 4		
9.	**DEVELOPING AND MANAGING BUDGETS** ▪ FIRM AWARENESS OF FINANCIAL ISSUES AND ACCOUNTABILITIES ▪ UNDERSTANDING OF BUSINESS PROCESSES AND CUSTOMER PRIORITIES ▪ EXECUTING RESULTS-BASED ACTIONS COST-EFFECTIVELY	1 – 2 – 3 - 4		
10.	**ABILITY TO DEVELOP SELF, STAFF AND OTHER STAKEHOLDERS** ▪ DEMONSTRATING INTEREST IN SELF-DEVELOPMENT ▪ ABILITY TO DEVELOP STAFF ▪ ABILITY TO COACH AND MENTOR STAFF AND OTHER STAKEHOLDERS	1 – 2 – 3 - 4		
11.	**Any other competencies, please specify:**	1 – 2 – 3 - 4		

Evaluation of core competencies (as in rating scale indicated in Annex B)

COMMENTS ON PERFORMANCE ACHIEVEMENTS

(Comment on Performance achievements and additional contributions made)

HON. MMDCE's COMMENTS ON PERFORMANCE ACHIEVEMENTS

Refer to Annual Performance Evaluation

……………………………………………………………………………………………………

MMDCD's COMMENTS ON PERFORMANCE ACHIEVEMENTS

Refer to Section Annual Performance Evaluation

……………………………………………………………………………………………………

CAREER DEVELOPMENT/CAPACITY BUILDING NEEDS - COMMENTS

(To Be Completed by Hon. MMDCE & MMDCD)

Refer to Section 3.2: Evaluation on Personal Development

……………………………………………………………………………………………………

ASSESSMENT DECISION & CONCLUSION

(BY HON. MMDCE & MMDCD)

CRITERIA FOR RATING OVERALL PERFORMANCE

(Refer to Calculated Overall Scores (%) from Annual Performance Evaluation)

Mark "X" in the appropriate box

☐ **Excellent (4): 80-100% *(Outstanding)***

MMDCD fully met and exceeded the agreed indicators and time lines and produced results of excellent quality. The Officer is a model of excellence in terms of the results achieved and the means by which they were achieved. *(publicize his/her outstanding performance and recommend him/her for appropriate reward)*

☐ **Very Good (3): 70-79% *(Exceeded the requirement)***

MMDCD achieved most of the agreed indicators and has produced results of good quality within agreed time lines. *(Recognize his/her very good performance & encourage him/her through Coaching, Mentoring, training, etc.)*

☐ **Good (2): 60-69% *(Met the requirement= 60%)***

MMDCD achieved the minimum number of agreed indicators and provided adequate supporting rationale/reasons for not achieving all of the specified targets. *(Encourage him/her through Coaching, Mentoring, training, etc. for further improvement)*

☐ **Unsatisfactory** (1): Below 60% *(Did not meet the requirement)*

CD/RCD performance did not meet the standard expected for the job i.e. …… did not achieved most of the agreed indicators within the time frame provided and was unable to provide reasons or provided unacceptable reasons for unachieved targets. *(Apply appropriate sanction and necessary counseling*

CONCLUDING REMARKS BY HEAD OF SERVICE

… …

… … … … … … … … … … … … … …

ANNEX A: RATING SCALES ON THE ASSESSMENT OF KEY PERFORMANCE INDICATOR (KPI)

To compute score obtained on Indicator, a scale of One (1) to Four (4) was provided.

The following table provides the definitions for the rating scale for assessing the level of achievement of Indicators.

(REFER TO SCHEDULE 1)

RATING		DEFINITION OF ACHIEVEMENT ON KEY PERFORMANCE INDICATOR (KPI)
4	Excellent:	He/ She fully met and exceeded the agreed indicators and time lines and has produced results of excellent quality. The Officer is a model of excellence in terms of the results achieved and the means by which they were achieved.
3	Very good:	He/ She achieved most of the agreed indicators and indicators and has produced results of good quality within agreed time lines.
2	Good:	He/ She achieved the minimum number of agreed indicators and provided adequate supporting rationale/reasons for not achieving all of the specified targets.
1	Unsatisfactory:	His/ Her performance did not meet the standard expected for the job i.e. He/ She has not achieved most of the agreed indicators within the time frame provided and is unable to provide reasons or provides unacceptable reasons for unachieved targets.

ANNEX B: RATING SCALES ON THE ASSESSMENT OF COMPETENCY

(REFER TO SCHEDULE 2)

RATING		EXPLANATION (EVALUATION OF COMPETENCY)
4	Excellent	Consistently demonstrated this competency and always encouraged others to do same. Four (4) or more examples can be evidenced to support this rating.
3	Very Good	Frequently demonstrated this competency and sometimes encouraged others to do same. Three (3) examples can be evidenced to support this rating.
2	Good	Demonstrated this competency at least two (2) examples can be evidenced to support this rating. Meets expectation on this competency requirement.
1	Unsatisfactory	Not at all demonstrated this behaviour competency and three (3) or more examples can be evidenced to support this rating. Demonstration of requirements of this behavioural competency was unacceptable and did not meet any expectation.

ANNEX C: WORKING SHEET

Reference *(No. of KPA, KPI, etc.)*	**Topic / Issue** *(Brief Reference)*	**Information / Justification/ Verification on Scoring (1- 2 - 3 - 4)**	**Remarks**

ANNEX 2. SAMPLE PERFORMANCE CONTRACT & PROCESS OF RCC

SCHEDULE 1: KEY PERFORMANCE AREAS

The Chief Director / Regional Co-ordinating Director shall deliver the following generic key operational and administrative outputs as per the timelines indicated:

KEY PERFORMANCE AREA (KPA) 1: GENERAL ADMINISTRATION

(30 % OVERALL WEIGHT OUT OF FOUR KPAs)

KEY PERFORMANCE INDICATORS (KPIs)		WEIGHT %	SERVICE DELIVERY STANDARDS (SDS)	*RATING SCALE (1 to 4) "For annual evaluation"	OVERALL RATING "For annual evaluation"
a		*b*	*c*	*d*	*e =b*d*
1.1	At least one Regional Security Council meeting organized by the end of each month.	20	Professionalism Participation Accountability Client Focus Transparency E&E use of Resources		
1.2	i. Two expanded RCC meetings (as per LG ACT 936, Section 198 (3) ISCC) organized by the end of the year. ii. At least one expanded RPCU meeting (as per LG ACT 936, Section 198 (3) ISCC) organized by the end of the year.	12 8	Professionalism Participation Accountability Transparency E&E use of Resources Client Focus		

KEY PERFORMANCE INDICATORS (KPIs)		WEIGHT %	SERVICE DELIVERY STANDARDS (SDS)	*RATING SCALE (1 to 4) "For annual evaluation"	OVERALL RATING "For annual evaluation"
	a	b	c	d	e =b*d
1.3	All incoming and outgoing correspondences stored in a computerized database on daily basis	15	Professionalism Transparency		
1.4	Website updated monthly with information and activities of the Departments of the RCC	15	Professionalism Transparency Accountability Client Focus		
1.5	**Functional Client Service Unit	15	Client Focus Professionalism Transparency Accountability		
1.6	A well-managed workplace environment including clean washrooms, office space, office sign post***, general landscaping and general office amenities by the end of the year	15	Client Focus E&E use of Resources Professionalism		
OVERALL RATING for KPA 1 *(Sum of Column e)* **"For annual evaluation"**					

Rating scale is indicated in Annex 3A.

*****Functional refers to a dedicated office with basic office logistics, trained staff, records of complaints received and actions taken***

****** Office Sign Post should be visible and with all the relevant information (eg. Directional signs) required to direct clients and the general public to the RCC***

KEY PERFORMANCE AREA (KPA) 2: HUMAN RESOURCE MANAGEMENT

(30 % OVERALL WEIGHT OUT OF FOUR KPAs)

KEY PERFORMANCE INDICATORS (KPIs)		WEIGHT %	SERVICE DELIVERY STANDARDS (SDS)	*RATING SCALE (1 to 4) "For annual evaluation"	OVERALL RATING "For annual evaluation"
a		*b*	*c*	*d*	*e =b*d*
2.1	Biannual composite promotion schedule with established vacancies for all grade levels and retirement schedules in MMDAs and the RCC prepared and submitted to the OHLGS by end of February & July 2020	10	Professionalism Transparency		
2.2	Regional (RCC & MMDAs) consolidated HRMIS data and reports submitted to the OHLGS by the 15th day of the ensuing month	20	Professionalism Transparency		
2.3	Staff salary validated timeously and accurately and a comprehensive report submitted to the OHLGS by the end of every month	10	Professionalism Transparency Accountability		
2.4	i. Comprehensive Regional (RCC & MMDAs) Training Plan prepared by the end of March 2020 and submitted to OHLGS ii. At least 80% of RCC Training Plan implemented by the end of the year and quarterly report submitted to the OHLGS by the 2nd week following the quarter	10 10	Professionalism Transparency Participation		
2.5	Implementation of the PMS at the MMDA level monitored and report submitted to the OHLGS by the end of July 2020 and December 2020	20	Professionalism		
2.6	Comprehensive (appraisal cycle) RCC staff appraisal schedule implemented by the end of the year	20	Professionalism Transparency Participation		
OVERALL RATING for KPA 2 *(Sum of Column e)* **"For annual evaluation"**					

Rating scale is indicated in Annex 3A.

KEY PERFORMANCE AREA (KPA) 3: FINANCIAL MANAGEMENT AND REPORTING

(20 % OVERALL WEIGHT OUT OF FOUR KPAs)

KEY PERFORMANCE INDICATORS (KPIs)		WEIGHT %	SERVICE DELIVERY STANDARDS (SDS)	*RATING SCALE (1 to 4) "For annual evaluation"	OVERALL RATING "For annual evaluation"
	a	*b*	*c*	*d*	*e =b*d*
3.1	2020 Annual Audit Plan prepared and submitted to the Principal Spending Officer (RCD), Audit Committee and the Internal Audit Agency by the 30th of January of the 2020 financial year	15	Professionalism Transparency Accountability		
3.2	100% of recommendations contained in 2019 Auditor General's Management Letter implemented by the end of the year	15	Professionalism Transparency Accountability E&E use of Resources		
3.3	4th Quarter 2019, 1st, 2nd & 3rd Quarters of 2020 Internal Audit Recommendations implemented by the end of the year	15	Professionalism Transparency Accountability E&E use of Resources		
3.4	Approved 2021 budget (Regional Integrated Budget System) submitted to the OHLGS by 31st October, 2020	25	Professionalism Participation Transparency Accountability		
3.5	All 2020 GoG expenditure processed through the GIFMIS	30	Professionalism Transparency Accountability E&E use of Resources		
OVERALL RATING for KPA3 ***(Sum of Column e)*** **"For annual evaluation"**					

***Rating scale is indicated in Annex 3A.**

KEY PERFORMANCE AREA (KPA) 4: SERVICES
(20 % OVERALL WEIGHT OUT OF FOUR KPAs)

KEY PERFORMANCE INDICATORS (KPIs)		WEIGHT %	SERVICE DELIVERY STANDARDS (SDS)	*RATING SCALE (1 to 4) "For annual evaluation"	OVERALL RATING "For annual evaluation"
a		*B*	*c*	*d*	*e =b*d*
4.1	Quarterly monitoring reports of Departments of RCCs submitted through the RCC to relevant MDAs and copies to the OHLGS by the 15th day of the first month of the ensuing quarter	30	Professionalism E&E use of resources Accountability		
4.2	Quarterly monitoring reports of RPCU submitted to the OHLGS by the 15th day of the first month of the ensuing quarter	40	Professionalism Participation E&E use of resources Accountability		
4.3	Biannual reports on Technical backstopping support to MMDAs submitted to the OHLGS	30	Professionalism E&E use of resources Accountability		
OVERALL RATING for KPA 4 ***(Sum of Column e)*** **"For annual evaluation"**					

Rating scale is indicated in Annex 3A.

SCHEDULE 2: PERSONAL DEVELOPMENT PLAN
CHIEF DIRECTOR'S / REGIONAL CO-ORDINATING DIRECTOR'S PERSONAL DEVELOPMENT PLAN
(NOT FOR SCORING PURPOSES)

Please outline the competencies that you would like to develop for the year. These should be relevant to the effective and efficient management of the Service (RCC).

What competencies would you require to improve your performance?		*How do you plan to attain these competencies (e.g. through attendance at workshops, conferences, seminars, peer review, executive coaching, studying and readings, etc.)?*		
COMPETENCIES		**EVALUATION**	**BY WHEN & HOW WOULD YOU LIKE TO DEVELOP IT**	**EXPECTED OUTCOMES TO BE ATTAINED**
5.	Planning & Organisation	1 – 2 – 3 - 4		
6.	Leadership	1 – 2 – 3 - 4		
7.	Change Management	1 – 2 – 3 - 4		
8.	Decision Making	1 – 2 – 3 - 4		
9.	Entrepreneurial skills	1 – 2 – 3 - 4		
10.	Good verbal and written communication	1 – 2 – 3 - 4		
11.	Negotiation Skills	1 – 2 – 3 - 4		
12.	Interpersonal Skills	1 – 2 – 3 - 4		
13.	Conflict Management	1 – 2 – 3 - 4		
14.	Security consciousness	1 – 2 – 3 - 4		

Evaluation of core competencies (as in rating scale indicated in Annex 3B)

ASSUMPTIONS

The agreed deliverables will only be revised based on the under-listed conditions:

- Issues raised in mid-year review report
- Change in government priorities

OBLIGATIONS OF THE CD/RCD TO THE REGIONAL MINISTER

The CD/RCD accepts responsibility for the overall performance of the RCC as a whole and undertakes to:

e) Adopt and apply appropriate management techniques in conducting the affairs of the RCC and in supervising its Directorates/Departments/ Units / Sections.

f) Ensure that Local Government Service's core values (*refer to section 3.4*) and Service Delivery Standards (*refer to section 3.5*) are upheld by the staff of the RCC and the Metropolitan, Municipal and District Assemblies (MMDAs) within the Region.

g) Ensure that the assets within the RCC are maintained in the most efficient manner and safeguarded against loss or abuse.

h) Notify the Regional Minister promptly of any conditions, which may interfere with, or threaten the achievement of the performance targets, listed herein.

OBLIGATIONS OF THE REGIONAL MINISTER TO THE CD/RCD

a) The Regional Minister accepts responsibility to provide effective and efficient administrative and managerial leadership.

b) The Regional Minister accepts responsibility to provide support (financial, material and logistical) to the CD/RCD to ensure that the RCC achieves the level of performance indicated in this Contract.

PERFORMANCE EVALUATION UNDER THE CONTRACT

An assessment of the performance of the CD/RCD shall be conducted by the OHLGS. The evaluation shall be based on the key performance results / outputs and deliverables established under this Performance Contract between the Regional Minister and the CD/RCD.

The performance evaluation shall be completed not later than the 1st quarter of 2021 by using the "Annual Performance Evaluation Reporting Format". Upon the conclusion of the annual evaluation, the HoS shall communicate to the CD/RCD in writing the outcome of the evaluation. The LGSC through the HoS shall thereafter determine the rewards or sanctions as prescribed in Annex 4 of this Contract to be applicable to the CD/RCD.

REWARDS AND SANCTIONS

Based on the results of the performance evaluation, the Head of Service shall recommend to the Local Government Service Council that a CD/RCD be rewarded or recognised for excellent performance.

The Local Government Service Council may institute disciplinary action against a CD/RCD in the case of unsatisfactory performance.

The sanctions will be in accordance with LGS Human Resource Operational Manual and Conditions of Service. The details are provided in Annex 4.

ARBITRATION AND SETTLEMENT OF DISPUTES

In the event of a disagreement between the parties to this Contract, either party may apply to the Local Government Service Council (LGSC) for settlement. The LGSC shall constitute an arbitration panel which shall consult with both parties and make a ruling within one month of the application. The ruling of the LGSC shall be binding on both parties.

ANNEX 2: TEMPLATE FOR REPORTING ON PERFORMANCE

(Please note that the Annex 2 is to be completed by the Regional Minister & RCD)

ANNEX 2A: TEMPLATE FOR REPORTING ON MID-YEAR PERFORMANCE REVIEW

KEY PERFORMANCE AREA (KPA) ….. :……………………………………..

(… …. % OVERALL WEIGHT OUT OF FOUR KPAs)

KEY PERFORMANCE INDICATORS (KPIs)		WEIGHT %	SERVICE DELIVERY STANDARDS (SDS)	MID-YEAR PROGRESS REVIEW	REMARKS
a		*b*	*c*	*d*	*e*
1.1					
1.2					
1.3					
1.4					

Note: apply this format for other KPAs

ANNEX 2B: REPORTING ON PERFORMANCE OF COMPETENCIES: MID-YEAR REVIEW AND END OF YEAR EVALUATION)

What competencies did you require to improve your performance on the job	*How have you attained these competencies*		**OBSERVATION & RECOMMENDATION**
COMPETENCIES	**EVALUATION (Rating 1-2-3-4)**	**ACTUAL RESULTS**	
1. Planning & Organisation			
2. Leadership			
3. Change Management			
4. Decision Making			
5. Entrepreneurial skills			
6. Good verbal and written communication			
7. Negotiation Skills			
8. Interpersonal Skills			
9. Conflict Management			
10. Security consciousness			
11.			

Evaluation of core competencies (as in rating scale indicated in Annex 3B)

ANNEX 2C: END OF THE YEAR PERFORMANCE EVALUATION TEMPLATE
OVERALL PERFORMANCE (to be completed by Reg. Minister & RCD)

SCHEDULE 1- KEY PERFORMANCE AREAS (1-4)					
KEY *PERFORMANCE AREA	OVERALL WEIGHTING / KPA	ACTUAL RATING / KPA *(from each KPA Section)*	OVERALL ACTUAL RATING FACTOR / KPA	OBSERVATION	RECOMMENDATION
a	*b*	*c*	*d = b*c*	*e*	*f*
KPA 1 – General Administration	**30%**				
KPA 2 – Human Resource	**30%**				
KPA 3 - Financial Management and Reporting	**20%**				
KPA 4 – Services	**20%**				
TOTAL WEIGHTS	**100%**				
CALCULATED OVERALL RATING (1 to 4) *(Sum of Column d)*					
CALCULATED OVERALL SCORES *Sum of Column d / 4 * 100)*					

*(Note: In the formula "Sum of Column d / 4 * 100", 4 is a constant and represents the maximum rating scale);* ***See Annex 3C for overall Performance Assessment Rating***

ANNEX 3: RATING SCALES ON ASSESSMENT

ANNEX 3A: RATING ON THE ASSESSMENT OF KPI

To compute score obtained on Indicator, a scale of One (1) to Four (4) is provided.

The following table provides the definitions for the rating scale for assessing the level of achievement of Indicators. ***(Refer To Section 5.1)***

RATING		**DEFINITION OF ACHIEVEMENT ON KEY PERFORMANCE INDICATOR (KPI)**
4	Excellent :	He/she has fully met and exceeded the agreed indicators and time lines and has produced results of excellent quality. The Officer is a model of excellence in terms of the results achieved and the means by which they were achieved.
3	Very good:	He/she has achieved most of the agreed indicators and indicators and has produced results of good quality within agreed time lines.
2	Good:	He/she has achieved the minimum number of agreed indicators and provided adequate supporting rationale/reasons for not achieving all of the specified targets.
1	Unsatisfactory:	His/her performance does not meet the standard expected for the job i.e. He/she has not achieved most of the agreed indicators within the time frame provided and is unable to provide reasons or provides unacceptable reasons for unachieved targets.

ANNEX 3B: RATING ON THE ASSESSMENT OF COMPETENCY

(Refer To Section 5.1& Annex 2B)

RATING SCALE		**EXPLANATION (EVALUATION OF COMPETENCY)**
4	Excellent	He/she has consistently demonstrated this competency and always encouraged others to do same. Four (4) or more examples can be evidenced to support this rating.
3	Very Good	He/she has frequently demonstrated this competency and sometimes encouraged others to do same. Three (3) examples can be evidenced to support this rating.
2	Good	He/she has demonstrated this competency at least two (2) examples can be evidenced to support this rating. Meets expectation on this competency requirement.
1	Unsatisfactory	He/she has not at all demonstrated this competency and three (3) or more examples can be evidenced to support this rating.

		Demonstration of requirements of this competency was unacceptable and did not meet any expectation.

ANNEX 3C: RATING ON THE ASSESSMENT OF OVERALL PERFORMANCE

The following criteria will be used to rate the overall performance of the Officer:

Refer to Annex 2C, Calculated Overall Scores

☐**EXCELLENT (4): 80-100% *(Outstanding)***

He/she has fully met and exceeded the agreed targets and time lines and has produced results of excellent quality. The Officer is a model of excellence in terms of the results achieved and the means by which they were achieved.

(Rewards, Recognitions and Sanctions: Publicize his/her outstanding performance and recommend him/her for appropriate reward)

☐**VERY GOOD (3): 70-79% *(Exceeds the requirement)***

He/she has achieved most of the agreed targets and indicators and has produced results of good quality within agreed time lines.

(Rewards, Recognitions and Sanctions: Recognize his/her very good performance & encourage him/her through Coaching, Mentoring, training, etc.)

☐**GOOD (2): 60-69% *(Meets the requirement= 60%)***

He/she has achieved the minimum number of agreed targets and provided adequate supporting rationale/reasons for not achieving all of the specified targets.

(Rewards, Recognitions and Sanctions: Encourage him/her through Coaching, Mentoring, training, etc. for further improvement)

☐**UNSATISFACTORY (1): Below 60% *(Does not meet the requirement)***

His/her performance does not meet the standard expected for the job i.e. Officer has not achieved most of the agreed targets within the time frame provided and is unable to provide reasons or provides unacceptable reasons for unmet targets.

(Rewards, Recognitions and Sanctions: Apply appropriate sanction and necessary counselling)

ANNEX 4 - REWARDS, RECOGNITIONS AND SANCTIONS

1) REWARDS

The rewards for the Chief Director / Regional Co-ordinating Director shall include but not limited to: -

- Renewal of Contract appointment
- Paid trips to professional conferences
- Paid vacation with spouse
- Study tours

2) RECOGNITIONS

Recognitions shall take the following forms: -

- Letter or Certificate of Merit
- Provision of citations, mementos, trophies, badges etc.
- Formal public recognition e.g. publicised captioned photos of the person being recognised in the newsletter/newspaper or hanging up photographs of best performers in public places.

3) SANCTIONS - DISCIPLINARY ACTION FOR NON-PERFORMANCE

Sanctions for the Chief Director / Regional Co-ordinating Director shall include but not be limited to: -

- Reprimand
- Termination (if on contract)
- Reduction in rank/position

ANNEX 2

GALLERY


Accra Metro


Ayawaso West


Kasena-Nankana


Nabdam


Sagnerigu


Saboba


Savelugu


Mamprugu Moagduri


East Gonja


Chereponi


Sawla Tuna


North East RCC


Gomoa East


Agona West


Sekyere Central


Sefwi Wiawso


Bibiani-Anwiaso Bekwai


Sekyere Afram Plains


Agona East


Sefwi Akontombra


Effutu


Akyemansa


Asunafo South


Birim South


Suame


Asokore mampong


Amansie South


North Dayi


Kpando


Oforikrom

Techiman North


Jaman South


Eastern RCC


On Boat to from Dambai, Oti


Western RCC


Sene West

Tumu

Wa Municipal

Lawra

Central Tongu

Tema West

Ayawaso East

Ayawaso North