



MINISTRY OF LOCAL GOVERNMENT AND RURAL DEVELOPMENT

2018 ANNUAL PROGRESS REPORT

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CHAPTER ONE

1.0 Introduction

The Ministry of Local Government and Rural Development (MLGRD) is part of Government's Central Management Agencies charged with the statutory responsibility of promoting good governance, equitable and balanced development across the country. The Ministry delivers this mandate through the formulation of policies on local governance, rural and urban development; and the design and delivery of systems to monitor the performance of Assemblies.

The Ministry derives its mandate from Executive Instrument (E.I.) 28, 2017 as well as Sections 11 and 13 of the Civil Service Act, 1993 (PNDCL, 327).

In carrying out its mandate, it co-operates with five (5) main entities namely Ministry of Finance (MOF), National Development Planning Commission (NDPC), other sector Ministries, Local Government Service (LGS) and Institute of Local Government Studies (ILGS) as follows: -

- National Development Planning Commission (NDPC), for coordination of development plan preparation and implementation, monitoring and evaluation;
- Ministry of Finance (MOF), in the conversion of plans into budgets and resource mobilisation for budget execution;
- Sector Ministries for collaboration in policy formulation and monitoring;
- Local Government Service, in the implementation of policies, plans and projects among others;

- Institute of Local Government Studies (ILGS), for the training of staff of MMDAs and other practitioners within the Local Government sector.

The vision of the Ministry is to ensure good governance, equitable and balanced development at the local level.

The Ministry's mission is to deepen decentralised governance at the sub-national level through the formulation of policies and plans, coordination, monitoring and evaluation of programmes using professional staff and appropriate technology for national development.

The Ministry has a dedicated Monitoring and Evaluation Unit which falls under the Policy, Planning, Budgeting, Monitoring and Evaluation Directorate. The Unit is responsible for the provision of technical support for the monitoring and evaluation of policies, plans and programs for the achievement of the mandate of the sector.

1.1 Purpose of M&E for the stated period

The period under review is January to December, 2018. The purpose of Monitoring and Evaluation for this period is to ascertain the level or progress of implementation of policies and projects under the purview of the Ministry. It is also to conduct monitoring on financial management of interventions undertaken by the Ministry. To also assess the status of implementation of projects and programmes.

1.2 Process involved in conducting M&E

The M&E process starts from the development of the SMTDP which comprises the M&E Framework for the sector which reflects Key Indicators for each year.

The MLGRD developed programme/project register based on the Programme of Action with details on activities such as start time, costs, location and source of funding, expected completion date and status of project and their implications for the achievement of the goals and objectives of the Sector Medium Term Development Plan (SMTDP 2018-2021). A monitoring framework is then developed as an instrument to collect data from Regional Coordinating Councils; and Metropolitan, Municipal and District Assemblies.

Policies, projects and programmes were monitored based on these key indicators. Data from the monitoring exercises conducted were inputted into a database for current and future monitoring and evaluation purposes. In 2018, A Sector-Wide Monitoring Database was developed to monitor and evaluate the performance of policies, projects and programmes in the sector.

1.3 Difficulties or challenges encountered

The period under review encountered various challenges. These include;

1.3.1 Reduction in Sector Allocation

Closely related to the above challenge is that the Ministry of Finance reduced budgetary funding for the Ministry and its agencies to undertake planned activities for 2018. For instance,

Goods and Services recorded a variance of GH¢1,533,457.00 as against an approved budget of GH¢11,047,080.00.

Secondly, there was no release for CAPEX from which capital expenditure was to be managed, though there was a budgetary allocation of GH¢2,000.000.00 for the year.

Thirdly, the Department of Community Development could not retool four (4) Vocational and Technical Schools which were to be provided with basic training materials and tools as part of efforts at job creation and providing alternative livelihood for people who were involved in the ‘galamsey’ business.

The net result of the reduction in budgetary allocation is that it hinders the successful implementation of planned programmes as well as cause some planned activities to be rolled on to the following year.

1.3.2 Inadequate Logistics

Inadequate and overused logistics such as vehicles, photocopiers, printers, fax machines, and scanners made the work of the Ministry rather difficult. It resulted in needless delays despatching correspondences as the available equipment breakdown too often because of pressure on their use.

1.3.3 Paucity of Data

The paucity of data to guide effective policy formulation, implementation, monitoring and evaluation persisted within the year. Access to timely, complete and comprehensive data appropriately disaggregated particularly from the District Assemblies remain a challenge for decision-making.

Follow-up actions through telephone calls and emails were usually adopted to seek the appropriate responses to an official request for data. It resulted in unnecessary delays in discharging our functions and in timely delivery of our services.

1.3.4 Inadequate Human Resource

The Ministry did not have adequate staff with the requisite skills mix. The available human resource of middle and junior staff had a low capacity such that a lot of valuable time was spent on vetting memos, speeches and routine reports. Of particular challenge was the paucity of Deputy Directors to handle the increasing volume of work. The inadequacy of the requisite staff mix posed a threat to effective service delivery.

1.3.5 Retention of Percentage Of IGF

The Registry of Births and Deaths and the Department of Parks and Gardens both generate revenue which is paid directly into the Consolidated Fund.

Sadly, the same departments are starved of funds and equipment to implement programmes that could generate more revenue if they were allowed to retain some percentage of their earnings.

For example, the only tipper truck and water tanker of the Department of Parks and Gardens were procured as far back as 1989. They have become dysfunctional.

1.3.6 Financial Clearance to Recruit

The Births and Deaths Registry is a bird laying golden eggs for Central Government Revenue. In the year under review, the Registry generated an amount of GH¢6,637,149.00, 100 per cent

of which was paid into the Consolidated Fund. However, the department is grossly understaffed. There has been a slow process towards the issuance of financial clearance for the recruitment of staff for the Registry. The current staff strength of the Registry is 328 as against about 5,000 which it needs for optimal performance.

1.3.7 Weak Enforcement of Bye-Laws Of MMDAS.

CHAPTER TWO

2.0 Activities Report

2.1 Programme status for the quarter or year

PROJECT DISCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	LOCATION	CONTRACTOR/CONSULTANT	CONTRACT SUM GH¢	SOURCE OF FUNDING	DATE OF AWARD	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUTSTANDING BALANCE	IMPLEMENTATION STATUS (%)	REMARKS
Ghana Social Opportunities Project		60 districts		110,699,320	World Bank		8th Sept 2010	31st May 2018	110,756,046		100%	
Kotokuraba Market Redevelopment Project		Cape Coast		32,060,000	China		22nd Nov 2012	31st Dec 2016	32,060,000		100%	
Local Government CSP		World Bank		175,000,000	World Bank		15th Nov 2011	30th Jun 2018	158,756,814	16,243,186	91%	
District Development Facility (DDF) III				22,822,800	KfW		5th Aug 2015	31st Dec 2017	22,822,800		100%	
Support for Decentralization Reform Programme				6,582,420	GIZ		1st Apr 2016	31st Mar 2019	3,815,715	2,766,705	58	
Business Enabling Environment Programme (BEEP)				4,998,222	United Kingdom		26th Oct 2015	25-Oct-19	312,389	4,685,833	6	
Ghana Urban Mobility and Accessibility Project		GAMA		6,000,000	Swiss Government		09-Jul-16	30th June, 2021	116,791	5,883,209	2	

(GUMAP)												
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2.1.1 Decentralisation and Local Governance

Consistent with the implementation of the Roadmap developed in 2017 on the election of Metropolitan, Municipal and District Chief Executives (MMDCEs), the Ministry organised ten (10) Regional-based sensitisation and awareness raising workshops on the Election of MMDCEs on a partisan basis in 2018. These were held in each of the regional capitals. Participants included local governance experts, Traditional Authorities, CSOs, FBOs, MMDCEs, Assembly Members, Members of Parliament, the Electoral Commission, Political Parties and the Media. All participants largely endorsed the election of MMDCEs on a partisan basis.

Cabinet approved a draft bill to amend Article 55 (3) of the 1992 Constitution (an entrenched provision) to pave the way for the election of MMDCEs on a partisan basis. The Attorney General and Minister for Justice submitted the amendment Bill to Parliament who in accordance with article 290 (2) referred it to the Council of State for their advice. The Council of State has given its advice, and the Bill has been published in the Gazette since November 2018. After the maturity of the Gazette publication, a Referendum will be held on the Bill. It is expected that the referendum would be held alongside District level elections in 2019.

During the year under review, thirty-eight (38) Municipal and District Assemblies were created, to deepen popular participation and local democracy, and functioning and 29 Districts were elevated to Municipal status. All the new Assemblies have core staff in place but are in temporary offices. The Ministry has started the procurement process for the construction of Assembly Administration blocks to house these Assemblies. Additionally, six (6) new Districts have been created.

In September 2018, an orientation and capacity building conference and workshop were organised by the MLGRD to provide the requisite skills for the 37 new MMDCEs and the old MMDCEs. It was also to review their performance, enable them to share experiences and update their skills to allow them to discharge their responsibilities effectively.

The orientation and capacity building conference brought together all 252 confirmed MDCEs and 3 Regional Ministers from Greater Accra, Volta and the Brong Ahafo Regions.

Funding for MMDAs is essential to promote service delivery at the local level. Towards this end, **District Assemblies Common Funds (DACF)** net transfers to

the MMDAs have increased from GHS 461,245,117.86 in 2016 to GHS 663,183,029.70 in 2017 (representing 43.78% increase over 2016). Total actual transfers of the DACF in 2018 so far is GHS 974,072,096.86

Under the **District Development Facility (DDF)**, total transfers to MMDAs in 2018 was **GHS155,822,399.00**. An additional amount of **GHS9,089,621.00** was transferred to Metropolitan and Municipal Assemblies (MMAs) in 2018 under the **Urban Development Grant**.

These transfers have resulted in the provision of over 1,500 subprojects; including educational infrastructure, health, water and sanitation facilities at the local level across the country.

A performance Based Grant system– District Assemblies Performance Assessment Tool (DPAT) has been introduced to assess the performance of all Assemblies and their qualification for grant transfers. Under the new system, the Responsive Factor of the DACF replaces the counterpart fund and now serves as a trigger for the release of Development Partners funds.

Government’s commitment to protecting the public purse by ensuring that MMDAs judiciously use public funds to improve on the living standard of the people is on course.

- In 2016, the Auditor General reported that an amount of GH¢70,173,645.97 was recorded as irregularities in the utilisation of the DACF. In 2017, these irregularities were reduced by an amount of GH¢29,243,646.43 to GH¢40,930,000.00 representing 41.67% reduction.
- This performance also reflected in the utilisation of the Internally Generated Funds (IGF). Total irregularities with respect to IGF in 2016 amounted to GH¢72,860,678.45 and this reduced to GH¢12,223,560.85 in 2017 representing 83.22% reduction over the 2016 figure.

The Ministry has monitored and collated revenue performance of MMDAs. Total Internally Generated Fund (IGF) of MMDAs increased by 18.18% from GHS 290,471,992.75 in December 2017 to GHS 343,282,592.76 as of December 2018. Additionally, IGF as a share of the total revenue of MMDAs has increased from 23.33% to 24.5% as of December 2018.

To boost staffing and job creation, the Office of the Head of the Local Government Service (OHLGS) recruited 1,049 critical staff to fill vacancies in engineering, human resource management, procurement, IT Officers, Environmental Health

Officers and Statisticians in the RCC and MMDAs. Additionally, the OHLGS collaborated with the Ministry of Food and Agriculture to initiate the recruitment of 2,700 agricultural officers and extension agents to support agricultural production at all levels.

To facilitate the transfer of funds to People with Disability (PWDs) under the District Assemblies Common Fund (DACF), the Office of the District Assemblies Common Fund Administrator has established a baseline data on all PWDs in each District. The PWD's share of the DACF has been increased from 2% to 3% and resulted in a total transfer of GHS21,095,689.53 in the year 2018.

2.1.2 Local Level Development and Management

2.1.2.1 Rural Development and Management

Consistent with our vision to transform our rural areas, a Rural Development Policy has been developed. The policy will serve as the guideline for coordinated service delivery and investment in our rural communities.

As part of its efforts towards supporting the Government's National Tree Crop and Planting for Food and Jobs programmes, the Ministry in collaboration with MoFA initiated the Planting for Exports and Rural Development (PERD). The PERD seeks to use the tree crop subsector to provide sustainable income and create job opportunities in the rural areas. In 2018 pilot year, 9.3million tree crop seedlings (mainly cashew, coconut and oil palm) were raised from nurseries established in 106 Districts, and a total of 68,514 farmers planted the seedlings on 68,514 hectares of land. The Ministry established an institutional mechanism, the District Centre for Agriculture, Commerce and Technology (DCACT) to harmonise the implementation of Government flagship programmes including PERD in a coordinated manner at the District Level.

As a follow up to the Ghana Social Opportunities Project, Government initiated and secured a US\$60 million facility from the World Bank to implement the Ghana Productive Safety Net Project. The implementation of the project will directly benefit the poorest households in eighty (80) selected Districts across all the administrative regions of Ghana over a four-year period as follows:

- a) 25,000 individuals through a productive inclusion programme;
 - b) 30,000 beneficiaries through a labour-intensive public works programme;
- and

- c) 350,000 households through a cash transfer programme. This programme will be jointly implemented by the Ministry of Local Government and Rural Development and Ministry of Gender Children and Social Protection (MoGCSP).

Under the Inter-Ministerial Committee on Illegal Mining, the MLGRD has formulated and is implementing the Alternative Livelihood Programme in eighteen (18) severely affected ‘galamsey’ Districts. Through the Department of Community Development (DCD), 5000 people were assessed, and 500 people have been enrolled into the DCD Technical, and Vocational Institutions and they are undergoing training in various skills including automobile engineering, plumbing, building and construction, electrical engineering, dressmaking, catering and hairdressing. They will be supported with start-up packages to empower them to set up their respective businesses after graduation.

2.1.2.2 Urban Development and Management

Government is reviewing the National Urban Development Policy Framework (2012) to incorporate the Sustainable Development Goals and other government priorities. A gap analysis has been conducted on the status of implementation of the National Urban Development Policy Framework (2012).

The redevelopment of the Kumasi Central Market and Kejetia Infrastructure was undertaken as part of efforts to promote our urban areas as centres of commerce and trade, enhance the socio-economic and commercial activities in our cities and towns. Phase I of the Project which has been completed, comprised 8,200 market stores and stalls, and several other facilities such as improved roadworks, transport system, water, power distribution, drainage systems, sewer collection and disposal, and community facilities, such as health centre, day care centre, police station, fire detection and combat system have been provided.

The Commercial and Loan Agreement for the development of Phase II of the Project, to include the construction of over 10,000 additional stores and stalls, was approved in 2018 by both Cabinet and Parliament. The phase II construction works are expected to commence soon to coincide with the allocation of 8,200 stores to registered and verified traders.

The Kumasi Metropolitan Assembly has established a Special Purpose Vehicle (SPV) to ensure effective operations and maintenance of the market complex. The SPV will also promote revenue mobilisation as well as financial accountability in the operations of the market.

A new project to finance infrastructure and service delivery in twenty- five (25) Municipal Assemblies has been concluded with the World Bank. The US\$100 million Ghana Secondary Cities Support Project will provide grants to Participating Municipal Assemblies for:

- the rehabilitation, upgrading and construction of urban infrastructure and the improvement of service delivery (“Urban Development Grants”); and
- the carrying out of institutional and capacity development initiatives to enhance their urban management performance (“Capacity Support Grants”).

The Ministry, through the Department of Parks and Gardens, maintained the Jubilee House, the Peduase Lodge, State House and all RCCs’ grounds and gardens. The landscaped areas of roundabouts, road medians and road shoulders in the cities and towns, as well as recreational parks, were maintained. 991,764.40m² of landscape sites in major cities and towns have been maintained and beautified.

The medicinal and aromatic plant species were cultivated for conservation while rare and endangered plant species were identified and multiplied. Various communities, districts and other organised groups were supplied with 126,208 tree and ornamental seedlings for urban afforestation.

In line with the Cabinet decision to enter into a partnership with private and public investors, the Ministry has appointed a Transaction Advisor, to see to the finalisation of a Public Private Partnership arrangement for the rehabilitation of the Aburi Botanic Gardens within six (6) months.

2.1.3 Births and Deaths Registration

As part of effort to improve statistics for national planning, the ministry through the Births and Deaths Registry a total of 610,657 birth, representing 70% coverage and 49,629 deaths representing 17% coverage for deaths as at December 31, 2018, out of 870,734 projected births and 300,444 expected death

The Ministry completed consultations on the Revised Births and Deaths Bill, towards the passage of the Birth and Deaths Act. The new Bill revised the Registration of Births and Deaths Act, 1965 (Act 301) to provide for the decentralisation of the Births and Deaths Registry in line with the decentralisation programme of the country.

The review is intended to assign responsibility for the registration of births and deaths to District Assemblies who, in consultation with the Registrar would be

required to appoint a District Registrar of Births and Deaths and Registration Officers for the District office of the Registry. Members of the Unit Committee in each District would constitute the Registration Assistants in each District. The purpose of the review is, therefore, to allow for more registration of births and deaths in the whole country. It is to make the District Registrar responsible to the District Assemblies; to ensure that all registration officers at post continue in employment and to deploy staff of the headquarters to the districts and sub-district structures in order to make them functional.

2.2 Update on funding sources and disbursements

SOURCE		APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)
1. GOG	Compensation of Employees	19,986,112.00	19,776,789.00	19,776,789.00
	Use of Goods & Services	11,047,080.00	7,975,316	7,975,316
	CAPEX	2,000,000.00	303,110,00	303,110,00 -
2. DEVELOPMENT PARTNERS	Goods and Serv. & CAPEX	256,354,577.27	256,354,577.27	256,354,577.27
3.	TOTAL	284,409,792.00	284,409,792.00	284,409,792.00
4.	IGF	0.00	-	-

2.3 Update on indicators and targets

Indicators	Baseline	Target	Actuals	Remarks
	2017	2018	2018	
Number of DCACTs	DCACT designed and launched	-	154	No EDCs were established. However, 154 MMDAs have established DCACTs.
No. of Roadmap developed	LED Policy and Operational Manual	1 No. LED implementation Roadmap developed	0	Analysis of field data to develop roadmap ongoing
No. reviewed Policy and Action Plan	LED Policy (2013) and Operational Manual	Draft Reviewed LED and Action Plan available	None	Policy yet to be revised
Revised Births and Deaths Act	Draft Bill	Revised Births and Deaths Act	Revised Births and Deaths Bill	
% of vital events registered	1. registered births: 64.07%	1. 80%	1. 70%	
	2. registered deaths 16.60%	2. 38%	2. 17%	
No. of CDVTIs retooled and upgraded	Audit conducted and identified 4No. CDVTIs for retooling.	6	0	No budgetary releases
No. of youths trained	3289 youth equipped with Technical and Vocational skills	3000	4,781	Achieved
No. of persons trained in alternative livelihood skills	0	0	495	
Total area of parks and gardens maintained	2 gardens and 24 landscape sites maintained of 584,000m ²	600,000m ²	991,764.40m ²	Achieved
No. of traffic islands, road medians and shoulders maintained	5 traffic islands maintained	10 traffic islands	10 traffic islands	Achieved

Indicators	Baseline	Target	Actuals	Remarks
	2017	2018	2018	
No. of ornamental seedlings produced	48,466 seedlings propagated	80,000	126,208	Achieved
Urbanisation rate (%)	55.41	57.20%	57.20%	
Incidence of poverty in rural areas (%)		31.60%		
No of rural sub-projects completed and jobs created under the rural development and management programme	1. 247 sub-projects	-	1. 942 sub-projects	Achieved
	2. 32,091 jobs created		2. 167,636 jobs created	
No of cities developed into city regions	-	2 city regions	-	Not achieved
MMDCEs elected into office	216 MMDCEs appointed by the President	Necessary Constitutional changes initiated to allow for the post of MMDCE to be elected	A Bill to amend Article 55 (3) has been published in the Gazette in November 2018	Achieved.....
Size of MMDA personnel in relation to central government	-	≥6%		
Assessment conducted for MMDAs	-	1	Assessment for DPAT 1 for 216 MMDAs (FY2016)	Achieved
Transferred Sum	Since 2014 the total sum of GHS 342, 884, 160 have been transferred	-	A total of GHS 155,822,399.00 was transferred to MMDAs for FY2013	Achieved

2.4 Evaluation and Participatory M&E

An End of Project Evaluation was conducted by the Ministry for the implementation of the Local Government Capacity Support Project by an External Evaluator.

SPECIFIC PROJECT	EVALUATOR	FUNDING	METHODOLOGY	FINDINGS	RECOMMENDATION/REMARKS
Local Government Capacity Support (Economic Analysis)	Ephrem Asebe	World Bank	Secondary data was mostly used and primary data collection was limited to Metropolitan and Municipal Assemblies closest to Accra. Data collection was also limited to completed and projects that were in operation. This strategy was to save time, limited resources and travel time.	<ul style="list-style-type: none"> • The Project resource was utilized in projects/sectors with high efficacy creating institutions that would provide benefits through service delivery for long time. • The cost-benefit and financial rates of returns estimates at 5% discount rate for the selected sampled investments are high and are likely to be realized provided continued and sustained risk mitigating measures are taken. • The successful decentralized implementation of 980 projects by metro and municipal assemblies within budget and on the whole on schedule was made possible with the institutional and capacity support that help improve productivity of the municipal institutions. 	<ul style="list-style-type: none"> • The sustainable operation of the created institutions and facilities to improve urban service delivery will be dependent on soundness of municipal fiscal management; and the learning culture by the Metropolitan and Municipal staff. • The best use of urban land and modern architecture should be adopted in organising modern urban space to achieve sustained better urban service delivery • Fees charged by the market and polyclinics cover part of their operational expenses and this should be encouraged

CHAPTER THREE

3.0 The way forward

This chapter provides an overview of the strategic and top priority areas that have been programmed for 2019 for the entire sector.

In spite of the challenges we encountered in 2018 we are determined to accomplish our targets for 2019.

3.1 Key issues addressed and those yet to be addressed

Going forward, as part of the processes to further deepen the decentralisation process, the Ministry will carry out awareness-raising and advocacy programmes towards a referendum to be conducted in 2019, for the election of MMDCEs on a partisan basis. The Ministry will carry out a post-referendum review of relevant legislations to enable the election of MMDCEs to come through.

The Ministry in collaboration with the IMCC and other sector Agencies will promulgate a new National Decentralisation Policy Framework and Action Plan, for the period 2020 – 2024.

The Ministry will continue and complete the establishment of the District Centres of Agriculture, Commerce and Technology (DCACT) in the remaining 104 Districts to serve as data gathering and analysis centres of the DPCU in the monitoring of progress of interventions, and to guide both public and private investors in economic decision-making.

Similarly, the Ministry will continue collaborating with the Ministry of Food and Agriculture (MoFA) in implementing the Planting for Export and Rural Development (PERD) and the Modernising Agriculture in Ghana (MAG) programmes. Also, the Ministry will review the Local Economic Development (LED) Policy and Operational Manual and develop a Roadmap for its implementation.

The Department of Community Development will retool and upgrade at least 2No. CDVTIs nationwide. It will continue to provide alternative livelihood skills training for about 1,250 persons to address the challenges of illegal mining activities.

The Department of Parks and Gardens will maintain about 1,500,000m² of landscape sites in major cities and towns. Out of which, 132,480m² of road

reservation, spanning from National Theatre to Ayi-Mensah will be developed. The ‘Kawukudi’ open-space will also be developed into a recreational park.

The Ministry will begin the implementation of a US\$100 million Ghana Secondary Cities Support Project (GSCSP) supported by the World Bank as the successor to the Local Government Capacity Support Project. Similarly, the Ministry will also begin the implementation of the US\$ 60 million Ghana Productive Safety Net Project (GPSNP), jointly with the Ministry of Gender, Children and Social Protection (MoGCSP) as the successor to the Ghana Social Opportunities Project (GSOP).

The Registry will issue 609,514 True Certified Birth Certificates and 210,310 Certified Death Certificates to the public representing 70% and 30% coverage respectively.

3.3 Recommendations

The Ministry recommends that NDPC and other stakeholders to harmonise reporting formats to reduce the duplication of efforts in reporting on policies, programmes and projects.

The Ministry will collaborate with the National Development Planning Commission and other Sector Ministries, Departments and Agencies and other private sector organisations to implement the SMTDP.

Irregular releases of funds to enable the Sector effectively to implement the various programmes and projects

1. Weak linkage between SMTDP and Annual Budgets
2. Inadequate logistics to ensure effective execution of the Plan
3. The inability of the Ministry to effectively coordinate and monitor the implementation of the SMTDPs
4. Weak enforcement of bye-laws of MMDAs.
5. High turnover of political leadership leading to disruption of implementation of programmes.

KEY LESSONS LEARNT

1. Adequate logistics and institutional capacity are essential for effective implementation of the plan.
2. Ineffective collaborative leadership to some extent stalled the implementation of the plan.

3. Regular releases of funds could have enabled effective implementation of the various programmes and projects in the sector.
4. The need for active monitoring of the SMTDPs is necessary.
5. Mid-term review of the plan creates a platform for improvement and inclusion of new government agenda.
6. Adequate government commitment in the formulation of policies, guidelines and laws.

Annexes