

GOVERNMENT OF GHANA

LOCAL GOVERNMENT SERVICE

UPPER WEST REGIONAL COORDINATING COUNCIL



ANNUAL PROGRESS REPORT FOR 2019

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LIST OF ACRONYMS/ABBREVIATIONS

AIDS	-	Acquired Immune deficiency Syndrome
BECE	-	Basic Education Certificate Examination
CIDA	-	Canadian International Development Agency
CapEx	-	Capital Expenditure
C. I.	-	Constitutional Instrument
DA	-	District Assembly
DACF	-	District Assemblies' Common Fund
DMTDP	-	District Medium Term Development Plan
DP	-	Development Partner
DPCU	-	District Planning Coordinating Unit
DPAT	-	District Performance Assessment Tool
FOAT	-	Functional Organisational Assessment Tool
GETFund	-	Ghana Education Trust Fund

GHS	-	Ghana Cedis
GoG	-	Government of Ghana
HIV	-	Human Immunodeficiency Virus
JHS	-	Junior High School
KG	-	Kindergarten
Km	-	Kilometres
LEAP	-	Livelihood Empowerment Against Poverty
M&E	-	Monitoring and Evaluation
M/DAs	-	Municipal and District Assemblies
MMDA	-	Metropolitan, Municipal and District Assemblies MT
MTDP	-	Medium Term Development Plan
ODF	-	Open Defecation Free
OHLGS	-	Office of the Head of Local Government Service
N/A	-	Not Available
NGO	-	Non-Governmental Organisation
Qty	-	Quantity
RCC	-	Regional Coordinating Council
REGSEC	-	Regional Security Council
RIBS	-	Regional Integrated Budget System
SHS	-	Senior High School

CHAPTER ONE

1.0 INTRODUCTION

The Upper West Region until the creation of the six (6) additional regions was the youngest region of the ten (10) old regions. The Region lies between longitude 1o 25'' West and 2o 45'' East and latitudes 9o 30'' N and 11oN in the north- western part of Ghana. It is bordered to the South by the Savannah Region, to the North and West by Burkina Faso, and to the east by the Upper East and North East Region. The region covers a geographical area of 18,476 sq. km, constituting 12.7% of the total land area of Ghana.

The Region has a projected population of 829,984 spread across eleven (11) administrative districts. The region has 32 Paramountcies and 186 Divisional Chiefdoms which jointly administer traditional rule. There are six ethnic groups namely the Dagaaba, Wala, Birifor, Lobi, Chakali and Sissala. The major languages of the region are Dagaare, Issale, Wale, Birifor and Lobi.

The Region currently has about 76% Water coverage as compared to the MDGs target of 85% in 2015. The economy of the region is predominantly agrarian, with over 80% of the population engaged in agriculture as peasant farmers who produce crops and livestock. Currently, the local economy is increasingly being dominated by small to medium scale businesses. The people are engaged in spinning, weaving and smock designing, small scale mining etc. They produce musical instruments such as the xylophone and are involved in pottery, blacksmithing and carving. Large scale businesses are almost non-existent. Employment opportunities are therefore very limited propelling a wave of rural-urban movement.

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

This Annual Progress Report of the Upper West Region covers activities, programmes and projects implemented in the region for the period 1st January to 31st December, 2020 in fulfillment of Local Governance Act 2016, Act 936.

1.1 Purpose of Monitoring And Evaluation

M&E is critical to sound governance and necessary for the achievement of development results. Government-wide M&E requires detailed knowledge both across and within sectors and interactions between planning, budgeting and implementation. The picture is complicated even further when the machinery of government is decentralized. It is precisely this complex intra-governmental structure with diffused powers and functions which demands a strong national M&E system to promote coordination and prevent fragmentation. Monitoring and evaluation helps the central government to Track development processes and results nationwide, to formulate Evidence-based policy, to Link plans and budgets at all levels, as well as Improve accountability, goods and service delivery. The Local Government Act, 2016 Section 189 (c) of Act 936, gives all Regional Coordinating Councils (RCCs) in Ghana the legal mandate to monitor, co-ordinate and evaluate the implementation of the programmes and projects of District Planning Authorities

within the Region. With this mandate, the ORPCU carried out its mandatory monitoring activities of development programmes/projects ongoing in the Region.

The main objective in conducting the Monitoring and Evaluation within the Region was to provide the Regional Coordinating Council reliable data and information for effective decision-making. In sum, the Monitoring and Evaluation exercise for 2020 which was mainly centered on development programmes and projects across the Region sought to pursue the following specific objectives:

- ✓ To assess the extent to which programmes and project were awarded and implemented according to laid down procedures.
- ✓ To assess the extent to which specific programme and project targets were met.
- ✓ To assess to which specific programme and project timelines were met.
- ✓ To identify achievements, constraints and failures to inform future planning and decision-making.
- ✓ To provide information for effective and efficient coordination of development activities.

1.2 Process In Conducting Monitoring And Evaluation

The Regional Planning Coordinating Unit constituted a team that assessed programmes and visited various ongoing project sites to ascertain whether projects were being implemented according to laid down procedures. The results of the monitoring exercise is captured in a summarized physical project report matrix in table 1 below. The project reports present information on projects within

the following sectors, Education (GETFUND), Gov't. Machinery (RCC), Ghana Highways, Dept. of Feeder Roads and Dept. of Urban Roads.

1.3 Status Of Implementation Of District Medium Term Development Plans

The Regional average proportion of the aggregated District Medium Term Plans of the various Districts in the Region stood at 53% by the end of the year under review. Also, the Regional average for the proportion of the 2020 Annual Action Plan for the various Districts stood at 63%.

1.4 Challenges

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

1. Delays in honoring payment of claims resulting in abandonment of projects.
2. Challenges in monitoring and supervision of development projects.
3. Inadequate logistics (vehicles and office equipment)
4. Untimely releases of funds to execute projects at their stated time schedule.
5. Delays in compilation and submission of Departmental progress reports

CHAPTER TWO

2.0 Monitoring and Evaluation Activities Report

2.1 Programmes/Projects Status for the Year

Programmes /Projects and Activities by Sector Institutions

Summary of Development Projects (RCC)

Table 1

NO.	SECTOR	No. of Project	No. of Completed Projects	No. On-going Projects
1.	Education (GETFUND)	108	13	95
2.	Gov't. Machinery (RCC)	0	0	0
3.	Ghana Highways	79	22	57
4.	Dept. of Feeder Roads	132	2	130
5.	Dept. of Urban Roads	6	1	5
	TOTAL	325	38	287

Challenges

1. Delays in honoring payment of claims resulting in abandonment of projects and cost escalation (variation)
2. Challenges in monitoring and supervision of development projects.
3. Inadequate logistics (vehicles and office equipment)
4. Low IGF mobilization
5. Poor road condition

2.2 Sources of RCC Revenue for 2020

The revenue sources of the Upper West Regional Coordinating Council (UWRCC) are the GoG, DACF and Development Partners (DPs). The DPs are UNICEF, CIDA (MAG), WaterAid, Plan International, Ghana and Ghana Secondary City Support Program (GSCSP). In the 2020 fiscal year GHC3,997,311.00 and GHC1,256,793.32 and GHC175,000.00 were expected for Compensation of Employees (CoE), Goods and Services (G&S) and Capital Expenditure (CAPEX) respectively as shown in table 1 below,

Table 1

Funding Sources	Compensation GHC	Goods & Services GHC	CAPEX GHC
GoG	3,997,311.00	461,356.70	175,000.00
DACF	-	-	-
Devt Partners (DPs)	-	795,436.62	-
MoS & LMA	-	-	-

IGF (Feeder Roads)	-	-	-
Total	3,997,311.00	1,256,793.32	175,000.00

(Source: Regional Budget Office, UWRCC)

8.2: Financial Performance of the RCC as at December 31, 2020

The released revenue of GH¢10,591,947.79 far exceeds the approved budget of GH¢5,429,104.32 by 51.25% because of the inclusion of the compensation of the eleven (11) MMDCEs, the Deputy Regional Minister, some newly recruited staff posted to the region captured on the UWRCC payroll, DACF and GSCSP funds which were not budgeted for by the UWRCC. There was also a phenomenal gain in IGF by the Department of Feeder Roads and some assistance from the Ministry of Sanitation (MoS) and Lawra Municipal Assembly (LMA) to Department of Environmental Health which were not also budgeted for.

The overall performance of the 2020 budget with no CAPEX releases however exceeded the approved 2020 budget by -95% with 98.59% of the releases being expenditure as seen table 2 below,

Table 2

Item	2020 Approved Budget	Released (GH¢)	Expenditure (GH¢)	Expenditure (%)	Budget Performance (%)
	A	B	C	D=(C/B*100)	E=(A-B)/A *100
Compensation (CoE)	3,997,311.00	7,415,530.12	7,415,530.12	100	-86

Goods & Services (G&S)	461,356.70	403,302.20	396,099.66	98.21	13
DACF	-	1,246,343.85	1,246,343.85	100	-
CAPEX	175,000.00	-	-	-	-
DPs	795,436.62	1,317,449.62	1,125,325.01	85.42	-66
IGF (Feeder Roads)	-	204,372.00	254,230.95	124.40	-
MoS & LMA	-	4,950.00	4,950.00	100	-
Total	5,429,104.32	10,591,947.79	10,442,479.59	98.59	-95

(Source: Regional Budget Office, UWRCC)

Key challenges in UWRCC Regional Integrated Budget System (RIBs) implementation.

1. Delay of budget releases
2. Inadequate logistics (vehicles in particular) to monitor and supervise MMDAs composite budget implementation process.
3. Unbearable increasing maintenance cost of existing assets
4. Inadequate requisite senior staff
5. Limited professional and scheme of service training for newly recruited and old staff due to high cost of training programs
6. Non-release of CAPEX funds.

2.3 Update on Indicators and Targets

The table below indicates the Regional Averages of the Key Regional Core Indicators from June to December of 2020.

Table 3: Regional Core Indicators

Indicators	Indicator Type	Baseline 2018	Indicator Achievement			Remarks
			2020 Target	2019 Level	2020 Level	
Management and Administration	Number of statutory and other meetings held	Bi-annual and emergency RCC meetings	2	2	1	Target not achieved due to Covid
		RPCU meetings	2	2	1	Target not achieved due to Covid
		Management meetings	12	12	16	Target achieved
		Number of REGSEC meetings held				
	Number of Quarterly Monitoring Visits undertaken, reports generated and disseminated	MMDA	4	4	3	Target not achieved due to resource constraints
		DP supported projects and programmes	2	2	1	Target not achieved due to Covid
	Availability of Regional Integrated Budget (RIBS) and procurement plan	A copy available	1	1	1	Target achieved
	Number of Procurement plan reviews undertaken	4	4	4	4	Target achieved

	Number of Staff List update reports submitted to OHLGS	84	109	89	91	The N0. Of staff was below the minimum staffing norms
	Percentage of generic training programmes implemented for MMDA staff	70%	100%	70%	98%	Target not achieved. Only one district did not submit their report
	Number of MMDAs that met the DPAT minimum conditions	11	11	11	11	Target achieved
	Number of MMDAs DMTDP (2018 - 2021) received and harmonized	11	11	11	11	Target achieved
	Number of MMDAs having 2019 Annual Action Plans linked with the composite budget	11	11	11	11	Target achieved
	Number of Development Partners (DPs) meetings/forums held at the RCC level	2	2	2	0	Target not achieved due to Covid
	Number/Percentage of Staff Performance Appraisals undertaken	RCCs	100%	81%	85%	Target not achieved
		MMDAs	100%	49%	39%	Target not achieved. Appraisals were only received from officers qualified for upper west region
BUDGET AND FINANCE	Finance and Audit Operations	To ensure fiscal discipline				
	Availability of operational Audit Committees	Audit Committee available and functional	100%	85%	92%	Target not achieved. Committee needs external funds to be more robust.

	Percentage of Audit Committee recommendations implemented	Four quarterly meeting done	100%	75%	82%	Target not achieved. Less political interference to achieve value for money	
	Percentage of IGF used for development projects	80% of IGF target mobilized	100%	68%	6.91%	Target not achieved but measures are put in place to improve IGF.	
	Revenue Mobilization and Management	Total amount of internally generated revenue	30%	3.92%	6.78%	Target not achieved	
		Amount of DP and NGO contribution	30%	4.89%	3.46%	Target not achieved. DP constitute 3.46%	
		Percentage of DA expenditure within plan and budget	100%	100%	100%	Target achieved. All expenditure	
SOCIAL SERVICES DELIVERY	Percentage change in BECE pass rate	34.14	65	34.14	52	Target not achieved	
	Percentage of schools with KG	98	100	98	97	Target not achieved	
	Gross enrolment rate	Primary		100	120.2	82	Target not achieved
		JHS		90	83	82	Target not achieved
		SHS		65	65.7	58.9	Target not achieved
	Net admission rate in primary schools	95.6	100	95.6	89	Target not achieved	
	Gender parity index	Primary		1	1.09	1.1	Target not achieved
		JHS		1	1.14	1.14	Target not achieved
		SHS		1	0.91	0.92	Target not achieved
	Proportion of unemployed youth benefitting from skills or apprenticeship and entrepreneurial training						
Maternal mortality rate	100.8	125	100.8	74.8	Target Achieved		

	Infant mortality rate	6.1	8	6.1	8.6	Target not achieved
	Under 5 mortality rate	5	4	5	7.8	Target not achieved
	Malaria case fatality in children under 5 yrs per 10,000 population	0.3	0.2	0.3	0.1	Target Achieved
	HIV and AIDS prevalence rate (% of adult population, 15 -49 yrs HIV positive)			2.1		Survey currently ongoing
	NHIS enrolment					
	Number of reported cases of abused (children, women and men)	480	500	480	463	Target not achieved. Sufficient sensitization
	Police-Citizens Ratio	1 Police :850 citizens		1 :850		
INFRASTRUCTURE DELIVERY AND MANAGEMENT	Percentage of population with access to Safe water sources (water coverage)					
		Rural		75.35 %		
		Urban				
		Total				
	Proportion of educational and health facilities rehabilitated/maintained as against newly constructed ones					
	Proportion or length of roads maintained or rehabilitated	Trunk roads in kms				
		Urban roads in kms		12.51 kms		
		Feeder roads in kms				

	Percentage change in number of households with access to electricity	78%	100%	78%	80%	Target not achieved
ENVIRONMENTAL AND SANITATION MANAGEMENT	Safe sanitation coverage	11%	24%	15%	24%	Target achieved
	Proportion of communities declared ODF	21%	71%	45%	62%	Target not achieved. Need to deepen sensitization
	Hectares of degraded forest, mining, dry and wetlands rehabilitated or restored	Forests				
		Mining				
		Dry and Wetland				
ECONOMIC DEVELOPMENT	Percentage increase in yield of selected crops, livestock and fish	2320.25MT (0%)	12% (2,600)	(0%)	16% (2704.83MT)	Target achieved
Agriculture	Commodity					
	Maize	170,270	173,675	170,270	187,803	Some targets not achieved due to covid & Inadequate improved seed supply, Shortage of some fertilizers at critical food production areas and the erratic rainfall pattern.
	Rice	14,810	15,106	14,810	19,202	
	Millet	49,642	50,635	49,642	15,176	
	Sorghum	106,646	108,779	106,646	19,948	
	Yam	115,375	117,683	115,375	770,143	

	G/Nuts	262,317	267,564	262,317	103,744	
	Cowpea	93,780	95,655	93,780	70,828	
	Soyabean	27,233	27,778	27,233	22,441	
	Percentage increase in tourist arrivals					
	Penetration rate	Fixed lines				
		Mobile				

CHAPTER THREE

3.0 The Way Forward

This Chapter addresses the key issues hindering the pace of work of the Regional Coordinating Council, the various Municipal and District Assemblies in the Region with recommendations

3.1 Key Issues Addressed and Those Yet to be Addressed

The Regional Coordinating Council is faced with numerous challenges such as:

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

- Poor Road Network
- Inadequate Social and Economic Infrastructure
- Inadequate of potable water
- Inadequate data for planning purposes
- High expectation/demand for social amenities
- High unemployment
- Low revenue mobilization with high rate of leakages
- High housing deficit

3.2 Recommendations

The implementation of the following recommendations would help address the aforementioned challenges:

- Government should increase investments in infrastructure delivery in critical sectors like roads, education, health and housing.
- Create land banks for public and private sector investments drive.
- Government should put measures in place to guide spatial development with reference to the master plan in the Region.
- Market the Region to attract more investments.
- Modernize agriculture to enhance its comparative advantage.

3.3 Conclusion

In conclusion, the Upper west region Regional Coordinating (UWRCC) was able to vigorously focus on its primary mandate of co-ordination, monitoring and evaluating government programmes and projects in the Region.

The Council in the coming will continue to improve on its cordial relationship with the various Municipal and District Assemblies, Departments and Agencies to effectively carry out its mandate for the betterment of the Region.

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

Appendixes

Appendix 1 Summary Report on MMDAs

MMDAs Reports

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
Wa Municipal	Frequent Armed robbery incidence Motor cycle snatching, Land and Chieftaincy Disputes	Late release of funds Inability of contractors to complete projects on time inadequate funds for projects	Street Naming and Property Addressing component yet to be completed Difficulty in targeting LEAP beneficiaries	Low IGF mobilization Inadequate revenue collectors Irregular flow of funds	Limited valuation of property Inadequate numbers and skills of revenue collectors Revenue database not comprehensive
Wa West	Frequent armed robbery cases Fuel smuggling across the border Chieftaincy and land disputes Few police personnel No court in the district Unwillingness to offer information to the police	Politicization of development projects Irregular and delay in the flow of funds Ineffective supervision and monitoring Inadequate logistics for M&E activities	Property addressing component of SNPA not done.	Inadequate logistics for revenue mobilization Lack of reliable revenue data Inadequate number of revenue collectors Inadequate capacity of revenue collectors	Inaccessibility of communities during rainy season Low IGF mobilization Poor telecommunication network Low electricity coverage Environmental degradation
Wa East	Illegal mining Inadequate logistics for patrols Destructive activities of nomadic Fulani herdsmen	Irregular and inadequate funding Poor road condition and accessibility Low electricity coverage	Lack of community commitment and support Inadequate logistics for M&E activities Inadequate skilled human resource	Inadequate logistics (no vehicle) for revenue mobilization Lack of reliable revenue data	No district hospital Poor telecommunication coverage High illiteracy rate High incidence of poverty Unwillingness to pay revenue

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
				Inadequate number of revenue collectors	
Nadowli-Kaleo	Land litigation Stealing	Late release of funds Non completion of projects on time	Late release of funds Non completion of projects on time	Low IGF mobilization and sources Unwillingness to pay revenue	Delay in release of funds Poor IGF sources Poor road infrastructure Poor communication network
Daffiama-Bussie-Issa	Inadequate police personnel Poor road infrastructure Poor communication network Frequent Armed robbery cases	Late release of funds Inadequate funds	Late release of funds Inadequate M&E activities	Low IGF mobilization and limited sources	Delay in release of funds Many non performing revenue items Poor road infrastructure Poor communication network Inadequate human resource
Jirapa	Stealing Unwillingness to offer information to the police Inadequate police personnel	Late release of funds Non completion of projects on time	Property addressing component of SNPA not done. Inadequate M&E activities	Low IGF mobilization and limited revenue items	Degradation of the environment Inadequate funds Poor attitude towards sanitation
Lawra	Chieftaincy and land disputes Frequent Armed robbery cases	Late release of funds Difficulty in getting land for development	Property addressing component of SNPA not done. Inadequate M&E activities	Low IGF mobilization and limited revenue items	Infertile lands for agriculture Low IGF Land disputes among communities
Nandom	No vehicle for the police, inadequate police personnel Fuel smuggling across the border	Late release of funds Non completion of projects on time High cost of land acquisition and high	High expectations of community members Delay in release of funds for implementation Property addressing component not yet done	High attrition rate of revenue collectors Low IGF mobilisation	Inadequate office and residential accommodation Poor roads Inadequate revenue base

Name of MMDA	Issues				
	Security	Development Projects	Initiatives/Directives	Financial Performance	Challenges
	Land and chieftaincy dispute	compensation demands			Inadequate means of transport for work eg. M&E
Lambussie	Fuel smuggling across the border Land litigation Cattle rustling across the border to Burkina Faso	Environmental degradation Limited application of modern technology Inadequate supervision of projects	High unemployment rate Property addressing component of SNPA not yet done	Improved IGF mobilization Late release of funds	Poor road network No vehicles and logistics for M&E activities. Delay in release of funds especially DACF
Sissala West	No law Courts Land and chieftaincy disputes Theft/Armed robbery cases	No vehicles and other logistics for M&E activities. Delay in the release of funds especially DACF	Property addressing component of SNPA not done. Inadequate M&E	Poor IGF sources No vehicle for IGF mobilization Delay in release of funds	Inadequate Government budgetary allocations Delay in release of funds Limited IGF sources
Sissala East	No law Courts, Land and Chieftaincy disputes Theft/Armed robbery cases No vehicle for police activities of alien Fulani herdsmen Harvesting of rosewood Chieftaincy and land disputes	No vehicles and logistics for M&E activities Delay in release of funds especially DACF	Property addressing component of SNPA not done. Inadequate M&E activities	Low IGF mobilization and limited revenue base	Rampant bush fires Declining BECE results, Delay in release of funds Limited IGF sources

