# EASTERN REGIONAL CO-ORDINATING COUNCIL

# REPORT ON DISSEMINATION WORKSHOP OF 2024 MONITORING REPORTS

**July 2025**

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# CHAPTER ONE

## 1.0 Introduction

The Eastern Regional Co-ordinating Council (ERCC), is mandated under Section 188 Sub-section 1 (a)(b)(c) of the Local Governance Act 2016 (Act 936), and Section 9 of the National Development Planning (Systems) Act 1994 (Act 480), to monitor, co-ordinate and evaluate the performance of District Assemblies; monitor the use of funds mobilized by the District Assemblies or allocated and released to the District Assemblies by the Central Government and Donor Agencies; review and co-ordinate public services within its jurisdiction including embarking on periodic monitoring and backstopping visits to all Municipal and District Assemblies in the Region.

In furtherance to the above, the ERCC undertook series of monitoring visits to Municipal and District Assemblies (M/DAs) in the region through the Regional Planning Coordinating Unit (RPCU) to track activities of M/DAs in the year 2024 and to provide on-the-spot technical backstopping.

Key among the series of monitoring visits conducted was the assessment of the readiness of M/DAs towards the eighth cycle of the District Assemblies Performance Assessment Tool (DPAT). Also, key was the assessment of the extent of the achievement of deliverables in the 2024 Performance Contract signed between Municipal/District Chief Executives and Municipal/District Co-ordinating Directors.

An upshot of the monitoring activities was a two-day dissemination workshop organized under the auspices Regional Coordinating Council to review to share the results and findings of the monitoring exercises. The building of consensus on recommendations that are aimed to ultimately improve service delivery through enhanced performance of the statutory functions of M/DAs in the Region was yet another important objective of the report dissemination.

This Report, a product of the Dissemination Workshop brings to the fore highlights of the Regional Ministers Address as well as key issues, questions, answers and recommendations reached at the workshop.

## 1.1 Objective of the Dissemination Workshop

The main objective of the workshop was to discuss the results the District Monitoring Report and build consensus on the recommendations to chart an effective regional way to improve performance through enhanced service delivery to the citizenry.

It was also aimed at providing the needed platform to share knowledge and experience on learnable practices and technical support to give boost to Municipal and District Assemblies service delivery. Again, it was in line with one of the key principles of Participatory Monitoring and Evaluation, which requires that findings must communicated to key stakeholders.

Again, it was to provide a platform to introduce the newly appointed Municipal and District Chief Executives to the indicators of the District Assemblies Performance Assessment Tool and the Performance Contract between Municipal/District Chief Executives and Co-ordinating Directors.

## 1.2 Date and Venue

The Dissemination Workshop was held on Wednesday 23rd July, 2025 and Thursday 24th July, 2025, at the ERCC Conference Room – Koforidua. Day one of the workshop focused on the presentation of the results and findings from the Pre-DPAT Assessment held in September, 2024 while Day Two was used to share the result of the 2024 Performance Contract monitoring conducted in January, 2025. A copy of the Invitation Letter has been attached to this report as Annexes 1.

## 1.3 Materials Used

The major reference material for the workshop was the 2023 End-of-Year District Monitoring Report (both District Specific Reports & Global District Report) and the 2024 Performance Contract Monitoring Report. Copies of the presentations made have been attached to this report as Annex 4.

## 1.4 Participation

A total of One Hundred and Twenty participants from both regional and district levels of governance participated in the workshop.

Four key officials of M/DAs comprising Chief Executives, Co-ordinating Directors, Planning Officers and one additional officer, were drawn from all the thirty-three Municipal and District Assemblies in the Region to participate in the dissemination workshop. Also in attendance

were members of the RCC Monitoring Team and the Regional Planning Coordinating Unit (RPCU). The attendance sheets for the workshop have been attached as Annex 2.

### 1.5 Facilitation of the Workshop

Facilitation of the Forum was led by Mr. Michael Agyemang, Regional Development Planning Officer and Mr. Cyril Dzinyanu Xatse, the Head of Human Resource Department at the ERCC. Mr. Michael Agyemang, the Regional Development Planning Officer and Dr. Alexander Owusu Otopah, Head of Finance at ERCC. Table below gives the names, designation and topics led by facilitators for the Workshop.

**Table 1: Names and Designation & Sections handled by Facilitators**

| S/o. | Name | Designation | Sections Facilitated |
|---|---|---|---|
| 1 | Mr. Michael Agyemang | Regional Co-ordinating Director | Pre-DPAT Assessment |
| 2 | Mr. Cyril Dzinanyu Xatse | Head of Human Resources Department | 2024 Performance Contract Assessment |

# CHAPTER TWO

## 2.0 Introduction

This Chapter gives a brief of the opening statements by the Reginal Minister and Regional Co-ordinating Director. It also highlights the facilitation approaches used during the two-day workshop.

## 2.1 Statement by Regional Co-ordinating Director

The Regional Co-ordinating Director, Mr. Yaw Adu-Asamoah, welcomed participants to the two-day dissemination workshop. He informed participants that the Eastern Regional Co-ordinating Council as part of its mandate conducted a series of monitoring visits to Assemblies to ascertain how well they have performed their statutory functions. He indicated that the purpose of the two-day workshop was to present to Assembly officials with the results and findings of the Exercises. He again stated the as part of the RCC's backstopping mandate, the workshop will provide an opportunity for Assembly officials to interact with regional heads of departments and units to address challenges identified during the monitoring exercises.

Concluding, he urged the participants to actively contribute to deliberations and discussions during the two-day workshop.

## 2.2 Welcome Address by Regional Minister

In her welcome address, the Eastern Regional Minister, Honourable Mrs. Rita Akosua Adjei Awatey stated that Government commits significant resources every year to support a wide range of development interventions that are designed to improve the social and economic conditions in the country. She further stated that in the context of good public sector governance, the application of Monitoring and Evaluation (M&E) tools to generate results-based information to help government and managers make sound policies and decisions can never be over emphasised. She stressed that all government agencies at the regional and district levels implement programmes and other intervention and must demonstrate, through evidence-based information, that these interventions are having the desired effects of positively transforming the lives of beneficiaries.

Honourable Awatey remarked that the dissemination workshop is a crucial activity on the calendar of the Regional Co-ordinating Council, with an objective to deepen the Regional Co-ordinating Council's mandate to co-ordinate, supervise and monitor the performance of the

District and Municipal Assemblies in the Region. She told the gathering that the two-day workshop is purposed to review monitoring reports and build consensus on recommendations that will ultimately improve service delivery through enhanced performance of statutory functions of Municipal and District Assemblies.

### 2.3 Facilitation Approach used at the Workshop

The approach used was presentation and discussions where facilitators made presentations on specific topics. There were breaks after each presentation to make way for questions from participants and answers from facilitators. Attached as Annex 3 is the Programme that was used to moderate the two-day workshop.

# CHAPTER THREE

## 3.0 Introduction

Chapter Three gives highlights of the presentations made on Day One and Day Two of the workshop. It also captures the questions asked and the answers given by the facilitators.

## 3.1 Highlights of Presentations

### 3.1.1 Day One

The first day of the workshop was dedicated to the presentation of the results and findings from the DPAT preparedness assessment held in September, 2024. The presentation was made by Mr. Michael Agyemang, the Regional Development Planning Officer.

Below, are the highlights of the presentation made. The entire presentation is attached to this report as annex…..

- It was observed that some minutes, reports and invitations letters had not been signed.
- Inadequate pictorial evidence on programmes/activities organised.
- Poor filing of documents especially for the sub-structures.
- Some Assemblies could not provide evidence on the discussion and approval of the Annual Action Plan
- Some Assemblies did not adhere to the stipulated procedures and timelines for the approval of the Annual Action Plan and Composite Budget
- It was noted in about 80 percent of the Districts that General Assembly Resolutions as well as statutory committees' decisions or recommendations had not been signed
- Inconsistencies with meetings and invitations dates and agendas was noted in most Assemblies
- Poor quality/linkages with minutes and reports were observed in most Assemblies
- Inconsistencies with signatures in attendance books and minutes was noted in some Assemblies
- More than 40 percent of the Districts did not have attendance books for meetings
- Duplication of minutes and/or reports contents was observed in some Districts
- Lack of evidence on the transfer of the ceded revenue to the sub-structures was observed in more than 45 percent of the Assemblies

- Lack of evidence on the actions taken on decisions and recommendations was noted in most Assemblies
- Lack of activity or implementation reports was noted in majority of the Assemblies
- It was observed that the Public Relations and Complaints Committee (PRCC) was not functional in some M/DAs
- About 5 Assemblies were noted for no evidence or actions taken on PRCC recommendations
- Some Assemblies could not provide invitation letters to meetings organised
- In 5 M/DAs, there is non-compliance to the organisation of town hall meetings as well as the use of PFM Template and MMDCEs engagement with communities
- Non-compliance on the use of the PFM template for town hall meetings was observed in 3 Assemblies
- 2 Assemblies was noted for poor linkage between Procurement Plan, Annual Action Plan and Budget
- More than 50 percent of the M/DAs could not provide evidence of Assemblies' support to the sub-structures
- It was observed that most Assemblies could not provide evidence that at least 42 percent of electricity and water applicants had been processed and provided with the service
- About 80 percent of the M/DAs were unable to spend at least 20 percent of their IGF on sanitation improvement services
- Lack of evidence on monitoring and screening of food vendors as well as follow-up actions on hygiene was observed in some of the Assemblies
- Some Assemblies could not provide data and evidence on the functionality of institutional toilet facilities and water in public schools
- Lack of evidence on engagement with the business community as well as follow-up actions was observed in more than 40 percent of the Assemblies
- Issue of non-compliance to required/submission timelines was noted in most Assemblies
- In some Assemblies, it was observed that the Planning and Building Inspectorate Unit was not functional
- Eight (8) Assemblies could not provide report on the recommendations taken as well as activities of the Planning and Building Inspectorate Unit

- More than 40.3 percent of the Assemblies could not trace their approved permits to the local plans
- It was observed that nine (9) Assemblies had issues in relation with services to People Living with Disabilities
- More than 10 Assemblies could not provide evidence on screening forms and EPA permits on all physical works
- It was observed that seven (7) Assemblies had failed to update its public transport register
- Lack of functional final disposal site for liquid waste was noted in three (3) M/DAs
- About 8 Assemblies could not provide evidence on actions taken on all General Assembly decisions in relation to improving service delivery
- Lack of post-training impact assessment reports was noted in some M/DAs
- Issue of cash irregularities of more than 1 percent was observed in 8 M/DAs
- Issues of other financial irregularities of more than 3 percent was noted in 7 Assemblies
- Lack of computerised billing system was observed in eight (8) Assemblies
- Lack of evidence on the generation and distribution of bills was noted in 9 Assemblies
- 8 Assemblies could not provide evidence on follow-up actions on defaulters/non-payers of bills
- On the issue for justification and approval for the use of contingency, 2 Assemblies failed to provide adequate justification and approval
- Issuance of completion reports on all completed projects was lacking in about 33.3 percent of the Assemblies
- About 45 percent of the Assemblies had a clear budgetary provision and had failed to release about 80 percent of its budgetary allocation
- Lack of multi-stakeholders' participation in monitoring was observed in most Assemblies
- It was observed that 11 Assemblies had not promoted new businesses and of new jobs
- 20 out of the 33 Assemblies had not facilitated and supported small-scale agro-processing and manufacturing industries to acquire equipment/storage facilities
- No documents presented was noted in most Assemblies as officers were not at post as at the time of assessment
- It was also noted that most Assemblies failed to revise their Client Service Charter to reflect recent changes to policies, regulations amongst others

- The uploading and updating of all required data in the DDDP were a challenge in most Districts
- Poor teamwork from staff as well management support was noted in some Assemblies
- Heads of Departments and Units not availing themselves for the assessment was a common practice noted
- Poor sanitary conditions of washrooms were also noted
- It was also observed that, some decisions of meetings held were not related to the minutes of the previous meetings
- In some Assemblies, it was noted that some officers had been posted out had their names recorded in the minutes as present
- Invitation letters to some of the sub-committees had no reference numbers was also noted in some Assemblies.
- Again, it was observed that in some Assemblies, PRCC complaints were not channelled through Management, actions were taken on complaints recorded at the time service uni.

### 3.1.2 Day Two

Day Two was dedicated to sharing with participants, the results from the monitoring of the 2024 Performance Contract signed between Co-ordinating Directors and Municipal/District Chief Executives.

This presentation was made by Mr. Cyril Dzinyanu Xatse, the Head of Human Resource Department of the Eastern Regional Co-ordinating Council.

The highlight of the presentation is presented below. The entire presentation is attached to this report as Annex……

- Most Assemblies were saddled with challenge of calculating KPI 7.3 i.e., Population with household toilets increased by at least 15% by the end of the year. Assemblies used the number of household toilets instead of the household population.
- Aside Birim North, all Assemblies could not spend at least five percent of their 2024 annual expenditure on agriculture, if the expenditure on Farmers' Day is taken out as required in KPI 6.1.
- There is a challenge with Minutes and Reports writing. Most Minutes sighted could not bring out key decisions taken at these meetings. Again, Minutes were poorly

written and could not highlight actions taken on decisions or recommendation of previous meetings.

- The workplace environment, especially washrooms in some Assemblies, were very poor and unhygienic.
- In some Assemblies, there were no attendance sheets to verify that the meetings were held.
- Some Assemblies are still challenged with the issue of poor filing of documents as well as their inability to update daily correspondence although they have computerized software for storage.
- The majority of Assemblies in the region do not have Spatial Development Frameworks for their Districts.
- Most Spatial Planning Committee meetings only discussed approval or otherwise of development permit applications without other critical spatial planning issues.
- Some Assemblies' websites were not updated regularly, and the updates were limited to the activities Central Administration and Municipal/District Chief Executives.
- Most Assemblies misconstrued Inter Sectoral and Co-ordination and Collaboration meetings as meetings to plan for the purposes of budgeting for Assembly for the ensuing year.
- In most cases, there were no dispatch books to authenticate the transmittal of reports and other documents to the appropriate quarters.
- Implementation reports to confirm the achievement of some indicators were missing in some Assemblies.
- Poor teamwork, coordination and commitment from officers was also observed in some Assemblies.

# CHAPTER FOUR

## 4.0 Introduction

This concluding Chapter gives a brief of the Regional Co-ordinating Director's closing remark. It also concludes the report and suggests some recommendation.

## 3.2 Closing Remarks by the Regional Co-Ordinating Director

In his closing remarks, the Chief Director of the Regional Co-ordinating Council, Mr. Yaw Adu-Asamoah informed participants that monitoring and evaluation had become a permanent feature on the calendar of the RCC. He informed participants that they should use the report that will be shared to work at areas they fell short and improve their performance going forward.

He informed the Forum that another monitoring activity will be embarked upon by the RCC before the end of the year and urged district managers to prepare for that exercise.

## 3.3 Conclusion

The Workshop was very insightful and gave MMDAs the opportunity to know and understand their functional strengths and weaknesses. It also provided the platform for exchange by sharing practical experiences from best practices to address setbacks and enhance performance.

## 3.4 Recommendation

Participants recommended that the Report should be shared among all the M/DAs.

**ANNEXES**

## ANNEX 1: LETTER OF INVITATION

## ANNEX 2: ATTENDANCE SHEET

## ANNEX 4: PICTURES TAKEN

**Hon. Regional Minister Delivering His Speech**

**Chief Director of the RCC**

**Regional Development Planning Officer making a Presentation**

**A scross section of participants at the Workshop**

**A scross section of participants at the Workshop**

**Head of Human Resources Department making a Presentation**

# ANNEX 5: PRESENTATIONS MADE