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GHANA

LOGODEP FINAL REPORT

GHANA LOCAL GOVERNANCE
AND DECENTRALIZATION PROGRAM



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Cover Photo: Street naming in Takoradi, Ghana. (USAID in Africa / Flickr)

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TABLE OF CONTENTS

Acronyms	ii
Glossary	iv
Executive Summary	1
Project Impacts and Results	3
Component 1: Public Participation in Local Governance Expanded	3
Component 2: Integrated Development Planning to Increase Internally Generated Funds Achieved..	10
Component 3: Linkages to Local Governance Initiatives at the National Level Strengthened.....	24
National IGF Conference and Follow-Up Activities.....	27
Closeout Activity	29
Lessons Learned and Best Practices	30
Component 1: Public Participation in Local Governance Expanded	30
Component 2: Integrated Development Planning to Increase Internally Generated Funds Achieved..	32
Component 3: Linkages to Local Governance Initiatives at the National Level Strengthened.....	33
Recommendations	33
Annex I. Directionally Challenged: Effort to Name Ghana’s Streets Points the Way to Economic Progress	37
Annex II. How-to-Do Manual on Street Naming and Property Addressing	38
ANNEX III Progress Report (September 2010 to December 2015)	39
Annex IV. List of LOGODEP Small Grantees	40
Small Grants for Innovative Activities in Local Governance	40
Annex V. List of Staff Members (September 2010 Onward)	50

ACRONYMS

ADR	Alternative Dispute Resolution
ARIC	Audit Report Implementation Committee
COLANDEF	Community Land & Development Foundation
CRC	Coastal Resources Center
CSO	Civil Society Organization
CSR-DP	Corporate Social Responsibility Dialogue Platform
DANIDA	Danish International Development Agency
DFATD	Department of Foreign Affairs, Trade and Development (Canada)
DFID	Department for International Development (UK)
dIREV	District Local Revenue Software
DFATD	Canada’s Department of Foreign Affairs, Trade and Development
DPCU	District Planning Coordination Unit
DSPC	District Spatial Planning Committee
ECG	Electricity Company of Ghana
EU	European Union
FDU	Fiscal Decentralization Unit
FMBC	Financial Management and Budgeting Coach
GIFMIS	Ghana Integrated Financial Management Information System
GIS	Geographic Information System
GIZ	German Integrated Services
GIZ-SfDR	German Integrated Services – Support for Decentralization Program
GoG	Government of Ghana
GPS	Global Positioning System
GSGDA	Ghana Shared Growth and Development Agenda
H.E.	His Excellency
IAU	Internal Audit Unit
ICT	Information and Communications Technology
IFMIS	Integrated Financial Management System
IGF	Internally Generated Fund
ILGS	Institute of Local Government Studies
KOICA	Korea International Cooperation Agency
LAP	Land Administration Program
LGSS	Local Government Service Secretariat

LOGODEP	Local Governance and Decentralization Program
LUPMIS	Land-Use Planning and Management Information System
LUSPA	Land-Use and Spatial Planning Agency
MESTI	Ministry of Environment, Science and Technology and Innovation
MLGRD	Ministry of Local Government and Rural Development
MMDA	Municipal Metropolitan District Assembly
MoF	Ministry of Finance
MOU	Memorandum of Understanding
MSI	Management Systems International
MTDP	Medium-Term Development Plan
NCCE	National Commission on Civic Education
NDPC	National Development Planning Commission
NGO	Non-Governmental Organization
NITA	National Information Technology Agency
NORAD	Norwegian Agency for Development Cooperation
PFM	Public Financial Management Framework
RAT	Role Analysis Technique
RCC	Regional Coordinating Council
RPCU	Regional Planning Coordination Unit
RSPC	Regional Spatial Planning Committee
SNPA	Street Naming and Property Addressing
TA	Traditional Authority
TCPD	Town and Country Planning Department
UPN	Unique Parcel Number
UPS	Uninterruptible Power Source (or battery backup)
USAID	United States Agency for International Development
VNG	International Cooperation Agency of the Association of Netherlands Municipalities
WERENGO	Western Region Network of NGOs
WRSDF	Western Region Spatial Development Framework

GLOSSARY

Alternative Dispute Resolution Act of 2010: Ghana’s Alternative Dispute Resolution (ADR) Act of 2010 (Act 798) passed in May 2010, replacing the Arbitration Act of 1961 (Act 38), which lagged behind contemporary arbitration and other ADR practices. The ADR Act has five parts, 138 sections and five schedules. Part 1 covers arbitration; Part 2, mediation; Part 3, customary arbitration; Part 4, the Alternative Disputes Resolution Center; and Part 5, financial, administrative and miscellaneous provisions.

Chieftaincy Act 759 (2008): The Chieftaincy Act of 2008 (Act 759) outlines procedures and guidelines for kingmakers on the installation, enskinment, destoolment and deskinment of chiefs. (See also the definitions of *skins* and *stools*.)

Council of State: The Council of State includes a former chief justice of Ghana, a former chief of the defense staff, a former inspector general of police and the president of the National House of Chiefs. Each region of Ghana has an elected representative and the president of Ghana elects 11 members. Members stay in office until the president’s term ends.

Cross-functional team: A cross-functional team is a group of people with different functional expertise working toward a common goal. It may include people from finance, marketing, operations and human resources departments. (Wikipedia)

Departmental approach: When companies plan an organizational structure, one important set of decisions addresses how to group jobs to best accomplish organizational objectives. One common approach is to organize work around groupings of functional areas, divisions or teams. Such traditional departmental organizational structures often have unintended negative consequences for organizational performance, notably through the development of a silo mentality, where certain departments or sectors do not share information with others in the same company. Silos reduce overall operational efficiency and reduce morale, and may contribute to the demise of a productive company culture. Read more at <http://www.businessdictionary.com/definition/silo-mentality>.

Nananom: The body of traditional authorities in Ghana.

Paramount chief: An old chieftaincy tradition endures in many parts of West Africa. The Akan in Ghana have developed their own hierarchy, which exists alongside the democratic structure of the country. The Akan word for the ruler is *nana*. In colonial times, Europeans translated it to “chief,” which is not an exact equivalent. Other sources speak of “kings,” which also is not entirely correct. The term “chief” has become common even among modern Ghanaians, though it would be more correct to use the expression *nana* without translation wherever possible. The highest rank is a paramount chief. The paramount chief serves as the overlord (like a high king, with enormous power vested in his office, such as the power to remove other chiefs in his domain). His position is protected by the Constitution.

Queen mother: The title of queen mother relates to the rank of a paramount queen, a queen or a sub-queen. The Akan name is the same as for the men, *nana*. When using English, Ghanaians say “queen mother.” This woman is not necessarily the mother of the chief in her area. According to tradition in Ghana’s Western Region, a queen mother has the power to declare who should be made chief.

Rate impost: Expressed in decimals, rate impost is the percentage of tax charged on a property’s value. The rate applied to a property is influenced by certain factors. First is the classification of the zone where the property is situated. The rating authorities zone the city into first, second and third classes, based on socioeconomic considerations such as existing amenities. Another factor that determines a rate impost is the purpose for which the property is used; this includes (but is not limited to) residential, commercial, industrial or mixed-use.

Regional and National House of Chiefs: According to the 1992 Constitution of Ghana, “The institution of chieftaincy, together with its traditional councils as established by customary law and usage, is ... guaranteed.” The Constitution also recognizes the establishment of a National House of Chiefs made up of elected representatives of Regional Houses of Chiefs (which are also recognized), and specific terms of reference, which emphasize the advisory nature of their roles. The Constitution insulates chiefs from partisan politics, though not from appointment to public office. It defines a chief as “a person who, hailing from appropriate family and lineage, has been validly nominated, elected or selected and enstooled, enskinned or installed as a chief or queen mother in accordance with the relevant customary law and usage.”

Skins: Pilgrimage Tourism of Diaspora Africans to Ghana defines the term “skins” as seats used by African chiefs representing their spiritual power and political authority. It is associated with Northern Ghana.

Stool: The Golden Stool (Ashanti-Twi: Sika 'dwa) is the royal and divine throne of the Ashanti people. According to legend, Okomfo Anokye, high priest and one of the two chief founders of the Asante Confederacy, caused the stool to descend from the sky and land on the lap of the first Asante king, Osei Tutu. Such seats were traditionally symbolic of a chieftain’s leadership, but the Golden Stool is believed to house the spirit of the Ashante nation — living, dead and yet to be born. (Wikipedia) Following this Ashanti tradition, every chief in Ghana — village, divisional and paramount levels — has a stool that symbolizes the chieftain’s leadership.

EXECUTIVE SUMMARY

The United States Agency for International Development (USAID) asked the Local Governance and Decentralization Program (LOGODEP) to advance USAID/Ghana’s Strategic Objective 5, “Strengthening Responsive Democratic Governance.” This five-year, USD \$12 million program commenced Sept. 1, 2010, under Cooperative Agreement No. 641-A-00-10-00071-00, implemented by Management Systems International (MSI).

The program worked directly in all 22 municipal metropolitan district assemblies (MMDAs) of the Western Region, and collaborated with and supported stakeholders at the regional and national levels within the Ministry of Local Government and Rural Development (MLGRD), the Ministry of Environment, Science and Technology and Innovation (MESTI), the National Development Planning Commission (NDPC), the Ministry of Finance (MoF), the Regional Coordinating Council (RCC) and the Institute of Local Government Studies (ILGS). LOGODEP worked directly with 42 local and national civil society organizations (CSOs) and non-governmental organizations (NGOs). It delivered USD \$1,154,623 in grants to support demand-side outcomes in local government and public participation.

LOGODEP Interactive Timeline
<http://www.tiki-toki.com/timeline/entry/488829/Local-Governance-and-Decentralisation-Program-LOGODEP/>

The program’s strategic emphasis during its first phase centered on three result areas:

- Result 1: Public participation in local governance expanded.
- Result 2: Internally generated funds (IGF) of targeted local districts increased.
- Result 3: Comprehensive development planning for local districts achieved.

In the program’s second phase (Sept. 1, 2013 – Nov. 30, 2015), Results 2 and 3 merged into a new Result 2: “*Integrated development planning to increase internally generated funds achieved.*” The new Result 3 became: “*Linkages to local governance initiatives at local level strengthened.*” These changes stemmed from achievements during the first phase, when it became clear that methodologies developed for the IGF process also applied to spatial planning processes in medium-term development planning.

LOGODEP achieved its objectives in an integrated, holistic manner. It took into account local culture, traditions and power dynamics and helped create a sense of ownership. Its two great achievements were support for a 2013 presidential directive to roll out street naming and property addressing (SNPA) throughout the country and adding spatial planning into medium-term development plan guidelines of the National Development Planning Commission (NDPC). LOGODEP’s work in these areas became nationally approved standards.

The presidential directive took shape after LOGODEP received acknowledgment for its work on the national SNPA policy and the national operational guidelines on the SNPA system. The program tested the principles, standards and processes for implementing these guidelines. The policy document was launched in Kumasi on April 28, 2012, with guest of honor His Excellency (H.E.) John Dramani Mahama, who was then the vice president of the Republic of Ghana.

LOGODEP, in collaboration with MLGRD, MESTI and the Ghana Lands Commission, subsequently supported implementation of the presidential directive. The technical staff of Ghana’s 216 MMDAs received training on modern geographic information system (GIS) technologies and the LOGODEP approach to SNPA, as well as how to create reliable tax databases. In total, 678 physical planning and development planning officers from district and regional coordinating councils throughout Ghana participated in a sequence of training modules.

While it is too early to predict its full impact in the years to come, IGF increased more than 40 percent across the LOGODEP target districts in 2014. The LOGODEP IGF approach is sufficiently cost-effective to generate revenue to cover the cost of the system by 2017. These results contributed to the attractiveness of this model for replication nationwide.

The program also addressed local government transparency and accountability issues through strengthening the demand side for accountability.

LOGODEP’s work in public participation and awareness included facilitating more than 270 community dialogue sessions, with follow-up radio shows over the five years that included more than 12,000 citizen participants. The sessions addressed questions of accountable leadership, district assemblies’ service delivery for citizens and transparency and accountability issues. The effort reached the entire Western Region (2.3 million people) and gave them a voice through call-in programs on FM radio stations.

LOGODEP also supported and strengthened civil society. Its small grants scheme focused on local governance, service delivery and enhancement of transparency and

accountability. The scheme enabled civil society to address a wide variety of governance issues, track district assemblies’ budgets and assess whether assemblies receive value for the money they spend on infrastructure developments.

To complement this work, LOGODEP increased the capacity of district assemblies to respond adequately to the heightened demand for accountability. The program built the capacities of the target districts’ audit report implementation committees (ARICs) and internal audit units (IAUs). Two years of backlogs, from 2013 and 2014, were cleared, ensuring the timely submission of future reports.

Throughout its work, LOGODEP supported the governance structures of the Western Region Regional House of Chiefs. The traditional authorities (TAs) were clear that they could not demand accountability and transparency from local government structures if they did not display the same accountability and transparency in their domain.

To address gender issues and strengthen the involvement of women in local government, LOGODEP engaged with queen mothers, who have strong networks with women in their traditional areas. In the Western Region, the male-dominated Regional House of Chiefs acknowledged LOGODEP’s work with the Western Region Queen Mothers Association. Queen mothers now also have representation in the Regional House of Chiefs. Moreover, the National House of Chiefs decided that all regional houses of chiefs in Ghana should follow the example set by the Western Region.

“We could not be happier with LOGODEP. ... [Its] activities have helped district assemblies improve transparency, boost citizen participation and plan more effectively.”

— Emmanuel Mensah-Ackman, Deputy Director
Office of Democracy, Rights and Governance
USAID/Ghana

Nov. 11, 2015

PROJECT IMPACTS AND RESULTS

Component I: Public Participation in Local Governance Expanded

Engaging with Traditional Authorities

The role of traditional authorities (TAs) in Ghana is unique in Africa. In other African countries, TAs lost their land and power during colonial times or shortly after independence. In Ghana, however, TAs retains custodianship and ownership of land throughout the country.

TAs in Ghana fall under a parallel government structure. Each of the 10 regions in Ghana has a “regional house of chiefs” representing all paramount chiefs in the region, with hundreds of divisional and village chiefs under their authority. The queen mothers — powerful traditional leadership role models — are also an important aspect of this complex social traditional fabric that is still influential in contemporary Ghana.

Representatives of the 10 regional houses of chiefs constitute the National House of Chiefs. The president of the National House of Chiefs is an ex officio member of Ghana’s Council of State, which is an advisory council to the president of Ghana.

In addition, TAs have the constitutional right to be represented in local governments. Every metropolitan municipal district assembly (MMDA) in Ghana must include an appointed member of Nananom (the body of traditional leaders). TAs exercise substantial authority over their subjects, especially in rural areas.

The Chieftaincy Act 759 (2008) gives traditional courts the exclusive power to adjudicate any cause or matter affecting chieftaincy, as defined within the act. The regional houses of chiefs advise persons and authorities on chieftaincy matters, make recommendations for the early resolution of chieftaincy disputes and document the customary laws and lines of succession applicable to each stool or skin in the region.

The judicial committee of a regional house of chiefs has original jurisdiction in all matters relating to a paramount stool or skin or the occupant of a paramount stool or skin — including a queen mother. It also has jurisdiction to determine appeals from the traditional councils in the region regarding the nomination, election, selection, installation or deposition of a chief.

In addition to their role of adjudication on chieftainship matters, TAs also have legislated authority to arbitrate in specific customary and alternative dispute resolution cases, proscribed in the Alternative Dispute Resolution Act of 2010. The judicial committees of traditional courts comprise three to five divisional chiefs empaneled to handle mostly chieftaincy, land and family cases in their jurisdictions. This demonstrates the important role of customary arbitration within the informal justice sector. However, reports of unfairness and inequity have resulted in the courts often overturning awards won through customary arbitration.

If regional houses of chiefs cannot successfully arbitrate conflicts within their jurisdiction, this can become costly for assemblies, which have to pay for additional police and army security measures.

During a LOGODEP-sponsored open-space workshop in October 2010, the Ministry of Local Government approached program staff to suggest that LOGODEP work with TAs to strengthen their participation in local government issues.

Another crucial reason for LOGODEP’s engagement with Nananom was the link to spatial planning, one of LOGODEP’s key result areas. Land-use planning and management is a statutory requirement to ensure orderly development; MMDAs are vested with authority over planning issues. However, Nananom own the land in Ghana and can sell the land; in the past, they were not aware of the MMDAs’ regulatory functions on land use and frequently both sold and developed land without involving the district assemblies. This resulted in differences between the MMDAs as statutory planning authorities and the TAs as custodians of land.

The government of Ghana is revisiting land-use policies to streamline local government bodies' activities relating to spatial development. A new spatial planning bill is pending in Parliament.

Supporting Female Leadership and Participation in Local Governments

Queen mothers represent the female leadership of the TA system and are responsible for choosing all chiefs in the Western Region. Especially in the rural areas, they are important role models who can advocate for more women to participate in governance, adding an important female perspective.

During the engagement phase with the TAs, LOGODEP conducted two needs-assessment workshops for queen mothers and the paramount chiefs of the Western Region.

The first workshop targeted the 22 paramount chiefs (all male) in the Western Region and their 22 registrars (public servants employed via the Ministry of Chieftainship and Cultural Affairs to provide paramount chiefs with administrative support) to explore possible areas of capacity-building support and how to build constructive engagement between local government structures and TAs.

An important outcome of this workshop was the paramount chiefs' insight that transparency is reciprocal, meaning that Nananom cannot request transparency and accountability from the MMDAs unless they model the same approach with their subjects. As one workshop participant noted, Nananom should "first and foremost put the searchlight on ourselves by publicizing, openly and regularly, the details of projects carried out with royalties derived from their traditional areas so MMDAs and citizens know they use monies accrued from mining, forestry and other land-use royalties wisely."

The second workshop targeted the queen mothers. LOGODEP concluded that one way to contribute to strengthening the involvement of women in local government was by engaging with the queen mothers who have strong networks with women in their traditional areas.

Based on the initial needs assessment for queen mothers and male paramount chiefs, the program facilitated a wide variety of tailored capacity-building courses.

Supporting Administration of the Regional House of Chiefs and Traditional Councils

LOGODEP supported the Regional House of Chiefs through financial management training to improve the accounting skills of its registrars and treasurers, which led to improved transparency and accountability among traditional authorities.

Besides accounting responsibilities, traditional authorities fulfill legal functions in communities, often including document production. In the past, due to lack of equipment, these documents were all handwritten.

USAID donated information and communications technology (ICT) equipment to facilitate the production of these documents in electronic form. This also enhanced the Western Regional House of Chiefs' collaboration with LOGODEP.

Enhance TAs' Capacity to Deliberate in Arbitration, Mediation and Dispute Resolution

In addition, it became apparent that many paramount chiefs and registrars lacked appropriate expertise to carry out the legal tasks that their position requires. (Among their duties, registrars are required to take



LOGODEP's chief of party delivers USAID-donated ICT equipment to a Regional House of Chiefs.

complete and accurate minutes of all cases that come before the traditional courts.) Citizens have the right to have some civil cases heard in traditional courts or the state’s judicial system. Many citizens prefer to go to the traditional courts due to the speed of case resolution. This means less work for the overloaded state system.

A clear knowledge of the process of customary arbitration, as specified in the Alternative Dispute Resolution (ADR) Act, is a requisite for TAs when they sit in arbitration. Such knowledge reduces the number of awards that higher courts invalidate.

In the first round of capacity-building workshops, LOGODEP enhanced TAs’ capacity to deliberate in arbitration, mediation and dispute resolution cases that come before the councils to ensure more confidence in the processes and outcomes. The workshops concentrated on the legislative framework of the chieftaincy institutions and its judicial



Regional House of Chiefs representatives attend a workshop on customary arbitration.

set-up. The program raised awareness of the need to adhere strictly to the sections in the Chieftaincy Act that relate to the judicial committee system and customary arbitration (Sections 22–30) and the need to involve knowledgeable Traditional Council members on the panels of the judicial committee.

A paramount chief of the Western Region found these trainings so important for the role of TAs that he decided to finance a similar workshop for the traditional councils of his area out of his own pocket.

The second round of workshops provided in-depth, hands-on training to judicial committee members (divisional chiefs) and registrars to further improve the quality of committee work, especially judgment documentation.

The workshops empowered participants with skills, knowledge and tools to render appropriate judgments and curtail invalidation of the decisions by judicial committees in the higher courts. Participants reviewed best practice requirements from the Judicial Council of Ghana, such as the “Court Registrars Handbook” and other directives.

These successive workshops trained 211 TAs and registrars.

Introducing Traditional Authorities to the New Spatial Planning Bill

The draft bill, among other provisions, provides for the representation of TAs in new institutional structures to be created for the effective implementation of the bill. These include the board for a new Land-Use and Spatial Planning Agency (LUSPA), regional spatial planning committees (RSPCs) and district spatial planning committees (DSPCs).

LOGODEP, in anticipation of the passage of the bill by Parliament, sought to introduce the bill to TAs in its five target districts. A series of workshops aimed to increase awareness of the regulatory framework on land administration in Ghana, land ownership and use right. Specifically, they addressed the following:

- Land ownership and land-tenure patterns in Ghana;
- Relevant legal and regulatory framework related to land, including statutory and customary laws;
- The functions of land management and administration institutions;

- Management of land at the traditional level, including the role of the customary land secretariats (CLSs);
- The role of the state in the land market, including central government (MDAs) and local government (MMDAs);
- Stakeholder discussions of land management/ administration, land ownership and land-use rights; and
- The peculiarities in land transactions among traditional authorities in the region.

Women and Local Governance

As a result of the initial workshop discussions, the queen mothers decided to strengthen their involvement in local government issues. They requested LOGODEP's assistance in linking up with female assembly members to mobilize women in their communities to engage in local governance. They also requested training about local government structures, as most lacked basic knowledge of local government (also identified in the citizen survey).

Subsequently, the queen mothers set up the Western Region Queen Mothers' Association. LOGODEP's citizen participation expert advised them on the association's early development.

The Western Region has elected only a small number of women, consistently the lowest in the country.

To counter this, LOGODEP organized a series of workshops focused on providing women leaders (queen mothers, female chiefs and female assembly members) with an introduction to key concepts of local governance; advocacy and policy-influencing (API) skills; leadership and communication skills training and development of action plans for API.

The collaboration culminated with active involvement by the queen mothers in the 2015 local government elections.

Twenty radio programs and 19 community information center meetings, where female candidates could talk to their electorates, took place. In addition, the Queen Mothers' Association held press conferences and distributed promotional material (e.g., banners, leaflets and jingles broadcast on all relevant FM stations) to improve female participation in the local elections.



Queen mothers hold a press conference in support of women's participation in local elections.

Work with queen mothers was a great success for the program. The male-dominated Regional House of Chiefs acknowledged LOGODEP's work with the Western Region Queen Mothers' Association. Queen mother representatives are now part of the Regional House. The impact went beyond the Western Region, as the National House of Chiefs decided all regional houses of chiefs in Ghana should follow the example set by the Western Region and include queen mother representatives. By the end of the program, every region had a queen mothers' association with representatives actively participating in chieftaincy issues.



Queen mothers and female chiefs of the Western Region during the engagement phase and situational analysis in October 2010.

Communications Strategy

Early in its operations, LOGODEP developed a comprehensive communications strategy to target stakeholders in the Western Region and at the national level. The primary objective of the strategy was to create a regular dialogue between communities and the local governance structures that serve them.

The rationale was to make MMDAs and their assembly members more visible and approachable. When citizens understand their elected representatives' roles and activities, they are more likely to understand their own rights and the need to participate. Community and individual participation would exert pressure on MMDAs for improved services and transparency, which would increase citizens' compliance with Assembly regulations, including revenue collection.

The key communications objectives of the strategy were to:

- Build active public participation in local governance activities, ensuring that people understand how local government affects every aspect of their daily lives;
- Use media coverage to amplify community concerns, creating effective and open dialogue between MMDAs and their constituents;
- Strengthen the voice of interest groups, including women's and business associations, so they can better articulate their membership's concerns to MMDAs;
- Increase recognition among the public and MMDA representatives and staffs that effective community development results when MMDAs and citizens both fulfill their responsibilities; and
- Contribute to quantifiable improvement in the public's trust in MMDAs through their increased transparency and accountability.

Local communities were at the heart of LOGODEP's communication strategy. Without their input, public participation in local governance could not happen. These communities were diverse, ranging from dispersed subsistence cocoa farmers in communities with little infrastructure to urban youth with access to television, radio and social media. People in isolated rural areas had limited access to modern communication tools (such as mobile phones, television and computers) and lower literacy levels compared to their urban counterparts. However, these rural communities had plenty of input on how local government should deliver effective and appropriate services to them and how they as citizens could generate revenue for local governments.

LOGODEP organized grassroots meetings throughout the Western Region, which took place in the evenings to maximize attendance. The selection of communities occurred in collaboration with the region's MMDAs. Each meeting began with program staff members showing six three-minute dramas highlighting issues of concern for communities and their interaction with local government. The series, *Supporting Your Local Government to Deliver: Have Your Say!*, helped stimulate discussion.

At each meeting, committees (either existing or newly formed by community consensus) were tasked with following up on issues deemed most pertinent to that community.

LOGODEP staff held follow-up meetings in these communities approximately two months later to assess progress on issues raised and responses that various local governance actors had committed to provide.



An evening community meeting in a LOGODEP target district.

After each community meeting, a live radio program featured discussion of the most popular topics by selected community representatives and staff from their district assembly. The shows included a call-in session so listeners could ask questions or give their opinions.

Commercial FM radio stations were a powerful channel for local people to engage on governance issues. The radio programs covered the entire Western Region and reached more than 2.3 million people. More

than 270 community dialogue sessions with follow-up radio programs took place, and more than 12,000 citizens participated.

Radio journalists played an important role in relaying citizens' concerns to assembly members. They also increased the assemblies' responsiveness to citizens' concerns and to community action plans and transmitted useful information about assembly activities.

To ensure maximum impact, LOGODEP commissioned a production guide for the series, used by presenters and journalists at each contracted FM radio station who produced and hosted the programs. The production guide addressed radio staff with varying abilities and knowledge of local governance. While many were familiar with producing talk shows, others found that the guide provided a necessary roadmap through the process.

LOGODEP's Citizen Participation Team also used the guide. This team contracted with radio stations and, through community meetings, agreed on discussion topic areas and panelists to invite to take part in each program.

The guide helped ensure that the radio programs were coherent, well-structured and interesting. They allowed listeners to understand, through local examples, that their ideas and knowledge are relevant, and that being involved in decision-making about their community's development would enable them to demand more action from their local assembly. Each dialogue program addressed how assemblies could better respond to local people's needs and improve public services.

Throughout the program, LOGODEP created a groundswell of media interactivity in local governance.



Local FM station program presenter.

Small Grants Scheme

The small grants scheme was part of LOGODEP's efforts to advance USAID/Ghana's Strategic Objective 5, "Strengthened democratic and decentralized governance through civic involvement."

Fixed-obligation grant (FOG) agreements enabled 41 civil society organizations to implement various innovative interventions to increase citizens' participation in local governance. These 41 CSOs received a total of USD \$1,271,097.60 in small grants. A summary of the small grants with a short description of content, grant amount, award date and closeout date is in Appendix IV of this report.

Corporate Social Responsibility Platform for Oil and Gas Sector

The discovery in 2007 of commercial quantities of oil in Ghana thrust the topic into national prominence amid expectations that corresponding new wealth could significantly strengthen Ghana's economic engine for growth. At the concept stage of LOGODEP, concern arose that these new revenues could exacerbate weaknesses in Ghana's independent governance institutions. The fear consisted of corruptions, the lack of coordination between national-level entities and local governments, and a lack of civil society involvement. One way to avoid this predicament was to implement a multi-stakeholder partnership to better coordinate and strengthen the voice of both formal and traditional government authorities combined with true representation of the local communities.

LOGODEP engaged a specialist team to develop a consultative framework (CF) for oil and gas-related corporate social responsibility (CSR) in Ghana's Western Region in collaboration with the Community Land and Development Foundation (COLANDEF), a local NGO.

Through the establishment of a corporate social responsibility dialogue platform (CSR-DP), the six coastal districts most directly affected by the surge of oil- and gas-related businesses established a direct link to major oil and gas operators, suppliers and related businesses. The CSR-DP served as an effective mechanism to consolidate and unify the voice and needs of civil society and local and regional government and share pressing issues with oil and gas sector representatives.

The CSR-DP contains three primary clusters (public, private and civil society) connected by a secretariat. Each cluster was divided into sub-clusters to better represent different interest groups, industries or technical areas. This facilitated intra-cluster discussions to coordinate and align agendas and priorities.

The CSR-DP's primary objective was to facilitate a multi-stakeholder conversation on social issues related to the oil and gas sector. The model promoted dialogue linkages between local communities, local and regional government structures, the private sector and the national agenda for oil and gas.

As countless stakeholder interviews in each sector noted, too many separate conversations occurred at every level without connecting, prioritizing, negotiating and sharing among all interested parties.

By establishing a (cluster) forum to bring conversations together within each sector's internal interest groups and subsequently linking this to a larger collaborative structure, the citizens and businesses of Ghana had a much better chance of advancing their shared and separate interests.

The CSR secretariat served as the critical impartial interlocutor responsible for convening all stakeholders in the oil and gas sector around the same table to discuss and share their interests and priorities. LOGODEP shared the CSR-DP design with a cross-section of stakeholders. It received wide acceptance and endorsement by stakeholders from the private sector, government and traditional authorities.

STAR-Ghana is a multi-donor pooled funding mechanism; its donors are the U.K. Department for International Development (DfID), the Danish International Development Agency (DANIDA), the European Union (EU) and USAID. STAR-Ghana agreed to provide core funding for the CSR-DP to organize the clusters and contracting consultants to develop a memorandum of understanding (MOU), a

communications strategy and other documents to guide the stakeholder dialogue. Money was also earmarked for recruiting a coordinator for the secretariat, as proposed in the LOGODEP CSR-DP concept.

During the design of the CSR-DP, LOGODEP collaborated intensely with DfID, which saw a functioning CSR dialogue platform as an important adjunct to a planned investment fund for the Western Region. When DfID established the fund (the Western Region Foundation) in 2014, the agency integrated LOGODEP's CSR-DP into the fund's design and it plays a pivotal role in the implementation process.

Component 2: Integrated Development Planning to Increase Internally Generated Funds Achieved

Internally Generated Funds and Spatial Planning

When LOGODEP commenced work in 2010, Western Region districts did not have tax collection databases for storing information such as property ownership, rates payments and business licenses. It was clear that districts needed more efficient information-gathering tools to help them generate more local funds for community development.

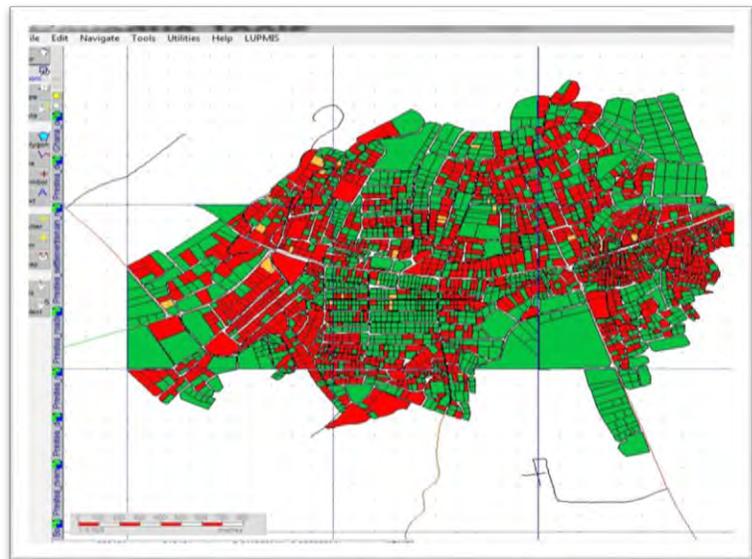
One difficulty in establishing comprehensive databases was the lack of named streets and numbered houses. LOGODEP supported development of district databases by contributing to geocoding (street naming and house numbering), including the use of geographic information systems (GIS). Geocoding makes rate collection more efficient, enhancing MMDAs' ability to collect charges such as business licenses and property taxes.

Ultimately, one data system encompassed cadastral, valuation, permitting and property tax data. This meant coverage of properties by the system and by aerial photography was nearly universal, and that properties could be identified and data updated automatically as new developments were permitted and constructed.

The goal was that districts would be able to increase the amount of funds they generate locally, putting them in charge of their own development as they depended less on national government funding.

The backbone of the implementation was two nationally approved software packages:

- LUPMIS (Land-Use Planning and Management Information System), a Web-based tool in use by the Town and Country Planning Department (TCPD) in Ghana. This application contains data on parcel boundaries, unique parcel numbers (UPNs) and streets for selected municipalities in Ghana, together with their associated attributes.
- The district local revenue software (dIREV).



Screenshot of a revenue status map:

- Red = Property owner has not paid property tax.
- Green = Property tax has been paid.
- Yellow = Property tax is partially paid (installments).

LOGODEP expanded the abilities of LUPMIS by incorporating internally generated funds (IGF) business software, which delivers an integrated, visual map that pinpoints whether a business or homeowner has paid taxes. It also serves as a status tool for district leadership and accountants to see at a glance where payments have been made and where they are outstanding. UPNs and GPS data are assigned to each existing parcel, enabling identification of the parcels and owners of parcels in space. Each parcel is labeled by color, indicating payment status. (See “Screenshot of a revenue status map” on p. 10.)

Through the integration of LUPMIS into the dIREV software, LOGODEP took advantage of LUPMIS already being installed on at least 170 computers in more than 30 districts throughout the country. More than 300 people had already received training in using the system. Local governments continuously received updated versions of the software from the Ministry of Environment, Science and Technology Innovation (MESTI). Trainings included how to use the IGF component of the LUPMIS software. This made it much easier to roll out at the national level.

LOGODEP developed the dIREV in collaboration with GIZ (German Integrated Services). It is the only software available in Ghana with an interface for the Integrated Financial Management System (IFMIS), scheduled to go online at the end of 2015. The World Bank and other donor agencies promote IFMIS in many developing countries. The Government of Ghana is committed to introducing it as a core component of public financial reforms. The IGF data created at the local government level can be aggregated and integrated through an interface with the IFMIS system.

LOGODEP’s target districts collected the necessary data during a street-naming and house-numbering exercise. They completed either a business or property ownership questionnaire for each UPN and later imported this information into the IGF /LUPMIS database.

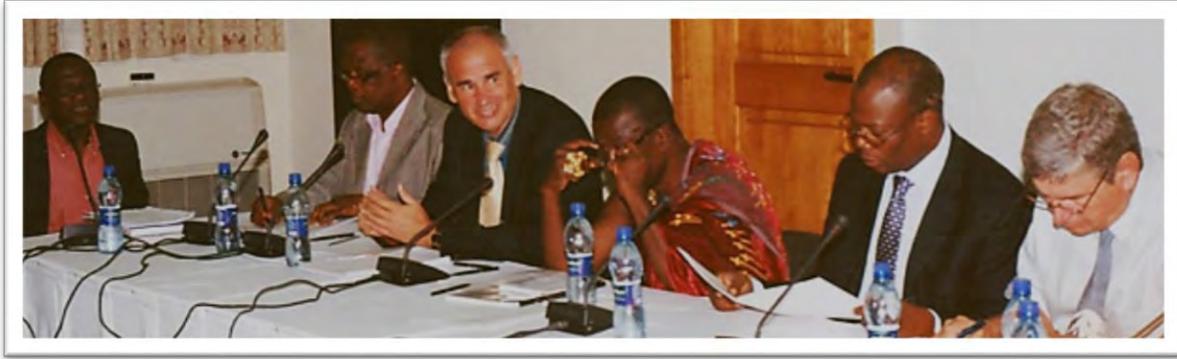
The new integrated system allowed precise revenue projections for a specific fiscal year and had the capacity to monitor individual tax collector performances. It contributed greatly to transparency and accountability of the revenue collection process.

LOGODEP’s ongoing capacity-building efforts for TCPD personnel in the target districts provided horizontal integration in the use of GIS and information and communications technology (ICT) equipment. Staff at TCPD headquarters in Accra provided the training, ensuring sustainability and alignment to nationally approved manuals on spatial plans.

Aligning Program Result Areas to Ghana’s National Policies and Political Buy-In

Upon commencement of the program in October 2010, LOGODEP staff members met extensively with key stakeholders at the national level (e.g., the Institute of Local Government Studies, the Ministry of Local Government and Rural Development and the Decentralization Secretariat) and regional level (e.g., the Hon. Regional Minister Paul Evans Aidoo and the Regional House of Chiefs) to introduce the program to them.

LOGODEP also consulted with significant donors operating in the field of decentralization in Ghana, such as the World Bank and the German and French development agencies. The program consulted with regional and national civil society umbrella organizations, such as WERENGO (Western Region Network of NGOs) and SEND West Africa, as well as individual NGOs in the Western Region.



Baseline assessment and political buy-in take place during an open-space workshop co-facilitated by Nana Kwesi Agyeman IX (third from right), paramount chief of Lower Dixcove and vice president of the Western Regional House of Chiefs.

These meetings laid the groundwork for LOGODEP's first significant public event, an open-space workshop at Busua Beach in November 2010, attended by more than 100 participants from the district, regional and national levels. In addition to the stakeholders the program had already met with, key staff members from all MMDAs in the Western Region received invitations to the workshop. Its aim was to obtain participants' input for political buy-in and to hear from them about their own priorities.

Workshop participants reconfirmed that the three key areas of LOGODEP aligned with the latest national Decentralization Action Plan (2010) and gave assurance that program activities, in support of the three key result areas, were demand-driven.

The Decentralization Action Plan focuses on nine priority areas of action, including four that were key for LOGODEP's work:

- Decentralized development planning;
- Spatial planning;
- Popular participation and accountability; and
- Involvement of non-state actors in local governance.

The outcomes of the open-space workshop were reflected in LOGODEP's first work plan, submitted to USAID in December 2010.

Best Practices and Linking Spatial Planning with Increased Local IGF

Past attempts to increase the amount of funds generated at the district level have included establishing district databases to broaden the revenue bases and increasing IGF by enabling districts to collect property taxes and other fees. However, two factors hampered these past attempts. From the outset, LOGODEP recognized that the lack of coherent national policy on street naming and house numbering, as well as operational guidelines for establishing a tax database, were a hindrance. In response, the program actively tested the principles, standards and processes necessary for developing national guidelines in this area.

Second, no standardized approach involved TCPD at the national, regional and district levels. To address this, LOGODEP contacted the MESTI/TCPD at the national level, which had piloted LUPMIS through the use of aerial data and GIS. The system links maps and plans to a database containing the details for each property. It became immediately clear that LUPMIS could greatly assist with revenue collection for improving IGF by linking to the district database for property evaluation and revenue collection purposes. The potential for increased funding from permit fees and infrastructure payments, through a properly organized planning system, suggested further revenue-generation opportunities.

LOGODEP held an IGF planning workshop in collaboration with TCPD and LOGODEP's target districts in January 2011, where participants discussed benefits of merging the IGF software with the LUPMIS software. During the workshop, TCPD demonstrated how LUPMIS could link to the property tax and business operating license software. All sides were aware that such software existed for purchase, but Ghana could not afford to pay the considerable license fees.

As a result of these initial investigations, LOGODEP and TCPD decided to spearhead an innovative approach linking spatial planning approaches with creation of a tax database for each LOGODEP target district. Later, GIZ provided technical support for integrating LUPMIS into IGF software, which became the dIREV software.

Revenue collectors can use GIS data created through the spatial planning process (local cadaster plans and UPNs for properties) for billing and collecting business fees and property taxes. The new integrated system also allows precise revenue projections, close follow-up of the revenue collection process and monitoring of individual tax collectors' performances.

Selection of Districts Through the Regional Coordinating Council

Prior to the IGF planning workshop, LOGODEP and the Regional Coordinating Council (RCC) met to decide parameters for district selection. The parameters chosen were:

- The need to link the IGF districts to spatial planning activities under LOGODEP, calling for an initial focus on urban districts;
- Ensuring a South-North balance in project distribution to reduce overemphasis on the South;
- Potential for property tax mobilization (including building permits) and availability of maps/layouts, with a minimum population number for urban settlements of 5,000;
- Districts' ability and commitment to assume up to 25 percent of the costs incurred for logistics and procurement; and
- The existence of TCPD offices in the selected districts, ensuring that creating the necessary maps could link IGF and spatial planning.

The RCC, in collaboration with LOGODEP, then selected five districts to start: Sefwi Wiawso and Bibiani Anhwiaso Bekwai districts in the northern part of the region; Tarkwa-Nsuaem and Prestea-Huni Valley in the central part of the region; and Shama on the coast.

Roadmap for Internally Generated Funds Work

After the planning workshop with TCPD and the LOGODEP target districts, LOGODEP prepared a roadmap for the IGF work. It included three phases: preparatory, implementation and post-implementation.

Preparatory Phase

The preparation phase included the following:

- Preparation and signing of MOUs on cost-sharing and role delineation for each of the five districts and the political leadership of the Regional Coordination Council;
- Preparation and signing of MOUs with the Ministry of Local Government and Rural Development (MLGRD) and the MESTI;
- Compatibility established between district database software for business operating licenses and property rates and Mapmaker and MYSQL (LUPMIS) software;

- Establishment of the relevant district teams/units to facilitate the establishment of the databases;
- Production of necessary geo-referencing maps;
- District staff fully trained in the application of geo-referencing and the district database process;
- Training-of-trainers sessions for Regional Planning Coordination Unit (RPCU) staff and street-addressing teams; and
- Procurement of relevant logistics (maps, stencils, brushes, etc.), software, satellite maps and information technology equipment.

Implementation Phase

The implementation phase involved both desk and field activities, including:

- Desk naming of streets and numbering of houses in major towns;
- Field naming of streets and numbering of housing;
 - Street names and the house numbers were stenciled on buildings. This included collection of the following data: house number; property owners'/caretakers' names; the type of use of buildings and the range of businesses operating in the property; and the unique parcel number (UPN).
- Review and installation of software for data processing and revenue mobilization;
- Processing data and generating the requisite reports; and
- Monitoring data collection and processing.

Post-Implementation Phase

Post-implementation activities included:

- Review of the assemblies' revenue collection capacity;
- Training District staff in operating the software;
- Monitoring revenue collection;
- Processing revenue collection data and generating relevant reports; and
- Maintenance of the database.

MOUs with National and Regional Stakeholders

The MLGRD coordinates all deconcentrated sector departments in the districts. TCPD, as a deconcentrated sector department of MESTI, was an important partner in the implementation process. LOGODEP also worked closely with the RCC and the RPCU to monitor and evaluate the districts and regional economic development. The rationale of the MOUs was to ensure stakeholders' support and formalize their commitment.

Cost-Sharing MOUs with District and Regional Representatives

The Western Region minister, district chief executives and LOGODEP signed MOUs for the pilot districts in December 2011. Local governments' commitment to the new approach was evident in the district assemblies' willingness to assume up to 25 percent of the costs incurred for logistics and procurement

during the implementation phase (USD \$44,400 per district). The target districts had to provide a secure technical environment for their new ICT equipment.

The MOU with key stakeholders included a comprehensive schedule detailing the responsibilities of LOGODEP, each district or municipal assembly and the TCPD. It also empowered project teams to work in the region and districts or communities to gather information; develop and apply new concepts, techniques and computer technologies; and consult with stakeholders.

Comprehensive List of Specialized Equipment and Other Resources

LOGODEP identified vendors, defined specifications for satellite maps (e.g., resolution, cloud coverage rate, acceptable age) and procured satellite maps of main settlements in target districts.

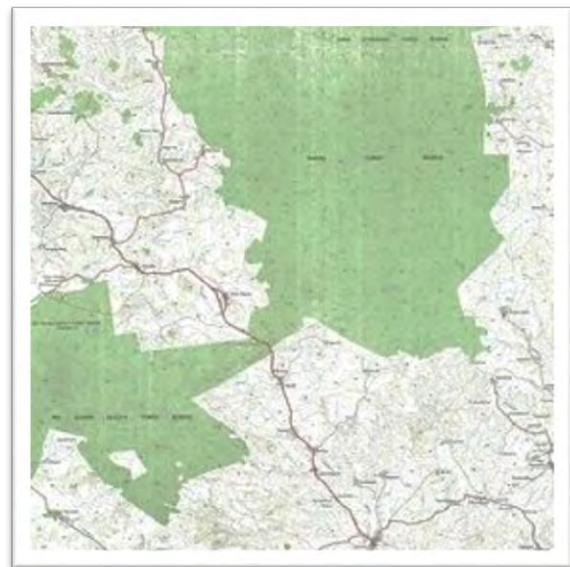
The program also developed a comprehensive list of specialized ICT equipment required to perform the work. Satellite maps and ICT equipment were a pre-condition for implementing the LOGODEP approach linking spatial planning with IGFs.

Geo-Referencing of the Western Region

LOGODEP commissioned technicians from TCPD to traverse the Western Region to determine geo-references, using GPS to reference the regional topographic maps that had been obtained. The data was used to ortho-rectify, or remove distortion from, the aerial photographs and insert them into the LUPMIS system. A total of 50 topographic maps were produced for the Western Region.

Configuring Hardware to Ensure Compatibility

GIS specialists from the TCPD head office in Accra visited Takoradi and spent five days configuring the equipment. This included the installation of the LUPMIS, incorporating Mapmaker as a GIS platform and MySQL as a database supporting LUPMIS. It also included the installation of a LUPMIS manual; permit tools that worked with the UPN allocated to each parcel in the sector plans of the MMDAs; and printing tools for maps.



Topographic map produced for the Western Region.

In addition, a number of maps were installed. The availability of these maps was crucial for adding a spatial dimension to future medium-term development plans (MTDPs). The maps included:

- Existing satellite maps;
- Western Region district boundaries;
- Western Region district capitals;
- Regional boundaries;
- Road networks;
- Forest reserves;
- Western Reserve mineral deposits;
- National parks;
- Population density, drawn from the 2000 census data (2010 census is still pending);
- Population density projections; and
- Tourist sites.

Any maps created in the future for sector ministries operating in the districts can be integrated into the system. Additional spatial dimensions can be input into future MTDPs, improving their quality.

While the TPCD configuration was in process, program staff configured scanners that had also been purchased. They were used to scan questionnaires that house and business owners answered during the data collection process. The Teleform software extracted and processed handwritten information into electronic tables, eliminating the need for manual data entry.

Building the Capacities of Selected Districts

Communication Strategy

While TCPD personnel received training in using the purchased equipment and satellite maps, LOGODEP developed a communication strategy in collaboration with the information service departments of the MMDAs and the National Commission on Civic Education (NCCE) in the districts.

The strategy focused on clarifying audiences, channels and messages on the topic of internally generated funds and spatial planning activities and how this work would impact on communities. It sensitized the communities on street-naming, house-numbering and data collection activities through radio programs, jingles, community forums, meetings with traditional authorities and sub-district structures such as area councils and unit committee members (unit committees are the lowest sub-structures in Ghana’s decentralized system).

Training of Trainers for Street Addressing Teams

The street addressing teams trained field workers for the street-naming and house-numbering exercise. They also oversaw the difficult task of agreeing on street names. The teams included representatives from the Town and Country Planning Department, the Works Department and the Feeder Roads Department, as well as budget and finance officers, land valuation officers and district political and administrative leadership. The training focused on developing skills in the following areas:

- What street naming is and why it is necessary;
- Legal basis of street naming and property numbering;
- Guide to assigning street names;
- Street-naming standards;
- Street name signage and placement requirements;
- Street naming for gated communities, developing areas, slums and metropolitan areas;
- Street name change requirements;
- Property-numbering standards;
- Property numbering in different development patterns;
- Responsibility for street-name and property-number signage;
- Violation of street-naming and property-numbering standards;
- Institutional arrangements — national, regional and district levels; and
- District-level processes — preparatory, implementation and maintenance phases.

The material used in the workshop included:

- Operational guidelines for a street-addressing system;
- A street-naming and -numbering policy;
- An economic activity questionnaire;
- A guide for using satellite maps for street naming and house numbering; and

- A data-collection guide for the establishment of a street-naming and property-addressing system

Training Planning and Technical Officers on GIS Technology

GIS training for the TCPD included both planners and draftspeople (technical officers). Training the groups together posed a challenge, but it prompted them to work collaboratively. TCPD’s guidelines for district spatial development planning and nationally approved training manuals were available to trainers. Five hands-on trainings each lasted a week and comprised Module 1, Basic GIS Handling Tools; Module 2, Basic GIS Operations; Module 3, Permit Database Training; Module 4, Hands-on Working Session; and Module 5, Drafting Land-Use Maps.

Training of Field Officers / Community-Based Enumerators

This training explained the entire street-naming and house-numbering process, defined tasks, illustrated how to read maps and complete questionnaires and provided hands-on exercises on writing street names and numbers on property walls. This two-day training in the district immediately preceded the street-naming and house-numbering exercise, which averaged more than a month in duration. District teams also received training in preparing stencils with street names to use for imprinting addresses on walls of properties and businesses. The detailed activities included the following:

- Overview of the street-naming and property-numbering project;
- Data collection techniques, including dealing with difficult respondents and call-backs;
- Details of the two questionnaires;
- Interpretation of maps to use on the field (UPN and address maps);
- Explanation of codes to write on questionnaires;
- Exercise to determine who would write street names and property numbers on walls;
- Exercise for field workers and supervisors on completing questionnaires correctly;
- Scanning sample questionnaires that field workers completed to advise them on writing errors;
- Coaching on starting the field work (first, undertaking a reconnaissance survey of the area and determining the start point) and how to program the work for the duration of the exercise;



District specific stencilling



Hon. Baba Jamal presents ICT equipment for the SNPA exercise in Wa during the launch of the LOGODEP manual.

- The relationship between the field workers and the supervisors, as well as the modalities for ensuring constant engagement;
- Questionnaire corrections and wrong naming and numbering;
- Fast-tracking tasks in the field (e.g., completing necessary codes before starting each day's work);
- Keeping daily records to track work progress; and
- How field work could indicate progress on the maps, which supervisors would check.

Code of Intersections to be Installed with Street Names	Number of Street Name Post	Street Name Type	Number of Plates	Street Names	Address Range as Secondary text
101	1	Post with triple name plates	3	NANA TENA STREET YAW AFFI AVENUE BIBIANI-KUMASI ROAD	1-14 1-14 1-21
102	1	Post with double name plates	2	HOSPITAL ROAD YAW AFFI AVENUE	1-14 1-14
103	1	Post with double name plates	2	JOKO'S LANE NANA TENA STREET	1-10 1-3 4-14
104	1	Post with double name plates	2	JOKO'S LANE HOSPITAL ROAD	1-10 14-4 3-1
105	1	Post with triple name plates	3	DUN'S PARK AVENUE HOSPITAL ROAD NANA TENA STREET	1-15 14-1 14-1
107	1	Post with double name plate	2	NANA TENA STREET KOFI BENNIE AVENUE	14-7 6-1 1-20
110	1	Post with double name plates	2	HOSPITAL ROAD COMPOUND LANE	30-16 1-18
112	1	Post with single name plates	1	KOFI NIPA ABABIO AVENUE	1-18
113	1	Post with double name plates	2	KOFI NIPA ABABIO AVENUE NANA BOMMO STREET	17-1
TOTAL	9		20		

Street-naming signage register (also used for procurement).

Procurement and Installation of Street Signage

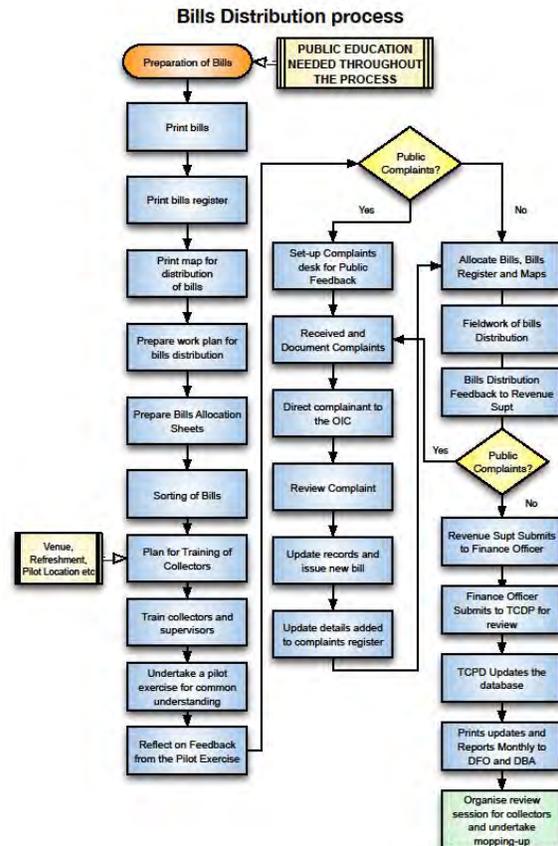
After the district's databases for both residential and commercial properties had been finalized, LOGODEP tendered the street signage based on a street signage register provided by the district. Districts later erected street poles based on the available satellite maps and the street signage register. The physical address system enabled the districts conduct invoicing and payment collection more systematically.

Training Data-Entry Clerks on Handling Questionnaires

Data-entry clerks received two-day training sessions on scanning and cleaning the data questionnaires. Two or more district staff with knowledge in computing received training to scan the questionnaires, keep an inventory of how many questionnaires each enumerator returned and how many were scanned in according to zones. The inventory helped prevent duplication and omissions. Data was captured as images in software called Teleform, then converted into a .csv file and exported into the IGF software.

Training Functional Teams on District Revenues Databases

Key officers (TCPD, budget officers and finance officers) in charge of the mobilization and management of IGF in the districts attended a workshop about using the software and updating the database. This session kept these officers apprised of the LOGODEP approach and gave them first-hand experience and ownership of the process. The new technology necessitated going beyond a "departmental approach." Representatives of the TCPD, who created the taxpayer database and handled satellite maps and the



Example of a bill distribution flow chart developed by LOGODEP and used during tax collector trainings.

software, learned to collaborate with the finance staff, who used the database to generate demand notices. This training also addressed permitting issues for houses built without permits.

Training of Tax Collectors

Tax collectors needed orientation on individual tax collector maps and the use and distribution of demand notices through the new UPN system. LOGODEP trained the collectors in rectifying tax database errors (e.g., wrong property addresses or incorrect property ownership). Additionally, training covered how revenue collectors enter payments in receipt books and the process of submitting returns to the finance office so that entries can be made into the dIREV software.

In a first for Ghana, district assemblies can use the database and maps produced under LOGODEP to assign tax collectors to specific areas and ensure that they collect taxes. This enhances transparency and accountability in the internally generated revenue process and enables elected representatives to be better informed about the performance of local government administration and service delivery.



Example of a revenue collector map in one of LOGODEP's target districts.

Contributions to Nationally Approved Policies and Procedures (Vertical Integration)

The national street-naming and property-addressing (SNPA) policy and the national operational guidelines on the system acknowledged LOGODEP's work. The policy document launched in Kumasi on April 28, 2012, with guest of honor H.E. President John Dramani Mahama, who was then vice president of the Republic of Ghana.

The program also created a detailed manual that framed the intervention into steps to implement and manage various technology-based solutions. This manual served as a guide for additional expansion when, in March 2013, H.E. President Mahama issued a directive on street naming and property addressing for roll-out in all 216 MMDAs. This came in response to LOGODEP's innovative IGF approach.



H.E. John Dramani Mahama, then vice president of Ghana, announces national guidelines on the street-naming and property-addressing system and the National Street-Naming and Property-Addressing Policy.

The Hon. Deputy Minister Baba Jamal officially launched the manual in Upper West, Wa, in the presence of the regional minister and regional deputy minister, as well as representatives from the RCC and all MMDAs in the Upper West Region. Eva Osei, LOGODEP's local governance expert, and Chief of Party Peter Fricker were present. Ms. Osei accompanied the deputy minister during his orientation tour through all 10 regions and presented on the manual in each region to explain the steps.

Evidence of the IGF Approach's Success in Target Districts

In data based on December 2014 trial balances, IGF increases in the five target districts were calculated at 45 percent, 39 percent, 18 percent, 34 percent and 42 percent compared with the previous year. The approach is cost-effective; the system will generate enough revenue to cover its costs by 2017.



Deputy Minister of the MLGRD, Baba Jamal (ninth from left), and representatives from all MMDAs in the Upper West Region launch the LOGODEP how-to manual on street naming and property addressing before embarking to an orientation tour through all 10 regions in Ghana.

Addressing Local Government Transparency and Accountability

While LOGODEP’s activities under Component 1 created *demand* for transparency and accountability from the electorate through community dialogues and small grants, the program also supported the *supply* side of transparency and accountability from within the bodies of government.

IGF Performance Reviews

Providing feedback where it has not been heard can help initiate systemic change. Administrations in LOGODEP’s target districts tended to sideline elected and appointed assembly members, so the program initiated regular IGF performance review meetings with assembly members and MMDA leadership (district chief executives, budget analysts, finance officers, revenue superintendents and members of the finance and administrative subcommittees). The IGF performance reviews were designed to strengthen the oversight capacities of the assembly members. The review meetings enabled the assembly members to follow revenue collectors’ performance using data in the revenue collector maps and the DIREV software.

Supporting Internal Audit Units (IAUs) and Audit Report Implementation Committees (ARICs)

Section 30 (1) of the Audit Service Act of 2000 (Act 584) requires all institutions subject to review by the auditor general to set up an audit report implementation committee (ARIC) to ensure implementation of report recommendations. Internal audit units (IAUs) should complement and support the auditor general’s task. Well-functioning IAUs and ARICs were another key pillar for LOGODEP in supporting the supply side of transparency and accountability.

Following a one-on-one assessment of IAUs and ARICs and subsequent review sessions with participants from the five target districts, LOGODEP began with tailor-made, on-the-job trainings for internal auditors and ARIC members.

Each internal auditor developed a strategic plan for three years, which they then broke into a series of annual plans for implementation purposes. These annual plans defined the number of thrust/risk areas to address. At the end of the year, the internal auditor



Alhassan Mohammed, LOGODEP’s financial management and budgeting coach (standing), advises internal auditors.

produced four quarterly reports containing all thrust areas defined in the strategic and annual plans. The auditor briefed management on the findings. LOGODEP's financial management and budgeting coach (FMBC) and internal auditors followed up on the state of implementation through the ARICs and the management of the district assemblies.

LOGODEP developed similar tailor-made, on-the-job trainings for ARIC members.

Citizens' Tax Compliance

LOGODEP's work in increasing IGFs depended not only on the availability of a tax database and ability to collect taxes, but also citizens' willingness to pay taxes. Thus, it was important to gather information that addressed citizens' perceptions and attitudes about taxation. The LOGODEP-funded Citizen Survey on Tax Compliance sought to identify factors that made it difficult for citizens to comply with their property and business tax obligations; their experience with tax collectors at the local level; strategies to improve communication about taxes; ways to improve tax revenue mobilization; and compliance from a taxpayer's perspective.



TAs discuss taxpayer compliance with District Assembly members and media representatives.

The survey generated information for a communication strategy, later used by the districts to improve taxpayer compliance through call-in radio programs and engagement with traditional authorities (TAs) and media. The engagement enabled TAs and media to better appreciate and support public education on the need to pay taxes and showed MMDAs that taxpayers want to know how their taxes will be used.

Medium-Term Development Planning

Medium-term development plans (MTDPs) are four-year, rolling master plans for the MMDAs. They integrate the plans of the decentralized and deconcentrated sector departments operating in the districts with the activities of the MMDAs. The National Development Planning Commission (NDPC) issues the guidelines in accordance with the National Policy Framework, the Ghana Shared Growth and Development Agenda (GSGDA) II. The guidelines provide focus and direction for Ghana's decentralized structures on national development priorities.

Over the past 10 years, the NDPC stated several times that it would incorporate the spatial aspect of planning into national planning guidelines for medium-term development plans. Although it was high on the Cabinet-approved agenda of the second National Decentralization Action Plan, it did not occur.

LOGODEP initiated several rounds of technical working group meetings with the TCPD, the Institute of Local Government Studies (ILGS) and the Local Government Service Secretariat (LGSS) on integrating spatial planning process into the MTDP planning process.

LOGODEP's intervention in this area proved to be a great success. The methodologies LOGODEP developed in collaboration with TCPD were integrated into the MTDPs 2014–2017 guidelines for all 216 MMDAs in Ghana. They became a national standard.

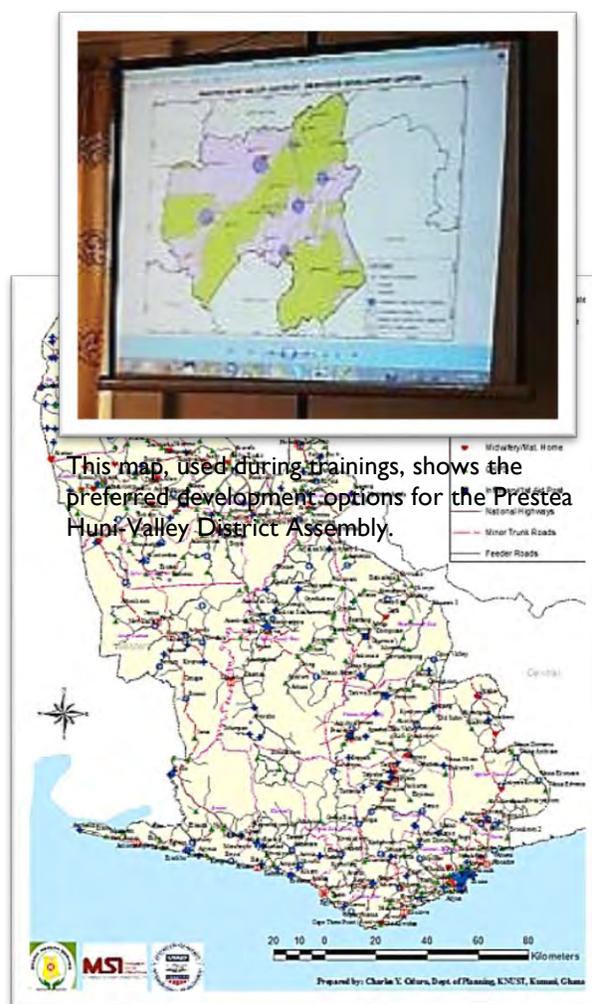
LOGODEP rolled out the methodology in two steps. First, the program collaborated with the Ministry of Health on a set of maps for each of the Western Region MMDAs.

One map depicted population density and the other showed the distribution of health care facilities and described the ease with which one can travel from one location to another to access health care. Global Positioning System (GPS) data determined the precise location of each health service point in the Western Region. This marked the first time that health departments were able to add a spatial component to their sector plans.

The Health Directorate in each district received one set of A0 maps and the District Planning Coordination Unit (DCPU), which facilitates MTDPs, also received a set. The director of the Regional Health Directorate received electronic versions of all maps.

Second, the program delivered four hands-on trainings for Western Region development planners. It provided participants with the necessary GIS skills to translate compiled district profiles and proposed physical developments into space. Participants were introduced to the Land-Use Planning and Management System (LUPMIS) and introduced to the numerous maps already uploaded into the system that can be used for spatial planning. After these trainings, the development planners were tasked with creating their own district maps, which they used for the 2013–2016 medium-term development plans. The planners from the 22 districts produced an average of 18 maps per district. The maps detailed existing and proposed physical developments (e.g., health facilities, educational facilities, potable water points and communities not yet connected to the national grid and road infrastructure development).

Compared with earlier MTDPs, this is a huge improvement. Typically, MTDPs contain a list of schools or health stations that an assembly planned to build, but did not include maps to show their locations.



A GIS-based health accessibility map.

Collaboration with Government Agencies and Donors

While identifying best practices and spearheading an innovative approach in early 2011, LOGODEP quickly learned that disparate initiatives in spatial planning had been in process in the region and some districts, and that many more initiatives were planned. These varied from broad regional or supra-regional spatial development frameworks to urban structure plans and local plans. The initiators and actors of these varied spatial planning and spatial development projects included several national-level players.

In March 2011, LOGODEP organized a first stakeholder collaboration conference on spatial planning with almost 60 participants. The active participation of national, regional and district stakeholders enabled the workshop to deliberate on nearly all of the critical issues on the preparation of spatial plans in the region.

In June 2012, LOGODEP recognized that many more interventions had taken place. The Norwegian Agency for Development Cooperation (NORAD) had nearly completed the preparation of a Western Region Spatial Development Framework (WRSDF) through TCPD. Meanwhile, progress occurred with other spatial planning related interventions: the Korean International Cooperation Agency (KOICA) in the Ahanta West; the Renaissance Group (developers of the “King City”); the Coastal Resources Center’s support in the six coastal districts in spatial planning; and the Jubilee Partners’ spatial interventions with the Consortium and Spatial Dimensions, which were prepared prior to the preparation of the WRSDF.

These developments called for synergy and provided the basis for LOGODEP to again invite all stakeholders to touch base, take stock of all developments with respect to spatial planning within the region and re-strategize for more innovative ways of enhancing spatial development for all stakeholders within the region and the nation. More than 80 people participated in the second conference.

In February 2015, LOGODEP organized a third multi-stakeholder workshop with representatives from the Department of Foreign Affairs Trade and Development Canada (DFAT), German Integrated Services (GIZ), Global Communities, the International Cooperation Agency of the Association of Netherlands Municipalities (VNG) and national stakeholders.

The third multi-stakeholder workshop became necessary because these international organizations had either already taken over LOGODEP’s street-naming and house-numbering methodology (DFAT, GIZ and Global Communities) or were in the process of launching a new program in this area (VNG).

National stakeholders needed to be informed and decisions had to be made on a way forward, taking into consideration the impending closing of LOGODEP.

Component 3: Linkages to Local Governance Initiatives at the National Level Strengthened

Component 3 was established for the second phase of the program, due to national recognition of LOGODEP’s pioneering efforts in integrating IGF and spatial planning.

LOGODEP had already developed effective collaborative working relationships with several national-level stakeholders, which positioned the program to transition to this new component. New resources toward extensive consensus-building were not needed, as the addition of a national linkages manager position created opportunities for daily liaison between LOGODEP and Government of Ghana (GoG) national stakeholders.

Knowledge gleaned by the program through its experiences had to be shared with donors and four governmental key stakeholders: MLGRD; MESTI, MoF and the NDPC. LOGODEP had collaborated with these entities for implementation purposes during its work in the first phase of the program.

For the second phase, LOGODEP’s full-time national linkages manager participated in the MLGRD supporting national coordination in this area and facilitated knowledge transfer.

The MLGRD hub for this work was its Urban Development Unit. The Minister of Local Government tasked this unit with coordinating the work resulting from the president's directive to tie together IGF and spatial planning, including street naming and house numbering.

LOGODEP's national linkages manager represented LOGODEP at high-level meetings and articulated the program's position, while providing technical inputs for the further development of LOGODEP interventions. The aim was to collaborate with other international donors to advance the dialogue and policy imperative around IGF and spatial planning and to drive the demand for LOGODEP's approach to be further adopted and funded.

Challenges for the Street-Naming and Property-Addressing Approach

As mentioned under Component 2, in response to LOGODEP's innovative street-numbering and property-addressing approach, H.E. President John Dramani Mahama issued a directive for rolling out LOGODEP's methodology in all 216 metropolitan, municipal and district assemblies within 18 months of April 2013.

A summary follows of the key challenges that needed urgent attention to enable the 216 MMDAs to implement the president's directive on naming streets and addressing property.

Lack of ICT Equipment

The MMDAs lacked not only funds for the work, but basic ICT equipment to conduct GIS-based street naming and property addressing. Basic equipment such as computers, GPS devices and scanners were non-existent in most MMDAs. LOGODEP supplied its target districts with this equipment, but the GoG expected MMDAs to purchase it from their own grants money, such as the District Development Fund.

Limited Capacity of Technical Staff of MMDAs

Apart from the LOGODEP target districts and the Sekondi-Takoradi Metropolitan Assembly in the Western Region, the remaining MMDAs in the country's 10 regions had no experience with LOGODEP's approach, nor did they have experience with modern GIS technology. This made it crucial to train MMDA staff on the street-naming process.

Availability of Satellite Maps with the Necessary Specifications

The availability of satellite maps with the necessary specifications (cloud coverage rate of less than 3 percent, resolution of .5 meter and not older than three years) is a precondition for being able to use LOGODEP's approach. Purchasing the maps can be cost-efficient (USD \$11 per square kilometer); nevertheless, it posed a real challenge for many MMDAs. Such maps can be purchased only in foreign currency. MESTI should have determined the GPS data for the larger settlements in the country; based on this data, each district should have been able to purchase the requisite maps. But while MESTI and the mapping and survey department had maps, they did not always make them available.

Government and Program's Responses to Challenges

In collaboration with MLGRD, MESTI, Lands Commission and GIZ, LOGODEP responded to these challenges as outlined below.

The Hon. Baba Jamal, then a deputy minister of MLGRD, chaired a national task force team made up of the organizations listed in the text box at right. The team was tasked with coordinating and assisting the MMDAs to meet the 18-month deadline given by the president to accomplish the street-naming and property-addressing project in the 216 MMDAs.

The national task force provided advocacy and oversight responsibility for the SNPA at the national level. It held bimonthly meetings to review emerging issues and strategize next steps. The team also organized biannual national

workshops to assess the progress of work in the MMDAs in conjunction with regional-level teams.

A two-pronged approach (acquisition of ICT equipment and training) was used in building the capacity of MMDAs to implement the task.

Acquisition of ICT Equipment

Items such as computers, uninterruptible power source (UPS, also called battery backup), printers, GPS, motorbikes, laptops, scanners, plotters and software programs were acquired through MLGRD. However, contrary to the GoG's promises at the outset of the national assignment, the MMDAs had to pay for the equipment from District Development Fund (DDF) resources. They also had to finance street signage. This slowed implementation considerably.

Capacity-Building Approach

The following processes were used in building the capacity of stakeholders to implement the street-naming and property-addressing directive:

- **Step 1: Regional-level teams formed.** Each regional team had three members: two physical planning officers from the regional TCPD and a regional economic planning officer. The teams received a three-day orientation through the national TCPD. The GIZ-funded Support for Decentralization Reform Program (SfDR) financed the orientation and collaborated with LOGODEP's national linkages manager in organizing the workshops.

The task of the regional teams was to monitor and coordinate the activities of the MMDAs within their respective regions. They also participated in all training workshops for the district teams to enable them to provide technical backstopping during the implementation process and to support national-level monitoring activities.

The regional teams also collated district-by-district progress reports for biannual reviews with the national task force.

- **Step 2: District-level teams formed.** The 216 district teams included two people from the Physical Planning Department and one development planning officer or district engineer. These teams were trained in the LOGODEP approach to street naming and property addressing and how to create reliable tax databases.

National Task Force Team Members

- MLGRD
- TCPD
- Local Government Service Secretariat (LGSS)
- Fiscal Decentralization Unit (FDU) of the Ministry of Finance
- Survey and Mapping Division of the Lands Commission
- Ministry of Communications
- National Information Technology Agency (NITA)
- Ghana Integrated Financial Management Information System (GIFMIS)
- GIZ-Support for Decentralization Reform Program (SfDR)
- USAID-LOGODEP

Comparable to LOGODEP's training approach in the five target districts, the training was conducted via a five-day residential workshop and a two-day residential follow-up to build participants' skills.

- **Step 3: Technical facilitator teams formed.** After the district-level teams were established and trained, four of the most able and motivated district planners from each region were selected for a task force supporting weaker MMDAs in their regions.

The technical facilitators had the additional responsibility of supporting other districts in implementing the SNPA approach, on top of being in charge of implementing SNPA in their home districts.

Results

In total, 678 physical planning officers and development planning officers from 216 districts and 10 regional coordinating councils received training and began implementation.

After the president's 18-month deadline passed, LOGODEP collaborated with MLGRD to conduct an online survey to assess the performance of MMDAs.

Of Ghana's 216 MMDAs, 198 submitted valid surveys that were used for data processing. The results were mixed: 95 percent of participating MMDAs had not finalized the presidential directive on street naming and house numbering and were at varied stages of the process.

These results were not surprising, considering LOGODEP's experiences in the five target districts. The program provided intensive coaching over more than two years to achieve the excellent results it achieved in its Western Region targets.

More importantly, while the national government promised substantial financial support at the beginning of the presidential directive, this did not materialize. At the same time, the most important source of finance for the MMDAs, the District Development Fund (DDF), was also dwindling. The DDF is supposed to be disbursed on a quarterly basis. During the implementation period, officials disbursed only once per year instead of quarterly.

At the time of this report's writing, SNPA activities are ongoing in the MMDAs.

National IGF Conference and Follow-Up Activities

The GoG developed a framework for IGF generation for MMDAs. Local revenue is an integral part of local government finances, constituting about 20 percent of all local government monies, but considerable untapped potential remains. The IGF landscape, however, is plagued with structural, administrative and systemic inefficiencies undermining the ability of MMDAs to realize the full potential of local revenue.

MMDAs have six main local revenue streams: rates, licenses, fees and fines, rents, investments and lands. The stream with the highest-yielding potential differs, depending on the structure of the local economy in each district. Traditionally, property rates and licenses constitute an excellent potential source, as collections can be easily tracked where relevant data exists. MMDAs are constrained, though, by deficiencies in basic revenue management systems, including outdated property valuation rolls and the absence of regulations on outsourcing property and business fee collection.

This ties in with the work LOGODEP has done in its five target MMDAs to support their establishment of reliable databases and a system for tracking payment to positively influence service delivery and local governance.

Government agencies and development partners, including LOGODEP, commissioned studies to identify gaps, constraints, opportunities and strategic directions in attempts to enhance MMDAs' IGF. LOGODEP



Launching the Zonal Conference Cape Coast.

specifically undertook a study on local revenue outsourcing (also known as tax farming, which is common throughout Ghana) for the Western Region.

The need to coordinate all of these efforts and develop a comprehensive framework to address the IGF issues at the MMDA level was clear. LOGODEP was the catalyst for a national consultative process, which brought together the Ministry of Finance, Canada’s DFADT, the World Bank and GIZ to develop a coordinated response.

Activities and Outcomes

In March 2014, LOGODEP collaborated with Canada’s DFADT and the Fiscal Decentralization Unit of MoF to organize two zonal conferences in preparation for a national gathering. During the zonal conferences, participants from MMDAs and civil society were briefed on the intergovernmental fiscal framework and how IGF could be integrated into the public financial management (PFM) framework. Sources of local revenues, mobilization and collection of revenue, utilization and service delivery and taxpayers’ rights and responsibilities were also areas of discussion for stakeholder input.

A national IGF conference took place in May 2014. Following the national event — and a series of follow-up workshops that LOGODEP organized with technical working groups with the MoF, the Fiscal Decentralization Unit of MLGRD and the Institute of Local Government Studies — the GoG issued the national IGF Strategy and Guidelines in July 2015.



Ministers of MLGRD and Finance at the National IGF Conference.

The IGF Strategy aims to support MMDAs in increasing revenue generation and improving collection, accounting and reporting, as well as eliminating revenue leakage. Specific actions to be taken include:

- Guidelines for revenue outsourcing;
- Regulations to reduce exemptions on property taxes;
- Establishing institutional collaboration for alternative revenue mobilization and collection opportunities such as with Ghana Revenue Authority and the Electricity Company of Ghana (ECG);
- Introducing systems to minimize cash transactions in IGF collection; and
- Harmonization of MMDAs' fee-fixing resolutions.

“Expectations have been set by LOGODEP.”

— Dr. Calistus Mahama,
Director of Ghana Local Governance
Nov. 11, 2015

“LOGODEP helped achieve sustainable growth at the local level.”

— Hon. Nii Lantey Vanderpuye
Deputy Minister of MLGRD
Nov. 11, 2015

Two of these issues (revenue outsourcing and minimizing cash transactions) were of critical importance

“The most interesting aspect of LOGODEP’s approach for me was the emphasis given to involving traditional authorities in the street-naming and house-numbering approach and how this connects to the success of Ghana’s decentralization process as a whole. This has not been on our radar, but it’s clear it should be and I want to integrate it in my program.”

— Hartmut Krebs
Team Leader, GIZ
Nov. 11, 2015

in reducing potential corruption.

Closeout Activity

LOGODEP held an open-space workshop at Busua Beach Resort on Nov. 11–12, 2015 with program representatives from national, regional and district-level stakeholders. Additionally, representatives from the Queen Mothers Association, the Regional House of Chiefs and civil society participated.

The Honorable Deputy Minister of the MLGRD, Nii Lantey Vanderpuye, delivered the keynote address. LOGODEP AOR Emmanuel Mensah-Ackman delivered a statement on behalf of USAID/Ghana. LOGODEP used the opportunity to present the achievements of the program during the past five years. Participants shared their experiences with the LOGODEP program during the different phases of implementation and discussed lessons learned.

Participants of the workshop also discussed interventions they would like to see implemented, with support of either development partners or the Government of Ghana.

LESSONS LEARNED AND BEST PRACTICES

Component I: Public Participation in Local Governance Expanded

Collaborating with the Traditional Authorities

Establishment of Best Practices

From the outset, LOGODEP recognized that its approach's success depended on the program being cognizant of local culture, traditions and power dynamics and engendering a sense of ownership among traditional authorities concerning Ghana's decentralization process. Other development partners and the Government of Ghana recognized the program's success in this area as a best practice. Previous governance programs had made limited or no attempts to involve TAs in local government issues, assuming that TAs would be uninterested, or even antagonistic, toward local governments.

At the first open-space workshop, which LOGODEP organized in 2010, GoG representatives highlighted the importance of involving TAs from the outset. LOGODEP listened to this and acted upon it. The collaborative approach and the feedback that TAs consistently provided proved that they are extremely interested in local governance and learning how they can engage most effectively. The Hon. Nii Lantey Vanderpuye and Dr. Calisto Mahama, head of the Local Government Service and the Inter-Ministerial Coordinating Committee on Decentralization, along with members of the Queen Mothers Association and paramount chiefs, emphasized the importance of involving TAs in numerous conversations with LOGODEP staff and workshops and other public forums. The team leader of the GIZ-funded Support for Decentralization Program, who participated in the end-of-program open-space workshop, also elaborated on the fact that LOGODEP's collaboration with TAs had opened his eyes to a deficit in his own program.

LOGODEP's support for female chiefs, queen mothers and female assembly members led not only to the first Queen Mothers' Association in Ghana, but also to the association winning the acceptance of the Western Regional House of Chiefs Assembly, which was followed by queen mothers' representation in the Regional House of Chiefs.

The National House of Chiefs decided to follow up on the initiative, as spearheaded in the Western Region. By the close of LOGODEP, all 10 regional houses of chiefs acknowledged the existence of their respective queen mothers' associations and accepted their participation in regional houses of chiefs' assemblies. For the first time, female traditional authorities in Ghana have official seats in the regional houses of chiefs and LOGODEP's initiative in the Western Region is best practice for the entire country.

Lessons Learned

LOGODEP's support for TAs' involvement in local government proved that TAs and local governments can complement each other and work constructively for the development of their communities.

LOGODEP's approach to hold two different needs assessments for male and female traditional authorities at the beginning of the program proved to be vital for the success of the capacity-building support and the formation of the Queen Mothers' Association.

Traditionally, women are not supposed to speak up in the presence of male chiefs. The needs assessment and the follow-up workshops, which were specially designed for female participants, enabled the female chiefs and queen mothers to come together, network and freely exchange ideas and opinions without feeling constrained through the presence of male TAs.

As a direct result, the queen mothers and female chiefs helped establish the Western Region Queen Mother's Association and became interested in local government issues and female participation in local government elections.

During the 2015 local government elections, the queen mothers actively supported female candidates in hopes of improving female representation in local government bodies.

Female chiefs and queen mothers are important role models, especially in the rural areas; the importance of this support cannot be overstated for a society where many citizens think politics is a dirty business and women are discouraged by families and friends from participating in local government elections.

Another lesson learned is the importance of customary arbitration and alternative dispute resolution (ADR) for both paramount chiefs and district assemblies. Traditional councils typically deal with issues such as installation, enskinment, destoolment and deskinment of chiefs and custody of stool properties. These are sensitive issues. It is not uncommon in Ghana for chieftaincy conflicts to end in an outburst of violence in which “heads are taken” (a common Ghanaian expression for deadly chieftainship conflicts). This happened at the beginning of the program in the target district of Sefwi-Wiawso when two royal families were disputing the rightful succession of a deceased paramount chief. The District Assembly had to call in police and military to bring the situation under control.

In addition to insecurity in the area of a district assembly, it is also a heavy burden on local government finances. District assemblies are supposed to pay the costs of additional military or police personnel in their jurisdiction. At the same time, the national government frequently freezes the transfer of royalties to the district level, resulting in less money for district assemblies.

LOGODEP’s support for expert training in ADR for chiefs had considerable impact and success. The paramount chief of Tarkwa (formerly president of the Regional House of Chiefs) found the training so important that he personally financed a second training for divisional chiefs on his Traditional Council. There is scope for deepening this approach.

LOGODEP can certainly not claim that the ADR training alone prevented further violent chieftaincy conflicts in the Western Region, but the work is an important cornerstone for future conflict prevention.

Working with Civil Society

LOGODEP was designed as a three-year program. In 2013, USAID provided USD \$3 million in additional funding and extended the program for two years. LOGODEP used the opportunity to target activities under Component 1 more narrowly to focus on the five target districts, instead of all MMDAs in the Western Region.

Component 1 was refocused to concentrate on internally generated funds and service-delivery issues, more directly supporting the program’s Component 2 activities.

These grants had a much stronger impact on the target MMDAs than previous grants did, building accountability and strengthening transparency. Grants in the first phase were distributed across all districts of the Western Region and awarded for a wide range of initiatives, while those in the second phase were much more tightly focused, both in geographical coverage and theme.

The community dialogues focused on informing the citizenry about property taxes and business fees and how increasing internally generated funds can improve the district assemblies’ delivery of services.

They also concentrated on holding the elected members of the district assemblies accountable to their electorate and making them aware that an important part of the role of an assembly member is to publicize information about finances and ongoing or planned projects.

Regular community dialogue feedback sessions, which assessed changes in the communities after the citizens demanded improved services and transparency from the districts, frequently showed that district assembly administration and assembly members responded positively to citizens’ demands, improving services as a result.

LOGODEP’s investments in civil society organization (CSO) monitoring and capacity building — dialogues between citizens and MMDA members and staff — laid the foundation for increased trust in local governments.

Component 2: Integrated Development Planning to Increase Internally Generated Funds Achieved

LOGODEP’s great achievements were the 2013 presidential directive to institute street naming and property addressing throughout the country and adding spatial planning into the medium-term development plan guidelines of the National Development Planning Commission (NDPC).

LOGODEP’s work in these areas became nationally approved standards and both methodologies were rolled out at the national level after being piloted in the Western Region.

LOGODEP’s IGF approach to improve revenues also showed success.

Table 1 summarizes the IGF increases in the LOGODEP target districts, both in absolute figures (monetary amount in Ghanaian cedi) and in percentages.

The trial balance figures were disaggregated and only the LOGODEP interventions, which were concentrating on property rates and business fees, were considered in order to measure the LOGODEP intervention impact.

TABLE 1: INCREASE OF BUSINESS AND PROPERTY RATE COLLECTION IN LOGODEP TARGET DISTRICTS 2013–2014.

LOGODEP target MMDAs	Total business fees and property fees collected in 2013, in GHS*	Total business fees and property fees collected in 2014, in GHS*	Percentage increase of internally generated funds
Sefwi-Wiawso	144,935.31	210,264.68	45%
Prestea Huni-Valley	392,677.95	464,794.31	18.36%
Tarkwa Nsuaem	1,369,962.70	1,842,058.22	34.46%
Shama	172,075.78	245,745.95	42.81%
Bibiani	462,756.95	643,176.84	39%

*GHS = Ghanaian cedi; as of Dec. 1, 2015, 1 GHS is roughly equal to USD \$0.26.

The increase of property and business taxes did not occur through the increase of property rates and business fees, but solely through broadening the district tax database.

Benchmark comparisons with other districts in the Western Region showed that non-target districts’ IGFs either declined or increased only minimally between 2013 and 2014. Taking into consideration the difficult macroeconomic environment in Ghana, LOGODEP’s target MMDAs results are encouraging.

The approach is cost-effective; the system will generate enough revenue to cover its entire costs by 2017 or earlier, depending on the absolute IGF increase.

During the closeout open-space workshop, LOGODEP’s target districts clearly indicated during feedback sessions that they own the process. Sustainability will be ensured. Bibiani DA, for example, shared with participants that they were rolling out the IGF process to additional communities in the district. The DA already included an additional 800 properties in their tax database in 2015. The revenue superintendent is in the process of collecting revenue and business fees from the expanded tax database.

This is an ongoing process and the assembly is scaling up other communities in the district without any external support.

Representatives of CSOs, whom LOGODEP also invited to the closeout open-space workshop, indicated during feedback sessions that reliable tax databases and projections were useful in terms of transparency and accountability. They enable civil society groups to compare revenue projections with actuals collected and hold district assemblies accountable for non-performance.

Component 3: Linkages to Local Governance Initiatives at the National Level Strengthened

Component 3 revealed that a follow-on program may benefit from a national adviser based in the Fiscal Decentralization Unit (FDU) of the Ministry of Finance. As mentioned elsewhere, the FDU is clearly driving the fiscal decentralization process and related issues such as improving internally generated funds.

LOGODEP's national linkages manager was based in the MLGRD. The two MLGRD units in charge of driving the IGF process, the Urban Development Unit and the Fiscal Decentralization Secretariat, proved to be weak. The IGF technical working group meetings had to be spearheaded by the FDU of the Ministry of Finance.

LOGODEP introduced a national linkages manager in the program's second phase, only after it became clear that some methodologies it had developed would have the potential for upscaling nationwide.

Taking into consideration that a follow-on program could build on LOGODEP's gains, a national linkages manager should be an integral part of the follow-on program from the onset.

Another lesson learned from the national linkages manager activities is the importance of actively engaging with the Land Valuation Division of the Lands Commission. The Land Valuation Division has the mandate to appraise properties, which is the basis for determining property tax rates in the districts.

The process of valuating properties includes many problems that demand urgent attention. At present, for example, the databases — which the Land Valuation Division produces during the valuation process — are incompatible with the UPN system, which uses modern GIS technology and satellite maps. The Land Valuation Division is still using hand-drawn “block maps.” Every year, Ghana's districts spend millions of dollars on valuation properties with no tangible increase in IGF because of the rudimentary methodology used in compiling the data.

Another example is the formula for calculating rate imposts, which the districts have to use in determining their property rates. This formula and many other processes of the Land Valuation Division need to change and adjust to allow the district assemblies to receive value for money.

A follow-on program should consider locating a second well-qualified adviser in the Land Valuation Division. The task of the adviser would be to simplify the valuation process and make it transparent for citizens.

RECOMMENDATIONS

LOGODEP concurs with the evaluation team, which recommended that USAID/Ghana should consider implementing a follow-on project that replicates the LOGODEP approach in other parts of the country. It could scale up the project's IGF component within the Western Region or expand the approach to other regions within Ghana.

MLGRD's deputy minister, the Hon. Nii Lantey Vanderpuye, publicly reiterated during the closeout open-space workshop that a LOGODEP follow-on program is needed to finalize the presidential directive on street naming and property addressing in all 216 MMDAs.

Expanding LOGODEP-type activities in the Western Region would help preserve program gains in the Western Region.

Town and country planning department staff, finance and budget officers, accountants and other core staff of MMDAs frequently must relocate to different district assemblies. In LOGODEP's five target districts, MMDA staff relocated twice in five years. The new staff had to be debriefed about LOGODEP's approach and TCPD personnel, finance and budget officers had to repeat their trainings.

At the present stage of decentralization, the MMDAs have no say in when their staff will be relocated, nor do they have any means to retain able staff members. The authority to hire and allocate district personnel lies solely with the Local Government Service Secretariat, which is a national-level institution. Administrative decentralization has yet to come.

Fortunately, these staff reallocations most often take place within the same region and a future program covering the Western Region could take advantage of this fact. The planning personnel – both physical and development planners — of the 22 MMDAs of the Western Region are already well trained in GIS technology and different mapping approaches.

Some of the finance and budget officers, accountants and other MMDA core personnel LOGODEP trained during the past five years now work in other districts of the Western Region. They are well acquainted with LOGODEP's approach of street naming and property addressing and creating a reliable tax database.

A follow-on project in the Western Region could tap this human resource and take advantage of existing regional synergies.

In addition to LOGODEP's IGF component, which has successfully generated local revenue, a follow-on project should continue LOGODEP's approach, emphasizing the following features:

1. Citizen education on paying taxes and the use of their tax money.
2. Continued regulation of negative feedback loops or driving positive feedback loops in relation to internal audit units, ARICs and external audits from the Auditor General's Office.

A complex system usually has numerous negative feedback loops and can self-correct under different conditions. Regularly functioning external and internal audits at the district level would be an example. The Freedom of Information Act and the Protection for Whistle Blowers' Act — which have both been awaiting final approval before Parliament for almost 10 years — are additional examples.

A positive feedback loop is self-reinforcing. The more it works, the more it gains power to work. Introducing incentives for excellent performance at the institutional and individual levels are examples of positive feedback loops.

At present, MMDAs and their staffs do not receive sanctions for poor auditing results or a reward for excellent performance. As behavioral scientists have long posited, a behavior will not change when it is followed by neither positive nor negative consequences.

Internal audit and ARIC reports are sent to the regional and national levels, but national entities rarely follow up on the findings even if the malpractices are severe. Such negative feedback loops could be introduced through strengthening the work of the Public Accounts Committee (PAC). The PAC is the only institution that gives feedback to the public on some of the findings of the Auditor General's Office or the internal audit units.

DANIDA and GIZ already give PAC and the Auditor General's Office capacity-building support. A follow-on program should closely collaborate with these development partners to create synergies and avoid duplication of efforts.

LOGODEP began this process, but much more needs to be done. Collaborating with PAC could be also instrumental in rewarding MMDAs that display excellent performance in these areas. Awarding small tokens such as computers or laptops can have a great impact.

3. Negative or positive feedback loops should also be strengthened to support the process of improving internally generated funds.

At present, district assemblies are neither rewarded for excellent performance nor sanctioned for poor performance. The District Assembly Common Fund (DAFC) formula, which is adjusted by the Parliamentary Select Committee on Decentralization annually, provides an excellent opportunity to drive positive feedback loops and regulate negative feedback loops.

District assemblies with proven records in increasing IGF could be rewarded through additional District Assembly Common Fund resource allocations, and poorly performing districts could be sanctioned through the same mechanism. The performance of districts can be measured based on the now available reliable tax databases and revenue projections. This was not possible before LOGODEP's intervention in this area.

A newly created program could lobby for this kind of change through support of a national civil society organization with sufficient clout to be heard by the national government and through closely collaborating with the Ministry of Finance and the Parliamentary Select Committee on Decentralization.

National IGF responsibilities are presently shifted from the MLGRD to the Ministry of Finance (MoF). The Fiscal Decentralization Unit of the MoF is driving the process of fiscal decentralization, including IGF issues. It is therefore strongly recommended that a follow-on program should collaborate with the Ministry of Finance.

4. Based on the experience with the newly created cross-functional teams,[†] LOGODEP recommends that a follow-on program give special attention to these teams. During the closeout open-space workshop experience sharing sessions, it came to the fore that while some cross-functional teams are collaborating well, others need additional support.

Using a well-known organizational development methodology — the Role Analysis Technique (RAT) — could substantially improve the quality of collaboration. RAT interventions are designed to clarify the role expectations and obligations of individual members of cross-functional teams. Often the role incumbents do not have a clear idea of how others expect them to behave; equally often, these role incumbents do not know understand how they can expect others to help them.

In a structured series of steps and in conjunction with team members, role incumbents define and delineate role requirements. LOGODEP has already invested in this process, but more has to be done.

5. Activities to build skills and management of community radio stations.

LOGODEP provided capacity-building support for local journalists through one of its grantees, the Media Foundation for West Africa. This skills training should be expanded and deepened.

There is also a need for skills training in investigative journalism. The recent work of Anas Aremeyaw Anas, a well-known Ghanaian investigative journalist, in unveiling rampant corruption in the Ghana's judiciary system shows the tremendous impact investigative journalism can have on society's perception of corruption. Through nationwide publicity and provision of compelling evidence, national institutions were forced to act.

[†] The Town and Country Planning Department has to collaborate with budget and finance officers and revenue superintendents, and vice versa, to make the SNPA approach work. The MMDA's leadership has also to be involved.

6. Continued work with regional houses of chiefs or — depending on the geographic distribution of a follow-on program — also working with the National House of Chiefs.

This would include working with queen mothers' associations to support gender-related topics and to develop a long-term strategy on how to increase female participation in local governments.

**ANNEX I. DIRECTIONALLY CHALLENGED: EFFORT TO
NAME GHANA'S STREETS POINTS THE WAY TO
ECONOMIC PROGRESS**

FRONTLINES

ONLINE EDITION

Economic Growth
July/August 2012

Directionally Challenged: Effort to Name Ghana's Streets Points the Way to Economic Progress



Ghanaian Vice President John Dramani Mahama is briefed on street naming and numbering projects, April 28, 2012.
credit: Henry Boachi, MSI/USAID

Ask for directions in Ghana and you will likely hear something like this: “When you get to the next junction, turn right, look out for the coconut tree, behind which you will find a yellow kiosk. Ask whoever you see for Auntie Akua’s house. Next to Auntie Akua’s house is the house you are looking for.”

In 2010, Ghana’s urban population exceeded 50 percent. Ten years earlier, 44 percent of Ghanaians lived in cities, with the remainder residing in rural communities. As the country of over 24 million rapidly urbanizes, many communities still lack street names and house numbers, and rely instead on informal directions and local landmarks. Mail delivery is restricted to P.O. boxes, and access by emergency services—including ambulances, firefighters and police—is limited. It is also a barrier to efficient commerce and has a negative impact on small business and the country’s economic growth as a whole.

Businesses, including financial institutions and telecom service providers, currently have a difficult time tracking their debtors. “Sometimes, it takes weeks, and even months, to locate a person my company loaned money to, if we are lucky. We have to resort to asking, for example, ‘Do you know Auntie Akosua?’ and more often than not the answer is ‘no,’” said Wilfred Ashong, a microfinance business owner.

However, this is changing with a new Ghanaian initiative supported by USAID. In April, Ghanaian Vice President John Dramani Mahama launched the National Policy Document and Operational Guidelines on Street Naming and Property Addressing System. These policy documents provide local metropolitan, municipal and district assemblies (MMDAs) with guidance to develop land-use plans for their cities as well as to name existing thoroughfares.

In December 2011, USAID signed memorandums of understanding with five districts and has since provided them with state-of-the-art computer equipment, satellite imagery and training in geographical information system (GIS) mapping. Through the use of the GIS tools and mapping software, planners can now digitally assign unique identification numbers and issue permits for specific parcels of land, making it easy to track who owns which parcel, and for what purpose. As a result, it will be easier to maintain a more reliable database of all physical structures, including residencies, recreational facilities and businesses.

In parallel, the district assemblies formed street addressing teams and have begun to generate digital maps of their districts. Once the mapping and street naming is complete, USAID will fund street signs to be



Ghanaian Vice President John Dramani Mahama presents the new national policy on naming streets and addressing property, April 28, 2012.
credit: Henry Boachi, MSI/USAID

customized and installed by district assemblies. The street names will be generated by consulting with traditional chiefs and elders of the various communities who are abreast of an area's history and culture.

The new street names and property identification will have another economic benefit beyond helping customers and business connect—the addresses will be digitally integrated into a tax-collection database with future taxes slated to help sustain district development and growth. USAID, in fact, predicts a 30-percent increase in tax revenues once cities begin using GIS databases to assess property taxes. The effort will save on property valuation as it will no longer be necessary to produce new base maps.

“The street naming exercise will now provide the Internal Revenue Service and other revenue-generating organizations the opportunity to access all businesses and properties that are taxable,” said Mahama. This kind of increase in local revenue generation will enable Ghana to achieve its goal of aid independence.

A Boon to Local Government

Improved spatial data will be an important boon to local governments. Currently, most MMDAs in Ghana do not have accurate information on property ownership and are unable to collect all property taxes. The central government funds each decentralized district budget from a common pot. These quarterly transfers are typically delayed, and even if received in full, in some cases will only cover 10 percent of development needs. As a result, a district's ability to raise its own revenue is a key ingredient to improving the quality of life for its residents.

“We will have data about the types of businesses and residencies and their respective locations, following the street naming and property addressing. We will then be able to group residencies and businesses, and collect the appropriate revenues to build the schools and hospitals our people need,” said Enoch Appiah, district chief executive of Shama.

Many challenges remain to meet the vice president's goal of implementing the guidelines throughout the 212 districts of the country. Conservative estimates based on USAID's experience with five districts suggest that Ghana would need at least \$30 million to implement the program nationwide. This estimate does not include the major cities, as cost may vary depending on size. The Ghanaian Government may have to solicit these funds from external sources. Another challenge: Ghanaians, like most people in the world, are not the most enthusiastic tax payers, and collection enforcement can be difficult.

While there are legitimate challenges to achieving nationwide street naming and property numbering, the Ghanaian Government remains optimistic that it will ultimately be an important driver of progress.

“Hopefully, when we are able to collect the right revenues following the street naming and property identification, it will help us to greatly speed up the development of this country,” said Mahama. n Peter Fricker is chief of party of USAID's Local Governance and Decentralization Program in Ghana.

Peter Fricker is chief of party of USAID's Local Governance and Decentralization Program in Ghana.

Last updated: September 16, 2015

**ANNEX II. HOW-TO-DO MANUAL ON STREET NAMING
AND PROPERTY ADDRESSING**



GOVERNMENT OF GHANA

MINISTRY OF LOCAL GOVERNMENT AND RURAL DEVELOPMENT

How to do Manual on Street Naming and Property Addressing

2013



USAID
FROM THE AMERICAN PEOPLE

MSI Management Systems International
A subsidiary of Coffey International, Ltd.

Acronyms

DA	District Assembly
DBA	District Budget Analyst
DCD	District Coordinating Director
DCE	District Chief Executive
DFO	District Finance Officer
GIS	Geographic Information System
GPS	Global Positioning System
IGF	Internally Generated Funds
ISD	Information Services Department
LI	Legislative Instrument
LUPMIS	Land Use Planning Management Information System
MMDA	Metropolitan, Municipal and District Assemblies
NCCE	National Commission for Civic Education
PPD	Physical Planning Department
RCC	Regional Coordinating Council
RFQ	Request for Quotations
SAT	Street Addressing Team
SNPA	Street Naming and Property Addressing
SPC	Spatial Planning Committee
TCPD	Town and Country Planning Department
UPN	Unique Parcel Number

The pictures on the cover were all taken in the Western Region. They depict: training of enumerators; training of PPD staff in the use of LUPMIS software; radio dialogue informing citizens; and setting up of street signs in Prestea-Huni Valley

Foreword

In 2010 Ghana's population living in urban areas exceeded fifty percent for the first time ever. However, as our country rapidly urbanizes many communities still lack street names and house numbers. People rely instead, on informal directions and local landmarks. This situation not only inhibits efficient commerce, with negative impact on small business and the country's economic growth, but also impedes access by emergency services when they are required.

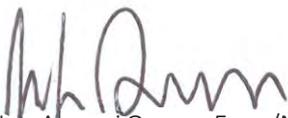
In April 2012, H.E. President John Dramani Mahama, then Vice President, launched the *National Street Naming and Property Addressing Policy* and the *National Operational Guidelines on Street Naming and Property Addressing System* in Kumasi. The importance of this policy initiative was subsequently emphasized by a Presidential Directive in April 2013 stipulating that Street Naming and House Numbering should be completed throughout the country within 18 months.

Ghana is adopting the approach of integration of street naming and house numbering process with the creation of a reliable tax database for each District. This will greatly enhance the ability of each Assembly to generate revenue at local level for community development. It will also help close the gap between the limited resources available to the Metropolitan Municipal and District Assemblies (MMDAs) and the need to deliver much-needed services to the citizenry.

This Manual, which is complementary to the National Policy and National Operational Guidelines, provides a step-by-step explanation of what is required to achieve the goal of properly assigning names and addresses to our streets and properties for directions and revenue enhancement of MMDAs.

The Ministry of Local Government and Rural Development is very appreciative of the contribution of our Development Partners (DPs) and the United States Agency for International Development (USAID) in rolling out the street naming and house numbering agenda. The experiences gained in the Western Region through USAID's Local Governance and Decentralization Program - LOGODEP, which worked in collaboration with the Ministry of Local Government and Rural Development, the Ministry of Environment, Science, Technology and Innovation, and the Regional Coordinating Council, were critical in the development of this Manual.

The Ministry is committed to supporting the implementation of the Presidential Directive on Street Naming and Property Addressing and is delighted to be able to share these methodologies with all MMDAs throughout the country. It is the expectation of the Government that all MMDAs will do their utmost best to render this vital initiative a big success.



Hon Akwasi Opong-Fosu/MP

Minister for Local Government and Rural Development

Acknowledgements

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At the Ministerial level this manual was developed under the able leadership and guidance of Hon. Akwasi Opong-Fosu, Minister for Local Government and Rural Development (MLGRD), Hon. Mohammed Baba Ahmed Jamal and Hon. Emmanuel Kwadwo Agyekum, Deputy Ministers and the Chief Director MLGRD, Vincent K Adzato Ntem.

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Finally, sincere thanks go to all other stakeholders who were involved, one way or another, in the street naming and property addressing process. Your views, comments and inputs were extremely valuable in the development of the How to Do Manual on Street Naming and Property Addressing.

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Table of contents

Foreword	1
Acknowledgements	3
Step 1: Orientation/Sensitization of District Actors	6
Step 2: Acquisition of Key Technical Equipment (IT and photos), Configuration and Setting-up the GIS Lab	8
Step 3: Geo Referencing Auto Photos (Satellite Images, Aerial Photos, Layouts)	11
Step 4: Formation and Training of Street Addressing Teams (SATs)	13
Step 5: Communication	17
Step 6: Training and Coaching of PPD Personnel on LUPMIS	22
Step 7: Ground Truthing and Deskwork for Street Addressing	25
Step 8: Allocation of Street Names	29
Step 9: Recruitment and Training of Community-Based Enumerators and Supervisors	33
Step 10: Stenciling of Street Names and Property Numbers, Data Collection, Processing and Cleaning	38
Step 11: Procurement and Installation of Street Signs	42

Step One

Orientation/Sensitization of District Actors

Rationale and Purpose

District actors need to be oriented on the process from a general overview perspective. This involves a step-by-step account of what the process entails for general understanding and appreciation of subsequent events. It gives the district an idea of departments and district officials to be involved and at what stage their expertise will be required. This stage seeks to invite the interest and commitment of district actors to the whole project thereby sustaining their involvement to the very end.

Objective

To ensure district actors are fully aware of the process and are interested, committed and provide maximum support.

Institutional Arrangements

This step requires the participation of various institutions which will be involved in different ways and at different times throughout the work. Key among them are the Physical Planning Department (PPD), the Lands Valuation Division, Budget, Survey and Mapping Division of the Lands Commission (where available) and the Development Planning, Works and Finance Offices of the District Assembly. Specifically all personnel of the Works Department, PPD and Land Valuation Division are to participate in the session. Also to be included are Traditional Authorities, heads of Works and Finance and Administration Sub-committees and the Presiding Member.

Actors	Roles	Why
Heads of relevant DA Departments as outlined above	Participate	They will be leading various stages in the process
TCPD (National) / Consultant	- To give an overview of the exercise and explain details to district actors - Assists in drawing a budget for the entire project	Has the technical expertise to do so
DCEs and DCDs	Participate	They need to understand the process as they have the authority to release funds for the work in the district. They also have oversight responsibilities in their respective districts.
Traditional Authorities	Participate	Appreciate their role in the exercise and lend support in terms of provision of names and development control
Assembly Members	Participate	Contribute to public education and support budget approvals for implementation

Timelines

- One week for preparation; including one-on-one contacts with relevant stakeholders to set the stage for the orientation session and;
- Two days for the orientation session:
 - ✓ First day for presentations on the exercise with reference to the Street Naming and Property Addressing Policy and Guidelines
 - ✓ Second day to draw up a budget for defined activities

Resources Required

- Flip chart stand and paper
- List of settlements with required specifications for implementation e.g. a population of 5,000 and above for a start
- Lunch and snack for participants

Step Sequencing

- All offices to be engaged in the project have personnel with the requisite skills in place

Activities, Procedure and Expected Outputs

Activity 1.1 Sensitize district actors and solicit their commitment in implementing the project

Expected Output All district actors fully understand the concepts of the project and own the design

- Procedure**
- ▲ Identify relevant stakeholders who need to be oriented/sensitized. Note: this should include the traditional authorities and the key Assembly Members e.g. Chairpersons and secretaries of the various sub-committees as well as representatives of selected communities
 - ▲ Agree on dates for orientation with the district leadership
 - ▲ Start the orientation session with what street naming and property addressing is and the benefits to be derived giving opportunity for questions and clarifications.
 - ▲ Present the Street Naming and Property Addressing process (preparatory, implementation and maintenance phases) to the district actors using a participatory process
 - ▲ Based on the process activities, assist district actors to define activities, roles and responsibilities to be undertaken and agree on timelines
 - ▲ Highlight the key activities and factors to take into account while assisting them to prepare a budget for the entire process of the preparatory and implementation phases

Step Two

Acquisition of Key Technical Equipment (IT and photos), Configuration and Setting-up the GIS Lab

Rationale and Purpose

For district actors to be able to develop GIS based maps and establish a comprehensive database for revenue collection, they need some key equipment and spatial data. As this approach is GIS driven, data such as aerial photographs, IT equipment - both hardware and software - have to be acquired before technical work begins. Key equipment needs to be acquired early in the process for the training of PPD and other DA personnel undertaking the deskwork of digitization of developed and undeveloped parcels for implementation of the exercise.

Objective

The objective of this step is to ensure that the DA has all the necessary equipment for the PPD to undertake the exercise.

Institutional Arrangements

TCPD has developed specifications of equipment requirements for the implementation of the SNPA. They have also developed networking requirements to network computers and other equipment to be installed in the PPD office.

These have been shared with the Urban Development Unit of the Ministry of Local Government and Rural Development so the districts will have to engage the Unit to assess the information for use.

Actors	Roles	Why
TCPD National Headquarters	<ul style="list-style-type: none"> -Provides list of all the new IT equipment needed -Provides specifications and coordinates of aerial photos if new ones have to be procured -Installation and configuration of IT equipment in the DA 	Have the expertise and knowledge of the key technical equipment needed and also configuring this equipment for the DA
Urban Development Unit (MLGRD)	<ul style="list-style-type: none"> -Disseminate equipment specifications to MMDAs -Direct DA to engage TCPD for support to install equipment and setting-up the GIS Lab for the PPD 	It is the sector Ministry responsible for the coordination of implementation of the SNPA
District Assembly (PPD)	<ul style="list-style-type: none"> -Provides a list of equipment already in place 	As eventual users they have to participate

Timelines

- 3 months for procuring equipment
- 5 days for configuring equipment

Resources Required

- Funds
- Equipment specifications

Step Sequencing

- This can run concurrently with Geo-referencing of the district
- PPD (District) office (which will be used for the project) has been refurbished with air conditioners and burglar proofed

Activities, Procedure and Expected Outputs

Activity 2.1	Identification and listing of key equipment needed and other associated requirements
Expected Output	A comprehensive list of all key equipment needed for the exercise
Procedure	<ul style="list-style-type: none">▲ Engagement between the District Assembly actors and TCPD National headquarters to identify key data and equipment such as aerial photographs, IT equipment that already exists for the exercise▲ Draw up a list of items that would be needed for the exercise which the DA does not have.▲ Develop a comprehensive list which includes the item, specifications, number of units needed, estimated price per unit and the total cost
Activity 2.2	Procurement of key equipment
Expected Output	All key equipment procured and ready for installation
Procedure	<ul style="list-style-type: none">▲ Develop a Request for Quotation (RFQ) using the comprehensive list in activity 2.1▲ The necessary procurement procedure is followed (e.g. publishing RFQ in newspapers for companies to submit their quotes)▲ The lowest price technically acceptable among the quotes submitted is selected▲ The company is awarded the contract to supply the equipment

Activity 2.3 Installation and Configuration of key equipment

Expected Output All key technical equipment, both hardware and software, is fully operational in the DA office for the exercise

- Procedure**
- ▲ Set up network infrastructure for the office
 - ▲ Install inverter/stabilizer to which all equipment will be connected
 - ▲ Set up and install all IT hardware equipment such as computers, scanners, printers and plotter (optional)
 - ▲ Network all computers
 - ▲ Install all key software such as Map Maker, LUPMIS,
 - ▲ Test all equipment to ensure all are fully operational

Hints!

- The district does not have to purchase all the listed equipment as a goal; what is crucial will be the computers (desktops, laptops). The minimum should be two.
- TCPD National can be used for the configuration of most of the equipment. This includes the installation of the nationally accepted LUPMIS, incorporating Mapmaker as a GIS platform and MySQL as a database supporting LUPMIS
- The scanners also have to be configured to scan the questionnaires to be administered to set up the database.
- The plotter has to be configured only after installation in the district office due to complications in managing the size of the equipment and the complexity of the software

Step Three

Geo Referencing Auto Photos (Satellite Images, Aerial Photos, Layouts)

Rationale and Purpose

In order to have a geo-spatial database of each district, it is essential to convert all available spatial data into digital (vector format). There is thus the need to geo-reference the acquired images, photos and existing layouts to ensure proper orientation for use. Geo-referencing is done with the use of Geographic Positioning System (GPS) to track all major trunk and feeder roads in the districts within the region as well as take the point coordinates of all other resources that will be beneficial to the districts database. This is done at the initial stages of the project as the database will form the basis for geo-referencing scanned local plans and aerial photos in the GIS platform. TCPD, Regional and National would have to be consulted as some or most of the photos and layouts may have already been geo-referenced. There would also be the need for collaboration with the Regional Coordinating Council (RCC) and adjoining districts in doing this exercise to minimize the cost of doing it alone.

Objective

The objective of this step is to geo-reference all images and photos, where they have not been done, to assist with the development of a geo-spatial database for the district.

Institutional Arrangements

This step involves the TCPD National Headquarters providing overall expertise in terms of spatial planning for the geo-referencing exercise. It will also involve TCPD at the Regional level to provide the supervisory role and the leadership of the District Assemblies to approve and release funds for the implementation of the project.

Actors	Roles	Why
TCPD National Headquarters	<ul style="list-style-type: none"> - To track all roads in the MMDAs within the region - To upload data from GPS into national GIS data base 	They possess the expertise and resources to perform the activity
Regional Coordinating Council (Regional Minister and his/her Deputy, RPCU)	To provide assistance to TCPD and provide information on boundaries and location of resources in the region.	They need to understand so they can assist the districts to undertake the activity
District Assemblies	To provide the funding for the project	They have the responsibility to undertake the intervention

Timelines

- Two months to geo-reference the entire region
- Minimum of two weeks and a maximum of one month for district specific geo-referencing depending on the capacity available

Resources Required

- Images and photos
- Topographical maps
- Regional Road network map
- Hand-held GPS Receivers
- GIS software

Step Sequencing

- Determine the coordinates of the areas to be worked
- Budget for procurement of spatial data and field activity has been approved, funds released and spatial data acquired
- Topographical maps are scanned and snapped together

Activities, Procedure and Expected Outputs

Activity 3.1	Organize and implement the geo-referencing exercise in the districts/region
Expected Output	Districts/regional topographic maps geo-referenced and data obtained
Procedure	<ul style="list-style-type: none">▲ Organize competent technical staff from TCPD with regional and national support to traverse the districts to obtain geo-references▲ Provide the necessary equipment like GPS and other logistics for effective delivery▲ Get a supervisor to keep track of the work done▲ Use data to ortho-rectify the aerial photographs and insert them into the LUPMIS system.

Step Four

Formation and Training of Street Addressing Teams (SATs)

Rationale and Purpose

The use of GIS-based spatial planning to improve internally generated funds, specifically through street naming and property addressing, is new in Ghana and due to its multidisciplinary nature requires a team to coordinate implementation. To ensure that the expected output is achieved there is the need to establish and train SATs on the technical processes in relation to structures and systems required for implementation. Again because this is a new approach to improve upon the collection of revenue, DA actors have to understand the process and its requirements and the role of each department of the DA in the exercise.

Objective

The objectives of this step are:

- To form a team of different departments and professionals called the Street Addressing Team (SAT) to coordinate the implementation stage of the project. This also involves the delineation of roles and responsibilities (refer to SNPA Guidelines Section 3.1.1 as a guide)
- To give the team (SAT) an in-depth understanding of the processes and requirements of the project
- To develop a work plan for implementing the district activities

Institutional Arrangements

This stage calls for a lot of interaction between different departmental heads in the district in terms of how each will play the expected role and function within the project. Therefore key departmental heads will come together to form a Street Addressing Team to coordinate project implementation. The Street Addressing Team will be under the auspices of the District Planning and Coordinating Unit which is chaired by the District Coordinating Director. The DCE and the DCD are responsible for the formation of the Street Addressing Team and the members are the heads of departments in the following table.

Hint!

Experience has shown that the Heads of Departments do not have the time necessary. They will have to delegate the task to a second-tier from the departments. The higher level SAT will coordinate, but the actual work will be done by the lower-tier SAT.

Actors	Roles	Why
Town and Country Planning Officer	Leads the various stages in the street addressing process	Has the mandate to coordinate street addressing
District Planning Officer	Supports the coordination of the data collection exercise and public sensitization of the programme	Has the mandate and experience in coordinating district development processes
District Budget Analyst	Handles the budgetary aspect and the collation of data	Has the mandate and experience in district budgeting
Works Engineer	Participates and supervises field workers	Has the mandate and experience in district development control
Survey Officer	Participates and supervises field workers	Has the experience and expertise in mapping and tracking district boundaries
Land Valuation Division Officer	Participates and supervises field workers	Has the mandate and expertise in property valuation
Urban Roads Engineer	Participates and supervises field workers	Has the expertise and experience in street identification and tracking
Finance Officer	Disburses funds, participates and supervises field workers	Handles the district finances
District Information Officer	Coordinates the public sensitization aspect of the programme	Has the mandate and expertise in public education
National Commission on Civic Education (NCCE) Head	Supports the coordination of the public sensitization aspect of the programme	Has the mandate and expertise in public education
District Statistical Officer	Supports with the recruitment and management of field workers as well as data collection aspect of the process	Has the expertise and experience in managing field workers and enumeration processes
Chief Revenue Inspector	Participates in the work, supervises field workers and also guides the zoning of the settlements from experience in the field	Has the mandate and experience in assigning and supervising revenue collectors and inspectors
Short Term Technical Assistance (Consultant or a person from national level with in-depth knowledge of the process)	<ul style="list-style-type: none"> - Provides in-depth understanding of all the processes and requirements of the project. - Explains the roles and functions of each department in the project and provides technical backstopping 	Has the technical expertise to do so

Timelines

- Team members to be informed at least two weeks earlier and preparation to be at least a week before session
- Three days intensive orientation and planning session

Resources Required

- Flip chart stand and paper
- Writing materials for team members (participants)
- Lunch and snack for participants

Step Sequencing

This activity should be after:

- Orientation/sensitization of district actors (step 2) and all formal procedures have been followed
- Development and finalization of plan and budget for the exercise

Activities, Procedure and Expected Outputs

Activity 4.1

Establishment of a Street Addressing Team (SAT) by the District Assembly

Expected Output

The Street Addressing Team established and ready to be trained/oriented for the implementation of the programme

Procedure

- ▲ DCE and DCD informs the relevant departmental heads
- ▲ Organize a meeting to introduce the team and brief them on upcoming tasks including the orientation session
- ▲ Undertake an official commissioning of the team to create an enabling environment for their work

Hint!

To solicit commitment show the SAT activities relate to the core activities

Activity 4.2

Organize an orientation/training session for the SAT

Expected Output

The SAT gains a better understanding of their task and is equipped with skills to implement and maintain the street addressing system in their district

Procedure

- ▲ Introduce the Team to the Street Addressing Policy and Guidelines developed by MLGRD
- ▲ Also introduce the Team to district level street addressing implementation processes – preparatory, implementation and maintenance phases
- ▲ Use a participatory approach which involves hands-on exercises such as fieldwork and group exercises in the sessions
- ▲ Emphasize considerable demonstration and practice in how to identify streets, coding and naming them. It should also include how to administer survey questionnaires for properties and economic activities as well as numbering of properties
- ▲ Also emphasize the need to validate their aerial photos (ground truthing) in order to integrate current developments, if any, marking their entrance as well as beginning and end points of streets

- ▲ Highlight the need to design and implement public sensitization for the exercise
- ▲ Develop a work-plan for the implementation of the street naming activities; the initial ones being public awareness and sensitization, ground truthing, identification and naming of streets.

Hints!

- Highlight the need to commit to the process as part of their core business to develop the district rather than seeing it as an off-duty activity
- To solicit commitment show how the SAT activities relate to their core activities.

Step Five

Communication

Rationale and Purpose

Existing and potential taxpayers are probably the most important set of stakeholders in the interventions we are engaged in to help districts generate and increase their internal revenue base. These taxpayers live in the communities which make up the District.

Keeping these and other important stakeholders informed, and creating avenues for them to have their concerns addressed and their questions answered brings clarity and helps them buy into the purpose of the project throughout its entire life cycle. In most cases, the DA already has internal mechanisms and institutions, including the NCCE and Information Services, through which it conducts its communication with local communities. This step involves harmonizing all these local mechanisms and human resources to effectively communicate messages around the processes and benefits of street naming and property numbering.

Objective

The objective of this step is to identify local communication channels and form teams of well-informed DA personnel (technical staff inclusive) who can develop simple, accurate and clear messages to all stakeholders across the entire process.

Institutional Arrangements

Communication activities are already supposed to be part of the districts' regular activities. Usually, the Information Services Department (ISD) and National Commission on Civic Education (NCCE) take the lead in identifying local communication channels and audiences.

Message development requires a more collaborative approach, and involves technical personnel from the Physical Planning Department. It is also imperative to achieve the buy-in of District Assembly leadership – the DCE and DCD, about the messages developed. Actual communication of messages however involves the collaboration of all these and other parties. See a depiction of these roles in the following table.

Actors	Roles	Why
Information Service Department	Identify existing and potential local communication channels and audiences	Has the mandate and the resources to do so
National Commission on Civic Education	Identify existing and potential local communication channels	Has the mandate and the experience to do so
Town Planning Department	This department leads most communication activities, especially in answering technical questions	They have deeper insight into the entirety of the process from start to finish
Local Radio Talk Show Hosts	They provide direction for radio discussion programmes, where this channel is adopted	Coaching these persons about the essence of the programme keeps discussions focused on relevant issues
Local Traditional Authorities and Assembly Members	Mobilizing their communities for local interactions about the street naming exercise	They are the heads of their local communities. Getting their buy-in early provides the much needed support for community-level engagements
DCES and DCDs	Taking oversight responsibility for messages	Public pronouncements by these persons are taken seriously. It is important to keep them informed in order that they communicate the right messages at the right time.

Timelines

- Before the execution of the ground-truthing exercise: this should focus on the nature of the ground-truthing exercise and the kind of support needed from the public. Two weeks before the exercise starts would be ideal.
- Before the stenciling of names and property numbering as well as the collection of data: the aim of the education is to alert the public about the writing on their walls and the data to be gathered, a month before the exercise start should be appropriate.
- Pre-installation of street signage: communication about the benefits of the project starts at least four to six months before actual installation of street signs.
- Post-installation of Street Signs and Data Gathering: communication around the new tax database and the essence of paying taxes vis-à-vis district's new accountability systems begins. Should continue for at least six months for reasonable impact.

Resources Required

Because this step at times requires a lot of physical presence of communicators in selected communities the availability of transport is very important.

- Communication Plans; complete with timelines, communication channels and tools, audiences, lead persons for each stage/ communication activity
- Vehicles (Information Vans) for community level engagements
- Radio jingles technically produced in the most widely spoken local language
- Community entry materials for community level engagements
- Budgetary allocations for purchasing air time to broadcast jingles and radio dialogues

Other useful materials to include:

- Note pads
- Flip charts
- Projector and a screen

Step Sequencing

1. Information Services, NCCE and PPD personnel scan the local environment for available communication channels, identifiable audience and brainstorm on appropriateness of messages at their various districts
2. Conduct workshop to harmonize communication plans, especially messages, for all or adjoining districts (RCC could take the lead in this)
3. Implementing all communication activities at district level
4. Monitor feedback for effectiveness and possible change

Activities, Procedure and Expected Outputs

Activity 5.1 Information Services, NCCE and PPD personnel conduct an environmental scan for available communication channels as well as identifiable audiences and brainstorm on appropriateness of messages at local level

Expected Output Communication plan developed with the defined messages, channels and audiences

Procedure All relevant actors actively participate in meetings and interact with gatekeepers of potential communication channels about the availability, cost and other requirements for using these channels.

Hint!

Use of local communication channels which community members are already familiar with makes it easier to reach them; do not create new, seemingly unfamiliar channels.

Activity 5.2 Harmonize Communication Messages

Expected Output Ideas about improving communication plans and possible sharing of resources among districts; all districts have finalized communication plans.

Procedure

- ▲ Districts can consult adjoining districts to buy into the design and collaborate with each other in terms of communication messages
- ▲ The Regional Coordinating Council can bring the districts together and harmonize their activities
- ▲ Organize a workshop inviting mainly Information Officers and NCCE Officers. Where available, Community Development Officers may also participate
- ▲ Develop and review programme outline for workshop and assign tasks to facilitators
- ▲ Conduct workshop: introductory session and brainstorming sessions and identify communication channels to be used
- ▲ Identify radio stations that can air the messages for the districts as some broadcasters transcend district borders.

Hint!

The last step in this procedure is very important. Because radio is one of the main channels for communicating these messages, and some radio stations reach across more than one district, it is imperative that one District Assembly does not communicate messages which may be different from the next, as audiences from across any district could pick up these messages and decipher the disparities.

- Activity 5.3** Implement all communication activities at district level
- Expected Output** All communication channels identified are effectively used, messages clearly communicated and questions answered
- Procedure**
- ▲ Create Radio Jingles:
 - Frame messages into catchy, culturally relevant, concise and relatable messages in the most widely spoken local language in each district. It is important to employ the services of a professional for this.
 - ▲ Community Engagements:
 - Information Officers and TCPD staff conduct all community entry activities to schedule dates and venues for meetings
 - Face-to-face meetings with communities are conducted, and questions answered.
 - ▲ Radio Dialogue Programmes
 - Coach Radio Show Hosts on areas of interest for the discussion prior to actual programme
 - These programmes must have a phone or text-in element for listeners
 - TCPD staff must be part of the panel to answer questions from listeners
 - Use the opportunity to communicate channels for future feedback, including office hours and official phone lines.
- Activity 5.4** Monitor feedback for effectiveness and possible changes in strategies
- Expected Output** All questions surrounding the activity from selected audiences are clearly and fully answered to their satisfaction.
- Procedure**
- Make available options for obtaining feedback
 - Instant feedback, where possible, must be provided on radio programmes
 - TCPD staff should collaborate with Information Service and NCCE to dedicate time and space for obtaining feedback and answering questions beyond the time of the community engagements and radio programmes.

Hints!

- Experience shows that there have sometimes been disagreements over issues, including street names, after these have been agreed on at a public forum.
- The communication activities never really stop. However, the first phase – pre installation of the street signs and data gathering – focuses mainly on presenting audiences with the processes and benefits of the street signage and house numbering. Messages include ease of access to security and emergency services, easy identification of their locations when guests visit, and generally better planned communities.
- The post installation and data gathering/entry stages focus more on communicating messages around the need for tax payment, the new accountability systems put in place for transparency in tax collection at the District Assembly for development activities, as well as creating platforms for participatory fee fixing etc.

Step Six

Training and Coaching of PPD Personnel on LUPMIS

Rationale and Purpose

As much as the use of GIS for implementing the street addressing system makes the process faster and easier, it also comes as a new phenomenon especially for district actors. The output of this step is for the PPD personnel to produce digitized maps for the establishment of spatial databases. All these activities are highly technical, therefore district actors have to be trained and coached in this field to carry out these activities. Personnel of the PPD, who play a key role with regards to preparing the necessary maps for the implementation, have to be trained and coached. Participants for the training include the Physical Planning Officer and Technical Officers of the PPD as well as any other personnel of the Assembly with the required IT skills. The RCC could collaborate with TCPD-National to either do the training in zones or region depending on which one is convenient.

Objective

The objective of this step is to identify and equip the required number of technical staff with the requisite skills to ensure that maps and registers for the street addressing process are prepared.

Institutional Arrangements

The Physical Planning Department serves as the department that spearheads the technical work involved with the process. This is due to the fact that they have the expertise and mandate to carry out the technical work. However, the personnel from the department need to be trained and coached based on their level of expertise. Actors involved at this stage include the Physical Planning Officer and his/her Technical Officers who have previous IT skills. This step therefore draws the Planning Officers and Technical Officers together to work collaboratively.

Actors	Roles	Why
Physical Planning Officer	Plays a supervisory role and coordinates the setting up of the street addressing system with the necessary maps	Has the required expertise and mandate
Technical Officers (Draughtsmen)	<ul style="list-style-type: none"> - Digitizing of aerial photos and street names - Allocation of property numbers to each parcel - Digitizing of Street Codes 	Have the required expertise to do so

Timelines

- One week workshop for each Module
- Three weeks interval should be allowed after each module so that the TCPD personnel can practice what they have been taught and undertake the deskwork assigned.

Resources Required

- Programme outline for each Training Module
- Manual for training
- Computers with Map Maker and LUPMIS installed
- Flip Charts
- GPS
- Projector and screen
- Breakfast, lunch and dinner for participants

Step Sequencing

- This can run concurrently with the identification of street names (Step 7)
- ICT equipment should be fully installed and operational
- Street Addressing Team should be formed and oriented
- Aerial photographs for the selected communities should be available

Activities, Procedure and Expected Outputs

Activity 6.1	Identify Technical Staff with required skills or who have the potential to be trained in ICT/GIS
Expected Output	Required numbers of technical staff with ICT skills have been selected and are ready to be trained
Procedure	<ul style="list-style-type: none">▲ Shortlist all technical officers in the DA Physical Planning Office and Works Department▲ Interview and assess all the technical officers to identify those who have skills in ICT/GIS or have the potential to be trained▲ Select technical officers and Works staff in addition to the Town and Country Planning Officer for training based on district needs

Hints!

- In areas where Technical Officers do not have existing ICT skills, an ICT course should be organized for them before going through this training.
- Number of staff selected should be based on size of MMDA. In the Municipalities and Metropolises, you may need about five officers to achieve set targets.

Activity 6.2 Arrange with TCPD-National to train selected TCPD personnel

Expected Output All selected TCPD personnel are trained in GIS with the necessary resources to implement the Street Addressing System

Procedure The training sessions are categorized under five modules and should be hands-on focused on developing skills in the following areas:

Module 1: Basic GIS Handling Tools

- Adding Data /Layer
- Data/Layer Display
- Zoom
- Query and Search
- Measurement
- Map Project
- Creating a New Layer
- Digitizing a Line
- Digitizing a Point
- Digitizing a Polygon
- Editing Existing Layer
- Delete Feature
- Splitting Lines and Polygons
- Joining Lines and Polygons
- Digitizing Parcels from Sector Layout

Module 2: Basic GIS operations

- Creating Buffer
- Create Exclusion Zones
- Overlaying Units
- Deriving Statistics (Area Sizes, Lengths)
- Clipping Unit according to other Unit
- Creating Geographic Grid
- Geo-referencing of scanned maps
- Developing attribute Database
- Importing Database
- Designing Graded colour scheme
- Creating and Displaying of charts on a map

Module 3: Permit Database Training

- Installation of Permit Database
- Data Entry
- Data Retrieval
- Permit Database Management
- Permit Production
- Other operations of Permit Database
- Printing tools

Module 4: Hands on Working Session

- Importing Database
- Digitizing
- Extracting Road Layers
- Editing Styles
- Adding Names to Maps
- Preparing Signage Maps
- Preparing Street Index

Module 5: Drafting Land Use Maps Training

- Introduction to Land Use Planning
- Process of Land Use Mapping
- Concept and Preparation of Land Use Map
- Land Use Mapping for District Spatial Development Framework
- Land Use Mapping for Structure Plan
- Land Use Map Presentation
- Printing of Land Use Maps

Step Seven

Ground Truthing and Deskwork for Street Addressing

Rationale and Purpose

Experience shows that residents do not always develop parcels of land in accordance with approved layouts. There is therefore the need to validate and update photos procured, and existing layouts, to reflect current realities. This is known as “Ground Truthing”. The step also allows the SAT to define all the accesses to be named.

The deskwork activities in this step also seek to set up processes that will enable the setting up of a GIS database. Here, there is the need to work with the aerial photographs to produce a map that the GIS platform can recognise and thus be able to attach data that would be gathered from field to each parcel.

A street address map with street names, UPN, street codes and property numbers labeled on the map, serves as the platform for data to be linked. PPD and other personnel who have the expertise, and are also trained in the above step, are pivotal to undertaking this step. The purpose of this step is also to ensure that maps which are produced for field work are easy for field workers to read and understand so they can bring back accurate data from the field.

Objective

The objective of this step is to produce an accurate and clean street address map that would be used for data collection and also serve as GIS database.

Institutional Arrangements

The Physical Planning Department serves as the pivotal department at this stage of the process. The personnel from the department undertake most of the technical work involved at this stage with support from the SAT members. Major actors involved at this stage are the Physical Planning Officer, the Technical Officers and other trained staff from the Works Department. The SAT members at this stage are an integral part of the ground truthing and also play a supervisory role and give technical direction on the approach to ensuring that this step is completed.

Actors	Roles	Why
Physical Planning Officer	Plays a supervisory role and coordinates the setting up of the street addressing system with the necessary maps	Has the required expertise and mandate
Technical Officers (Draughtsmen)	<ul style="list-style-type: none"> - Ground truthing - Digitizing of aerial photos and street names - Allocation of property numbers to each parcel - Digitizing of Street Codes - Generation of UPN 	Have the required expertise to do so
SAT members	<ul style="list-style-type: none"> - Supervise the updating of maps - Supervise the marking out of start and end points of thoroughfares - Give technical guidance on labelling of street codes 	Have the expertise and mandate
Works Department	Ground truthing	Have the required expertise to do so

Timelines

- Ground truthing should take between two weeks to one month depending on the size of the area. It may, however, take longer in metropolises/municipalities with cities and big towns
- Timeline for digitizing depends on the size of the area and the level of expertise of the officer

Resources Required

- Aerial Photographs
- Vehicle
- Computers with Map Maker and LUPMIS installed
- Pen
- Markers
- GPS

Step Sequencing

- ICT equipment should be fully installed and operational
- Street Addressing Team should be formed and oriented
- Aerial photographs for the selected communities should be available
- Key technical staff from the PPD and Works Department should be trained to use LUPMIS and Mapmaker

Activities, Procedure and Expected Outputs

Activity 7.1 Ground truthing

Expected Output Maps to be used for the street addressing process are updated and the end and start points of thoroughfares are determined.

- Procedure**
- ▲ Make a print out of maps to be used for the process. This should cover all the selected communities for the street naming exercise.
 - ▲ Divide the print out into workable and distinct zones or neighbourhoods.
 - ▲ Assign technical officers from PPD and the Works Department to each zone or neighbourhood that has been marked out.
 - ▲ Brief team on the activities to undertake during the exercise such as the verification of both developed and undeveloped property, available streets and determination of end and start points of these streets.
 - ▲ During field work, new developments in terms of properties and streets that are not on the aerial photographs should be picked up with a GPS and updated accordingly in the digitized maps. Refer to *SNPA Guideline Section 3.1.6 as a guide*.

Activity 7.2 Digitizing

Expected Output Digitized maps from aerial photographs covering selected communities

- Procedure**
- ▲ Assign zones or neighbourhoods that were covered during the ground truthing to the technical officers of PPD and the Physical Planning Officer for digitizing.
 - ▲ Load aerial photographs for the selected zone into Map Maker.
 - ▲ Polygon the whole zone that you are digitizing.
 - ▲ Use the cutter tool in Map Maker to cut out blocks of parcels and roads as it appears on the aerial photograph. Refer to *LUPMIS Manual Chapter 2.19 as a guide*.
 - ▲ Using the cutter tool divide blocks into the various parcels to cover each property.
 - ▲ Update the digitized map with new developments that were picked up during the ground truthing exercise.
 - ▲ Assign the appropriate style to each parcel according to the land use of the parcel.

Activity 7.3 Labeling of Digitized Maps with Property Numbers, Street Names, Street Codes and UPN

Expected Output A completed Street Address Map with Property Numbers, Street Names, Street Codes and UPN

- Procedure**
- ▲ Load digitized map that was produced in Activity 7.2 into LUPMIS and Map Maker.

- ▲ Digitize street names which have been screened by the SAT and approved by SPC.
- ▲ Assign property numbers to each parcel according to the start and end point of each thoroughfare. The parcels on the right of the start point of a road take even numbers and those on the left take odd numbers. *Refer to SNPA Guideline Section 2.3 on how to number properties according to the pattern of development.*
- ▲ The LUPMIS Drawing Tool also allows for automatic numbering of properties after the digitized map is loaded into the system. *Refer to LUPMIS Manual Chapter 8.2.9 as a guide.*
- ▲ Assign street codes or numbers to each street on the digitized map. *Refer to SNPA Guideline Section 3.1.7.1 as a guide.*
- ▲ Use the LUPMIS Drawing Tool to assign Unique Parcel Numbers (UPN) to each parcel. *Refer to LUPMIS Manual Chapter 8.2.8 as a guide.*

Hints!

- In areas where irregular development patterns can be found such as slums, coastal areas and mining areas, property numbering may be cumbersome and therefore would require technical direction according to what is stipulated in the SNPA guideline.
- In an unplanned area, where most of the land is undeveloped and the few properties are dispersed, the property numbering principle will be difficult to apply. In such a situation the UPN of the parcel would be used to identify the parcel so that the house number would be assigned after the parcel arrangement in the area is determined.

Activity 7.4 Prepare Street Signage Map and Register

Expected Output A completed Street Signage Map with an accompanying Register that would be used for Procurement and Installation

- Procedure**
- ▲ Load digitized map that was produced in Activity 7.2 into LUPMIS and Map Maker.
 - ▲ Load the aerial photograph to serve as a background to give an indication of how to position the signage point
 - ▲ Digitize the location of each signage point and code the signage point according to the abbreviated name of the zone or neighbourhood. For instance the first signage point in Adakope should be labeled AD 01.
 - ▲ Determine the type of sign to be used and whether street name plate would be placed on wall or sign post would be used.
 - ▲ Determine the density of street signs on each post.
 - ▲ Prepare a street signage register which gives information on the code, number of post, street name type, number of plates, the street names that would be placed on the post and the property number range of each signage point. Refer to SNPA Guideline Section 3.4 as a guide on how to prepare the street signage map and register

Step Eight

Allocation of Street Names

Rationale and Purpose

This is an important step towards the street naming process as it is a critical stage after the ground-truthing and digitization exercise. The step allows the SAT, after defining all the accesses to be named, to engage with community leaders to name them. The basis of street addressing is that all streets are named and properties along them numbered. Without street names, the purpose will be defeated as identification and location of properties will be difficult. Street naming presents an opportunity for communities to honour their heroes and past chiefs as they name important streets after people who have contributed to the history of their communities.

Objective

The objective of this step is to name all identified streets and accesses in the working/selected communities.

Institutional Arrangements

This step involves a lot of consultation and collaboration among key stakeholders such as Traditional Authorities of the communities, Assembly Members and the Physical Planning Department (PPD). The District Assemblies are mandated by the Local Government Act 1993, Act 462, as planning and rating authorities and as part of their responsibilities address issues of orderly human development. Also LI 1967 and LI 1961 mandate District Assemblies and their Departments (PPD) to name roads in their areas of authority and number all buildings in them. The District Assembly is, therefore, the only body with the mandate to name streets.

The Traditional Authorities as the custodians of the land and their history, have to be consulted to suggest names for the streets. Again, they are in the best position to know the importance associated with each name to fit the hierarchy of streets. The Town and Country Planning Department is responsible for guiding the Traditional Authorities and explaining the principles of street addressing to them.

This could best be done when the streets have been digitized and printed for the Traditional Authorities to provide suggestions for the names to be applied. This step, however, needs the full support of the District Assembly leadership in the persons of the DCE, DCD, and Presiding Member who have the influence to get the Traditional Authorities' response in a timely manner.

Actors	Roles	Why
Physical Planning Department	<ul style="list-style-type: none"> - Explain the Street Addressing Principles to Traditional Authorities and Assembly Members - Collate names submitted by Traditional Authorities and suggest names where names submitted by Traditional Authorities are not enough to cover all roads - Digitize names on maps - Organize review meetings for Traditional Authorities and Assembly Members - Present Names to Statutory Planning Committee for endorsement 	They have the mandate and the technical expertise to undertake the task
Traditional Authorities	Collaborate with the Physical Planning Department and SAT to identify names to assign to the range of streets	They are the custodians of the land as well as the history of the people and possess the authority to suggest names
Assembly Persons (Members)	<ul style="list-style-type: none"> - Assist and collaborate with Traditional Authorities and SAT/Physical Planning Department to name identified streets in the selected communities. - Responsible for community sensitization and acceptance of street names. 	They are in touch with the community and represent them at the District Assembly

Timelines

The step requires a lot of consultative meetings with the Traditional Authorities so therefore has to begin immediately the Assembly organizes the first orientation session and SAT is inaugurated.

Hints!

- It may take a longer time for Traditional Authorities to submit a list of street names and will require a lot of follow up visits by the PPD in this regard.
- PPD should be innovative with Traditional Authorities by suggesting names for approval. They should be given a hint of how many names are expected for the exercise to speed up the process.
- Refer to The National Operational Guidelines on Street Naming and Property Addressing System for details about Principles and Standards of the Street Addressing process and how they should be tackled.
- As much as possible, keep existing street names, which meet the criteria and are without controversy.

Resources Required

- Aerial photos of selected communities
- Digitized road layer of aerial photos
- Street Addressing Policy and Guidelines

Step Sequencing

- Digitizing of aerial photos
- Formal visit to Traditional Authorities for debriefing
- Community Sensitization

Activities, Procedure and Expected Outputs

Activity 8.1 Debrief and Support Traditional Authorities and Assembly Members to identify names for streets within their respective communities

Expected Output Traditional Authorities and Assembly Members thoroughly understand the importance of street addressing and the principles guiding the implementation and are able to suggest names for identified streets

- Procedure**
- ▲ Write and distribute letters of invitation to Traditional Authorities and Assembly Members in the selected settlements.
 - ▲ Brief Traditional Authorities and Assembly Members on the Street Addressing Principles in a meeting.
 - ▲ At the debriefing session, present aerial photos of selected communities to members present.
 - ▲ Allow Traditional Authorities to suggest and agree on names for each street.
 - ▲ Hand write each street name on corresponding streets on the aerial photos for verification
 - ▲ Street codes become very useful at this stage. In cases where there are no names the codes could be used

Hints!

- There is the need to highlight the fact that names of living persons are not allowed unless in rare cases which must follow all the procedures set out in the Street Addressing Guidelines
- PPD should be cautious when using names not presented or approved by the Traditional Authorities as they may reject them at the Data Collection/Implementation stage.

Activity 8.2 Digitize Street names according to proposals by Traditional Authorities

Expected Output Digitized Street Names Layer for all selected settlements

- Procedure**
- ▲ Digitize street names in Map Maker or other relevant mapping software available
 - ▲ Overlay street names layer on aerial photo of selected settlements and make print outs for verification

Activity 8.3 Organize a verification meeting with Stakeholders

Expected Output Accepted Street Names for Selected Settlements

- Procedure**
- ▲ Invite Traditional Authorities to verification meeting
 - ▲ At the meeting, present printed copies of aerial photos inserted with street names to them
 - ▲ Take note of changes where applicable and integrate into digitized maps

Activity 8.4 Approval of street names by Statutory Planning Committee (SPC)

Expected Output Approved Street Names

- Procedure**
- ▲ Organize a Statutory Planning Committee (SPC) meeting
 - ▲ Present street names verified and accepted by stakeholders in the preceding activity to the SPC for approval and enforcement
 - ▲ Fine-tune and consolidate the digitized street maps according to the SPC approval
 - ▲ Use the finalized street naming list and maps to prepare a street naming register.

Hint!

There should be flexibility on street names until the district is ready to tender for the procurement of the signage. Based on feedback from the community during data collection and field work, there might be the genuine need to change some of the names which should be effected with the approval of the Statutory Planning Committee. In order not to delay the process, the SPC could give a preliminary approval of the agreed names and then give the final approval after the field work (with all genuine concerns addressed).

Step Nine

Recruitment and Training of Community-Based Enumerators and Supervisors

Rationale and Purpose

All properties within the selected settlements have to be labelled with street names and property numbers for easy identification. Relevant data also has to be gathered on the identified properties and the businesses in them to enable the DA to compute acceptable values and issue demand notices for collecting revenues.

The DA would need the support of enumerators who have to be equipped with relevant skills to do the labelling of the properties and collect data on them. Enumerators and supervisors selected may have diverse backgrounds and experiences, and most likely may not be familiar with the use of the aerial photos, stencils and community entry dynamics needed for the work.

This step seeks to outline the recruitment processes and clarify the preparatory work for training and the requisite skills needed by the enumerators and supervisors for the data collection exercise.

Objective

The objective of this step is to identify, recruit and equip the required number of community based enumerators and supervisors with the requisite skills to ensure close to accurate data collection for the data setting.

Institutional Arrangements

Getting the community enumerators and supervisors recruited and equipped requires diverse interactive activities and roles involving different stakeholders. The Physical Planning Department spearheads the ground issues because most of the preceding activities had to do with their mandate and technical expertise.

Like most other district-based interventions, however, the commitment and support of the District Chief Executive and the Coordinating Director (DCD) are critical to the process to ensure timely release of funds and the commitment of other staff. Detailed stakeholders involved, their roles and the reason for their involvement are as outlined in the table which follows:

Actors	Roles	Why
Information Service Department	Advertise for field workers and supervisors	Has the mandate and resource to do so
Statistical Officer	Recruitment and interview of field workers and supervisors	Has the mandate and the experience to do so
Budget Analyst	- Prepares business classification codes and explains them to field workers - Payment of enumerators	Mandated to prepare the fee fixing resolution which is the source of the business classification code.
Physical Planning Department	- Coordinates the recruitment and training activities - Gives overview of street addressing process - Interprets maps to the understanding of enumerators	Spearheads the process and makes initial preparations for training and implementation
Short Term Technical Assistance (STTA) by an expert	- Explains questionnaires to enumerators - Supervises the whole activity	Has the capacity to train and ensure the process follows stipulated national guidelines for street addressing

Timelines

- Recruitment: Two months before training of field workers.
Two weeks for advertisement and application
Two days for interview
- Training: Six days
Three days for preparation
Three days for training

Resources Required

The Enumerators' training is more of a hands-on and coaching session to enable them to start with the data collection immediately after the training. The resources required for this step, apart from workshop logistics, are all materials to be used for the actual data collection exercise. The list is as outlined below:

<ul style="list-style-type: none"> • Manual for field worker training • Program outline for the Two day Training • Locality Codes • Introductory letter for field workers • Contact list of supervisors • List of streets codes • Business classification codes • Address map • Address register • Sample UPN and Aerial Photo maps for piloting • Funds for Water, lunch and snack for the 3 training days 	<ul style="list-style-type: none"> • Black pens • Pencils • Erasers • Folders (My clear bag) • Note pads • Flip charts • Projector and a screen • Chalk • Gloves (Latex-used in hospitals) • A4 card boards for stencils • Markers • Black Paint • Turpentine
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Hints!

- It takes about three days for the enumerators to really understand the process.
- The pilot field work part of the training is crucial and must be planned in two different areas (the first day could be in a well-planned area and the second day in a completely unplanned area).
- It is also very important to recruit far more people than you expect as some will drop out along the way. As one goes on with the field work, it helps when a manageable team of fieldworkers is maintained and used from one zone to the other instead of spreading the fieldworkers throughout the city. Working with a manageable group of fieldworkers from one zone to the other reduces the cost of employing a lot of supervisors who themselves sometimes have to be supervised. This also guarantees good quality work.
- In paying for fieldwork, one may want to base payments on completion of a number of parcels covered, instead of number of days worked.

Step Sequencing

- ICT equipment should be fully installed and operational
- Street Addressing Team should be formed and oriented
- PPD personnel has to be trained in modern mapping technology
- Address maps and registers should be generated
- Materials for training and data collection must be procured
- Sheets for testing of stenciling approach

Activities, Procedure and Expected Outputs

Activity 9.1 Advertise for and recruit Community Based Enumerators and Supervisors for the data collection exercise.

Expected Output Required numbers of enumerators and supervisors have been selected and ready to be trained

Procedure

- ▲ Invite applications from the public as enumerators through local radio station and/or information vans
- ▲ Shortlist and interview applicants (you can also shortlist from a recently compiled enumerators list, such as those used for the population census, without calling for new applications)

Hints!

- Enumerators should be assessed based on good handwriting and experience in community-based fieldwork
- The core team of supervisors should be District Officers, preferably from Works Department, Land Valuation and PPD Technical officers.

Activity 9.2 Prepare materials for training of enumerators and data collection exercise

Expected Output Materials required for the Training and Data Collection are in place.

- Procedure**
- ▲ Select a location where the pilot fieldwork will be carried out
 - ▲ Develop and review a programme outline for the training and assign tasks to the relevant actors
 - ▲ Develop locality codes for all the distinct suburbs in the communities where the exercise is to be carried out
 - ▲ Check street codes to ensure that they are complete and print
 - ▲ Develop stencils to be used by the fieldworkers
 - ▲ Determine the business codes to be used for identifying businesses
 - ▲ Check maps to ensure that street names and property numbers are complete and print
 - ▲ Divide map into working zones for a team of two and print
 - ▲ Test the use of stencils to be used for the fieldwork
 - ▲ Review the presentation for the training of fieldworkers and supervisors
 - ▲ Arrange materials to be given to each fieldworker
 - ▲ Test sample questionnaires completed by the field workers/supervisors to ensure compatibility with Teleform (software) and the scanner

NB: The steps above do not necessarily follow each other. Some of the activities can be done concurrently.

Activity 9.3 Train community-based enumerators

Expected Output All selected fieldworkers and supervisors are trained with the necessary resources for data collection

- Procedure**
- ▲ Present an overview of street naming and property numbering process
 - ▲ Walk participants through data collection and community entry techniques
 - ▲ Explain the details of both the business and property questionnaires
 - ▲ Interpret the maps to be used on the field – UPN and address maps
 - ▲ Do an exercise to determine those to do the writing of names and numbers on walls
 - ▲ Do an exercise for fieldworkers and supervisors to complete questionnaires correctly

- ▲ Scan sample questionnaires completed by the fieldworkers to advise them on any writing errors
- ▲ Pair fieldworkers into teams of two for each zone
- ▲ Coaching on the process of the fieldwork. Two options can be considered such as:
 - the two fieldworkers completing stenciling before administering questionnaires or vice versa, or
 - one fieldworker doing stenciling and the other administering the questionnaires side by side
- ▲ Define the relationship between the fieldworkers and the supervisors
- ▲ Define the modalities for ensuring constant engagement
- ▲ Management of wrong naming and numbering
- ▲ Management of corrections
- ▲ Tracking of progress of work on daily basis
- ▲ Train Data Processing Team in computer software (teleform)

Activity 9.4

Pilot Data Collection Process

Expected Output

Field workers gain hands-on experience of the Data Collection Exercise

Procedure

- ▲ Demarcate smaller zones within pilot area
- ▲ Assign teams and working zones for pilot area (Field workers should be put in groups of four for the pilot area as it covers a relatively smaller area and also allows for experience sharing)
- ▲ Supervisors and technical officers undertake a reconnaissance survey of the pilot area and brief the teams of expectations in the field
- ▲ Allocate full set of materials to be used for piloting to the teams
- ▲ Convey enumerators to pilot area
- ▲ Begin the data collection and stenciling exercise with full supervision of an expert, Physical Planning Officer and supervisors
- ▲ After data collection and stenciling have been completed for the pilot area, field workers are to share their experiences
- ▲ Administered questionnaires are to be collected, scanned and identified mistakes corrected

Step Ten

Stenciling of Street Names and Property Numbers, Data Collection, Processing and Cleaning

Rationale and Purpose

In order to effectively collect property rates and business taxes to increase IGF, the district needs to have a data base with a comprehensive list of all properties and businesses within the project area. This list should include Location, Name of Owner, Ownership Type, Unique Parcel Number, Street Name, Street Code, Type of Business and Classification, and Contact Information.

All this information needs to be linked to a spatial unit or a parcel for easy identification and effective collection of property rates and business taxes. Data collected from the field needs to be inputted using a specialized computer software (teleform) to be verified and cleaned. The verification and cleaning is to remove errors, duplications and avoid omissions and get the data in a workable format compatible with the IGF software.

This step comes immediately after the training of community-based enumerators to ensure that skills acquired through the training are readily applied in the field and also to continuously engage field workers.

Objective

The objective of this step is to undertake field implementation of street naming and property numbering; and collect, process and clean property and business data for the purposes of revenue collection.

Institutional Arrangements

The most crucial decision for this step is the release of funds by the DA. This can only happen with commitment and enthusiasm of the District's Chief Executive (DCE), Coordinating Director (DCD), Budget Analyst (DBA) and Finance Officer (DFO). If funds are released and the selected enumerators are trained, specific roles have to be played by other actors to make the implementation of the data collection process a reality. The actors and their roles are identified in the following table.

Actors	Roles	Why
Physical Planning Officer	Plays a supervisory role and coordinates the data collection process	Has the required capacity as s/he is involved at each stage of the process
Short Term Technical Assistance (STTA) by an Expert	Ensures that the data collected is processed, cleaned and in a workable format ready to be imported into the IGF software	Has the capacity to process and clean data and also ensure the process follows stipulated national guidelines for street addressing
Community-Based Enumerators (Field Workers)	Stencil street names and property numbers on walls and collect data on properties/businesses	Has been given the requisite skills to undertake the tasks
Data Collection Supervisors	Receive, review and ensure the needed information and quality in terms of completing the questionnaire. This includes rewriting what has been submitted by the field worker if it is not well written and completing when necessary.	Have the capacity and the technical experience to undertake the tasks.
Data Processing Team	Responsible for vetting, scanning, verification of questionnaires as well as cleaning the data.	The team has been given the requisite skills and responsibility for the tasks.

Timelines

- Field implementation should take place a day after field enumerators training
 - Naming, numbering and data collection: Ten to fifteen days depending on the size of the area if it is a district. Cities can take longer because the dynamics are different.
 - Data Processing: Should be done concurrently with the data collection process and should not last more than a week after completion of data collection exercise.
 - Data Cleaning: Should be done right after data processing.

Resources Required

- Property and Business Questionnaires
- Address map and register for assigned zone of exercise
- Black pens
- Pencils
- Plastic folders
- Erasers
- Chalk
- Gloves (Latex-used in hospitals)
- Stencils for assigned zones
- Black paint
- Turpentine
- Foam
- A3 Envelopes
- Boxes
- Raincoat*
- Vehicle for monitoring and supervision
- Funds to pay field officers' allowances

**To be provided in areas where there is frequent rainfall and during the rainy season*

Step Sequencing

- All the needed maps should have been digitized and printed
- Field workers and supervisors training should be completed
- Property and Business Questionnaires should be printed and ensure compatibility with Teleform and scanner

Activities, Procedure and Expected Outputs

Activity 10.1 Collect data on all identified properties and businesses within the selected settlements

Expected Output Completed questionnaires for all properties and businesses in the area

- Procedure**
- ▲ Count the number of parcels in each zone
 - ▲ Allocate questionnaires to supervisors by number of parcels in each zone supervised
 - ▲ Allocate all other materials (stencils, paint, foam, pens, pencils, erasers, chalk) to supervisors
 - ▲ Develop questionnaire allocation and return sheet/table
 - ▲ Develop monitoring and supervision plan
 - ▲ Each supervisor then allocates both the materials and questionnaires to the field workers under him ensuring they follow the process they were taken through during the training and helps to resolve issues that come up.

Activity 10.2 Capture, verify and export data into usable formats

Expected Output Initial database with information on all properties and businesses captured during data collection

- Procedure**
- ▲ Develop questionnaire scanning tracking sheet
 - ▲ Completed questionnaires are checked for errors and omissions
 - ▲ Questionnaires with errors are returned to supervisors for correction and re-submission.
 - ▲ Checked and passed questionnaires are recorded on the 'Questionnaire Allocation and Return Sheet'.
 - ▲ Checked and passed questionnaires are sent to the scanning desk for recording in the 'Questionnaire Scanning Tracking Sheet'.
 - ▲ Questionnaires are scanned and verified in batches
 - ▲ Data is exported into a usable format

Hint!

Each scanned batch of questionnaires is to be stored in a separate A3 envelope and labelled with Batch Number, zone and date. These are to be stored in boxes allocated and labelled for each zone. This helps to track all questionnaires that are returned and scanned.

Activity 10.3

Data Cleaning

Expected Output

Cleaned Database with information on all properties and businesses captured during data collection

Procedure

- ▲ Extract data into a usable format
- ▲ Check data for duplications
- ▲ Check whether extracted variables are consistent with available codes and options
- ▲ Check for general consistency with records; for example the number of questionnaires scanned should be consistent with number of questionnaires received
- ▲ Correct all errors and remove duplications

Step Eleven

Procurement and Installation of Street Signs

Rationale and Purpose

After the district's database of both residential and commercial properties has been finalized, there is the need to physically label all streets to make easy identification of the properties possible.

The physical address system helps revenue collectors to locate where specific properties are situated. In this way the invoicing and collection can be done in a more systematic manner.

Objective

The objective of this step is to acquire quality street signage and skilled personnel to carry out the installation.

Institutional Arrangements

It is requisite to have in place the Tender Board to oversee the whole process.

A team comprising representatives from all departments directly involved in the street identification, as well as the finance department, could also support this.

It is also essential to actively engage the Traditional Authorities in the process especially regarding choosing names for the streets as presented in Step 7.

Actors	Roles	Why
Signage Vendors	Supply quality street signs which are well labeled with names as provided by the district in collaboration with Traditional Authorities.	Usually DAs do not have the capacity to produce the signage on their own so a signage vendor is used to undertake such a venture
Tender Board	To supervise the tender process	Such massive procurement needs to be done in the ambit of the procurement laws of Ghana and thus the need to have the Tender Board to supervise.
Budget Analyst, Local Government Inspector and Internal Auditor	These members of staff collaborate with the DFO over payments for the signage	The Budget Analyst is mandated to prepare budget for all DA projects while the Local Government Inspector and Internal Auditor ensure correct amounts are paid.
District Finance Officer	The Finance Officer needs to make provision for payment for the signage when they are delivered.	The FO is mandated to ensure that payments are made in the correct amounts.
Physical Planning Department	<ul style="list-style-type: none"> - Gives overview of street addressing process - Interprets maps for the understanding of all stakeholders. -Prepares register of street names 	PPD is the department that has the mandate and skill to carry out the technical work such as digitizing the DA's aerial maps and creating the signage register.

Timelines

- Procurement: Usually depending on the quantum of signage to be purchased, a minimum of 30 days required by vendors to deliver signage to the DA.
- Installation: A period of 60 days is normally adequate for street signs to be installed at their designated points.

Resources Required

- Register of Street Names as provided and validated by SPC.
- Funds to procure the signage and to have them installed

Step Sequencing

- Use the address map
- Prepare a register of street names
- Prepare a template of specifications for the signage
- Prepare a Request for Quotations (RFQ) with all relevant data
- Invite bids by tender (e.g. newspaper advertisements)
- Evaluate all bids after expiration of RFQ deadline
- Select lowest bid technically acceptable for the award of the contract to supply and install the signage

Activities, Procedure and Expected Outputs

Activity 11.1 Preparation of Request for Quotation (RFQ)

Expected Output Quotes from different vendors are received, analyzed and the Best Price Technically Acceptable is selected

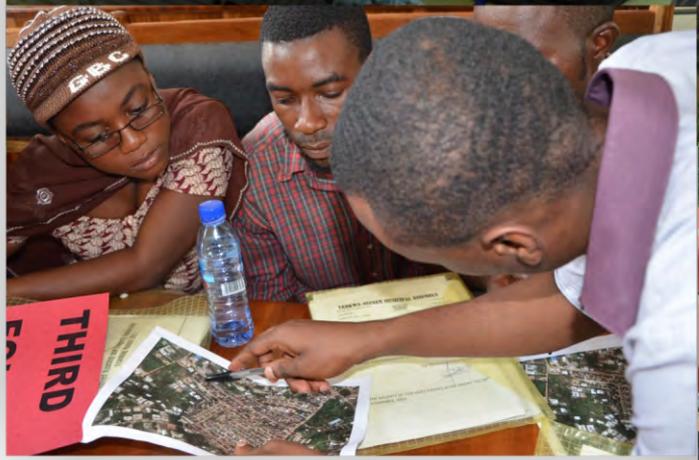
Procedure

- ▲ Prepare specifications for the signage
- ▲ Write RFQ with the necessary specifications and dates for delivery
- ▲ Place advertisement in local newspaper or contact known vendors
- ▲ Compile quotes submitted and conduct an analysis of the Best Price Technically Acceptable

Hint!

Vendors can be asked to cite examples of work previously done in that regard or visits can be made to prospective vendors' workshops for inspection and to ascertain their capacity to deliver.

- Activity 11.2** Awarding of Contract and Delivery of Signage
- Expected Output** Contract Awarded and Street Signage Delivered
- Procedure**
- ▲ Select the Quote with the Lowest Price Technically Acceptable
 - ▲ Award Contract to Vendor
 - ▲ On the day of delivery, check signage with street naming register to be sure every sign for each intersection has been delivered
 - ▲ Also ensure that signage delivered has correct spellings of street names
-
- Activity 11.3** Installation of Street Signage
- Expected Output** All Street Signage Installed at the Intersections
- Procedure**
- ▲ Print out signage maps showing intersections at which specific signage will be installed
 - ▲ Make provision for labour and equipment to do the installation
 - ▲ PPD officers identify the location of the intersection at which specific signage is to be installed and mark accordingly
 - ▲ Labourers then dig holes and install signage with specifications as outlined in the Street Naming and Property Addressing Operational Guide



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**ANNEX III PROGRESS REPORT (SEPTEMBER 2010 TO
DECEMBER 2015)**

ANNEX III PROGRESS REPORT (SEPTEMBER 2010 TO DECEMBER 2015)

I. PROGRESS REPORTY Facial Year 2015 -- October 2014 to SEPTEMBER 2015

Code	Performance Indicator	Baseline (FY 2013)	FY 2015 Target	FY 2015 Actual					Comment
				Q1	Q2	Q3	Q4	Total	
DO: Strengthened Local Democratic and Decentralized Governance through Civic Involvement									
AO2	Percent of citizens in target districts satisfied with the overall performance of their District Assembly'	PHV: 36% Males: 40% Females: 32% SW: 45% Males: 48% Females 41% BAB: 39% Males 35% Females 43% Shama: 44% Males 46% Females 42% TN: 48% Males 48% Females 48%	PHV: 41% SW: 50% BAB: 44% Shama: 49% TN : 53%	-	-	PHV: 38.8% Males: 31.3% Females: 47.1% SW: 23.6% Males: 24.4% Females 22.8% BAB: 11.2% Males 11.0% Females 11.4% Shama: 38.1% Males 39.6% Females 36.4% TN: 30% Males 29.0% Females 31.0 %	N/A	PHV: 38.8% Males: 31.3% Females: 47.1% SW: 23.6% Males: 24.4% Females 22.8% BAB: 11.2% Males 11.0% Females 11.4% Shama: 38.1% Males 39.6% Females 36.4% TN: 30% Males 29.0% Females 31.1%	This is a CPS indicator. The last and final survey was commissioned in May 2015. This was the third in the series of surveys that CDD-Ghana has conducted for USAID on its program on Local Governance and Decentralization Program (LOGODEP)
I.	Number of target MMDAs with at least one new or improved service that was requested by citizens and solely or partially funded by IGF	0	5	-	5	-	-	5	Interview with MMDAs staff by LOGODEP and CSOs reveals that, all the MMDAs in the five (5) targeted districts provided at least one new or improved service in the form of school infrastructure, road network and/or education programs during FY2015. Target

Code	Performance Indicator	Baseline (FY 2013)	FY 2015 Target	FY 2015 Actual					Comment
				Q1	Q2	Q3	Q4	Total	
									has been met

IR I: Public participation in Local Government Expanded – Component I

IR. I.1. Increased Capacity of citizens groups to monitor local government financial management

I.R.I.a	'% of citizens in target districts who report that they participated in a community meeting organized by their MMDA'	PHV: 19% Males 60.7% Females 39.3% SWV: 17% Males 63.5% Female 36.5% BAB: 13% Males 73.7% Female 26.3% Shama: 30% Males 70.2% Females 29.8% TN: 18% Males 61.8% Females 38.2%	PHV: 24% SWV: 22% BAB: 18% Shama: 35% TN: 23%			PHV: 8.8% Males: 12.2% Females: 5.0% SWV: 16.0% Males: 21.3% Females: 10.6% BAB: 9.6% Males 14.2% Females 4.9% Shama: 31.7% Males 33.6% Females 29.7% TN: 11.6% Males 16.0% Females 6.7%	-	PHV: 8.8% Males: 12.2% Females: 5.0% SWV: 16.0% Males: 21.3% Females: 10.6% BAB: 9.6% Males 14.2% Females 4.9% Shama: 31.7% Males 33.6% Females 29.7% TN: 11.6% Males 16.0% Females 6.7%	This is a CPS indicator. The last and final survey was commissioned in May 2015. This was the third in the series of surveys that CDD-Ghana has conducted for USAID on its program on Local Governance and Decentralization Program (LOGODEP)
I.R.I.b	'% of citizens in target districts believing that local councillors listen to citizens "often" or "always"	PHV: 100% Males 55% Females 45% SWV: 100% Males 49% Females 51% BAB: 100% Males 52% Females 48% Shama: 100% Males 63% Females 37% TN: 100% Males 50% Females 50%	PHV: 100% SWV: 100% BAB: 100% Shama: 100% TN: 100%			PHV: 57.0% Males: 60.3% Females: 53.8% SWV: 56.0% Males: 55.1% Females 56.9% BAB: 66.8% Males 66.9% Females 66.7% Shama: 75.0% Males 76.1% Females 73.7% TN: 58.8% Males 55.0% Females 63.0%	-	PHV: 57.0% Males: 60.3% Females: 53.8% SWV: 56.0% Males: 55.1% Females 56.9% BAB: 66.8% Males 66.9% Females 66.7% Shama: 75.0% Males 76.1% Females 73.7% TN: 58.8% Males 55.0% Females 63.0%	This is CPS indicator.

Code	Performance Indicator	Baseline (FY 2013)	FY 2015 Target	FY 2015 Actual					Comment
				Q1	Q2	Q3	Q4	Total	
IRI.c	% of citizens in target districts who say that their MMDAs provides them with information about the Assembly's budget "very well" or "fairly well.	PHV: 13% SW: 16% BAB : 14% Shama: 14% TN: 17%	PHV: 18% SW: 21% BAB: 19% Shama: 19% TN: 22%	-	-	PHV: 6.4% SW: 22.8% BAB: 7.6% Shama: 9.9% TN: 5.6%	-	PHV: 6.4% SW: 22.8% BAB: 7.6% Shama: 9.9% TN: 5.6%	This is a CPS indicator. The last and final survey was commissioned in May 2015. This is This was the third in the series of surveys that CDD-Ghana has conducted for USAID on its program on Local Governance and Decentralization Program (LOGODEP)
IRI.d	% of citizens in target districts who say that the MMDAs met with them to build consensus or provide information about issues concerning the district one or more times.	Build consensus/provide information on Assembly's budget for development PHV 4% SW: 18% BAB: 5% Shama: 19% TN : 8% Build consensus on the Assembly's proposed local rates and taxes PHV: 3% SW: 9%	PHV: 9% SW: 23% BAB: 10% Shama: 24% TN 13%			PHV: 4% SW: 16.4% BAB: 4% Shama: 6.3% TN : 3.2%	-	PHV: 4% SW: 16.4% BAB: 4% Shama: 6.3% TN : 3.2%	This is CPS indicator

Code	Performance Indicator	Baseline (FY 2013)	FY 2015 Target	FY 2015 Actual					Comment
				Q1	Q2	Q3	Q4	Total	
		BAB: 4% Shama: 18% TN: 3% Build consensus on the Assembly's proposed licenses and fees PHV: 3% SW: 11% BAB: 3% Shama: 17% TN: 5% Inform citizens of the general decisions by the Assembly: PHV : 11% SW: 19% BAB: 2% Shama: 31% TN : 11% Inform citizens on actions being taken to address their concerns PHV: 11% SW: 18% BAB : 4% Shama: 30% TN: 10%	PHV: 8% SW: 14% BAB: 9% Shama: 23% TN: 8% PHV: 8% SW: 16% BAB: 8% Shama: 22% TN: 10% PHV: 16% SW: 24% BAB: 7% Shama: 36% TN: 16%			PHV: 1.6% SW: 11.6% BAB: 3.6% Shama: 9.9% TN: 2.0% PHV: 1.6% SW: 10.8% BAB: 2.8% Shama: 4.8% TN: 1.6% PHV : 4.0 % SW: 11.6% BAB: 5.6% Shama: 21.8% TN: 6.0%		PHV: 1.6% SW: 11.6% BAB: 3.6% Shama: 9.9% TN: 2.0% PHV: 1.6% SW: 10.8% BAB: 2.8% Shama: 4.8% TN: 1.6% PHV : 4.0 % SW: 11.6% BAB: 5.6% Shama: 21.8% TN: 6.0%	

Code	Performance Indicator	Baseline (FY 2013)	FY 2015 Target	FY 2015 Actual					Comment
				Q1	Q2	Q3	Q4	Total	
			PHV: 16% SW: 23% BAB: 9% Shama: 35% TN: 15%			PHV: 4.0% SW: 12.0% BAB: 6.4% Shama: 15.5% TN: 6.0%		PHV: 4.0% SW: 12.0% BAB: 6.4% Shama: 15.5% TN: 6.0%	
I.1.a.	# of target MMDAs in which CSOs are monitoring transparency and accountability of the local government fiscal management	0	5	5	-	-	5	5	CSOs continue to monitor local government fiscal management since they began their activities in the first quarter of FY2015. CSO activities have ended but the structures they created will continue to monitor transparency and accountability of MMDAs
I.1.b.	# of measures national level CSOs implement to promote public discussions on transparency and accountability at the national level	0	8	34	13	3	3	53	FY2015 target has been exceeded
I.1.1.	CSO Skills for Engaging and Monitoring Local Government Developed								
I.1.1.b	% of national and local level CSO grantees who are on track in	N/A	90%	50% (based on total of 6)	100% (based on total of 6)	83.3% (based on total of 6)	100%	100%	Through a series of follow-ups all CSOs (including one that was behind schedule at the

Code	Performance Indicator	Baseline (FY 2013)	FY 2015 Target	FY 2015 Actual					Comment
				Q1	Q2	Q3	Q4	Total	
	delivering milestones established in their grant agreement			National level CSOs: 50% (1) Local CSOs: 50% (2)	National level CSOs: 100% (2) Local CSOs: 100% (4)	National level CSOs: 50% (1) Local CSOs: 100% (4)			end of the 19 th quarter) were able to meet their deadlines and completed their FOGs by the end of the 20 th quarter. Target has been exceeded
I.1.1.c	# of national level CSOs supported with USG assistance to promote transparency and accountability	0	2	2	-	-	2	2	Target has been met for FY 2015
I.1.1.d	# of local level CSOs supported with USG assistance to promote transparency and accountability	0	5*	4	-	-	4	4	*OLIVES, the CSO that was already engaged in Prestea-Huni Valley DA, now covers Shama DA as well. Therefore the number of districts covered is five, but the total number of CSOs in target districts that cover these districts is four adjusted target is met.
I.1.1.e	# of individuals in CSOs who received USG assisted training to strengthen transparency and	0	30	18	36	-	0	54	Target has been exceeded

Code	Performance Indicator	Baseline (FY 2013)	FY 2015 Target	FY 2015 Actual					Comment
				Q1	Q2	Q3	Q4	Total	
	accountability								
	Male	0	0	16	30	-	0	46	
	Female	0	0	2	6	-	0	8	
I.1.1.f.	# of district level CSOs in target MMDAs trained by national level CSOs to support the demand side of transparency and accountability	0	5*	4	-	-	-	4	Same as I.1.1.d
I.1.1.g.	# of workshops held for traditional authorities in land management topics, local governance and decentralization	0	3	0	1	1	-	2	Target has not been met

IR. 1.2. Increased Use Among MMDA staff of Citizen Participation Techniques

I.2.a.	# of target districts that promote citizen participation in the planning process for the MTDP	0	5	5	-	-	-	5	Target met. All target MMDAs promoted inclusive community needs assessment in developing their 2014-2017 MTDPs.
I.2.b.	# of target MMDAs that promote citizens participation in the budget								Target met. All target districts indicate inclusive community needs assessment during the development

Code	Performance Indicator	Baseline (FY 2013)	FY 2015 Target	FY 2015 Actual					Comment
				Q1	Q2	Q3	Q4	Total	
	development process	0	5	4	1	-	-	5	process of the MMDAs budget

IR 1.2.1: Mechanisms to Foster Citizen-Municipal Government Communication Applied

1.2.1.a.	# of local mechanisms supported with USG assistance for citizens to engage their Sub-national government in target districts	84	30	10	6	12	12	40	Target has been exceeded by 10 mechanisms.
1.2.1.b.	# of workshops held for CSOs	0	10	5	4	1	0	10	FY2015 target has been met
1.2.1.c	Dollar value of grants (\$)	N/A	Target achieved in 2014						

I.R. 2 Internally Generated Funds of Targeted Local Districts Increased – Component 2

2.a	Value of annual IGFs of target MMDAs (total – GHS)	-	An increase of 10% over the previous year.	-	27,714,264.53	-	-	27,714,264.53	All values are in Ghana Cedis. The total figure shown is as of 31st December 2014. The total value has been disaggregated into the various MMDAs.
	Sefwi Wiawso			-	3,749,716.40	-	-	3,749,716.40	
	Bibiani Anhwiaso Bekwai			-	4,625,581.52	-	-	4,625,581.52	
	Prestea Huni Valley			-	6,988,363.40	-	-	6,988,363.40	
	Tarkwa Nsuaem			-	8,186,268.92	-	-	8,186,268.92	

Code	Performance Indicator	Baseline (FY 2013)	FY 2015 Target	FY 2015 Actual					Comment
				Q1	Q2	Q3	Q4	Total	
	Shama			-	4,164,334.29	-	-	4,164,334.29	
2.b	Value of IGF from integrating geo-spatial planning process in creating target district databases	-	An increase of 10% over the previous year.	-	3,406,040.00		-	3,406,040.00	This indicator measures only the amount of internally generated funds that are generated from business licenses, property rates and building/plan permits as a result of integrating geo-spatial planning process.
	Sefwi Wwiaso			-	210,264.68		-	210,264.68	
	Bibiani Anhwiaso Bekwai			-	643,176.84		-	643,176.84	
	Prestea Huni Valley			-	464,794.31		-	464,794.31	
	Tarkwa Nsuaem			-	1,842,058.22		-	1,842,058.22	
	Shama			-	245,745.95		-	245,745.95	

I.R. 2.2. Spatially Integrated MTDPs Advanced

2.2.a	# of MMDAs in the Western Region that complete a draft MTDP that integrates a spatial dimension	0	9	-	11*	11	22	22	Although no activity took place in the 20 th quarter with respect to this indicator, all 22MMDAs received support and finalized their MTDPs that integrates spatial dimensions during FY2015
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I.R. 2.3 Increased Transparency and Accountability of Targeted Local Governments¹

¹Indicator 2.3.b ‘ # of target MMDAs that have fully installed a functional system for revenue collection ‘have been deleted from this table since the target have already been achieved .Beside there is target set for this indicator for FY 15.

Code	Performance Indicator	Baseline (FY 2013)	FY 2015 Target	FY 2015 Actual					Comment
				Q1	Q2	Q3	Q4	Total	
2.3.a	# of target MMDAs that have issued tax bills to property and business owners based on transparent and accountable system for revenue collection	0	5	2	2	1	5	5	Four MMDAs have distributed and collecting back their tax bills for 2015 while one MMDA is distributing their tax bills for 2014
2.3.c	# of target MMDAs that publicize budgets and annual expenditure	0	5	0	5	-	-	5	All the five (5) target districts publicize their MMDAs budget and expenditure to promote transparency and accountability among citizens. Target met.
2.3.d	# of target MMDAs that publicize audit results and implementation of audit findings	0	5	0	5	-	-	5	All the five (5) target districts publicize their MMDAs audit results and implementation of audit findings to promote transparency and accountability among citizens
I.R. 2.3.1 Increase Capacity of Audit Report Implementation Committees (ARIC)									
2.3.1.a	# of ARICs in target MMDAs that follow-up to ensure implementation of Audit recommendations from internal and	0	5	4	1	-	5	5	All target MMDAs are up to date with respect to this indicator

Code	Performance Indicator	Baseline (FY 2013)	FY 2015 Target	FY 2015 Actual					Comment
				Q1	Q2	Q3	Q4	Total	
	external audits								
I.R. 2.3.2 Capacity of Internal Audit Units at District and Regional Level Improved									
2.3.2.a	# of target MMDAs in which the report of the internal audit unit was reviewed and accepted by the Regional Director of the Internal Audit Service	0	5	4	1	-	5	5	All target MMDAs have submitted their reports to the Regional Director of Internal Audit Service
2.3.2.b	# of Internal Audit Units in target MMDAs that have developed or revised a three year strategic plan for auditing and one year annual plan.	0	5	4	1	-	0	5	All the target districts have reviewed their three year strategic internal audit plans and the 2015 annual plans. Target met.
I.R. 2.3.2 Capacity of Internal Audit Units at District and Regional Level Improved									
MMDA Skills to Incorporate Spatial Planning and Accountable Auditing Developed									
0.1	# of MMDAs in the Western Region receiving LOGODEP support to integrate spatial dimensions into their MTDPs	0	0	-	11	11	0	22	Though there was no target for FY 2015, LOGODEP supported all the 22 MMDAs to improve upon the quality of the maps they have developed to meet set standards.
0.2	# of Internal Audit Units in target MMDAs receiving	0	0	4	1	-	0	5	No target set for FY 2015 but LOGODEP supported MMDAs to

Code	Performance Indicator	Baseline (FY 2013)	FY 2015 Target	FY 2015 Actual					Comment
				Q1	Q2	Q3	Q4	Total	
	LOGODEP support for conducting effective internal audits based on the Audit Manual								bring them up to date on their tasks in preparing their quarterly internal audit reports.
0.3	# of ARICs in target MMDAs receiving LOGODEP support for following up implementation of audit recommendations	0	0	4	1	-	0	5	No target set for FY 2015 but LOGODEP supported MMDAs to bring them up to date on their tasks in reporting on the status of implementation of audit findings
0.4	# of sub-national government entities receiving USG assistance that improve their performance	0	32	32	-	-	0	32	This includes support to 22 MMDAs in the Western Region to finalize their MTDPs, 5 ARICs to prepare and present their annual Status of Implementation reports, and 5 IAUs to prepare and present their quarterly reports and their 2015 Annual Plans. Target met.
0.5	# of sub-national governments receiving USG assistance to increase their	5	5	5	-	-	5	5	Target met.

Code	Performance Indicator	Baseline (FY 2013)	FY 2015 Target	FY 2015 Actual					Comment
				Q1	Q2	Q3	Q4	Total	
	annual own source revenues								
0.6	# of workshops held on management, spatial planning or fiscal management	0	16	1	11	4	0	16	Four (4) different workshops were held during the third quarter to meet the target for 2015
0.7	# of Metropolitan, Municipal and District Assembly (MMDA) staff trained to improve planning and management with USG assistance	0	150	21	244	79	0	344	Target exceeded by 129%.
	Male	0	0	21	217	60	0	298	
	Female	0	0	0	27	19	0	46	
IR 3. Linkages to Local Governance Initiatives at National Level Strengthened									
3.a	# of MMDAs and other entities that receive a LOGODEP "how-to-manual" on street naming/house numbering and preparing a district tax payer database	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Not Applicable
I.R. 3.1 National Guidelines For Comprehensive Planning Established									
3.2.a	# of workshops, conferences, and	0	8	4	4	1	0	9	FY 2015 target has been exceeded by 1

Code	Performance Indicator	Baseline (FY 2013)	FY 2015 Target	FY 2015 Actual					Comment
				Q1	Q2	Q3	Q4	Total	
	other platforms provided for national level entities on LOGODEP local governance initiatives								
IR. 3.2 Skills and Knowledge from Local Governance Initiative Transmitted to National Level									
3.2.b.	# of national level officials participating in workshops and conferences on LOGODEP local governance initiative organized at the national level	0	180	80	46	22	0	148	No national level workshop was held during the 20 th Quarter. The FY 2015 target was not met
	Males	-	0	74	40	17	0	131	
	Females	-	0	6	6	5	0	17	

II. PROGRESS REPORTY Facial Year 2014 – OCTOBER 2013 to SEPTEMBER 2014

Code	Performance Indicator	Baseline (FY 2013)	FY 2015 Target	FY 2015 Actual					Comment	
				Q1	Q2	Q3	Q4	Total		
DO: Strengthened Local Democratic and Decentralized Governance through Civic Involvement										
I.	Number of target MMDAs with at least one new or improved service that was requested by citizens and solely or partially funded by IGF	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	In 2015, we expect to see plans for at least one new or improved service identified in the MTDP of target MMDAs
IR 1: Public participation in Local Government Expanded – Component 1²										
IR. 1.1. Increased Capacity of citizens groups to monitor local government financial management										
I.1.a.	# of target MMDAs in which CSOs are monitoring transparency and accountability of the local government fiscal management	0	5	0	0	5	-	5		CSOs are continuing to monitor local government fiscal management since they began this activity in the previous quarter
I.1.b.	# of measures national level CSOs implement to promote public discussions on transparency and accountability at the national level	0	8	8	0	0	10	10		The FY 2014 target was exceeded by two (additional measures).
I.1.2. CSO Skills for Engaging and Monitoring Local Government Developed³										
I.1.1.b	% of national and local level CSO grantees who are on track in delivering milestones established in their grant agreement	N/A	90%	N/A	0	0	50% (based on total of 6) National level CSOs: 50% (1)	50%		Grantees are delayed in delivering milestones because of late start of the FOGs. Please note that any delay in implementation by National NGOs (FOG 35 & 36) also affects local CSO schedules

² All CPS reliant indicators which are under component one have been deleted from this table. This is because we will not be collecting data on these indicators until the end of the project in 2015 when the CPS is commissioned again. The CPS indicators that have been deleted are as follows: AO2 'Percent of citizens in target districts satisfied with the overall performance of their District Assembly' IR1.1.a '% of citizens in target districts who report that they participated in a community meeting organized by their MMDA' IR1.1.b '% of citizens in target districts believing that local councillors listen to citizens "often" or "always"' IR1.1.c '% of citizens in target districts who say that their MMDAs provides them with information about the Assembly's budget "very well" or "fairly well."' IR1.1.d '% of citizens in target districts who say that the MMDAs met with them to build consensus or provide information about issues concerning the district one or more times.'

³ Indicator I.1.1a '% of national and local level CSO grantees in target MMDAs that meet the goals established in their agreements' has been deleted from this table. This is because we will only report on this indicator in FY2015

Code	Performance Indicator	Baseline (FY 2013)	FY 2015 Target	FY 2015 Actual					Comment
				Q1	Q2	Q3	Q4	Total	
							Local CSOs: 50% (2)		
I.1.1.c	# of national level CSOs supported with USG assistance to promote transparency and accountability	0	2	0	-	2	-	2	The FY 2014 target was met in 15th quarter
I.1.1.d	# of local level CSOs supported with USG assistance to promote transparency and accountability	0	5	0	5	5	-	5	The FY 2014 target was met in 15th quarter
I.1.1.e	# of individuals in CSOs who received USG assisted training to strengthen transparency and accountability	0	30	0	30	12	-	42	The FY2014 target of 30 was exceeded by 12
	Male	0	0	0	29	11	-	40	
	Female	0	0	0	1	1	-	2	
I.1.1.f	# of district level CSOs in target MMDAs trained by national level CSOs to support the demand side of transparency and accountability	0	5	0	0	0	4	4	OLIVES, the CSO that was already engaged in Prestea-Huni Valley DA, now covers Shama DA as well. Therefore the number of districts covered is five, but the total number of CSOs in target districts that cover these target districts is four.
I.1.1.g	# of workshops held for traditional authorities in land management topics, local governance and decentralization	0	3	0	0	1	0	1	We have postponed the other two workshops until the new Land Use and Spatial Planning Bill has passed.
IR. 1.2. Increased Use Among MMDA staff of Citizen Participation Techniques									
I.2.a	# of target districts that promote citizen participation in the planning process for the MTDP	0	5	0	0	0	5	5	FY 2014 target met. All target districts now indicate ongoing inclusive community needs assessment processes towards the next MTDP

Code	Performance Indicator	Baseline (FY 2013)	FY 2015 Target	FY 2015 Actual					Comment
				Q1	Q2	Q3	Q4	Total	
1.2.b.	# of target MMDAs that promote citizens participation in the budget development process	0	5	0	0	0	5	5	The FY 2014 target was met
IR 1.2.1: Mechanisms to Foster Citizen-Municipal Government Communication Applied									
1.2.1.a.	# of local mechanisms supported with USG assistance for citizens to engage their Sub-national government in target districts	84	37	14	6	16	6	42	The FY 2014 Target was exceeded by five
1.2.1.b.	# of workshops held for CSOs	0	10	0	2	1	16	19	The FY 2014 Target was exceeded by nine
1.2.1.c.	Dollar value of grants (\$)	0	275,000	0		239,852	278,561	278,561	Grants were awarded to six CSOs. The target was exceeded by \$3,561
IR. 2 Internally Generated Funds of Targeted Local Districts Increased – Component 2									
2.a	Value of annual IGFs of target MMDAs (total – GHS)	-	10% increase from 2013 baseline	-	15,378,789	N/A		15,378,789	All values are in Ghana cedis. The total figure shown is as of 31st December 2013. The total value has been disaggregated into the various MMDAs. Data to calculate increase from baseline to determine if the target was met will be collected after it is reported by MMDAs in December 2014, and made available to LOGODEP.
	Sefwi Wiawso	1,804,593				N/A			
	Bibiani Anhwiaso Bekwai	3,529,453				N/A			
	Prestea Huni Valley	3,482,301				N/A			
	Tarkwa Nsuaem	4,057,470				N/A			
	Shama	2,504,973				N/A			
2.b	Value of IGF from integrating geo-spatial planning process in creating target district databases	-	10% increase from 2013 baseline	N/A	N/A	N/A	N/A	N/A	LOGODEP will be able to report on this indicator in the 17th quarter.

IR 2.1 Increase Revenue Base of Target MMDAs⁴

⁴ Indicator 2.1.a '# of taxable properties and businesses in target MMDAs' and 2.1.b '# of digitized parcels of land in target MMDAs' have also been deleted from this table. We

Code	Performance Indicator	Baseline (FY 2013)	FY 2015 Target	FY 2015 Actual					Comment
				Q1	Q2	Q3	Q4	Total	
2.1.c	# of target MMDAs that erected street signage	1	5	3	2	-	-	5	The FY2014 target was met in the 14 th quarter
I.R. 2.2. Spatially Integrated MTDPs Advanced									
2.2.a	# of MMDAs in the Western Region that complete a draft MTDP that integrates a spatial dimension	0	13	0	0	-	22	22	The draft MTDPs have not been completed as yet because the NDPC delayed the release of the guidelines by 9months. However, all MMDAs in the Western Region have developed maps for their plans. The average maps produced per district is seven.
I.R. 2.3 Increased Transparency and Accountability of Targeted Local Governments									
2.3.a	# of target MMDAs that have issued tax bills to property and business owners based on transparent and accountable system for revenue collection	0	5	0	0	0	1 - District Bibiani	1	The fee fixing resolution for 2015 will be approved in November 2014. Based on the 2015 fee fixing resolution, LOGODEP will print out tax bills for property and business owners by the end of December 2014. The new diRev software will be used for this exercise.
2.3.b	# of target MMDAs that have fully installed a functional system for revenue collection	0	5	5	-	-	-	5	This FY 2014 target was met during the 13 th quarter
2.3.c	# of target MMDAs that publicize budgets and annual expenditure	0	5	0	0	5	-	5	The FY 2014 target was met during the 15 th quarter

will not be reporting on these during the extension phase of the project.

Code	Performance Indicator	Baseline (FY 2013)	FY 2015 Target	FY 2015 Actual					Comment
				Q1	Q2	Q3	Q4	Total	
2.3.d	# of target MMDAs that publicize audit results and implementation of audit findings	0	5	0	0	0	5	5	The FY 2014 target was met
I.R. 2.3.1 Increase Capacity of Audit Report Implementation Committees (ARIC)									
2.3.1.a	# of ARICs in target MMDAs that follow-up to ensure implementation of Audit recommendations from internal and external audits	0	5	0	0	0	5	5	The FY 2014 target was met
I.R. 2.3.2 Capacity of Internal Audit Units at District and Regional Level Improved									
2.3.2.a	#of target MMDAs in which the report of the internal audit unit was reviewed and accepted by the Regional Director of the Internal Audit Service	0	5	0	0	0	5	5	The FY 2014 target was met
2.3.2.b	# of Internal Audit Units in target MMDAs that have developed or revised a three year strategic plan for auditing and one year annual plan	0	5	0	0	5	-	5	The FY 2014 target was met in the 15 th quarter
I.R. 2.3.2 Capacity of Internal Audit Units at District and Regional Level Improved									
2.3.2.a	#of target MMDAs in which the report of the internal audit unit was reviewed and accepted by the Regional Director of the Internal Audit Service	0	5	0	0	0	5	5	The FY 2014 target was met
2.3.2.b	# of Internal Audit Units in target MMDAs that have developed or revised a three year strategic plan for auditing and one year annual plan	0	5	0	0	5	-	5	The FY 2014 target was met in the 15 th quarter
MMDA Skills to Incorporate Spatial Planning and Accountable Auditing Developed									
0.1	# of MMDAs in the Western Region receiving LOGODEP support to integrate spatial	0	22	0	0	22	-	22	The FY 2014 target was met in the 15 th quarter

Code	Performance Indicator	Baseline (FY 2013)	FY 2015 Target	FY 2015 Actual					Comment
				Q1	Q2	Q3	Q4	Total	
	dimensions into their MTDPs								
0.2	# of Internal Audit Units in target MMDAs receiving LOGODEP support for conducting effective internal audits based on the Audit Manual	0	5	0	0	0	5	5	The FY 2014 target was met
0.3	# of ARICS in target MMDAs receiving LOGODEP support for following up implementation of audit recommendations	0	5	0	0	5	-	5	The FY 2014 target was met in the 15th quarter
0.4	# of sub-national government entities receiving USG assistance that improve their performance	0	264	226	5	5	-	231	LOGODEP provided assistance to 216 districts, ten regional coordination councils, and five ARICS.
0.5	#. of sub-national governments receiving USG assistance to increase their annual own source revenues	5	5	3	2	-	-	5	The FY 2014 target was met in the 14th quarter
0.6	# of workshops held on management, spatial planning or fiscal management	0	16	1	3	9	2	15	
0.7	# of Metropolitan, Municipal and District Assembly (MMDA) staff trained to improve planning and management with USG assistance	0	200	24	85	245	-	354	The FY 2014 target was exceeded by 154 by the 15th quarter
	Male	0	0	17	53	203		273	
	Female	0	0	7	32	43		81	
IR 3. Linkages to Local Governance Initiatives at National Level Strengthened									
3.a	# of MMDAs and other entities that receive a LOGODEP "how-to-manual" on street naming/house numbering and preparing a district tax payer database	N/A	226	226	-	-	-	226	The FY 2014 target was met in the 13th quarter
I.R. 3.1 National Guidelines For Comprehensive Planning Established									

Code	Performance Indicator	Baseline (FY 2013)	FY 2015 Target	FY 2015 Actual					Comment
				Q1	Q2	Q3	Q4	Total	
3.1.a	Progress (steps) in finalizing guidelines that integrate IGF and spatial planning into 2014-2017 MTDP Guidelines	Baseline 2013: Step 1 ⁵	Step 2 – Step 6 ⁶		Step 6	-	-	All six steps completed	The guidelines were completed by NDPC in March 2014. Guidelines were delayed for nine months.
3.2.a	# of workshops, conferences, and other platforms provided for national level entities on LOGODEP local governance initiatives	0	8	0	2	1	3	6	We have postponed the other two workshops until the new Land Use and Spatial Planning Bill has passed.
IR. 3.2 Skills and Knowledge from Local Governance Initiative Transmitted to National Level									
3.2.b.	# of national level officials participating in workshops and conferences on LOGODEP local governance initiative organized at the national level	0	180	0	0	190	-	190	The FY 2014 target was surpassed by ten in the 15th quarter
	Males	-	-	-	-	125		125	
	Females	-	-	-	-	65		65	

⁵ Step 1 - Draft guidelines that integrate IGF and spatial planning into MTDP guidelines completed

⁶ Step 2 - NDPC stakeholder consultations held for feedback on draft; Step 3 – Guidelines fine-tuned based on consultation feedback; Step 4 – NDPC reviews Ghana National Agenda and defines the guidelines for each thematic area; Step 5 – Final draft pilot tested in selected western MMDAs; Step 6 – Finalized guidelines distributed nationwide

III. PROGRESS REPORTY Facial Year 2011-2013 – OCTOBER 2010 to SEPTEMBER 2013

Code	Performance Indicator	Baseline (FY2010)	FY2011 Target	FY2011 Actual	FY2012 Target	FY2012 Actual	FY2013 Target	FY2013 Actual					Comment
								Q1	Q2	Q3	Q4	Total	
AO	Strengthened Local and Democratic and Decentralized Governance through Civic Involvement												
1.	Percentage of citizens satisfied with the overall performance of their District Assembly	34%	37%	-	N/A	N/A	44%	-	-	-	32% Males: 31% females: 32%	32% Males: 31% females: 32%	This is a CPS indicator. The survey was commissioned in June 2013.
1.a	Percent of citizens (CSO members) satisfied with the overall performance of their District Assembly	Baseline2012: 25% Males: 16% Females: 9%	N/A	N/A	31%	42% Males: 26% Females: 16%	35%	-	-	-	30% Males: 17% Females: 13%	30% Males: 17% Females: 13%	This is an interim indicator for AO.1.The interim survey was conducted in June 2013
2.	Number of MMDAs increasing their FOAT scores	2008: 8	17	-	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	This is a FOAT indicator. We do not have current FOAT reports
3.	Percent of citizens believing that MMDAs allow ordinary citizens to participate in Assembly Decisions	23%	26%	-	N/A	N/A	46%	-	-	-	20% Males: 20% Females: 20%	20% Males: 20% Females: 20%	This is a CPS indicator. The survey was commissioned in June 2013.

Code	Performance Indicator	Baseline (FY2010)	FY2011 Target	FY2011 Actual	FY2012 Target	FY2012 Actual	FY2013 Target	FY2013 Actual					Comment
								Q1	Q2	Q3	Q4	Total	
3.a	Percent of citizens (CSO members) believing that MMDAs allow ordinary citizens to participate in Assembly decisions	Baseline 2012: 32% Males: 21% Females: 11%	N/A	N/A	45%	22% Males: 14% Females: 8%	55%	-	-	-	42% Males: 26% Females: 16%	42% Males: 26% Females: 16%	This is an interim indicator for AO.3 above. The survey was conducted in June 2013
IRI	Public Participation in Local Governance Expanded												
I.a	Percent of citizens who report that they participated in a community meeting organized by their MMDA	2009: 21%	23%	-	N/A	N/A	25%	-	-	-	20% Males: 23% Females: 16%	20% Males: 23% Females: 16%	This is an interim indicator for AO.3 above. The survey was conducted in June 2013
I.a.I	Percent of citizens (CSO members) who report that they participated in a community meeting organized by their MMDA	Baseline 2012: 57% Males: 38% Females: 19%	N/A	N/A	60%	39% Males: 24% Females: 15%	61%	-	-	-	34% Males: 24% Females: 10%	34% Males: 24% Females: 10%	This is an interim indicator for I.a above. The survey was conducted in June 2013

Code	Performance Indicator	Baseline (FY2010)	FY2011 Target	FY2011 Actual	FY2012 Target	FY2012 Actual	FY2013 Target	FY2013 Actual					Comment
								Q1	Q2	Q3	Q4	Total	
I.b	Percent of CSOs believing that local councillors listen to citizens "often" or "always"	Baseline 2012: 76%	N/A	N/A	78%	36%	80%	-	-	-	45%	45%	Data collection method was changed in February 2012.
I.c	Percent of CSO members who say they have attended a community meeting "often" in the last year	Baseline 2012: 27% Males: 19% Females: 8%	N/A	N/A	37%	15% Males 9% Females 6%	42%	-	-	-	38% Males: 21% Females: 17%	30% Males: 21% Females: 9%	Same as I.b above.
IRI.1	Increased organizational and Engagement Capacity of Citizens' Groups												
I.1.a	Percent of CSOs meeting the goals they set through the capacity building process	0	75%	-	75%	100%	75%	100%	100%	-	100%	100%	Annual target has been exceeded
I.1.b	Percentage of MMDAs in which citizen groups are monitoring local gov't performance	0	40%	-	70%	100%	90%	-	41%	-	-	41%	Seven MMDAs are being monitored by citizens groups
I.1.c	Percent of grants on track in meeting benchmarks	0	85%	-	85%	62%	85%	-	67%	89%	-	89%	The FY2013 target has been achieved

Code	Performance Indicator	Baseline (FY2010)	FY2011 Target	FY2011 Actual	FY2012 Target	FY2012 Actual	FY2013 Target	FY2013 Actual					Comment
								Q1	Q2	Q3	Q4	Total	
I.1.d	Number of FM radio programs produced by CSOs	0	10	-	30	87	50	58	-	20	43	121	FY2013 target has been exceeded by 71
IR 1.2	Increased use among MMDA staff of Citizen Participation Techniques												
I.2.a	Percentage of citizens who say that their MMDAs provides them with information about the Assembly's budget "very well" or "fairly well"	18%	21%	-	N/A	N/A	30%	-	-	-	11% Males: 12% Females: 11%	11% Males: 12% Females: 11%	This is a CPS indicator. Survey was commissioned in June 2013.
I.2.a.1	Percentage of citizens (CSO members) who say that their MMDAs provides them with information about the Assembly's budget "very well" or "fairly well"	Baseline 2012:16 Males: 12% Females: 4%	-	N/A	22%	11% Males 5% Females 6%	26%	-	-	-	17% Males: 11% Females: 6%	17% Males: 11% Females: 6%	This is an interim indicator for I.2.a The interim survey was conducted in June 2013.

Code	Performance Indicator	Baseline (FY2010)	FY2011 Target	FY2011 Actual	FY2012 Target	FY2012 Actual	FY2013 Target	FY2013 Actual					Comment
								Q1	Q2	Q3	Q4	Total	
I.2.b	FOAT Transparency Openness and Accountability Scores	2008: 80%	82%	-	N/A	N/A	86%	-	-	-	-	-	Same as AO2 above
I.2.c	Percentage of citizens (CSO members) reporting that members from their MMDA met with citizens in their locality for consensus building or to provide information one or more times over the past year	Baseline 2012: 57% Males: 34% Females: 23%	N/A	-	60%	43% Males 27% Females 6%	63%	-	-	-	55% Males: 38% Females: 17%	55% Males: 38% Females: 17%	This is an interim indicator for IR I.2.b above. The interim survey for FY2013 was conducted in June 2013.
O.1.a	No. of local Mechanisms supported with USG assistance for citizens to engage their Sub-national government "standard Indicator" (SI)	0	40	0	60	46	80	-	15	30	39	84	Target has been exceeded by 4

Code	Performance Indicator	Baseline (FY2010)	FY2011 Target	FY2011 Actual	FY2012 Target	FY2012 Actual	FY2013 Target	FY2013 Actual					Comment
								Q1	Q2	Q3	Q4	Total	
O.1.b	Number of CSOs supported with USG assistance	0	35	0	40	78	40	1	119	31	-	119	Target for FY 2013 has been exceeded by 79. All CSOs who received USG assistance in the 3 rd quarter, have already received USG assistance in the 1 st and 2 nd quarter. We have reported the 3 rd quarter figure but have not added them to the total figure to avoid double counting. Total to date is 119 CSOs
	Number of CSOs supported with both grants and targeted trainings/ Workshops	-	-	-	-	25	-	-	9	-	-	9	
	Number of CSOs supported with targeted capacity building training and/or software	-	-	44	-	53	-	1	110	31	-	111	
O.1.c	Number of workshops held	0	15	40	18	16	18	3	6	4	-	13	Workshops were for CSOs and TAs

Code	Performance Indicator	Baseline (FY2010)	FY2011 Target	FY2011 Actual	FY2012 Target	FY2012 Actual	FY2013 Target	FY2013 Actual					Comment
								Q1	Q2	Q3	Q4	Total	
O.1.d	USD value of grants	0	50,000	-	50,000	706,555	343,445	-	286,890	-	-	286,890	No grant awards in 12 th quarter
IR 2	Internally Generated Funds (IGFs) of Targeted Local Districts Increased												
2.a	Value of annual IGFs of target MMDAs (GHC.)	6,297,488	6,927,327	5,592,976	7,556,985	12,242,635	8,186,734	-	-	-	-	-	We do not have 12 th quarter performance data for this indicator
	Prestea Huni Valley	2,627,536	2,890,290	1,953,932	3,153,043	5,029,101	3,415,797	-	-	-	-	-	
	Bibiani Anhwiaso Bekwai	579,475	637,423	649,628	695,370	1,178,678	7,53,317	-	-	-	-	-	
	Shama	221,785	243,964	248,196	266,142	207,359	288,321	-	-	-	-	-	
	Sefwi Wiawso	416,986	458,685	239,959	500,383	1,607,387	524,082	-	-	-	-	-	
	Tarkwa Nsuaem	2,451,706	2,696,877	2,501,261	2,942,047	4,220,107	3,187,218	-	-	-	-	-	
IR 2.1	Increased Financial Management Capacity of MMDAs												
2.1. a	FOAT fiscal capacity scores	2008: 62%	65%	-	N/A	-	75%	-	-	-	-	-	Same as AO2 above
2.1.b	FOAT Financial Management and Auditing scores.	2008: 53%	54%	-	N/A	-	56%	-	-	-	-	-	Same as AO2 above

Code	Performance Indicator	Baseline (FY2010)	FY2011 Target	FY2011 Actual	FY2012 Target	FY2012 Actual	FY2013 Target	FY2013 Actual					Comment	
								Q1	Q2	Q3	Q4	Total		
	Percent increase in revenue base in targeted MMDAs	-	20%	-	30%	-	45%	-	-	-			-	These increases are as a result of LOGODEP's work in selected communities within the 5 Districts
Revenue base for Properties (ie datasets)														
	Prestea Huni Valley	-	20%	-	30%	-	45%	-	-	N/A	N/A	N/A		
	Bibiani Anhwiaso Bekwai	-	20%	-	30%	-	45%	-	-	N/A		N/A		
	Shama	-	20%	-	30%	-	45%	-	-	5998%		5998%		
2.1.c	Sefwi Wiawso	-	20%	-	30%	-	45%	-	-	N/A		N/A		
	Tarkwa Nsuaem	-	20%	-	30%	-	45%	-	-	N/A		N/A		
Revenue base for Businesses (ie datasets)														
	Prestea Huni Valley	-	20%	-	30%	-	45%	-	-	N/A		N/A		
	Bibiani Anhwiaso Bekwai	-	20%	-	30%	-	45%	-	-	1,400 %		1,400%		
	Shama	-	20%	-	30%	-	45%	-	-	12%		12%		
	Sefwi Wiawso	-	20%	-	30%	-	45%	-	-	N/A		N/A		
	Tarkwa Nsuaem	-	20%	-	30%	-	45%	-	-	N/A		N/A		

Code	Performance Indicator	Baseline (FY2010)	FY2011 Target	FY2011 Actual	FY2012 Target	FY2012 Actual	FY2013 Target	FY2013 Actual					Comment
								Q1	Q2	Q3	Q4	Total	
2.1.d	Number of targeted MMDAs that developed a rational projection for future budgets based on data collected and analyzed	0	N/A	N/A	5	N/A	5	-	-	5	-	5	The number consist of all 5 MMDAs receiving USG assistance to increase their annual own source revenue
IR 2.2	Increased Revenue Base of MMDAs												
2.2.a	Number of targeted MMDAs that broadened their revenue base	0	4	-	7	0	10	-	-	5	-	5	Same as 2.1.d above
Outputs Indicator for IR 2													
O.2.a	Number of sub-national government receiving USG assistance to increase their annual own-source revenues	0	4	5	7	5	10	5	5	5	-	5	Support was in the form of training workshop

Code	Performance Indicator	Baseline (FY2010)	FY2011 Target	FY2011 Actual	FY2012 Target	FY2012 Actual	FY2013 Target	FY2013 Actual					Comment
								Q1	Q2	Q3	Q4	Total	
IR3	Comprehensive Development Planning for Local Districts Achieved												
3.a	Number of MMDAs developing and approving comprehensive development plans	0	10	14	3	17	0	-	-	-	-	-	We do not have 12 th quarter performance data
3.b	Change in FOAT score for planning	2008: 64%	70%	N/A	75%	N/A	75%	N/A	-	-	-	N/A	Same as AO2 above
IR 3.1	Increased Capacity of Stakeholders in District Planning Process												
3.1.a	Percent of MMDAs trained using skills to improve the planning process	0	50%	100%	65%	100%	75%	-	-	-	100%	100%	MMDAs are trained and are using the skill to increase their IGF
3.1.a	Percent of CSO grantees trained using skills to improve the planning process	-	75%	-	75%	-	75%	-	-	-	-	-	Calculation is based on 9 grantees implementing LOGODEP interventions in the Western Region
	M&E	-	75%	-	75%	52%	75%	-	-	56%	-	56%	
	Project Management	-	75%	-	75%	60%	75%	-	-	78%	-	78%	
	Financial Management	-	75%	-	75%	72%	75%	-	-	67%	-	67%	

Code	Performance Indicator	Baseline (FY2010)	FY2011 Target	FY2011 Actual	FY2012 Target	FY2012 Actual	FY2013 Target	FY2013 Actual					Comment
								Q1	Q2	Q3	Q4	Total	
IR3.2a	Improved link between Planning and Budgeting Processes												
3.2.a	Number of MMDAs that submit a quality budget through RCC for approval	0	4	17	7	17	10	22	-	-	-	22	The FY2013 target has already been achieved
O.IR3	Outputs for IR 3.1 and IR 3.2												
O.3.a	<i>Number of sub-national gov't entities receiving USG assistance to improve their performance (SI)</i>	0	17	17	17	41	17	22	19	-	-	23	We do not have 12 th quarter performance data on this indicator
O.3.b	<i>Number of individuals (in CSOs) who receive USG assisted training including mgt skills and fiscal mgt to strengthen Local Government and/or decentralization</i>	0	120	54	120	327	120	30	141	108	-	223	We do not have 12 th quarter data for this indicator
	<i>Males</i>	0	0	39	-	210	-	22	101	58	-	169	
	<i>Females</i>	0	0	15	-	117	-	8	40	50	-	55	

Code	Performance Indicator	Baseline (FY2010)	FY2011 Target	FY2011 Actual	FY2012 Target	FY2012 Actual	FY2013 Target	FY2013 Actual					Comment
								Q1	Q2	Q3	Q4	Total	
O.3.b	Number of individuals (in MMDAs) who receive USG assisted training including management skills and fiscal management to strengthen local gov't and/or decentralization	0	310	1,022	310	266	160	92	638	57	17	787	Target has been exceeded. 73 individuals who received training in the 4 th quarter have already received training in the 2 nd and third quarter. We have reported the total for the 4 th quarter but have not added these 17 individuals to the total to avoid double counting
	<i>Males</i>	0	0	864	-	208	-	77	502	40	16	619	
	<i>Females</i>	0	0	158	-	58	-	15	136	17	1	168	
O.3.c	Number of workshops held	0	15	40	18	8	18	21	3	2	-	26	We do not have 12 th quarter data

ANNEX III PROGRESS REPORT (SEPTEMBER 2010 TO DECEMBER 2015)

I. PROGRESS REPORTY Facial Year 2015 -- October 2014 to SEPTEMBER 2015

Code	Performance Indicator	Baseline (FY 2013)	FY 2015 Target	FY 2015 Actual					Comment
				Q1	Q2	Q3	Q4	Total	
DO: Strengthened Local Democratic and Decentralized Governance through Civic Involvement									
AO2	Percent of citizens in target districts satisfied with the overall performance of their District Assembly'	PHV: 36% Males: 40% Females: 32% SW: 45% Males: 48% Females: 41% BAB: 39% Males: 35% Females: 43% Shama: 44% Males: 46% Females: 42% TN: 48% Males: 48% Females: 48%	PHV: 41% SW: 50% BAB: 44% Shama: 49% TN: 53%	-	-	PHV: 38.8% Males: 31.3% Females: 47.1% SW: 23.6% Males: 24.4% Females: 22.8% BAB: 11.2% Males: 11.0% Females: 11.4% Shama: 38.1% Males: 39.6% Females: 36.4% TN: 30% Males: 29.0% Females: 31.0%	N/A	PHV: 38.8% Males: 31.3% Females: 47.1% SW: 23.6% Males: 24.4% Females: 22.8% BAB: 11.2% Males: 11.0% Females: 11.4% Shama: 38.1% Males: 39.6% Females: 36.4% TN: 30% Males: 29.0% Females: 31.1%	This is a CPS indicator. The last and final survey was commissioned in May 2015. This was the third in the series of surveys that CDD-Ghana has conducted for USAID on its program on Local Governance and Decentralization Program (LOGODEP)
I.	Number of target MMDAs with at least one new or improved service that was requested by citizens and solely or partially funded by IGF	0	5	-	5	-	-	5	Interview with MMDAs staff by LOGODEP and CSOs reveals that, all the MMDAs in the five (5) targeted districts provided at least one new or improved service in the form of school infrastructure, road network and/or education programs during FY2015. Target

Code	Performance Indicator	Baseline (FY 2013)	FY 2015 Target	FY 2015 Actual					Comment
				Q1	Q2	Q3	Q4	Total	
									has been met

IR I: Public participation in Local Government Expanded – Component I

IR. I.1. Increased Capacity of citizens groups to monitor local government financial management

I.R.I.a	'% of citizens in target districts who report that they participated in a community meeting organized by their MMDA'	PHV: 19% Males 60.7% Females 39.3% SWV: 17% Males 63.5% Female 36.5% BAB: 13% Males 73.7% Female 26.3% Shama: 30% Males 70.2% Females 29.8% TN: 18% Males 61.8% Females 38.2%	PHV: 24% SWV: 22% BAB: 18% Shama: 35% TN: 23%			PHV: 8.8% Males: 12.2% Females: 5.0% SWV: 16.0% Males: 21.3% Females: 10.6% BAB: 9.6% Males 14.2% Females 4.9% Shama: 31.7% Males 33.6% Females 29.7% TN: 11.6% Males 16.0% Females 6.7%	-	PHV: 8.8% Males: 12.2% Females: 5.0% SWV: 16.0% Males: 21.3% Females: 10.6% BAB: 9.6% Males 14.2% Females 4.9% Shama: 31.7% Males 33.6% Females 29.7% TN: 11.6% Males 16.0% Females 6.7%	This is a CPS indicator. The last and final survey was commissioned in May 2015. This was the third in the series of surveys that CDD-Ghana has conducted for USAID on its program on Local Governance and Decentralization Program (LOGODEP)
I.R.I.b	'% of citizens in target districts believing that local councillors listen to citizens "often" or "always"	PHV: 100% Males 55% Females 45% SWV: 100% Males 49% Females 51% BAB: 100% Males 52% Females 48% Shama: 100% Males 63% Females 37% TN: 100% Males 50% Females 50%	PHV: 100% SWV: 100% BAB: 100% Shama: 100% TN: 100%			PHV: 57.0% Males: 60.3% Females: 53.8% SWV: 56.0% Males: 55.1% Females 56.9% BAB: 66.8% Males 66.9% Females 66.7% Shama: 75.0% Males 76.1% Females 73.7% TN: 58.8% Males 55.0% Females 63.0%	-	PHV: 57.0% Males: 60.3% Females: 53.8% SWV: 56.0% Males: 55.1% Females 56.9% BAB: 66.8% Males 66.9% Females 66.7% Shama: 75.0% Males 76.1% Females 73.7% TN: 58.8% Males 55.0% Females 63.0%	This is CPS indicator.

Code	Performance Indicator	Baseline (FY 2013)	FY 2015 Target	FY 2015 Actual					Comment
				Q1	Q2	Q3	Q4	Total	
IRI.c	% of citizens in target districts who say that their MMDAs provides them with information about the Assembly's budget "very well" or "fairly well.	PHV: 13% SW: 16% BAB : 14% Shama: 14% TN: 17%	PHV: 18% SW: 21% BAB: 19% Shama: 19% TN: 22%	-	-	PHV: 6.4% SW: 22.8% BAB: 7.6% Shama: 9.9% TN: 5.6%	-	PHV: 6.4% SW: 22.8% BAB: 7.6% Shama: 9.9% TN: 5.6%	This is a CPS indicator. The last and final survey was commissioned in May 2015. This is This was the third in the series of surveys that CDD-Ghana has conducted for USAID on its program on Local Governance and Decentralization Program (LOGODEP)
IRI.d	% of citizens in target districts who say that the MMDAs met with them to build consensus or provide information about issues concerning the district one or more times.	Build consensus/provide information on Assembly's budget for development PHV 4% SW: 18% BAB: 5% Shama: 19% TN : 8% Build consensus on the Assembly's proposed local rates and taxes PHV: 3% SW: 9%	PHV: 9% SW: 23% BAB: 10% Shama: 24% TN 13%			PHV: 4% SW: 16.4% BAB: 4% Shama: 6.3% TN : 3.2%	-	PHV: 4% SW: 16.4% BAB: 4% Shama: 6.3% TN : 3.2%	This is CPS indicator

Code	Performance Indicator	Baseline (FY 2013)	FY 2015 Target	FY 2015 Actual					Comment
				Q1	Q2	Q3	Q4	Total	
		BAB: 4% Shama: 18% TN: 3% Build consensus on the Assembly's proposed licenses and fees PHV: 3% SW: 11% BAB: 3% Shama: 17% TN: 5% Inform citizens of the general decisions by the Assembly: PHV : 11% SW: 19% BAB: 2% Shama: 31% TN : 11% Inform citizens on actions being taken to address their concerns PHV: 11% SW: 18% BAB : 4% Shama: 30% TN: 10%	PHV: 8% SW: 14% BAB: 9% Shama: 23% TN: 8% PHV: 8% SW: 16% BAB: 8% Shama: 22% TN: 10% PHV: 16% SW: 24% BAB: 7% Shama: 36% TN: 16%			PHV: 1.6% SW: 11.6% BAB: 3.6% Shama: 9.9% TN: 2.0% PHV: 1.6% SW: 10.8% BAB: 2.8% Shama: 4.8% TN: 1.6% PHV : 4.0 % SW: 11.6% BAB: 5.6% Shama: 21.8% TN: 6.0%		PHV: 1.6% SW: 11.6% BAB: 3.6% Shama: 9.9% TN: 2.0% PHV: 1.6% SW: 10.8% BAB: 2.8% Shama: 4.8% TN: 1.6% PHV : 4.0 % SW: 11.6% BAB: 5.6% Shama: 21.8% TN: 6.0%	

Code	Performance Indicator	Baseline (FY 2013)	FY 2015 Target	FY 2015 Actual					Comment
				Q1	Q2	Q3	Q4	Total	
			PHV: 16% SW: 23% BAB: 9% Shama: 35% TN: 15%			PHV: 4.0% SW: 12.0% BAB: 6.4% Shama: 15.5% TN: 6.0%		PHV: 4.0% SW: 12.0% BAB: 6.4% Shama: 15.5% TN: 6.0%	
I.1.a.	# of target MMDAs in which CSOs are monitoring transparency and accountability of the local government fiscal management	0	5	5	-	-	5	5	CSOs continue to monitor local government fiscal management since they began their activities in the first quarter of FY2015. CSO activities have ended but the structures they created will continue to monitor transparency and accountability of MMDAs
I.1.b.	# of measures national level CSOs implement to promote public discussions on transparency and accountability at the national level	0	8	34	13	3	3	53	FY2015 target has been exceeded
I.1.1.	CSO Skills for Engaging and Monitoring Local Government Developed								
I.1.1.b	% of national and local level CSO grantees who are on track in	N/A	90%	50% (based on total of 6)	100% (based on total of 6)	83.3% (based on total of 6)	100%	100%	Through a series of follow-ups all CSOs (including one that was behind schedule at the

Code	Performance Indicator	Baseline (FY 2013)	FY 2015 Target	FY 2015 Actual					Comment
				Q1	Q2	Q3	Q4	Total	
	delivering milestones established in their grant agreement			National level CSOs: 50% (1) Local CSOs: 50% (2)	National level CSOs: 100% (2) Local CSOs: 100% (4)	National level CSOs: 50% (1) Local CSOs: 100% (4)			end of the 19 th quarter) were able to meet their deadlines and completed their FOGs by the end of the 20 th quarter. Target has been exceeded
I.1.1.c	# of national level CSOs supported with USG assistance to promote transparency and accountability	0	2	2	-	-	2	2	Target has been met for FY 2015
I.1.1.d	# of local level CSOs supported with USG assistance to promote transparency and accountability	0	5*	4	-	-	4	4	*OLIVES, the CSO that was already engaged in Prestea-Huni Valley DA, now covers Shama DA as well. Therefore the number of districts covered is five, but the total number of CSOs in target districts that cover these districts is four adjusted target is met.
I.1.1.e	# of individuals in CSOs who received USG assisted training to strengthen transparency and	0	30	18	36	-	0	54	Target has been exceeded

Code	Performance Indicator	Baseline (FY 2013)	FY 2015 Target	FY 2015 Actual					Comment
				Q1	Q2	Q3	Q4	Total	
	accountability								
	Male	0	0	16	30	-	0	46	
	Female	0	0	2	6	-	0	8	
I.1.1.f.	# of district level CSOs in target MMDAs trained by national level CSOs to support the demand side of transparency and accountability	0	5*	4	-	-	-	4	Same as I.1.1.d
I.1.1.g.	# of workshops held for traditional authorities in land management topics, local governance and decentralization	0	3	0	1	1	-	2	Target has not been met

IR. 1.2. Increased Use Among MMDA staff of Citizen Participation Techniques

I.2.a.	# of target districts that promote citizen participation in the planning process for the MTDP	0	5	5	-	-	-	5	Target met. All target MMDAs promoted inclusive community needs assessment in developing their 2014-2017 MTDPs.
I.2.b.	# of target MMDAs that promote citizens participation in the budget								Target met. All target districts indicate inclusive community needs assessment during the development

Code	Performance Indicator	Baseline (FY 2013)	FY 2015 Target	FY 2015 Actual					Comment
				Q1	Q2	Q3	Q4	Total	
	development process	0	5	4	1	-	-	5	process of the MMDAs budget

IR 1.2.1: Mechanisms to Foster Citizen-Municipal Government Communication Applied

1.2.1.a.	# of local mechanisms supported with USG assistance for citizens to engage their Sub-national government in target districts	84	30	10	6	12	12	40	Target has been exceeded by 10 mechanisms.
1.2.1.b.	# of workshops held for CSOs	0	10	5	4	1	0	10	FY2015 target has been met
1.2.1.c	Dollar value of grants (\$)	N/A	Target achieved in 2014						

I.R. 2 Internally Generated Funds of Targeted Local Districts Increased – Component 2

2.a	Value of annual IGFs of target MMDAs (total – GHS)	-	An increase of 10% over the previous year.	-	27,714,264.53	-	-	27,714,264.53	All values are in Ghana Cedis. The total figure shown is as of 31st December 2014. The total value has been disaggregated into the various MMDAs.
	Sefwi Wiawso			-	3,749,716.40	-	-	3,749,716.40	
	Bibiani Anhwiaso Bekwai			-	4,625,581.52	-	-	4,625,581.52	
	Prestea Huni Valley			-	6,988,363.40	-	-	6,988,363.40	
	Tarkwa Nsuaem			-	8,186,268.92	-	-	8,186,268.92	

Code	Performance Indicator	Baseline (FY 2013)	FY 2015 Target	FY 2015 Actual					Comment
				Q1	Q2	Q3	Q4	Total	
	Shama			-	4,164,334.29	-	-	4,164,334.29	
2.b	Value of IGF from integrating geo-spatial planning process in creating target district databases	-	An increase of 10% over the previous year.	-	3,406,040.00		-	3,406,040.00	This indicator measures only the amount of internally generated funds that are generated from business licenses, property rates and building/plan permits as a result of integrating geo-spatial planning process.
	Sefwi Wwiaso			-	210,264.68		-	210,264.68	
	Bibiani Anhwiaso Bekwai			-	643,176.84		-	643,176.84	
	Prestea Huni Valley			-	464,794.31		-	464,794.31	
	Tarkwa Nsuaem			-	1,842,058.22		-	1,842,058.22	
	Shama			-	245,745.95		-	245,745.95	

I.R. 2.2. Spatially Integrated MTDPs Advanced

2.2.a	# of MMDAs in the Western Region that complete a draft MTDP that integrates a spatial dimension	0	9	-	11*	11	22	22	Although no activity took place in the 20 th quarter with respect to this indicator, all 22MMDAs received support and finalized their MTDPs that integrates spatial dimensions during FY2015
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I.R. 2.3 Increased Transparency and Accountability of Targeted Local Governments¹

¹Indicator 2.3.b ‘ # of target MMDAs that have fully installed a functional system for revenue collection ‘have been deleted from this table since the target have already been achieved .Beside there is target set for this indicator for FY 15.

Code	Performance Indicator	Baseline (FY 2013)	FY 2015 Target	FY 2015 Actual					Comment
				Q1	Q2	Q3	Q4	Total	
2.3.a	# of target MMDAs that have issued tax bills to property and business owners based on transparent and accountable system for revenue collection	0	5	2	2	1	5	5	Four MMDAs have distributed and collecting back their tax bills for 2015 while one MMDA is distributing their tax bills for 2014
2.3.c	# of target MMDAs that publicize budgets and annual expenditure	0	5	0	5	-	-	5	All the five (5) target districts publicize their MMDAs budget and expenditure to promote transparency and accountability among citizens. Target met.
2.3.d	# of target MMDAs that publicize audit results and implementation of audit findings	0	5	0	5	-	-	5	All the five (5) target districts publicize their MMDAs audit results and implementation of audit findings to promote transparency and accountability among citizens
I.R. 2.3.1 Increase Capacity of Audit Report Implementation Committees (ARIC)									
2.3.1.a	# of ARICs in target MMDAs that follow-up to ensure implementation of Audit recommendations from internal and	0	5	4	1	-	5	5	All target MMDAs are up to date with respect to this indicator

Code	Performance Indicator	Baseline (FY 2013)	FY 2015 Target	FY 2015 Actual					Comment
				Q1	Q2	Q3	Q4	Total	
	external audits								

I.R. 2.3.2 Capacity of Internal Audit Units at District and Regional Level Improved

2.3.2.a	# of target MMDAs in which the report of the internal audit unit was reviewed and accepted by the Regional Director of the Internal Audit Service	0	5	4	1	-	5	5	All target MMDAs have submitted their reports to the Regional Director of Internal Audit Service
2.3.2.b	# of Internal Audit Units in target MMDAs that have developed or revised a three year strategic plan for auditing and one year annual plan.	0	5	4	1	-	0	5	All the target districts have reviewed their three year strategic internal audit plans and the 2015 annual plans. Target met.

I.R. 2.3.2 Capacity of Internal Audit Units at District and Regional Level Improved

MMDA Skills to Incorporate Spatial Planning and Accountable Auditing Developed

0.1	# of MMDAs in the Western Region receiving LOGODEP support to integrate spatial dimensions into their MTDPs	0	0	-	11	11	0	22	Though there was no target for FY 2015, LOGODEP supported all the 22 MMDAs to improve upon the quality of the maps they have developed to meet set standards.
0.2	# of Internal Audit Units in target MMDAs receiving	0	0	4	1	-	0	5	No target set for FY 2015 but LOGODEP supported MMDAs to

Code	Performance Indicator	Baseline (FY 2013)	FY 2015 Target	FY 2015 Actual					Comment
				Q1	Q2	Q3	Q4	Total	
	LOGODEP support for conducting effective internal audits based on the Audit Manual								bring them up to date on their tasks in preparing their quarterly internal audit reports.
0.3	# of ARICs in target MMDAs receiving LOGODEP support for following up implementation of audit recommendations	0	0	4	1	-	0	5	No target set for FY 2015 but LOGODEP supported MMDAs to bring them up to date on their tasks in reporting on the status of implementation of audit findings
0.4	# of sub-national government entities receiving USG assistance that improve their performance	0	32	32	-	-	0	32	This includes support to 22 MMDAs in the Western Region to finalize their MTDPs, 5 ARICs to prepare and present their annual Status of Implementation reports, and 5 IAUs to prepare and present their quarterly reports and their 2015 Annual Plans. Target met.
0.5	# of sub-national governments receiving USG assistance to increase their	5	5	5	-	-	5	5	Target met.

Code	Performance Indicator	Baseline (FY 2013)	FY 2015 Target	FY 2015 Actual					Comment
				Q1	Q2	Q3	Q4	Total	
	annual own source revenues								
0.6	# of workshops held on management, spatial planning or fiscal management	0	16	1	11	4	0	16	Four (4) different workshops were held during the third quarter to meet the target for 2015
0.7	# of Metropolitan, Municipal and District Assembly (MMDA) staff trained to improve planning and management with USG assistance	0	150	21	244	79	0	344	Target exceeded by 129%.
	Male	0	0	21	217	60	0	298	
	Female	0	0	0	27	19	0	46	
IR 3. Linkages to Local Governance Initiatives at National Level Strengthened									
3.a	# of MMDAs and other entities that receive a LOGODEP "how-to-manual" on street naming/house numbering and preparing a district tax payer database	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Not Applicable
I.R. 3.1 National Guidelines For Comprehensive Planning Established									
3.2.a	# of workshops, conferences, and	0	8	4	4	1	0	9	FY 2015 target has been exceeded by 1

Code	Performance Indicator	Baseline (FY 2013)	FY 2015 Target	FY 2015 Actual					Comment
				Q1	Q2	Q3	Q4	Total	
	other platforms provided for national level entities on LOGODEP local governance initiatives								
IR. 3.2 Skills and Knowledge from Local Governance Initiative Transmitted to National Level									
3.2.b.	# of national level officials participating in workshops and conferences on LOGODEP local governance initiative organized at the national level	0	180	80	46	22	0	148	No national level workshop was held during the 20 th Quarter. The FY 2015 target was not met
	Males	-	0	74	40	17	0	131	
	Females	-	0	6	6	5	0	17	

II. PROGRESS REPORTY Facial Year 2014 – OCTOBER 2013 to SEPTEMBER 2014

Code	Performance Indicator	Baseline (FY 2013)	FY 2015 Target	FY 2015 Actual					Comment	
				Q1	Q2	Q3	Q4	Total		
DO: Strengthened Local Democratic and Decentralized Governance through Civic Involvement										
I.	Number of target MMDAs with at least one new or improved service that was requested by citizens and solely or partially funded by IGF	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	In 2015, we expect to see plans for at least one new or improved service identified in the MTDP of target MMDAs
IR 1: Public participation in Local Government Expanded – Component 1²										
IR. 1.1. Increased Capacity of citizens groups to monitor local government financial management										
I.1.a.	# of target MMDAs in which CSOs are monitoring transparency and accountability of the local government fiscal management	0	5	0	0	5	-	5		CSOs are continuing to monitor local government fiscal management since they began this activity in the previous quarter
I.1.b.	# of measures national level CSOs implement to promote public discussions on transparency and accountability at the national level	0	8	8	0	0	10	10		The FY 2014 target was exceeded by two (additional measures).
I.1.2. CSO Skills for Engaging and Monitoring Local Government Developed³										
I.1.1.b	% of national and local level CSO grantees who are on track in delivering milestones established in their grant agreement	N/A	90%	N/A	0	0	50% (based on total of 6) National level CSOs: 50% (1)	50%		Grantees are delayed in delivering milestones because of late start of the FOGs. Please note that any delay in implementation by National NGOs (FOG 35 & 36) also affects local CSO schedules

² All CPS reliant indicators which are under component one have been deleted from this table. This is because we will not be collecting data on these indicators until the end of the project in 2015 when the CPS is commissioned again. The CPS indicators that have been deleted are as follows: AO2 'Percent of citizens in target districts satisfied with the overall performance of their District Assembly' IR1.1.a '% of citizens in target districts who report that they participated in a community meeting organized by their MMDA' IR1.1.b '% of citizens in target districts believing that local councillors listen to citizens "often" or "always"' IR1.1.c '% of citizens in target districts who say that their MMDAs provides them with information about the Assembly's budget "very well" or "fairly well."' IR1.1.d '% of citizens in target districts who say that the MMDAs met with them to build consensus or provide information about issues concerning the district one or more times.'

³ Indicator I.1.1.a '% of national and local level CSO grantees in target MMDAs that meet the goals established in their agreements' has been deleted from this table. This is because we will only report on this indicator in FY2015

Code	Performance Indicator	Baseline (FY 2013)	FY 2015 Target	FY 2015 Actual					Comment
				Q1	Q2	Q3	Q4	Total	
							Local CSOs: 50% (2)		
I.1.1.c	# of national level CSOs supported with USG assistance to promote transparency and accountability	0	2	0	-	2	-	2	The FY 2014 target was met in 15th quarter
I.1.1.d	# of local level CSOs supported with USG assistance to promote transparency and accountability	0	5	0	5	5	-	5	The FY 2014 target was met in 15th quarter
I.1.1.e	# of individuals in CSOs who received USG assisted training to strengthen transparency and accountability	0	30	0	30	12	-	42	The FY2014 target of 30 was exceeded by 12
	Male	0	0	0	29	11	-	40	
	Female	0	0	0	1	1	-	2	
I.1.1.f	# of district level CSOs in target MMDAs trained by national level CSOs to support the demand side of transparency and accountability	0	5	0	0	0	4	4	OLIVES, the CSO that was already engaged in Prestea-Huni Valley DA, now covers Shama DA as well. Therefore the number of districts covered is five, but the total number of CSOs in target districts that cover these target districts is four.
I.1.1.g	# of workshops held for traditional authorities in land management topics, local governance and decentralization	0	3	0	0	1	0	1	We have postponed the other two workshops until the new Land Use and Spatial Planning Bill has passed.
IR. 1.2. Increased Use Among MMDA staff of Citizen Participation Techniques									
I.2.a	# of target districts that promote citizen participation in the planning process for the MTDP	0	5	0	0	0	5	5	FY 2014 target met. All target districts now indicate ongoing inclusive community needs assessment processes towards the next MTDP

Code	Performance Indicator	Baseline (FY 2013)	FY 2015 Target	FY 2015 Actual					Comment
				Q1	Q2	Q3	Q4	Total	
1.2.b.	# of target MMDAs that promote citizens participation in the budget development process	0	5	0	0	0	5	5	The FY 2014 target was met
IR 1.2.1: Mechanisms to Foster Citizen-Municipal Government Communication Applied									
1.2.1.a.	# of local mechanisms supported with USG assistance for citizens to engage their Sub-national government in target districts	84	37	14	6	16	6	42	The FY 2014 Target was exceeded by five
1.2.1.b.	# of workshops held for CSOs	0	10	0	2	1	16	19	The FY 2014 Target was exceeded by nine
1.2.1.c.	Dollar value of grants (\$)	0	275,000	0		239,852	278,561	278,561	Grants were awarded to six CSOs. The target was exceeded by \$3,561
IR. 2 Internally Generated Funds of Targeted Local Districts Increased – Component 2									
2.a	Value of annual IGFs of target MMDAs (total – GHS)	-	10% increase from 2013 baseline	-	15,378,789	N/A		15,378,789	All values are in Ghana cedis. The total figure shown is as of 31st December 2013. The total value has been disaggregated into the various MMDAs. Data to calculate increase from baseline to determine if the target was met will be collected after it is reported by MMDAs in December 2014, and made available to LOGODEP.
	Sefwi Wiawso	1,804,593				N/A			
	Bibiani Anhwiaso Bekwai	3,529,453				N/A			
	Prestea Huni Valley	3,482,301				N/A			
	Tarkwa Nsuaem	4,057,470				N/A			
	Shama	2,504,973				N/A			
2.b	Value of IGF from integrating geo-spatial planning process in creating target district databases	-	10% increase from 2013 baseline	N/A	N/A	N/A	N/A	N/A	LOGODEP will be able to report on this indicator in the 17th quarter.

IR 2.1 Increase Revenue Base of Target MMDAs⁴

⁴ Indicator 2.1.a '# of taxable properties and businesses in target MMDAs' and 2.1.b '# of digitized parcels of land in target MMDAs' have also been deleted from this table. We

Code	Performance Indicator	Baseline (FY 2013)	FY 2015 Target	FY 2015 Actual					Comment
				Q1	Q2	Q3	Q4	Total	
2.1.c	# of target MMDAs that erected street signage	1	5	3	2	-	-	5	The FY2014 target was met in the 14 th quarter
I.R. 2.2. Spatially Integrated MTDPs Advanced									
2.2.a	# of MMDAs in the Western Region that complete a draft MTDP that integrates a spatial dimension	0	13	0	0	-	22	22	The draft MTDPs have not been completed as yet because the NDPC delayed the release of the guidelines by 9months. However, all MMDAs in the Western Region have developed maps for their plans. The average maps produced per district is seven.
I.R. 2.3 Increased Transparency and Accountability of Targeted Local Governments									
2.3.a	# of target MMDAs that have issued tax bills to property and business owners based on transparent and accountable system for revenue collection	0	5	0	0	0	1 - District Bibiani	1	The fee fixing resolution for 2015 will be approved in November 2014. Based on the 2015 fee fixing resolution, LOGODEP will print out tax bills for property and business owners by the end of December 2014. The new diRev software will be used for this exercise.
2.3.b	# of target MMDAs that have fully installed a functional system for revenue collection	0	5	5	-	-	-	5	This FY 2014 target was met during the 13 th quarter
2.3.c	# of target MMDAs that publicize budgets and annual expenditure	0	5	0	0	5	-	5	The FY 2014 target was met during the 15 th quarter

will not be reporting on these during the extension phase of the project.

Code	Performance Indicator	Baseline (FY 2013)	FY 2015 Target	FY 2015 Actual					Comment
				Q1	Q2	Q3	Q4	Total	
2.3.d	# of target MMDAs that publicize audit results and implementation of audit findings	0	5	0	0	0	5	5	The FY 2014 target was met
I.R. 2.3.1 Increase Capacity of Audit Report Implementation Committees (ARIC)									
2.3.1.a	# of ARICs in target MMDAs that follow-up to ensure implementation of Audit recommendations from internal and external audits	0	5	0	0	0	5	5	The FY 2014 target was met
I.R. 2.3.2 Capacity of Internal Audit Units at District and Regional Level Improved									
2.3.2.a	#of target MMDAs in which the report of the internal audit unit was reviewed and accepted by the Regional Director of the Internal Audit Service	0	5	0	0	0	5	5	The FY 2014 target was met
2.3.2.b	# of Internal Audit Units in target MMDAs that have developed or revised a three year strategic plan for auditing and one year annual plan	0	5	0	0	5	-	5	The FY 2014 target was met in the 15 th quarter
I.R. 2.3.2 Capacity of Internal Audit Units at District and Regional Level Improved									
2.3.2.a	#of target MMDAs in which the report of the internal audit unit was reviewed and accepted by the Regional Director of the Internal Audit Service	0	5	0	0	0	5	5	The FY 2014 target was met
2.3.2.b	# of Internal Audit Units in target MMDAs that have developed or revised a three year strategic plan for auditing and one year annual plan	0	5	0	0	5	-	5	The FY 2014 target was met in the 15 th quarter
MMDA Skills to Incorporate Spatial Planning and Accountable Auditing Developed									
0.1	# of MMDAs in the Western Region receiving LOGODEP support to integrate spatial	0	22	0	0	22	-	22	The FY 2014 target was met in the 15 th quarter

Code	Performance Indicator	Baseline (FY 2013)	FY 2015 Target	FY 2015 Actual					Comment
				Q1	Q2	Q3	Q4	Total	
	dimensions into their MTDPs								
0.2	# of Internal Audit Units in target MMDAs receiving LOGODEP support for conducting effective internal audits based on the Audit Manual	0	5	0	0	0	5	5	The FY 2014 target was met
0.3	# of ARICS in target MMDAs receiving LOGODEP support for following up implementation of audit recommendations	0	5	0	0	5	-	5	The FY 2014 target was met in the 15th quarter
0.4	# of sub-national government entities receiving USG assistance that improve their performance	0	264	226	5	5	-	231	LOGODEP provided assistance to 216 districts, ten regional coordination councils, and five ARICS.
0.5	#. of sub-national governments receiving USG assistance to increase their annual own source revenues	5	5	3	2	-	-	5	The FY 2014 target was met in the 14th quarter
0.6	# of workshops held on management, spatial planning or fiscal management	0	16	1	3	9	2	15	
0.7	# of Metropolitan, Municipal and District Assembly (MMDA) staff trained to improve planning and management with USG assistance	0	200	24	85	245	-	354	The FY 2014 target was exceeded by 154 by the 15th quarter
	Male	0	0	17	53	203		273	
	Female	0	0	7	32	43		81	
IR 3. Linkages to Local Governance Initiatives at National Level Strengthened									
3.a	# of MMDAs and other entities that receive a LOGODEP "how-to-manual" on street naming/house numbering and preparing a district tax payer database	N/A	226	226	-	-	-	226	The FY 2014 target was met in the 13th quarter
I.R. 3.1 National Guidelines For Comprehensive Planning Established									

Code	Performance Indicator	Baseline (FY 2013)	FY 2015 Target	FY 2015 Actual					Comment
				Q1	Q2	Q3	Q4	Total	
3.1.a	Progress (steps) in finalizing guidelines that integrate IGF and spatial planning into 2014-2017 MTDP Guidelines	Baseline 2013: Step 1 ⁵	Step 2 – Step 6 ⁶		Step 6	-	-	All six steps completed	The guidelines were completed by NDPC in March 2014. Guidelines were delayed for nine months.
3.2.a	# of workshops, conferences, and other platforms provided for national level entities on LOGODEP local governance initiatives	0	8	0	2	1	3	6	We have postponed the other two workshops until the new Land Use and Spatial Planning Bill has passed.
IR. 3.2 Skills and Knowledge from Local Governance Initiative Transmitted to National Level									
3.2.b.	# of national level officials participating in workshops and conferences on LOGODEP local governance initiative organized at the national level	0	180	0	0	190	-	190	The FY 2014 target was surpassed by ten in the 15th quarter
	Males	-	-	-	-	125		125	
	Females	-	-	-	-	65		65	

⁵ Step 1 - Draft guidelines that integrate IGF and spatial planning into MTDP guidelines completed

⁶ Step 2 - NDPC stakeholder consultations held for feedback on draft; Step 3 – Guidelines fine-tuned based on consultation feedback; Step 4 – NDPC reviews Ghana National Agenda and defines the guidelines for each thematic area; Step 5 – Final draft pilot tested in selected western MMDAs; Step 6 – Finalized guidelines distributed nationwide

III. PROGRESS REPORTY Facial Year 2011-2013 – OCTOBER 2010 to SEPTEMBER 2013

Code	Performance Indicator	Baseline (FY2010)	FY2011 Target	FY2011 Actual	FY2012 Target	FY2012 Actual	FY2013 Target	FY2013 Actual					Comment
								Q1	Q2	Q3	Q4	Total	
AO	Strengthened Local and Democratic and Decentralized Governance through Civic Involvement												
1.	Percentage of citizens satisfied with the overall performance of their District Assembly	34%	37%	-	N/A	N/A	44%	-	-	-	32% Males: 31% females: 32%	32% Males: 31% females: 32%	This is a CPS indicator. The survey was commissioned in June 2013.
1.a	Percent of citizens (CSO members) satisfied with the overall performance of their District Assembly	Baseline2012: 25% Males: 16% Females: 9%	N/A	N/A	31%	42% Males: 26% Females: 16%	35%	-	-	-	30% Males: 17% Females: 13%	30% Males: 17% Females: 13%	This is an interim indicator for AO.1.The interim survey was conducted in June 2013
2.	Number of MMDAs increasing their FOAT scores	2008: 8	17	-	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	This is a FOAT indicator. We do not have current FOAT reports
3.	Percent of citizens believing that MMDAs allow ordinary citizens to participate in Assembly Decisions	23%	26%	-	N/A	N/A	46%	-	-	-	20% Males: 20% Females: 20%	20% Males: 20% Females: 20%	This is a CPS indicator. The survey was commissioned in June 2013.

Code	Performance Indicator	Baseline (FY2010)	FY2011 Target	FY2011 Actual	FY2012 Target	FY2012 Actual	FY2013 Target	FY2013 Actual					Comment
								Q1	Q2	Q3	Q4	Total	
3.a	Percent of citizens (CSO members) believing that MMDAs allow ordinary citizens to participate in Assembly decisions	Baseline 2012: 32% Males: 21% Females: 11%	N/A	N/A	45%	22% Males: 14% Females: 8%	55%	-	-	-	42% Males: 26% Females: 16%	42% Males: 26% Females: 16%	This is an interim indicator for AO.3 above. The survey was conducted in June 2013
IRI	Public Participation in Local Governance Expanded												
I.a	Percent of citizens who report that they participated in a community meeting organized by their MMDA	2009: 21%	23%	-	N/A	N/A	25%	-	-	-	20% Males: 23% Females: 16%	20% Males: 23% Females: 16%	This is an interim indicator for AO.3 above. The survey was conducted in June 2013
I.a.I	Percent of citizens (CSO members) who report that they participated in a community meeting organized by their MMDA	Baseline 2012: 57% Males: 38% Females: 19%	N/A	N/A	60%	39% Males: 24% Females: 15%	61%	-	-	-	34% Males: 24% Females: 10%	34% Males: 24% Females: 10%	This is an interim indicator for I.a above. The survey was conducted in June 2013

Code	Performance Indicator	Baseline (FY2010)	FY2011 Target	FY2011 Actual	FY2012 Target	FY2012 Actual	FY2013 Target	FY2013 Actual					Comment
								Q1	Q2	Q3	Q4	Total	
I.b	Percent of CSOs believing that local councillors listen to citizens "often" or "always"	Baseline 2012: 76%	N/A	N/A	78%	36%	80%	-	-	-	45%	45%	Data collection method was changed in February 2012.
I.c	Percent of CSO members who say they have attended a community meeting "often" in the last year	Baseline 2012: 27% Males: 19% Females: 8%	N/A	N/A	37%	15% Males 9% Females	42%	-	-	-	38% Males: 21% Females: 17%	30% Males: 21% Females: 9%	Same as I.b above.
IRI.1	Increased organizational and Engagement Capacity of Citizens' Groups												
I.1.a	Percent of CSOs meeting the goals they set through the capacity building process	0	75%	-	75%	100%	75%	100%	100%	-	100%	100%	Annual target has been exceeded
I.1.b	Percentage of MMDAs in which citizen groups are monitoring local gov't performance	0	40%	-	70%	100%	90%	-	41%	-	-	41%	Seven MMDAs are being monitored by citizens groups
I.1.c	Percent of grants on track in meeting benchmarks	0	85%	-	85%	62%	85%	-	67%	89%	-	89%	The FY2013 target has been achieved

Code	Performance Indicator	Baseline (FY2010)	FY2011 Target	FY2011 Actual	FY2012 Target	FY2012 Actual	FY2013 Target	FY2013 Actual					Comment
								Q1	Q2	Q3	Q4	Total	
I.1.d	Number of FM radio programs produced by CSOs	0	10	-	30	87	50	58	-	20	43	121	FY2013 target has been exceeded by 71
IR 1.2	Increased use among MMDA staff of Citizen Participation Techniques												
I.2.a	Percentage of citizens who say that their MMDAs provides them with information about the Assembly's budget "very well" or "fairly well"	18%	21%	-	N/A	N/A	30%	-	-	-	11% Males: 12% Females: 11%	11% Males: 12% Females: 11%	This is a CPS indicator. Survey was commissioned in June 2013.
I.2.a.1	Percentage of citizens (CSO members) who say that their MMDAs provides them with information about the Assembly's budget "very well" or "fairly well"	Baseline 2012:16 Males: 12% Females: 4%	-	N/A	22%	11% Males 5% Females 6%	26%	-	-	-	17% Males: 11% Females: 6%	17% Males: 11% Females: 6%	This is an interim indicator for I.2.a The interim survey was conducted in June 2013.

Code	Performance Indicator	Baseline (FY2010)	FY2011 Target	FY2011 Actual	FY2012 Target	FY2012 Actual	FY2013 Target	FY2013 Actual					Comment
								Q1	Q2	Q3	Q4	Total	
I.2.b	FOAT Transparency Openness and Accountability Scores	2008: 80%	82%	-	N/A	N/A	86%	-	-	-	-	-	Same as AO2 above
I.2.c	Percentage of citizens (CSO members) reporting that members from their MMDA met with citizens in their locality for consensus building or to provide information one or more times over the past year	Baseline 2012: 57% Males: 34% Females: 23%	N/A	-	60%	43% Males 27% Females 6%	63%	-	-	-	55% Males: 38% Females: 17%	55% Males: 38% Females: 17%	This is an interim indicator for IR I.2.b above. The interim survey for FY2013 was conducted in June 2013.
O.1.a	No. of local Mechanisms supported with USG assistance for citizens to engage their Sub-national government "standard Indicator" (SI)	0	40	0	60	46	80	-	15	30	39	84	Target has been exceeded by 4

Code	Performance Indicator	Baseline (FY2010)	FY2011 Target	FY2011 Actual	FY2012 Target	FY2012 Actual	FY2013 Target	FY2013 Actual					Comment
								Q1	Q2	Q3	Q4	Total	
O.1.b	Number of CSOs supported with USG assistance	0	35	0	40	78	40	1	119	31	-	119	Target for FY 2013 has been exceeded by 79. All CSOs who received USG assistance in the 3 rd quarter, have already received USG assistance in the 1 st and 2 nd quarter. We have reported the 3 rd quarter figure but have not added them to the total figure to avoid double counting. Total to date is 119 CSOs
	Number of CSOs supported with both grants and targeted trainings/ Workshops	-	-	-	-	25	-	-	9	-	-	9	
	Number of CSOs supported with targeted capacity building training and/or software	-	-	44	-	53	-	1	110	31	-	111	
O.1.c	Number of workshops held	0	15	40	18	16	18	3	6	4	-	13	Workshops were for CSOs and TAs

Code	Performance Indicator	Baseline (FY2010)	FY2011 Target	FY2011 Actual	FY2012 Target	FY2012 Actual	FY2013 Target	FY2013 Actual					Comment
								Q1	Q2	Q3	Q4	Total	
O.1.d	USD value of grants	0	50,000	-	50,000	706,555	343,445	-	286,890	-	-	286,890	No grant awards in 12 th quarter
IR 2	Internally Generated Funds (IGFs) of Targeted Local Districts Increased												
2.a	Value of annual IGFs of target MMDAs (GHC.)	6,297,488	6,927,327	5,592,976	7,556,985	12,242,635	8,186,734	-	-	-	-	-	We do not have 12 th quarter performance data for this indicator
	Prestea Huni Valley	2,627,536	2,890,290	1,953,932	3,153,043	5,029,101	3,415,797	-	-	-	-	-	
	Bibiani Anhwiaso Bekwai	579,475	637,423	649,628	695,370	1,178,678	7,53,317	-	-	-	-	-	
	Shama	221,785	243,964	248,196	266,142	207,359	288,321	-	-	-	-	-	
	Sefwi Wiawso	416,986	458,685	239,959	500,383	1,607,387	524,082	-	-	-	-	-	
	Tarkwa Nsuaem	2,451,706	2,696,877	2,501,261	2,942,047	4,220,107	3,187,218	-	-	-	-	-	
IR 2.1	Increased Financial Management Capacity of MMDAs												
2.1. a	FOAT fiscal capacity scores	2008: 62%	65%	-	N/A	-	75%	-	-	-	-	-	Same as AO2 above
2.1.b	FOAT Financial Management and Auditing scores.	2008: 53%	54%	-	N/A	-	56%	-	-	-	-	-	Same as AO2 above

Code	Performance Indicator	Baseline (FY2010)	FY2011 Target	FY2011 Actual	FY2012 Target	FY2012 Actual	FY2013 Target	FY2013 Actual					Comment	
								Q1	Q2	Q3	Q4	Total		
	Percent increase in revenue base in targeted MMDAs	-	20%	-	30%	-	45%	-	-	-			-	These increases are as a result of LOGODEP's work in selected communities within the 5 Districts
Revenue base for Properties (ie datasets)														
	Prestea Huni Valley	-	20%	-	30%	-	45%	-	-	N/A	N/A	N/A		
	Bibiani Anhwiaso Bekwai	-	20%	-	30%	-	45%	-	-	N/A		N/A		
	Shama	-	20%	-	30%	-	45%	-	-	5998%		5998%		
2.1.c	Sefwi Wiawso	-	20%	-	30%	-	45%	-	-	N/A		N/A		
	Tarkwa Nsuaem	-	20%	-	30%	-	45%	-	-	N/A		N/A		
Revenue base for Businesses (ie datasets)														
	Prestea Huni Valley	-	20%	-	30%	-	45%	-	-	N/A		N/A		
	Bibiani Anhwiaso Bekwai	-	20%	-	30%	-	45%	-	-	1,400 %		1,400%		
	Shama	-	20%	-	30%	-	45%	-	-	12%		12%		
	Sefwi Wiawso	-	20%	-	30%	-	45%	-	-	N/A		N/A		
	Tarkwa Nsuaem	-	20%	-	30%	-	45%	-	-	N/A		N/A		

Code	Performance Indicator	Baseline (FY2010)	FY2011 Target	FY2011 Actual	FY2012 Target	FY2012 Actual	FY2013 Target	FY2013 Actual					Comment
								Q1	Q2	Q3	Q4	Total	
2.1.d	Number of targeted MMDAs that developed a rational projection for future budgets based on data collected and analyzed	0	N/A	N/A	5	N/A	5	-	-	5	-	5	The number consist of all 5 MMDAs receiving USG assistance to increase their annual own source revenue
IR 2.2	Increased Revenue Base of MMDAs												
2.2.a	Number of targeted MMDAs that broadened their revenue base	0	4	-	7	0	10	-	-	5	-	5	Same as 2.1.d above
Outputs Indicator for IR 2													
O.2.a	Number of sub-national government receiving USG assistance to increase their annual own-source revenues	0	4	5	7	5	10	5	5	5	-	5	Support was in the form of training workshop

Code	Performance Indicator	Baseline (FY2010)	FY2011 Target	FY2011 Actual	FY2012 Target	FY2012 Actual	FY2013 Target	FY2013 Actual					Comment
								Q1	Q2	Q3	Q4	Total	
IR3	Comprehensive Development Planning for Local Districts Achieved												
3.a	Number of MMDAs developing and approving comprehensive development plans	0	10	14	3	17	0	-	-	-	-	-	We do not have 12 th quarter performance data
3.b	Change in FOAT score for planning	2008: 64%	70%	N/A	75%	N/A	75%	N/A	-	-	-	N/A	Same as AO2 above
IR 3.1	Increased Capacity of Stakeholders in District Planning Process												
3.1.a	Percent of MMDAs trained using skills to improve the planning process	0	50%	100%	65%	100%	75%	-	-	-	100%	100%	MMDAs are trained and are using the skill to increase their IGF
3.1.a	Percent of CSO grantees trained using skills to improve the planning process	-	75%	-	75%	-	75%	-	-	-	-	-	Calculation is based on 9 grantees implementing LOGODEP interventions in the Western Region
	M&E	-	75%	-	75%	52%	75%	-	-	56%	-	56%	
	Project Management	-	75%	-	75%	60%	75%	-	-	78%	-	78%	
	Financial Management	-	75%	-	75%	72%	75%	-	-	67%	-	67%	

Code	Performance Indicator	Baseline (FY2010)	FY2011 Target	FY2011 Actual	FY2012 Target	FY2012 Actual	FY2013 Target	FY2013 Actual					Comment
								Q1	Q2	Q3	Q4	Total	
IR3.2a	Improved link between Planning and Budgeting Processes												
3.2.a	Number of MMDAs that submit a quality budget through RCC for approval	0	4	17	7	17	10	22	-	-	-	22	The FY2013 target has already been achieved
O.IR3	Outputs for IR 3.1 and IR 3.2												
O.3.a	Number of sub-national gov't entities receiving USG assistance to improve their performance (SI)	0	17	17	17	41	17	22	19	-	-	23	We do not have 12 th quarter performance data on this indicator
O.3.b	Number of individuals (in CSOs) who receive USG assisted training including mgt skills and fiscal mgt to strengthen Local Government and/or decentralization	0	120	54	120	327	120	30	141	108	-	223	We do not have 12 th quarter data for this indicator
	<i>Males</i>	0	0	39	-	210	-	22	101	58	-	169	
	<i>Females</i>	0	0	15	-	117	-	8	40	50	-	55	

Code	Performance Indicator	Baseline (FY2010)	FY2011 Target	FY2011 Actual	FY2012 Target	FY2012 Actual	FY2013 Target	FY2013 Actual					Comment
								Q1	Q2	Q3	Q4	Total	
O.3.b	Number of individuals (in MMDAs) who receive USG assisted training including management skills and fiscal management to strengthen local gov't and/or decentralization	0	310	1,022	310	266	160	92	638	57	17	787	Target has been exceeded. 73 individuals who received training in the 4 th quarter have already received training in the 2 nd and third quarter. We have reported the total for the 4 th quarter but have not added these 17 individuals to the total to avoid double counting
	<i>Males</i>	0	0	864	-	208	-	77	502	40	16	619	
	<i>Females</i>	0	0	158	-	58	-	15	136	17	1	168	
O.3.c	Number of workshops held	0	15	40	18	8	18	21	3	2	-	26	We do not have 12 th quarter data

ANNEX IV. LIST OF LOGODEP SMALL GRANTEES

Small Grants for Innovative Activities in Local Governance

Forty-one (41) Fixed Obligation Grant (FOG) Agreements were signed with Civil Society Organizations for implementation of various innovative interventions aimed at increasing citizens' participation in local governance. A total of total US\$ 1,271,097.60 was awarded in small grants to these 41 Civil Society Organizations.

Below is a summary of small grants projects, which were financed to advance USAID/Ghana's Strategic Objective 5, "Strengthened Democratic and Decentralized Governance through Civic Involvement."

1. Action for Rural Education (ARE)

Action for Rural Education assisted in ensuring improved delivery of education and health services. The Project helped in empowering the Unit Committees and key stakeholders to participate fully and effectively in monitoring the quality of management and delivery of education and health services by the Ghana Education Service (GES) and Ghana Health Services (GHS), respectively.

Target District: Ellebelle District
Grant amount: USD \$ 14,493.40
Grant awarded: Nov. 3, 2011
Grant closed out: Nov. 26, 2012

2. Advocates and Trainers for Children and Women Advancement and Right (ATCWAR)

The Project helped in empowering local communities to take ownership of development projects in the target District. ATCWAR trained selected communities in the use of participatory rapid appraisal (PRA) techniques to identify priority areas for development. This PRA formed the basis for the creation of Community Facilitation Teams to develop Community Development Plans. The teams were given capacity to lobby local authorities for the implementation of these development plans.

Target District: Ellebelle District
Grant Amount: USD \$17,604.78
Grant awarded: Nov. 3, 2011
Grant closed out: Sept. 10, 2012

3. Berea Social Foundation (BSF)

This grantee promoted healthy engagement for better service delivery between the district assembly and community members. Berea worked very closely with traditional authorities, assembly members, area councils and unit committee members as well as members of their 10 communities to achieve this goal.

Target District: Wassa Amenfi West District
Grant Amount: USD \$19,614.36
Grant awarded: Nov. 3, 2011
Grant closed out: Sept. 27, 2012

4. Community Aid for Rural Development (CARD)

CARD worked to improve citizens' active participation in monitoring and accounting for the implementation of pro-poor policies, while strengthening unit committees to be effective in monitoring the implementation of public projects within their respective communities.

Target Districts: Aowin-Suaman, Juaboso and Bia Districts
Grant Amount: USD \$36,842.54
Grant awarded: Nov. 9, 2011
Grant closed out: Sept. 12, 2012

5. Daasgift Quality Foundation

Daasgift helped in empowering Muslim women to participate in governance through awareness creation and acceptance in the Muslim community about the need for women to participate in governance. It also built the capacity of Muslim women to engage with local government actors.

Target District: Sekondi-Takoradi
Grant Amount: USD \$17,065.00
Grant awarded: Dec. 1, 2011
Grant closed out: Dec. 19, 2012

6. Women in Law and Development in Africa (WiLDAF) Ghana

WiLDAF worked to increase participation of women in local governance. The project helped in training a 25-person team to be called the Coalition of Women in Governance (COWIG), on local governance procedures, gender and human rights, leadership, as well as lobbying and advocacy. WiLDAF then supported these women to educate citizens, including men, on their civil rights and responsibilities, while creating opportunities for target groups to discuss their challenges.

Target District: Prestea Huni Valley District
Grant Amount: USD \$30,774.47
Grant awarded: Nov. 17, 2011
Grant closed out: Dec. 19, 2012

7. Ghana Anticorruption Coalition

The Coalition worked to improve the understanding of Ghanaian anti-corruption laws, and empowered citizens to use these legislations to speak out against corruption.

Target Districts: A cross-section of districts in the Western Region
Grant Amount: USD \$33,224.37
Grant awarded: Nov. 21, 2011
Grant closed out: Sept. 27, 2012

8. Green Earth Organization

This grantee helped in strengthening citizen participation in the local government budgeting process and gave civil society groups tools to track expenditure in the target district.

Target District: Wassa Amenfi East District
Grant Amount: USD \$30,579.00
Grant awarded: Nov. 9, 2011
Grant closed out: Nov. 26, 2012

9. Youth Bridge Foundation (YBF)

Youth Bridge Foundation worked to educate youth in the target districts on national and district level budget processes to enhance participatory budgeting, transparency and accountability. Youth in target districts were also educated on the principles of participatory local governance and empowered to engage their local government officials.

Target Districts:	Tarkwa Nsuaem Municipality, Mpohor Wassa East and Nzema East Municipality
Grant Amount:	USD \$63,075.95
Grant awarded:	Nov. 9, 2011
Grant closed out:	Nov. 26, 2012

10. Life Relief Foundation

This grantee helped in increasing the capacity of Unit Committee Members and women and youth groups to promote social accountability at the local level.

Target District:	Aowin-Suaman District
Grant Amount:	USD \$36,853.00
Grant awarded:	Dec. 1, 2011
Grant closed out:	Nov. 26, 2012

11. United Civil Society Organizations of Nzema East District (UCSOND)

UCSOND created a platform for unit committee members, area/zonal council, assembly members and traditional authorities to dialogue with citizens for holistic development. It also helped in strengthening the capacity of leaders of CSOs in the two coastal districts to engage more effectively with local governance stakeholders.

Target Districts:	Nzema East Municipal and Ellembelle District
Grant Amount:	USD \$19,841.00
Grant awarded:	Sept. 17, 2011
Grant closed out:	Sept. 10, 2012

12. Ghana Federation for Disabled (GFD)

GFD helped in increasing participation and voice of persons with disabilities in Local governance in the Western Region.

Target Districts:	Western Region
Grant Amount:	USD \$36,249.84
Grant awarded:	Dec. 8, 2011
Grant closed out:	Nov. 19, 2012

13. Mercy Foundation International

This grantee helped in empowering members of women's groups in the tertiary and secondary education institutions in Sekondi-Takoradi to engage their local government bodies, and to actively seek leadership roles.

Target Districts:	Sekondi-Takoradi
Grant Amount:	USD \$17,072.20
Grant awarded:	Nov. 17, 2011
Grant closed out:	Nov. 15, 2012

14. Media Foundation for West Africa

Media Foundation for West Africa worked on using radio to promote effective, participatory and accountable local governance in the Western Region.

Target Districts: Sekondi Takoradi Metropolitan, Nzema East, Prestea Huni Valley, Bia, Tarkwa Nsuaem, Aowin Suaman, Sefwi Wiawso, Bibiani Anhwiaso District.
Grant Amount: USD \$57,034.00
Grant awarded: Nov. 3, 2011
Grant closed out: Dec. 19, 2012

15. African Women International

With a goal of strengthening the voice and visibility of women in democratic governance processes, this project helped in building women's capacity to participate and hold leadership positions in local governance. The project supported advocacy for the creation of institutional support mechanisms in the District Assembly to promote women's interests and concerns.

Target District: Mpohor Wassa West District
Grant Amount: US\$22,495.00
Grant awarded: 1st Dec. 2011
Grant closed out: 26th Nov. 2012

16. West Africa Network for Peace-building (WANEP)

WANEP's intervention sought to enhance peace-building in the six oil-producing coastal districts of the Western Region through the promotion of collaboration among community institutions, local government bodies, and the private sector. Citizens were also trained and supported to report on early warning signals of conflict to an existing national system known as the GHANAWARN.

Target Districts: Shama, Nzema East, Jomoro, Ellembelle, Sekondi-Takoradi, Ahanta West
Grant Amount: USD \$39,706.12
Grant awarded: Jan. 30, 2012
Grant closed out: Jan. 18, 2013

17. Central and Western Fishmongers Improvement Association (CEWEFIA)

CEWEFIA helped to increase the participation of women in the process of governance at the community level through training and the formation of Women Advocacy Groups.

Target District: Ahanta West
Grant Amount: U\$24,280.22
Grant awarded: 3rd March 2012
Grant closed out: 26th Nov. 2012

18. Mindfreedom Ghana

The grantee helped to increase public awareness and dialogue on the rights of persons living with mental health issues. Mindfreedom Ghana applied the grant to ensure the ability of poor people with mental disabilities to satisfy their basic needs within their existing local governance systems.

Target Districts: Mpohor Wassa East and Ahanta West District
Grant Amount: USD \$27,206.59
Grant awarded: Feb. 21, 2012
Grant closed out: Dec. 19, 2012

19. Network for Community Planning and Development (NECPAD)

NECPAD's intervention focused on promoting systems and mechanisms that empower citizens to demand transparency and accountability through encouraging increased participation in the governance process.

Target Districts: Jomoro and Wassa Amenfi West
Grant Amount: USD \$29,005.41
Grant awarded: Feb. 22, 2012
Grant closed out: Nov. 26, 2012

20. Network for Health and Relief Foundation (NHRF)

The grantee worked toward strengthening citizens' understanding of their health rights, and creating opportunities for citizens to engage with persons/institutions assigned to deliver quality health services.

Target District: Bibiani-Anhwiaso-Bekwai District
Grant Amount: USD \$17,410.25
Grant awarded: March 13, 2012
Grant closed out: Nov. 28, 2012

21. CODESULT Network

CODESULT sought to enhance the capacity of local governance actors/institutions to mobilize resources and effectively manage them for local development, while encouraging citizens to participate in decision making for development in their localities.

Target District: Wassa Amenfi District
Grant Amount: USD \$ 24,118.64
Grant awarded: April 4, 2012
Grant closed out: Jan. 22, 2013

22. Christian Rural Aid Network (CRAN)

CRAN worked to strengthen the capacity of local communities for effective participation in the management of Community-based Health Planning and Services (CHPS) facilities – the lowest level of the health service delivery system in Ghana. The grantee helped to build effective partnerships between the Ministry of Health, Ghana Health Service and District Health Management Teams, and the communities in which the CHPS facilities are located.

Target District: Shama District
Grant Amount: USD \$35,158.27
Grant awarded: Feb. 8, 2012
Grant closed out: Nov. 26, 2012

23. Community Savers Network (COSANET)

Community Savers Network promoted and strengthened women participation in local governance.

Target Districts: Sefwi Wiawso
Grant Amount: USD \$13,864.00
Grant awarded: Dec. 28, 2011
Grant closed out: Nov. 26, 2012

24. Community Integration Initiative Foundation

This grantee worked toward increasing women's representation at the District Assembly level, as well as women's participation in Local Governance through training for young women and women's groups. Radio programs, educational sessions, formation of Networks of Women in Local Governance, and development and sharing of educational materials with target groups were employed to achieve this goal.

Target Districts: Sefwi Akontombra
Grant Amount: USD \$26,405.28
Grant awarded: Jan. 26, 2012
Grant closed out: Nov. 26, 2012

25. Fountain of Life Care

This grantee promoted quality education and female empowerment.

Target District: Jomoro
Grant Amount: USD \$16,581.32
Grant awarded: April 13, 2012
Grant closed out: Jan. 22, 2013

26. Network for Women's Rights in Ghana (NETRIGHT)

NETRIGHT's intervention aimed to ensure the incorporation of gender sensitive livelihood initiatives in the development planning and budgeting processes by encouraging collaboration among existing women's groups at all levels and training women to advocate women's needs and lobby District Assemblies to pursue same.

Target Districts: Juabeso and Bia Districts
Grant Amount: USD \$31,004.71
Grant awarded: Jan. 9, 2013
Grant closed out: Aug. 30, 2013

27. Joncaring Foundation

Joncaring Foundation set out to increase capacity of citizens' groups, including vulnerable and disadvantaged groups, to access improved quality social services through advocacy and lobbying and demanding accountability from public officials. The intervention helped in improving the District Assembly's responsiveness to citizens' needs through the formation of Community and District Civic Unions – CCUs and DCUs – as well as initiating public forums for face-to-face interactions with District Assembly representatives.

Target Districts: Juabeso
Grant Amount: USD \$25,658.55
Grant awarded: Dec. 6, 2012
Grant closed out: Aug. 30, 2013

28. Organization for Livelihoods Enhancement Services (OLIVES)

OLIVES' intervention was aimed at building the capacity of women to positively influence District Assemblies to address the peculiar needs of women in the design and implementation of policies, and also encourage women to aspire to leadership positions. Local women were trained on the mechanics of local government, gender issues, facilitation and adult learning skills.

Target Districts: Bibiani-Anhwiaawso-Bekwai District
Grant Amount: USD \$34,589.42
Grant awarded: Dec. 20, 2012
Grant closed out: Aug. 30, 2013

29. Association of the Development of the Vulnerable (DEVUA)

DEVUA's intervention sought to increase awareness about the rights and responsibilities of patients and caregivers as spelt out in the Patients Charter. The awareness created on this document, which was developed by the Ghana Health Service in 2002, helped in improving the capacity of health workers to effectively ensure the protection of patients' rights.

Target Districts: Nzema East
Grant Amount: USD \$17,404.77
Grant awarded: Jan. 9, 2013
Grant closed out: Aug. 30, 2013

30. Sustained Aid through Voluntary Establishment (SAVE) Ghana

The overall goal of this intervention was to reduce corrupt practices in schools by strengthening community participation in school governance and management. The intervention will ensure reduction of teacher absenteeism, reduced collection of unapproved fees/levies from school pupils and reduction in the use of school children for private labor. The intervention will also help improve the use of capitation grants issued by the Government of Ghana to schools.

Target Districts: Shama District
Grant Amount: USD \$26,028.82
Grant awarded: Jan. 9, 2013
Grant closed out: Sept. 23, 2013

31. Poverty Eradication and Community Empowerment, Ghana (PEACE, Ghana)

This intervention was aimed at improving accountability and transparency in the work of the Wassa Amenfi East District by forming Social Audit Teams in 15 communities. These Teams conducted routine audits of government programs affecting public welfare and made their findings known to their various communities for further interaction with the District Assembly through community meetings. PEACE Ghana also conducted radio programs to inform the wider public about the need to hold their District Assemblies accountable and the means by which they could do so.

Target Districts: Wassa Amenfi East District
Grant Amount: USD \$31,037.21
Grant awarded: Jan. 9, 2013
Grant closed out: Sept. 13, 2013

32. WillWay Africa

WillWay Africa worked to increase youth participation in decision making at the local level in the Wassa Amefi West District by creating and empowering youth civic clubs in two (2) senior high schools with the tools to engage with their communities and local government actors with the ultimate aim of influencing policies.

Target Districts: Wassa Amefi West
Grant Amount: USD \$35,279.75
Grant awarded: Jan. 9, 2013
Grant closed out: Aug. 30, 2013

33. United Civil Society Organizations of Nzema East District (UCSOND)

Under this new intervention, UCSOND helped in strengthening and integrating the capacities of CSOs to have bigger influence and a stronger voice to advocate and champion the needs of communities in the Jomoro and Ahanta West Districts of the Western Region.

Target Districts: Jomoro and Ahanta West Districts
Grant Amount: USD \$38,352.83
Grant awarded: Dec. 20, 2012
Grant closed out: Aug. 30, 2013

34. Media Foundation for West Africa (MFWA)

Under this new grant, MFWA helped in ensuring improved local governance through radio for enhanced participation, responsive administration and greater accountability from District Assemblies across the Western Region. MFWA trained journalists to create radio programs focused on local government issues on 6 radio stations.

Target Districts: Sekondi Takoradi, Juabeso, Wassa Amenfi East, Wassa Amenfi West, Ahanta West and Mpohor Wassa East.
Grant Amount: USD \$46,624.71
Grant awarded: Jan. 15, 2013
Grant closed out: Nov. 4, 2013

35. Ghana Anti-Coalition Campaign (GACC)

Ghana Anti-Coalition in this project envisages a strengthened civil society capacity to influence local government priorities and monitor (track) implementation of assemblies 'Annual Action Plans' and budgets. The GACC campaign will also support advocacy efforts at the local and national levels to improve responsiveness, timely disbursements of funding to MMDAs and effective implementation of projects at the local level.

Target Districts: Sefwi-Wiawso and Bibiani-Anhwiaso-Bekwai Das
Grant Amount: USD \$ 58,735.43
Grant awarded: April 11, 2014
Grant closed out: July 31, 201

36. Institute for Democratic Governance (IDEG)

The participation of civil society organizations and communities in the formulation, implementation, monitoring and evaluation of economic and social policies and programs had been generally very weak, especially at the local government level. The Institute for Democratic Governance (IDEG), in this project, intends to work with local CSOs to reverse this trend. It will identify and build the capacities of local CSOs and monitoring groups in the Tarkwa-Nsuaem Municipal, Prestea-Huni Valley and Shama District Assemblies. Focus areas are citizen mobilization, inclusive decision-making, transparency and accountability for improved local governance.

Target Districts: Shama, Tarkwa-Nsuaem and Prestea Huni Valley
Grant Amount: USD \$83,588.21
Grant awarded: **March 31, 2014**
Grant closed out: **July 31, 2015**

37. CODESULT Network

In collaboration with GACC, CODESULT Network, a local CSO, seeks to mobilize and strengthen the capacity of civil society to appreciate and use social accountability mechanisms in engagements with local authorities to monitor projects and service delivery by the District assembly. Local government structures will be engaged on the importance of increased participatory planning, implementation, monitoring and citizen participation in decision-making for improved service delivery in Bibiani-Anhwiaso-Bekwai District.

Target District: Bibiani Anhwianso Bekwai
Grant Amount: USD \$24,714.00
Grant awarded: **May 9, 2014**
Grant closed out: **July 31, 2015**

38. PROMAG Network

The PROMAG “Supporting Voice and Social Accountability for Sustainable Development Project” will build partnerships between the citizenry, local government and CSOs for joint action to promote greater transparency and accountability and improve quality of basic services delivered in the Sefwi-Wiawso Municipal Assembly. Feedback and Interactions with local government will combat inaction, corruption and strengthen mutual confidence for progress, using participatory budget tracking methodologies.

Target District: Sefwi-Wiawso
Grant Amount: USD \$22,502.00
Grant awarded: **April 28, 2014**
Grant closed out: **July 31, 2015**

39. Network for Community Planning And Development (NECPAD)

NECPAD in this project expects to strengthen local governance through improving the engagement capacity of communities to demand accountability and promote participation in decision making. To do this, the grantee will create and institutionalize 'Governance Issues Forum Network' (GIFNET), a local platform for inclusive development and sustainable project monitoring. This will be under the guidance and supervision of IDEG.

Target District: Tarkwa Nsuaem
Grant Amount: USD \$25,085.00
Grant awarded: April 29, 2014
Grant closed out: July 31, 2015

40. Organization for Livelihood Enhancement Services (OLIVES)

The project seeks to create and facilitate a platform for civic engagements with the local government authority for participatory development. This will ensure improved transparency and demand-driven accountability in project implementation within the Prestea-Huni-Valley district. OLIVES will assist elected assembly persons to monitor project implementation within their electoral areas and give feedback to the assembly on lessons and challenges for redress.

Target District: Prestea Huni Valley
Grant Amount: USD \$ 25,227.00
Grant awarded: May 9, 2014
Grant closed out: July 31, 2015

41. Organization for Livelihood Enhancement Services (OLIVES):

OLIVES will collaborate with the Institute for Democratic Governance (IDEG) to offer training to citizen groups on monitoring information (indicators/data), skills, tools and techniques. The former will then lead field visits to project sites for on-the-spot checks on progress and challenges. Ultimately OLIVES and other civil society groups will demand accountability in the utilization of public resources. It will work closely with Radio Shama (located in the Shama district) and other community interest groups for the dissemination of findings and advocacy act.

Target District: Shama DA
Grant Amount: USD \$ 38,709.00
Grant awarded: July 14, 2014
Grant closed out: July 31, 2015

ANNEX V. LIST OF STAFF MEMBERS (SEPTEMBER 2010 ONWARD)

	Name	Position
1.	Peter Fricker	Chief of Party
2.	Eva Osei	Local Government Expert
3.	Chrys Pul	Citizen Participation Expert
4.	Bright Yeboah	Communication Expert
5.	Henry Seyram Boachi	Communication Expert
6.	Elvis Addae	Communication Expert
7.	Rosina Okore – Hansun	Citizen Participation Coach
8.	Sam Gilbert	Citizen Participation Coach
9.	Emmanuel Agyeman Boateng	Finance & Administrative Director
10.	Kofi Gyamfi	Finance & Administrative Director
11.	Leo Kofi Eduama	Finance & Administrative Director
12.	Ethel Ametepe Faustina	Grants Manager
13.	Freda Ekuia Eminsang	Local Government Coach
14.	David Anafo	Local Government Coach
15.	Joseph Ansong	Local Government Coach
16.	Naku Adama	Local Government Coach
17.	Godfred Owusu Adjei	M&E specialist
18.	Monica Ofosu-Koranteng	M&E specialist
19.	Mohammed Aminu Lukumanu	M&E specialist
20.	Hetty Sampson	Administration Manager
21.	Rebecca Essel	Administrative Assistant
22.	Madana Sampson	National “Linkages” Manager
23.	Alhassan Mohammed	Financial Management & Budgeting Coach
24.	Prince Boateng	Logistic Manager
25.	Fabian Ntsi	Housekeeper
26.	Prince Nettey	Driver
27.	James Nsiam	Driver
28.	Sitty Komla	Driver
29.	Michael Aidoo	Driver