



A RAY OF HOPE!

**RESILIENT AND FOCUSED
ON TRANSFORMATION**

**2021 ILGS | ANNUAL
REPORT**



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ABBREVIATIONS

AMs	Assembly Members
CHRAJ	Commission on Human Rights and Administrative Justice
CID	Criminal Investigations Department
DACF	District Assemblies Common Fund
DLGS	Department of Local Government Studies
DDM	Department of Development Management
DPAT	District Performance Assessment Tool
DUEM	Department of Urban and Environmental Management
EOCO	Economic and Organised Crime Office
Eol	Expression of Interest
GAMA-SWP	Greater Accra Metropolitan Area – Sanitation and Water Project
GARHC	Greater Accra Regional House of Chiefs
IGF	Internally Generated Fund
IJCMF	Inter-Jurisdictional Coordination Management Framework
ILGS	Institute of Local Government Studies
KNUST	Kwame Nkrumah University of Science and Technology
LGS	Local Government Service
MDT	Management, Development and Training
MLGDRD	Ministry of Local Government, Decentralization and Rural Development
MoGCSP	Ministry of Gender, Children and Social Protection
NASLA	National School of Local Administration
OHLGS	Office of the Head of Local Government Service
RACTA	Royal Academy of Chiefs and Traditional Authorities
SECO	Swiss Secretariat for Economic Affairs
SoST	Scheme of Service Training
SSSS	Single Spine Salary Structure
WASH	Water, Sanitation and Hygiene



FOREWORD

Building capacities of staff and members of Metropolitan, Municipal and District Assemblies (MMDAs) and Regional Coordinating Councils (RCCs) through education and training have been a key requirement for ensuring effective job performance. The Fourth Republican Constitution anticipated this when it made provision for a local government system with particular features in Article 240 (2) and local authorities were required to have competent technical and administrative staff to implement the decisions of assemblies. Therefore, the creation of a special-purpose national academy to provide consistent and regular capacity building appeared to be the way forward. The Institute of Local Government Studies was therefore commissioned in 1999 as a project of the then, Ministry of Local Government and Rural Development (MLGRD) under an initiative of the Government of Ghana with support from the World Bank and the Netherlands Government to build the capacity of local governments in Ghana. In July 2003, the Institute of Local Government Studies Act, 2003 (Act 647) was enacted, transforming the project into a fully-fledged higher education, professional training and research institution.

Since its establishment, however, the Institute has remained a state institution without annual subvention. Its main sources of funding are the fees that the Institute charges its clients, students and patrons of its services, which also remained inadequately regulated as they were not covered under section 6 of the Ministries, Departments and Agencies (Retention of Funds) Act, 2007 (Act 735). It is imperative to note that institutions granted 100% retention of Internally Generated Funds (IGFs) under Act 735 were of like nature as the ILGS and therefore the ILGS going forward will be considered for such dispensation.

The 2016 New Patriotic Party (NPP) manifesto made a promise to transform the Institute's Tamale campus into a modern state-of-the-art institution, including the provision of hostel facilities. True to the pledge, my predecessor, Hajia Alima Mahama (MP) in 2020, initiated processes for the expansion of the Institute's facilities at both the Accra and Tamale Campuses with funding from the District Assemblies Common Fund (DACF). Thus, the 2020 Formula for Allocation of the District Assemblies Common Fund (DACF) included the first phase of the construction of a 120-bed hostel and 600-seater auditorium complex at the Accra Campus and a

60-bed hostel facility as well as renovation of lecture hall facilities at the Tamale Campus. Construction works commenced in 2021 and we are committed to adding on and expanding these further, to build a legacy towards the transformation of the Institute.

I am also delighted to be associated with the Institute and in particular, writing the foreword to the Institute's 2021 Annual Report. In October 2021, the Ministry of Local Government, Decentralisation and Rural Development (MLGDRD), in collaboration with the Office of the President and the Institute of Local Government Studies (ILGS), successfully organised the customized Orientation Programme for the newly appointed Metropolitan, Municipal and District Chief Executives (MMDCEs). This was followed by the Zonal Refresher Course designed to provide an avenue for the MMDCEs to share experiences, re-strategise and re-invigorate to perform their tasks much better. These training interventions provided by the ILGS have contributed to the Institute's visibility and brand as beneficiaries assimilated a lot and commended highly the contributions of the Institute towards their effective performance.

The absence of core operating funding to discharge its mandate has affected progress made by the Institute and this has been further exacerbated by competing interests of sector institutions that should have collaborated with the Institute to ensure the capacity of both staff and members of Local Government (LG) authorities were developed for optimal

performance. During my tenure as Minister, we would work with sector agencies to improve collaborations with the Institute to ensure it remained sustainable and responsive to its establishing mandates. We will seek to address the perennial problems associated with duplication and multiplicity of training, absence of standardization or quality assurance of training interventions within the sector as well as deal with the matter of under-resourcing of the ILGS that is limiting its impact.

As a first step, the Institute for the first time, was invited and participated in the budget hearing of the sector Ministry at Parliament, and an amount of GHC 5,000,000.00 Capital Expenditure (CAPEX) budgetary support was approved for the Institute under the approved programme based budget of the sector Ministry. This was intended to ensure sustainability, integrity, viability, relevance and growth of the Institute. Part of the CAPEX was used to support the improvement of the Institute's vehicular fleet. On 1st October, 2021, I also had the privilege to inaugurate on behalf of His Excellency the President, the 6th Council of the Institute under the able chairmanship of Prof. Kwasi Kwafo Adarkwa, former Vice Chancellor of the Kwame Nkrumah University of Science and Technology (KNUST). The Council has accordingly been charged to provide the overall policy direction of the Institute and help find innovative ways of addressing its challenges as well as ensure that management upholds high standards in the performance of their duties, so that the Institute stays relevant and competitive.

The 2021 Annual Report presents the second year of the implementation of the Institute's Third Multi-Year Strategic Plan (2020-2024). This report provides key stakeholders critical information about progress being made at the Institute. It fulfills requirements pursuant to Section 19 of the ILGS Act, 2003 (Act 647) that makes it mandatory for the Institute's Council to submit to the Minister, at the end of each year, an annual report covering the activities and operations of the Institute. The report showcases the many ways in which we have provided the needed ministerial oversight, support and guidance to ensure the Institute was on track to fulfil its transformational agenda. Section 19(2) of Act 647 also provides that the annual report submitted to the sector Minister shall include the audited accounts of the Institute and the Auditor-General's report on

the accounts of the Institute. I am excited to report that management during the period under review was in good standing with audit requirements and pursued its institutional improvement exercises assiduously.

We will continue to do our best to make the Institute better than we came to meet it and keep it on its track to become Africa's leading centre of excellence for local governance and development. I hope that readers of this report will appreciate the ray of hope as the story of 2021 unfolds as well as envision the Institute's resilience and focus on its transformation agenda.

DANIEL BOTWE (MP)
HON. MINISTER, MINISTRY OF LOCAL GOVERNMENT,
DECENTRALISATION AND RURAL DEVELOPMENT
(MLGDRD)

1.0 INTRODUCTION

Who we are

The Institute of Local Government Studies was commissioned in 1999 as a project of the then, Ministry of Local Government and Rural Development (MLGRD) under an initiative of the Government of Ghana with support from the World Bank and the Netherlands Government to build the capacity of local governments in Ghana. From 1999 to 2003, the 'Capacity Building for Decentralisation in Ghana (CBDG)' Project, organised training and education for local government officials with significant success at the Accra and Tamale Campuses of the Institute. In July 2003, the Institute of Local Government Studies Act, 2003 (Act 647) was enacted thus transforming the project into a fully-fledged higher education, professional training and research institution.

MISSION



To strengthen the capacities of district assemblies, regional coordinating councils and other interested parties to deliver efficient and effective local governance in Ghana by providing excellent management education, training and development, research and consultancy, information mobilisation and dissemination services.

VISION



To be a centre of excellence (in knowledge creation) in local governance and development through training, education, research, policy engagement and advisory services

CORE BUSINESS



Studies and Research



Management Development and Training



Consultancy and Advisory Services



Information Documentation and Dissemination

CORE VALUES



Scale of Justice

Integrity



Lion

Leadership - showing strength in character



Eagle

Creativity - symbol for extra-ordinary and innovative pursuit



Hands Holding the World

Service excellence - passion for service in the community to the global stage



GOVERNANCE OF THE INSTITUTE

The sudden demise of the immediate past Chairman of the 5th Council, Naba Moses Abaare Appiah IV, was a great loss to our community. Indeed, the loss as well as the delay in the reconstitution of the 6th Council, created a lacuna for the smooth conduct of the Council's business in 2021 and their impact on the Institute, its image and mission, cannot be overstated. He was the chief of Binaba in the Bawku Traditional Area and a renowned development practitioner. He was the chief advocate for the monumental additions to the Institute's physical and infrastructural facilities, having worked together with Hon. Hajia Alima Mahama, the former Minister for Local Government, and Hon. Naa Torshie Addo Lartey, the Administrator of the District Assemblies Common Fund (DACF), to bring to closure, that chapter of the Institute's life, when it was not given much attention and marginalised by the sector. The Institute, in recognition of his efforts, was able to join the family to lay him to rest at Binaba in the Upper East Region.

The Institute's 6th Council was inaugurated on 1st October, 2021 and we held our first regular meeting on 25th November, 2021 to hear first-

hand, the progress being made by the ILGS Management toward the achievement of the objectives of the Institute. We had inherited from our predecessor's Council, the approved ILGS Third Strategic Plan (2020-2024), which was presented and discussed at our first meeting, including highlights of key matters affecting the Institute and updates on COVID-19 recovery plans.

The Council also received and approved the recommendations of its Administrative, Grievance and Disciplinary Committee, which conducted disciplinary hearings for serious misconduct and financial impropriety against three former staff namely, Dr. Abdulai Darimani (Deputy Director) and Messrs. Simon Seddoh Bokor (Head, Management Development and Training) and Adenar Saeed Seidu (Ag. Finance Officer). Accordingly, all the said staff were summarily dismissed in accordance with the Conditions of Service for Senior Members. Management was also directed to pursue all legitimate actions including, taking civil action to retrieve funds of the Institute and these actions were to be followed, without prejudice to any criminal prosecutions in the courts of law.

The Council, noted that rebranding and public image building of the Institute was critical for re-positioning and showcasing the Institute as credible and capable of doing business within the context of local governance and development studies. The strategic plan therefore comes in handy and we would ensure that Management stayed focused on ensuring effective delivery of the strategic thrust areas under our supervision. This should help enhance the Institute's capability to innovate, grow and strengthen its academic and professional training, research and policy engagements as well as consultancy services.

Now, as we look to the future of our Institute, we will remain thankful for the contributions and tremendous support of the sector Minister, Hon. Daniel Botwe (MP) as well as our hard working Management team. Their involvement inspires

us to do more and throughout this 2021 Annual Report, you will see how our key stakeholders have contributed to making our achievements possible. We take pride in the Institute's growing impact within the sector and providing a ray of hope for Ghana's local governance arrangements. On behalf of the ILGS Council, Management and the entire staff, we say thank you to our key partners who have believed in the ILGS and provided ongoing support. It is our hope that our resilience and focus will move a notch further in the coming years as we work together to forge a brighter tomorrow for local government authorities in Ghana and our growing community across the globe.

PROF. KWASI KWAFO ADARKWA
CHAIRMAN, ILGS GOVERNING COUNCIL

MEMBERS OF THE GOVERNING COUNCIL



Prof. Kwasi Kwafo Adarkwa
Government Appointee
Chairman



Prof. Nicholas Awortwi
Director, Institute of Local
Government Studies (ILGS)



Mr. Samuel Seth Passah
Ministry of Local Government
Decentralization and Rural
Development (MLGDRD)



**Dr. Kodjo Esseim Mensah-
Abrampah**
National Development Planning
Commission (NDPC)



Mr. Kokro Amankwah
National Association of Local
Government Authorities of Ghana
(NALAG)



Mrs. Evelyn Arthur
Public Services Commission (PSC)



Hon. Dr. Stephen Nana Ato Arthur
Office of the Head of Local
Government Service (OHLGS)



Prof. Imoro Braimah
National Council for Tertiary
Education (NCTE)



Hon. Akwasi Darko Boateng
Government Appointee



Mad. Agnes Talata Chiravira
Government Appointee



Rev. Mrs. Eva Asare-Bediako
Government Appointee



Mr. David Osei-Wusu
Registrar, ILGS /Secretary



Overview: *A Ray of Hope!* *Resilient and Focused on Transformation*

The vision of ILGS becoming the Centre of Excellence in local governance and development, financially stable and capable of competing with any training, education and research institution is still alive.

2021 witnessed the worst effect of the devastation of COVID-19 on our academic and training programmes, but it was also the year that ILGS saw a ray of hope that the Strategic Plan of 2020 was beginning to bear fruits. Sometimes, good things come together perfectly for those who prepare for them. And for ILGS, three developments synchronically came together to give us hope towards our strategic direction:

- (i) the appointment of the new Minister of Local Government,
- (ii) the reconstitution of the Governing Council, and
- (iii) additional DACF allocations to support the expansion of physical infrastructure across ILGS campuses.

The Hon. Sector Minister of Local Government became a huge advocate for the Institute's transformation. For the first time, the sector ministry made an allocation of Capital Expenditure (CAPEX) in their budget for the Institute and defended that in Parliament. The sector Minister further argued in several meetings of sector players; the need to ensure that training of local government officers and functionaries are conducted through the ILGS. Then the masterstroke; the President's appointment of Prof. Kwasi Kwafo Adarkwa, the former Vice Chancellor of the Kwame Nkrumah University of Science and Technology (KNUST) as the Chairman of the reconstituted Council of ILGS. He brings enormous leadership experience from his previous work at KNUST.

The third phenomenon, which we knew was happening but not to the scale that we saw in 2021. The rekindling of the District Assemblies Common Fund (DACF) to expand training and academic infrastructure of the Institute. As one comes to both the Accra and Tamale campuses

of the Institute, one will not fail to recognize the development of new students' hostels, offices, and conference facilities. The physical infrastructure that ILGS needs to propel its transformation to an autonomous university status began to take shape.

One of the key shines of the year was the role that the ILGS played in the organization of the orientation and training of the newly appointed Metropolitan, Municipal and District Chief Executives (MMDCEs) in the country. The President, the Vice President, the Chairman of the Council of State and various sector Ministers were in attendance to give meaning and expectations of the theme "Effective Leadership for Local Economic Transformation and Improved Service Delivery: the Role of MMDCEs".

While the ILGS has operated over the years as a non-subsidized state institution, the year 2021 was the first time that the government gave approval for the ILGS to retain 100% of its Internally Generated Funds (IGF). This was a major milestone of the year alongside our ability to improve finances.

Management was successful in the recruitment of 5 experienced PhD holders to strengthen the academic profile of the faculty. Considering that a year before, ILGS had struggled to retain staff with PhD qualifications while prospective ones turned down offers because of unattractive salaries. In 2021, the ILGS aligned its salary structure for staff and benchmarked it to the base pay of the approved 2020 Single Spine Salary Structure (SSSS) plus 60% of the Interim Market Premium

(IMP) usually associated with public universities. This adjustment, although could not match other allowances that public universities offer, was reasonable to attract qualified staff from private universities as well as adjust salary levels of existing staff. By 2021, the ILGS had quadrupled the salaries of academics from their base year in 2019. Currently, many academic staff who do not have PhDs are being supported to pursue doctorate programmes.

Also, the attitude of staff towards work and benchmark deliverable is improving. The 'job for life' syndrome or permanent staff positions, irrespective of performance that is usually associated with public sector workers is no longer a feature of our employment contracts. Many staff now appreciate performance assessment as the basis for contract renewal and merit-pay increments. In June 2021, all staff were subjected to a performance assessment where 85.4% passed and received a salary increment.

Furthermore, staff hard work and prudent financial management resulted in the institute's achievement of a surplus balance for the year. Although our financial performance showed a shortfall of 36% from the strategic projections of mobilising GHC10m annually, much of the shortfall arose from the effect of COVID-19 and our inability to roll out the Scheme of Service Training (SoST).

To purge the Institute of its tarnishing past, Management submitted a consolidated report on four separate petitions of financial irregularities

that led to the interdiction of three senior staff members in 2019 to the Forensic Unit of the Criminal Investigations Department (CID) of the Ghana Police Service for investigation and prosecution.

During the year, ILGS received numerous invitations to present papers at national and international fora, and requests to form consortia to bid for projects. This was one of the signs that individuals and organisations out there were beginning to recognise every small improvement that was taking place. Development partners that deserted the Institute for a number of reasons started a slow process of warming back to the ILGS.

The ILGS organised 9 tailor-made certificate courses that improved the professional competences of individuals who work on policies and programmes on local governance and development.

As the Institute pushes towards becoming an autonomous university by 2023, Management commissioned the faculty to develop additional academic programmes. It is expected that four new postgraduate and one undergraduate

programme will be added to the four existing flagship masters' programmes to expand ILGS degree offerings.

During the year, our policy engagement led to the draft of the National Urban Policy with a vision "Inclusive, Democratic and Resilient Urban Communities". The draft national urban policy has been submitted to the sector ministry for nationwide validation with key stakeholders. We also completed a major study on beneficiary satisfaction survey of the Greater Accra Metropolitan Assembly Sanitation and Water Project.

Sadly, during the year we lost the former Chairman of the Governing Council to COVID-19. May the Soul of Naba Moses Abaare Appiah IV Rest in Peace.

This report is structured along the nine strategic objectives of the ILGS Strategic Plan (2020-24). It also highlights the prospects envisaged for 2022

PROF. NICHOLAS AWORTWI
DIRECTOR, ILGS

MANAGEMENT



Prof. Nicholas Awortwi
Director



Mr. Richard Kambootah
Deputy Director, Tamale Campus



Mr. David Osei-Wusu
Registrar



Mr. Frederick Agyarko Oduro
Ag. Dean of Studies
and Research



Mr. Gabriel Odartey Coffie
Librarian

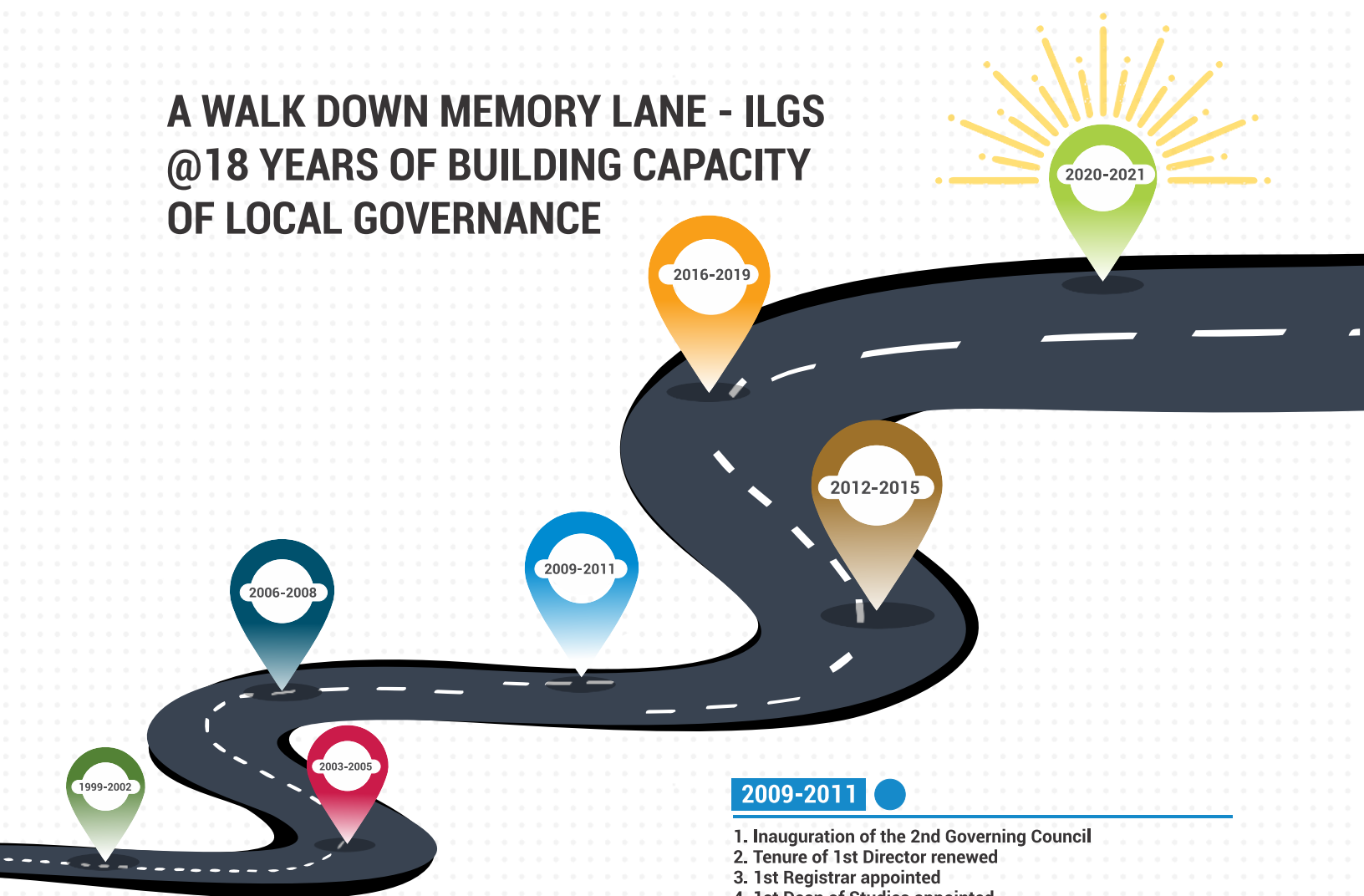


Mr. Ishmael Derrick Yeboah
Ag. Finance Officer



Mr. Gazali Mohammed
Ag. Internal Auditor

A WALK DOWN MEMORY LANE - ILGS @18 YEARS OF BUILDING CAPACITY OF LOCAL GOVERNANCE



1999 - 2002

1. Started as a project of the sector Ministry, under an initiative of the Government of Ghana with support from the World Bank and Netherlands government. Prior to this, the Institute had operated as the Local Government Training School (LGTS) dating back to 1955 and training sub-professional staff (sanitary inspectors and revenue collectors) at its campuses at Tamale and Laterbiokoshie, Accra.
2. Founding Director appointed

2003 - 2005

1. The Institute of Local Government Studies Act, 2003 (Act 647) was enacted, providing the legal clothing for the operations of the Institute as a higher education, professional training and research institution
2. 1st Governing Council inaugurated
3. First Director under Act 647 appointed

2006-2008

1. First Corporate Strategic Plan (2006-2010) developed and implemented
2. Commenced processes to award certificates, diplomas and higher qualifications

2009-2011

1. Inauguration of the 2nd Governing Council
2. Tenure of 1st Director renewed
3. 1st Registrar appointed
4. 1st Dean of Studies appointed
5. Accredited academic programmes commenced

2012-2015

1. 3rd Governing Council inaugurated
2. 1st Congregation held with 33 graduates

2016-2019

1. Reconstituted the Institute's 4th Governing Council and inaugurated the 5th Council
2. 2nd, 3rd and 4th Congregations held with, 90, 114 and 149 graduates, respectively
3. A new Director of the Institute was appointed for a five-year term (2019 - 2024) after the long periods of unstable leadership at the Institute after the tenure of the first Director in 2014

2020-2021

1. 5th Congregation held with 145 graduates
2. Launched the local Governance Practitioners' Forum (LGPF)
3. Institute's 6th Governing Council inaugurated
4. Expansion of physical infrastructure for teaching and learning at the Accra and Tamale Campuses commenced in December 2020 with support from the District Assemblies' Common Fund (Phase I completed and Phase II ongoing, and scheduled to be completed in December 2023).

2.0 ACHIEVEMENTS OF THE STRATEGIC OBJECTIVES

S01



Enhancing the Identity, Image and Organisational Culture

S02



Develop the Human Resources and Ensure Optimal Staff Deployment

S03



Broaden Academic Programmes

S04



Expand Short-Term Certificate Training Programmes

S05



Provide a Platform for Evidence-Based Policy Engagements on Local Governance and Development

S06



Strengthen Network and Collaboration to Optimise Responsiveness to the Institute's Mandate

S07



Strengthen Advisory and Consultancy Services

S08



Improve Academic and Training Infrastructure

S09



Improve Financial Viability and Sustainability



S01



Enhancing the Identity, Image and
Organisational Culture

Enhancing the Identity, Image and Organisational Culture

The Institute undertook and participated in a number of high-level activities to further enhance its identity, image and organisational culture. Below are some of such activities:

■ Orientation for MMDCEs

Joint organisation and hosting of Metropolitan, Municipal and District Chief Executives (MMDCEs) orientation and training programme with the MLGDRD. Both the President and the Vice President attended the programme.



■ Regional Ministers Conference

Presentation at the Regional Ministers Conference



Prof. Nicholas Awortwi with other panelists at the Regional Ministers Conference

- Presentation at the MOLE XXXII WASH Conference 2021 Ghana, on 'Five Years of Greater Accra Metropolitan Area (GAMA) Projects Implementation; Achievements and Lessons from Beneficiaries' Assessment.
- Representation of the Institute on the District Performance Assessment Tool (DPAT)/DACF-RFG Steering Committee and Technical Working Group with prospects for increased roles and responsibilities as envisaged in the revised operational manuals.
- ILGS served on the committee to develop a concept note "Revisiting the Unfinished Agenda towards Election of Metropolitan, Municipal and District Chief Executives" for the sector Minister to use for stakeholder consultations and decision-making.
- For the first time, the Institute participated in the budget hearing of the sector Ministry and submitted documents to regularise its public financial management requirements including a request for approval for retention of 100% Internally Generated Funds (IGF) pursuant to section 15 of ILGS Act, 2003 (Act 647); section 47(1) of the PFM Act, 2016 (Act 921) and; section 6 of the Ministries, Departments and Agencies (Retention of Funds) Act, 2007 (Act 735).
- Presentation of the political economy of Ghana's decentralisation at the international conference on 'Decentralization and Local Development in Africa' organised by Local Public Sector Alliance on 7th November, 2021.



S02



Develop the Human Resources and Ensure
Optimal Staff Deployment

Develop the Human Resources and Ensure Optimal Staff Deployment

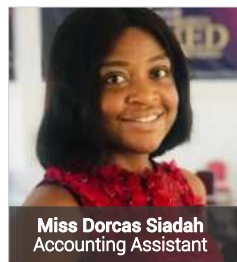
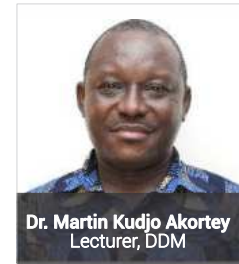
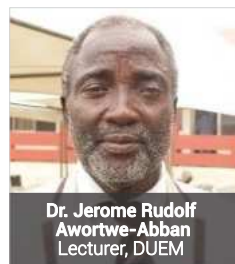
The Institute continued to take steps to develop and expand its human resources, by undertaking the following activities; recruitment, human resource development, staff development, salary re-alignment and implementation of performance management systems.

Recruitment of Non-Academic Staff

The Council's Appointment and Promotion (A&P) Committee recommended the appointments of 5 new academic and 2 non-academic staff.

Management also recruited an Accounting Assistant and an Internal Audit Assistant to augment staff capacity in the finance and audit departments.

New Staff



Staff Strength

The total staff strength stands at 55. Out of this, 31 are Senior Members, 5 Senior Staff, 17 Junior Staff and 2 Secondment staff as depicted in table 1.

Table 1: Staff Strength as at December 2021

Category/ Campus	Accra			Tamale			Total			Percentage		
Gender	F	M	T	F	M	T	F	M	T	F	M	T
Senior Members	10	15	25	1	5	6	11	20	31	20%	36%	56%
Senior Staff	3	0	3	1	1	2	4	1	5	7%	2%	9%
Junior Staff	1	11	12	2	3	5	3	14	17	6%	25%	31%
Secondment staff	0	2	2	-	-	-	0	2	2	0	4%	4%
Total	14	28	42	4	9	13	18	37	55	33%	67%	100%

Human Resource Development

The Institute continued to support 3 staff members that are undertaking their PhDs at University of Ghana (UG) and Kwame Nkrumah University of Science and Technology (KNUST).



Salary Re-alignment

A realigned salary structure for staff was introduced in July 2021 and benchmarked to the base pay of the approved 2020 Single Spine Salary Structure (SSSS) plus 60% of the Interim Market Premium (IMP) of public universities.



Implementation of Performance Management System

Performance management was introduced in 2020 after the reorganisation process. All staff signed a two-year contract renewable upon satisfactory performance results. In June, all staff were subjected to a performance assessment. 85.4% of staff passed the performance assessment, 6.3% were deemed unsatisfactory and 8.3% were either not assessed or missed the deadline given for assessment.

Table 2: Performance Results

Score	Description	Achievements	% Range	Accra		Tamale		Total	
4	Exceeds Standards (ES)	Satisfactory	80% -100%	4	11%	0	0%	4	8.3%
3	Meets Standards (MS)	Satisfactory	60% - 79%	26	74%	11	85%	37	77.1%
2	Below Standards (BS)	Unsatisfactory	40% - 59%	1	3%	2	15%	3	6.3%
1	Substantially Below Standards (SBS)	Underperformance	Below 40%	0	0%	0	0%	0	0.0%
	No Scores	Missed Deadline/ Not Assessed	0	4	11%	0	0%	4	8.3%
TOTAL				35	100%	13	100%	48	100%



S03



Broaden Academic Programmes

Academic Programmes

As part of the process to expand academic programmes in fulfilment of the 2020 Strategic Plan and preparation towards obtaining a Charter, the Studies and Research Department started the process of developing new academic programmes for accreditation in 2021. They include the following:

1. Bachelor of Science in Governance and Development Studies
2. Master of Science in Development Management
3. Master of Science in Sanitation and Water Governance

4. Master of Science in Urban Governance and Management
5. Master of Science in Procurement and Project Management

The curricula of the new programmes have been submitted to the KNUST and the Ghana Tertiary Education Commission (GTEC) for approval to run these courses in the 2022/23 academic year.

Enrolment

The work plan for the 2021/2022 academic year envisaged two (2) intakes. The first in October 2021 and the second, in January 2022.

Table 3: Enrolment per programme

Programme	Male	Female	Total
MA. LGAO	23	14	37
MSc. ESPM	13	3	16
MSc. LED	9	1	10
MSc. LGFM	15	1	16
Total	60	19	79

Publicity

To improve enrolment, senior staff of the Institute embarked on roadshows to all the municipalities in Greater Accra, Northern, and Savannah Regions. The Institute also organised an Open House Session with Human Resource Managers (HRMs) and District Coordinating Directors (DCDs) of all MMDAs in Ghana via Zoom.



Some Senior Staff at Ledzokuku Municipal and Ada West District Assemblies



Some Senior Staff at Ayawaso East Municipal and Tema Metropolitan Assemblies



Academic Logistics

Under the European Union (EU) Ghana Employment and Social Protection Programme (GESPP), the Institute benefitted from the deployment of e-library resources including AGORA; AJOL; ARDI; CAMBRIDGE UNIVERSITY PRESS; WILEY ONLINE; HINARI; IMF E-LIBRARY; OARE; OXFORD UNIVERSITY PRESS;

SAGE; CREDO; EMERALD; TAYLOR & FRANCIS GROUP; DOAJ. Other logistics such as computers, printers, photocopiers, office furniture and teaching aids were also secured under the programme to improve the Institute's logistics. The EU-GESPP also donated a Toyota Pickup to ILGS.



Toyota pickup

Academic Audits

The Institute responded to and provided status reports on audit observations by the KNUST. This included the development of a revised lecturers' evaluation form and the requirements for augmenting faculty staff strength as well as procurement of a plagiarism software.



A team from KNUST assessing some of the Institute's programmes



S04



Expand Short-Term Certificate Training Programmes



Short-term Certificate Training Programmes

The Institute developed and delivered many customised professional certificate training programmes to stakeholders to build their capacity to deliver efficient and effective local governance in their areas of jurisdiction.

Leadership of Management Development and Training (MDT)

Management Development and Training (MDT) is the unit responsible for developing short-term training programmes. Since September 2019, there has been a vacancy at the unit hence activities in the unit were initiated, designed and

implemented under the leadership of the Director and Registrar, with the support of the Dean of Studies and Research.

Scheme of Service Training

During the year, the focus of the MDT was on the development of the Scheme of Service Modules and the development and printing of the programme prospectus. OHLGS and ILGS worked assiduously to complete arrangements for the launch of the programme and secure funding for its commencement.

Proposed Establishment of the Royal Academy of Chiefs and Traditional Authorities (RACTA)

In 2020, the President of the Greater Accra Regional House of Chiefs (GARHC), Nii Okwei Kinka Dowuona VI approached the ILGS to build the capacity of traditional authorities in the region in contemporary local governance and development. The tailor-made training was to respond to the growing tension between traditional authorities (chiefs) and local government authorities in the region. ILGS agreed to design and conduct the training to equip chiefs and traditional leaders with the requisite knowledge in local governance to enable them work with MMDAs to ensure coherent, harmonious, and sustainable local development.

The training sought to enable traditional leaders to:

- appreciate the legal and administrative processes that lead to the creation of local government jurisdictions
- know the implications of the creation of LG jurisdictions and expectations from traditional authorities
- understand the potential areas of conflict between traditional leaders and local government authorities, and conflict management (how to reduce tension and contestation between traditional and local government authorities)
- enhance the competences, skills and attitudes of chiefs in contemporary local governance in line with the expectations of

citizens, the national Constitution and other legal regimes as well as the changing modalities for promoting local level development

- enable chiefs to familiarise themselves with guidelines that streamline the working relationship between them and the District Assemblies (DAs)
- promote effective communication and collaboration with other stakeholders of the decentralised governance system in Ghana.

Without any initial financial support, the Institute developed draft training modules.

In 2022, the Institute and GARHC will explore how the RACTA can take off.



Some Traditional Authorities at an event

Customised Certificate Courses

The following certificate courses were delivered in 2021.

- **Certificate course in Social Development for staff of Social Welfare and Community Development from 30th September to 19th November 2021.**



Some participants at a group discussion

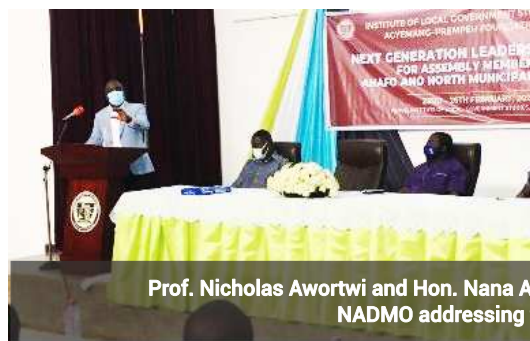


A group photograph of participants and facilitators



A participant receiving a certificate

- **Certificate Course on Next Generation Leadership Training for Assembly Members piloted for Ahafo Ano North Municipal Assembly from 22nd to 27th February, 2021.**



Prof. Nicholas Awortwi and Hon. Nana Agyeman Prempeh, Director General, NADMO addressing the participants



Participants in team building



Participants at a lecture session



A group photograph of participants with facilitators



Participants on an excursion to the Kwame Nkrumah mausoleum

■ **Orientation and Training Programme on Internal Control Systems for Management and Internal Audit Staff of NADMO from 3rd to 5th March, 2021.**



Participants



Participants having group discussions



A participant receiving a certificate



A group photograph of participants, dignitaries and facilitators

■ **Refresher Certificate Course on Social Protection for Staff of the Social Protection Directorate, MoGCSP from 12th to 16th July 2021.**



Participants



A group photograph of participants and facilitators after the training

- Customised Refresher Course on Social Protection organised for selected staff of the MoGCSP & OHLGS from 4th to 8th October 2021.



Participants in group making

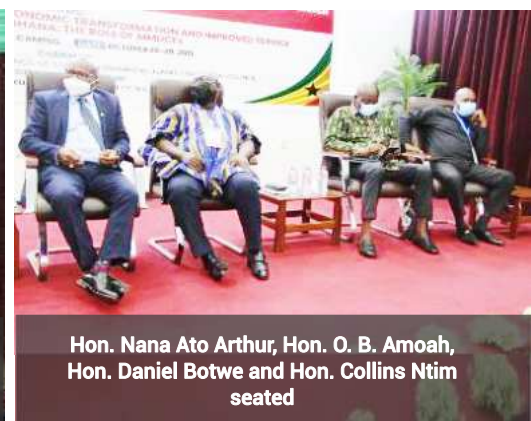


Participants with their certificates after the training

- Orientation and Training of MMDCEs on the theme, “Effective Leadership for Local Economic Transformation and Improved Service Delivery in Ghana: The Role of MMDCEs” from 26th to 29th October 2021.



Prof. Nicholas Awortwi welcoming the MMDCEs



Hon. Nana Ato Arthur, Hon. O. B. Amoah,
Hon. Daniel Botwe and Hon. Collins Ntim
seated



An MMDCEs making contributions
to the discussions



A cross section of MMDCEs seated

- **Certificate course in Local Economic Development for Municipal officers from 25 secondary cities (15th to 29th August, 2021)**



Prof. Nicholas Awortwi interacting with some participants

- **Certificate Course on Social Development under the EU-GESP Programme**



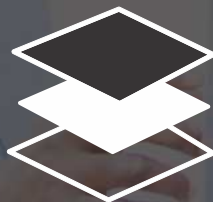
Some participants making their group presentations



Mr. Frederick Agyarko making a presentation

A photograph of two men in a meeting. The man on the left is wearing a white shirt and a dark tie, looking towards the right. The man on the right is wearing a blue blazer over a white shirt and dark trousers, gesturing with his hands while speaking. They are standing in front of a whiteboard with various papers and a yellow vertical bar on the right side.

S05



Provide a Platform for Evidence-Based
Policy Engagements on Local Governance
and Development

Evidence-based Policy Engagements

The Institute provided several platforms for stakeholders and staff to engage in local governance and decentralisation policy discussions.

Local Governance Practitioners' Forum

In March 2021, the Local Governance Practitioners' Forum (LGPF) held its second forum on the theme "Setting the Agenda for Decentralisation and Local Governance Transformation in Ghana" at Tamale. The forum brought together 75 experienced local governance

practitioners in Ghana (41 of the participants joined via zoom) to discuss the country's decentralisation and local governance practices and collate ideas that would feed into national policy discussions.

The forum adopted 20 points 'Resolution' to reform Ghana's decentralisation policy and practices in the country. The Resolution has been presented to the MLGDRD and IMCCoD whilst looking for an opportune time to host a Breakfast meeting with the Minister on the way forward.



Prof. Nicholas Awortwi making a presentation



Hon. Alhaji Shani A. Shaibu, the Northern Regional Minister giving his speech during the forum



A cross section of participants at the forum

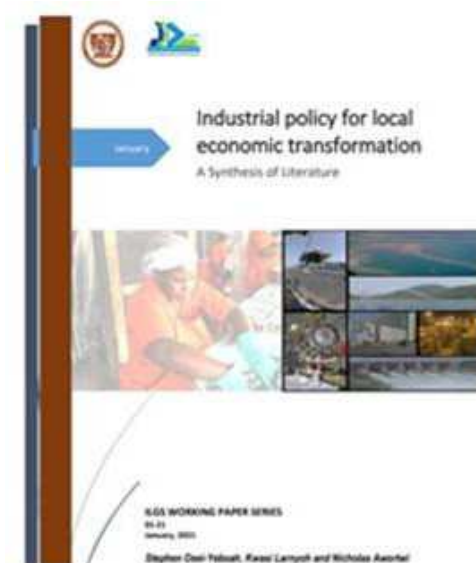


Some dignitaries with the Northern Regional Minister, Alhaji Shani Shaibu

■ Contributions towards National Discourse on Local Governance



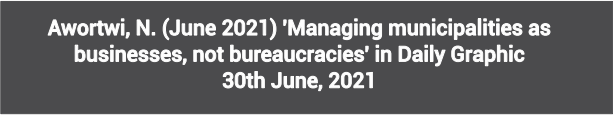
Publications in 2021



Larnyah, K., Osei-Yeboah, S. & Awortwi, N. (2021), Industrial policy for local economic transformation in Ghana: A case of the One District-One Factory initiative

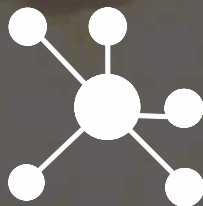


Adorboe, I.A (April, 2021) 'Advancing local government reforms in Ghana: Shift not shake up' in Daily Graphic 20th April, 2021





S06



Strengthen Network and Collaboration to
Optimise Responsiveness to the Institute's
Mandate

Network and Collaborations

During the period, the ILGS also strengthened its network and collaboration with the IMCCoD, Star Ghana Foundation, the Dutch Knowledge Platform on Inclusive Best Policies (INCLUDE), NADMO and others to deliver capacity-building programmes for local government political functionaries.

- The ILGS was also approached by the National School of Local Administration (NASLA) Cambodia to establish a strategic partnership to provide training in Cambodia.
- The National School of Local Administration (NASLA) Cameroon also requested to establish a strategic partnership with ILGS to provide training in Cameroon.

Both NASLA in Cameroon and Cambodia had just been established.



IMCCoD



Star Ghana Foundation



NADMO



INCLUDE



S07



Strengthen Consultancy and Advisory Services

Consultancy and Advisory Services

The Institute with its partners provided tailor-made consultancy services on the National Urban Policy and Water, Sanitation and Hygiene (WASH). The Institute also submitted competitive proposals to various development partners and government agencies for support to embark on capacity-building training for staff of MMDAs.

Development of the National Urban Policy and Action Plan

The ILGS-led consortium made up of the Department of Planning - KNUST, Urban Associates and PSS Urbania submitted the final draft of the National Urban Policy to the MLGDRD for validation. With a vision of Inclusive, Democratic and Resilient Urban Communities, the draft policy sets to achieve 9 objectives. Unfortunately, the zonal validation of the final draft of the policy is yet to be completed.

Completion of Greater Accra Metropolitan Area Sanitation and Water Project (GAMA-SWP) Beneficiary Survey

In 2020, the GAMA-SWP contracted the ILGS in collaboration with Urban Associates to conduct the beneficiaries' assessment study of its interventions. The GAMA-SWP supports the government's efforts in increasing access to

improved water supply and sanitation services in low-income and deprived urban communities in Accra. During the first quarter of the year, the Institute completed the assignment and submitted its final report to GAMA. The information provided by the beneficiaries indicated that the interventions had been impactful. From their perspective, Water, Sanitation and Hygiene (WASH) services had been delivered to them in circumstances that would not have occurred under normal conditions of service provision. The beneficiaries live in "WASH poor" locations and could not have afforded the real costs of accessing the facilities from their premises had GAMA not intervened.



Enumerators on field collecting data from beneficiaries

PROPOSAL TO DEVELOPMENT PARTNERS AND GOVERNMENT AGENCIES

Proposal to SECO

The ILGS submitted a proposal to the Swiss State Secretariat for Economic Affairs (SECO) to implement capacity building interventions in four key areas in order to contribute towards 'responsive, effective and efficient service delivery, local economic transformation and democratic local governance' in Ghana. The four areas were:

- a. Building the professionalism of Local Government Service (LGS) staff (bureaucrats) through competency and problem-based training programmes
- b. Developing the competencies of Local Government (LG) functionaries (elected and appointed representatives) to provide leadership, effective oversight and representation roles at the district assembly level
- c. Building the organisational culture of LGs to operate as high performing corporate bodies
- d. Promoting effective social accountability mechanisms that put local residents and their representatives including their association at the centre of local governance performance monitoring, assessment and downward accountability.

The total budget request is 3m Ghana cedis. If the proposal is accepted, ILGS will collaborate with the Office of the Head of Local Government Service (OHLGS) and the Ministry of Local Government, Decentralization and Rural Development (MLGDRD) to implement the project.

Proposal to IMCCoD

The ILGS submitted a revised proposal "mapping available endogenous resources, development of One Area One Product (1A1P) and regional economic clusters for local economic development in MMDAS" to IMCCoD. "1A1P" is a Municipal-Private Partnership (MPP) in which a local economic product or project is funded and operated through LGs in collaboration with one or more private sector organisations (businesses, NGOs, CBOs). It is a practical approach to ensure that LGs contribute towards the central government's coordinated programmes for job creation and income growth in the country. This proposal was first submitted in May 2021 to IMCC and then to MLGDRD in July. The IMCC approved funding of the project.



S08



Improve Academic and Training
Infrastructure

Infrastructure Expansion in Accra and Tamale campuses

The Institute with support from DACF embarked on massive infrastructural expansion on its various campuses, and also received vehicles from the MLGDRD to facilitate the Institute's academic and training activities.

Both Accra and Tamale campuses of the ILGS are undergoing infrastructure renovation and expansion. Both projects are funded by the Government of Ghana through the DACF. In Accra, work on the 160-bed hostel facility is on the third floor while the conference auditorium is yet to

commence. In addition, discussions are on-going with the DACF to build another 200-bed hostel, central classroom block, administration block, entrance gate, and renovation of the existing conference hall and offices. In Tamale, work on the conference and 60-bed hostel is about 50% complete while renovation works are on-going. Below are the prototypes and real photos of the state of infrastructure projects in the Accra and Tamale campuses as of December 2021.

TAMALE CONFERENCE AUDITORIUM (ARCHITECTURAL IMPRESSIONS AND CURRENT STATUS)



Conference Auditorium

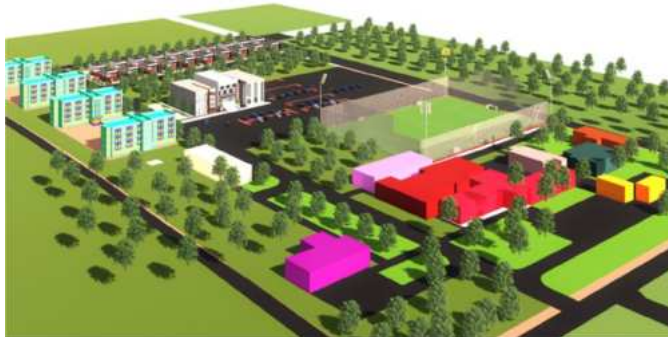


Hostel Facility



Entrance Gate renovation in Tamale

Accra Campus Site Plan, Proposed Conference Auditorium Complex, Entrance Gate and Hostel



Conference Auditorium Complex



Entrance gate



Hostel

Accra Campus Hostel Project



Architectural Impression



Current Status

MLGDRD CAPEX Support

The MLGDRD included in their budget for the 2021 fiscal year an allocation of GHC 5,000,000.00 to cover capital expenditure of the ILGS including, the upgrade of lecture hall facilities into smart classrooms, provision of an 80-bed hostel facility, rehabilitation of the existing auditorium which will expand seating capacity from 200 to 350, construction of an entrance gate and procurement of vehicles to support operations. During the inauguration of the current Council in October 2021, the sector Minister, Hon. Daniel Botwe accordingly, presented three vehicles (1 Toyota Prado; 1 Toyota Fortuner and 1 Toyota Pickup).

Existing Lecture Hall Facilities, Hostel and Auditorium



Inauguration of the 6th Council



The Minister, Hon. Daniel Botwe (1st from right) swearing the Council Members into office



A cross section of some Council Members taking the oath



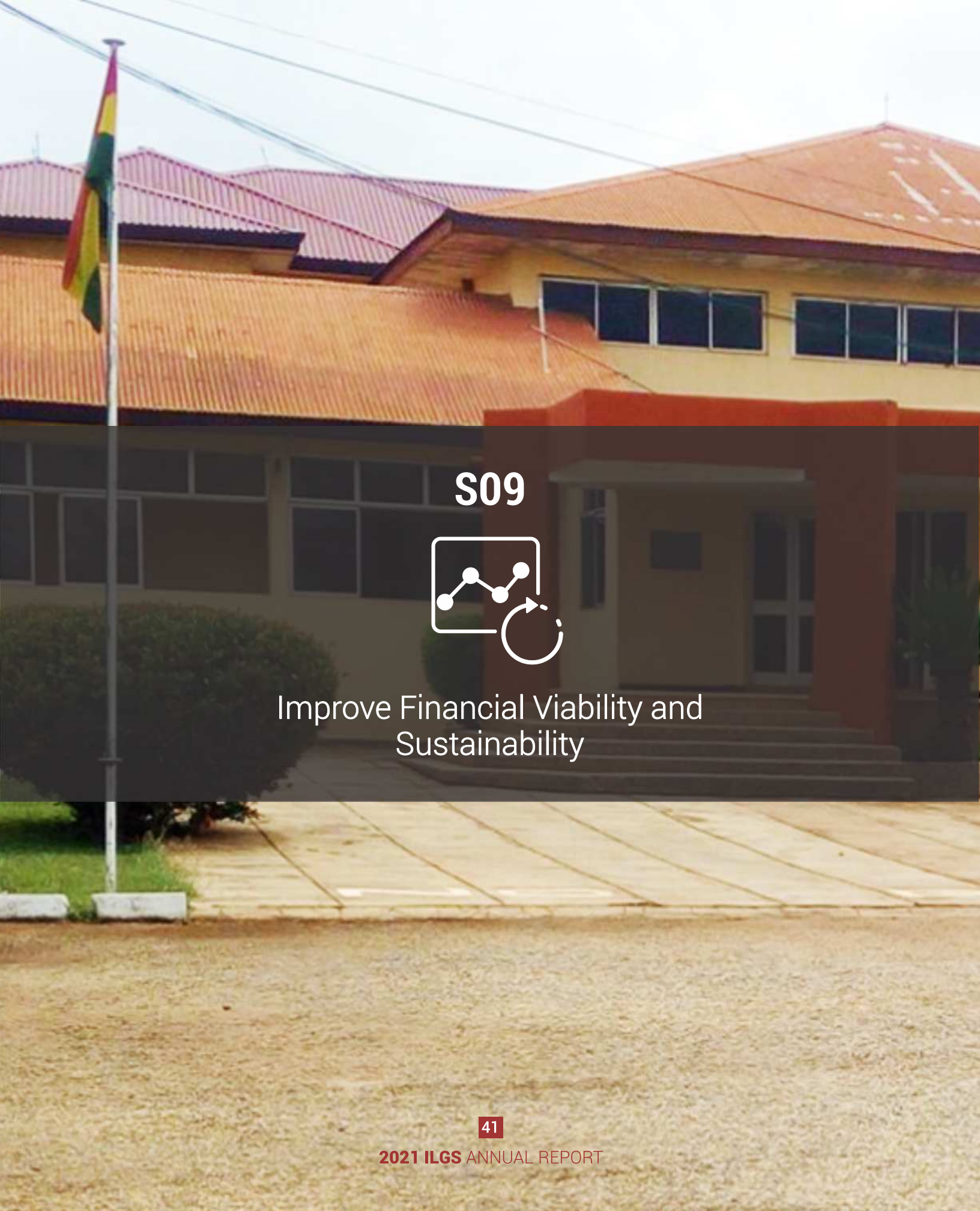
A group photograph of the Council Members with the Minister and Chief Director, MLGDRD

Presentation of the Three Vehicles



Hon. Daniel Botwe handing over the keys of the 3 vehicles
(1 Toyota Fortuner, 1 Toyota Prado, 1 Toyota Pickup) to the Director, Prof. Nicholas Awortwi





S09



Improve Financial Viability and
Sustainability

Our Finances

The Institute embarked on a rigorous detailed audit of its financial statement to enable it to improve its financial viability, and to take stock of its assets and liabilities to ensure the sustainability of its activities.

The Analysis of the Financial Statement for the year is explained in the Operational Review in Table 3 below.

Table 3: Operational Review

Analysis of significant movements in the Financial Statements of the year 2021 as compared to 2020 are as follows:

NO	ITEMS FROM INCOME AND EXPENDITURE	YEAR 2021	YEAR 2020	CHANGE	%	REMARKS
		GH¢	GH¢	GH¢		
1	INCOME	4,733,694	11,078,145	(6,344,451)	57.27%	The Institute's revenue decreased by 57.27%. This was largely due to a decrease in Collaborations by Gh¢7,034,104 representing 71.77%. The 2020 revenue rise was a result of the one-time activity of training of Assembly Members, which comes off only once in every four years.
2	OTHER INCOME	225,348	84,361	140,987	167.12%	Other Income increased by 167.12% mainly because Interest Income increased by Gh¢ 225,028.
3	COMPENSATION	1,642,218	1,160,128	482,090	41.55%	This was due to an increase in Established Post costs in 2021. Established Post payments increased from Gh¢1,039,348 in 2020 to Gh¢ 1,475,725 in 2021.
4	GOODS AND SERVICES	2,662,086	8,009,509	(5,347,423)	-66.76%	Goods and Services decreased by Gh¢5,347,424 (66.76%) due to a decrease in Printing & Publication (96.73%), Fees and Honorarium (70.04%) and Training Costs (63.88%)
5	AMORTISED DEFERRED INCOME	66,326	-	66,326	100.00%	The increase is because of amortization of Donated Assets from donors.

ASSETS AND LIABILITIES

NO	ITEMS FROM STATEMENT OF FINANCIAL POSITION	YEAR 2021	YEAR 2020	CHANGE	%	REMARKS
		GH¢	GH¢	GH¢		
6	NON-CURRENT ASSETS	1,658,384	1,466,200	192,184	13.11%	The increase was due to Motor Vehicle -Gh¢ 231,810 (donated), Fixtures and Fittings -Gh¢ 127,252 (donated), Household Equipment -Gh¢ 9,850, Office Equipment -Gh¢ 18,560 and Computers -Gh¢ 92,114.
7	ACCOUNTS RECEIVABLE	3,100,816	3,014,569	86,247	2.86%	The increase is as a result of Academic Programmes receivable.
8	UNACCOUNTED FUNDS	7,199,709	7,199,709	-	-	This represents cash withdrawals without supporting documents from the period, 2017 and 2018. These were being dealt with by the requisite administrative and criminal procedures.
9	CASH AND CASH EQUIVALENTS	4,085,367	3,249,846	835,521	25.71%	This was due to inflows from Collaborations, Academic Programmes and Management Development Programmes.
10	ACCOUNTS PAYABLE	670,701	617,119	53,582	8.68%	The increase was due to Accrued Statutory Liabilities.
11	ACCUMMULATED FUND	15,034,269	14,313,206	721,063	5.04%	The increase is due to Net Surplus for the year.

Internal Audit Control

During the first three quarters, the Internal Auditor submitted all three quarterly reports of the ILGS to the Internal Audit Agency (IAA) as stipulated in the PFM Act, 2016, (Act 921) and Internal Audit Agency Act 2003, (Act 658). The reports showed that internal audit controls and financial regulations had been followed to enhance transparency and accountability in ILGS. Management also undertook the following:

- Organisation of Audit Committee meetings
- Drafting of the following policies and documents:
 - a. ILGS Audit Charter
 - b. ILGS Updated Accounting Manual
 - c. Transport Policy
 - d. ICT Policy

- External audit of 2020 accounts commenced in September and was completed in December 2021. The late commencement of the 2020 audit was due to the late appointment of external auditors by the Auditor General.

Nevertheless, Management in collaboration with the Forensic Unit of the Criminal Investigations Department (CID) of the Ghana Police Service, the Economic and Organised Crime Office (EOCO), the Attorney General, and the MLGDRD had taken steps to respond to some financial malfeasance in the past and regain the lost reputation of the Institute.

3.0 CHALLENGES IN 2021

- In April, the Chairman of the Council, Naba Moses Abaare Appiah IV, passed on at the Tamale Teaching Hospital. He was the chief of Binaba in the Bawku Traditional Area and his funeral was organised on 20th November, 2021
- Delays in mounting the Scheme of Service Training
- The delayed appointment of Council members led to the postponement of some major decisions:
 - a. Recommendations of Disciplinary Committee
 - b. Choice of organisations to invest tier-II pension funds
 - c. Other governance and advocacy requirements
- Effects of COVID-19 on academic programmes, students' enrolment and Management Development and Training (MDT) Programmes.



The Late Naba Moses Abaare Appiah IV
May His Soul Rest in Peace



Graduands seated

4.0 PROSPECTS FOR 2022

- Potential end of COVID-19 and resumption of full-scale training and academic programmes.
- Increase of fleet of vehicles at the institute to ease movement around the country in the organisation of training programmes.
- Improve the image of the Institute to attract more Development Partners to provide financial and technical support to the work of ILGS.
- Expansion of academic infrastructure at the Accra and Tamale campuses as Government budget support in the form of CAPEX is likely to continue.
- Introduction of First-Degree programmes and four additional Masters programmes to expand enrolment ahead of the Institute application to become a fully-fledged university.
- Enrollment of many Assembly Members (AMs) to undergraduate programme.
- Establishment of the Royal Academy of Chiefs and Traditional Leaders.
- Increase patronage of ILGS facilities and programmes following the pronouncements by the Minister of Local Government, Decentralisation and Rural Development that all local government service training at the MMDAs should be organised by the Institute. The Select Committee of Parliament supported this declaration and urged the OHLGS to collaborate with the Institute to make it happen.



5.0 PARTNERS



**MINISTRY OF LOCAL GOVERNMENT
DECENTRALISATION AND
RURAL DEVELOPMENT**

MLGDRD



OHLGS



IMCCoD



**District Assemblies
Common Fund
Ghana**

Online Management Information System

DACF



Star Ghana Foundation



NALAG



GIZ



**Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra**

Swiss Development
Cooperation (SECO)



USAID



NDPC



PSCLG



GTEC



KNUST



NADMO



EU



IDEG



INCLUDE



LOGNet



GAMA-SWP



GESP

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