

# INSTITUTE OF LOCAL GOVERNMENT STUDIES



## IN AWE ABOUT THE NEW ILGS

**2022** | **ANNUAL  
REPORT**





**INSTITUTE OF  
LOCAL GOVERNMENT  
STUDIES**

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# ABBREVIATIONS

<b>APC</b>	Appointments and Promotions Committee
<b>AMs</b>	Assembly Members
<b>BAC</b>	Business Advisory Service
<b>GTEC</b>	Ghana Tertiary Education Council
<b>MMDCEs</b>	Metropolitan, Municipal, District Chief Executives
<b>DACF</b>	District Assembly Common Fund
<b>DACF-RFG</b>	District Assembly Common Fund- Responsiveness Factor Grant
<b>DPAT</b>	District Performance Assessment
<b>IGF</b>	Internally Generated Fund
<b>ILGS</b>	Institute of Local Government Studies
<b>KNUST</b>	Kwame Nkrumah University of Science and Technology
<b>LGS</b>	Local Government Service
<b>MDT</b>	Management, Development and Training
<b>MLGDRD</b>	Ministry of Local Government, Decentralisation and Rural Development
<b>OHLGS</b>	Office of the Head of Local Government Service
<b>RCC</b>	Regional Coordinating Council
<b>IMCCoD</b>	Inter-Ministerial Coordinating Committee on Decentralisation
<b>SECO</b>	Swiss State Secretariat for Economic Affairs
<b>REEL-G</b>	Responsive, Effective and Efficient Local Governance
<b>SoST</b>	Scheme of Service Training
<b>MoFA</b>	Ministry of Food and Agriculture
<b>MAG</b>	Modernising Agriculture in Ghana
<b>LED</b>	Local Economic Development
<b>LGAO</b>	Local Government Administration & Organisation

<b>NGLT</b>	Next Generation Leadership Training
<b>LG</b>	Local Government
<b>INCLUDE</b>	Dutch Platform on Inclusive Development
<b>NHC</b>	National House of Chiefs
<b>CSU</b>	Client Service Units
<b>PRCC</b>	Public Relations and Complaints Committee
<b>STMA</b>	Secondi-Takoradi Metropolitan Assembly
<b>SPC</b>	Spatial Planning Committee
<b>MPCU</b>	Metropolitan Planning Coordinating Units
<b>ESLM</b>	Executive Strategic Leadership and Management Course
<b>NALAG</b>	National Association of Local Authorities of Ghana
<b>PFM</b>	Public Financial Management



## FOREWORD

If Local Government (LG) functionaries are trained to become responsible and accountable in the performance of their responsibilities; and professionalism of the Local Government Service (LGS) is enhanced through structured training that enables staff of LG authorities to apply new knowledge, skills and attitudes towards achieving their mandates, then a whole new way of structured capacity building interventions for effective LG performance can be achieved as envisaged under article 240(2) of the 1992 Constitution.

The establishment of both the Institute of Local Government Studies (ILGS) and the LGS in 2003, was intended to address capacity deficiencies of LGs. The LGS on one hand, has been established under Part Two of the Local Governance Act, 2016 (Act 936) [prior to this, the repealed Act 656 of 2003], to secure the effective administration and management of the decentralised local government system in the country. Its operations were however, to ensure that as far as practicable, persons in the service of local government were subject to the effective control of local authorities Article 240(2)(d) of the 1992

Constitution]. The ILGS on the other hand, is mandated under the Institute of Local Government Studies Act, 2003 (Act 647) to organise the training of both staff and members of LG authorities, to enhance their managerial, administrative, financial and operational efficiency (section 3 of Act 647). It is also mandated to award certificates, diplomas and higher qualifications as approved by the Ghana Tertiary Education Commission (GTEC). Therefore, the creation of these specialized institutions to provide the requisite organisational and professional management development appeared to be the way forward for effective decentralisation.

Pursuant to section 19 of the ILGS Act, 2003 (Act 647), the 2022 Annual Report of the Institute is intended to bring stakeholders up to speed with progress being made by the Institute. The provision in law, enjoins 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 demonstrates the ministerial oversight, support and guidance provided 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, during the period under review, significant progress was made with the on-going construction of hostel and lecture hall facilities to improve academic and training infrastructure at the Institute's Accra and Tamale Campuses. Construction works commenced in 2020, with support from the District Assemblies Common Fund (DACF). The 2022 National Budget Statement also granted ILGS, 100% retention of its Internally Generated Funds (IGFs), pursuant to section 6 of the Ministries, Departments and Agencies (Retention of Funds) Act, 2007 (Act 735) and section 15 of the Institute of Local Government Studies Act, 2003 (Act 647) as well as Section 47(1) of the Public Financial Management Act, 2016 (Act 921).

I have been informed by the Governing Council that it had deemed it necessary to consider a review of Act 647 to help bring about significant changes envisaged for the Institute's growth and sustainability. The review of Act 647 would culminate in the Institute obtaining a

Presidential Charter, to operate as (a) a fully-fledged specialised tertiary (degree awarding and research) institution, pursuant to sections 29(1)(2) and 40(1) of the Education Regulatory Bodies Act, 2020 (Act 1023) and (b) without limiting its core mandate for management development and training for staff and functionaries of LGs, pursuant to article 240(2) of the 1992 Constitution, to also operate as a local governance professional management development institution. We will support the processes as it holds the promise to also clarify the mandate of the Institute and remove limitations impeding its smooth operations and sustainability.

I am therefore delighted to be associated with the Institute and in particular, writing the foreword to the Institute's 2022 Annual Report. We are all in awe about the new ILGS and will continue to extend the needed support to ensure the Institute becomes Africa's leading centre of excellence for local governance and development.

**DANIEL BOTWE (MP)**

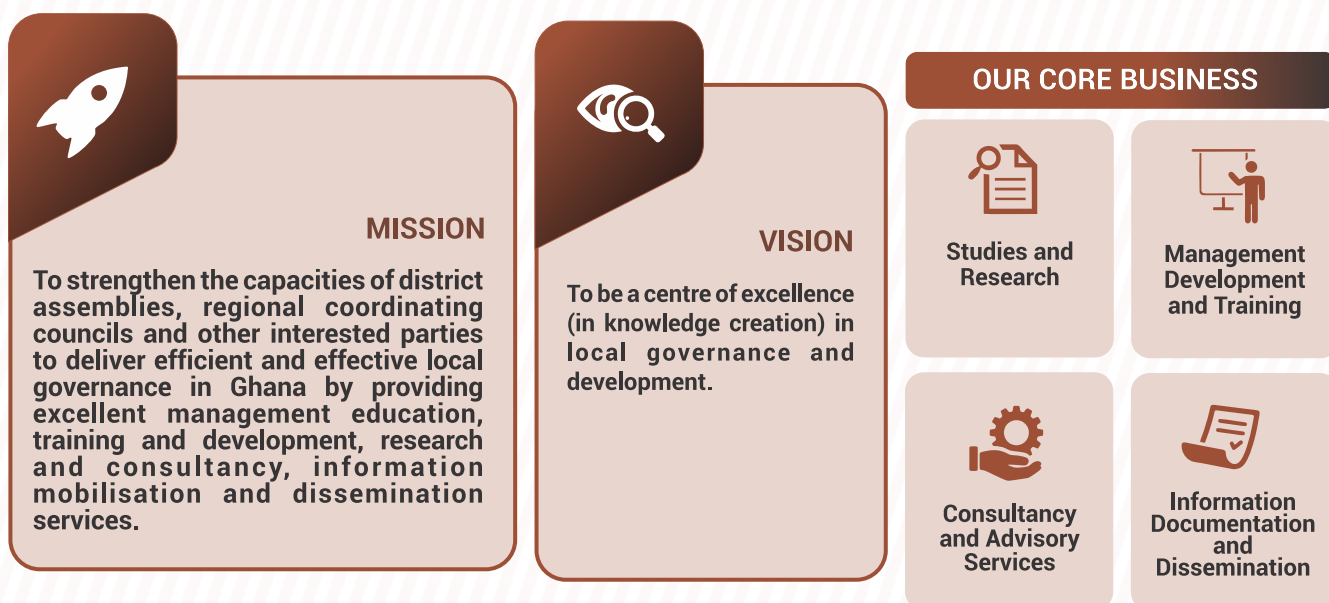
**MINISTER OF LOCAL GOVERNMENT, DECENTRALISATION  
AND RURAL DEVELOPMENT (MLGDRD)**

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.



## CORE VALUES



### Scale of Justice

Integrity – at the core of our work is our ethical and accountable orientation



### Lion

Leadership - showing strength in character



### Eagle

Creativity - symbol for extra-ordinary and innovative pursuits



### Hands Holding the World

Service excellence- Passion for service to our growing community across the globe

# 2020-2024 STRATEGIC OBJECTIVES

S01



Enhancing the Identity, Image and Organisational Culture

S06



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

S02



Develop the Human Resources and Ensure Optimal Staff Deployment

S07



Strengthen Advisory and Consultancy Services

S03



Broaden Academic Programmes

S08



Improve Academic and Training Infrastructure

S04



Expand Short-Term Certificate Training Programmes

S09



Improve Financial Viability and Sustainability

S05



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



## MESSAGE FROM CHAIRMAN

### Governance of the Institute

The 2022 Annual Report is an opportunity for us to reflect on progress being made with the implementation of our strategic plan (2020-2024), which is intended to strengthen the mandate of the Institute and transform it into a fully-fledged University by the end of 2024, thereby making it Africa's leading centre of excellence for local governance and development. In everything, from the improved public image and organisational culture of the Institute of Local Government Studies (ILGS), through our introduction of new academic programmes and enhanced Scheme of Service Training (SoST) offers, to our expansion of physical facilities for teaching and learning. These are just but a few examples of our achievements, and we are in awe about the new ILGS that has created a positive atmosphere across our campuses.

We have been resilient even in the economic volatilities witnessed during the period under review. The high inflation rates, rising interest rates and increased unemployment, as well as the challenges with our recovery from the COVID pandemic and rising costs, could not deter the Institute from making modest strides. Our internal controls and financial prudence systems, kept us away from these financial

stress and we ought to maintain this to ensure our long-term financial sustainability.

As we enter the fourth year of implementation of our strategic plan, we look forward to consolidate the gains and fast-track completion of most of the unfinished businesses as part of the Institute's transformation agenda. We remain grateful to Hon. Daniel Botwe (MP), the Minister for Local Government, Decentralisation and Rural Development for his sterling leadership and support to ensure functionality and increased visibility of the Institute. He remained unapologetic in his statements about ILGS being a special purpose institution for local governance studies, providing structured training interventions in all forms and levels to provide the requisite capacity for effective performance of local government authorities. He was upbeat about the requirements for effective collaboration between the Office of the Head of the Local Government Service (OHLGS) and the ILGS. These expectations have culminated into the launch of the enhanced SoST and the signing of a memorandum of understanding between the OHLGS and ILGS. Thankfully, under an initiative of the Institute, the Government of Ghana in collaboration with the Government of the Swiss Confederation, has extended financial support for ILGS to pilot the SoST for the professional staff and other training

interventions targeting members of local government authorities.

We were proud to softly open in November, 2022, the newly completed 160-bed executive hostel and 200-seater multi-purpose conference facilities in Accra. Funding had been provided under the District Assemblies Common Fund (DACF) and I would want to pay tribute to the Administrator of the DACF and the Parliamentary Select Committee on Local Government for their continuous belief in the ILGS mandates. We are equally grateful to our hard working Council Members, Management and Staff as well as the Student Community for the excellent work they are doing. Our Alumni are also worth celebrating

as they continue to avail themselves and take initiatives to strengthen efforts being made to increase patronage of the Institute's programmes.

On behalf of the ILGS Council, Management and the entire staff, we wish to extend our gratitude to our key partners who have believed in the ILGS transformation agenda and provided ongoing support. We have indeed, been in awe about the new ILGS and we hope to maintain the progress being recorded to ensure responsive, effective and efficient local governance in Ghana.

**PROF. KWASI KWAFO ADARKWA**  
CHAIRMAN, ILGS 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



## MESSAGE FROM THE DIRECTOR

### OVERVIEW: IN AWE ABOUT THE NEW ILGS

The year 2022 marked the end of COVID-19 as a global health pandemic but for the ILGS it marked the year that most of our clients and patrons stood in awe as they witnessed the transformation of the ILGS that they had never seen before. The 2021 Annual Report of the ILGS had signaled “A Ray of Hope” in the quest for transformation, but the reality of 2022 was more than just hope. To most people, the striking transformation that easily caught their attention was new infrastructure that had sprung up on the campuses, and precisely so, given the context where in 2019, many of these people had declined accommodation in our rundown 20-bedroom hostel facilities.

By the end of 2022, the ILGS was organizing training in a plush 200 smart mini auditorium and accommodating participants in a 160-bedroom executive hostel. Participants that had been invited to training programmes in Accra asked about which hotel they would be staying in only to stand in awe when they arrived on campus to realize that the new ILGS has the state-of-the-art

residential facilities for training. The 160-bedroom hostel facilities and the mini auditorium were the first to be completed among infrastructure facilities that include a 560-bedroom hostel, 1200-seater conference auditorium and offices, five floor central classroom block, Astro-turf football pitch, and renovation of existing facilities. We are grateful to the Government of Ghana and more specifically to the District Assemblies Common Fund for funding the infrastructure projects.

No doubt, the infrastructure upliftment on ILGS campuses demonstrates the newfound confidence that the government has in the new ILGS, its governance, and leadership. Such was the conviction that the Minister of Local Government, Decentralisation and Rural Development (MLGDRD) communicated to the Parliamentary Select Committee on Local Government during the 2022 budget hearing that the ILGS is the only designated institution responsible for delivering training within the sector. This provided yet another clarity on the mandate of the Institute that had been abused in the past by sector players.

The image of the ILGS locally and internationally further improved. During the year, the Director was invited to serve on the Advisory Board of the 'Local Public Sector Alliance', a global organisation based in Washington DC that advocates for decentralisation in the world. In Ghana, the Director was co-opted by the Inter-Ministerial Coordinating Committee on Decentralisation (IMCCoD) to provide expert advice. The IMCCoD is chaired by His Excellency, the President and is responsible for inter-sectoral policy coordination and a decentralised local governance system in Ghana.

As the ILGS reputation soars, development partners increasingly warmed up to us. In 2022, the Government of Ghana, represented by the MLGDRD and the Government of the Swiss Confederation, also represented by the Swiss State Secretariat for Economic Affairs (SECO) signed a grant agreement of CHF 400,800.00 to enable the ILGS implement a pilot project "Responsive, Effective and Efficient Local Governance" (REEL-G) in 40 districts.

On the academic front, we enrolled 70 students in our four Master's degree programmes and submitted for accreditation for additional four postgraduate programmes (MSc. Sanitation and Water Governance; MSc. Development Management; MSc. Procurement and Contract Management and MSc. Urban Governance and Management) and one undergraduate programme (BSc. Governance and Development Studies) to commence in 2023. In terms of short-term certificate courses, we delivered tailor-made training to about 3500 participants in the local governance sector. This comprised 261 MMDCEs; 1540 Assembly Members, 1500 professional staff, among others.

We continued to pursue our flagship programme of Research to Policy Engagement (R2P).

During the year, staff of the ILGS engaged the media on a number of pertinent and emerging

issues on decentralisation and local governance in the country. Following the President's call to build a national consensus on the amendment of articles 55(3) and 243(1) of the 1992 Constitution to respectively pave the way for political parties to participate in LG elections and also for the elections of mayors, the ILGS, in consultation with the MLGDRD engaged the National House of Chiefs to understand their positions on the amendment of articles 243(1) and 55(3) of the 1992 Constitution. The Dutch Platform on Inclusive Development (INCLUDE) through its platform, the African Policy Dialogue provided financial support to ILGS to pursue R2P.

Again, in collaboration with MLGDRD, the ILGS held a High-Level Breakfast Meeting to discuss three emerging issues following ILGS's study on "Promoting Local Economic Development " and subsequent lessons from the "Nationwide Training on Next Generation Local Economic Development ". INCLUDE again provided the financial support to ILGS to undertake the study and subsequent policy dialogue. The breakfast meeting concluded with a recommendation to create a small team to review the 2020 LED policy.

In line with our strategic objective to ensure financial viability and sustainability of the ILGS as a non-subservient state institution, in 2022, we raised an amount of GHC7.8m against the budget of GHC8.73, a shortfall of 10% while expenditure target fell by 23%. In general, there was a surplus of GHC1.1m. For the first time in a long while, the ILGS completed its external audit report for 2021 within the stipulated time period. The external audit report of 2021 showed that the Institute had made significant progress towards improving its internal control systems and accountability. The Audit Committee of Council commended management for a good work done.

With our finances in order, in 2022, the Council approved the appointment of Axis Pension Trust as Trustee of the ILGS staff Tier II pension funds. Management subsequently transferred to the fund all

the amount that had been in arrears since it was established in 2008.

Despite these improvements, we still face challenges that include attracting academic staff with the requisite knowledge, skills and experience to teach on our academic and professional training programmes and at the same time having the right attitude to work in an environment that is different from those in public universities. We are a non-subvented state institution that must work to generate income to pay salaries and other recurrent expenditures. This does not prevail in public institutions.

Our prospects for 2023 are bright. We hope to apply for a Presidential Charter to become an autonomous university, introduce academic publication allowances to motivate staff to pursue academic excellence and mark our 20th anniversary. We also expect to recruit more academic staff.

We are grateful to the Minister of Local Government, the Administrator of the DACF, members of the ILGS governing council, patrons of our programmes, and partners for their support in 2022.

**PROF. NICHOLAS AWORTWI**  
**DIRECTOR OF ILGS**

# MANAGEMENT



**Prof. Nicholas Awortwi**  
Director



**Mr. Richard Kambootah**  
Deputy Director, Tamale Campus



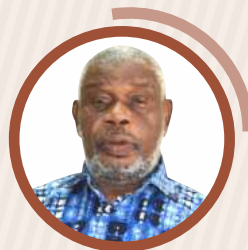
**Mr. David Osei-Wusu**  
Registrar



**Dr. Stephen Omari**  
Dean of Studies  
and Research



**Mr. Frederick Agyarko Oduro**  
Dean, Management,  
Development and Training



**Mr. Gabriel Odartey Coffie**  
Librarian



**Mr. Ishmael Derrick Yeboah**  
Ag. Finance Officer



**Mr. Gazali Mohammed**  
Ag. Internal Auditor

**2.0**

# ACHIEVEMENTS



## **S01: Enhancing the Identity, Image and Organisational Culture**

Management implemented a number of programmes that contributed to improving the image and visibility of the Institute.

- The Institute initiated the processes towards becoming a fully-fledged University and informed key stakeholders at any given opportunity especially during forums and training programmes. About 92%

of alumni support ILGS becoming an autonomous university.

- A tracer study was conducted by ILGS to elicit views about the services and tuition offered by the Institute. The study highlighted areas where the ILGS was performing well as well as areas that needed improvement. In general, the feedback

## Director's Interaction with Alumni



Director with some alumni on a tour of the campus



Director interacting with some of the alumni



Some of the alumni at the meeting



Some alumni making contributions to the discussions

was impressive as it provided confidence to management to keep improving on its graduate programmes.

- The ILGS also received invitations from key sector players (MLGDRD, IMCCoD, Development Partners), local and international NGOs, and CSOs to lead discussions on national decentralisation and local governance issues in the country. The views expressed by the Institute on LG issues in the country and abroad were highly regarded.
- As the Institute organised series of training programmes on campus and in the districts, there were positive feedbacks from both professional and political functionaries about

the new ILGS. Training participants openly expressed their admiration for the new ILGS and its direction.



**An alumnus granting an interview for the tracer studies**

## **Executive Strategic Leadership and Management Course for MMDCEs**



**Hon. Daniel Botwe, Minister for Local Government Decentralisation and Rural Development, presenting a certificate to a participant**



**Participant**



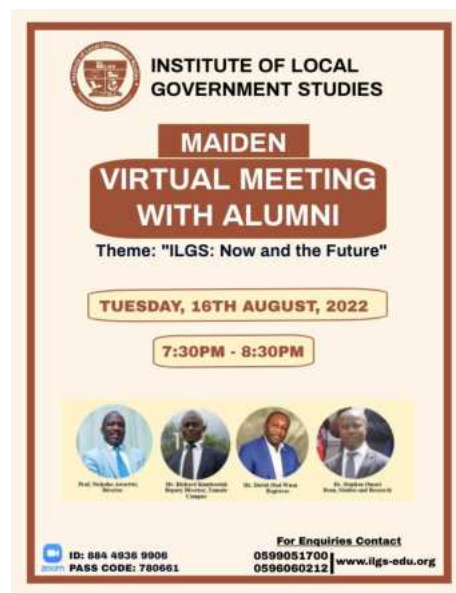
**NGLT for Assembly Members of Ga North Municipal Assembly**

- The new physical infrastructure testifies to the new face of ILGS and demonstrates the confidence that the government has in the Institute, its governance, and leadership.
- At the International level, the Director of ILGS was invited to serve on the Advisory Board of the Local Public Sector Alliance, a global organisation based in Washington DC that advocates for more efficient decentralisation and development. The ILGS subsequently hosted the first African Decentralisation Working Group virtual conference during which the Director made a presentation on the topic "The Quest for Decentralisation and Inclusive Development in Sub-Saharan Africa: Trends and Political Economy Drivers".
- The Director was invited to serve as co-opted member of the Technical Committee of the IMCC that is made up of expert personalities on decentralisation reforms, Chief Directors and Chief Executives of the sectors whose heads form the IMCC. While the IMCC is chaired by the President, the Technical Committee acts as the clearing house for specific matters on decentralisation reforms that are particularly contentious before they are referred to the IMCC.

**Patrons of ILGS stand in awe when they visit the campus and notice the physical changes that have taken place in comparison with the Institute that they knew in recent past.**

**Development of the new website in response to the changing needs of the Institute also added to the gamut of activities that improved the image of the ILGS. [www.ilgs.edu.gh](http://www.ilgs.edu.gh)**

In general, the feedback from patrons of ILGS programmes at local, national and international levels have been impressive. They stand in awe about the organisation's new face.



**Virtual meeting with alumni**



**New Lecture Halls and Conference Facilities**



**New Hostel Facilities**



**S02:**  
**Develop the Human Resources  
and Ensure Optimal Staff Deployment**

## Human Resource Development and Optimal Staff Deployment

The Institute embarked on activities such as recruitment of additional faculty staff, increased staff salaries and continued support to staff pursuing further studies to develop its human resource capacity and ensure optimal staff deployment

- At the beginning of 2022, there were 51 employees at ILGS. The Human Resource Plan of the Institute envisaged new hires at the faculty level in expectation of expansion of academic programmes. On 5th January, 2022, management appointed Dr. Stephen Omari as the new Dean of Studies to take over from Mr. Frederick Agyarko Oduro with effect from 10th January, 2022. It also made the following appointments:

### Academic Positions

Position	New Appointment
Dean of Studies	Dr. Stephen Omari
HoD, Local Governance Studies	Dr. Kwabena Boateng
HoD, Environmental Management	Dr. Stephen Omari
HoD, Development Management	Dr. Martin Akotey

## Programme Managers

Programme Managers	New Assignments
Scheme of Service Training	Mr. Frederick Agyarko Oduro
Next Generation Leadership Training	Mr. Felix Amakye

## Centres of Excellence

Centres	New Assignments
Head, Royal Academy of Traditional Authorities (RACTA)	Dr. Kwabena Boateng
Head, Gender Studies	Mrs. Charity Dzradosi
Head, Local Economic Development	Mr. Kwasi Larnyoh

- Four staff continued to receive varied support to pursue PhD programmes in universities in Ghana. In order to encourage staff to pursue PhD programmes, management developed the criteria for sponsorship of staff and integrated them into the Human Resource (HR) policies of the Institute. This follows the directive by Council that all academic staff without a PhD must be given the opportunity and support to enrol in a PhD programme and complete in 4 years.

## Staff Pursuing PhD Programmes



**Mr. Felix Agyei Amakye**  
Public Administration  
and Policy Management,  
University of Ghana,  
Legon



**Hawa Mahama (Mrs)**  
Agricultural Extension and  
Development Communication,  
KNUST, Kumasi



**Sethina Annang-Danquah, (Mrs)**  
Educational Leadership,  
University of Education,  
Winneba



**Mrs. Charity Dzradosi**  
Adult Education and  
Human Resource,  
University of Ghana,  
Legon



## Recruitment of New Faculty Staff

- The Institute, with the approval of the Council, undertook processes towards recruitment of lecturers with PhD qualifications. This activity was consistent with the ongoing institutional strengthening exercise intended to reorganise the Institute's academic programmes towards re-accreditation. The recruitment was also meant to augment the Institute's teaching, research, and consultancy departments. Management received a total of sixty-two (62) applications out of which fifteen (15) were shortlisted for interviews. The Council's Appointments and Promotions Committee (APC) conducted interviews for the shortlisted candidates and recommended to management to negotiate and appoint 5 candidates.
- During the year, the organogram of the ILGS was reviewed to reflect the strategic plan of the Institute and address the concerns that the Council had raised with regard to the positions of the Internal Audit, the Library, and the Tamale campus. With support from the Public Service Commission, a new organogram was developed and approved by the Council.
- During the year, staff salaries were increased by 15% across board to adjust for the cost of living.
- Staff tier II had been in arrears since it was established in 2008. During the year under review, the Council approved the appointment of Axis Pension Trust as Trustee of the ILGS staff Tier II pension funds. Management subsequently transferred to the fund manager, all the arrears due on account.
- The Director of the Institute was promoted to the rank of Associate Professor by the KNUST with effect from 1st August, 2020.



### **S03**

## **Broaden Academic Programmes**

## Broaden Academic Programmes

As part of the strategic plan to expand Academic programmes prior to the application for a Presidential Charter, the Academic Board submitted four postgraduate and one undergraduate programmes to GTEC for accreditation and KNUST for affiliation:

- BSc. Governance and Development Studies
- MSc. Water and Sanitation Governance
- MSc. Development Management
- MSc. Procurement and Contract Management
- MSc. Urban Governance and Management

## Re-accreditation of Existing Programmes

In addition, the Academic Board in October 2022 reviewed the curricula of the 4 existing programmes and re-packaged three to meet the current trend of a 24-month MPhil and 15-month MSc programmes. In the past, all postgraduate programmes had a 24-month

duration to complete. The Board also suggested changes to some of the programme titles. This was effected and submitted to KNUST and GTEC for affiliation and accreditation respectively (see table 1).

**Table 1: Re-accredited Programmes**

Programme	Duration
MPhil. Environmental Science, Policy and Management	24 Months
MSc. Environmental Science, Policy and Management	15 Months
MPhil. Local Economic Development	24 Months
MSc. Local Economic Development	15 Months
MSc. Public Sector Management (formerly LGAO)	15 Months

It is expected that the changes when approved by KNUST and GTEC will provide opportunities for students whose desire is to pursue an academic career to follow a 24-month MPhil programme while others without such interest could finish their Master's programme in 12-15 months.



**Some Faculty Members seated at the Academic Board meeting**

In 2022, a total of 70 students enrolled across the 4 programmes of study. The first cohort of 23 students enrolled only in the MA in Local Government Administration and Organisation (LGAO) programme and the second cohort of 47 students enrolled in all four programmes of the institute, (see Table 2).

**Table 2: 2021/2022 Enrolment**

Programme	1st Cohort		2nd Cohort		Total
	Accra	Tamale	Accra	Tamale	
MA. LGAO	19	4	10	4	37
MSc. LED	--	--	6	3	9
MSc.ESPM	--	--	11	3	14
MSc.LGFM	--	--	7	3	10
Total	19	4	34	13	70

- In April and August 2022, the ILGS organised an orientation and matriculation for fresh students for both first and second cohorts respectively. Faculty also organised a forum for students to interact with the Dean of Studies, HoDs and all teaching staff

## Matriculation of Students



Students in a group photograph with Director and some Faculty Board Members after the Matriculation ceremony



The Dean of Studies, Dr. Stephen Omari addressing the students



A student introducing herself



## **S04: Expand Short-Term Certificate Training Programmes**



## Professional Certificate Programmes

In 2022; the Institute developed tailor made courses and facilitated series of training programmes for LG officers.

### Refresher Certificate Course on Leadership and Management

- Under the auspices of the MLGDRD, the Institute facilitated a series of 3-day zonal refresher certificate courses on Leadership and Management for 261 Metropolitan, Municipal and District Chief Executives (MMDCEs). The programme was organised from 30th January to 14th February, 2022 as a follow-up activity to the nationwide orientation for MMDCEs. The course provided the participants with an opportunity to analyse, reflect and devise innovative strategies to implement the Central Government's flagship interventions and programmes as well as deepen their understanding of the requirements for the management of MMDAs.



**Prof. Awortwi seated on the High table with Hon. Daniel Botwe, Minister, MLGDRD, Hon. Collins Ntim, Deputy Minister, MLGDRD and Hon. Nana Ato Arthur, Head, LGS**



**Prof. Nicholas Awortwi, Director and Mr. David Osei-Wusu, Registrar making presentations**



**A cross section of participants at the training**

## Tailor-made Training on Local Economic Development (LED)

In collaboration with the MLGDRD and the MAG Secretariat of the Ministry of Food and Agriculture (MoFA), the ILGS conducted a series of zonal training on Next Generation Local Economic Development (LED) with the objective of localising the national agenda for job creation. About 1300 participants made up of MMDCEs, Development Planning Officers, Coordinating Directors, Physical Planning Officers, Agricultural Officers,

Business Advisory Service (BAC) Officers, and Finance Officers from the 261 MMDAs participated in the training programme. The hands-on training enabled each of the 261 MMDAs to develop their district LED strategic plan to promote jobs. A website has been developed that would enable the ILGS to regularly update and track the performance of the MMDAs on LED.

### Zonal Training in Greater Accra



Prof. Nicholas Awortwi welcoming participants



Some participants listening attentively

### LED Training and MAG Sensitisation in the Central Region



Mr. Kwasi Larnyoh, Head of LED Centre welcoming participants



Participants in a group photograph with the Deputy Minister, MLGDRD, Hon. Collins Ntim

## LED Training and MAG Sensitisation in the Eastern Region



Ms Candace Holt, Senior Development Officer, Global Affairs Canada



A participant making contributions to the discussions

## LED Training and MAG Sensitisation in the Volta Region



A group photograph of participants with dignitaries and facilitators

## LED Training and MAG Sensitisation in the Western Region



## Executive Strategic Leadership and Management Course

A one-week residential Executive Strategic Leadership and Management (ESLM) course was conducted in November 2022 at the ILGS Accra Campus for 40 MMDCEs. For many of the participants, the training was the first time they understood their strategic leadership and management roles and reflected on the enormity of the competences that would be needed to function as CEOs. At the end of the course, the MMDCEs demonstrated their acquired knowledge and skills by developing and presenting their 'leadership in action change making projects' and returned to their Local Government (LG) jurisdictions more confident, more capable, and better equipped to lead transformation.



Some MMDCEs listening to a presentation



Hon. Daniel Botwe, Minister, MLGDRD in a group photograph with MMDCEs



Hon. Daniel Botwe, Minister, MLGDRD handing over a certificate to a participant after successful completion of the training



Mr. Miracles Aboagye, Executive Secretary, IMCCoD interacting with the MMDCEs

## Next Generation Leadership Training for Assembly Members (NGLT)

- The NGLT was delivered to 1,540 Assembly Members (AMs) in 40 districts. The NGLT aims to equip AMs with the requisite knowledge, skills and attitudes in 5 functional areas as envisaged in the Local Governance Act (Act 936).
  - ♦ Representative Function
  - ♦ Deliberative Function
  - ♦ Legislative Function
  - ♦ Executive Function
  - ♦ Oversight/Accountability Functions

The training was designed on the assumption that the LG set-up provides the needed foundation for developing future national politicians with the requisite leadership skills in representative, deliberative, legislative, executive and accountable democratic governance. The course was delivered in ways that enabled local politicians to bring local development challenges and opportunities to the classroom for analysis and proffered solutions. Participants completed the course with an expectation to bring changes in the way they had performed their five key roles and responsibilities.



**Assembly Members at Akatsi West  
Assembly in a group picture with their  
DCE and facilitators**



**Assembly Members from Ketu North District**



**Assembly Members at Sekyere Afram  
Plains at the training**



**A group photograph of Assembly Members  
at Sekyere Afram Plains**

## Training on Integrated Urban Governance for Members of the Metropolitan Planning Coordinating Unit (MPCU) and Spatial Planning Committee (SPC) of Sekondi-Takoradi Municipal Assembly (STMA)



Some participants in group discussion



Mr. David Osei-Wusu making a presentation

## NGLT for Presiding and PRCC Members from Eastern, Central and Western Region



Mr. David Osei-Wusu making a presentation



A group photograph of participants with the Director and facilitators

## Presiding and PRCC Members from Bono, Ashanti, Western North and Ahafo Regions



Prof. Nicholas Awortwi giving a certificate to a participant



A cross section of participants in a group photograph with Facilitators

## Presiding and PRCC Members from Upper West, Upper East, North West, Savannah and Bono East Regions



Mr. Frederick Agyarko Oduro making a presentation



Some participants seated

## Presiding and PRCC Members from Greater Accra, Volta and Oti Regions



A group photograph of participants with the Hon. Daniel Botwe, Minister, MLGDRD and Facilitators



A group photograph of participants with Hon. Irene Naa Torshie Addo, Administrator, DACF and Facilitators

The Minister of Local Government during the Budget hearing indicated the ILGS is the only designated institution responsible for delivering training within the sector.



**S05:**

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

## Evidence-based Policy Engagement on Local Governance and Development

The Institute with financial support from its partners organised consultation meetings with a variety of stakeholders whilst the staff also engaged with the media on issues in local governance.

### Engagements on Democratic Local Governance

- **Consultation with the National House of Chiefs (NHC) on Democratic Decentralisation Reforms in Ghana**

Following the aborted attempt on the election of MMDCEs, the Institute of Local Government Studies with financial support from the Dutch Platform on Inclusive Development (INCLUDE) and in consultation with the Ministry of Local Government Decentralisation and Rural Development (MLGDRD) undertook a consultation meeting with the National House of Chiefs (NHC) on November 16, 2022 to understand their

positions on the LG reforms that would deepen local democracy. Seventy-three (73) out of the 80 members of the NHC were in attendance but only 48 (66%) responded to the questions on their current understanding of Ghana's decentralisation and the need for reforms. Table 3 shows the results of the positions of members of the NHCs that responded to the questions.



Cross section of Nananom at the consultative meeting of the National House of Chiefs in Kumasi.

**Table 3: Opinion of Members of the NHCs on Legal Reforms to Articles 243(1) and 55(3) of the National Constitution that Constraint the Deepening of Local Democracy**

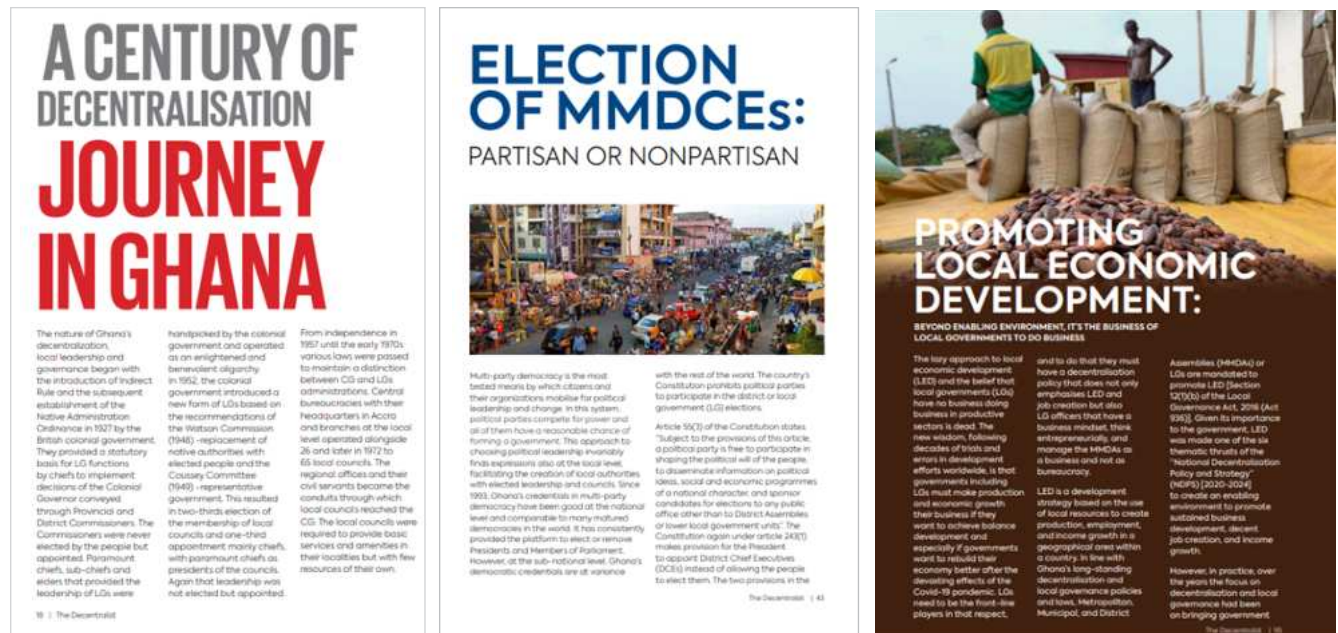
Question	Members positions/opinions before the argument was made (48 respondents)			Members positions/opinions after the argument was made (44 respondents)		
	Agree %	Disagree %	No opinion %	Agree %	Disagree %	No opinion%
1. Article 55(3) of the constitution that prohibits political parties to sponsor candidates to contest LGs elections needs to be amended to enable political parties to participate in LG elections	34.69	61.22	4.08	54.55	43.18	2.27
2. Article 243(1) of the constitution that permits the President to appoint District Chief Executives needs to be amended to enable the people to directly elect their DCEs	81.63	16.33	2.04	77.27	18.18	4.55
3. Article 242(d) that permits the President to appoint 30% of Assembly members should be removed	67.35	30.61	2.04	68.18	27.27%	4.55

- During the period, staff of the ILGS engaged the media on a number of pertinent and emerging issues on decentralisation and local governance in the country. The CDD commissioned the Director of ILGS to present a paper on comparative analysis of democratic decentralisation systems and implications for local governance reforms in Ghana for a multi-stakeholder conference on local government reforms.
- The Director also contributed three articles to 'The Decentralist' an annual magazine published by the IMCC on decentralisation and local governance issues in the country.

## ILGS engagement with the media



## Sections of the Director's articles to 'The Decentralist'



Pages 43-50

Pages 18-22

Pages 95-98

## Signing of Citizens' Charter

- The ILGS facilitated the design and signing of the Citizens' Charters for elected Assembly Members in 40 districts. The signing of the Citizens' Charter was witnessed by traditional authorities within the electoral areas. The

charter includes a commitment by Assembly Members to deliver on their duties and responsibilities and to work ethically and with integrity in the discharge of their duties.

## Traditional Authorities Witnessing the Signing of Citizens' Charter



A Chief witnessing the signing of the Citizens' Charter at Akatsi West Municipal Assembly



A Chief at New Juaben North Municipal Assembly signing the Citizens' Charter



A Chief witnessing the signing of the Citizens' Charter at Sekyere Afram Plains



A Chief at Ketu North signing the Citizens' Charter

## Publications

Abdul Raufu Mustapha, Kate Meagher, Nicholas Awortwi (2022). "Introduction and Overview" in: Martin Atela, Abdul Raufu Mustapha (eds) *Political Settlements and Agricultural Transformation in Africa: Evidence for Inclusive Growth*. London: Routledge

## High-Level Breakfast Meeting on LED

On Friday, 9th September 2022, the ILGS in collaboration with the Ministry of Local Government, Decentralisation and Rural Development (MLGDRD) held a High-Level Breakfast Meeting on Local Economic Development (LED) at the AH Hotel in Accra. The meeting was held to discuss three emerging issues following the study conducted by ILGS on “Promoting Local Economic Development” and subsequent lessons from the “Nationwide Training on Next Generation Local Economic Development”. The Dutch Platform on Inclusive Development (INCLUDE) provided financial support to ILGS to undertake the study while the Inter-Ministerial Coordinating Committee on Decentralisation and Global Affairs, Canada provided financial support for the training programme. The breakfast meeting concluded with a recommendation to create a small team to review the 2020 LED policy with the following personalities as constituting the team:

1. Hon. Collins Ntim (Deputy Minister of LGDRD)
2. Mr. Dennis Aboagye (Executive Secretary, IMCCoD)
3. Prof. Nicholas Awortwi (Director, ILGS)
4. Mr. David Osei-Wusu (Registrar, ILGS)
5. Director of PPMED from the MLGDRD
6. A representative from the OHLGS



**Prof. Nicholas Awortwi at the meeting**



**Hon. Collins Ntim, Deputy Minister of Local Government making inputs during the meeting**



**Mr. Dennis Aboagye making his submissions during the meeting**



**A cross section of Team Members seated**



**S06:**  
**Strengthen Network and Collaboration  
to Optimise Responsiveness to the  
Institute's Mandate**

## Network and Collaborations

During the year, the management engaged organisations in the sector, home and abroad to broaden the ILGS's training, research and advocacy mandates. Staff of the Institute were invited to participate and make presentations in local and international fora, seminars, conferences, etc. on decentralisation and local governance issues in Ghana.

- On behalf of the ILGS, the Government of Ghana, represented by the Ministry of Local Government, Decentralisation and Rural Development (MLGDRD) and the Government of the Swiss Confederation, represented by the Swiss State Secretariat for Economic Affairs (SECO) signed an agreement on 8th April, 2022 to implement a pilot project 'Responsive, Effective and Efficient Local Governance' (REEL-G) in 40 districts.

The pilot project is being implemented in collaboration with the Office of the Head of the Local Government Service (OHLGS), the MLGDRD and the National Association of Local Authorities of Ghana (NALAG). The Swiss Government provided a grant of about 2.8m. The REEL-G project has four components:

- 1) Building the professionalism of staff of the Local Governments (LGs) through the Scheme of Service Training (SoST)
- 2) Developing the competences of political functionaries (elected and appointed representatives) to provide leadership, effective



**Mr. Philip Stalder, the Ambassador of Switzerland to Ghana and Hon. Daniel Botwe, the Minister for Local Government, Decentralisation and Rural Development after signing the agreement**

oversight and representation roles at the district assembly level.

- 3) Building the organisational culture of LGs to operate as high performing corporate bodies; and
- 4) Promoting effective social accountability mechanisms that put local residents and their representatives including their associations at the centre of local governance performance monitoring, assessment and downward accountability

## Joint Committee meeting of the Councils of the ILGS and LGS

The Joint Committees of the Councils of the Local Government Service (LGS) and the ILGS, held a meeting on 5th April 2022 at the ILGS Board Room to deliberate on the Scheme of Service Training (SoST). The Joint Committee agreed and maintained that:

- The SoST programmes were mandatory for all professional staff of the LGS and a proof of the requisite certificate shall be a requirement for staff progression and promotion into higher occupational or professional grades.
- In view of the mandatory requirements, tuition fees for all programmes shall be fully paid for by the LGS.
- The cost of accommodation and transport, where staff needs to travel outside their duty post/ stations for the training shall be the shared responsibility of the respective LGS organisation (OHLGS, RCCs and MMDAs).



**A group photograph of the Joint Committee Members of the Councils of the LGS and ILGS after the meeting**

- The training cost should be reasonable to ensure staff enroll in the programmes without any difficulties to do with programme financing.
- The respective beneficiary institutions (OHLGS, RCCs and MMDAs) should also be made to show interest in the programme by providing funds to cover costs relating to accommodation and transport of their respective staff.
- A separate policy should be developed by the sector Ministry spelling out the modalities and sources of funding for training within the sector.

## MMDCEs Dash Board

- The ILGS supported the Hon. Minister of Local Government, Decentralisation and Rural Development to establish a framework to effectively monitor the performance of MMDCEs

using an electronic platform that requires all MMDCEs to submit quarterly reports to the Presidency, through the sector Minister.

## Consultative Forum on Local Government Reforms

- The Local Governance reform forum for the northern sector in collaboration with GDCA and NORSAAC invited the Deputy Director at the Tamale campus to speak on the topic: "The State of The Local Government Administrative Structures Including The Committee Systems, Sub-District Structures and The Local Parliament"

**CONSULTATIVE FORUM ON LOCAL GOVERNMENT REFORMS**  
**ORGANISED BY: GDCA, NORSAAC and CDD**

**THEME:**  
**THE ELECTION OF MMDCEs AND COMPLEMENTARY REFORMS –  
 OPPORTUNITIES FOR TRANSFORMING LOCAL GOVERNANCE IN GHANA.**

**DATE:**  
 9TH-10TH-  
 NOVEMBER-2022

**TIME:**  
 8:30AM PROMPT

**VENUE:**  
 GLOBAL DREAM HOTEL  
 TAMALE

**MODERATOR:**  
**MALTITI SAYIDA SADICK**

**SPEAKERS:**

 <b>AMBASSADOR YAKUBU ABDULAI</b> <b>SAGNANI NAA</b>	 <b>PROF. YAKUBU NANTOGMAH</b> <b>ZUGU LANA</b>	 <b>HAJIA LAMINATU ADAM</b> <b>EXECUTIVE DIRECTOR SONGTABA</b>	 <b>MR. PAUL OSEI KUFFOUR</b> <b>PROGRAM MANAGER CDD-GHANA</b>	 <b>MR. RICHARD KEMBOOTAH</b> <b>DEPUTY DIRECTOR ILGS, TAMALE</b>	 <b>MR. MOHAMMED MUSAH</b> <b>SAVANNAH REGIONAL ADVISOR, GOVERNANCE</b>
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## **S07: Strengthen Advisory and Consultancy Services**

## Policy Advocacy and Consultancy Services

The ILGS received for the first time, direct financial support of GHC687,420 from the District Assemblies Common Fund - Responsiveness Factor Grant (DACF-RFG) to conduct generic training programmes for MMDAs. This follows the submission of work plans and subsequent approval of the plan by the DACF-RFG Steering Committee. The grant was to be spent on three key activities:

- Capacity gaps analysis emerging from the District Performance Assessment Tool (DPAT);
- Strengthen operations of the Public Relations and Complaints Committee (PRCC) and the Client Service Units (CSUs) of MMDAs; and
- Implement a pilot programme to address the perennial problem that MMDAs are confronted with in producing timely, accurate and quality minutes and reports.

## Submission of proposals for funding

The ILGS joined a number of consortia to submit proposals for funding. The following are some of the consortia:

- Erasmus University Rotterdam led a consortium to submit a research proposal to Fondation Botnar on the topic: "Technology, migrant youth and urban

governance: Comparing three cities: Castilla in Colombia, Tamale in Ghana and Bandung in Indonesia". Other Consortium members included RNW Media (Netherlands), The Hague Academy for Local Governance (Netherlands), Pamflet (Indonesia), and Corlide (Colombia).

- ILGS joined three separate consortia with Democracy International, Counterpart and FHI to bid for the USAID/Ghana Performance Accountability Activity (PAA) in response to RFA No. 72064122RFA0000.
- The ILGS-led consortium made up of the Department of Planning, KNUST and Urban Associates submitted a proposal to provide consultancy services for the establishment and operationalisation of the Inter-Jurisdictional Coordination Management Framework (IJCMTF) for the Greater Accra Resilient Integrated Development (GARID) Project. Our submission follows the Request for Proposals (RFP) published by the MLGDRD.
- ILGS submitted a bid on "Provision of Consultancy Services to Conduct Capacity Building Training on Integrated Urban Governance for Local Government Officials and Other Identified Stakeholders at STMA.
- The Tamale campus formed a consortium with UDS and RAINS and submitted an Expression of Interest in Youth Entrepreneurship Training to Ghana Enterprise Agency (GEA).

## Capacity Building Training on Integrated Urban Governance for Assembly Members of STMA





## **S08: Improve Academic and Training Infrastructure**

## Improvements in Academic and Training Infrastructure

During the year, major progress was made on Infrastructure works on campus as follows:

- Completion of 160 out of the 560 hostel room facilities on Accra campus
- Completion of the construction of 200-unit conference auditorium and offices in Accra campus
- About 60% completion of the 80-bedroom hostel facilities, renovation of existing hostel facilities, 600-unit auditorium and entrance gate at Tamale campus.



**Executive Room**



**Executive Hostel Facility on Accra Campus**



**200-unit Conference Auditorium, Accra Campus**



**200-unit Conference Auditorium and Offices  
on Accra Campus**



**Syndicate room Accra campus**



**60% Completion of the 80-Bedroom Hostel Facilities**



**Renovation of Existing Hostel Facilities**



**600-Unit Auditorium**



**Entrance Gate, Tamale Campus**



## **S09: Improve Financial Viability and Sustainability**

## Financial Viability and Sustainability

The ILGS is a non-subsidised state institution, therefore Internally Generated Funds (IGF) constitutes 100% of its total revenue.

In 2022, the ILGS mobilised an amount of GHC7.8m against the budget of GHC8.73, a shortfall of 10%

while expenditure target fell by 23%. In general, there was a surplus of GHC1.1m. Table 4 shows the 2022 Budget Performance Report.

**Table 4: Budget Performance Report for 2022**

REVENUE	BUDGET	ACTUAL	VARIANCE	PERCENTAGE 100%
	GHC	GHC	GHC	
	A	B	C=(B-A)	E
Management Development & Training	500,000.00	259,621.94	- 240,378.06	- 48%
Research, Consultancy and Policy Engagement	200,000.00	287,513.18	87,513.18	44%
Academic Tuition Fees	2,689,000.00	1,025,603.00	-1,663,397.00	-62%
Rent of Facilities	800,000.00	1,090,020.67	290,020.67	36%
Collaboration with Agencies and Dps	4,500,000.00	5,142,789.14	642,789.14	14%
Others	50,000.00	68,436.70	18,436.70	37%
<b>TOTAL INCOME</b>	<b>8,739,000.00</b>	<b>7,873,984.63</b>	- 865,015.37	-10%
<b>EXPENDITURE</b>				
<b>COMPENSATION</b>				
Salaries/Social Security Contribution	2,510,000.00	2,363,321.77	146,678.23	6%
<b>SUB-TOTAL (A)</b>	<b>2,510,000.00</b>	<b>2,363,321.77</b>	146,678.23	6%
<b>GOODS &amp; SERVICES</b>				
Utilities	120,200.00	148,115.94	- 27,915.94	-23%
Office Consumables	212,000.00	161,714.06	50,285.94	-24%
Printing & Publication	277,000.00	327,523.48	-50,523.48	-18%
Allowances, DSA, T&T	332,000.00	292,471.43	39,528.57	12%
Repairs & Maintenance	83,000.00	80,146.17	2,853.83	3%
Fess & Charges	411,000.00	180,366.12	230,633.88	56%
Staff Training and Dev't	292,000.00	3,420.00	288,580.00	99%

Research/Advocacy	1,349,000.00	219,672.75	1,129,327.25	84%
Training & Conference	2,870,000.00	2,884,047.24	-14,047.24	0.5%
SUB-TOTAL (B)	5,946,200.00	4,297,477.19	1,648,722.81	28%
ASSETS				
ICT	136,800.00	31,859.75	104,940.25	77%
Rehabilitation	100,000.00	0	100,000.00	100%
SUB-TOTAL(C)	<b>236,800.00</b>	<b>31,859.75</b>	204,940.25	87%
GRAND TOTAL	<b>8,693,000.00</b>	<b>6,692,658.71</b>	2,000,341.29	23%
Surplus (Deficit)	691,001.00	1,196,052.47	505,051.47	73.09

## External and Internal Audits

- For the first time in a long while, the ILGS completed its External Audit Report of 2021 within the stipulated period. With the exception of minor procurement breaches, the External Audit Report of 2021 showed that the Institute had made significant progress towards improving its internal control systems and accountability. The Audit Committee of the ILGS Council commended management for good work done.
- The Internal Audit Unit prepared and submitted all four quarterly Internal Audit Reports within the period.
- The Internal Audit Unit prepared and submitted the 2022 Annual Internal Audit Workplan in line with Section 83(4) of the PFM Act 2016, Act 921 and in line with the strategic objectives of the Institute. The audit plan was based on risks that are associated with the strategic objectives of the Institute and instituted mitigating measures to prevent their occurrence. They included cash and revenue management, procurement, fixed assets management, and compliance with the Public Office Holders Act 1998, Act 550.

**3.0**

## **CHALLENGES IN 2022 AND PROSPECTS FOR 2023**

# CHALLENGES IN 2022

- The ILGS provided temporary accommodation to the Registry of Births and Deaths on the premises of the Accra Campus when a rainstorm destroyed their offices. However, their presence attracted 'Goro Boys' to the campus that later became a menace to the academic and learning environment at ILGS.
- Attracting academic staff with the requisite knowledge, skills and experience to teach both academic programmes and professional training; and at the same time having the right attitude to work in ILGS environment that is different from traditional public universities.
- Inability to roll-out various allowances (commuting, research, transport, accommodation, etc.) per ILGS Conditions of Service.

# PROSPECTS FOR 2023

- Obtaining a Presidential Charter and becoming an autonomous university
- Introducing academic publication allowance to motivate staff to pursue academic excellence.
- Marking 20 year anniversary of the creation of ILGS
- Organising research seminar series
- Conducting the 6th graduation of students
- Recruitment of new academic staff
- Finalising internal policy documents such as the Internal Audit Charter, Accounting Manual, Transport and ICT to further strengthen the internal control systems.
- Acquisition of library materials (books, journals, E-library, ICT laboratory, plagiarism software, etc.)



4.0

PARTNERS

## 4.0 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**

**SECO**



**USAID**



**PSCLG**



**GTEC**



**KNUST**



**NADMO**



**INCLUDE**



**IDEG**



**GESP**



**GAMA-SWP**



**EU**



**NDPC**



**CDD**



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